

Business Operations/Resource
Management Subcommittee Meeting
Thursday, December 15, 2016 6:00 PM Eastern

New Fairfield Community Room
3 Brush Hill Road
New Fairfield, CT 06812

Mr. Steve Burfeind: Present
Mr. Douglas DeRito: Present
Mr. Kevin Hearty: Absent
Mrs. Samantha Mannion: Present
Mr. Edward Sbordone: Present
Susan Starr: Absent
Dr. Amy Tozzo: Present
Dr. Jay Voss: Present

Present: 6, Absent: 2.

I.	CALL TO ORDER
II.	APPROVAL OF MINUTES
II.A.	November 17, 2016 - Regular
III.	ACTION ITEMS
III.A.	Capital Improvement Plan
IV.	INFORMATION ITEMS
IV.A.	Summary of Budget vs. Actual Expenditure/Encumbrances Report for FY 2016-17 at November 30, 2016
IV.B.	Team Structure in Grades 4, 7 and 8
IV.C.	New Board of Finance Policy on General Fund
V.	OTHER
VI.	ADJOURNMENT

BOARD OF EDUCATION, NEW FAIRFIELD, CT
Business Operations/Resource Management Subcommittee Meeting

Name of Subcommittee: BO/RM

Meeting type: Regular

Date of Meeting: 11/17/16

Place of Meeting: NF Community Room

Minutes submitted by: Alicia Roy

Members present: Douglas DeRito (6:08), Sean Loughran, Ed Sbordone

Members absent:

Other attendees: Alicia Roy, Craig McClain, Jason McKinnon, Robert Spino, Sarah McLain, Christine Baldelli, Rich Sanzo, Keegan Finlayson, Phil Ross, Steve Burfeind, Samantha Mannion, Amy Tozzo, Jay Voss

Meeting called to order: at 6:00 p.m.

II. Approval of Minutes

A. October 20, 2016 - Regular

Motion: To approve minutes of the October 20, 2016, regular meeting as presented

Made by: Ed Sbordone

Seconded by: Sean Loughran

Recording of vote: All in favor

III. Action Items

A. 2017-2018 Recommended Changes in Personnel and Positions – The 2017-2018 recommended changes in personnel and positions were reviewed and discussed. The administrators discussed their individual requests.

Motion: No action taken

B. Capital Improvement Plan – The revised Capital Improvement Plan was reviewed and discussed.

Motion: No motion was made, pending the special Board meeting next month to discuss the Consolidated parking lot project

IV. Information Items

A. Summary of Budget vs. Actual Expenditure/Encumbrances for FY 2016-17 at October 31, 2016 – The current expenditures are on target. Time did not allow for much discussion.

B. NESDEC Enrollment Projections - Time did not allow for the discussion of this item.

C. District Enrollment Projections - Time did not allow for the discussion of this item.

V. Other

Motion to adjourn: Made by: Sean Loughran

Seconded by: Ed Sbordone

Recording of vote: Aye – Unanimous

Meeting adjourned at: 6:58 p.m.

CAPITAL IMPROVEMENT PLAN 2015-2034

New Fairfield Public Schools

New Fairfield, Connecticut

Updated December 2016 (changes highlighted)

The Capital Improvement Plan is intended to provide a long-range plan of the facility needs for the New Fairfield Public School District. The improvement plan is derived from the Survey of Conditions that is completed annually by the Buildings and Grounds Department.

2014-2015	HS Locker Room Renovation (2020-2021)		\$55,000
	\$35,000 from these funds used in 2016-17 to replace Consolidated boiler		20,000
2015-2016	Renovate HS Consumer Science and Art Rooms		\$331,631
2016-2017	Consolidated Pick-up, Drop-off, Parking Lot		
	Circulation Improvements (2017)		\$75,000
	Middle School Pool Renovations		\$110,000
	HS Flooring with Abatement (with cons. science and art)		\$35,000
	* Replace Consolidated School Windows (2017)-	Further Dev'lpmt	\$140,000
	Replace Consolidated School Faucets and Sinks (2016)		\$25,000
	HS Auditorium		155,000
	Replace Consolidated Boiler (\$35,000 from HS Locker Room dollars)		\$540,000
Unappropriated 2015-2016			
	Life Skills		\$61,000
	Renovate HS Classrooms		\$170,000
	HS Fire Tank (water storage)	up to	34,000
			<u>\$265,000</u>
2017-2018	Renovate HS Classrooms	up to	\$123,000
	HS cafeteria flooring		\$50,000
	Consolidated Water Storage		\$45,000
	MS Air Conditioning Unit Replacement		\$70,000
	Tennis Courts		\$230,000
	Additional Funds Consolidated Parking		\$109,000
	*Postponed Consolidated windows		<u>-\$140,000</u>
			\$487,000
2018-2019	*Consolidated School Roofs	Further Dev'lpmt	\$490,000
	Replace Paving: High School Lower Lot		<u>250,000</u>
			\$740,000

2019-2020	HS: Replace HVAC units for Auditorium and MS Café.	Estimated Cost	\$175,000
	Replace HS Kitchen Boiler	Estimated Cost	\$50,000
	Replace Consolidated Boiler (moved up to 2016-17)		-\$50,000
	*Funds for Consolidated Windows (pending further development)	minimum of	<u>\$240,000</u> \$465,000
2020-2021	Renovate High School Locker Rooms		\$368,000
	Replacing locker room funds used for Consolidated Boiler		<u>\$35,000</u>
		Estimated Cost	\$403,000
2021-2022	High/Middle School Pool Roof	Estimated Cost	\$190,000
2022-2023	Middle School Roof	Estimated Cost	\$555,900
2023-2024	Replace Consolidated School Boiler	Estimated Cost	\$49,200
	Replace MS Cafeteria Underground Fuel Oil Tank	Estimated Cost	<u>\$50,000</u> \$99,200
2024-2025	Middle School Remaining Roofs	Estimated Cost	\$548,900
2025-2026			
2026-2027	High School Remaining Roofs	Estimated Cost	\$1,378,000
2027-2028	Replace Middle School Underground Oil Tank	Estimated Cost	\$100,000
	Replace Middle School Boiler #1	Estimated Cost	<u>\$60,000</u> \$160,000
2028-2029	Replace Consolidated School Shingle Roof(s)	Estimated Cost	\$150,000
2029-2030	Consolidated School Paving	Estimated Cost	\$250,000
	Replace MHHS Boilers (2)	Estimated Cost	<u>100,000</u> \$350,000
2030-2031	HS Building Panels	Estimated Cost	\$145,000
	Replace CNS Boiler #2	Estimated Cost	\$60,000
	Replace CNS Underground Fuel Oil Tank	Estimated Cost	<u>\$100,000</u> \$305,000
2031-2032	Replace Consolidated School Flat Roof(s)	Estimated Cost	\$330,000
2032-2033	MHHS Paving	Estimated Cost	\$397,500
2033-2034	Replace Track	Estimated Cost	\$365,500

2034-2035	Replace HS Pool Boiler	Estimated Cost	\$55,000
-----------	------------------------	----------------	----------

2035-2036	Replace MS Boiler #2	Estimated Cost	\$56,000
-----------	----------------------	----------------	----------

*Consolidated window and roof projects are estimated to cost approximately \$1,000,000 and will require further development.

This plan is meant to include projects as placeholders, but not necessarily provide the most accurate dollars. Projects will be changed based on the survey of the buildings and grounds.

New Fairfield Board of Education
Summary of Budget vs. Actual for Salary & Non-Salary Accounts
Fiscal 2016-2017 at November 30, 2016

	Approved Budget	2016-2017 Adjusted Budget	Year-to-Date Expenditure	Percentage Expense	Current Encumbrances	Percent Encumbered	2016-2017 Remaining Unexpended	Percent Committed
Regular Education - Non-Payroll								
2000 Consolidated School	115,905	115,905	26,503	22.9%	70,556	60.9%	18,846	83.7%
3000 Meeting House Hill School	89,944	89,944	50,691	56.4%	13,776	15.3%	25,477	71.7%
4000 Middle School	85,310	85,310	35,934	42.1%	32,186	37.7%	17,190	79.9%
5000 High School	267,991	267,991	94,800	35.4%	95,592	35.7%	77,600	71.0%
5500 Interscholastic Athletics	182,314	182,314	45,501	25.0%	57,424	31.5%	79,389	56.5%
6000 District Wide / Benefits / Insurance	1,925,192	1,925,192	891,010	46.3%	410,450	21.3%	623,732	67.6%
6100 Board of Education	37,692	37,692	32,324	85.8%	2,124	5.6%	3,244	91.4%
6200 Central Office	82,960	82,960	16,346	19.7%	7,089	8.5%	59,524	28.2%
6300 Fiscal Services from Town	283,676	283,676	80,778	28.5%	204,346	72.0%	(1,448)	100.5%
6400 Personnel / Business Office	21,670	21,670	16,209	74.8%	1,117	5.2%	4,344	80.0%
6500 Technology	335,733	335,733	208,862	62.2%	74,184	22.1%	52,686	84.3%
6600 Transportation	1,287,980	1,287,980	360,790	28.0%	248,400	19.3%	678,790	47.3%
6700 Copiers / Postage	157,445	157,445	75,018	47.6%	73,636	46.8%	8,790	94.4%
6800 Utilities	899,559	899,559	201,964	22.5%	316,513	35.2%	381,082	57.6%
7000 Curriculum & Staff Development	194,157	194,157	109,182	56.2%	10,760	5.5%	74,215	61.8%
9000 Buildings & Grounds	586,908	586,908	306,178	52.2%	199,646	34.0%	81,084	86.2%
Subtotal - Reg Ed - Non-P/R	6,554,436	6,554,436	2,552,091		1,817,799		2,184,546	
8000 Special Education - Non-Payroll	1,781,743	1,792,438	554,754	30.9%	1,000,707	55.8%	236,977	86.8%
TOTAL NON-PAYROLL	8,336,179	8,346,874	3,106,845	37.2%	2,818,506	33.8%	2,421,523	71.0%
TOTAL PAYROLL	24,866,946	24,856,251	7,457,202	30.0%	0		17,399,049	30.0%
TOTAL OPERATING BUDGET	33,203,125	33,203,125	10,564,048	31.8%	2,818,506	9.8%	19,820,572	40.3%

OVERVIEW of ENCUMBRANCES and EXPENDITURES for NOVEMBER 2016-2017

2000 Consolidated	\$100 Raptor visitor kit; \$52 Stepping Stones CORE Program; \$322 color book binder holders; \$400 2nd grade science start-up kit; \$1,472 assorted library books; \$326 Kindergarten phonics lessons; \$1,352 Level C... G for classroom libraries; \$239 ASCD membership
3000 Meeting House	\$300 Spin Bike maintenance; \$316 DEMCO memory cards & accessories; \$71 Grade 5 Step-up certificates; \$86 composition books; \$139 book bins and privacy shields; \$20 mechanical pencils; \$85 binders and rings; \$630 easels; \$90 UniFix cubes; \$288 Post-its; \$145 classroom pens; \$126 card-stock; \$344 e-books; \$110 Raptor badges
4000 Middle School	\$1,300 postage meter; \$79 Making Data Work; \$32 computer programming career poster; \$185 "Colonies to Constitution" books; \$99 Paw Print stressed toy; \$182 color counter kit; \$153 Equate tiles; \$35 Data in School counseling; \$3,567 Flagship copy papers; \$60 Mastery Test package; \$219 Fact-add tiles; \$329 dry erase markers; \$233 Counters and Calculators kit; \$28 self-inking stamp; \$41 Enviro situation cards; \$6,572 Lesson Guide Sets and Leveled Literacy; \$200 Mechanically Inclined books; \$1,339 Flix annual online subscription; \$1,150 graduation certificates & envelopes; \$200 stage flower arrangements; \$2,354 Samsung Class LED TV; \$180 Piano Maestro reimbursement
5000 High School	\$300 Family & Consumer Science supplies; \$425 NFHS Medallion (NASSP); \$1,500 Civil Air Patrol transportation; \$600 CAP supplies; \$1,815 library books; \$40 business cards; \$78 graph paper; \$3,926 Real Baby Care starter package; \$545 HOBY registration fee
5500 Intersch. Athletics	\$7,000 Officers and Troopers for basketball; \$3,065 Mat transporters, mop, straps, disinfectant, headgear, sleeves;
6000 District Benefits	\$795 Teacher tuition reimbursement; \$240 Math Counts registration; \$ 109 new freezer delivery;
6500 Technology	\$600 Data Restore service; \$1,242 Streamsie and DEVOS maintenance; \$152 Dobe Photoshop license; \$879 What's Up Gold service agreement; \$7,963 MacBook Pro (3) complete;
6700 Copiers	\$980 Technology/Business Education color production replacement copier
7000 Curriculum & SD	\$852 Middle School books; \$1,182 MS book cart; \$8,550 Big Ideas Math PD Dec'r 6, 7 & 8; \$560 Project Adventure harnesses
8000 PPS/Special Ed	\$40 CT CEC conference; \$190 School Refusal Behavior; \$105 SLD/Dyslexia; \$840 student tutoring instruction; \$1,057 student tuition Sept'r; \$77 CELF record forms; \$543 Multi-talker Microphone;
9000 Schools/Grounds	\$4,180 replace 2 HS backboards; \$2,000 plumbing supplies; \$2,500 HVAC parts; \$1,125 Rauland Intercom Phones; \$3,899 Traulsen Reach-in Freezer; \$295 Defibrillator pads; \$500 plumbing repair parts; \$1,000 repair parts for motors & pumps; \$1,000 power equipment supplies; \$2,470 HS bleacher inspection;



New Fairfield Schools

2017-2018 Changes in Personnel and Recommended Positions

Maintaining the Grade 4 Team Structure

At Meeting House Hill School we have established a new and effective instructional team structure for both 4th and 5th grade learners. We request that we maintain eight (8) teachers at each grade level to move forward with this model: during the 2016-2017 school year we restructured our master schedule to best support the needs of all learners. This included establishing large learning blocks and a daily intervention and enrichment (I/E) block to provide focused instructional support in all content areas. The teachers work in teams, with one teacher focusing on mathematics instruction and his/her partner providing science and social studies instruction. Both teachers provide direct instruction for English Language Arts. This team approach allows teachers to develop a deep understanding of a targeted content area. It is a challenging shift as we move forward with new curriculum standards in science and social studies, in addition to developing deeper knowledge within our mathematic curriculum. A reduction in staff would have a direct impact on the progress that we have made with training staff for the curriculum changes and their level of expertise for implementation. The instructional and math coaches have worked extensively with teacher teams to focus instructional strategies for varied content areas. Teachers have received ongoing and embedded professional development. The results of this work is evidenced in both SBAC and STAR assessments, which have shown strong gains for Meeting House.

In addition, we have been focusing on the workshop model for instruction in all content areas. This model promotes direct instruction through whole group mini-lessons and targeted instruction in small groups. Teachers provide individualized instruction for all learners through conferring. Teachers meet every two weeks in Professional Learning Communities (PLCs) to review data and group students based on academic need. The teams also provide targeted instruction through the I/E block.

A shift we made in 5th grade provides a common planning time for content area teachers. We accomplished this through the rotation of our specials schedule. This planning time allows teachers to review and discuss lesson plans and highly effective instructional strategies. By allowing the content specific planning time, our instructional and math coaches can meet regularly with teachers. Our plan is to develop a similar rotation in fourth grade for the 2016-1017 school year. The structure of our current schedule would provide such time. If we reduce staff, this rotation would not be possible and would create a gap for some classes.

We feel strongly that maintaining eight (8) classes in both 4th grade and 5th grade provides the best education for our learners and creates a smooth transition to the next level, as this team model continues in the middle school. Through this model, we will best prepare our students for success academically, emotionally and socially, as we continue to define excellence in our district.

Benchmark and SBAC math data will be analyzed to determine whether this new math instructional model is positively impacting student achievement in math. Our math coach and teacher, along with administration will monitor and compare student growth. Staff development will be ongoing for our fourth grade math teachers as they implement this shift.

Future years with lower enrollment would necessitate adjusting the schedule. Several options would be to create a three teacher team in fourth grade, create a cross grade level team for math, or have one self-contained class in fourth grade.

Maintaining the Middle School Team Structure

The middle school structure is defined by teams--a group of teachers who work together to meet the needs of a large group of assigned students. At New Fairfield Middle School the team consists of an English language arts, mathematics, science, and social studies teacher. These teachers work with 100 students and have common planning time every day and two consecutive team planning periods every 8 days to discuss student data, interventions, and instructional strategies.

During the 2016-2017 school year the team structure was eliminated in grade 6. Currently the sixth grade is comprised of 7 teachers. Four (4) of the teachers teach four (4) sections of their specific subject area. Specifically, two (2) math teachers have four (4) math sections, two (2) science teachers have four (4) science sections, and the remaining teachers have three (3) sections of their specific subject area and one (1) section of social studies. These teachers work with approximately 85 students, have common planning time every day and two consecutive team planning periods every 8 days to discuss student data, interventions, and instructional strategies.

The enrollment projected for 2017-2018 requires us to make a decision regarding maintaining the middle school structure. If we keep the current middle school structure, the 8th grade will continue to have two (2) teams with each teacher teaching four (4) sections of their subject. In seventh grade we would have the science and social studies teacher teach three (3) sections of their subject and one section of Core 21, a research-based project course. The math and ELA teacher would teach three (3) sections of their subject and one (1) subject of remediation for students who need work in reading, writing, and math skills.

The Association of Middle Level Educators philosophy is predicated on a team of teachers working together to plan and instruct a group of students. Their research indicates that, "Organizational structures foster purposeful learning and meaningful relationships. The ways schools organize teachers and group and schedule students has a significant impact on the learning environment. Interdisciplinary teams common planning time, block scheduling, and elimination of tracking are related conditions that contribute to improved achievement."

If we decrease the seventh grade by one position certification issues would cause the Middle School to adopt a Junior High model. A junior high model has teachers teaching at multiple grade levels which eliminates the ability for teams of core teachers to review student data, create intervention groups, and differentiate curriculum to meet students at their level. It also prohibits counselors to work with teachers on the social/emotional needs of students. It also prevents the intersection of curriculum among subjects and the enrichment of curriculum such as the rocket days that integrates all four core subjects as well as the event of launching the rockets. The team model is essential to the whole child and the success of each student.

Town of New Fairfield

Date of Version: November 16, 2016

By: Philip A. Cammarano, Treasurer

Title: **General Fund Policy**

Section: **General Fund**

Updated for GASB 54 Fund Balance Reporting

POLICY STATEMENT

A positive fund balance serves three important functions:

1. Serves as a contingency fund that enables the Town to respond to unanticipated emergencies or opportunities.
2. Eliminates the need for short term borrowing to handle cash flow between the start of the fiscal year and receipt of revenue from taxes;
3. Can be periodically used to lower taxes to smooth out major fluctuations in the property tax rates;

Credit rating agencies determine the adequacy of the unreserved fund balance using a complex series of financial evaluations. The size of the fund balance is an important, but not the only consideration in the Town's rating. Other important factors are the reliability of government's revenue sources, economic conditions, community wealth factors, cash position, debt ratios, management performance, and fiscal decisions made by the legislative body.

A town's ability to accurately plan and develop sufficient fund balance is a common characteristic of highly rated municipalities.

This policy is intended to provide for a fund balance which satisfies the cash flow and contingency needs of the community, supports our positive bond rating with the rating agencies, and at the same time avoid over taxing the citizens through an excessively large fund balance.

GOVERNMENTAL FUND TYPE DEFINITIONS

1. General Fund – all funds not reported in another fund
2. Special Revenue Funds – proceeds of specific revenue sources that are restricted or committed
3. Capital Projects Funds – financial resources restricted or committed for capital outlays
4. Debt Service Funds – financial resources restricted or committed for principal and interest
5. Permanent Funds – resources restricted that only earnings, and not principal may be used

FUND BALANCE IS THE DIFFERENCE BETWEEN CURRENT ASSETS AND CURRENT LIABILITIES AND IS CHARACTERIZED AS BEING RESTRICTED AND UNRESTRICTED

1. RESTRICTED CATEGORIES
 - a. Restricted – constrained to specific purposes by their providers (grantors, bondholders)
 - b. Committed – constrained to specific purposes by the town (BOF authority)
 - c. Assigned – constrained to intended specific purposes – doesn't meet criteria to be classified as restricted or committed (BOF authority)
 - d. Nonspendable – amounts not in spendable form such as inventories, prepaid items, and contractually maintained intact amounts such as endowments

2. UNRESTRICTED CATEGORY

- a. Unassigned - Total fund balance minus Restricted minus Committed minus Assigned minus Nonspendable

GUIDANCE

The Board of Finance shall propose annual budgets that provide for first accumulating and thereafter maintaining, as set forth in the plan of action, an unassigned fund balance of not less two months (16.67%) of total operating expenditures.

The following circumstances may justify a significantly higher minimum target levels:

1. Significant volatility in operating revenues or operating expenditures;
2. Potential drain on resources from other funds facing financial difficulties;
3. Exposure to natural disasters (e.g. hurricanes);
4. Reliance on a single corporate taxpayer or upon a group of corporate taxpayers in the same industry;
5. Rapidly growing budgets; or
6. Disparities in timing between revenue collections and expenditures.
7. Increased regulation and unfunded mandates.

Annually, the Board of Finance shall monitor and modify the minimum fund balance requirements based on the aforementioned criteria.

Note: The Unrestricted fund balance is now at 12% and does not meet the minimum 2 months (16.67%) required by this proposed policy. The policy language requires the Board of Finance to develop a plan of action to bring the fund up to the minimum required minimum level.

PLAN OF ACTION

100% of the annual budget revenue surplus and up to 50% of the annual budget expenditure surplus shall be transferred to the unassigned fund balance until the minimum level of two months expenditures (16.67%) is met. Thereafter, transfers from the annual budget surplus shall be made in amounts sufficient to maintain at least the minimum level.

In the event the unassigned fund balance becomes greater than two months (16.67%), the excess may be used in one or a combination of the following ways:

1. Let such excess remain in the unassigned fund balance
2. Transfer such excess to the Cap&Non Fund for future capital projects
3. Transfer such excess to the Debt Service Fund for future debt payments.

This policy is subject to review on an annual basis, on or before the anniversary date of its final approval. The Board of Finance is responsible to lead the review process.