

**Please Note: These minutes are pending Board approval.
Board of Education
Newtown, Connecticut**

Minutes of the Board of Education meeting held virtually on September 24, 2020 at 7:00 p.m.

M. Ku, Chair	L. Rodrigue
D. Delia, Vice Chair	A. Uberti
D. Cruson, Secretary	T. Vadas
D. Leidlein	1 Press
J. Vouros	12 Public
R. Harriman-Stites	
D. Zukowski	

Item 1 – Call to Order

Mrs. Ku called the meeting to order at 7:01 p.m. with Board members joining virtually and members of the public joining by phone. The meeting was also being recorded. Board members were on video except for Mr. Vouros who joined by phone. Staff members on video were Dr. Rodrigue, Mrs. Uberti, and Mrs. Vadas.

Item 2 – Pledge of Allegiance

Item 3 – Public Participation – None

Mrs. Ku noted that there were a couple of emails from the public that address agenda items.

Item 4 – Old Business

Discussion and Possible Action: Potential COVID-Related Expenses:

Mrs. Ku stated that this topic is what inspired the BOE to have this special meeting. At the last meeting the BOE was trying to understand how to deal with additional expenses Newtown will experience this year due to COVID. Mrs. Ku also reminded that it was decided that the BOE is not able to transfer the surplus from last year to the non-lapsing fund which we would normally use for that. The Board of Finance will be considering a recommendation from the Board of Selectman to appropriate \$400,000 into the Capital Non Reoccurring fund for COVID related expenses. Mrs. Ku gave some options for the Board of Education to consider. The first possible option was the BOE Chair and/or Superintendent writing a letter to the BOS requesting a special fund to be established. The second option was discussion whether the BOE should put a spending freeze in place but Mrs. Ku noted that she is not recommending that option. Another option would be to ask the Business Director to provide some additional accounting on a monthly basis outlining the COVID expenses that have been incurred and what we can expect to incur in the future.

Mr. Cruson is concerned that the money is not in a non-lapsing fund and does not like the idea of having to go through a spending freeze. Mr. Cruson also expressed that he is concerned about running out of money at any given point and be in trouble. Mr. Cruson asked how much have we actually spent versus what is anticipated.

Mrs. Vadas stated that she has been preparing financials to see where exactly Newtown is and comparing it to the draft that was originally presented to the Board. Mrs. Vadas feels confident that the number is close to 1.5 million dollars. There are still a lot of expenses that are going to happen but there are also some offsets. Referring back to the original document from Mr. Bienkowski, he showed a savings of \$245,000. Mrs. Vadas reminded that we would have \$400,000 from the Capital Non Reoccurring Fund, \$380,000 from the Corona Relief Grant, and some money left over from Novo. In total, Mrs. Vadas feels confident that we can use about \$780,000 to offset our expenses. Mrs. Vadas agrees with Mrs. Ku and does not feel that a freeze is appropriate right now.

Mr. Cruson recommends that Mrs. Vadas give a report to the Board more often to keep a closer eye on this.

Mrs. Vadas agreed.

Dr. Rodrigue noted that staffing is an issue, along with Technology. There are issues with not currently having Chromebooks and not knowing when they will be available. Dr. Rodrigue spoke with Mrs. Uberti about other alternatives. The technology number could possibly change significantly.

Mrs. Ku asked for a financial update next month.

Mrs. Zukowski is recommending a new practice where we could look and see how much we have expended, how much we have encumbered and how much we expect. After knowing that, she suggested to make requests for additional special appropriations.

Ms. Harriman-Stites asked where the \$400,000 number came from. It does not seem like enough for what we need. She also asked what the process is to obtain the funds.

Mrs. Ku stated that the Board of Selectman came up with that number because there is \$380,000 in Corona Relief fund from the State, \$245,000 in identified savings in the current BOE budget, in addition to the \$400,000 that they would be appropriating would equal \$1,025,000.

Mrs. Vadas stated that we would access the money by a simple journal entry and putting the invoices against the particular fund.

Mr. Vouros is completely against imposing a freeze at this point. The teachers and students do not need a freeze of any kind during this time.

Mr. Delia believes that it is more beneficial to wait until the end of October for an update because there is a CIP meeting before that. He also agrees that freezes are not a consideration at this point in the year. Mr. Delia does not feel a sense of urgency.

Dr. Rodrigue agreed.

Mrs. Ku wanted to make clear that she brought up the spending freeze not because anyone suggested that but only because it has been how we've dealt with issues in the past and we have had to put a spending freeze in place early in the year.

Discussion and Possible Action: Budget Calendar Revision:

Mr. Delia has been looking at the volume of meetings in the calendar. He noted that it takes a lot of time to consider the budgets. The Board of Finance is an advisory board and only makes recommendations and would like to consolidate two of their meetings into one. This would push one of the Board of Education's meetings back a week. It would give more time for the BOE and staff to prepare. Mr. Delia recommends combining item 16 and 17 and then asking the Board of Finance to submit questions in writing. This would allow the Board of Education to push items 10 – 14 back a full week.

Mr. Cruson is concerned how this would impact the deadlines from the Town Charter. Pushing the deadlines back a week would come close to the February 14th deadline.

Mrs. Vadas stated that she would need to get the budget over to the Town Finance Director by February 2nd to get in the paper by February 5th. To answer Dan Cruson's question, Mrs. Vadas said she was unsure if it would be allowed to combine the meetings but it is a possibility.

Mr. Cruson is in favor of trying to get more time to review the budget; however, it seems unlikely because of the deadlines.

Ms. Harriman-Stites is unsure about making calendar adjustments to other boards without their input. Without knowing if they would be on board with this adjusted calendar, Ms. Harriman-Stites would not be comfortable making that decision.

Mr. Delia agrees with Ms. Harriman-Stites that we would need to reach out to other Boards.

Mrs. Ku said that she can reach out to other Chairs to make the budget calendar more efficient.

Item 5 – New Business

Discussion on BOE Business Office Reporting Structure

Mrs. Ku said that The First Selectman, Dan Rosenthal, introduced a concept that he thought the Board of Education could consider. It would involve a change in the reporting structure in the Business Office.

Dr. Rodrigue considers the conversation with the First Selectman more of an informal discussion and would focus primarily on the possibility of rethinking the structure of our Director and the Director on the Town side. It would require looking at all functions on both sides to see if it was possible to share services. Dr. Rodrigue reached out to other school districts and found that they have similar structures as Newtown where there is a Town Finance Director and Business Director for the schools.

Mrs. Ku stated that she spoke with the First Selectman as well and he thought it would bring a more cooperative spirit among the Boards and the offices. It would also provide a smoother transition because Newtown has a new Business Director. Mrs. Ku repeated that this does not fit the shared service model and has gone to many CABE workshops exploring this idea.

Ms. Harriman-Stites asked if Mrs. Vadas could speak on her relationship with the Town Director and if there is a collaborative spirit.

Mrs. Vadas stated that from the beginning we have worked well together. Mrs. Vadas feels that the Town and BOE are two very separate, different entities. The Town and BOE both work with the E-Finance system and Mr. Tait has been a great help when there have been questions or issues.

Ms. Harriman-Stites agreed that Mr. Tait is a great resource and is in favor of looking into shared services in the future. However, Ms. Harriman-Stites is not following the train of thought on this "shared service" and does not see how it will help save money or make things more efficient.

Mrs. Zukowski asked to clarify what Mr. Rosenthal proposed.

Dr. Rodrigue answered and said that the Town Finance Director would become more of a CFO and the Business Director would stay as the Director. The department would then share some of the services like payroll and accounts payable. Dr. Rodrigue also shared that Mr. Tait has more of a relationship with other Boards and Mr. Rosenthal thought it would be beneficial to the BOE.

Ms. Zukowski would like to see the direct benefit of a shared service in terms of administrative. She noted that some things that might be lost are types of decision making support that the BOE gets from the Business Director currently. Ms. Zukowski would like more particulars before being able to support or not support this decision.

Mrs. Leidlein does not agree with this proposal from Mr. Rosenthal. She believes that it would blur the lines between having the two separate budgets and the fact of how the monies are managed between the Town and the District.

Mr. Delia agreed and finds it confusing to have the same person oversee two different budgets.

Discussion and Possible Action: Re-Entry K-6 Schedule for Wednesdays:

Mrs. Ku asked Dr. Rodrigue to introduce this proposal before Mr. Delia makes a motion.

Dr. Rodrigue started by stating that this is a fairly simple proposal and is asking the Board to support a 2-hour early release on Wednesdays even after K-6 return from Hybrid which is scheduled for October 5, 2020. Dr. Rodrigue said that she believes that the teachers will need to continue to have appropriate time to prepare for instruction of in-person and remote learning. It is just as beneficial for the students to have that break.

Mrs. Leidlein asked if lunch was included in the 2-hour early release.

Dr. Rodrigue said that it is.

MOTION: Mr. Delia moved to continue the 2-hr early release days on Wednesdays in K-6 for deep cleaning of buildings and to support teacher preparation for both in-person and distance learners. Mrs. Leidlein seconded.

Mrs. Leidlein said that being a middle school teacher and having preps during the day, she can attest that they are precious, particularly in this climate where we have teachers who are prepping for students who are learning virtually versus in-person learning. Mrs. Leidlein wholeheartedly approves this.

Mr. Delia asked if it would be a half day for teachers.

Dr. Rodrigue said that it would only be an early release for students.

Mr. Delia asked if there was an end date.

Dr. Rodrigue said that she spoke with Mrs. Ku regarding this and there is no end date at the moment. Once the plan is finalized for grades 7-12, there will be more understanding of what the end date can be.

Mr. Delia stated that he approves this proposal.

Ms. Zukowski added that the parents may be displeased with another change. She asked if there is anything that the school can do to provide after school care for K-6.

Dr. Rodrigue said that there is after school care through EdAdvance and also spoke with Mr. Ariniello at the Community Center and he said that he may continue offering after school care.

Ms. Zukowski asked if families have the option to stay with the Hybrid model versus going back to in-person learning full time.

Dr. Rodrigue said that it was a discussion; however, it makes very little sense because you would lose the cohorting and can be more disruptive to the classroom. Dr. Rodrigue feels confident that the District can come back full time safely.

Ms. Harriman-Stites is in support of this proposal but does echo some of Ms. Zukowski's comments about working families and it being a burden on those families who thought we were likely going back to full time to now having it change. She continued by stating that this is not a decision we are making lightly without consideration to the family's needs.

Mr. Cruson said that he is against this proposal and does not believe that a temporary early dismissal on Wednesdays is beneficial to students because it is a loss of education time. Teachers have been able to meet with students after dismissal on Wednesdays for extra help and that will not be as easily possible with students transporting home during that time. Mr. Cruson believes that if we are not ready to go back to full time then we should stay in Hybrid.

Mrs. Leidlein asked for Dr. Rodrigue to clarify that this decision is not about the safety of the students but more so to give teachers more planning time.

Dr. Rodrigue said that Mrs. Leidlein is correct and it is about giving teachers more prep time.

Mr. Vouros is in complete agreement for giving teachers more time for planning.

Mrs. Ku applauded the teachers for what they have been doing this year. She added that she is amazed and proud of all the staff for how far we have come from last year.

Vote: 5 ayes, 1 nay (Mr. Cruson). Motion passes.

Item 6 – Public Participation

Stephanie Strover, 7 Possum Ridge Road, Newtown stated that she is so thankful for the care that staff has been giving to all the children throughout this time. Mrs. Strover expressed her concern about finances during this because it is a lot of money to pay for after school care, especially if you have multiple children. She asked the Board to consider this while making decisions.

MOTION: Mr. Cruson moved to adjourn. Ms. Harriman-Stites seconded. Motion passes unanimously.

Item 7 – Adjournment

The meeting adjourned at 8:46 p.m.

Respectfully submitted:

Michelle Ku
Chair

NEWTOWN PUBLIC SCHOOLS
NEWTOWN, CONNECTICUT

2021-2022 SCHOOL BUDGET DEVELOPMENT CALENDAR

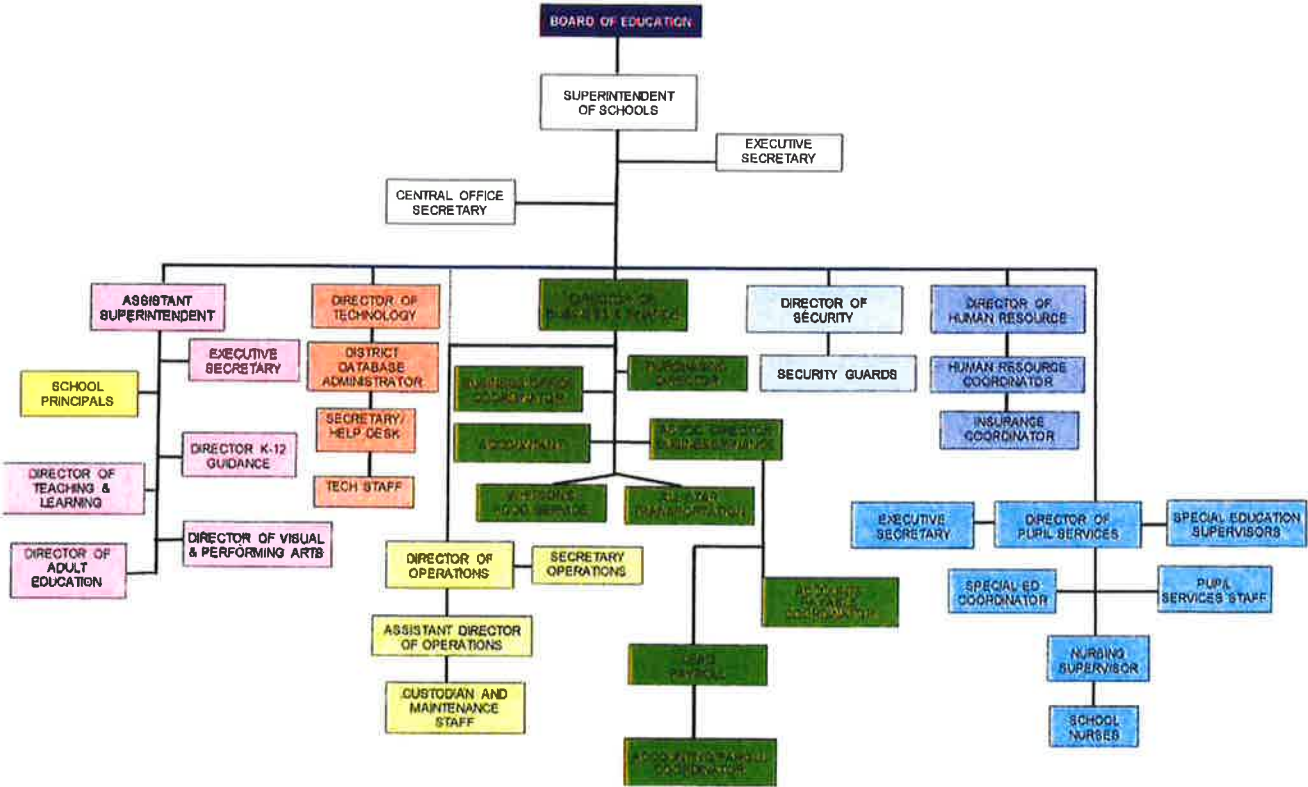
	Activity	Responsibility	Date	Day	Meeting Type
ADMINISTRATION					
1.	Commencement of Budget Process Calendar & Materials Distributed	Supt & Director of Business	09/11/20	Fri	Distribution
2.	Discussion and Expectations / Goals of Budget Process	Superintendent	09/11/20	Fri	A Team
3.	Submission of Technology & Bldg & Grounds Requests	Dir's of Tech / Facilities	10/23/20	Fri	CO Internal
4.	Submission of All Budget Requests	Principals / Directors	10/30/20	Fri	CO Internal
5.	Submission of Salaries	Accountant & Personnel	11/03/20	Tues	CO Internal
6.	Preliminary Update and Discussion of Budget in Progress	Superintendent	11/06/20	Fri	A Team
7.	Individual Administrative Budget Meetings	Superintendent	11/16-12/4	Mon-Fri	Cost Center Leaders
8.	Distribute Superintendent's Proposed Budget	Superintendent	01/12/21	Tue	Hand Delivery
BOARD OF EDUCATION					
9.	Superintendent's Overview of Proposed Budget to BOE, <i>Elem, Read, MS</i>	Superintendent	01/19/21	Tues	Regular BOE Mtg
10.	Budget Workshop - <i>High Schools, Special Ed, Pupil Pers, Health, Curriculum</i>	Board of Ed	01/21/21	Thurs	Workshop Mtg
11.	Budget Workshop - <i>Tech, Cont.Ed, Plant, Benefits, Gen Serv & Trans</i>	Board of Ed	01/26/20	Tues	Workshop Mtg
12.	Budget Workshop - <i>Public Hearing & Discussion</i>	Board of Ed	01/28/21	Tues	Workshop Mtg
13.	Budget Workshop - Adoption of Budget	Board of Ed	02/02/21	Tues	Regular BOE Mtg
14.	BOE Budget Submitted to Financial Director <i>(Feb 14th submission deadline per Town Charter)</i>	Director of Business	02/05/21	Fri	Finance Internal (Delivery)
BOARD OF FINANCE					
15.	Budget Proposals Published in Newspaper <i>(At least 5 days prior to Public Hearing per Town Charter)</i>	Finance Director	02/05/21	Fri	(Newspaper)
16.	Board of Finance - Budget Reivew with Board of Ed	Board of Finance	TBD		Finance Board
17.	Board of Finance Public Budget Hearing for the Town <i>(Not later than the first Wednesday in March, per Town Charter)</i>	Board of Finance	02/11/21	Thurs	Public Hearing
	Schools Closed - Winter Recess	2/15/21 thru 2/16/21		Mon - Tue	
18.	Board of Finance recommends Budget to Legislative Council <i>(Not later than March 14th, per Town Charter) (BOF Vote)</i>	Board of Finance	03/03/21	Wed	Finance Board
19.	Budget Proposals Published in Newspaper <i>(At least 5 days prior to Public Hearing per Town Charter)</i>	Finance Director	03/05/21	Fri	(Newspaper)
LEGISLATIVE COUNCIL					
20.	L.C. Education Sub-committee deliberations	Legislative Council	TBD		L.C. Sub-committee
21.	Legislative Council Public Budget Hearing <i>(Not later than last Wednesday in March, per Town Charter)</i>	Legislative Council	03/17/21	Wed	Public Hearing
22.	Legislative Council Budget Meeting	Legislative Council Discussion	TBD		Legislative Council
23.	Legislative Council adopts a Town Budget <i>(Not later than the 2nd Wednesday in April, per Town Charter)</i>	Legislative Council	04/07/21	Wed	Legislative Council
	Schools Closed - Spring Recess	4/12/21 thru 4/16/21		Mon - Fri	
24.	LC Budget Proposal Published in Newspaper <i>(At least 5 days prior to Annual Budget Referendum per Town Charter)</i>	Finance Director	04/16/21	Fri	(Newspaper)
25.	Town Budget Referendum <i>(1th Tuesday in April per Town Charter)</i>	Town Charter	04/27/21	Tue	Referendum Vote

NOTE: Activities from 16. - 23. are subject to change at the discretion of the respective Board.

TBD = To Be Determined as they move along in the process

Board of Education's Requested Operational Plan 2020-2021

ORGANIZATIONAL CHART





Town and School District of Newtown

Municipal and School District Operations Feasibility Study Findings and Recommendations

Final Report
March 2012

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I. Project Overview

A. Background

The Town and School District of Newtown (hereafter referred to as “Newtown”) has reached a critical milestone where they are looking for an organizational analysis on the feasibility, benefit or disadvantage from an efficiency or cost prospective, of fully or partially combining municipal services and school district operations related to Finance and Human Resources functions, computer technology and building management. Newtown hired Blum Shapiro Consulting, LLC to conduct this comprehensive evaluation of all operations of the finance, human resource and building management functions within the municipal services and school district operations. We performed an analysis of the existing operations, including how the operations are functioning (quality, volume of work, and efficiency). BlumShapiro Consulting, LLC interviewed thirty-two individuals as part of the municipal and school district operations feasibility study. These individuals included personnel from the Town’s Finance, Human Resources, Purchasing, Public Works and Technology departments; and the School District’s Business Office, Human Resources, Technology and Facilities departments; the First Selectman and the Superintendent of Schools. We also interviewed members of the Board of Finance, Board of Education and the Legislative Council.

The goal of the municipal and school district operations feasibility study was to perform a comprehensive analysis of the existing operations, evaluate the current positions with all related staff, evaluate the way each department and its employees work within their respective department and how the department works within the organization as a whole, perform an evaluation of office space requirements, and develop an implementation plan for our recommendations. Part of our goal was to deliver effective and efficient performance within a framework that may fully or partially consolidate support provided to all operations within the municipal services and school district. As part of this process, workflows and business process maps were also documented.

B. Methodology

The goals and objectives of this municipal and school district operations feasibility study included the following:

- Perform a comprehensive analysis of the existing operations that will review quality, workload, processes, efficiency, compliance mandates, and overall performance.
- Evaluate the current positions (task, job descriptions, skill, experience, etc...) with all related staff including developing a detailed questionnaire prior to the interviews.
- Evaluate the way each department and its employees work within their respective department and how the department works within the organization as a whole, including reporting requirements.
- Develop an operational/organizational framework that best serves the needs of the Municipality and School District as a whole.
- Develop an implementation plan for our recommendations.

I. Newtown Municipal and School District Operations Feasibility Study – Project Overview

As a result of the aforementioned goals and objectives, the project team focused on the following:

1. Reviewing the current policies, procedures, and protocols and observing processes managing the flow of information within and between the various operating areas (e.g., Purchasing, Accounts Payable, Payroll, Human Resources, Technology, etc.). The following processes and functional areas were reviewed in detail:
 - Purchasing
 - Human resources
 - Facilities
 - Accounts Payable
 - Payroll
 - Technology
2. Evaluating current staff positions and structure by identifying the roles and responsibilities of key personnel within Town and School District’s operations for the Finance, Human Resources, and Facility Management/Building Maintenance.
3. Confirming the current technology initiatives implemented by the Town and School District of Newtown by reviewing the use of key applications, including MUNIS and Phoenix financial management systems, the ADP/Phoenix payroll systems, TrackIT, ProGeos, and SchoolDude.

The process was participative and consultative. The project team interviewed and consulted with Newtown’s key management and administrative staff, including Town and School District staff. Newtown was given significant opportunity to contribute their thoughts and suggestions. Individual interview sessions were held to gain specific information and perspectives on relevant issues. Additionally, we interviewed members of the Board of Finance and Board of Education and the Legislative Council. The entire municipal and school district operations feasibility study methodology was iterative in nature.

C. Acknowledgements

Blum Shapiro would like to thank the Town and School District of Newtown for their participation, support, on-going dialog, and feedback during this project. A list of the project participants is provided in the Appendix.

II. Newtown Municipal and School District Operations Feasibility Study – Detailed Findings

A. Overview

As part of the information gathering process to perform the municipal and school district operations feasibility study, the project team interviewed various personnel from the Newtown Municipal and School District, including the finance, human resources, IT, and building management functions. Additionally, we interviewed members of the Board of Finance and Board of Education and the Legislative Council. The project team tracked information obtained during individual interviews and discussions to better understand the technical, functional and business issues confronting the Town and School District from an operational, business and technology perspective. This information was then analyzed to determine a framework that may fully or partially consolidate support provided to all operations within the municipal services and school district.

Common themes raised by many individuals included:

- We think it is a good idea to share services.
- We are concerned about our jobs.
- We have invested too much time and energy into our existing department and do not want to change.

B. Report Format

We have grouped our findings into the following observations:

- A. Financial and Human Resources Operations
- B. Information Technology
- C. Facilities and Maintenance

For each observation, we discuss the critical issues involved and provide specific recommendations at the conclusion of the Findings section.

C. Commendations

Although this report will identify a number of findings and recommendations as part of the municipal and school district operations feasibility study, there are a number of very positive and successful initiatives that have had a significant positive impact on the overall operations within the Town and School District. Outlined below are some of these initiatives:

1. The Town and School District displayed the ability to work as a team by initiating this study.
2. All staff and management were timely and well prepared for all interviews and follow-up questions during this project.
3. The School District has implemented many of the SunGard-Phoenix software features and functionality.
4. Certain areas (Technology and Facilities) are already sharing some services on an informal basis.

Findings

1. The Newtown Finance and Human Resources Departments consists of six employees (3 Union and 3 Contracted positions)

- a. Finance – 3 union and 2 non-union positions
 - i. Finance Director – reports to the First Selectman (contracted position)
 - ii. Assistant Finance Director – reports to the Finance Director (contracted position)
 - iii. Accounts Payable Clerk – reports to the Assistant Finance Director (Town Hall Union)
 - iv. Accountant/Payroll Clerk – reports to the Finance Director (Town Hall Union)
 - v. Secretary – reports to the Finance Director (Town Hall Union)
- b. Human Resources Administrator – reports to the First Selectman (contracted position)

2. The School District Business and Human Resources Department consists of ten employees (5 Union and 5 Contracted positions)

- a. Finance – 5 union and 3 non-union positions
 - i. Director of Business – reports to the Superintendent (contracted position)
 - ii. Administrative Secretary – reports to the Director of Business (contracted position)
 - iii. Accountant – reports to the Director of Business (contracted position)
 - iv. Insurance Coordinator – reports to the Director of Business (union)
 - v. Payroll/Accounts Payable Assistant – reports to the Director of Business (union)
 - vi. Payroll Coordinator – reports to the Director of Business (union)
 - vii. Accounts Payable Coordinator – reports to the Director of Business (union)
 - viii. Business Office Bookkeeper – reports to the Director of Business (union)
- b. Human Resources – both positions are non-union
 - i. Human Resources Director (0.6 FTE) – reports to the Superintendent (contracted position)
 - ii. Human Resources Coordinator – reports to the Human Resources Director (contracted position)

II. A – Newtown Operations Feasibility Study – Financial and Human Resources Operations Findings

3. Salaries and Benefits for the Town and School District are Similar But Different

a. The chart below summarizes the comparison of salaries between the Town and School District

Salary Comparison	Town	School District
Assistant Finance Director/Accountant	Similar	Similar
Secretary/Administrative Secretary	Lower	Higher
Insurance Coordinator	N/A	
Payroll/AP Assistant	N/A	
Accountant-Payroll/Payroll Coordinator	Higher	Lower
AP Clerk/AP Coordinator	Lower	Higher
Business Office Bookkeeper	N/A	
Human Resources Director	N/A	

4. The Newtown Finance Department utilizes MUNIS for complete general ledger accounting

- a. The Finance Department utilizes the MUNIS system for complete general ledger accounting including: revenues, expenditures and balance sheet
- b. The Finance Department performs all bank reconciliations for all accounts
- c. The Finance Department controls cash transfers to the school district
- d. The Town does not own all needed MUNIS modules for a complete integrated financial system, the following modules are not owned and/or implemented:
 - i. Payroll, Human Resources, Purchase Requisitions, Miscellaneous receivables

5. The Newtown Finance Departments utilizes ADP for payroll processing

- a. The ADP payroll service is operated as a standalone application and provides payroll checks and payroll filings
- b. The ADP service costs approximately \$33,000 per year
- c. It does not integrate with the general ledger or a human resources component

II. A – Newtown Operations Feasibility Study – Financial and Human Resources Operations Findings

- d. This creates the following inefficiencies/duplications:
 - i. Manual interfaces to general ledger
 - ii. No ability to inquire on payroll expenditure details through the financial system
 - iii. No ability to generate “what-if” scenarios for different payroll/benefit assumptions in the MUNIS budget module
 - iv. No integration with a human resources software module
- 6. The School District utilizes the SunGard-Phoenix software product for general ledger, accounts payable, purchase orders, human resources and payroll
 - a. The School District has been proactive in implementing the SunGard Phoenix software modules and online features such as purchasing requisitions and purchase orders
 - i. Recently purchased fixed asset module
 - ii. In the process of implementing an employee web portal
 - b. While the School District has implemented many of the Phoenix software modules/features, they are not realizing the efficiencies because they continue to maintain duplicate information (i.e., excel spreadsheets)
 - c. Additionally, the duplicate information maintained and updated in excel spreadsheets is used for reporting purposes instead of using the SunGard-Phoenix system’s capability and running system-generated reports to obtain the data
 - d. The SunGard-Phoenix software system supports full general ledger accounting, however, the School District is not maintaining full accounting on the system
 - i. The 7/31/2011 trial balance report shows a cash balance of over \$66 million in one (fund 01) account
 - e. The software vendor is not proactive in pushing out fixes
 - i. A concern exists regarding the longevity of the SunGard-Phoenix system due to the fact that SunGard has several other financial managements systems sold and supported directly for the municipal and local school district market
 - f. Users feel they have not been effectively trained on the system
- 7. Separate financial management systems between the Town and School District inherently creates inefficiencies
 - a. Reconciliations are required between the two organizations to account for cash transfers and receipts
 - b. Community-wide information is not readily available to analyze expenditures across both organizations

II. A – Newtown Operations Feasibility Study – Financial and Human Resources Operations Findings

- c. Users cannot support each other because they have different software, processes and operating procedures within each organization
- 8. Neither the Town or School District are using their existing software to its fullest capabilities
 - a. The tables below and on the following pages summarizes the high-level usage
 - b. The table below provides a description of each ranking based on BlumShapiro’s assessment of financial system usage.

Ranking	Description
N/A	Module is appropriately not utilized by group.
1	Module/feature is not implemented or underutilized causing inefficiency and/or frustration.
2	Module/feature is implemented and working adequately.
3	Module/feature is essentially fully implemented.

Accounting	Town	Comments	School	Comments
1 <i>General Ledger</i>	2		2	The Balance Sheet is not maintained in Phoenix
2 <i>Budgeting</i>				
a. Budget Preparation	1	Unable to utilize PR data	2	Done in SunGard Phoenix
b. Monitoring	2		1	Excel is utilized for reporting
3 <i>Accounts Payable</i>				
a. Check Processing	3		3	
b. Check Reconciliation	2		N/A	Performed by Town
c. On-line Receiving	1	Unable to utilize since POs not used	1	Feature not utilized
4 <i>Purchase Orders/Requisitions</i>	1	PO not utilized, Requisition module not installed	3	
5 <i>Integration within Financials</i>	2		2	

II. A – Newtown Operations Feasibility Study – Financial and Human Resources Operations Findings

Accounting	Town	Comments	School	Comments
<i>6 Payroll</i>				
a Processing	2		2	
b Time and Attendance	1	Not available, ADP module not owned	2	
c Integration with Financial	1	No integration with G/L	2	
<i>7 Human Resources</i>	1	All manual	1	Position Control and PAFs are manual

9. Limited “Trust” exists between Town and Board of Education. See below table for trust factors:

Town	Trust Between Organizations	School District
Legislative Council	Low	Board of Education
First Selectman	Medium-High	Superintendent
Finance Director	Medium-High	Director of Business
IT/GIS Director	High	IT Director
Public Works Director	High	Facilities Director

II. B – Newtown Operations Feasibility Study – Information Technology Findings

Findings

1. The Newtown Information Technology Department consists of three employees (all non-union)
 - a. Technology and GIS Director – reports to First Selectman
 - b. Technology Specialist – reports to Technology and GIS Director
 - c. GIS Software Specialist – reports to Technology and GIS Director

2. The School District Information Technology function consists of seven employees and six stipend positions
 - a. Six of the seven positions are unionized; one is a contracted position
 - b. Director of Technology – reports to the Assistant Superintendent (contracted position)
 - c. Secretary/Help Desk Support – reports to the Director of Technology (union)
 - d. Technology Network Specialist – reports to the Director of Technology (union)
 - e. Technology Support Specialist – reports to the Director of Technology (union)
 - f. Two Technology Support Technicians – report to the Director of Technology (one is assigned to the High School) (union)
 - g. In addition, there is a District Database Administrator – reports to the Assistant Superintendent (union)
 - h. Six Stipend Positions provide additional technology support
 - i. Each position is assigned to a School building (excluding High School)
 - ii. Functions as technology liaison

3. Salaries and Benefits for the Town and School District are Comparable
 - a. The chart below summarizes the comparison of salaries between the Town and School District

Salary Comparison	Town	School District
Technology and GIS Director/Director of Technology	Lower	Higher
Technology Specialist/Technology Support Technician	Similar	Similar
GIS Software Specialist/Secretary-Help Desk Support	Similar	Similar
Technology Network Specialist	N/A	
Technology Support Specialist	N/A	

II. B – Newtown Operations Feasibility Study – Information Technology Findings

4. Town Information Technology Department supports the key/critical Town applications
 - a. MUNIS – financial management system
 - i. Application is hosted by Tyler Technologies
 - b. ESRI – GIS system
 - c. QDS – Tax Assessment and Tax Collection system
 - d. MS-Exchange – email system
 - e. New World Systems – Public Safety software

5. District Database Administrator and School District Technical Staff support the key/critical School District applications, excluding the SunGard-Phoenix system
 - a. Key applications include, but are not limited to, the following:
 - i. PowerSchool – Student Information System
 1. Snap – School nurse software fully integrated with PowerSchool
 2. Versatrans – School Bus transportation software fully integrated with PowerSchool
 3. Destiny – Library system fully integrated with PowerSchool
 - ii. Inform
 - iii. Filemaker Pro Database – home-grown IEP system
 - iv. Gmail – email system (system is provided at no cost to educational institutions)
 - v. Postini – email archiving solution
 - vi. School Messenger

II. B – Newtown Operations Feasibility Study – Information Technology Findings

6. Town and School District Information Technology departments are currently sharing resources
 - a. Sharing of IT resources is currently done on an informal basis and the relationship is working well
 - i. This informal relationship is based on people and personalities not on standard policies and procedures
 - ii. If people and/or personalities change this relationship would be at risk for change as well
 - b. Share secretary/help desk support position (35 hours per week – School District and 5 hours per week – Town)
 - i. Individual answers help desk calls and forwards to appropriate staff for resolution
 - ii. Both Town and School District IT use TrackIT helpdesk software for managing security incidents
 1. TrackIT generates an automatic email to the requestor for problem ticket resolutions
 2. Entry of service tickets in help desk system decentralized for School District only
 - a. Technology Liaisons enter tickets for their respective building
 - b. Town's Technology and GIS Director or Help Desk Technician enters request for Town
 - c. Administrative passwords are not shared between IT departments
 - i. Separate user IDs and passwords with administrative privileges are used for each respective domain

Findings

1. Newtown’s Building Maintenance Division of Public Works consist of three employees (all union positions)
 - a. All three employees are in the Town Hall Union
 - i. Head Maintainer
 - ii. Two Maintainers
 - b. Experience in custodial and maintenance work
 - c. Formal work order system does not exist for building maintenance/custodial work

2. School District Facilities Department consists of fifty-eight employees
 - a. One Director of Facilities, five maintenance and fifty-two custodial staff
 - i. There are two custodial shifts in each of the school buildings
 - ii. Exception: High School has three custodial shifts
 - b. All staff, except for the Director of Facilities, are in the Custodians and Maintenance Federation Union-Local 3924
 - c. Maintenance staff expertise includes: Electrical, Plumbing, HVAC, Carpentry
 - i. Some maintenance staff hold a valid CT plumbing, Electrical or HVAC license
 - d. There is a Head Custodian in each of the seven school buildings
 - i. Hawley, Sandy Hook, Middle Gate and Head O’Meadow – each building has a total of 4 custodial staff assigned
 1. One head custodian and three custodians
 - ii. Reed Intermediate – 8 staff total; one head custodian/one lead custodian and six custodians
 - iii. Middle School – 9 staff total; one head custodian/one lead custodian and seven custodians
 - iv. High School – 18 staff total; one head custodian/two lead custodians and fifteen custodians
 - e. Use SchoolDude software for work orders
 - i. Head custodian is responsible for entering work orders in the system
 - ii. In the process of implementing scheduling module
 1. Currently using Google calendar for scheduling
 2. Includes preventative maintenance

II. C – Newtown Operations Feasibility Study – Facilities and Maintenance Findings

3. Salaries for the Town and School District are Similar but Benefits are different

- a. The chart below summarizes the comparison of salaries between the Town and School District

<u>Salary Comparison</u>	<u>Town</u>	<u>School District</u>
Public Works Director/Director of Facilities	Similar	Similar
Head Maintainer/Head Custodian	Similar	Similar
Lead Custodian	N/A	
Maintainer/Custodian	Similar	Similar
Licensed Mechanic	N/A	

4. Collaboration between School District and Town Parks and Recreation Department Already Exists

- a. Relationship is working well today
- i. This is due to individuals holding those current positions establishing great lines of communication and respect for each other, etc.
- b. Sharing resources for:
- i. Grounds maintenance
- ii. Snow plowing

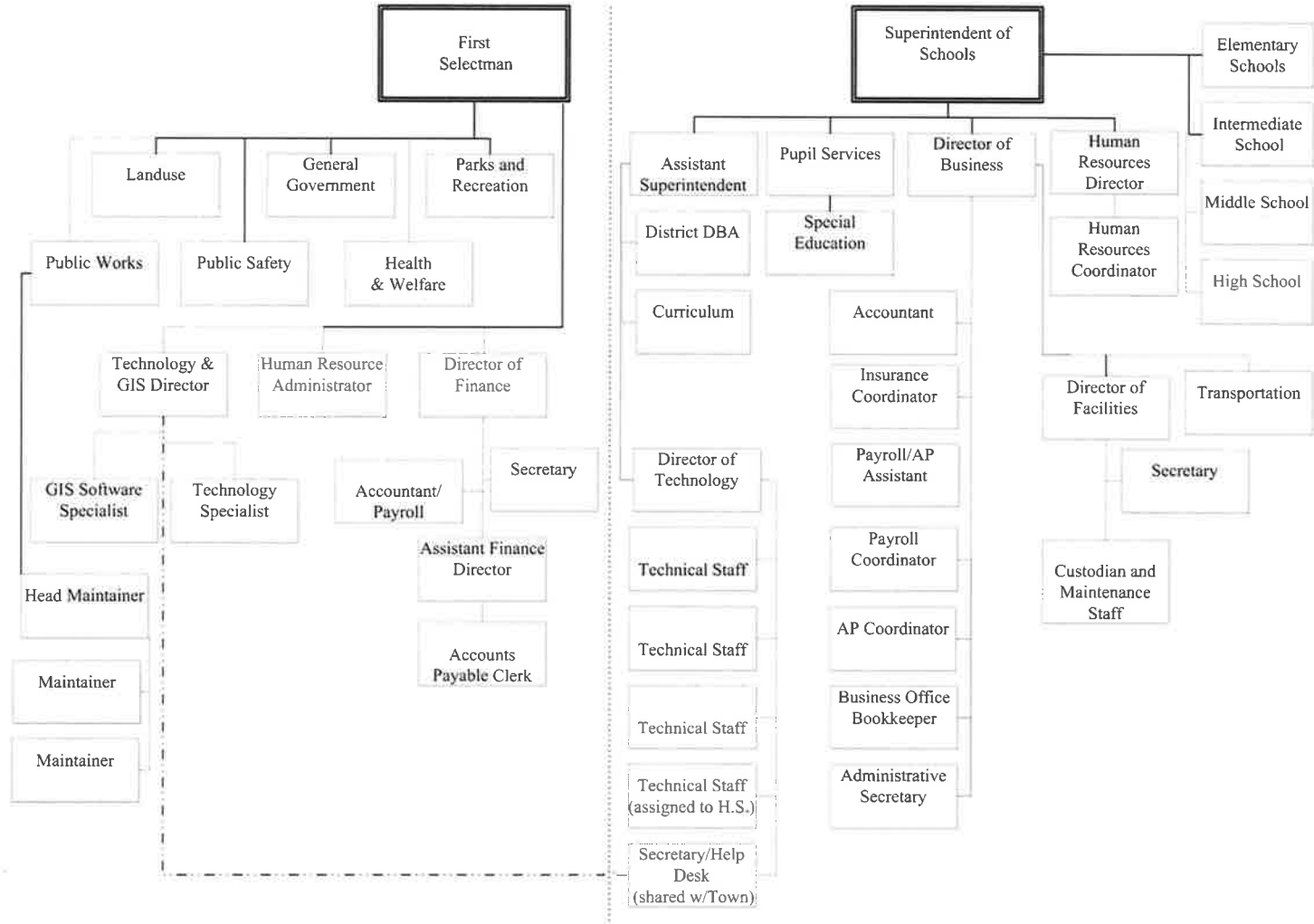
5. Town's Building Maintenance Division of Public Works Collaborates with School District on a Limited Basis

- a. Town has used the expertise and knowledge of the School District staff related to Electrical and Plumbing
- b. School District has provided materials (i.e., light bulbs, etc.) to the Town as needed

II. C – Newtown Operations Feasibility Study – Facilities and Maintenance Findings

Outlined below is an overview of the current organizational structure for the Town and School District of Newtown.

Town and School District of Newtown
 Current Combined Organizational Chart
 As of March 2012 – Final Version



Recommendation – Transitional Approach Overview

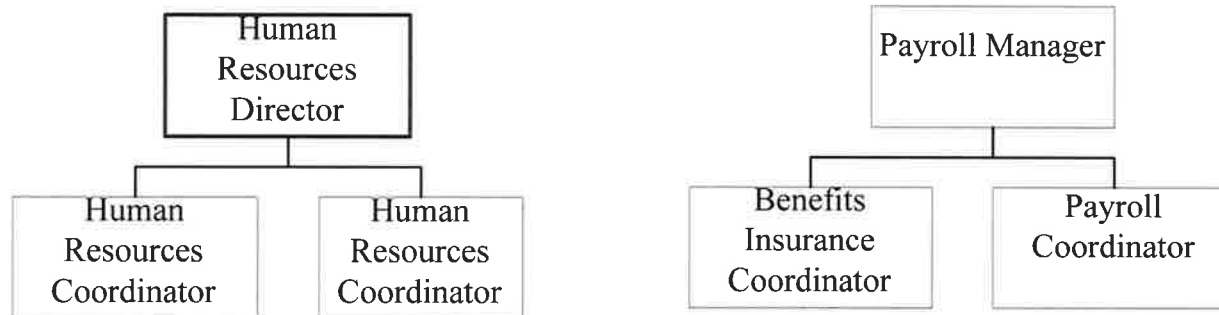
1. Implement a Shared Services Model for the Town and School District

- a. We recommend a transitional approach to phasing into a new organizational structure for all areas reviewed
 - i. Phase 1 – Merge School District Human Resources and Payroll with Town
 - ii. Phase 2 – Merge Town Maintainers with School District
 - iii. Phase 3 – Merge Town Information Technology with School District
 - iv. Phase 4 – Merge School District Financial Operations with Town
- b. Utilize current employees in new structure
 - i. Provides institutional knowledge of both organizations
 - ii. Provides stabilization
 - iii. Enables existing employees ability to ensure new organization is a good fit
- c. As employees leave/retire roles may need to be realigned



Recommendations – Phase 1 - Human Resources and Payroll

1. Formally combine the School District’s Human Resource and Payroll personnel with the Town’s operations
 - a. Create two shared departments for human resources management and payroll processing
 - i. One department for Human Resources and a second for Payroll
 - b. The HR Director (part-time person) and HR Coordinator would report to the First Selectman and Superintendent
 - i. The HR Administrators (coordinator) would report to the HR Director
 - ii. The hiring process would be managed by the HR Director
 - Interviews would be performed by the respective department
 - c. The School District’s Payroll Coordinator and Insurance/Benefits Coordinator would report to:
 - i. The Town’s Payroll Manager and Chief Financial Officer for accounting control, and
 - ii. The School District’s Director of Business for data control
 - d. Implement a unified organizational chart for both departments as identified below
 - e. Consider eliminating a payroll position in the combined structure



2. Bring the Town’s Payroll processing in-house utilizing a unified financial management system
 - a. Discontinue using ADP services for payroll and implement a payroll system that is integrating with the general ledger, financial reporting, and budget development systems
 - i. Town will save approximately \$33,000 per year
 - b. Create a pilot program and implement the Phoenix System’s Human Resource and Payroll modules for the Town

III. A.1 – Newtown Operations Feasibility Study – Human Resources and Payroll - Recommendations

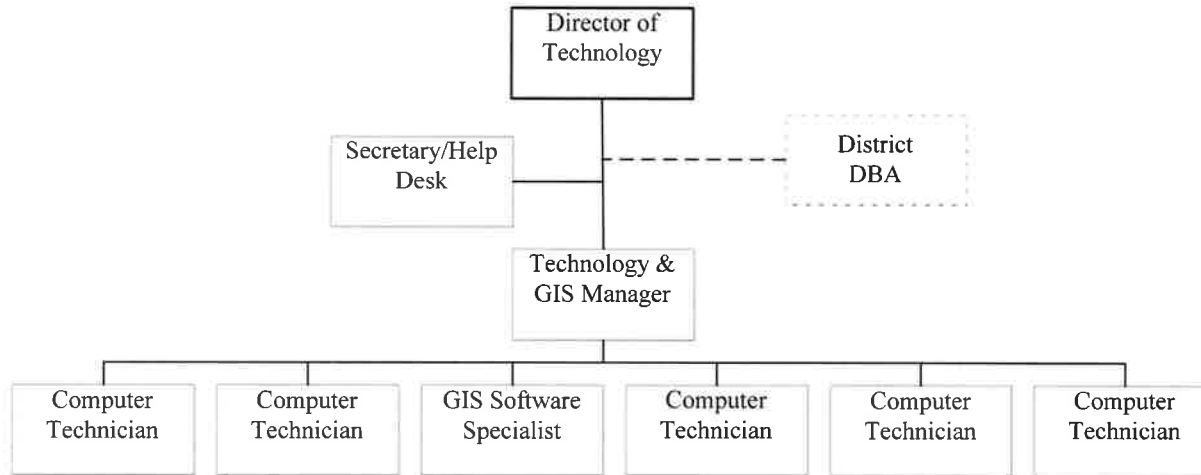
- i. Common HR and Payroll practices can be established between the Town and School District
 - ii. Personnel can support both Town and School District operations creating a broader cross-trained group of employees
 - iii. This will allow the Town to review and evaluate the capabilities of the Phoenix system while utilizing the software system
 - iv. This will help set the direction for Phase 4 of this plan and help solidify a financial software direction/strategy for both the Town and School District
3. Create Standard Operating Procedures that address how the HR and Payroll Departments will support and provide services to the Town and School District personnel
- a. Characteristics of the SOP include:
 - i. Applicant tracking process
 - ii. Hiring process
 - iii. Termination process
 - iv. Salary adjustment process
 - v. Time and expense entry process

Recommendations – Phase 2 - Facilities and Maintenance

1. Formally combine the Town Building Maintenance with School District Facilities and Maintenance Department
 - a. Create a single shared department for facilities maintenance and custodial work
 - b. The three individuals working for the Town Building Maintenance department will report directly to the school district's Director of Facilities under the new shared department structure
 - c. The Director of Facilities will report to both the Town and School District
2. Develop Facilities and Maintenance Support Services Agreement between the Town and School District
 - a. Purpose of agreement is to establish a formal process and Standard Operating Procedures (SOP) to meet the facilities support needs of the Town and School District
 - i. Agreement should address the overarching policies and guidelines between the two organizations
 - ii. Agreement establishes a framework of principles and procedures to ensure the efficient management of resources
 - iii. Agreement identifies how facilities and maintenance services will be prioritized and on what basis.
 - iv. Priorities will be evaluated against:
 - Support and maintenance issues that significantly impacts critical operations will be dealt with immediately.
 - Support and maintenance issues that impact a large group of people will be dealt with immediately.
 - Support issues and maintenance issues that have a global impact on operations, security and/or safety will be dealt with immediately.
3. Continue to leverage joint purchasing between the Town and School District to receive better discounts for items including:
 - a. Oil, gas and other utilities for the Town and School District on one contract so that each entity receives benefits
 - b. Analyze facilities purchasing and receive better prices for cleaning and maintenance supplies
4. Continuing to operate independently and working together informally will not work in the long-term
 - a. This informal working relationship is based on current personalities
 - i. The continued success is subject to the risk of the personalities changing over time which would detrimentally impacting the ability to work together
 - b. Need to create an institutional approach and long term approach to be successful

Recommendations – Phase 3 - Information Technology

1. Formally combine the Town and School District’s IT Departments into a single shared department
 - a. The three individuals working for the Town will work with and report directly to the School District’s Director of Technology
 - b. As part of this effort create a unified organizational chart (see below)
 - i. New organization consists of nine employees with six stipend positions
 - The Stipend positions will continue to support each School’s internal technology needs as required
 - ii. The District DBA will still report directly to the School District’s Assistant Superintendent



2. Develop Technology Support Services Agreement between the Town and School District
 - a. Purpose of agreement is to establish a formal process and Standard Operating Procedures (SOP) to meet the technology support needs of the Town and School District
 - i. Agreement should address the overarching policies and guidelines between the two organizations
 - ii. Agreement establishes a framework of principles and procedures to ensure the efficient management of IT resources

3. Create an Information Technology Joint Committee to oversee the new Department
 - a. Committee identifies global issues/problems and provides leadership on funding of technology initiatives.
 - i. Members of the Committee include: Director of Technology, First Selectman, School Superintendent, Town’s Chief Financial Officer, and School District’s Director of Business.
 - b. Key goals of Committee include:
 - i. Establishing the policies and standards by which projects are requested and evaluated for implementation.
 - ii. Assessing and selecting potential technology projects based on criteria that fulfill the strategic requirements of the Town and School District.
 - iii. Project oversight to ensure selected initiatives are implemented according to set budgets and schedules or discontinued due to financial, technical or other justifiable reasons.
 - iv. Resolving non-budgetary IT related conflicts or issues within the Town and School District.
 - v. Make decisions regarding changes to the scope and deliverables of major project initiatives for all IT related projects provided that such changes are within the approved budget.
 - vi. Providing management support, direction and advice to the Director of Technology.
 - vii. Communicating requirements and decisions to Town or School District departments (if required) to minimize confusion or conflicts.
 - viii. Ensuring that projects are consistent with changing business needs and objectives providing an interdepartmental perspective that may not otherwise be available to an individual project team or department.
 - ix. Rank and prioritize budget requests for the Town and School District’s annual budget cycles.
4. Create Standard Operating Procedures that address how the Department will support and provide services to the Town and School District
 - a. Characteristics of the SOP include:
 - i. Help Desk and end user support services for incident reporting
 - ii. Problem resolution
 - iii. Desktop software support
 - iv. Office automation software training
 - v. Work computer maintenance and support
 - vi. Network infrastructure support

III. A.2 – Newtown Operations Feasibility Study – Information Technology - Recommendations

- vii. Telecommunications support
 - viii. Telephone maintenance and support
 - ix. Application development, installation and upgrade support
 - x. Prioritization of support services
5. Develop fair and equitable cost-sharing for the new IT department
- a. Consider creating an Internal Service Fund (ISF) to track and fund technology initiatives
 - i. Create a separate accounting fund used to account for services and technology purchases for all Town and School District departments
 - ii. Elements of Internal Service Fund
 - Accumulates all IT costs (operating and capital expenses are recorded in this fund)
 - Contains all IT related assets
 - Costs are allocated through charges to benefiting departments
 - Depreciation is accumulated within the fund
 - Promotes on-going funding of technology
6. Obtain Better Economies of Scale for Technology Purchases as a Shared Department
- a. Use the combined purchasing power of the Town and School District to purchase equipment
7. Standardize Technology Tools to Enhance Technology Operations
- a. Adopt a single set of technology standards for the Town and School District
 - i. Hardware and Technology Infrastructure
 - ii. Anti-Virus
 - iii. Virtualization
 - iv. Help Desk
8. Collaboration of IT Resources Provides Opportunities to Discover Trends
- a. Provides better tracking of security incidents and problem tickets
 - b. Align resources to provide more efficient technology support and project management

9. Continuing to operate independently and working together informally will not work in the long-term
 - a. This informal working relationship is based on current personalities
 - i. The continued success is subject to the risk of the personalities changing over time which would detrimentally impacting the ability to work together
 - b. Need to create an institutional approach and long term approach to be successful

Recommendations – Phase 4 - Accounting Operations

1. Implement a Single Integrated Financial Management System for the Town and School District
 - a. In order to create efficiencies and unified policies, procedures and protocols within the Town and School District, one financial management system should be utilized
 - b. Characteristics of a complete integrated financial management system:
 - i. Ability to support both the Town and School District’s needs
 - ii. Fully functioning general ledger
 - iii. Proven track record of similar installations
 - iv. Vendor’s stability and long term viability
 - v. Investing in future of product and research development efforts
 - vi. Ability to provide expected features such as: employee online access, document management, vendor access
 - c. Overall benefits of a single financial system:
 - i. Eliminate sub-systems (i.e., excel spreadsheets) and use reporting capabilities of financial system
 - ii. Implement electronic workflows and approvals within the system
 1. Budget management (i.e., development and transfers)
 2. Procurement (i.e., purchase requisitions and purchase orders)
 3. Accounts payable
 4. Payroll time entry and attendance
 - d. Evaluate the current financial solutions (SunGard-Phoenix and Tyler-MUNIS) that the School District and Town are currently using to identify if either solution best fits the combined operations
 - i. The existing systems were selected based on individual needs (Town vs. School District) rather than combined requirements
 - ii. Assess the success of the implementation of the Phoenix system’s HR and Payroll modules for the Town
 - iii. The Town has not implemented many elements of the financial management system
 1. Missing applications include: purchasing, accounts receivable, fixed assets, etc.

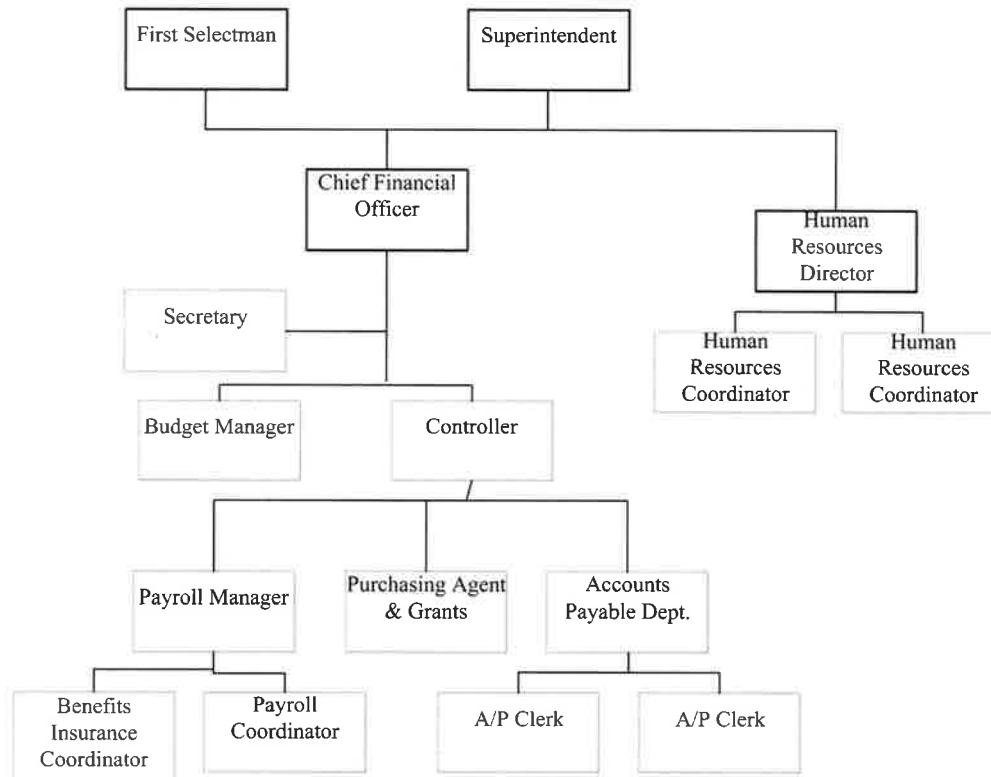
III. A.4 – Newtown Operations Feasibility Study – Accounting Operations - Recommendations

- iv. The School District has implemented an integrated solution, however, a lot of information is duplicated in Excel for management reporting
 - e. Both current financial vendors (SunGard-Phoenix and Tyler-MUNIS) should be asked to demonstrate how their software can support the Town and BOE combined
 - f. Consider bringing in a third vendor for a software demonstration with a proven track record for similar CT sites
 - i. Provides a different perspective on the software applications
 - ii. Allows a benchmark to measure the existing software systems
- 2. Create standard policies, procedures and protocols that address how the Accounting department will support and provide services to the Town and School District employees
 - a. Common practices should be developed for consistency and cross-training purposes
 - b. Characteristics of the policies, procedures and protocols include:
 - i. Requisition process
 - ii. Purchase order process
 - iii. Budgeting process
 - iv. Accounts Payable process
 - v. Financial reporting
- 3. Merge the School District's Accounting Operations with the Town, Creating a Centralized Operations
 - a. Create a new organization that integrates the Town and School District financial needs into a single shared organization
 - i. The shared services financial functional area will be led by the Chief Financial Officer
 - ii. Chief Financial Officer of the new department will report to both the First Selectman (Town) and Superintendent (School District)
 - b. The new department should be structured as follows:
 - i. Re-title the Finance Director to Chief Financial Officer
 - ii. Re-title the Assistant Finance Director to Controller
 - iii. Create a Budget Manager/Analyst position
 - iv. Create a Purchasing Agent position
 - v. Consider eliminating a single position

III. A.4 – Newtown Operations Feasibility Study – Accounting Operations - Recommendations

- c. Utilize existing employees as part of this new structure
 - i. Many existing positions are included in the new structure
 - ii. Existing employees may require retraining to perform new functions
- d. Align both HR and Payroll into this new structure
 - i. Payroll would now report to the Town’s Controller for accounting control
 - ii. HR would continue to report to the First Selectman and the Superintendent
- e. Implement a single combined financial management system
 - i. Users would be more effective if they used the same financial system
 - ii. Eliminates the need for reconciliations between the Town and School District since all information will be in the same system
 - 1. Users could still be restricted from viewing or processing other users accounts
 - iii. Standards could be implemented on the same system
 - iv. Users would be “cross-trained” between Town and School District similar business processes
 - 1. This provides user backup for vacations, etc.
 - 2. Also provides flexibility for shifting resources during peak processing time
- f. A shared financial system will require improved trust between the various groups; Town, School District, Boards
- g. Develop an equitable method of sharing the costs (allocation in the operating budget, operating as an internal service unit, or as “in-kind” expenditures)
- h. Comparable compensation packages - Employees performing the same tasks should receive comparable compensation to ensure equality
- i. Departmental employees must have the same work/holiday schedules
 - i. Managing the department will be facilitated by all employees having the same work weeks and holidays
- j. The diagram on the following page provides an organizational chart for the new department for the Phase 4 structure

III. A.4 – Newtown Operations Feasibility Study – Accounting Operations - Recommendations



k. New Positions are as follows:

- i. Purchasing Agent and Grants - To handle bidding, procurement and grant needs of both the Town and School District. The Director of Business will sign-off on School District purchases
- ii. Budget Manager – This person would be responsible for budget development and monitoring for both the Town and School District and special projects

l. The goals and objectives of the new finance department would be to provide full accounting (revenue, expenditure and balance sheet), payables, budgeting, payroll, human resources, and procurement services to the Town and School District

m. Requirements for the new department:

- i. Document department’s mission and objectives

- ii. Update job descriptions to reflect new organizational structure and operating procedures
- iii. Develop and document new standard operating procedures (SOP)
- iv. Adjust salaries to ensure they are commensurate with job experience and that employees performing similar tasks are compensated equally

4. Benefits of a Shared Accounting Department

- a. A shared financial department would save approximately \$400,000 to \$500,000 over the next five years (assuming a transitional structure) based on our proposed structure.
- b. Multiple employees experienced with the same software and similar processes, provides backup support during vacations and other high processing times.
 - i. Automatically creates a deeper bench of personnel
- c. Increased efficiencies within the Town and School District
- d. Allows the Town/School District to generate a broader reporting and analysis of information
 - i. Supports reporting across organizations for procurement analysis
 - ii. Supports capital projects reporting for projects that were completed by both the Town Public Works and School District maintenance

5. Challenges for the New Shared Accounting Department

- a. School District explicitly states they do not want to move from their current financial system platform (i.e., SunGard-Phoenix)
- b. The lack of trust between the Legislative Council, Board of Finance, and the Board of Education
- c. Changing, documenting and improving integrated processes (provided in Reference Section IV)
- d. Continuing to maintain two separate and independent organizations and financial systems will not provide significant opportunities to promote efficiencies
 - i. Separate systems duplicate information and require reconciliations
 - ii. Separate systems prevent cross-training between the Town and School District
 - iii. Separate systems prevent “cost avoidance” by possibly requiring backup for the Town’s human resources and payroll functions

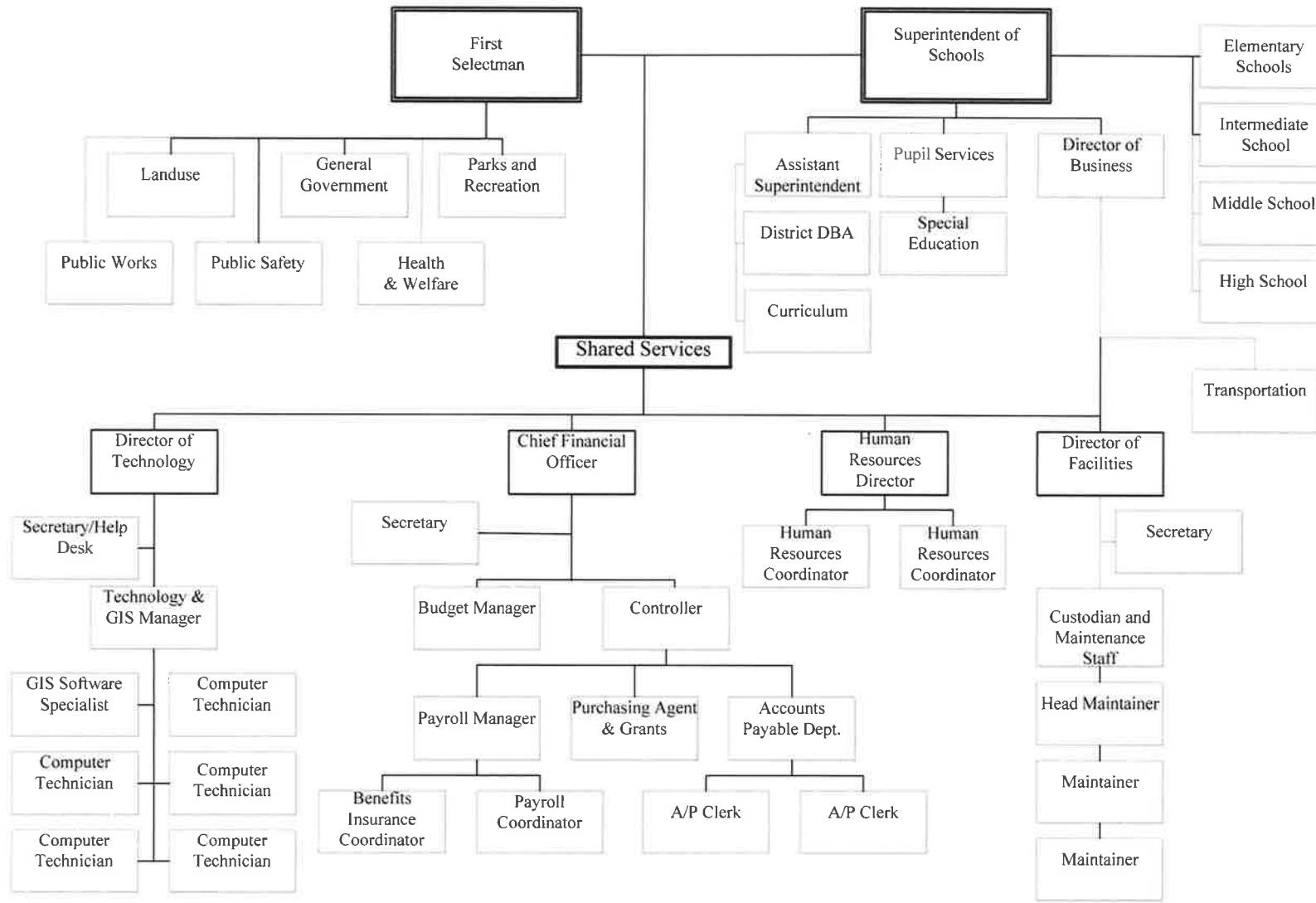
6. Facility Considerations for Successfully Merging Departments

- a. The Town and School District share and use the same building facility for core operations
 - i. The Town employees are located on one side of the building while the School District personnel are on the other side
 - ii. Continuing to maintain two separate and independent organizations will not provide significant opportunities to promote operational and workflow efficiencies
- b. Critical to the success of this project is the need to integrate personnel from both the Town and School District
- c. Departmental personnel must be located near one another; not on opposite sides of the building
 - i. As an example all HR and Payroll personnel should be in close proximity of one another to enhance operations and affect positive change
 - ii. Accounts Payable, Purchasing and Budgeting personnel should be grouped together to unify their operations.

7. Outlined on the following page is a Phase 4 diagram depicting the complete shared services model

III. A.4 – Newtown Operations Feasibility Study – Accounting Operations - Recommendations

Town and School District of Newtown
 Proposed Combined Organizational Chart
 As of March 2012 – Final Version



Workflow Analysis

As a result of our review of the Town and School District’s key operational business processes, we have mapped the business process workflows and have identified process gaps to these workflows (see Section V. Appendix B of this report for the workflows). We have also identified areas where certain processes should be eliminated or modified in order to improve productivity and enhance efficiencies. They are the following:

1. **Purchasing**

Town – Process Gaps and Inefficiencies

- Electronic purchase requisitions and purchase orders are not used
- Budget checking is performed after-the-fact

Board of Ed – Process Gaps and Inefficiencies

- Multiple copies (i.e., four) of purchase orders are printed
- Accounting Department copies of purchase orders filed and maintained in two separate binders (PO’s with invoices and PO’s without invoices)
- Vendor copy of purchase order is not emailed (only mailing or manually faxing)

2. **Accounts Payable**

Town – Process Gaps and Inefficiencies

- No online receiving
- 3-way match not performed (due to not using purchase orders)
- Using pre-printed and pre-numbered check stock

Board of Ed – Process Gaps and Inefficiencies

- No online receiving
- 3-way match done manually (due to no online receiving feature implemented in current system)
- Excel spreadsheet used to track invoices without a receiving copy

3. Human Resources – New Hires

Town – Process Gaps and Inefficiencies

- No online applicant tracking other than the DOL website
- Personnel Actions are not done electronically (hardcopy form is used)
- All employee records are maintained in hardcopy files or in the ADP payroll system
 - No integrated database that maintains both human resources and payroll data

Board of Ed – Process Gaps and Inefficiencies

- No electronic interface between Applitrack and Phoenix system
- Personnel Actions are not done electronically (hardcopy form is used)
- Separate excel spreadsheet maintained to track positions and salary for budgetary purposes

4. Human Resources – Voluntary/Involuntary Separations

Town – Process Gaps and Inefficiencies

- Personnel Actions are not done electronically (hardcopy form is used)

Board of Ed – Process Gaps and Inefficiencies

- Personnel Actions are not done electronically (hardcopy form is used)
- No exit interviews

5. Payroll

Town – Process Gaps and Inefficiencies

- Paid time-off is recorded after-the-fact
- Paid time-off is tracked by HR and individual departments using Excel
- Payroll input is centralized (i.e., not decentralized)
- Payroll rates are calculated in Excel and input into ADP
- Labor distribution not integrated with MUNIS financial system
- Direct deposit advices are printed and not emailed

Board of Ed – Process Gaps and Inefficiencies

- Payroll input is centralized (i.e., not decentralized)
- Manual Journal Entry required by Town to track activity

6. Maintenance/Facilities – Work Orders

Town – Process Gaps and Inefficiencies

- Limited ability to monitor work orders
 - Reports from the ProGeos are not available since the Town reduced services from the system
- No ability to attach documents to work order request (e.g., scan of drawing)
- ProGeos is not compatible with the Town’s GIS (ESRI)
- Limited ability to identify duplicate work order requests

Board of Ed – Process Gaps and Inefficiencies

- None identified

7. Information Technology – Help Desk

Town – Process Gaps and Inefficiencies

- Resolution follow-up for service desk tickets is done manually
 - TrackIT system has not been configured to generate an automatic email notification to the requestor once the ticket is received, resolution is entered and the ticket is closed

Board of Ed – Process Gaps and Inefficiencies

- None identified

A. ACTION PLAN SCHEDULE

Phase I 0 – 6 Months

- Configure Phoenix system's HR and Payroll modules for Town Use
- Develop policies and procedures to support combined processes
- Implement HR and Payroll modules within the Phoenix system

Phase II – 7 – 12 Months

- Confirm Facilities and Maintenance organizational structure
- Develop Job Descriptions
- Negotiate with Unions
- Merge current Maintainers personnel into current organization
- Develop SOP between Town and School District

Phase III – 7 to 12 Months

- Confirm IT organizational structure
- Develop Job Descriptions
- Negotiate with Unions
- Merge current IT personnel into new structure
- Develop SOP between Town and School District

Phase IV 12 -24 Months

- Perform Financial Software Evaluation
- Define Policies and Procedures Manual
- Co-locate shared financial management organization
- Implement financial modules (general ledger, accounts payable, procurement)
- Implement new financial processes (as required)
- Update policies and procedures to include new processes of financial system

V. Appendix

On the following pages, we have provided:

- A. Supplementary Tables and Charts
- B. Interview List
- C. Process Workflows
 - 1. Current
 - 2. Proposed

V. Appendix

1. Combined five year cost during transition (averaged)

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Current Separate Costs						
Combined Wages	\$ 993,330	\$ 993,330	\$ 993,330	\$ 993,330	\$ 993,330	\$ 4,966,650
Estimated Fringe Costs	\$ 198,666	\$ 198,666	\$ 198,666	\$ 198,666	\$ 198,666	\$ 993,330
Town Finance System	\$ 93,242	\$ 93,242	\$ 93,242	\$ 93,242	\$ 93,242	\$ 466,210
BOE Finance System	\$ 17,661	\$ 17,661	\$ 17,661	\$ 17,661	\$ 17,661	\$ 88,305
	\$ 1,302,899	\$ 1,302,899	\$ 1,302,899	\$ 1,302,899	\$ 1,302,899	\$ 6,514,495
Projected Shared Costs						
Shared Department Wages	\$ 920,748	\$ 920,748	\$ 920,748	\$ 920,748	\$ 920,748	\$ 4,603,740
Estimated Fringe Costs	\$ 184,150	\$ 184,150	\$ 184,150	\$ 184,150	\$ 184,150	\$ 920,748
Single Financial System	\$ 118,255	\$ 91,780	\$ 91,780	\$ 91,780	\$ 91,780	\$ 485,375
	\$ 1,223,153	\$ 1,196,678	\$ 1,196,678	\$ 1,196,678	\$ 1,196,678	\$ 6,009,863
Potential Savings/(Cost) - Averaged	\$ 79,746	\$ 106,221	\$ 106,221	\$ 106,221	\$ 106,221	\$ 504,632

V. Appendix

2. Combined five year cost after transition (averaged)

	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Current Separate Costs						
Combined Wages	\$ 993,330	\$ 993,330	\$ 993,330	\$ 993,330	\$ 993,330	\$4,966,650
Estimated Fringe Costs	\$ 198,666	\$ 198,666	\$ 198,666	\$ 198,666	\$ 198,666	\$ 993,330
Town Finance System	\$ 93,242	\$ 93,242	\$ 93,242	\$ 93,242	\$ 93,242	\$ 466,210
BOE Finance System	\$ 17,661	\$ 17,661	\$ 17,661	\$ 17,661	\$ 17,661	\$ 88,305
	\$ 1,302,899	\$ 1,302,899	\$ 1,302,899	\$ 1,302,899	\$ 1,302,899	\$6,514,495
Projected Shared Costs						
Shared Department Wages	\$ 857,534	\$ 857,534	\$ 857,534	\$ 857,534	\$ 857,534	\$4,287,670
Estimated Fringe Costs	\$ 171,507	\$ 171,507	\$ 171,507	\$ 171,507	\$ 171,507	\$ 857,534
Single Financial System	\$ 91,780	\$ 91,780	\$ 91,780	\$ 91,780	\$ 91,780	\$ 458,900
	\$ 1,120,821	\$ 1,120,821	\$ 1,120,821	\$ 1,120,821	\$ 1,120,821	\$5,604,104
Potential Savings/(Cost) - Averaged	\$ 182,078	\$ 182,078	\$ 182,078	\$ 182,078	\$ 182,078	\$ 910,391

- i. Combined System cost based on the most expensive system estimate. This estimate is for a vendor hosted SaaS (software-as-a-service model).

A. Acknowledgements

This project relied heavily on information that could only be obtained from the employees of the Town and School District of Newtown. Our challenge was to accumulate key information and as many viewpoints in a compressed amount of time. A lot of information and viewpoints were identified through individual interviews and the survey.

Interview Sessions – Thirty-two individual interview sessions, consisting of representatives from the Town and School District of Newtown, were conducted over the course of the project. These one and half-hour sessions gave employees from all aspects of the Town and School District the opportunity to share ideas and identify specific needs relevant to the use of technology in their departments. The sessions were developed along departmental lines within the Organization. The departments are identified later in this section.

Administration and staff were asked to consider the following five questions:

1. What information is currently gathered, processed, and/or produced within your area?
2. Are there any business problems/obstacles currently experienced within your area? If yes, how do these issues affect the flow of information through your area and your ability to deliver service?
3. Are there any changes that you would suggest to enhance and improve the workflows, processes and/or access to information through your department or other areas of the Town/School District?
4. What departments do you rely on, and rely on you, for information necessary to complete tasks and provide services?
5. Please provide the top three to five reports that are currently used to assist in the management of your department.

The responses to these questions were evaluated for common themes and specific issues that show how data is processed within and between the Town and School District.

Status Meetings- Ad-hoc meetings were held with the Project Committee consisting of the Superintendent, Business Manager, First Selectwoman and Finance Director to periodically review the progress of the project and to discuss ideas, raise issues and address any concerns in a timely fashion. These meetings also helped to identify other potential opportunities and to confirm that the project was on track.

B. Interview List

The following groups were directly involved in providing information for the Newtown municipal and school district operations feasibility study. We wish to thank all who participated for their time, knowledge and efforts. The individuals that participated included:

Town and School District of Newtown

<i>Board Members-Legislative Council</i>	
• Bill Hart, Board of Education Chair	• John Kortze, Board of Finance
• Jeff Capeci, Legislative Council Chairman	• George Ferguson, Legislative Council
• Kathy Fetchick, Legislative Council	• Kevin Fitzgerald, Legislative Council

<i>Town Staff</i>	
• Pat Llodra, First Selectman	
• Bob Tait, Finance Director	• Donna Tomasko, Assistant Finance Director
• Scott Sharlow, Technology and GIS Director	• Karen Szilagyi, Secretary
• Leslie Muldoon, Payroll	• Kathy Favreau, Accounts Payable Clerk
• Carole Ross, Human Resources Admin	• Fred Hurley, Public Works Director
• Arlene Miles, Public Works Administrator	• Bob McCulloch, Maintenance Manager
• Glen Adams, Maintenance	• Ralph Venezia, Maintenance

<i>School District Staff</i>	
• Dr. Janet Robinson, Superintendent	• Ron Bienkowski, Director of Business
• Carmella Amodeo, Director of Technology	• Barbara Bozeman, Business Manager Secretary
• Joan Libby, Director of HR	• Gino Faiella, Director of Facilities
• Tanya Gouveia, Bookkeeper	• Suzanne D'Eramo, HR Coordinator
• Denise Hornyak, Insurance Coordinator	• Tim Hart, Accountant
• Flo Pereira, Payroll Coordinator	• Jim Delgado, Accounts Payable Coordinator
	• Aldina Ferreira, Payroll/AP Assistant

C. Workflow Process Mapping

On the following pages, we have included the process workflows that were mapped using information collected during the interview sessions. All participants were provided a copy of the current process workflows for their review and input. We received feedback from some participants and, in some cases, made revisions to the current process maps as needed.

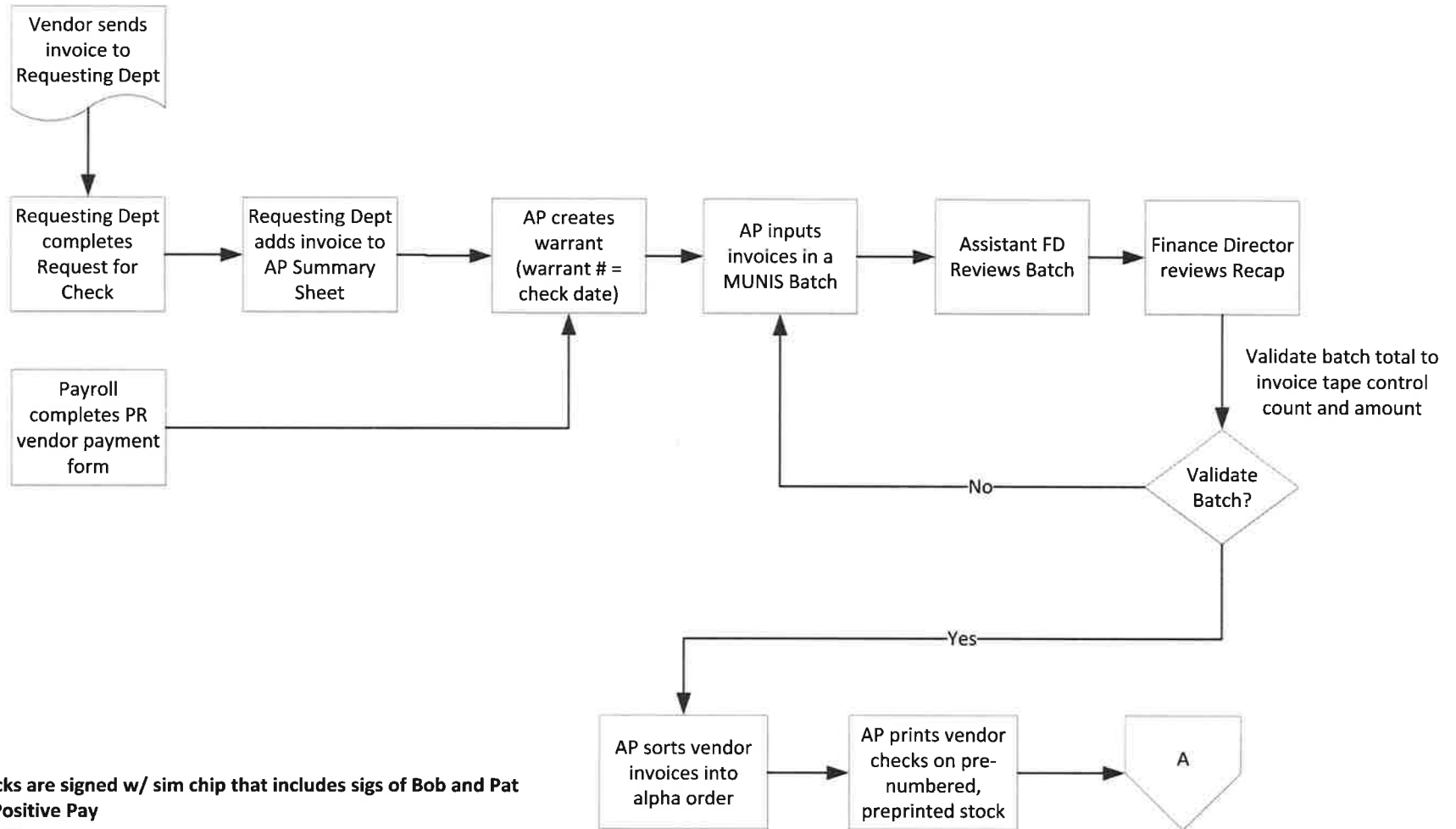
The following workflows were mapped:

- Purchasing
 - Purchase Requisition
 - Purchase Order
- Accounts Payable
 - Reimbursements
- Human Resources
 - New Hires
 - Voluntary-Involuntary Separations
- Payroll
 - Time and Attendance
 - Time Entry
 - Payroll Processing
- Custodial and Maintenance
 - Work Order
 - Building Use
- Information Technology
 - Support

Town and School District Current Workflows

**Town of Newtown
 Operations Feasibility Study (Town)
 High-Level Business Process Workflows
 As of October 2011
 Version 3.0**

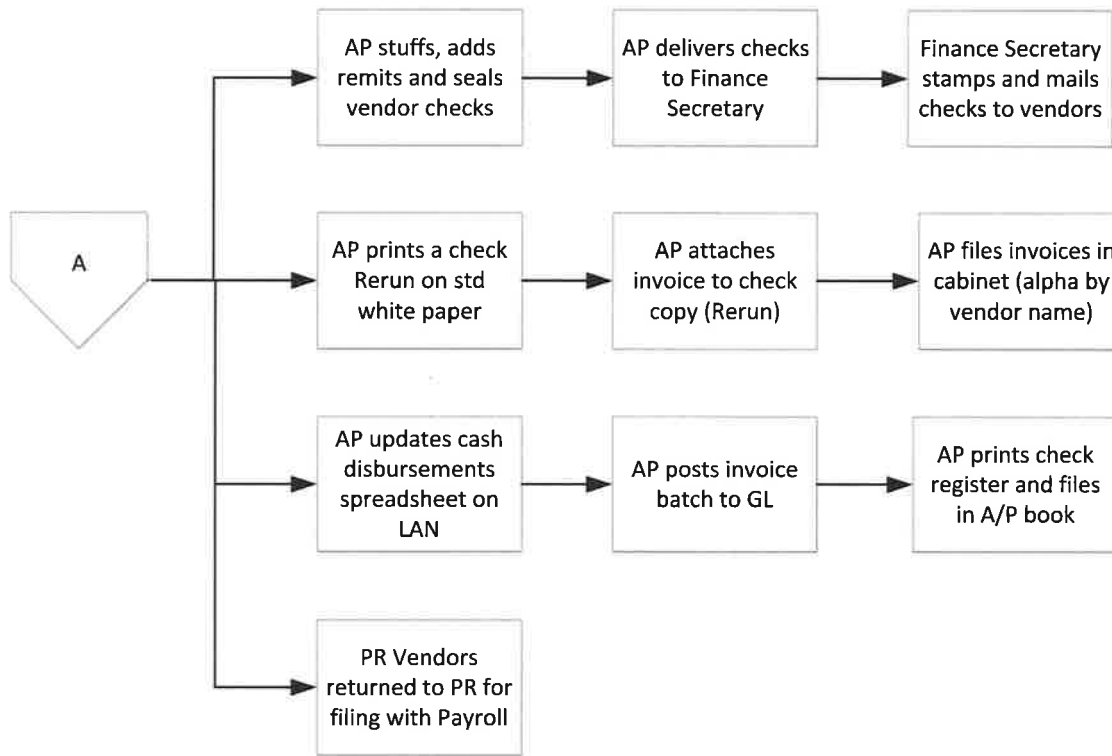
**Current Workflow
 Accounts Payable**



- Checks are signed w/ sim chip that includes sigs of Bob and Pat
- No Positive Pay
- No EFT

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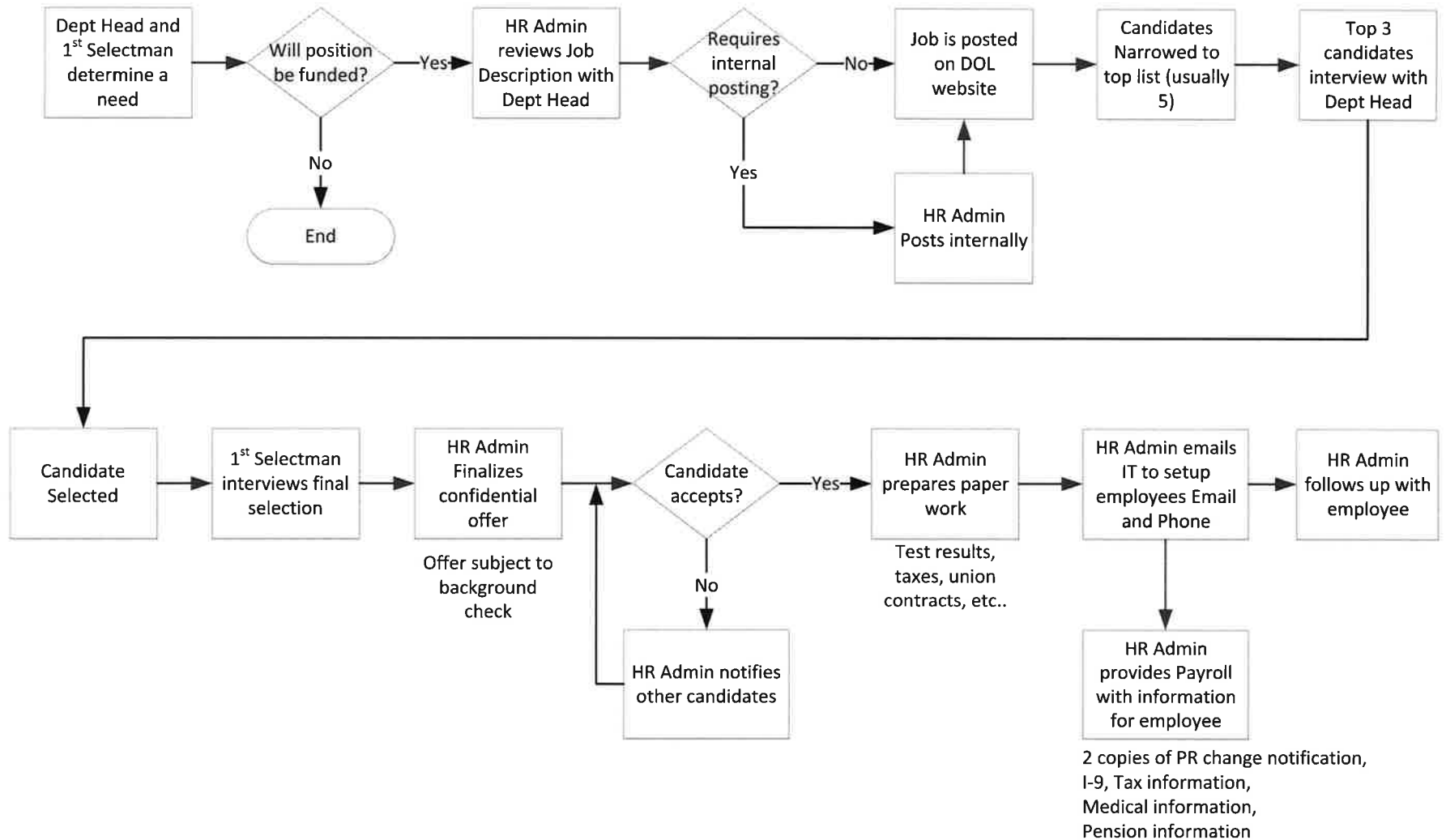
**Current Workflow
Accounts Payable**



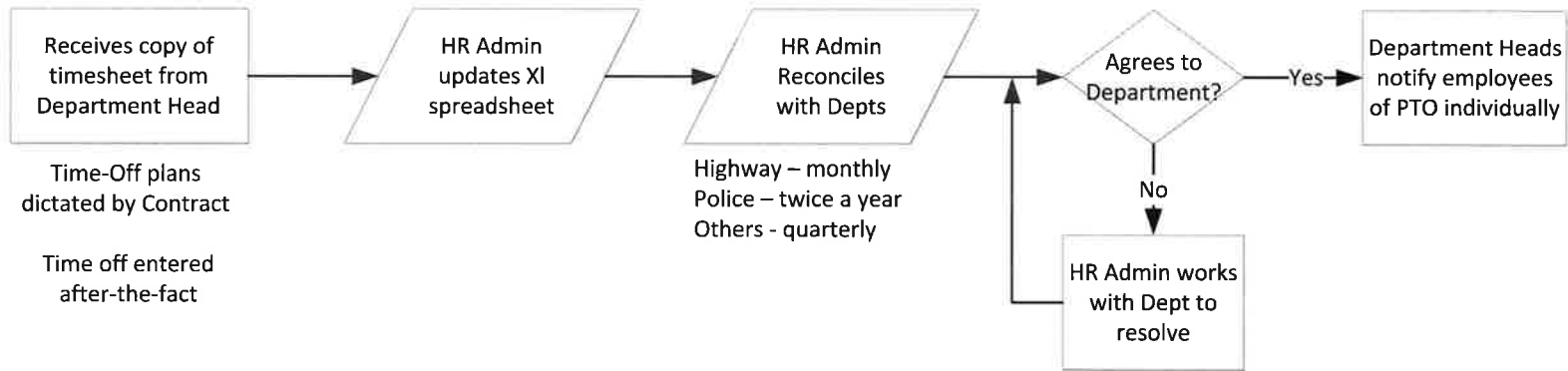
Town of Newtown
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 As of October 2011
 Version 3.0

Current Workflow
 Human Resources

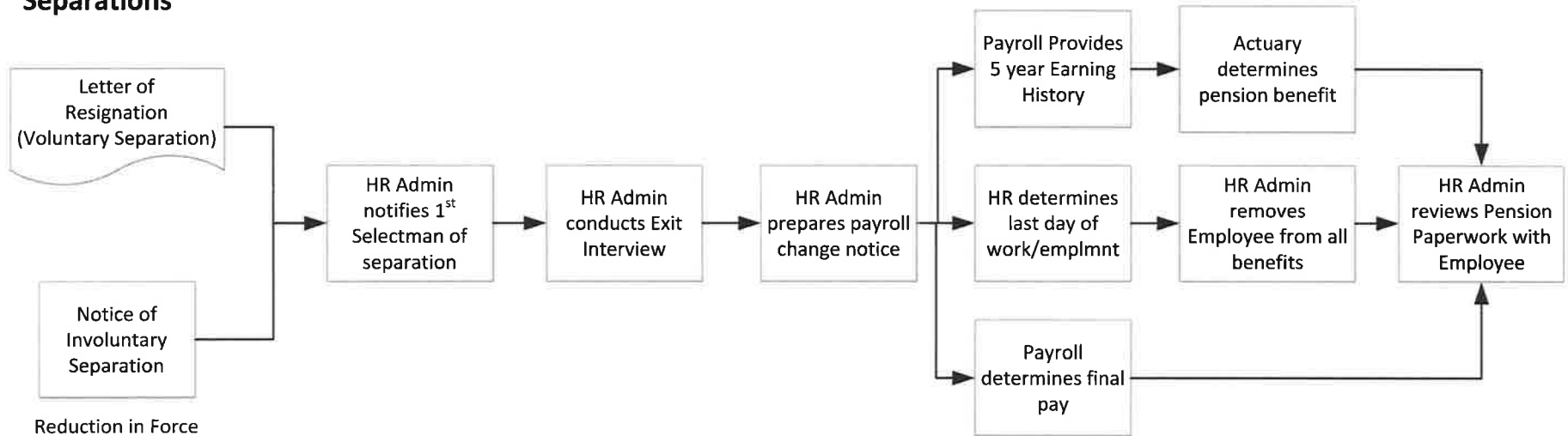
New Hires



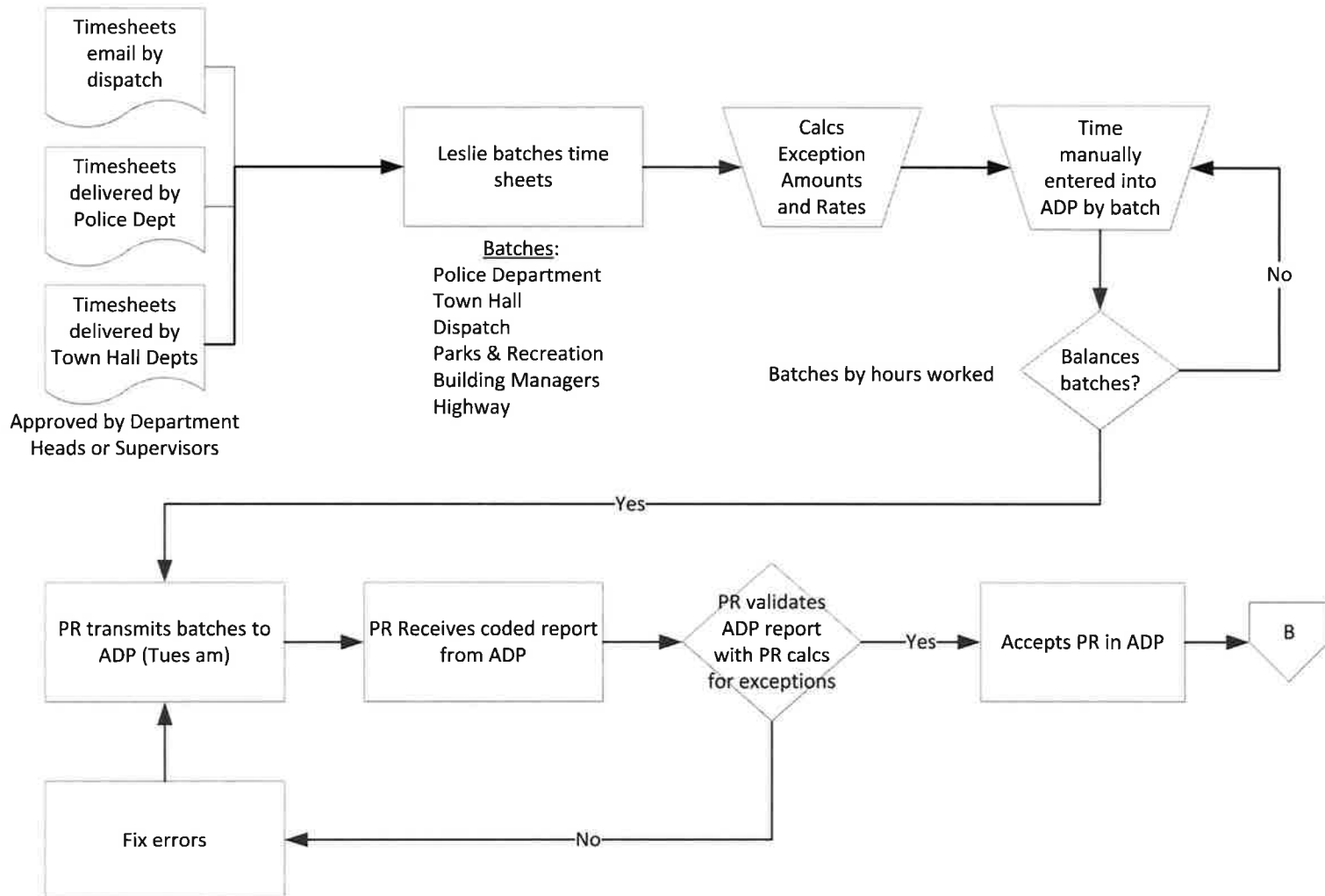
Time & Attendance



Separations



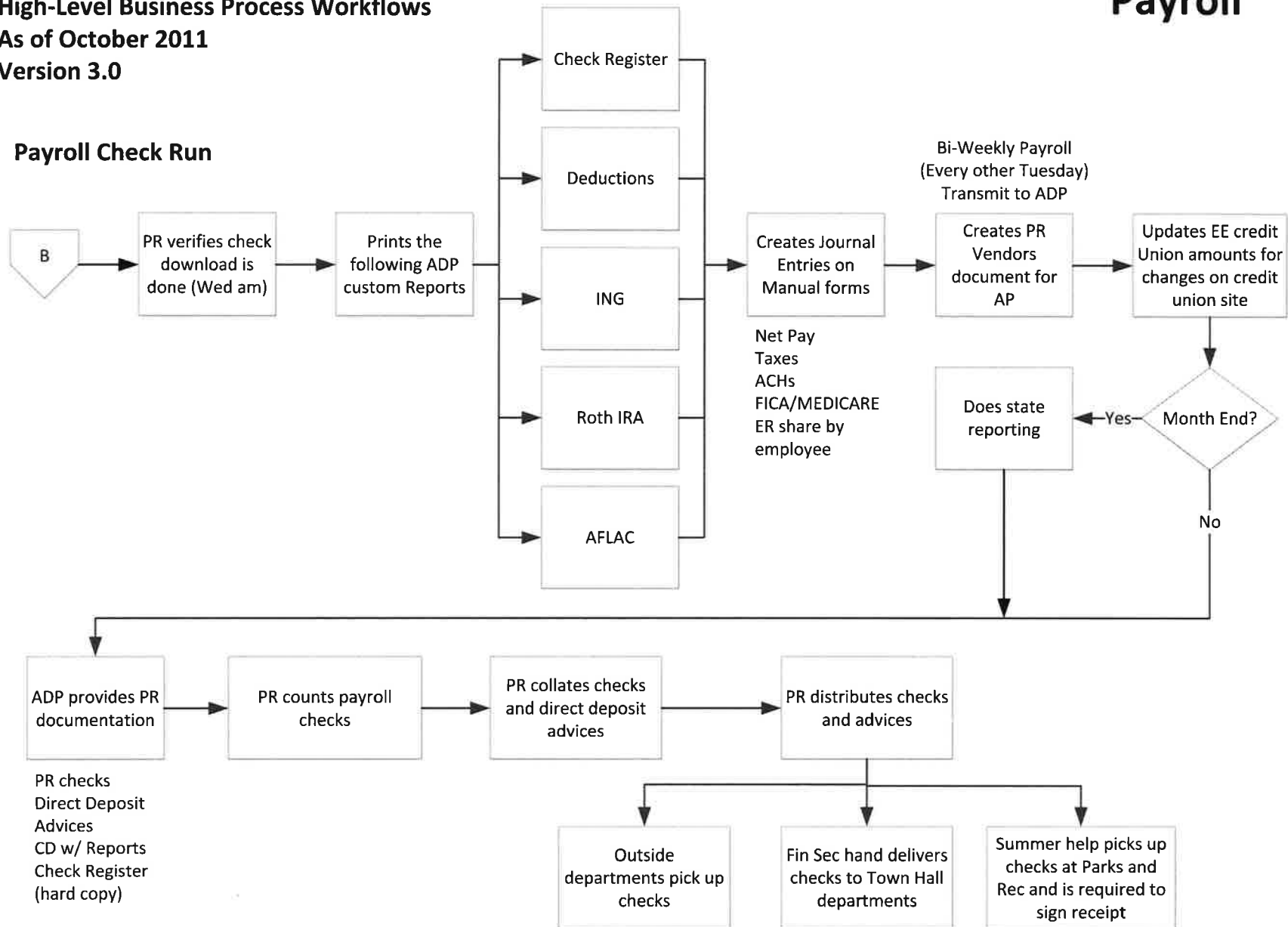
Time Entry



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Operations Feasibility Study (Town)
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As of October 2011
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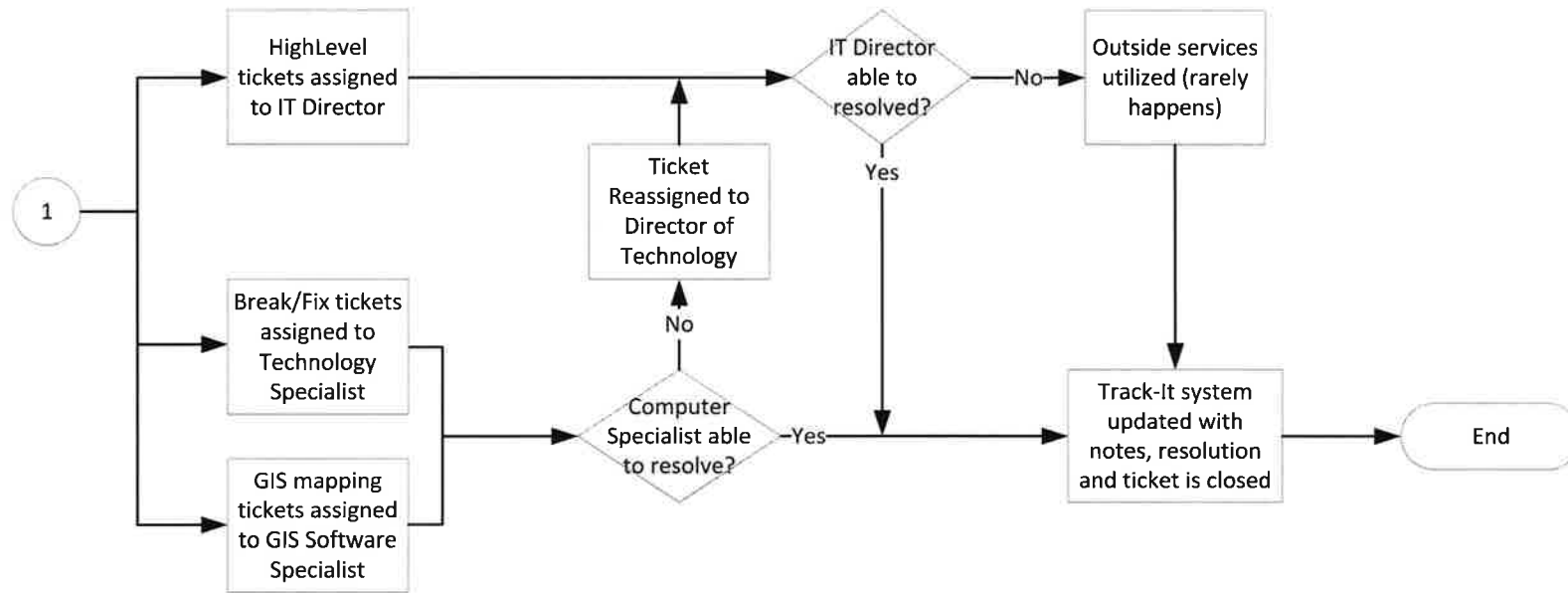
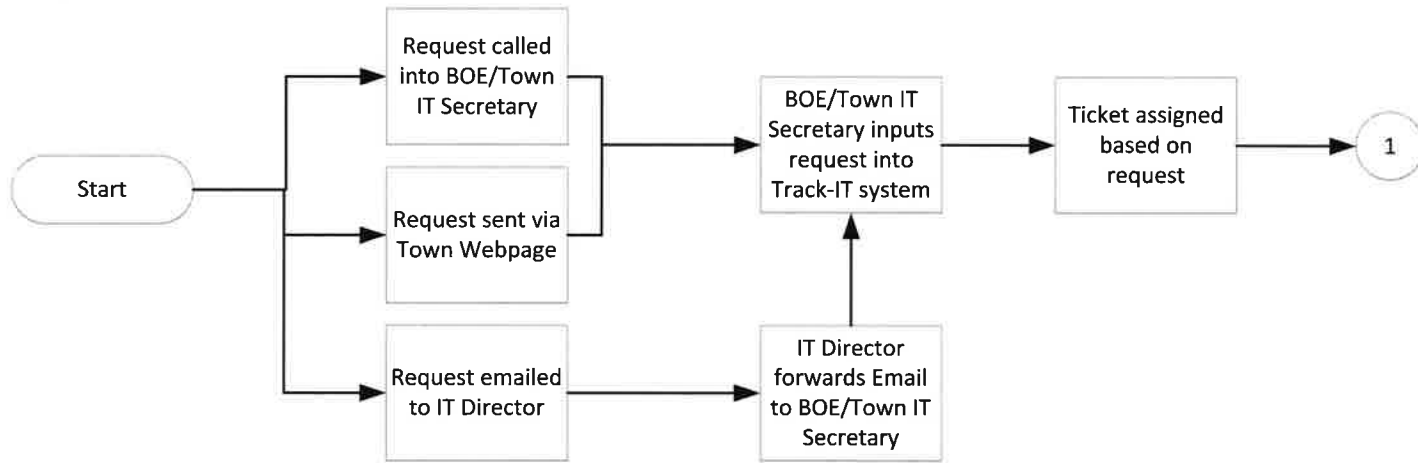
**Current Workflow
Payroll**

Payroll Check Run



**Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0**

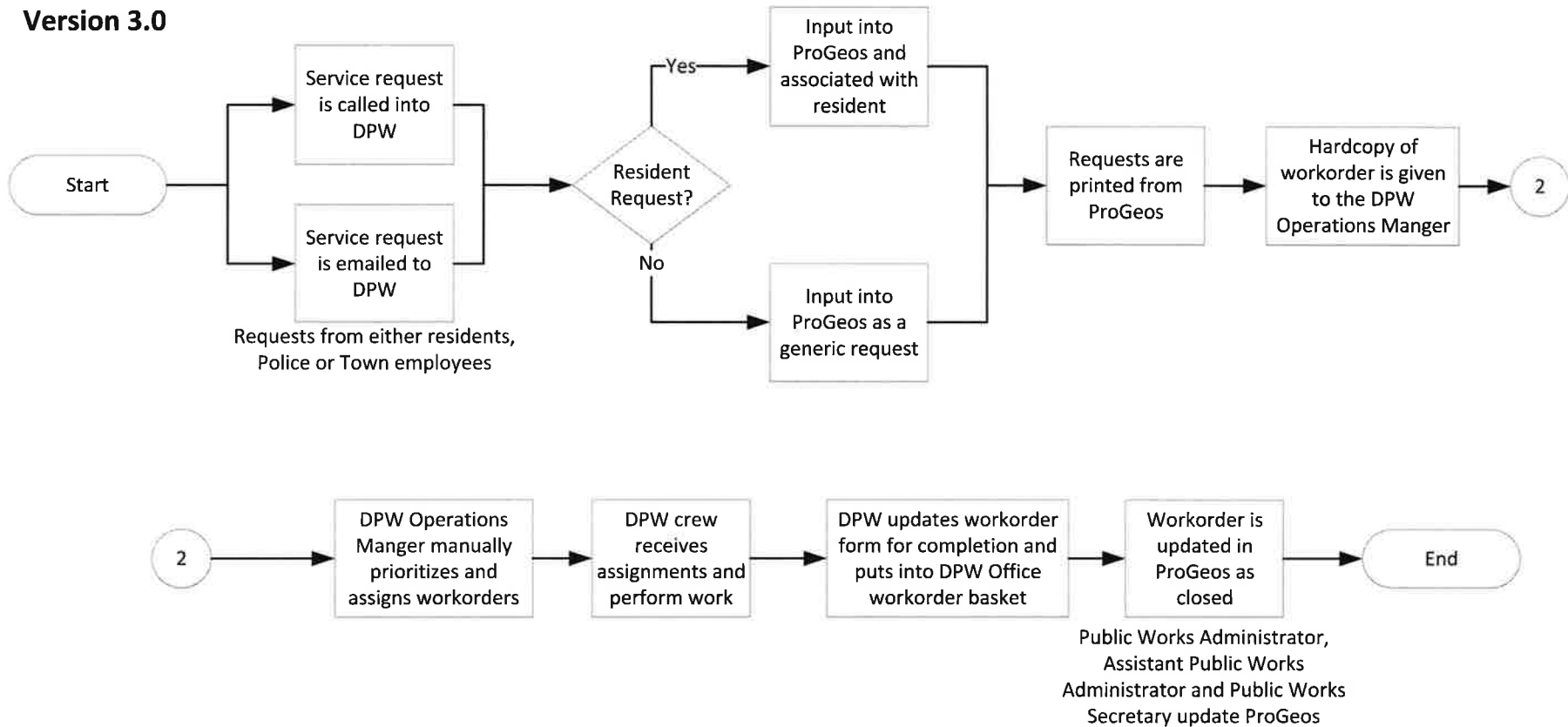
**Current Workflow
Information Technology**



- Resolution follow-up is done manually since most requests are in Town Hall
- Town does not own module allowing tracking at PC level, BOE does own module

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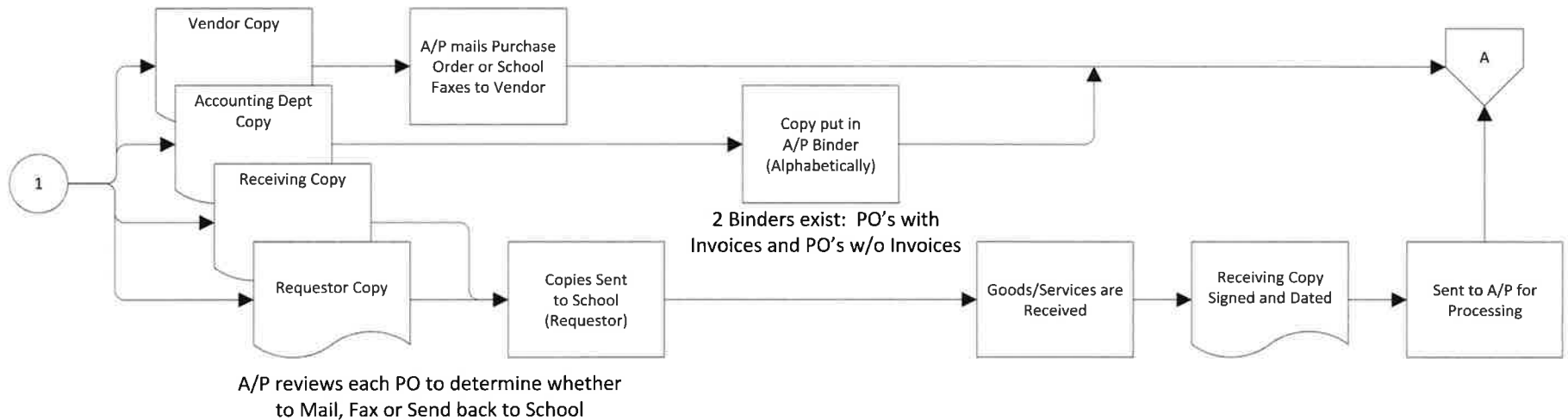
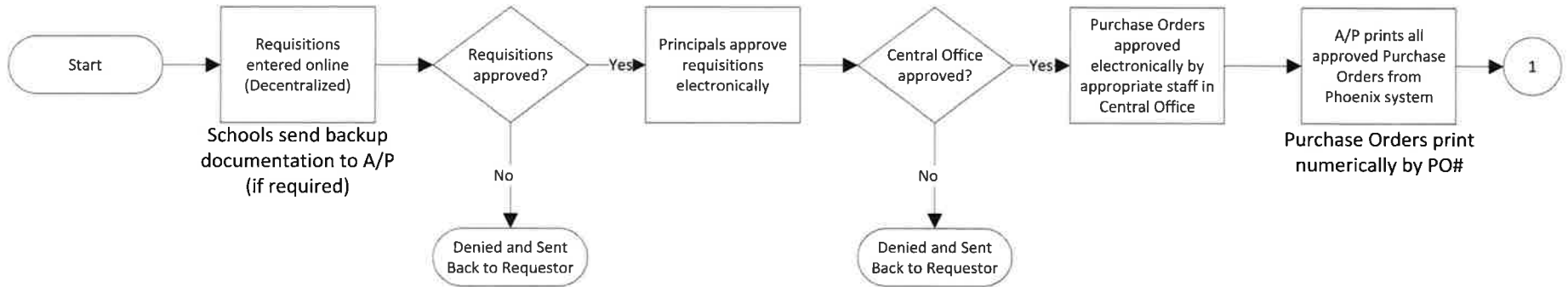
**Current Workflow
DPW/Maintenance**



- Limited ability to monitor, reports are not available since they reduced services from ProGeos
- No ability to attached documents to workorder request (ex. scan of drawing)
- ProGeos is not compatible with Town's GIS (Esri)
- System response time is too slow, users cannot get timely information from system about resident when they call in a request
- Limited ability to identify duplicate workorder requests

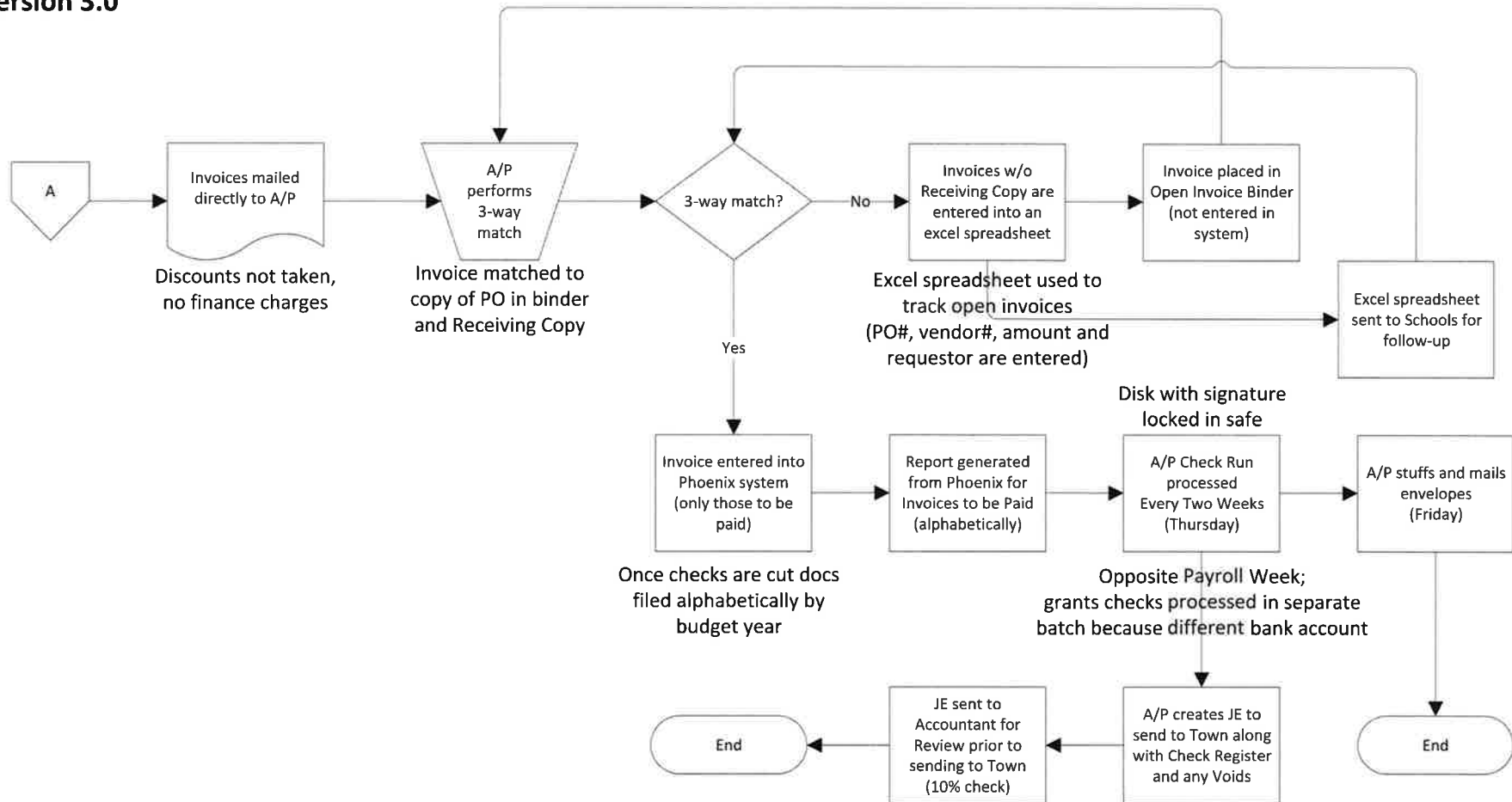
**Town of Newtown
 Operations Feasibility Study (School District)
 High-Level Business Process Workflows
 As of October 2011
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**Current Workflow
 Purchasing-A/P**



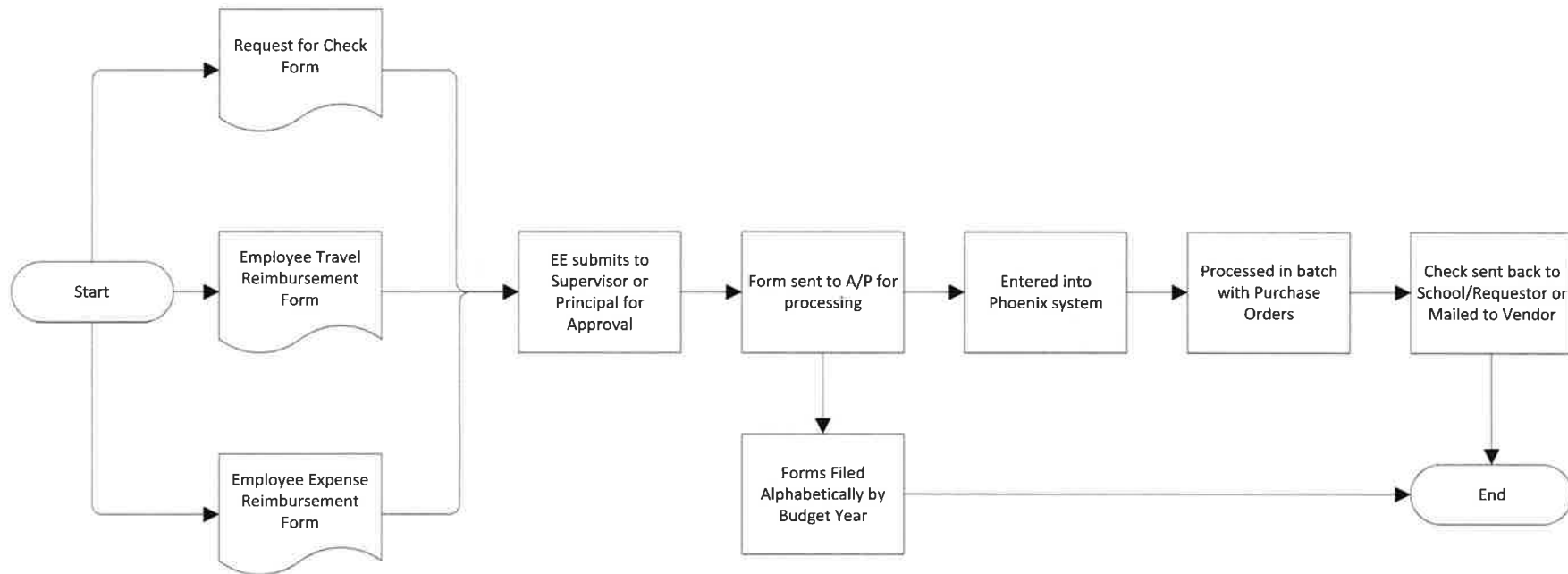
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**Current Workflow
 Purchasing-A/P**



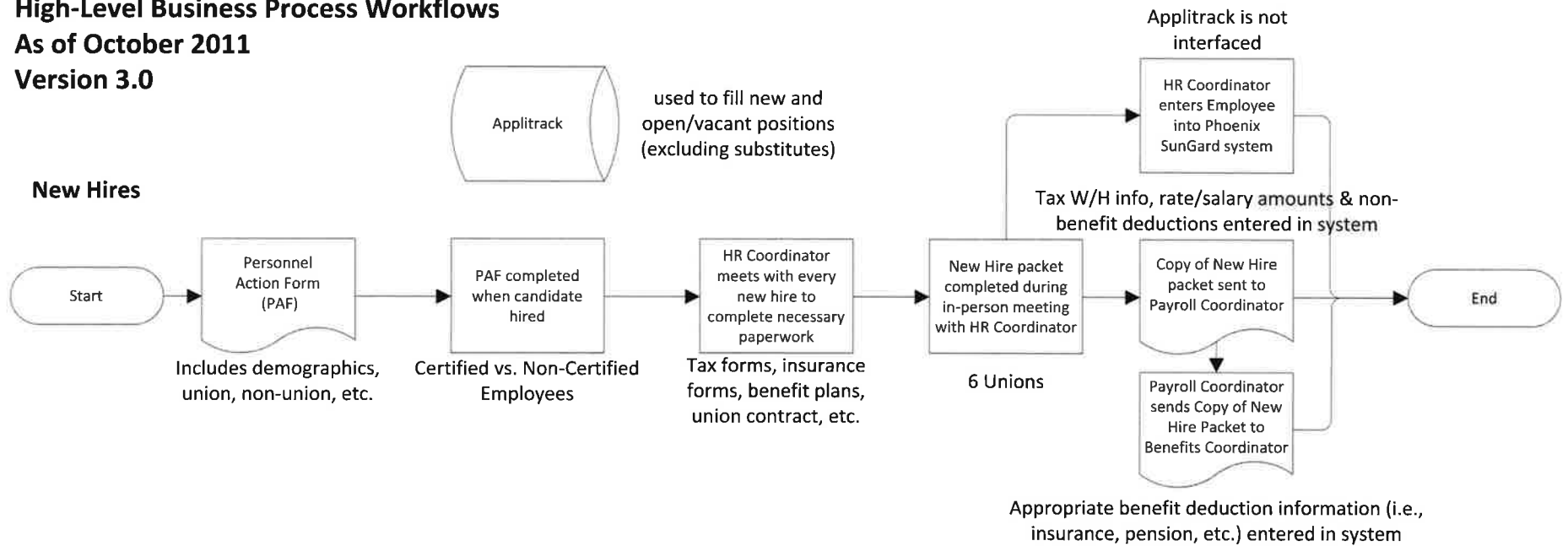
**Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
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**Current Workflow
A/P-Reimbursements**

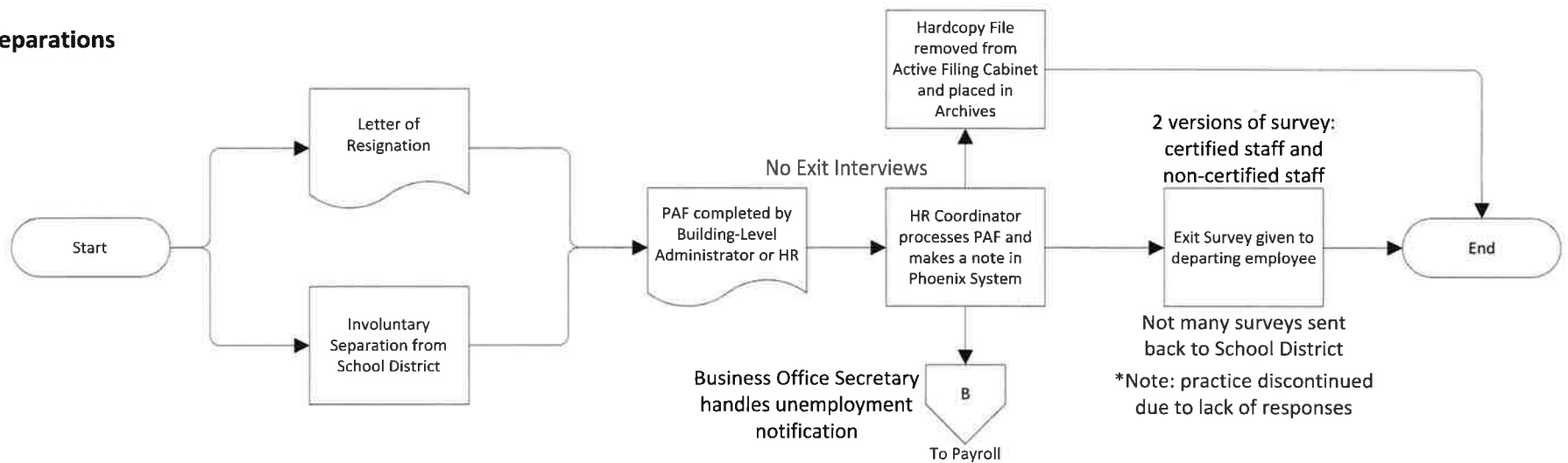


**Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
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**Current Workflow
Human Resources**

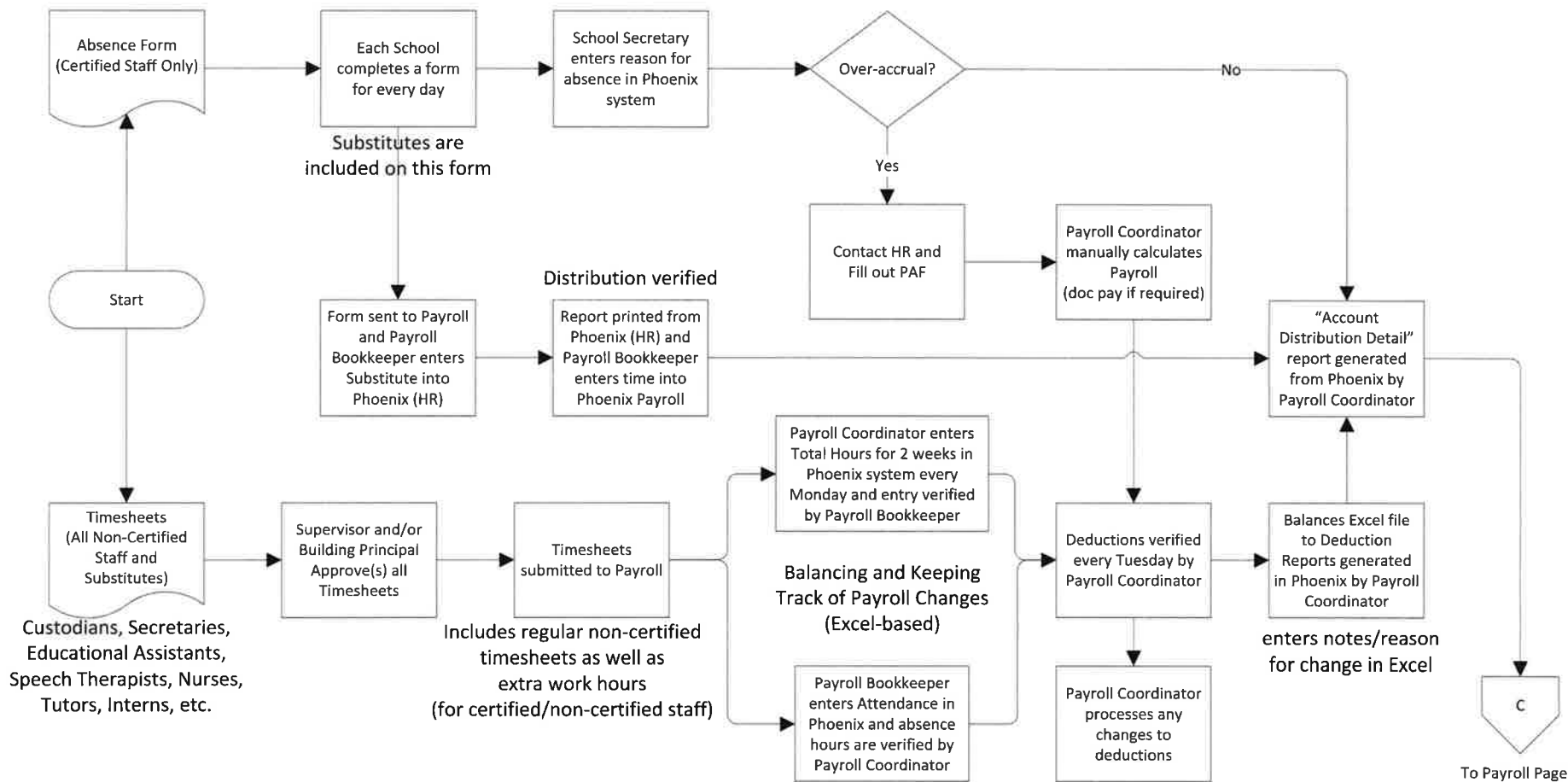
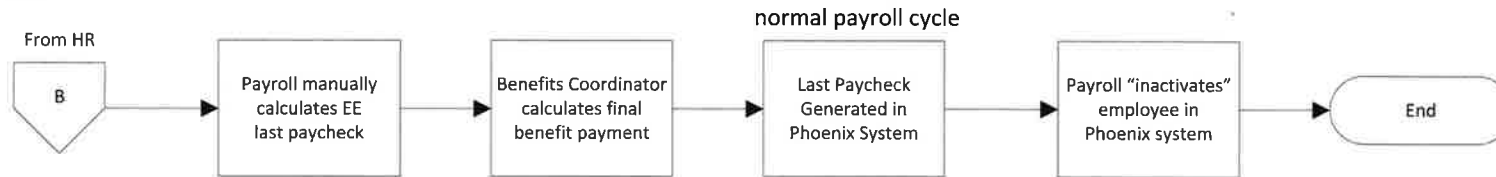


Separations



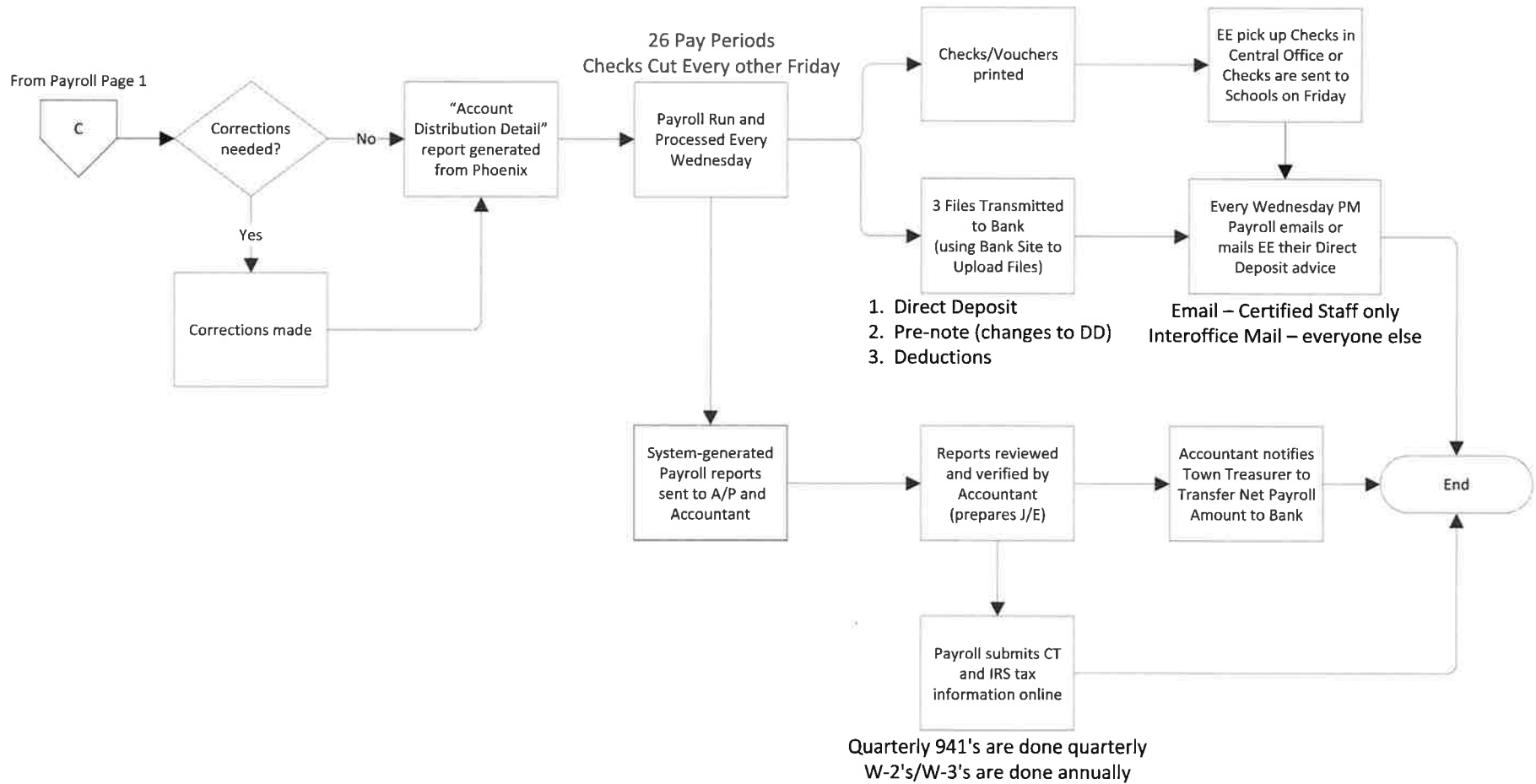
**Town of Newtown
Operations Feasibility Study (School District)
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**Current Workflow
Payroll**



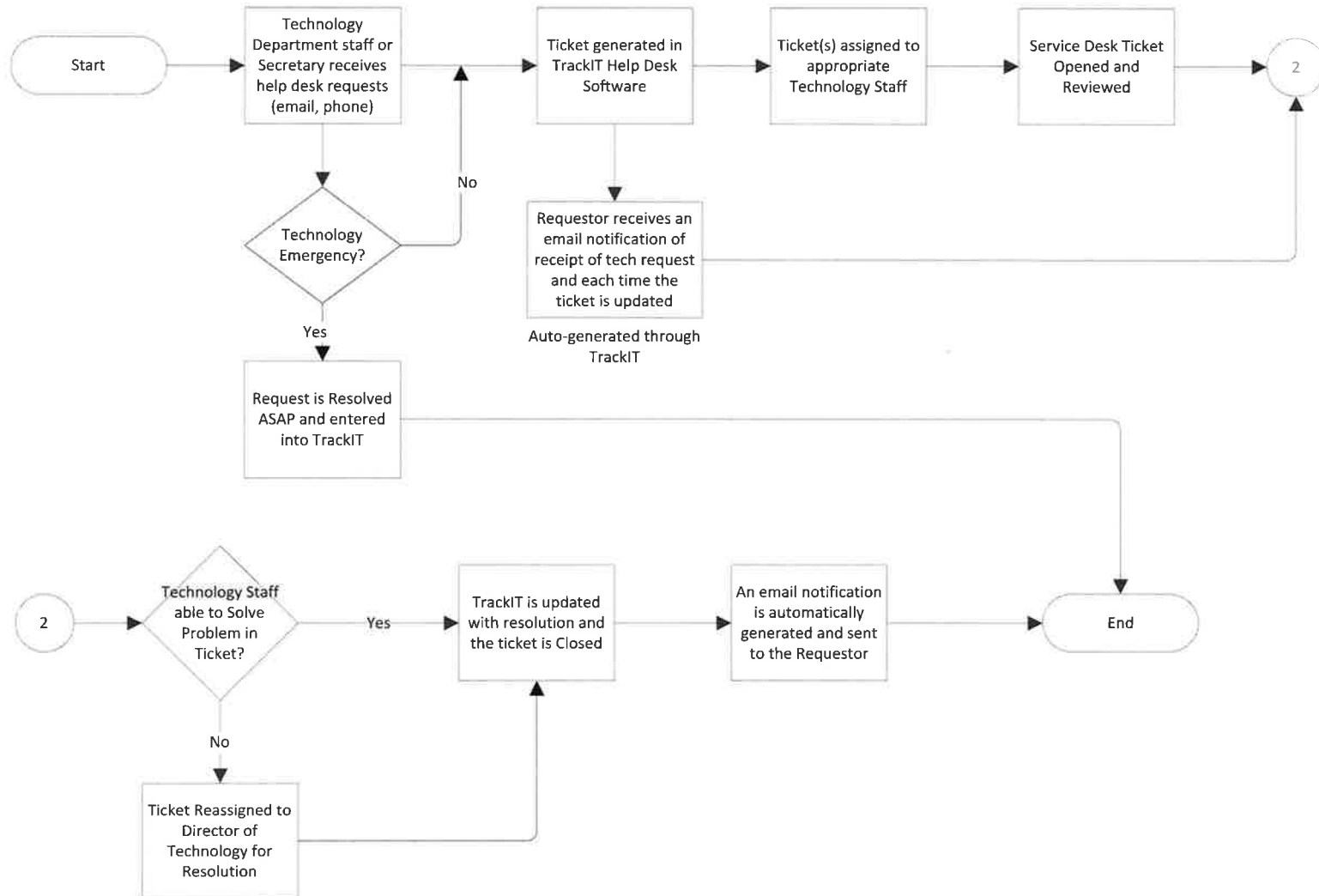
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**Current Workflow
 Payroll**



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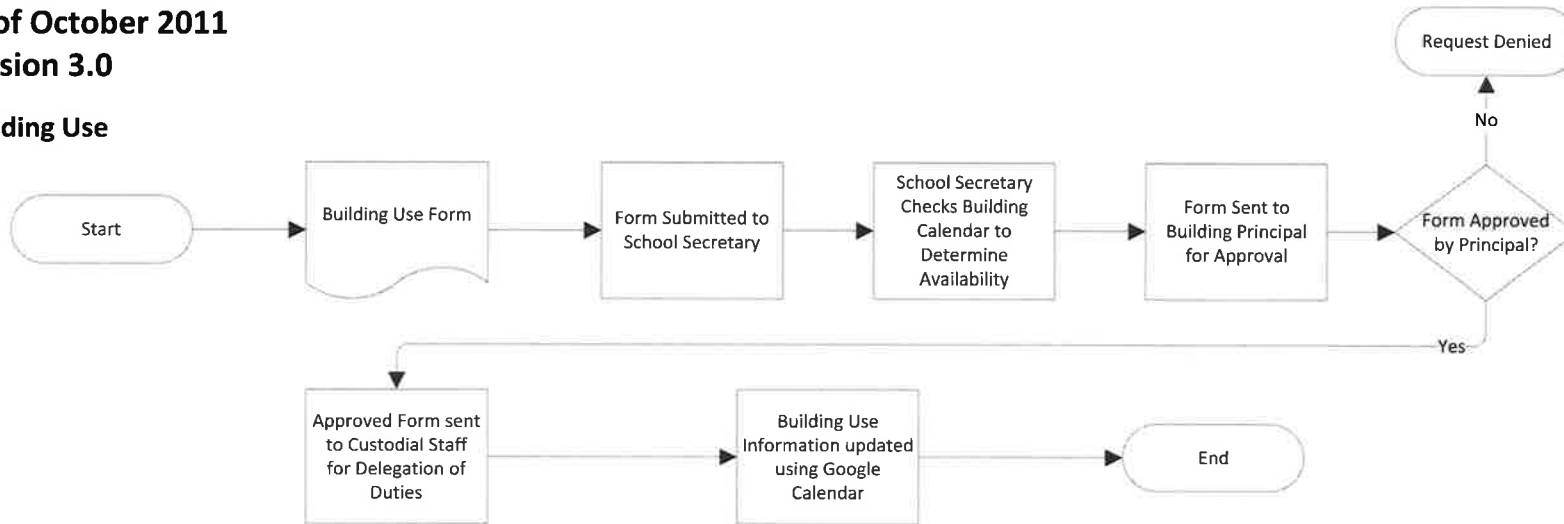
**Current Workflow
 Information Technology**



**Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
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Version 3.0**

**Current Workflow
Facilities**

Building Use



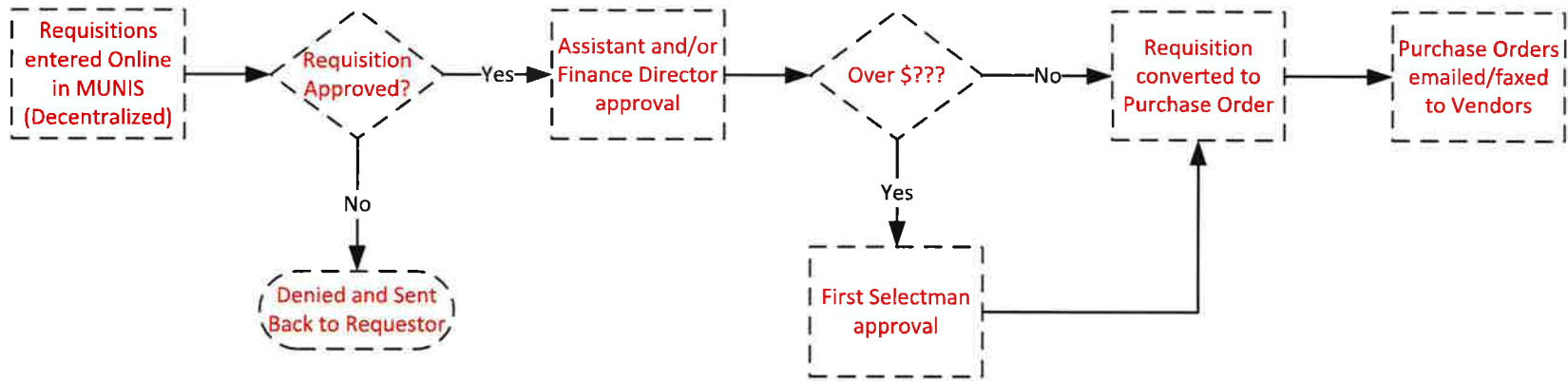
Work Orders



Town and School District Proposed Workflows

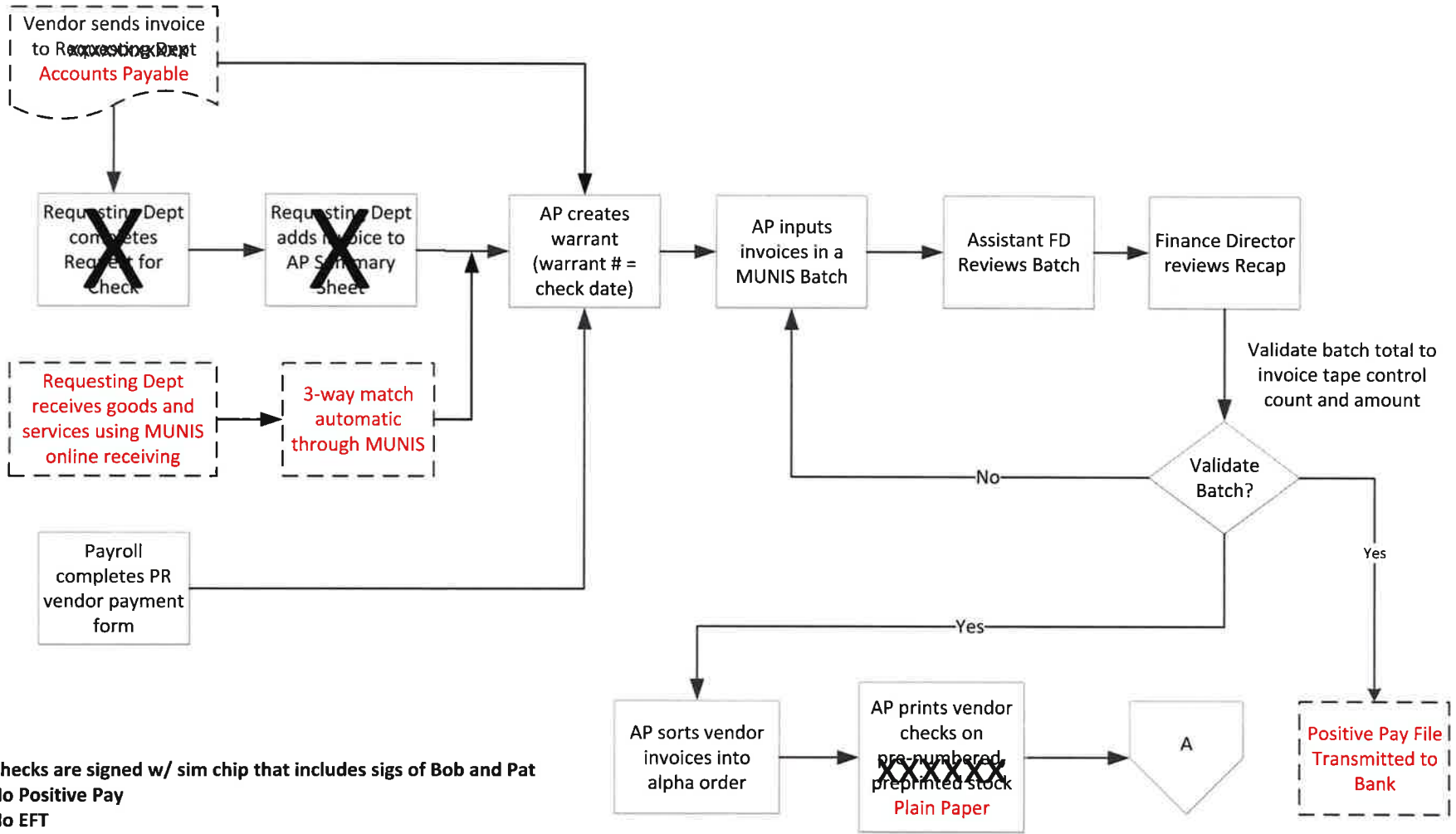
**Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
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**Proposed Workflow
Purchasing**



**Town of Newtown
 Operations Feasibility Study (Town)
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 Version 1.0**

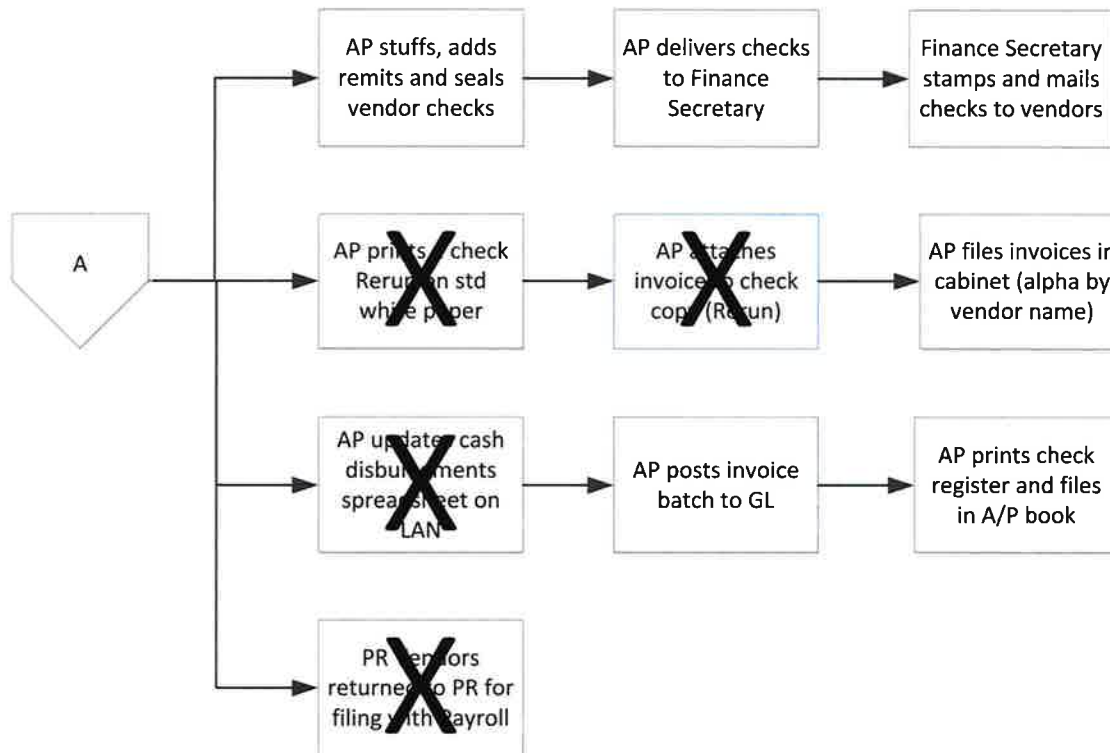
**Proposed Workflow
 Accounts Payable**



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Town of Newtown
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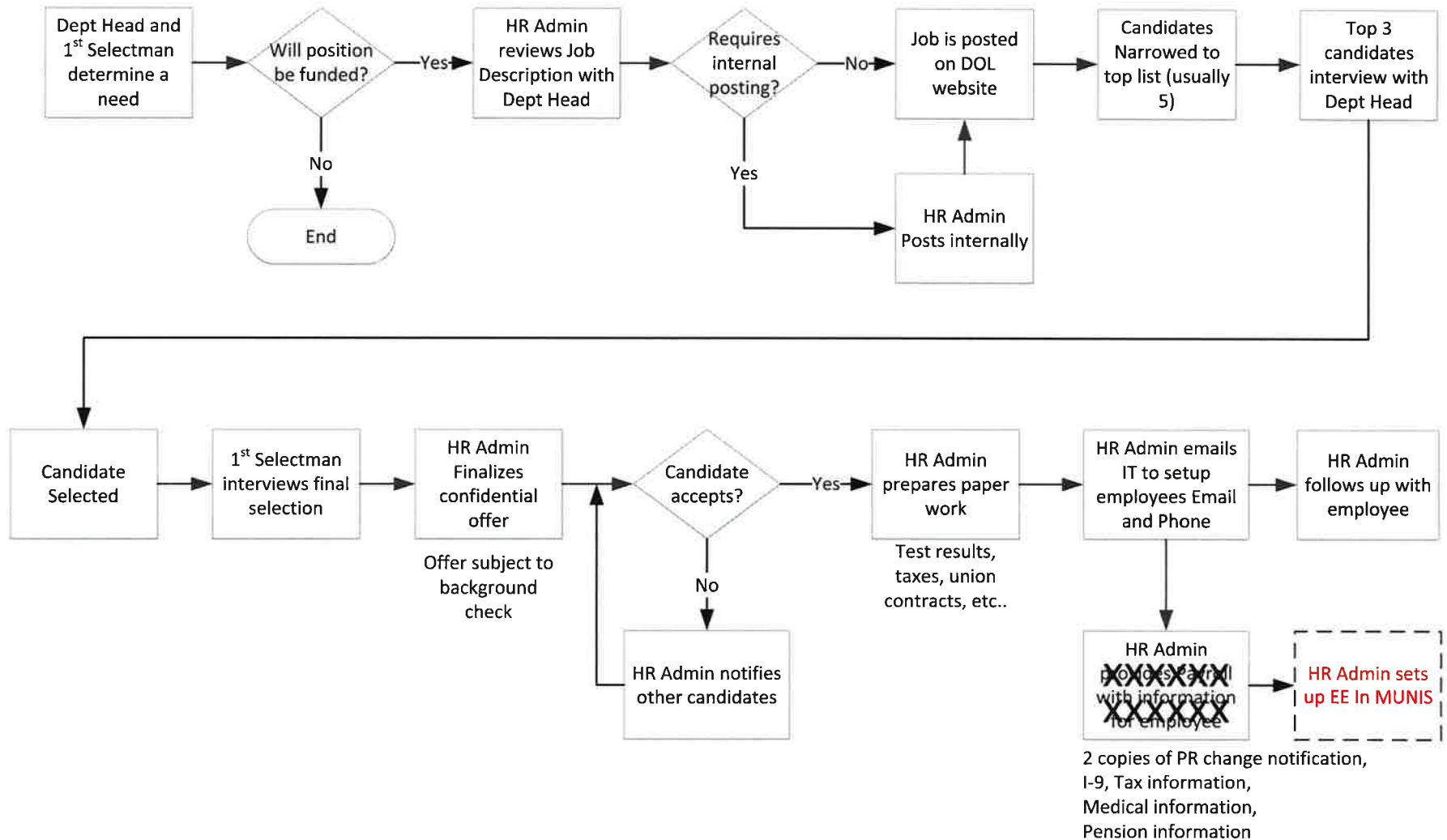
Proposed Workflow
Accounts Payable



Proposed Workflow

Human Resources

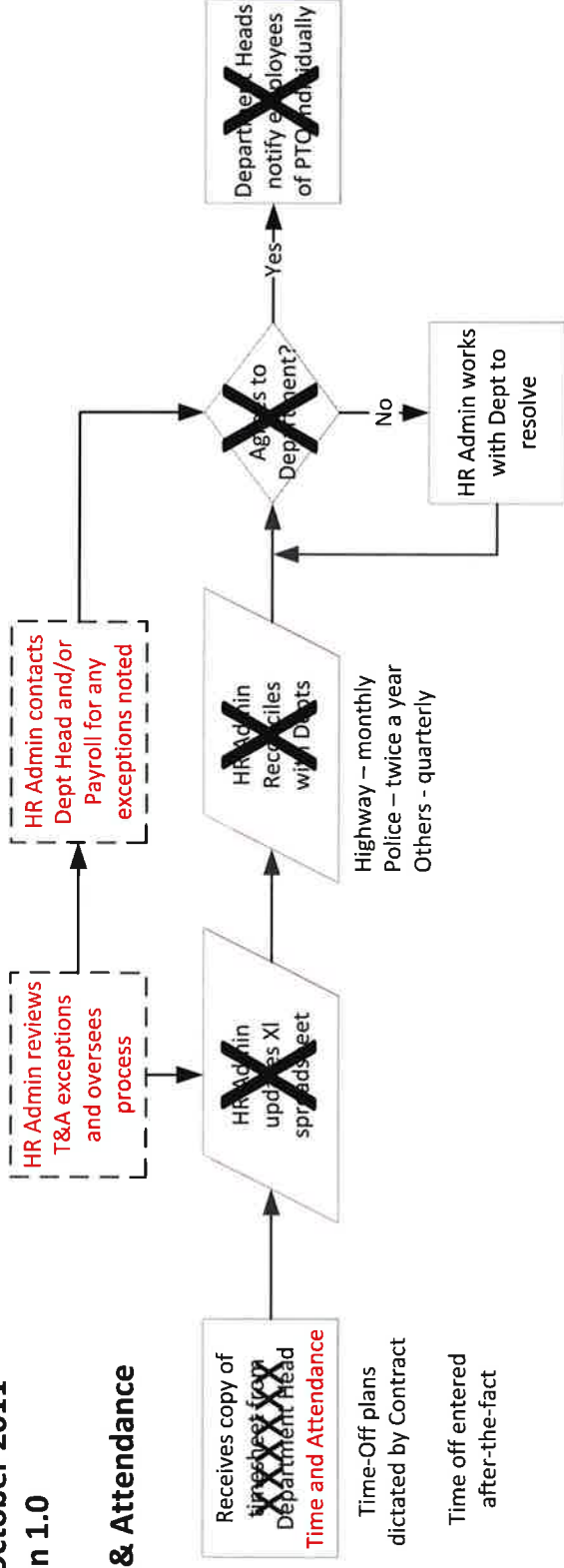
New Hires



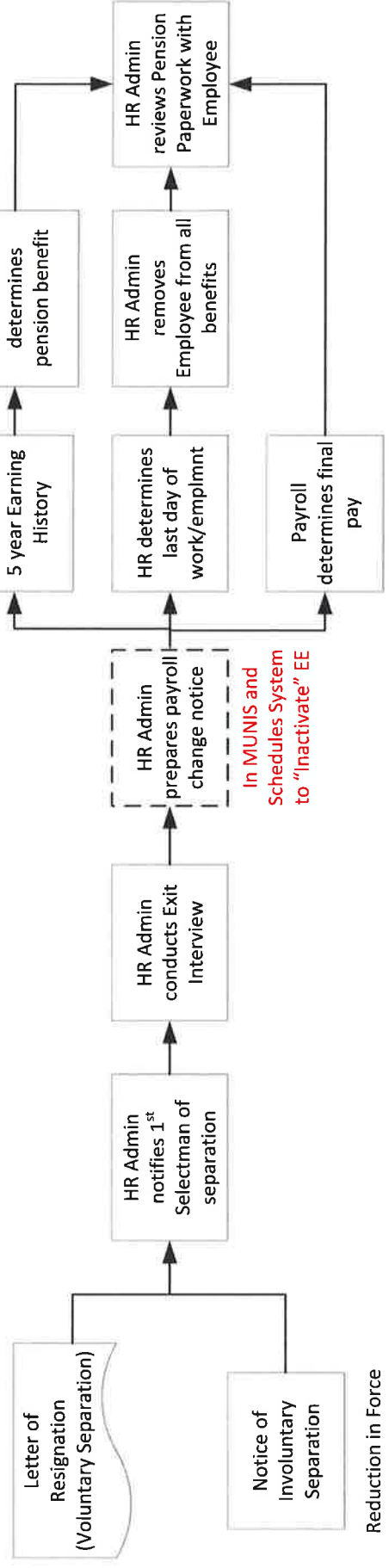
Proposed Workflow Human Resources

Town of Newtown
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Time & Attendance

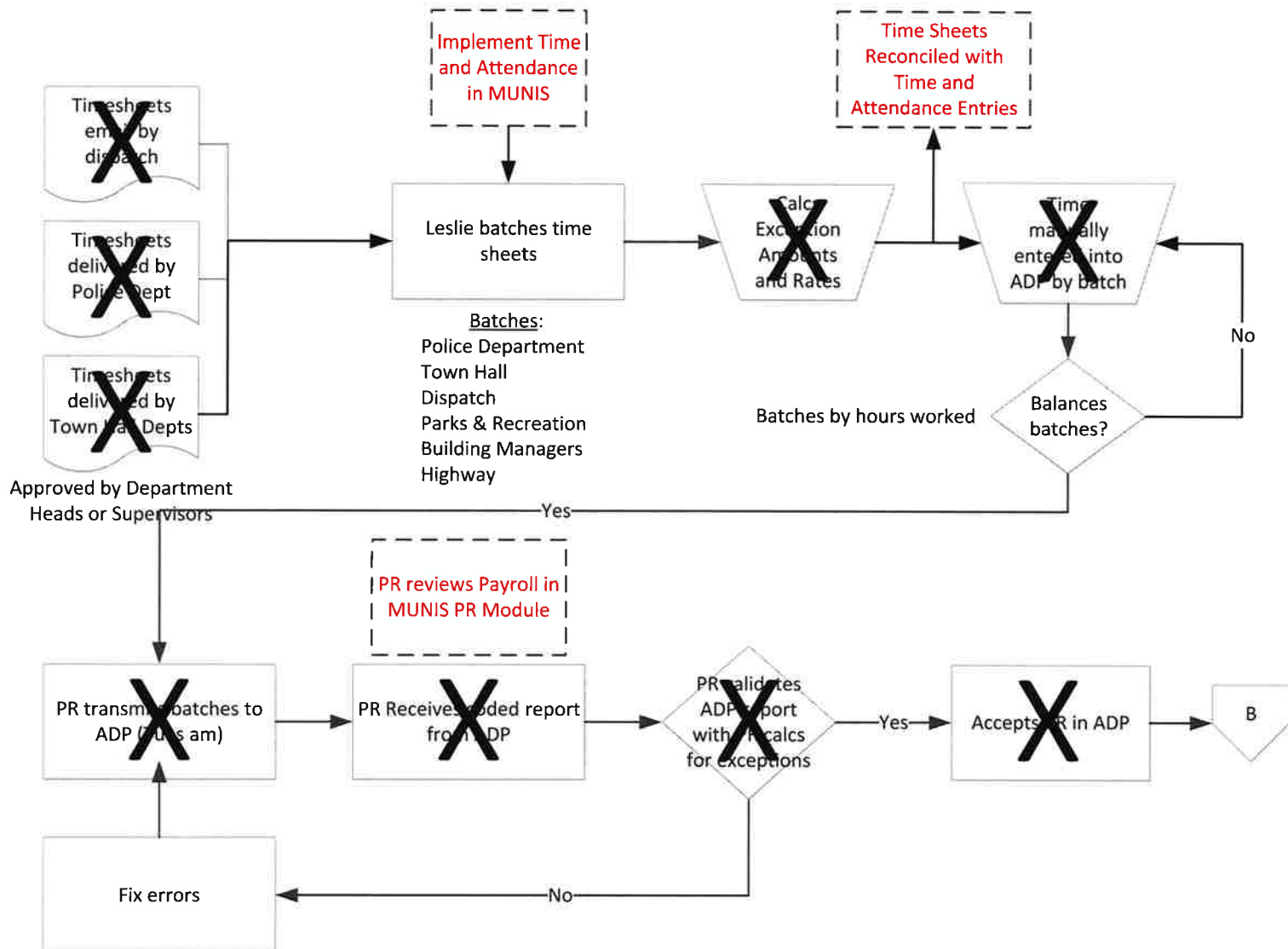


Separations



Proposed Workflow
Payroll

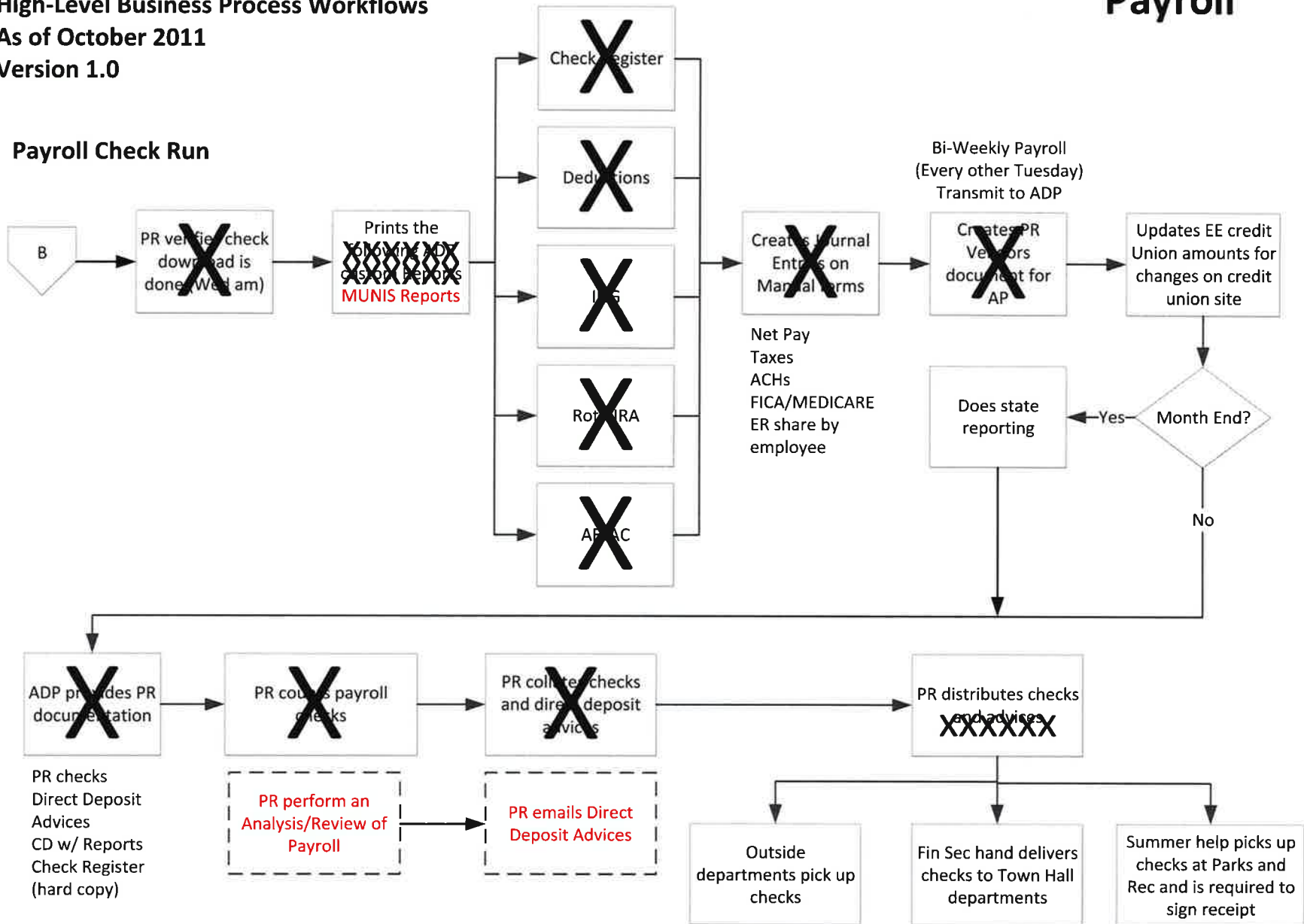
Time Entry



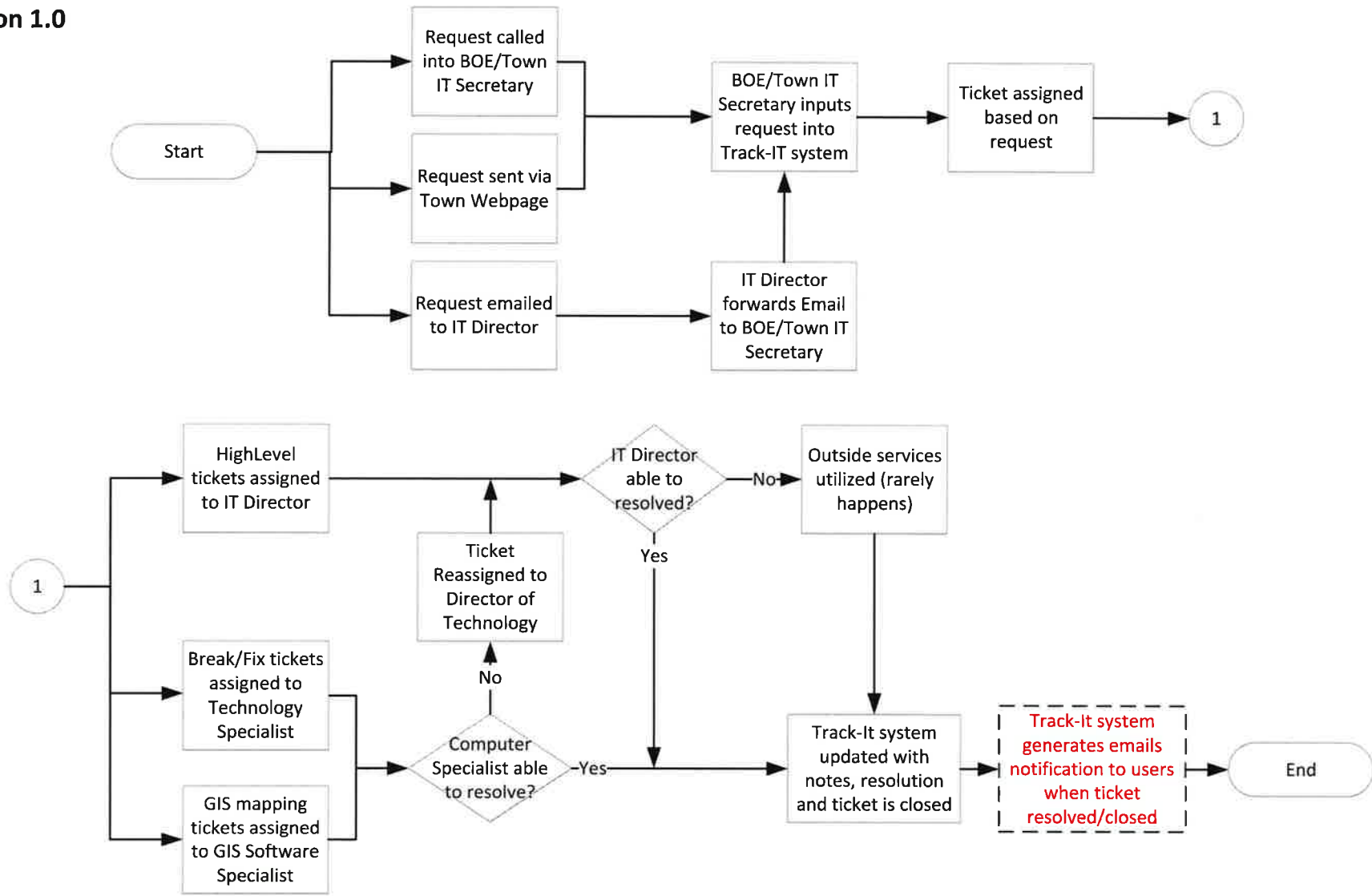
**Town of Newtown
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**Proposed Workflow
Payroll**

Payroll Check Run



Proposed Workflow Information Technology

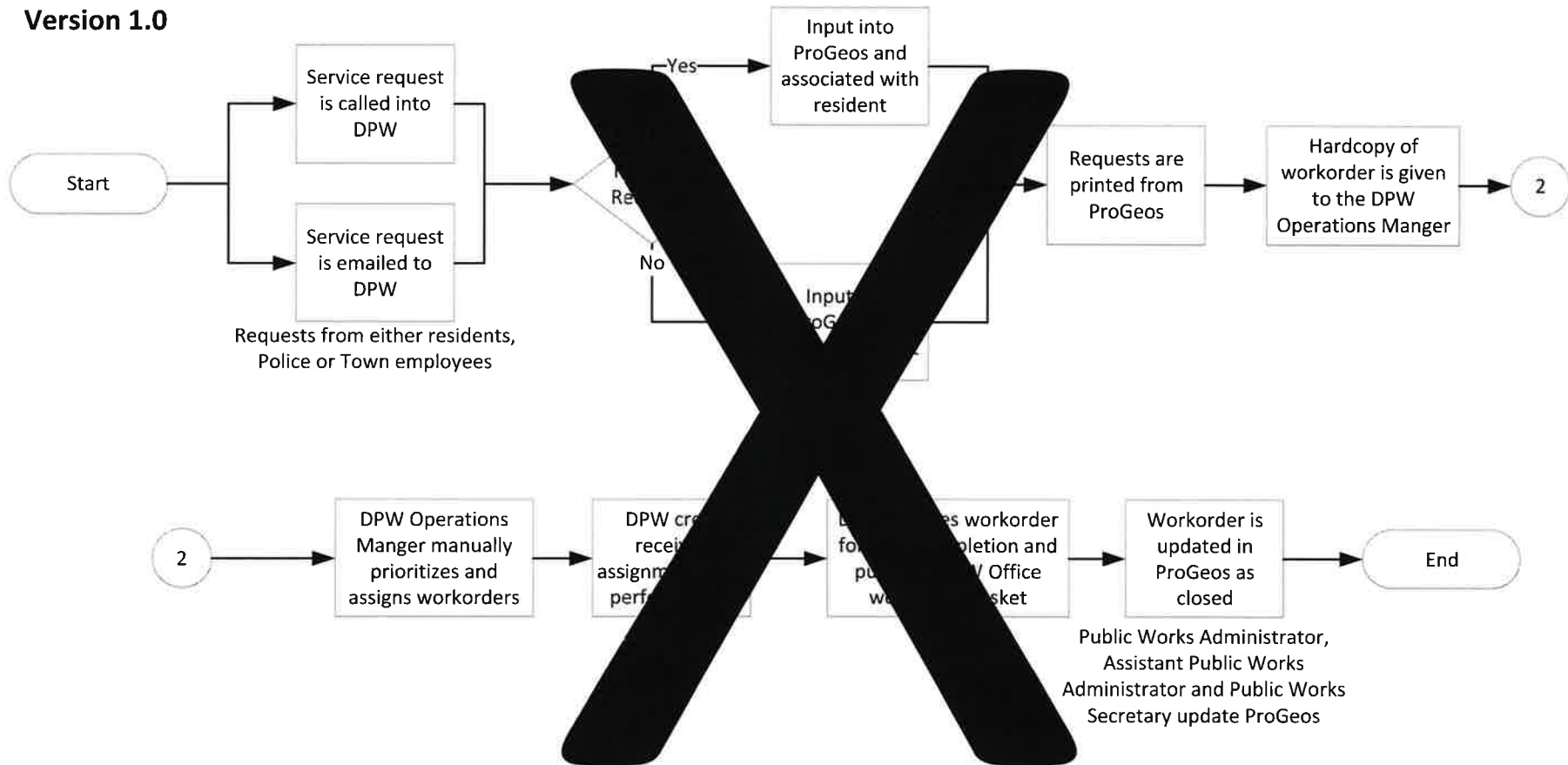


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Need New System

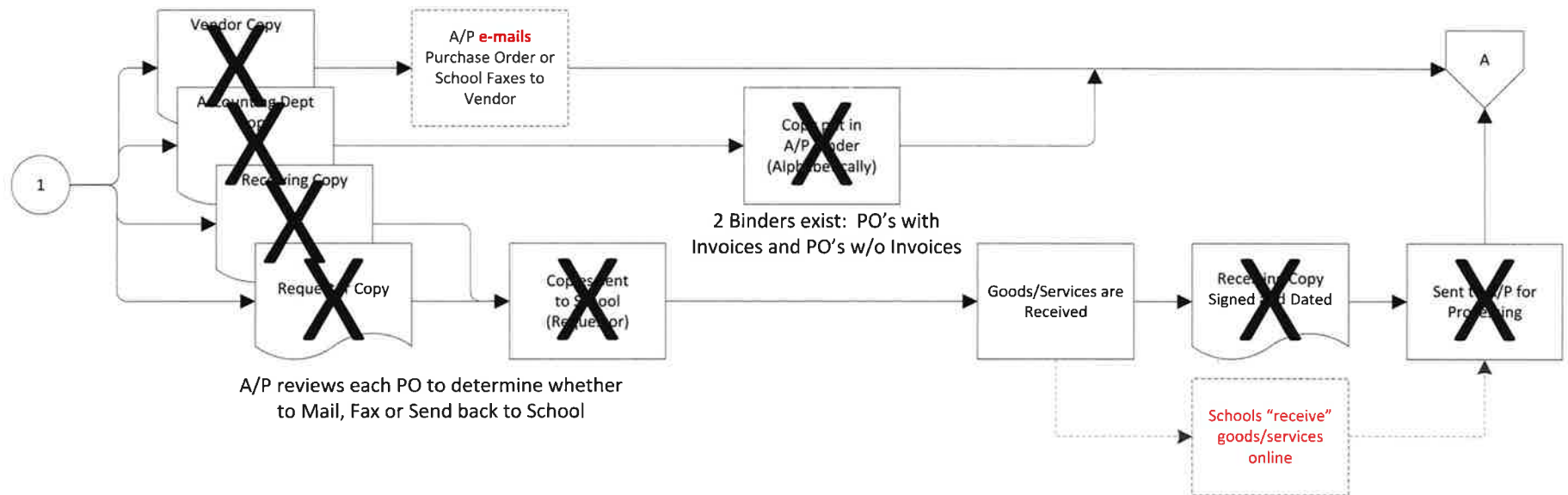
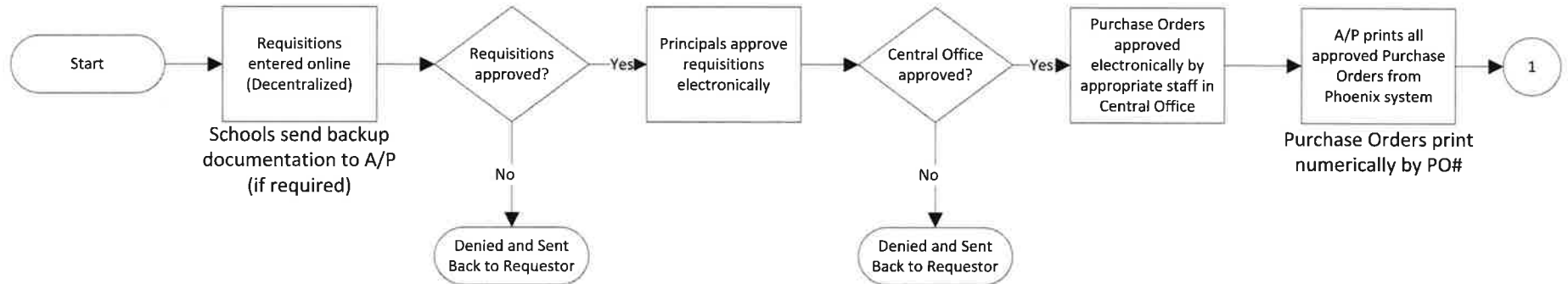
**Proposed Workflow
DPW/Maintenance**



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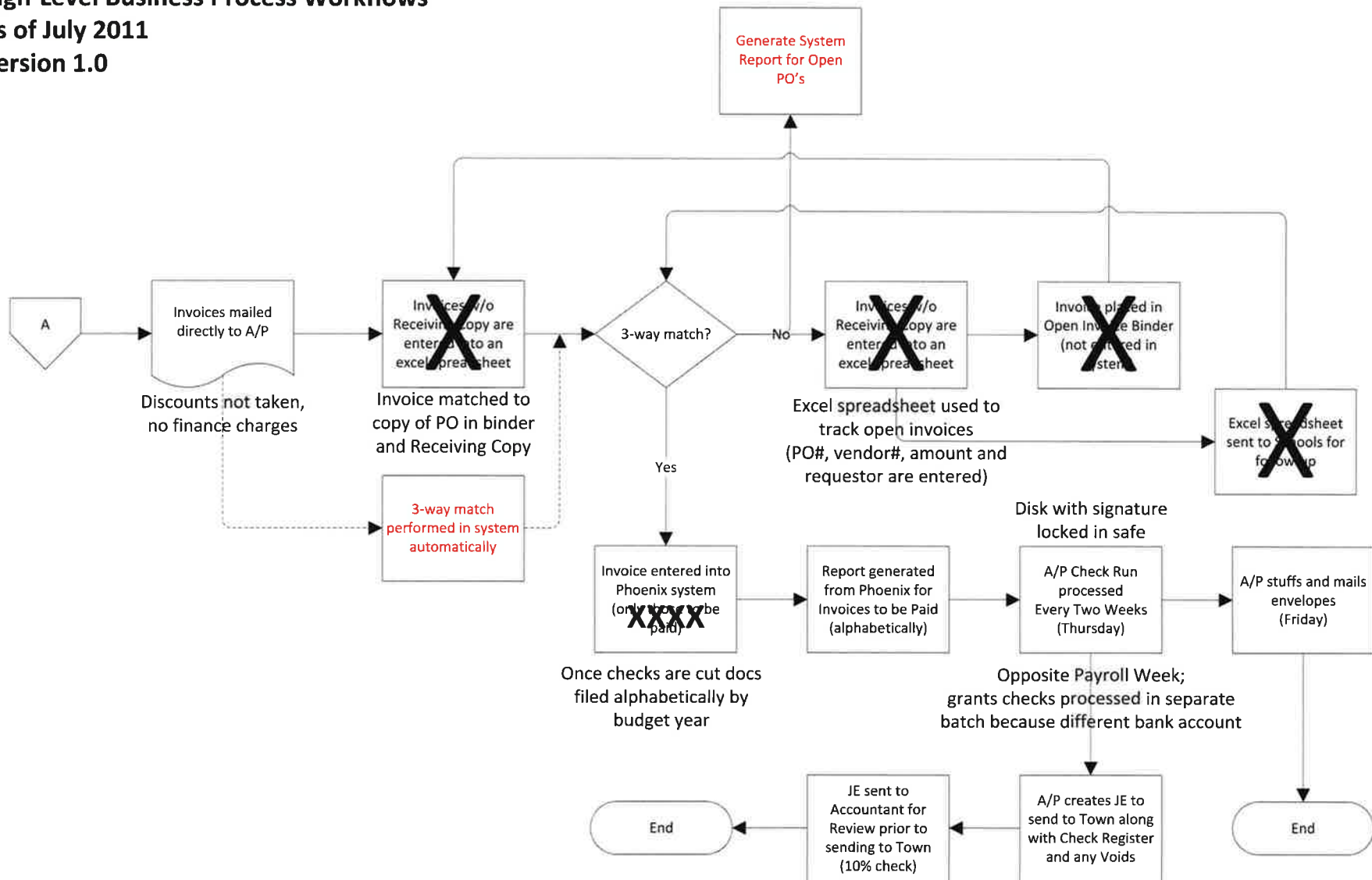
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Proposed Workflow
Purchasing-A/P



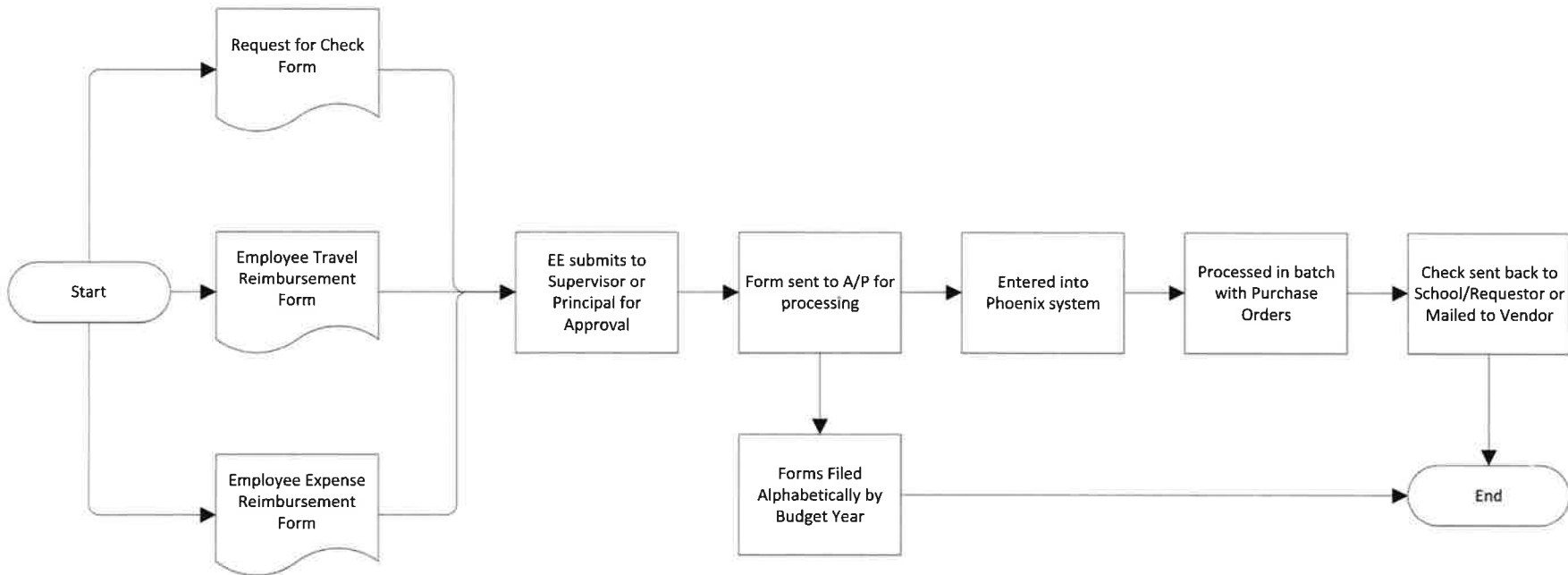
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Proposed Workflow
Purchasing-A/P



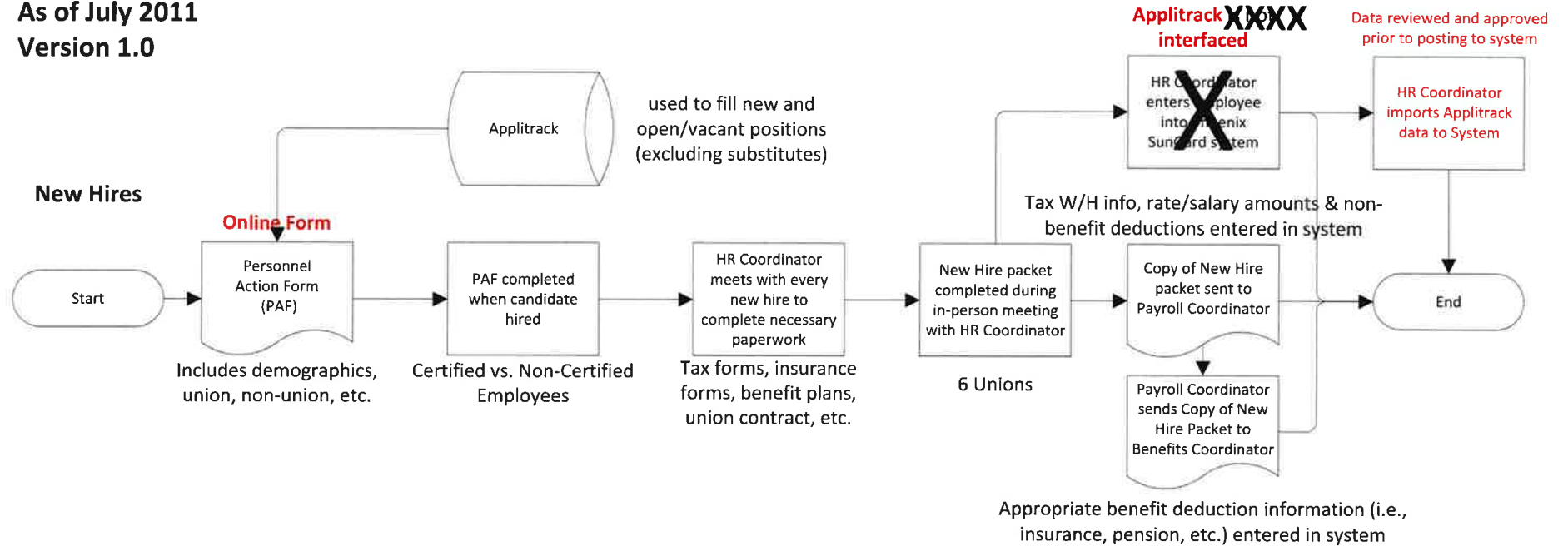
**Town of Newtown
Operations Feasibility Study (School District)
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**Proposed Workflow
A/P-Reimbursements**

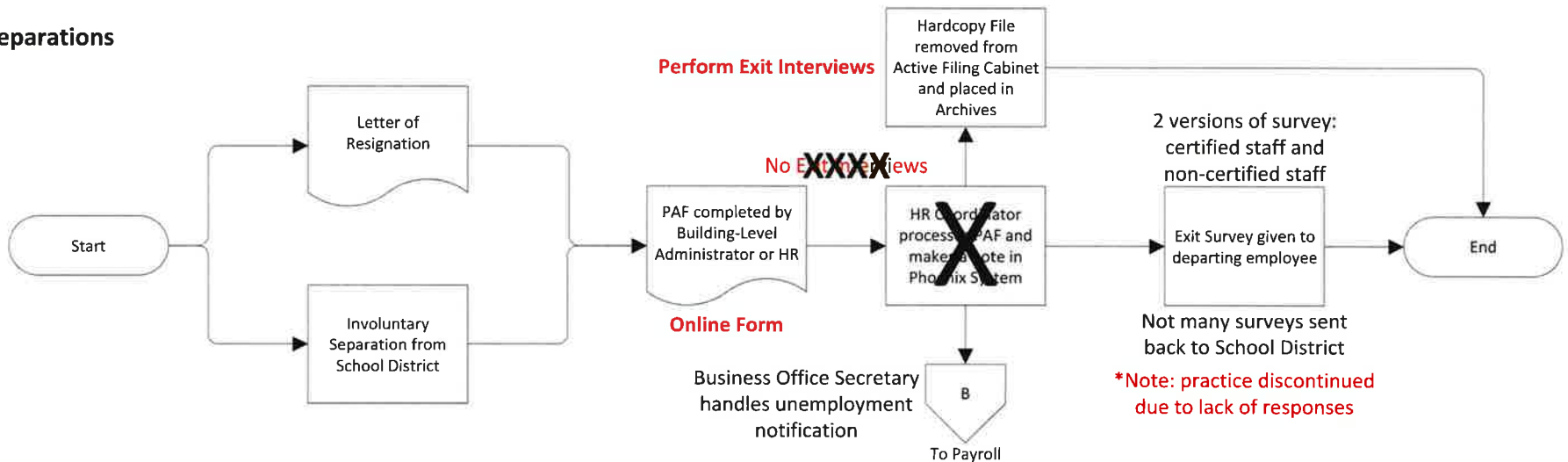


Town of Newtown
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Proposed Workflow
Human Resources

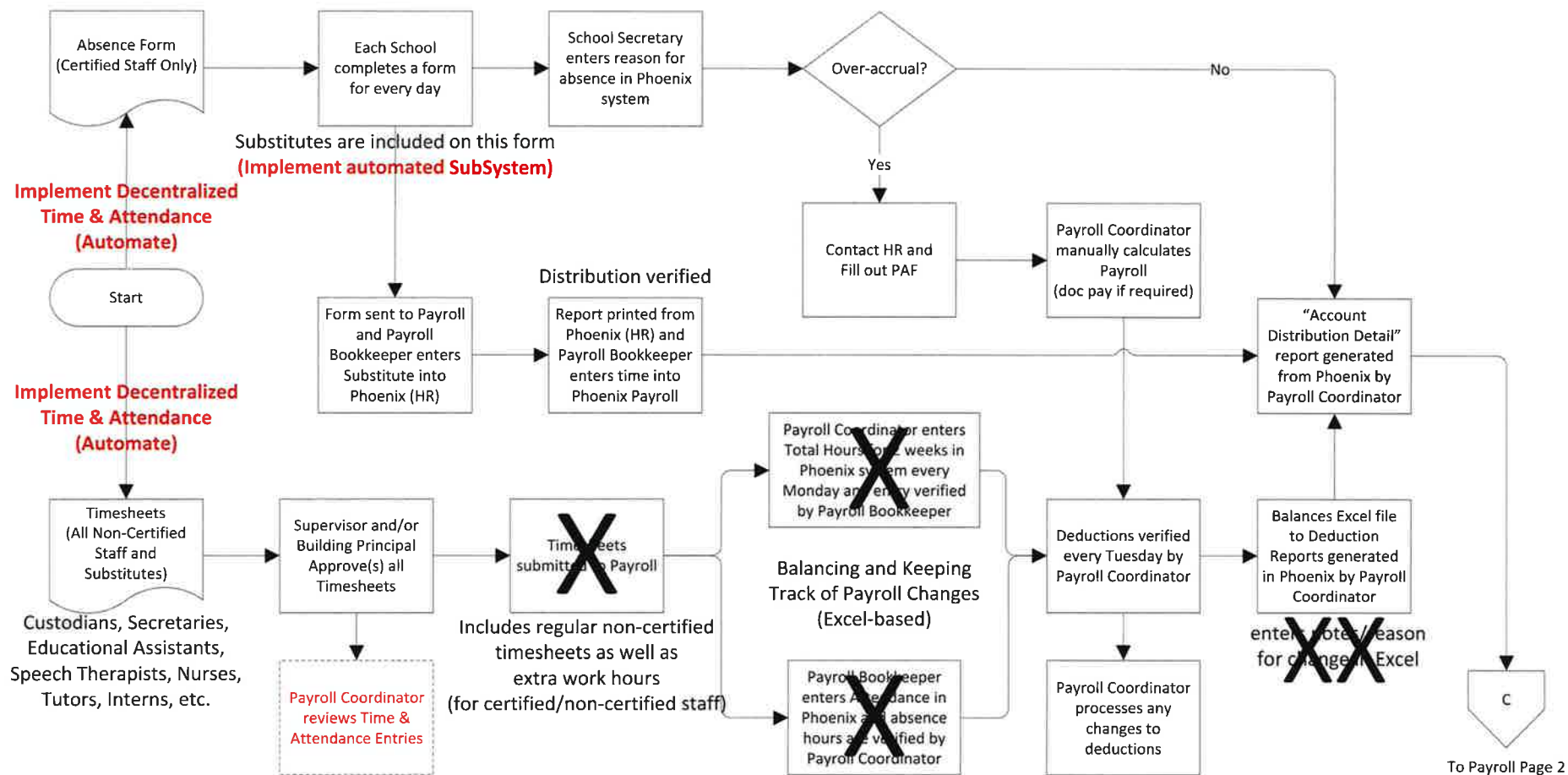


Separations



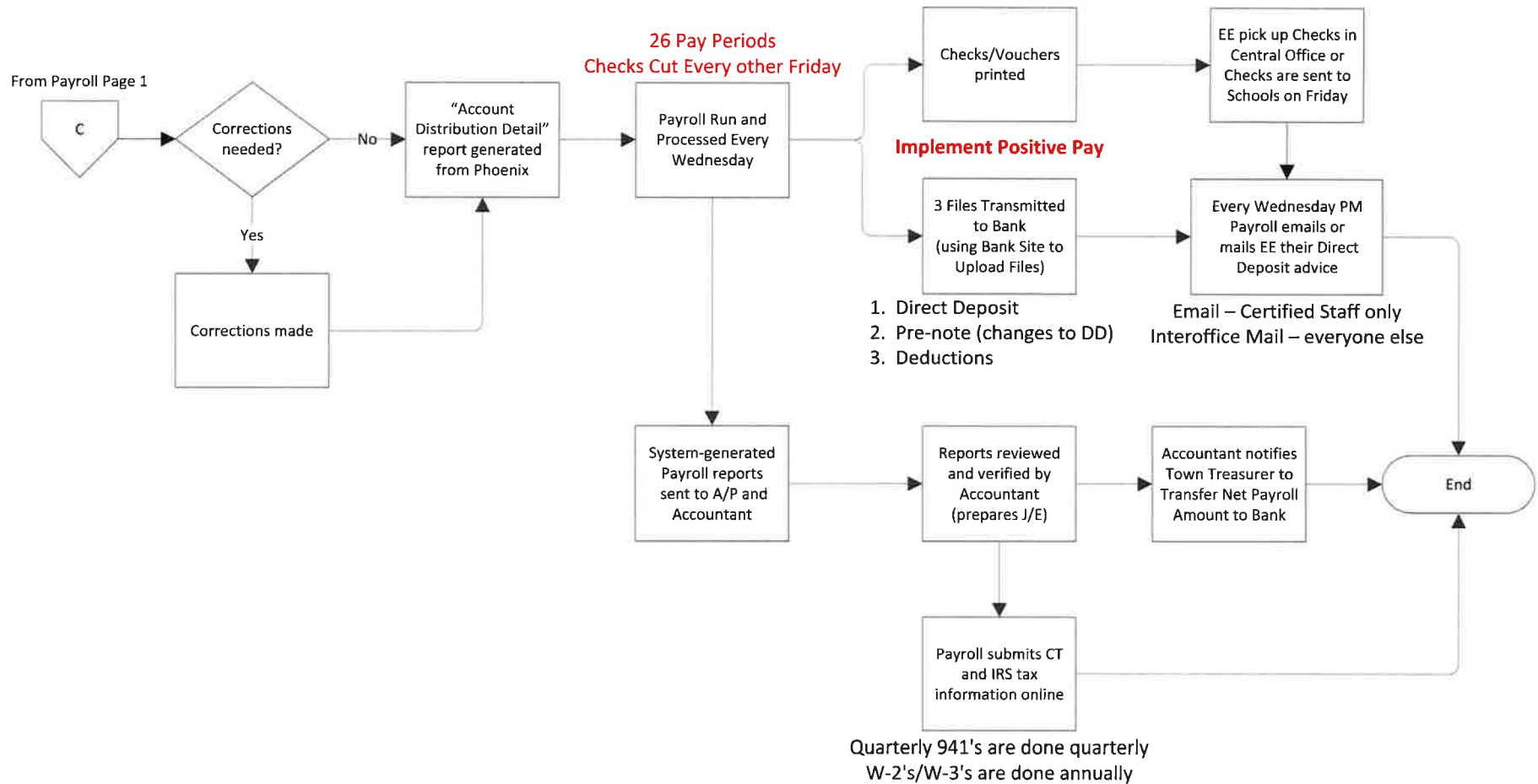
**Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of July 2011
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**Proposed Workflow
Payroll**



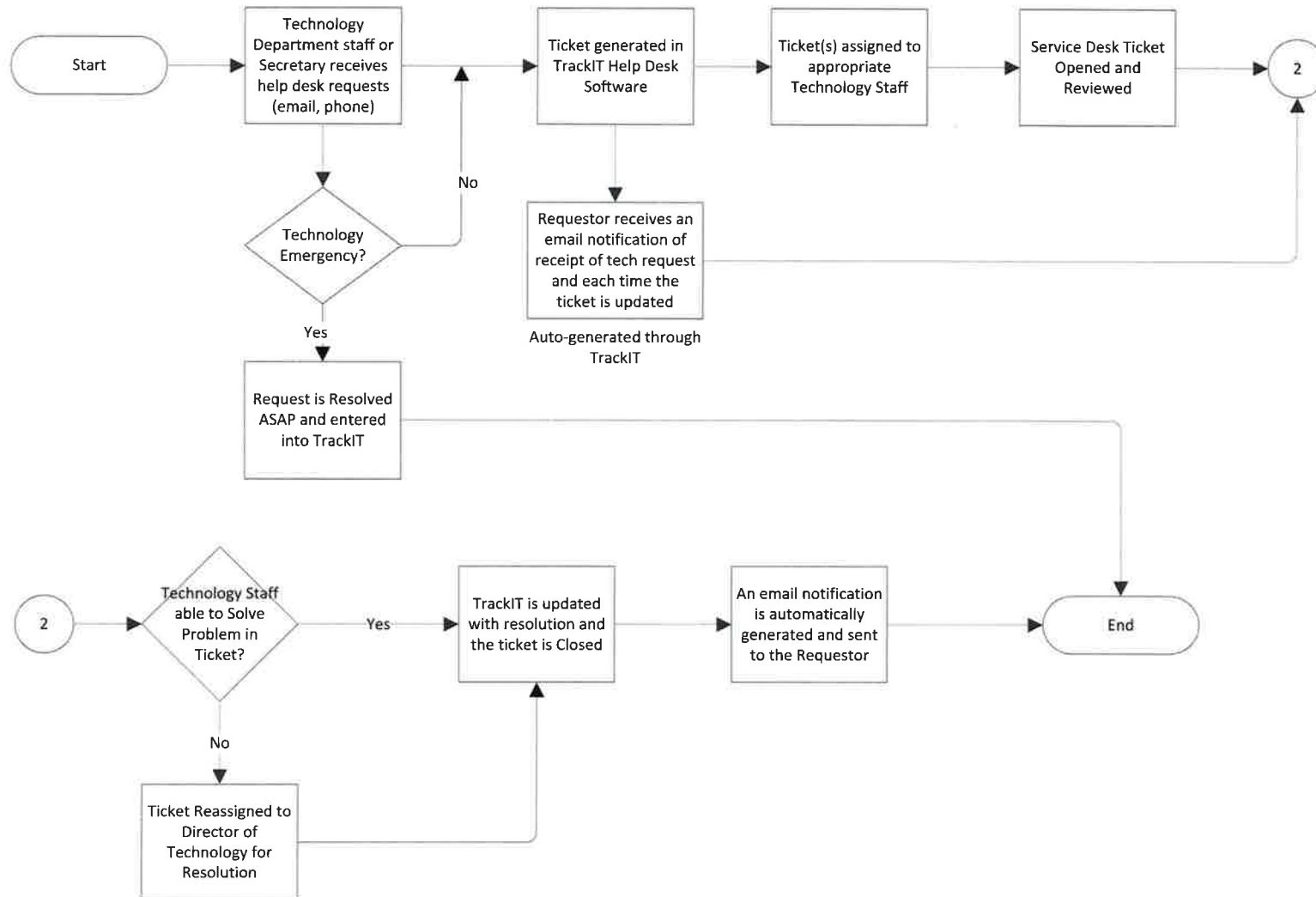
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**Proposed Workflow
 Payroll**



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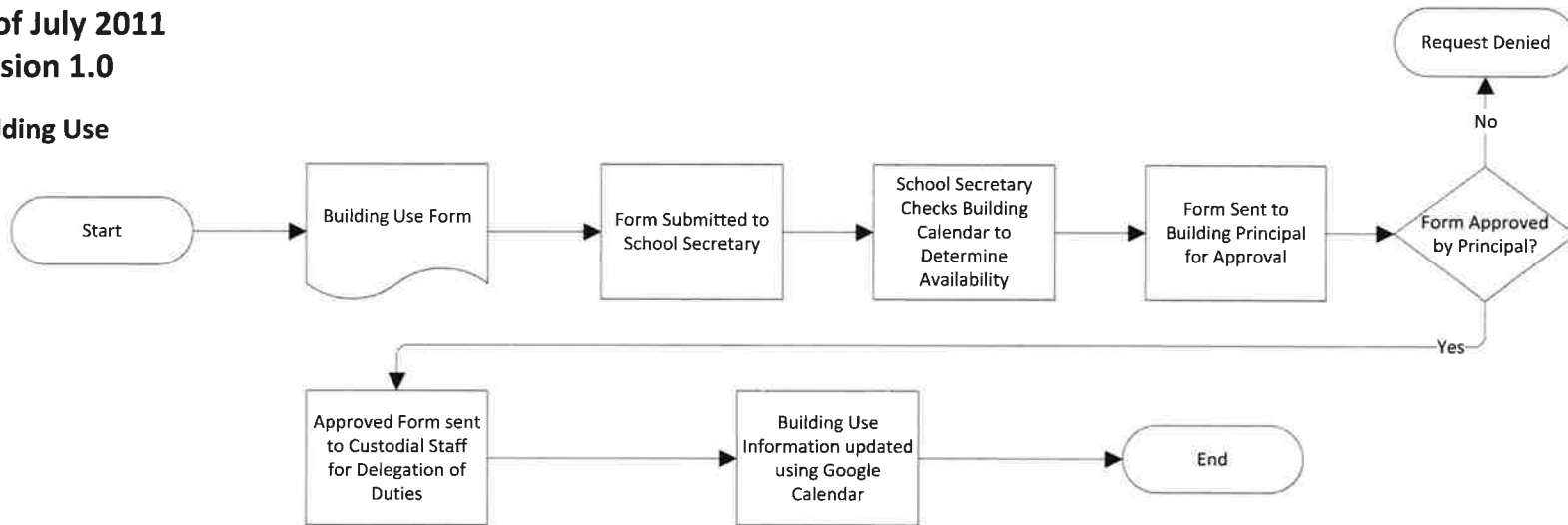
Proposed Workflow
Information Technology



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 Version 1.0

**Proposed Workflow
 Facilities**

Building Use



Work Orders

