



# LEARN

## FISCAL YEAR 2020-2021 PROPOSED BUDGET

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LEARN Magnet Schools: \$ 16,887,121

Programs & Services: \$ 32,651,295

Organizational Support: \$ 3,939,370\*

(\* represents expenditures funded through Admin Fees)

**TOTAL OPERATING BUDGET: \$50,862,771**

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**NON-OPERATING ITEMS: \$14,555,629**

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**AGENCYWIDE BUDGET: \$65,418,400**





## MISSION

LEARN is a regional educational service center working with and for its member districts to improve the quality of public education for all learners:

*We provide leadership for teaching and learning;*

*We provide high quality, innovative schools and programs;*

*We identify and deliver customized and cost effective programs and services; and,*

*We promote collaborative partnerships and regional cooperation.*

## AGENCY GOALS

### GOAL ONE:

To provide exemplary, innovative, and equitable school-based programs that advance achievement for all students and nurture the cognitive, physical, and emotional well-being of students in safe, respectful, rigorous, and diverse learning communities.

### GOAL TWO:

To provide expertise, leadership, and innovative programs and services that build regional capacities and supports, to create equity in education, and positive outcomes for all students.

### GOAL THREE:

To provide cost effective, customized organizational and operational services for our members.

## VISION

To ensure that every child has access to high quality public education through systems of education, support and service.

## CORE VALUES

STUDENT SUCCESS

RELATIONSHIPS

SERVICE

DIVERSITY

COMMUNICATION

INTEGRITY

INNOVATION  
& CREATIVITY



MISSION  
FRAMEWORK

### INNOVATE

#### *Optimize Potential*

Identify, develop, and deliver innovative and customized services, programs and tools that meet our members' needs.

## THEORY OF ACTION

### COLLABORATE

#### *Enhance the Quality of Learning*

Cultivate collaborative partnerships and strategic alliances and relationships, and promote regional efficiencies.

### SERVE

#### *Meet Member Needs*

Listen and respond to our stakeholders with respect and responsibility, and provide high quality services.

**COVID-19 IMPACT:**

Throughout this budget document, for 2019-2020, we have attempted to capture the expected business impact of the COVID-19 pandemic separately in our narrative. Because this is a shifting landscape, we acknowledge that our estimates are imprecise. To better preserve comparability for 2020-2021 budgetary needs, the 2019-2020 financial information which we show in the tables reflects “normal” pre-COVID estimates. We have assumed no impact to 2020-2021 with the hope that we will enjoy a more traditional educational environment by fall.

Generally speaking, for 2019-2020, we expect little impact to revenues due to COVID-19 closures, as most tuitions, state funds and grants, and fee-for-service contracts continue to be paid. Since LEARN is committed to providing ongoing educational options and services to constituents, all staff also continue to be paid. With these two main points – revenues and employee costs, including related taxes and benefits – largely unchanged, the financial impact from COVID-19 is minimized.

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## **LEARN - 2020-2021 BUDGET PROPOSAL**

### **Narrative Summary of Operating Divisions**

The 2020-2021 Budget Proposal is structured to present our planned revenues and expenditures in the context of LEARN's Mission and Vision (included in this package). The three operating divisions (LEARN Magnet Schools, Programs & Services, and Organizational Support) align with each of our stated Agency Goals. A brief summary of each division, school and department follows.

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#### **LEARN MAGNET SCHOOLS DIVISION**

LEARN will directly operate four magnet schools in Southeastern CT in 2020-2021, which are included in the Magnet Schools division. (Two magnets operated in partnership with Goodwin University are included in the Programs & Services Division.)

**The Regional Multicultural Magnet School (RMMS)** is building on its legacy of inclusiveness and diversity as Connecticut's first magnet elementary school (K-5). RMMS has begun a new chapter as an International Baccalaureate Primary Years Programme (IB-PYP) school.

**The Friendship School (TFS)** inspires prekindergarten and kindergarten students to explore their curiosity and creativity. Previously a two-town partnership school, The Friendship School changed to a full parent choice school in 2016-2017 and now accepts students from throughout the state.

**Dual Language and Arts Magnet Middle School** provides opportunities for arts and technology-enriched learning to 6-8 graders in- and outside of the classroom. This school is closing as of June 2020.

**Marine Science Magnet High School** has grown to become one the most academically challenging public institutions in Connecticut. MSMHS inspires students to be scholars and contributing members of a global society and serve as stewards of the ocean and the environment for students in grade 9 through 12.

**Three Rivers Middle College High School** offers 11th and 12th graders dual enrollment to earn credits toward a college degree. Students take Three Rivers Community College courses and have the potential to enter higher education with a year or more of credits already achieved.

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#### **PROGRAMS & SERVICES DIVISION**

LEARN's Programs & Services represent the specialized, customized work that we do with and for our member districts and the State. In this division, we also include our magnet school partnership with Goodwin University and our major grants (which are listed in the appendix), including the \$15-million, 5-year Magnet Schools Assistance Program grant awarded in September 2017.

**Goodwin Magnet Schools** – LEARN partners with Goodwin University to manage two schools in the Hartford region. As Goodwin University pays LEARN a fee for services, this budget is represented under Programs & Services.

**Magnet Schools Assistance Program Grants (MSAP)** – LEARN has been fortunate to be awarded Federal Magnet Schools Assistance Programs grants in both 2013 ("PEACE") and again in 2017 ("EXPECT"). Spending under the grants is conducted according to budget revisions approved by the Federal government. While the current grant is managed by the Associate Director, the budgets are tracked separately due to their nature and size, and are part of our Programs & Services.

**Office of Innovation and Development** has been folded into Executive Services as of July 2019, although we have continued to show it separately in this document for comparability. Development resides in two budget categories, both Programs & Services and Organizational Support. Included in the Programs & Services budget are sales of services to the region, such as para-pro testing, strategic reviews for districts, food catering for conferences, etc. New partnerships and exploration of mutually beneficial innovations, such as the 2018-2019 VIA/Yale/China project, fall in this category.

**Office of Teaching and Learning (OTL)** provides both regional and customized in-district professional development. In addition to workshops and district-specific supports, OTL hosts curriculum-based roundtables and support groups, and also manages LEARN's Digital Learning programs, the federal Perkins Grant for eight member districts and a number of Title III consortia agreements. A portion of LEARN's Magnet Office, related to magnet support for Goodwin schools, is also allocated to Programs and Services.

**Office of Student Support Services (SSS)** offers specialized programs and supports for children with diverse needs, as well as their families and the districts where they live. SSS offers customized programs across the educational continuum – from pre-kindergarten to the post-secondary level – and a full range of support and consultative services for individual student, classroom, or district needs. SSS is providing new models of service delivery with the opening of the Ocean Avenue LEARNing Academy.

**Transportation Department** – LEARN's Transportation Department contracts with districts to provide school transportation, predominantly for students with special needs. A large contract is held with Colchester. Transportation's budget also includes contracted transportation to magnet schools funded by reimbursement from the State.

**Office of Young Children & Families (YCF)** serves member districts and their communities, children, and their families through Birth to Three (ending June 30, 2020) and Early Care and Education programs. YCF works on behalf of the Connecticut Office of Early Childhood and in conjunction with the United Way of Connecticut and similar agencies to support quality improvement in early care and education across all settings. YCF is fiscal agent of a series of School Readiness grants which support a number of area agencies.

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## **ORGANIZATIONAL SUPPORT**

The Organizational Support division includes functions necessary to keep LEARN going and growing. These efforts are funded predominantly by inter-departmental administrative fees which are collected from the other two divisions.

**Office of Innovation and Development** – In addition to supporting external customers (as mentioned above under "Programs & Services"), Development supports LEARN by serving as a "Research & Development" arena, seeking new partnerships and supporting strategic initiatives.

**Communications Team** – In July 2019, we expanded our existing marketing effort into a more broadly-based Communications Team to better address marketing, advertising and outreach across all stakeholders. This important function is included under Organizational Support.

**Information Technology** – The IT Department oversees the health and capacity of all of LEARN's technology infrastructure and software for LEARN schools and programs.

**Executive Services** – This portion of the budget includes the Office of the Executive Director; Human Resources staff; portions of the Deputy Director and Magnet Office (related to magnet support for LEARN schools); and the Business & Finance Office.







# LEARN

## FISCAL YEAR 2020-2021 PROPOSED BUDGET

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### AGENCYWIDE

Total Budget: \$65,418,400

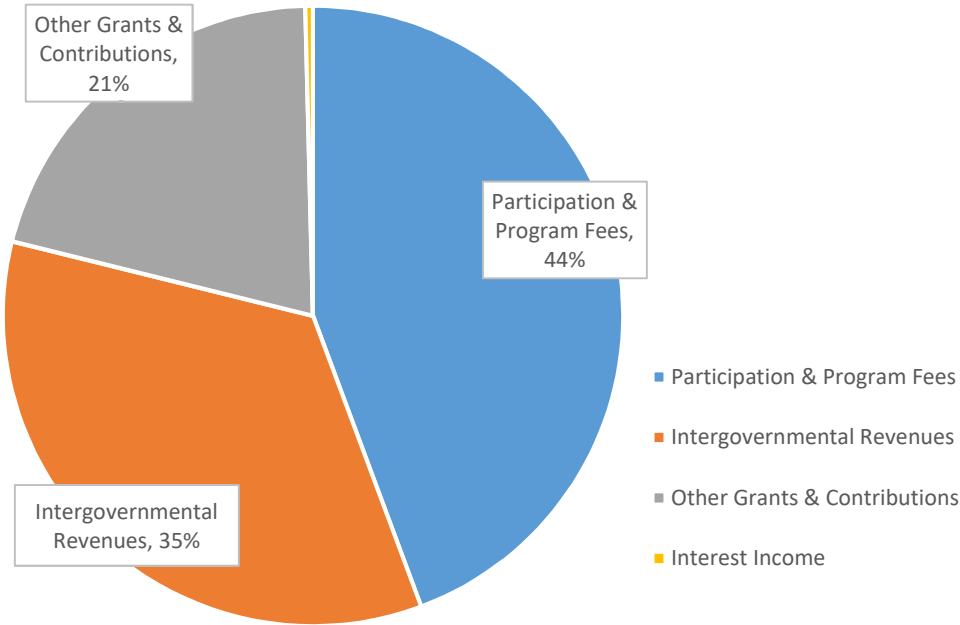
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Operating Budget = \$50,862,771

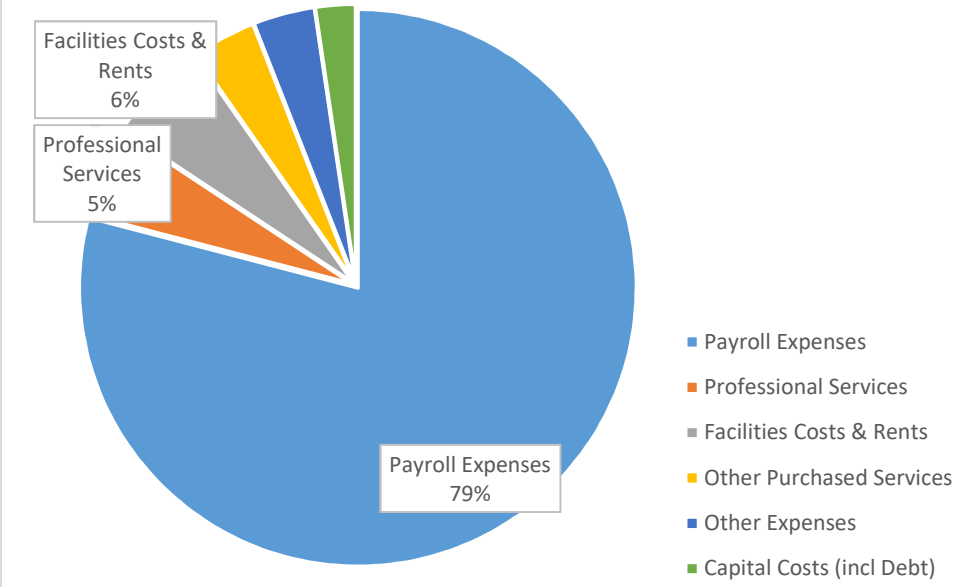
Non-Operating Budget = \$14,555,629

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### Agency-Wide: 2020-2021 Revenues



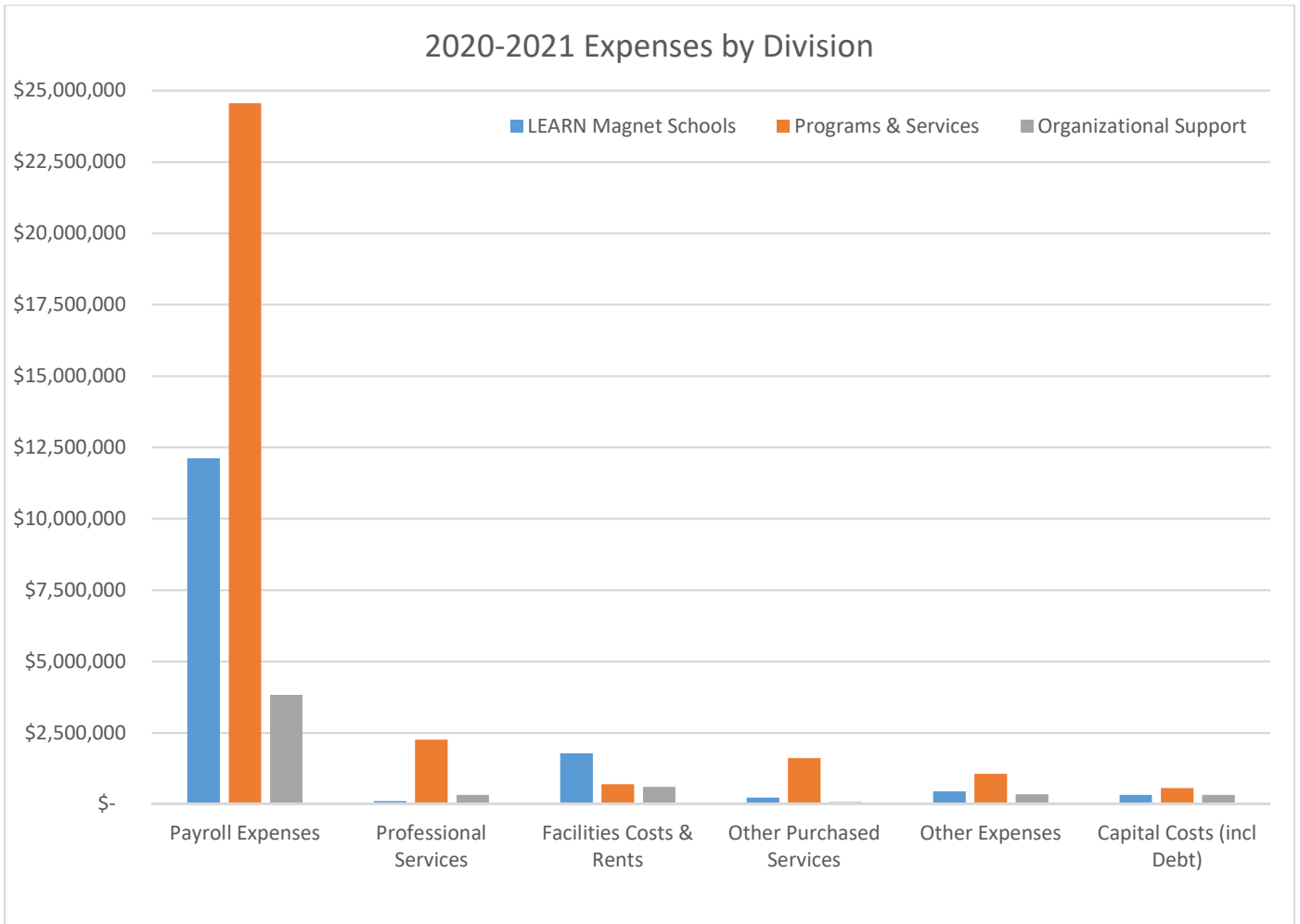
### Agency-Wide: 2020-2021 Expenses



**LEARN - 2020-2021 BUDGET PROPOSAL  
AGENCYWIDE OPERATING BUDGET**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 20,062,956	\$ 20,432,068	\$ 22,324,360	\$ 22,072,291	\$ 22,221,462	\$ 149,171	0.7%
Intergovernmental Revenues	\$ 17,190,806	\$ 20,448,917	\$ 18,829,363	\$ 19,775,556	\$ 17,730,315	\$ (2,045,241)	(10.3%)
Other Grants & Contributions	\$ 9,267,635	\$ 10,274,276	\$ 10,254,333	\$ 10,218,868	\$ 10,643,108	\$ 424,240	4.2%
Interest Income	\$ 48,351	\$ 116,836	\$ 41,000	\$ 203,000	\$ 203,000	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 198,685	\$ -	\$ 64,886	\$ 64,886	-
<b>TOTAL REVENUES</b>	<b>\$ 46,569,748</b>	<b>\$ 51,272,097</b>	<b>\$ 51,647,741</b>	<b>\$ 52,269,715</b>	<b>\$ 50,862,771</b>	<b>\$ (1,406,944)</b>	<b>(2.7%)</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 16,847,084	\$ 18,599,032	\$ 19,060,218	\$ 18,868,723	\$ 18,901,130	\$ 32,407	0.2%
Salaries, Non Certified	\$ 10,010,294	\$ 10,501,757	\$ 11,747,828	\$ 11,430,670	\$ 11,407,014	\$ (23,656)	(0.2%)
Employee Benefits	\$ 8,851,501	\$ 8,511,171	\$ 9,647,649	\$ 9,322,203	\$ 9,814,436	\$ 492,233	5.3%
Professional Services	\$ 1,836,425	\$ 3,892,913	\$ 2,673,750	\$ 3,057,835	\$ 2,672,037	\$ (385,798)	(12.6%)
Administration/Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Property Services/Utilities	\$ 1,557,313	\$ 1,856,253	\$ 1,880,816	\$ 1,969,694	\$ 2,069,211	\$ 99,517	5.1%
Maintenance	\$ 421,234	\$ 527,818	\$ 538,728	\$ 616,190	\$ 616,941	\$ 751	0.1%
Rent/Internal Rent	\$ 888,430	\$ 733,785	\$ 707,820	\$ 693,830	\$ 389,530	\$ (304,300)	(43.9%)
Transportation/Travel	\$ 595,171	\$ 562,441	\$ 576,320	\$ 631,744	\$ 644,372	\$ 12,628	2.0%
Advertising	\$ 62,825	\$ 46,710	\$ 38,750	\$ 49,809	\$ 36,887	\$ (12,922)	(25.9%)
Other Purchased Services	\$ 1,777,957	\$ 1,846,160	\$ 1,807,579	\$ 1,923,832	\$ 1,913,359	\$ (10,473)	(0.5%)
Insurance	\$ 304,436	\$ 323,616	\$ 328,847	\$ 343,842	\$ 353,120	\$ 9,278	2.7%
Phone, Postage & Printing	\$ 279,607	\$ 280,413	\$ 288,327	\$ 318,654	\$ 298,024	\$ (20,630)	(6.5%)
Books & Supplies	\$ 377,597	\$ 585,513	\$ 471,273	\$ 418,379	\$ 397,460	\$ (20,919)	(5.0%)
Food For Programs	\$ 108,325	\$ 83,041	\$ 68,825	\$ 68,678	\$ 63,850	\$ (4,828)	(7.0%)
Organizational Dues	\$ 40,835	\$ 43,561	\$ 41,710	\$ 70,089	\$ 53,887	\$ (16,202)	(23.1%)
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ 40,229	\$ 224,800	\$ 235,863	\$ 313,332	\$ 295,674	\$ (17,658)	(5.6%)
Interest Paid	\$ 1,863	\$ 130,254	\$ 128,672	\$ 147,531	\$ 137,350	\$ (10,181)	(6.9%)
<b>CAPITAL OUTLAY:</b>	\$ 1,642,052	\$ 1,531,656	\$ 818,058	\$ 1,078,459	\$ 730,387	\$ (348,072)	(32.3%)
Transfers out (Capital Purchase)		\$ 1,900,000					
Potential Surplus	\$ -	\$ -	\$ 586,708	\$ -	\$ 68,102	\$ 68,102	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 45,643,178</b>	<b>\$ 52,180,893</b>	<b>\$ 51,647,741</b>	<b>\$ 51,323,494</b>	<b>\$ 50,862,771</b>	<b>\$ (460,723)</b>	<b>(0.9%)</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 926,570</b>	<b>\$ (908,796)</b>	<b>\$ -</b>	<b>\$ 946,221</b>	<b>\$ -</b>	<b>\$ (946,221)</b>	

LEARN TOTAL AGENCYWIDE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED
<b>TOTAL OPERATING BUDGET:</b>	\$ 45,643,178	\$ 52,180,893	\$ 51,647,741	\$ 51,323,494	\$ 50,862,771
NON-OPERATING ITEMS:					
Eastern Ct Health & Medical Cooperative (ECHMC)	18,937,232	\$ 21,906,744	\$ 13,861,883	\$ 14,235,875	\$ 12,752,574
School Lunch Program	980,609	\$ 1,071,914	\$ 1,067,500	\$ 1,153,055	\$ 1,153,055
Capital Projects	2,867,121	\$ 4,415,510	\$ 248,000	\$ 702,184	\$ 650,000
<b>TOTAL NON-OPERATING:</b>	<b>\$ 22,784,962</b>	<b>\$ 27,394,168</b>	<b>\$ 15,177,383</b>	<b>\$ 16,091,114</b>	<b>\$ 14,555,629</b>
<b>TOTAL AGENCYWIDE BUDGET:</b>	<b>\$ 68,428,140</b>	<b>\$ 79,575,061</b>	<b>\$ 66,825,124</b>	<b>\$ 67,414,608</b>	<b>\$ 65,418,400</b>



- The main driver of our budget continues to be payroll costs, which represent almost 80% of agency-wide expenses. SSS has the largest staff count, estimated at 194.4 FTE for 2020-2021, with fluctuations throughout the year based on the needs of students.
- LEARN has worked to mitigate benefit costs through ECHMC. The 2020-2021 budget assumes a 10% increase in medical & dental insurance, based on past experience. ECHMC has established new rates which may mitigate the increase, depending on enrollment profiles and medical claims.

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**OPERATING BUDGET: SUMMARY BY DIVISION**

	Magnet Schools	Programs & Services	Organizational Support	<b>TOTAL 2020-2021 PROPOSED</b>
<b>REVENUES:</b>				
Participation & Program Fees	\$ 4,334,432	\$ 17,647,490	\$ 239,540	\$ 22,221,462
Intergovernmental Revenues	\$ 12,552,689	\$ 5,177,626	\$ -	\$ 17,730,315
Other Grants & Contributions	\$ -	\$ 9,761,293	\$ 881,815	\$ 10,643,108
Interest Income	\$ -	\$ -	\$ 203,000	\$ 203,000
Use of Fund Balance	\$ -	\$ <b>64,886</b>	\$ -	\$ <b>64,886</b>
<b>TOTAL REVENUES</b>	<b>\$ 16,887,121</b>	<b>\$ 32,651,295</b>	<b>\$ 1,324,355</b>	<b>\$ 50,862,771</b>
<b>EXPENDITURES:</b>				
<b>CURRENT:</b>				
Salaries, Certified	\$ 7,589,753	\$ 10,951,274	\$ 360,103	\$ 18,901,130
Salaries, Non Certified	\$ 1,919,878	\$ 7,646,928	\$ 1,840,208	\$ 11,407,014
Employee Benefits	\$ 2,641,794	\$ 5,746,093	\$ 1,426,549	\$ 9,814,436
Professional Services	\$ 102,850	\$ 2,251,287	\$ 317,900	\$ 2,672,037
Administration/Management	\$ 1,898,133	\$ 2,041,237	\$ <b>(3,939,370)</b>	\$ -
Property Services/Utilities	\$ 1,513,086	\$ 386,000	\$ 170,125	\$ 2,069,211
Maintenance	\$ 266,701	\$ 190,065	\$ 160,175	\$ 616,941
Rent/Internal Rent	\$ 1,000	\$ 144,745	\$ 243,785	\$ 389,530
Transportation/Travel	\$ 38,950	\$ 562,172	\$ 43,250	\$ 644,372
Advertising	\$ 8,750	\$ 11,137	\$ 17,000	\$ 36,887
Other Purchased Services	\$ 231,385	\$ 1,612,467	\$ 69,507	\$ 1,913,359
Insurance	\$ 113,295	\$ 110,250	\$ 129,575	\$ 353,120
Phone, Postage & Printing	\$ 106,350	\$ 100,364	\$ 91,310	\$ 298,024
Books & Supplies	\$ 141,840	\$ 241,877	\$ 13,743	\$ 397,460
Food For Programs	\$ 22,750	\$ 30,245	\$ 10,855	\$ 63,850
Organizational Dues	\$ 10,691	\$ 5,531	\$ 37,665	\$ 53,887
<b>DEBT SERVICE:</b>				
Principal Retirement	\$ -	\$ 175,674	\$ 120,000	\$ 295,674
Interest Paid	\$ -	\$ 77,350	\$ 60,000	\$ 137,350
<b>CAPITAL OUTLAY:</b>	\$ 279,915	\$ 310,609	\$ 139,863	\$ 730,387
Potential Surplus	\$ -	\$ <b>55,990</b>	\$ <b>12,112</b>	\$ <b>68,102</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 16,887,121</b>	<b>\$ 32,651,295</b>	<b>\$ 1,324,355</b>	<b>\$ 50,862,771</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ -

## **LEARN – 2020-2021 BUDGET PROPOSAL**

### **NON-OPERATING ITEMS**

The non-operating budget includes three primary sources:

- Eastern CT Health and Medical Cooperative (ECHMC), a health and medical consortium designed to mitigate health care costs. LEARN is the fiscal agent. For 2020-2021, the consortium includes Old Saybrook, North Stonington, Region 18 (Lyme/Old Lyme) and LEARN. The Town of Clinton will exit ECHMC as of July 1, 2020, following Clinton BOE, which left the consortium on July 1, 2019.
  
- Capital Projects. As LEARN does not have taxing authority to fund major repairs and upgrades, the agency established a Capital Improvement line in the budget a few years ago. LEARN has established a Capital Improvement Plan as well as an IT Capital Improvement Plan. In 2017-2018 and 2018-2019, we undertook a major project at Ocean Avenue in New London which allows our Student Support Services department to continue to enhance their service offerings. “Phase Two” of Ocean Avenue will be a focus in 2021-2022, with only some preliminary RFQ/RFP work in 2020-2021. In addition, for 2020-2021, a number of projects are planned for our facilities, including roofing (44 Hatchedts Hill/MSMHS), parking lot resurfacing (44 Hatchedts Hill/MSMHS/RMMS), interior upgrades to carpet and space configuration (44 Hatchedts Hill/TFS) and mechanicals (hot water, HVAC).
  
- Food Service. LEARN provides food services for LEARN’s seven magnet schools, including Goodwin University. Through careful oversight, LEARN manages this budget to a positive position.

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**NON-OPERATING ITEMS**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 319,755	\$ 274,565	\$ 288,225	\$ 311,325	\$ 311,325	\$ -	-
Intergovernmental Revenues	\$ 894,487	\$ 968,550	\$ 779,275	\$ 841,730	\$ 841,730	\$ -	-
ECHMC	\$ 18,342,159	\$ 23,712,796	\$ 13,861,883	\$ 14,235,875	\$ 12,752,574	\$ (1,483,301)	(10.4%)
Capital Projects, incl Transfers	\$ 3,188,450	\$ 4,541,854	\$ 226,000	\$ 623,565	\$ 192,000	\$ (431,565)	(69.2%)
Use of Reserve	\$ -	\$ -	\$ 22,000	\$ -	\$ 458,000	\$ 458,000	-
<b>TOTAL REVENUES</b>	<b>\$ 22,744,851</b>	<b>\$ 29,497,765</b>	<b>\$ 15,177,383</b>	<b>\$ 16,012,495</b>	<b>\$ 14,555,629</b>	<b>\$ (1,456,866)</b>	<b>(9.1%)</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Employee Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Professional Svcs (incl ECHMC)	\$ 18,984,812	\$ 21,961,137	\$ 13,916,883	\$ 14,295,475	\$ 12,812,174	\$ (1,483,301)	(10.4%)
Administration/Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Property Svc (Capital Projects)	\$ 2,867,121	\$ 4,415,510	\$ 248,000	\$ 702,184	\$ 650,000	\$ (52,184)	(7.4%)
Other Purchased Services	\$ 551,863	\$ 616,739	\$ 600,000	\$ 630,232	\$ 630,232	\$ -	-
Phone, Postage & Printing	\$ 5,481	\$ -	\$ 5,500	\$ 4,961	\$ 4,961	\$ -	-
Books & Supplies	\$ -	\$ 1,956	\$ -	\$ -	\$ -	\$ -	-
Food For Programs	\$ 375,685	\$ 398,826	\$ 407,000	\$ 456,900	\$ 456,900	\$ -	-
<b>CAPITAL OUTLAY:</b>	\$ -	\$ -	\$ -	\$ 1,362	\$ 1,362	\$ -	-
Potential Addition to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,784,962</b>	<b>\$ 27,394,168</b>	<b>\$ 15,177,383</b>	<b>\$ 16,091,114</b>	<b>\$ 14,555,629</b>	<b>\$ (1,535,485)</b>	<b>(9.5%)</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ (40,111)</b>	<b>\$ 2,103,597</b>	<b>\$ -</b>	<b>\$ (78,619)</b>	<b>\$ -</b>	<b>\$ 78,619</b>	

<b>NON-OPERATING ITEMS: SUMMARY BY PROGRAM</b>	ECHMC	Capital Projects	Food Service	<b>TOTAL 2020-2021 PROPOSED</b>
<b>REVENUES:</b>				
Participation & Program Fees	\$ 12,752,574	\$ -	\$ 311,325	\$ 13,063,899
Transfers In		\$ 192,000		\$ 192,000
Intergovernmental Revenues			\$ 841,730	\$ 841,730
Use of Reserve	\$ -	\$ 458,000	\$ -	\$ 458,000
<b>TOTAL REVENUES</b>	<b>\$ 12,752,574</b>	<b>\$ 650,000</b>	<b>\$ 1,153,055</b>	<b>\$ 14,555,629</b>
<b>EXPENDITURES:</b>				
<b>CURRENT:</b>				
Salaries, Non Certified				\$ -
Employee Benefits				\$ -
Professional Services	\$ 12,752,574		\$ 59,600	\$ 12,812,174
Administration/Management				\$ -
Property Services/Utilities		\$ 650,000		\$ 650,000
Other Purchased Services			\$ 630,232	\$ 630,232
Phone, Postage & Printing			\$ 4,961	\$ 4,961
Books & Supplies				\$ -
Food For Programs			\$ 456,900	\$ 456,900
<b>CAPITAL OUTLAY:</b>			\$ 1,362	\$ 1,362
Potential Added to Reserve	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,752,574</b>	<b>\$ 650,000</b>	<b>\$ 1,153,055</b>	<b>\$ 14,555,629</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>







# LEARN

## FISCAL YEAR 2020-2021 PROPOSED BUDGET

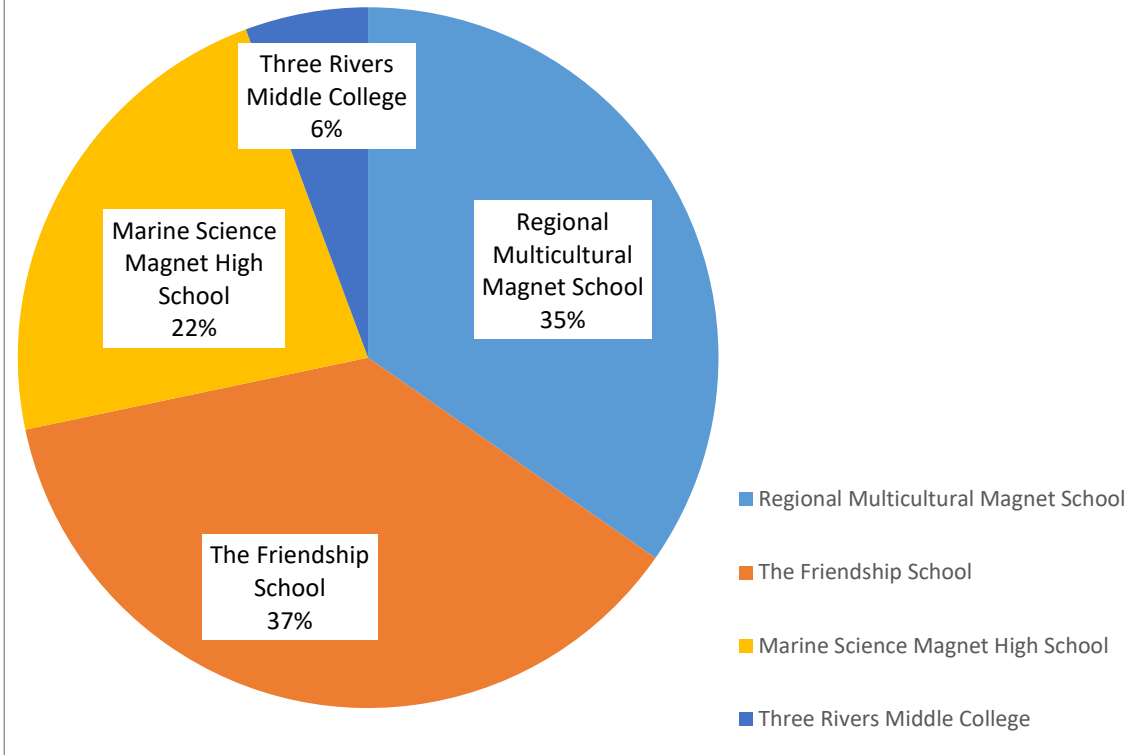
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LEARN MAGNET SCHOOLS

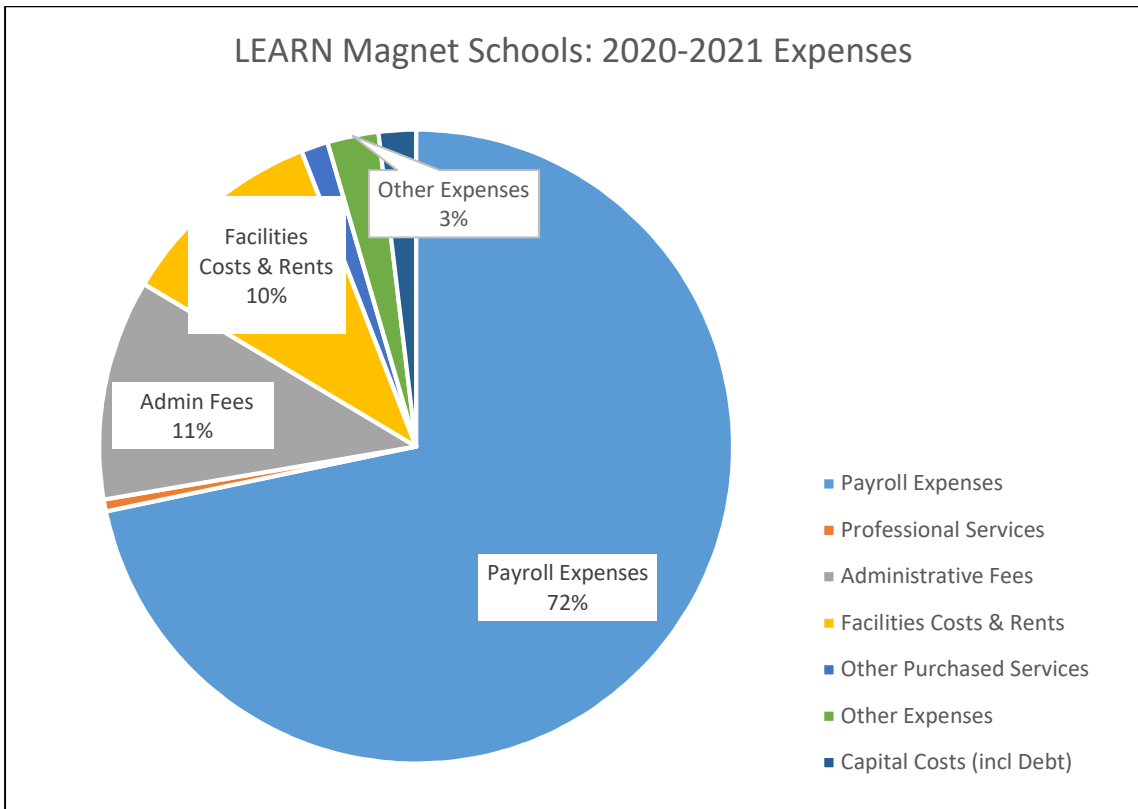
Total Budget: \$16,887,121

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### LEARN Magnet Schools: 2020-2021 Revenues



### LEARN Magnet Schools: 2020-2021 Expenses



**LEARN - 2020-2021 BUDGET PROPOSAL**  
**LEARN MAGNET SCHOOLS**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 4,734,688	\$ 4,718,477	\$ 4,796,523	\$ 4,645,872	\$ 4,334,432	\$ (311,440)	(6.7%)
Intergovernmental Revenues	\$ 13,024,823	\$ 13,680,827	\$ 12,988,261	\$ 13,782,617	\$ 12,552,689	\$ (1,229,928)	(8.9%)
Other Grants & Contributions	\$ 114,948	\$ 103,541	\$ 26,010	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 81,810	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 17,874,459</b>	<b>\$ 18,502,845</b>	<b>\$ 17,892,604</b>	<b>\$ 18,428,489</b>	<b>\$ 16,887,121</b>	<b>\$ (1,541,368)</b>	<b>(8.4%)</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 7,619,131	\$ 7,829,392	\$ 8,177,864	\$ 8,099,519	\$ 7,589,753	\$ (509,766)	(6.3%)
Salaries, Non Certified	\$ 1,899,679	\$ 1,979,882	\$ 2,060,439	\$ 2,087,976	\$ 1,919,878	\$ (168,098)	(8.1%)
Employee Benefits	\$ 2,406,706	\$ 2,520,523	\$ 2,819,127	\$ 2,737,444	\$ 2,641,794	\$ (95,650)	(3.5%)
Professional Services	\$ 380,356	\$ 143,406	\$ 146,664	\$ 162,876	\$ 102,850	\$ (60,026)	(36.9%)
Administration/Management	\$ 1,642,870	\$ 1,771,657	\$ 1,736,454	\$ 2,023,374	\$ 1,898,133	\$ (125,241)	(6.2%)
Property Services/Utilities	\$ 1,411,399	\$ 1,411,819	\$ 1,395,000	\$ 1,467,063	\$ 1,513,086	\$ 46,023	3.1%
Maintenance/Rental Equip	\$ 254,674	\$ 250,283	\$ 294,788	\$ 278,587	\$ 266,701	\$ (11,886)	(4.3%)
Rent/Internal Rent	\$ 259,028	\$ 257,016	\$ 275,140	\$ 242,150	\$ 1,000	\$ (241,150)	(99.6%)
Transportation/Travel	\$ 47,340	\$ 51,327	\$ 51,100	\$ 45,035	\$ 38,950	\$ (6,085)	(13.5%)
Advertising	\$ 16,916	\$ 7,946	\$ 12,750	\$ 9,915	\$ 8,750	\$ (1,165)	(11.7%)
Other Purchased Services	\$ 205,942	\$ 205,030	\$ 192,504	\$ 222,695	\$ 231,385	\$ 8,690	3.9%
Insurance	\$ 114,439	\$ 111,903	\$ 114,847	\$ 116,572	\$ 113,295	\$ (3,277)	(2.8%)
Phone, Postage & Printing	\$ 106,739	\$ 111,195	\$ 110,457	\$ 116,861	\$ 106,350	\$ (10,511)	(9.%)
Books & Supplies	\$ 217,405	\$ 339,556	\$ 165,450	\$ 176,901	\$ 141,840	\$ (35,061)	(19.8%)
Food For Programs	\$ 32,690	\$ 36,955	\$ 29,575	\$ 27,075	\$ 22,750	\$ (4,325)	(16.%)
Organizational Dues	\$ 21,044	\$ 10,924	\$ 12,110	\$ 10,766	\$ 10,691	\$ (75)	(0.7%)
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	<b>913,608</b>	<b>1,160,364</b>	<b>298,335</b>	<b>\$ 603,680</b>	<b>\$ 279,915</b>	<b>\$ (323,765)</b>	<b>(53.6%)</b>
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 17,549,966</b>	<b>\$ 18,199,178</b>	<b>\$ 17,892,604</b>	<b>\$ 18,428,489</b>	<b>\$ 16,887,121</b>	<b>\$ (1,541,368)</b>	<b>(8.4%)</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>							
	<b>\$ 324,493</b>	<b>\$ 303,667</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN Magnet Schools  
Historical Tuition Rates & Student Population**

<b>LEARN Magnet Tuitions</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>
Regional Multicultural Magnet School	\$ 2,758	\$ 2,841	\$ 2,926	\$ 2,999	\$ 3,074	\$ 3,074	\$ 3,120
Dual Language and Arts Middle Magnet School	\$ 2,358	\$ 2,429	\$ 2,502	\$ 2,652	\$ 2,652	\$ 2,652	school closing
Marine Science Magnet High School	\$ 5,664	\$ 5,834	\$ 5,980	\$ 5,980	\$ 5,980	\$ 5,980	\$ 6,070
Three Rivers Middle College Magnet High School	\$ 5,664	\$ 5,834	\$ 5,980	\$ 5,980	\$ 5,980	\$ 5,980	\$ 6,070
The Friendship School	x	x	x	\$ 3,960	\$ 3,960	\$ 3,960	\$ 4,053
State contribution to each school	\$ 7,900	\$ 7,900	\$ 7,600 3.8% reduction	\$ 7,489 5.2% reduction	\$ 7,900	\$ 8,058 Additional 2%	\$ 8,058 Anticipated

<b>Total Per-Pupil Tuitions</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>
Regional Multicultural Magnet School	\$ 10,658	\$ 10,741	\$ 10,526	\$ 10,488	\$ 10,974	\$ 11,132	\$ 11,178
Dual Language and Arts Middle Magnet School	\$ 10,258	\$ 10,329	\$ 10,102	\$ 10,141	\$ 10,552	\$ 10,710	school closing
Marine Science Magnet High School	\$ 13,564	\$ 13,734	\$ 13,580	\$ 13,469	\$ 13,880	\$ 14,038	\$ 14,128
Three Rivers Middle College Magnet High School	\$ 13,564	\$ 13,734	\$ 13,580	\$ 13,469	\$ 13,880	\$ 14,038	\$ 14,128
The Friendship School	x	x	x	\$ 11,449	\$ 11,860	\$ 12,018	\$ 12,111
Statewide Average Net Current Expenditures per Pupil (NCEP)	\$ 15,689	\$ 16,259	\$ 16,592	\$ 16,988	\$ 17,438	not available	not available

<b>STUDENT COUNT @ 10/1</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>
Regional Multicultural Magnet School	441 of 533	461 of 535	478 of 535	473 of 535	468 of 520 reduc in class	464 of 505 reduc in class	473 of 505
<i>* shows number of tuition paying students vs full student count (difference due to tuition caps)</i>							
Dual Language and Arts Middle Magnet School	138	145	147	150	146	148	school closing
Marine Science Magnet High School	272	271	271	271	271	272	271
Three Rivers Middle College Magnet High School	61	67	67	67	67	67	67
The Friendship School	503	505	505	503 plus 2 1076-E	503 plus 3 1076-E	503	503
Magnet Student Total	1,507	1,523	1,525	1,526	1,507	1,495	1,346

- In 2020-2021, with the closure of Dual Language And Arts Magnet Middle School, LEARN operates four magnet schools in Southeastern CT
- LEARN schools are funded through three primary sources:
  - ◆ State tuition (which, in 2019-2020, received its first increase since June 2011, increasing from \$7900 to \$8058 per student);
  - ◆ Local tuition (1.5% percent increases at most schools for 2020-2021, and 2.3% at TFS which is now at the maximum for Pre-K); and
  - ◆ Additional grants or other contributions

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**LEARN MAGNET SCHOOLS - BY SCHOOL**

	Regional Multicultural Magnet School	The Friendship School	Dual Language & Arts Magnet Middle	Marine Science Magnet High School	Three Rivers Middle College	<b>MAGNET SCHOOLS 2020-2021 PROPOSED</b>
<b>REVENUES:</b>						
Participation & Program Fees	\$ 1,615,760	\$ 677,152	\$ -	\$ 1,636,840	\$ 404,680	\$ 4,334,432
Intergovernmental Revenues	\$ 4,242,288	\$ 5,572,509	\$ -	\$ 2,183,718	\$ 554,174	\$ 12,552,689
Other Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 5,858,048</b>	<b>\$ 6,249,661</b>	<b>\$ -</b>	<b>\$ 3,820,558</b>	<b>\$ 958,854</b>	<b>\$ 16,887,121</b>
<b>EXPENDITURES:</b>						
<b>CURRENT:</b>						
Salaries, Certified	\$ 2,750,011	\$ 2,672,523	\$ -	\$ 1,722,237	\$ 444,982	\$ 7,589,753
Salaries, Non Certified	\$ 705,998	\$ 943,418	\$ -	\$ 215,092	\$ 55,370	\$ 1,919,878
Employee Benefits	\$ 867,474	\$ 1,191,163	\$ -	\$ 475,316	\$ 107,841	\$ 2,641,794
Professional Services	\$ 9,600	\$ 11,000	\$ -	\$ 77,750	\$ 4,500	\$ 102,850
Administration/Management	\$ 663,179	\$ 711,747	\$ -	\$ 415,497	\$ 107,710	\$ 1,898,133
Property Services/Utilities	\$ 530,000	\$ 542,600	\$ -	\$ 439,286	\$ 1,200	\$ 1,513,086
Maintenance/Rental Equip	\$ 87,636	\$ 67,250	\$ -	\$ 109,015	\$ 2,800	\$ 266,701
Rent/Internal Rent	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000
Transportation/Travel	\$ 4,600	\$ 2,000	\$ -	\$ 23,200	\$ 9,150	\$ 38,950
Advertising	\$ 500	\$ 3,750	\$ -	\$ 2,000	\$ 2,500	\$ 8,750
Other Purchased Services	\$ 32,925	\$ 7,760	\$ -	\$ 16,325	\$ 174,375	\$ 231,385
Insurance	\$ 44,145	\$ 20,500	\$ -	\$ 42,900	\$ 5,750	\$ 113,295
Phone, Postage & Printing	\$ 38,050	\$ 19,150	\$ -	\$ 46,500	\$ 2,650	\$ 106,350
Books & Supplies	\$ 32,365	\$ 21,000	\$ -	\$ 65,725	\$ 22,750	\$ 141,840
Food For Programs	\$ 6,750	\$ 3,500	\$ -	\$ 8,000	\$ 4,500	\$ 22,750
Organizational Dues	\$ 500	\$ 3,700	\$ -	\$ 5,465	\$ 1,026	\$ 10,691
<b>DEBT SERVICE:</b>						
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>CAPITAL OUTLAY:</b>	<b>\$ 83,315</b>	<b>\$ 28,600</b>	<b>\$ -</b>	<b>\$ 156,250</b>	<b>\$ 11,750</b>	<b>\$ 279,915</b>
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,858,048</b>	<b>\$ 6,249,661</b>	<b>\$ -</b>	<b>\$ 3,820,558</b>	<b>\$ 958,854</b>	<b>\$ 16,887,121</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**LEARN – 2020-2021 BUDGET PROPOSAL**  
**LEARN MAGNET SCHOOLS**

**REGIONAL MULTICULTURAL MAGNET SCHOOL (RMMS)**

- 2020-2021 Local Tuition = \$3,120 (1.5% increase over prior year)  
2020-2021 State Tuition = \$8,058 (no change from prior year)  
2020-2021 Total Tuitions = \$11,178
- Grades Served = K-5
- Number of Students (2020-2021 estimate) = 505 total student count, of which we estimate 473 will be tuition paying (due to tuition caps, further discussed below).
- RMMS has reduced student enrollment from 535 (in 2017-2018 and prior) to 505 (beginning in 2019-2020). This reduction is due to the graduation of two classes with overly large enrollment. Student count is expected to remain at 505.
- Under a compact agreement, the number of students allowed to be billed for local tuition are capped for the original compact districts. RMMS is focusing their recruitment efforts on non-capped districts to ensure adequate funding. For 2020-2021, the budget assumes that tuitions are collected for 473 of 505 enrolled students (compared with 464 of 505 enrolled in 2019-2020).
- The above-referenced caps will be modified over the next few years to include non-paying students, adding funds to future budgets (17 “over-cap students” are included in the 2020-2021 tuitions).
- Staff FTE (2020-2021 estimate) = 56.5, not including MSAP staff (see below). RMMS relies on instructors to support teaching staff and continues to monitor and adjust staffing.

**COVID-19 IMPACT:**

- RMMS’s before/after-school program, Magnet Kingdom, will lose approximately \$7500 in revenue. However, this loss is offset by reduced payroll costs, since it is staffed largely by fill-in “sub” staff who are not paid during the shutdown.
- We expect reduced expenditures in classroom substitutes; professional development and related travel; supplies; and possibly in facilities costs, as the school is not in active use. The total reduction in expense could be up to \$70,000.

\*\* RMMS is a recipient of the MSAP-EXPECT grant which is supporting the development of a robust International Baccalaureate program. This grant is awarded for a 5 year period, beginning in October 2017 and the grant budget is shown under "Programs & Services" in the budget package; no amounts related to MSAP are included above. For 2020-2021, RMMS is budgeted to receive \$387,861, compared with \$443,485 (including prior year carry-forward) in 2019-2020. MSAP funding may offset some costs in RMMS’ operating budget, including supplies, technology purchases, and some additional staffing.

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**REGIONAL MULTICULTURAL MAGNET SCHOOL (excludes MSAP grant)**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 1,567,172	\$ 1,568,373	\$ 1,660,863	\$ 1,566,336	\$ 1,615,760	\$ 49,424	3.2%
Intergovernmental Revenues	\$ 4,220,005	\$ 4,325,797	\$ 4,000,134	\$ 4,242,288	\$ 4,242,288	\$ -	-
Other Grants & Contributions	\$ 24,970	\$ 39,860	\$ 26,010	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 5,812,147</b>	<b>\$ 5,934,030</b>	<b>\$ 5,687,007</b>	<b>\$ 5,808,624</b>	<b>\$ 5,858,048</b>	<b>\$ 49,424</b>	<b>0.9%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 2,666,935	\$ 2,648,652	\$ 2,663,341	\$ 2,634,077	\$ 2,750,011	\$ 115,934	4.4%
Salaries, Non Certified	\$ 732,718	\$ 759,939	\$ 735,853	\$ 764,417	\$ 705,998	\$ (58,419)	(7.6%)
Employee Benefits	\$ 797,057	\$ 791,941	\$ 896,826	\$ 833,908	\$ 867,474	\$ 33,566	4%
Professional Services	\$ 25,390	\$ 23,659	\$ 14,605	\$ 22,250	\$ 9,600	\$ (12,650)	(56.9%)
Administration/Management	\$ 550,523	\$ 590,343	\$ 559,880	\$ 649,724	\$ 663,179	\$ 13,455	2.1%
Property Services/Utilities	\$ 516,060	\$ 521,302	\$ 507,000	\$ 507,700	\$ 530,000	\$ 22,300	4.4%
Maintenance/Rental Equip	\$ 79,384	\$ 81,804	\$ 97,624	\$ 96,206	\$ 87,636	\$ (8,570)	(8.9%)
Rent/Internal Rent	\$ 850	\$ 850	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
Transportation/Travel	\$ 10,441	\$ 6,795	\$ 6,350	\$ 4,600	\$ 4,600	\$ -	-
Advertising	\$ 1,350	\$ 125	\$ 500	\$ 500	\$ 500	\$ -	-
Other Purchased Services	\$ 26,250	\$ 29,448	\$ 30,179	\$ 5,544	\$ 32,925	\$ 27,381	493.9%
Insurance	\$ 39,152	\$ 40,847	\$ 40,847	\$ 42,446	\$ 44,145	\$ 1,699	4%
Phone, Postage & Printing	\$ 34,682	\$ 38,158	\$ 35,357	\$ 38,050	\$ 38,050	\$ -	-
Books & Supplies	\$ 81,879	\$ 132,478	\$ 21,800	\$ 39,016	\$ 32,365	\$ (6,651)	(17.%)
Food For Programs	\$ 7,884	\$ 6,143	\$ 2,325	\$ 6,750	\$ 6,750	\$ -	-
Organizational Dues	\$ 10,314	\$ 425	\$ 700	\$ 475	\$ 500	\$ 25	5.3%
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	<b>\$ 133,033</b>	<b>\$ 212,853</b>	<b>\$ 72,820</b>	<b>\$ 161,961</b>	<b>\$ 83,315</b>	<b>\$ (78,646)</b>	<b>(48.6%)</b>
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,713,902</b>	<b>\$ 5,885,762</b>	<b>\$ 5,687,007</b>	<b>\$ 5,808,624</b>	<b>\$ 5,858,048</b>	<b>\$ 49,424</b>	<b>0.9%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 98,245</b>	<b>\$ 48,268</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL  
LEARN MAGNET SCHOOLS**

**THE FRIENDSHIP SCHOOL (TFS)**

- 2020-2021 Tuition = \$4,053 (2.3% increase over prior year)  
2020-2021 State Tuition = \$8,058 (no change from prior year)  
2020-2021 Total Tuitions = \$12,111
- Grades Served = PreK-K
- Number of Students (2020-2021 estimate) = 503
- Staff FTE (2020-2021 estimate) = 86.8
- TFS works closely with LEARN's Student Support Services in providing specialized instruction for children with intensive needs. SSS has additional teachers and staff in the building not included in this budget.
- Prior to 2017-2018, TFS was a collaboration between New London and Waterford, operated by LEARN. With Waterford's withdrawal from the agreement at the end of 2017-2018, TFS began accepting students from other districts, operating in a manner consistent with LEARN's other magnet schools, as a parent choice school.
- For 2019-2020, TFS enrolled 90 Kindergarten students (tuition paid by sending districts), 337 Pre-K students at or below the state's income threshold (tuition paid by the state) and 58 Pre-K students above the income threshold (tuition paid by parents or, optionally, by sending districts). This same allocation is used for 2020-2021 budget, and we assume there may be 2-3 delinquent accounts, based on prior experience.
- TFS Pre-K tuition rate is limited by state statute to \$4,053, which is the tuition rate for 2020- 2021. Kindergarten tuition is currently billed at the same rate.
- TFS Capital Outlay includes playground renovations in 2017-2018 (\$284,167); replacement of computers, laptops, and smartboards in 2018-2019 (\$267,735); and security upgrades (\$10,113) and playground equipment repairs (\$5,236).

**COVID-19 IMPACT:**

- For Pre-K students not covered by state funding, TFS did not charge for days after school closure, resulting in \$67,000 reduction in revenue.
- We expect reduced expenditures in classroom substitutes; professional development and related travel; supplies; and possibly in facilities costs, as the school is not in active use. The total reduction in expense could be up to \$65,000, coming close to fully offsetting the loss in revenue.



**LEARN - 2020-2021 BUDGET PROPOSAL**  
**THE FRIENDSHIP SCHOOL**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 750,950	\$ 744,662	\$ 711,620	\$ 659,820	\$ 677,152	\$ 17,332	2.6%
Intergovernmental Revenues	\$ 5,060,375	\$ 5,419,752	\$ 5,213,638	\$ 5,543,276	\$ 5,572,509	\$ 29,233	0.5%
Other Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 5,811,325</b>	<b>\$ 6,164,414</b>	<b>\$ 5,925,258</b>	<b>\$ 6,203,096</b>	<b>\$ 6,249,661</b>	<b>\$ 46,565</b>	<b>0.8%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 2,325,156	\$ 2,437,591	\$ 2,607,713	\$ 2,593,370	\$ 2,672,523	\$ 79,153	3.1%
Salaries, Non Certified	\$ 867,091	\$ 897,029	\$ 929,715	\$ 957,513	\$ 943,418	\$ (14,095)	(1.5%)
Employee Benefits	\$ 920,874	\$ 1,026,528	\$ 1,123,209	\$ 1,145,800	\$ 1,191,163	\$ 45,363	4%
Professional Services	\$ 153,148	\$ 16,511	\$ 8,750	\$ 36,191	\$ 11,000	\$ (25,191)	(69.6%)
Administration/Management	\$ 535,693	\$ 607,109	\$ 583,584	\$ 698,116	\$ 711,747	\$ 13,631	2%
Property Services/Utilities	\$ 478,621	\$ 483,565	\$ 457,000	\$ 520,000	\$ 542,600	\$ 22,600	4.3%
Maintenance/Rental Equip	\$ 74,984	\$ 73,895	\$ 80,907	\$ 74,400	\$ 67,250	\$ (7,150)	(9.6%)
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 2,351	\$ 7,389	\$ 2,500	\$ 2,500	\$ 2,000	\$ (500)	(20%)
Advertising	\$ 6,984	\$ 3,582	\$ 4,250	\$ 4,250	\$ 3,750	\$ (500)	(11.8%)
Other Purchased Services	\$ 5,500	\$ 4,854	\$ 7,275	\$ 5,275	\$ 7,760	\$ 2,485	47.1%
Insurance	\$ 26,253	\$ 19,711	\$ 20,500	\$ 20,500	\$ 20,500	\$ -	-
Phone, Postage & Printing	\$ 17,890	\$ 18,118	\$ 17,880	\$ 19,680	\$ 19,150	\$ (530)	(2.7%)
Books & Supplies	\$ 29,652	\$ 97,237	\$ 25,000	\$ 30,500	\$ 21,000	\$ (9,500)	(31.1%)
Food For Programs	\$ 2,802	\$ 3,694	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	-
Organizational Dues	\$ 3,840	\$ 3,300	\$ 3,975	\$ 3,420	\$ 3,700	\$ 280	8.2%
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	<b>\$ 358,821</b>	<b>\$ 464,309</b>	<b>\$ 49,500</b>	<b>\$ 88,081</b>	<b>\$ 28,600</b>	<b>\$ (59,481)</b>	<b>(67.5%)</b>
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,809,660</b>	<b>\$ 6,164,422</b>	<b>\$ 5,925,258</b>	<b>\$ 6,203,096</b>	<b>\$ 6,249,661</b>	<b>\$ 46,565</b>	<b>0.8%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 1,665</b>	<b>\$ (8)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL**  
**LEARN MAGNET SCHOOLS**

**DUAL LANGUAGE & ARTS MAGNET MIDDLE SCHOOL (DLAMMS)**

*{SCHOOL CLOSING AT END OF SCHOOL YEAR 2019-2020}*

- The closure of DLAMMS reduces LEARN’s total student count by 145-150 students. These seats have been approved by the state for allocation to CTRA, where a new middle school “CTRA Prep” program will begin in the fall.
- Certain DLAMMS school staff will transfer to CTRA to support the new program. LEARN has worked with Goodwin to address budgetary concerns due to relatively higher salaries from tenured staff, with LEARN agreeing to pay for a portion of the shortfall in Years 1 and 2. These costs are included in Office of Teaching & Learning.
- DLAMMS facilities costs have traditionally been shown as Rent since the building was shared among more than one program. Of the amounts billed to LEARN for the Southwest facility, actual rent paid to Waterford is \$48,650 per year. Additional amounts relate to SSC facilities management, utilities, maintenance, etc.
- LEARN will vacate the Southwest building by August 1, incurring approximately \$25,000 in closure/moving expenses in 2020-2021. These costs are included in OTL.

**COVID-19 IMPACT:**

- Prior to the COVID-19-related shutdown, DLAMMS had planned for additional administrative and school nurse supports and year-end student activities which will now not occur. There are additional savings from reduced need for substitutes.
- DLAMMS will also experience a reduction in building related costs, although to a lesser extent since spring maintenance had already been decreased to what is minimally required.
- The above result in savings of approximately \$60,000.

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**DUAL LANGUAGE AND ARTS MAGNET MIDDLE SCHOOL**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED*	DOLLAR VARIANCE*	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 392,496	\$ 387,192	\$ 397,800	\$ 392,496	\$ -	\$ (392,496)	(100.%)
Intergovernmental Revenues	\$ 1,176,268	\$ 1,234,818	\$ 1,207,976	\$ 1,251,103	\$ -	\$ (1,251,103)	(100.%)
Other Grants & Contributions	\$ 71,250	\$ 63,681	\$ -	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 81,810	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 1,640,014</b>	<b>\$ 1,685,691</b>	<b>\$ 1,687,586</b>	<b>\$ 1,643,599</b>	<b>\$ -</b>	<b>\$ (1,643,599)</b>	<b>(100.%)</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 756,734	\$ 819,640	\$ 812,508	\$ 810,120	\$ -	\$ (810,120)	(100.%)
Salaries, Non Certified	\$ 101,664	\$ 97,906	\$ 130,361	\$ 103,757	\$ -	\$ (103,757)	(100.%)
Employee Benefits	\$ 222,163	\$ 210,221	\$ 238,362	\$ 227,285	\$ -	\$ (227,285)	(100.%)
Professional Services	\$ 88,473	\$ 20,547	\$ 18,339	\$ 20,825	\$ -	\$ (20,825)	(100.%)
Administration/Management	\$ 154,718	\$ 166,450	\$ 156,686	\$ 185,838	\$ -	\$ (185,838)	(100.%)
Property Services/Utilities	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance/Rental Equip	\$ 4,515	\$ 5,590	\$ 3,280	\$ 3,505	\$ -	\$ (3,505)	(100.%)
Rent/Internal Rent	\$ 258,178	\$ 256,166	\$ 274,140	\$ 241,150	\$ -	\$ (241,150)	(100.%)
Transportation/Travel	\$ 5,127	\$ 2,997	\$ 5,000	\$ 3,700	\$ -	\$ (3,700)	(100.%)
Advertising	\$ 3,582	\$ 2,239	\$ 3,000	\$ 1,665	\$ -	\$ (1,665)	(100.%)
Other Purchased Services	\$ 25	\$ 417	\$ 975	\$ 500	\$ -	\$ (500)	(100.%)
Insurance	\$ 6,741	\$ 5,921	\$ 7,000	\$ 6,130	\$ -	\$ (6,130)	(100.%)
Phone, Postage & Printing	\$ 8,797	\$ 9,563	\$ 9,170	\$ 9,420	\$ -	\$ (9,420)	(100.%)
Books & Supplies	\$ 6,639	\$ 18,120	\$ 8,200	\$ 9,200	\$ -	\$ (9,200)	(100.%)
Food For Programs	\$ 1,334	\$ 193	\$ 500	\$ 1,250	\$ -	\$ (1,250)	(100.%)
Organizational Dues	\$ 375	\$ 1,100	\$ 475	\$ 475	\$ -	\$ (475)	(100.%)
<b>DEBT SERVICE:</b>							
Principal Retirement						\$ -	-
Interest Paid						\$ -	-
<b>CAPITAL OUTLAY:</b>	\$ 23,524	\$ 50,931	\$ 19,590	\$ 18,779	\$ -	\$ (18,779)	(100.%)
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -		
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,644,589</b>	<b>\$ 1,668,001</b>	<b>\$ 1,687,586</b>	<b>\$ 1,643,599</b>	<b>\$ -</b>	<b>\$ (1,643,599)</b>	<b>(100.%)</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ (4,575)</b>	<b>\$ 17,690</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

\* DLAMMS will be closed effective June 30, 2020.

**LEARN – 2020-2021 BUDGET PROPOSAL**  
**LEARN MAGNET SCHOOLS**

**MARINE SCIENCE MAGNET HIGH SCHOOL (MSMHS)**

- 2020-2021 Tuition = \$6,070 (1.5% increase over prior year)
- 2020-2021 State Tuition = \$8,058 (no change from prior year)
- 2020-2021 Total Tuitions = \$14,128
  
- Grades Served = 9-12
- Number of Students (2020-2021 estimate) = 271
- Staff FTE (2020-2021 estimate) = 33.05 (adding a Writing teacher and converting a building sub to Instructor).
- MSMHS facilities costs are, by dollar amount, close to those at RMMS, but higher as a percent of total expenditures. The scale and configuration of the building, high use of technology, and enhanced security for this vulnerable population all put added pressure on building costs.
- Capital Outlay includes the following non-routine items: for 2017-2018, replacement of smartboards and laptop orders at both start and end of year; for 2018-2019, upgrades and repair to common area furniture, Kongsberg bridge, computer servers, water heater and convection oven; for 2019-2020, construction of storage area, planned security upgrades to doors and windows, and aquaculture equipment. For 2020-2021, the budget assumes only customary purchases of student laptops, instructional resources and routine equipment replacements.
- MSMHS as a facility has a complex infrastructure. We continue to plan ahead by building capital reserves for replacement costs and maintenance of major items such as the geothermal system and aqua-lab fish tank pumps, etc.

**COVID-19 IMPACT:**

- MSMHS will see no change in revenue or payroll costs, but will have lower student transport costs related to Project O and NESS programming.
- We expect reduced expenditures in professional development and related travel; supplies; and in facilities costs, as the school is not in active use. The total reduction in expense could be up to \$85,000.

**LEARN - 2020-2021 BUDGET PROPOSAL  
MARINE SCIENCE MAGNET HIGH SCHOOL**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 1,623,410	\$ 1,620,580	\$ 1,625,580	\$ 1,626,560	\$ 1,636,840	\$ 10,280	0.6%
Intergovernmental Revenues	\$ 2,043,158	\$ 2,150,743	\$ 2,043,698	\$ 2,191,776	\$ 2,183,718	\$ (8,058)	(0.4%)
Other Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 3,666,568</b>	<b>\$ 3,771,323</b>	<b>\$ 3,669,278</b>	<b>\$ 3,818,336</b>	<b>\$ 3,820,558</b>	<b>\$ 2,222</b>	<b>0.1%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 1,484,356	\$ 1,517,709	\$ 1,658,976	\$ 1,629,621	\$ 1,722,237	\$ 92,616	5.7%
Salaries, Non Certified	\$ 152,766	\$ 173,763	\$ 213,112	\$ 205,325	\$ 215,092	\$ 9,767	4.8%
Employee Benefits	\$ 384,287	\$ 397,736	\$ 460,240	\$ 420,830	\$ 475,316	\$ 54,486	12.9%
Professional Services	\$ 82,491	\$ 70,728	\$ 90,202	\$ 76,885	\$ 77,750	\$ 865	1.1%
Administration/Management	\$ 319,778	\$ 314,788	\$ 347,071	\$ 396,601	\$ 415,497	\$ 18,896	4.8%
Property Services/Utilities	\$ 413,935	\$ 405,572	\$ 429,500	\$ 437,863	\$ 439,286	\$ 1,423	0.3%
Maintenance/Rental Equip	\$ 93,247	\$ 85,524	\$ 109,977	\$ 101,676	\$ 109,015	\$ 7,339	7.2%
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 19,721	\$ 19,832	\$ 24,450	\$ 23,200	\$ 23,200	\$ -	-
Advertising	\$ 1,500	\$ -	\$ 1,500	\$ 750	\$ 2,000	\$ 1,250	166.7%
Other Purchased Services	\$ 4,875	\$ 2,014	\$ 2,325	\$ 14,825	\$ 16,325	\$ 1,500	10.1%
Insurance	\$ 36,136	\$ 40,096	\$ 41,000	\$ 41,960	\$ 42,900	\$ 940	2.2%
Phone, Postage & Printing	\$ 43,217	\$ 42,915	\$ 44,950	\$ 46,411	\$ 46,500	\$ 89	0.2%
Books & Supplies	\$ 74,047	\$ 64,606	\$ 83,450	\$ 74,435	\$ 65,725	\$ (8,710)	(11.7%)
Food For Programs	\$ 14,512	\$ 19,009	\$ 16,500	\$ 11,750	\$ 8,000	\$ (3,750)	(31.9%)
Organizational Dues	\$ 5,284	\$ 5,184	\$ 5,650	\$ 5,370	\$ 5,465	\$ 95	1.8%
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	<b>\$ 365,261</b>	<b>\$ 408,703</b>	<b>\$ 140,375</b>	<b>\$ 330,834</b>	<b>\$ 156,250</b>	<b>\$ (174,584)</b>	<b>(52.8%)</b>
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,495,413</b>	<b>\$ 3,568,179</b>	<b>\$ 3,669,278</b>	<b>\$ 3,818,336</b>	<b>\$ 3,820,558</b>	<b>\$ 2,222</b>	<b>0.1%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 171,155</b>	<b>\$ 203,144</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL**  
**LEARN MAGNET SCHOOLS**

**THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL (TRMC)**

- 2020-2021 Tuition = \$6,070 (1.5% increase over prior year)
- 2020-2021 State Tuition = \$8,058 (no change from prior year)
- 2020-2021 Total Tuitions = \$14,128
  
- Grades Served = 11-12
- Number of Students (2020-2021 estimate) = 67
- Staff FTE (2020-2021 estimate) = 7.75
- TRMC partners with Three Rivers Community College to deliver coursework. This model keeps certain costs down (facilities costs, staffing costs), while adding the cost of TRCC tuitions. Students take classes directly with TRCC which are supplemented with “contract” classes where TRMC purchases instructional services for the entire student body. TRCC tuition costs are included in “Other Purchased Services.”
- 2018-2019 decreases in “Other Revenue” and “Professional Services” reflect a change in how PSAT and SAT tests are sold to local districts’ schools, an effort which TRCC oversaw in the past.
- In 2019-2020, TRMC experienced a significant increase in high school students enrolling in TRCC classes. In order to accommodate the added costs, TRMC plans to delay the purchase of student laptops for the current year. In addition, for 2020-2021, TRMC has collaborated with TRCC to take advantage of unfilled elective classes at reduced cost.

**COVID-19 IMPACT:**

- TRMC will see no change in revenue or payroll costs, but will have lower student transport and trip costs related to college visits, some of which had not yet occurred.
- TRMC’s largest expense item, college tuitions, do not change as our students continue to attend classes through online options from TRCC.
- We expect reduced expenditures in professional development and related travel and supplies.
- The total reduction in expense from the above items could be up to \$11,000, which will allow for the usual purchase of student laptops prior to 6/30 (previously delayed until fall).

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 400,660	\$ 397,670	\$ 400,660	\$ 400,660	\$ 404,680	\$ 4,020	1.0%
Intergovernmental Revenues	\$ 525,017	\$ 549,717	\$ 522,815	\$ 554,174	\$ 554,174	\$ -	-
Other Grants & Contributions	\$ 18,728	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 944,405</b>	<b>\$ 947,387</b>	<b>\$ 923,475</b>	<b>\$ 954,834</b>	<b>\$ 958,854</b>	<b>\$ 4,020</b>	<b>0.4%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 385,950	\$ 405,800	\$ 435,326	\$ 432,331	\$ 444,982	\$ 12,651	2.9%
Salaries, Non Certified	\$ 45,440	\$ 51,245	\$ 51,398	\$ 56,964	\$ 55,370	\$ (1,594)	(2.8%)
Employee Benefits	\$ 82,325	\$ 94,097	\$ 100,490	\$ 109,621	\$ 107,841	\$ (1,780)	(1.6%)
Professional Services	\$ 30,854	\$ 11,961	\$ 14,768	\$ 6,725	\$ 4,500	\$ (2,225)	(33.1%)
Administration/Management	\$ 82,158	\$ 92,967	\$ 89,233	\$ 93,095	\$ 107,710	\$ 14,615	15.7%
Property Services/Utilities	\$ 783	\$ 1,380	\$ 1,500	\$ 1,500	\$ 1,200	\$ (300)	(20.0%)
Maintenance/Rental Equip	\$ 2,544	\$ 3,470	\$ 3,000	\$ 2,800	\$ 2,800	\$ -	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 9,700	\$ 14,314	\$ 12,800	\$ 11,035	\$ 9,150	\$ (1,885)	(17.1%)
Advertising	\$ 3,500	\$ 2,000	\$ 3,500	\$ 2,750	\$ 2,500	\$ (250)	(9.1%)
Other Purchased Svc <i>incl TRCC</i>	\$ 169,292	\$ 168,297	\$ 151,750	\$ 196,551	\$ 174,375	\$ (22,176)	(11.3%)
Insurance	\$ 6,157	\$ 5,328	\$ 5,500	\$ 5,536	\$ 5,750	\$ 214	3.9%
Phone, Postage & Printing	\$ 2,153	\$ 2,441	\$ 3,100	\$ 3,300	\$ 2,650	\$ (650)	(19.7%)
Books & Supplies	\$ 25,188	\$ 27,115	\$ 27,000	\$ 23,750	\$ 22,750	\$ (1,000)	(4.2%)
Food For Programs	\$ 6,158	\$ 7,916	\$ 6,750	\$ 3,825	\$ 4,500	\$ 675	17.6%
Organizational Dues	\$ 1,231	\$ 915	\$ 1,310	\$ 1,026	\$ 1,026	\$ -	-
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	<b>\$ 32,969</b>	<b>\$ 23,568</b>	<b>\$ 16,050</b>	<b>\$ 4,025</b>	<b>\$ 11,750</b>	<b>\$ 7,725</b>	<b>191.9%</b>
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 886,402</b>	<b>\$ 912,814</b>	<b>\$ 923,475</b>	<b>\$ 954,834</b>	<b>\$ 958,854</b>	<b>\$ 4,020</b>	<b>0.4%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 58,003</b>	<b>\$ 34,573</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		







# LEARN

## FISCAL YEAR 2020-2021 PROPOSED BUDGET

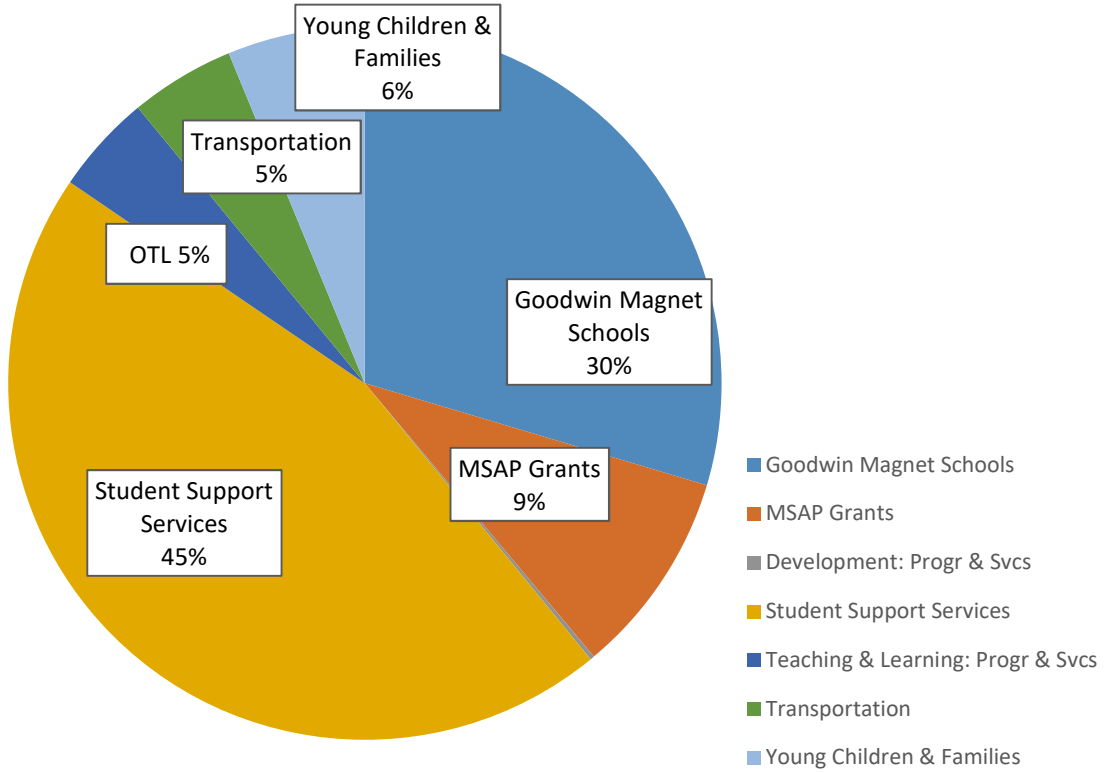
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### PROGRAMS & SERVICES

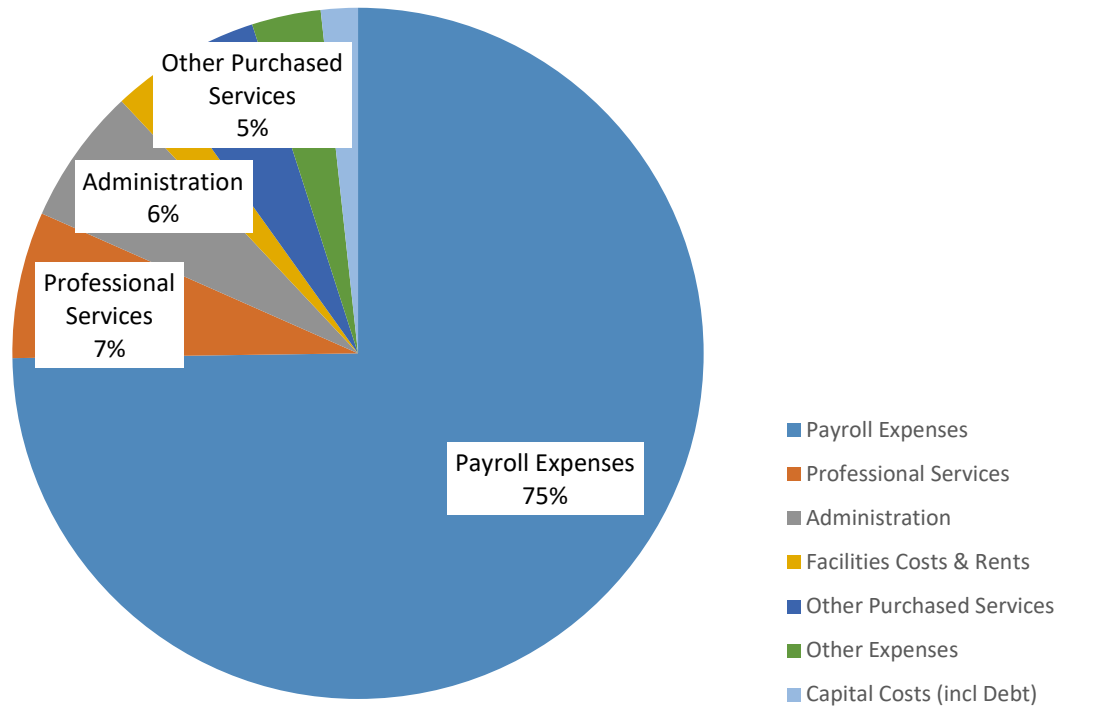
Total Budget: \$32,651,295

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### Programs & Services: 2020-2021 Revenues



### Programs & Services: 2020-2021 Expenses



**LEARN - 2020-2021 BUDGET PROPOSAL  
PROGRAMS AND SERVICES**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 14,298,748	\$ 15,664,322	\$ 17,447,887	\$ 17,261,951	\$ 17,647,490	\$ 385,539	2.2%
Intergovernmental Revenues	\$ 4,165,983	\$ 6,768,090	\$ 5,841,102	\$ 5,992,939	\$ 5,177,626	\$ (815,313)	(13.6%)
Other Grants & Contributions	\$ 8,141,510	\$ 9,389,196	\$ 9,348,323	\$ 9,337,053	\$ 9,761,293	\$ 424,240	4.5%
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 116,875	\$ -	\$ 64,886	\$ 64,886	-
<b>TOTAL REVENUES</b>	<b>\$ 26,606,241</b>	<b>\$ 31,821,608</b>	<b>\$ 32,754,187</b>	<b>\$ 32,591,943</b>	<b>\$ 32,651,295</b>	<b>\$ 59,352</b>	<b>0.2%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 8,881,466	\$ 10,441,065	\$ 10,549,418	\$ 10,463,816	\$ 10,951,274	\$ 487,458	4.7%
Salaries, Non Certified	\$ 6,412,793	\$ 6,867,040	\$ 7,875,740	\$ 7,503,775	\$ 7,646,928	\$ 143,153	1.9%
Employee Benefits	\$ 4,242,698	\$ 4,781,882	\$ 5,436,864	\$ 5,196,811	\$ 5,746,093	\$ 549,282	10.6%
Professional Services	\$ 1,246,313	\$ 3,450,622	\$ 2,271,886	\$ 2,572,152	\$ 2,251,287	\$ (320,865)	(12.5%)
Administration/Management	\$ 1,523,433	\$ 1,912,716	\$ 2,115,858	\$ 2,025,420	\$ 2,041,237	\$ 15,817	0.8%
Property Services/Utilities	\$ 75,144	\$ 285,085	\$ 329,816	\$ 351,131	\$ 386,000	\$ 34,869	9.9%
Maintenance/Rental Equip	\$ 78,298	\$ 126,876	\$ 103,115	\$ 192,778	\$ 190,065	\$ (2,713)	(1.4%)
Rent/Internal Rent	\$ 337,826	\$ 263,452	\$ 202,747	\$ 206,875	\$ 144,745	\$ (62,130)	(30.%)
Transportation/Travel	\$ 514,431	\$ 474,023	\$ 478,624	\$ 554,364	\$ 562,172	\$ 7,808	1.4%
Advertising	\$ 20,758	\$ 18,646	\$ 6,350	\$ 19,394	\$ 11,137	\$ (8,257)	(42.6%)
Other Purchased Services	\$ 1,509,294	\$ 1,527,475	\$ 1,569,413	\$ 1,616,426	\$ 1,612,467	\$ (3,959)	(0.2%)
Insurance	\$ 59,362	\$ 99,941	\$ 91,500	\$ 100,900	\$ 110,250	\$ 9,350	9.3%
Phone, Postage & Printing	\$ 94,231	\$ 91,789	\$ 103,174	\$ 105,972	\$ 100,364	\$ (5,608)	(5.3%)
Books & Supplies	\$ 147,523	\$ 228,931	\$ 294,969	\$ 227,423	\$ 241,877	\$ 14,454	6.4%
Food For Programs	\$ 46,262	\$ 32,790	\$ 28,402	\$ 30,538	\$ 30,245	\$ (293)	(1.%)
Organizational Dues	\$ 1,787	\$ 14,953	\$ 5,734	\$ 19,485	\$ 5,531	\$ (13,954)	(71.6%)
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ 40,229	\$ 224,800	\$ 235,863	\$ 152,242	\$ 175,674	\$ 23,432	15.4%
Interest Paid	\$ 1,863	\$ 130,254	\$ 128,672	\$ 85,781	\$ 77,350	\$ (8,431)	(9.8%)
<b>CAPITAL OUTLAY:</b>	600,106	231,263	352,757	271,814	310,609	38,795	14.3%
Potential Surplus	-	-	573,285	\$ -	\$ 55,990	\$ 55,990	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 25,833,817</b>	<b>\$ 31,203,603</b>	<b>\$ 32,754,187</b>	<b>\$ 31,697,097</b>	<b>\$ 32,651,295</b>	<b>\$ 954,198</b>	<b>3.%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 772,424</b>	<b>\$ 618,005</b>	<b>\$ -</b>	<b>\$ 894,846</b>	<b>\$ -</b>		

## LEARN – 2020-2021 BUDGET PROPOSAL

### PROGRAMS & SERVICES

The Programs & Services budget includes the entrepreneurial arm of LEARN's operations.

- Goodwin Magnet Schools: LEARN has a contract with Goodwin University to hire and manage the staff of CT River Academy (grades 9-12, adding grade 6 in 2020-2021) and Riverside Magnet School (PreK through 5). Goodwin fully covers the costs related to the staff and also, through a per-pupil allocation, pays a fee to LEARN to cover administrative costs.
- Magnet Schools Assistance Program Grants (MSAP): This federal grant was awarded to LEARN in the fall of 2017 (subsequent to completion of an earlier MSAP grant). Given the size and complexity of the grant (\$15 million in five years), for operating reasons, its budget is presented as a stand-alone.
- Development: Operationally, the former Office of Innovation & Development has been folded into Executive Services. For purposes of this budget document, we have continued to show it separately for the sake of comparability. Development resides in two budget categories, both Programs & Services and Organizational Support. Included in the Programs & Services budget are sales of services to the region, such as para-pro testing, strategic reviews for districts, catering for conferences, etc. New partnerships and exploration of mutually beneficial innovations, such as the 2018-2019 VIA/Yale/China project, fall in this category.
- Teaching and Learning: similar to Development, the Office of Teaching & Learning Department includes a portion in both Programs & Services and Organizational Support. OTL provides professional development services to the region and hosts a broad array of professional networks and roundtables for educators. In addition, this department manages the fiscal agent responsibilities for a number of grants benefiting member districts and RESCs. A portion of LEARN's Magnet Office is allocated to this category for oversight and support of Goodwin schools.
- Student Support Services: the Office of Student Support Services is LEARN's largest department, providing support services throughout the region and hosting specialized programs for students with specialized needs. In 2018-2019, SSS opened its Ocean Avenue LEARNing Academy in New London, which allows LEARN to consolidate services and achieve efficiencies in a more permanent location.
- Transportation: This department provides special education transportation services to districts. Currently, Transportation has a large contract with Colchester Public Schools.
- Young Children & Families: YCF provides Early Care in Education, Birth-to-3 services (through 2019-2020), and School Readiness.

**LEARN - 2020-2021 BUDGET PROPOSAL  
PROGRAMS AND SERVICES - BY DEPARTMENT**

	Goodwin Magnet Schools	Magnet Schools Assistance Program Grants (MSAP)	Development: Programs & Services	Student Support Services	Teaching & Learning	Transport- ation	Young Children & Families	<b>PROGRAMS &amp; SERVICES 2020-2021 PROPOSED</b>
<b>REVENUES:</b>								
Participation & Program Fees	\$ -	\$ -	\$ 62,963	\$ 14,831,440	\$ 1,166,817	\$ 1,236,270	\$ 350,000	\$ 17,647,490
Intergovernmental Revenues	\$ -	\$ 3,026,700	\$ -	\$ -	\$ 245,000	\$ 300,000	\$ 1,605,926	\$ 5,177,626
Other Grants & Contributions	\$ 9,674,933	\$ -	\$ -	\$ -	\$ 60,000	\$ 12,100	\$ 14,260	\$ 9,761,293
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,886	\$ 64,886
<b>TOTAL REVENUES</b>	<b>\$ 9,674,933</b>	<b>\$ 3,026,700</b>	<b>\$ 62,963</b>	<b>\$ 14,831,440</b>	<b>\$ 1,471,817</b>	<b>\$ 1,548,370</b>	<b>\$ 2,035,072</b>	<b>\$ 32,651,295</b>
<b>EXPENDITURES:</b>								
<b>CURRENT:</b>								
Salaries, Certified	\$ 6,286,537	\$ 359,985	\$ -	\$ 3,736,463	\$ 568,289	\$ -	\$ -	\$ 10,951,274
Salaries, Non Certified	\$ 1,367,725	\$ 190,546	\$ -	\$ 5,051,257	\$ 216,993	\$ 503,896	\$ 316,511	\$ 7,646,928
Employee Benefits	\$ 1,979,071	\$ 139,556	\$ -	\$ 3,129,064	\$ 136,320	\$ 263,308	\$ 98,774	\$ 5,746,093
Professional Services	\$ 2,500	\$ 1,920,780	\$ -	\$ 181,990	\$ 127,550	\$ 3,500	\$ 14,967	\$ 2,251,287
Administration/Management	\$ 4,000	\$ 212,166	\$ -	\$ 1,563,677	\$ 92,671	\$ 124,271	\$ 44,452	\$ 2,041,237
Property Services/Utilities	\$ -	\$ -	\$ -	\$ 361,000	\$ 25,000	\$ -	\$ -	\$ 386,000
Maintenance/Rental Equip	\$ -	\$ -	\$ -	\$ 135,365	\$ -	\$ 54,700	\$ -	\$ 190,065
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ 48,780	\$ 45,965	\$ 30,000	\$ 20,000	\$ 144,745
Transportation/Travel	\$ 1,500	\$ 37,487	\$ 750	\$ 84,210	\$ 37,400	\$ 395,000	\$ 5,825	\$ 562,172
Advertising	\$ -	\$ 2,937	\$ -	\$ 6,000	\$ -	\$ 2,200	\$ -	\$ 11,137
Other Purchased Services	\$ 100	\$ 3,950	\$ 750	\$ 48,400	\$ 49,693	\$ 350	\$ 1,509,224	\$ 1,612,467
Insurance	\$ 2,500	\$ -	\$ -	\$ 39,500	\$ -	\$ 68,250	\$ -	\$ 110,250
Phone, Postage & Printing	\$ 8,000	\$ -	\$ 750	\$ 51,250	\$ 13,519	\$ 19,345	\$ 7,500	\$ 100,364
Books & Supplies	\$ 1,000	\$ 101,860	\$ 1,500	\$ 59,990	\$ 65,558	\$ 700	\$ 11,269	\$ 241,877
Food For Programs	\$ 2,000	\$ -	\$ 1,000	\$ 17,750	\$ 5,145	\$ 850	\$ 3,500	\$ 30,245
Organizational Dues	\$ -	\$ 2,175	\$ -	\$ 1,750	\$ 1,606	\$ -	\$ -	\$ 5,531
<b>DEBT SERVICE:</b>								
Principal Retirement	\$ -	\$ -	\$ -	\$ 175,674	\$ -	\$ -	\$ -	\$ 175,674
Interest Paid	\$ -	\$ -	\$ -	\$ 77,350	\$ -	\$ -	\$ -	\$ 77,350
<b>CAPITAL OUTLAY:</b>	\$ 20,000	\$ 55,258	\$ 42,363	\$ 51,400	\$ 56,538	\$ 82,000	\$ 3,050	\$ 310,609
Potential Surplus	\$ -	\$ -	\$ 15,850	\$ 10,570	\$ 29,570	\$ -	\$ -	\$ 55,990
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,674,933</b>	<b>\$ 3,026,700</b>	<b>\$ 62,963</b>	<b>\$ 14,831,440</b>	<b>\$ 1,471,817</b>	<b>\$ 1,548,370</b>	<b>\$ 2,035,072</b>	<b>\$ 32,651,295</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**LEARN – 2020-2021 BUDGET PROPOSAL  
PROGRAMS & SERVICES**

**GOODWIN UNIVERSITY MAGNET SCHOOLS**

- Goodwin Magnet Schools: LEARN has a contract with Goodwin University to hire and manage the staff of CT River Academy (grades 9-12) and Riverside Magnet School (PreK through 5). Goodwin fully covers the costs related to the staff (shown here) and also pays a per-pupil fee to LEARN to cover administrative costs (shown under Teaching & Learning and Executive Services).
- For 2020-2021, CTRA will begin to add a middle school program, accepting 50 students the first year, 100 the second year, and 150 the third year. LEARN is working closely with Goodwin to support a smooth transition, including offsetting certain staff costs in years 1 and 2. Those staff costs are included in Office of Teaching and Learning.
- Grades Served = 9-12 (adding Grade 6) at CT River Academy; PreK through 5 at Riverside.
- 2020-2021 Tuition = \$5,832 (assumes no increase over prior year)  
2020-2021 State Tuition = \$10,652 (increased 2% as of July 2019)  
2020-2021 Total Tuitions = \$16,484
- Number of Students (2020-2021 estimate, based on 2019-2020) = 481 at CT River, plus additional 50 in new Grade 6; 476 at Riverside = 1,007 total.
- Staff FTE (2020-2021 estimate) = 66.4 at CT River; 68.9 at Riverside = 135.3 total.
- Local tuitions are billed to districts and turned over to Goodwin for school operating costs. Magnet Interdistrict Grant funds are received directly by Goodwin. LEARN invoices, reimbursing us for expenses, are paid from the above two revenue sources.
- Capital outlay costs shown in the Goodwin Magnet Schools budget include shared technologies such as Powerschool and the magnet lottery program.

**COVID-19 IMPACT:**

- The Goodwin budget represents the costs related to magnet school staffing, and some small operational costs paid by LEARN. Since LEARN is reimbursed only for actual expenditures, there will be no surplus or deficit to this budget.

\*\*\* The Goodwin magnet schools have each been a recipient under one of our MSAP grants. The 2013 “PEACE” grant provided \$1.3 million to Riverside Magnet over a three year period. The 2017 “EXPECT” grant is expected to provide approximately \$2 million to CT River Academy over a five year period.

**LEARN - 2020-2021 BUDGET PROPOSAL  
GOODWIN MAGNET SCHOOLS**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 5,450	\$ (2,210)	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Grants & Contributions	\$ 7,854,587	\$ 9,125,701	\$ 9,112,823	\$ 9,138,803	\$ 9,674,933	\$ 536,130	5.9%
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 7,860,037</b>	<b>\$ 9,123,491</b>	<b>\$ 9,112,823</b>	<b>\$ 9,138,803</b>	<b>\$ 9,674,933</b>	<b>\$ 536,130</b>	<b>5.9%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 5,165,660	\$ 5,959,959	\$ 6,077,570	\$ 5,938,085	\$ 6,286,537	\$ 348,452	5.9%
Salaries, Non Certified	\$ 1,213,456	\$ 1,376,884	\$ 1,278,555	\$ 1,334,366	\$ 1,367,725	\$ 33,359	2.5%
Employee Benefits	\$ 1,434,859	\$ 1,755,042	\$ 1,720,298	\$ 1,827,188	\$ 1,979,071	\$ 151,883	8.3%
Professional Services	\$ 1,380	\$ 2,250	\$ 2,850	\$ 2,500	\$ 2,500	\$ -	-
Administration/Management	\$ 4,000	\$ 4,153	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	-
Property Services/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance/Rental Equip	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 23	\$ 1,302	\$ 2,500	\$ -	\$ 1,500	\$ 1,500	-
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ -	\$ 68	\$ 100	\$ -	\$ 100	\$ 100	-
Insurance	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	-
Phone, Postage & Printing	\$ 4,268	\$ 4,144	\$ 6,000	\$ 8,174	\$ 8,000	\$ (174)	(2.1%)
Books & Supplies	\$ 8	\$ 1,392	\$ 2,500	\$ -	\$ 1,000	\$ 1,000	-
Food For Programs	\$ 9,218	\$ -	\$ 1,700	\$ 2,000	\$ 2,000	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	\$ 19,215	\$ 19,370	\$ 14,250	\$ 19,990	\$ 20,000	\$ 10	0.1%
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,854,587</b>	<b>\$ 9,127,064</b>	<b>\$ 9,112,823</b>	<b>\$ 9,138,803</b>	<b>\$ 9,674,933</b>	<b>\$ 536,130</b>	<b>5.9%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 5,450</b>	<b>\$ (3,573)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL  
PROGRAMS & SERVICES**

**MAGNET SCHOOLS ASSISTANCE PROGRAM GRANTS (MSAP)**

- LEARN was awarded grants under the Federal Magnet Schools Assistance Program in both 2013 (“PEACE”) and 2017 (“EXPECT”).
- The MSAP-PEACE grant was a three-year, \$12 million grant spanning three years (plus an additional final year to complete certain portions). PEACE included schools from LEARN (DLAMMS), Goodwin (Riverside Magnet), New London and Norwich. A small amount (\$49,935) is included in 2017-2018 for this earlier grant (through the grant’s end date of 9/30/17).
- In September 2017, LEARN was awarded the MSAP-EXPECT grant, a five-year, \$15-million grant including schools from LEARN (RMMS), Goodwin (CTRA), Norwich and Groton. Amounts shown from 2017-2018 (beginning 10/1/17) and thereafter relate to EXPECT.
- The MSAP budget, activities and results are closely monitored. The budget amount shown reflects approved yearly expenditures as of the 2017 award date, which are revised over time through communication with federal staff. In addition, unspent amounts may be carried forward and applied differently than originally planned. Therefore, actual expenditures may vary significantly in comparison to original budget amounts.

**COVID-19 IMPACT:**

- The Magnet Schools Assistance Program grant operates on a federal fiscal year (Oct 1- Sept 30) and may therefore make purchases over the summer which might not fall into LEARN’s fiscal year. Funds which are not expended in the budget year are generally allowed to carry-forward, at the discretion of the Federal agency overseeing the grant.
- Since LEARN is reimbursed only for actual expenditures, there will be no surplus or deficit to this budget.



**LEARN - 2020-2021 BUDGET PROPOSAL  
MAGNET SCHOOLS ASSISTANCE PROGRAM GRANTS (MSAP)**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ -			\$ -		\$ -	-
Intergovernmental Revenues	\$ 1,412,754	\$ 4,109,647	\$ 2,994,126	\$ 3,204,320	\$ 3,026,700	\$ (177,620)	(5.5%)
Other Grants & Contributions	\$ -			\$ -		\$ -	-
Interest Income	\$ -			\$ -		\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 1,412,754</b>	<b>\$ 4,109,647</b>	<b>\$ 2,994,126</b>	<b>\$ 3,204,320</b>	<b>\$ 3,026,700</b>	<b>\$ (177,620)</b>	<b>(5.5%)</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 132,636	\$ 424,113	\$ 373,731	\$ 471,041	\$ 359,985	\$ (111,056)	(23.6%)
Salaries, Non Certified	\$ 145,468	\$ 190,804	\$ 115,500	\$ 178,358	\$ 190,546	\$ 12,188	6.8%
Employee Benefits	\$ 100,294	\$ 128,656	\$ 141,185	\$ 105,728	\$ 139,556	\$ 33,828	32.2%
Professional Services	\$ 852,279	\$ 2,975,008	\$ 1,890,004	\$ 2,093,367	\$ 1,920,780	\$ (172,587)	(8.2%)
Administration/Management	\$ 44,308	\$ 242,593	\$ 220,268	\$ 222,100	\$ 212,166	\$ (9,934)	(4.5%)
Property Services/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance/Rental Equip	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 22,174	\$ 16,091	\$ 42,500	\$ 19,224	\$ 37,487	\$ 18,263	95.0%
Advertising	\$ 9,474	\$ 10,914	\$ -	\$ 12,894	\$ 2,937	\$ (9,957)	(77.2%)
Other Purchased Services	\$ 615	\$ 7,590	\$ 4,000	\$ 2,850	\$ 3,950	\$ 1,100	38.6%
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage & Printing	\$ 275	\$ -	\$ -	\$ -	\$ -	\$ -	-
Books & Supplies	\$ 32,779	\$ 86,120	\$ 128,188	\$ 65,138	\$ 101,860	\$ 36,722	56.4%
Food For Programs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ -	\$ 9,850	\$ -	\$ 15,395	\$ 2,175	\$ (13,220)	(85.9%)
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>							
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,412,754</b>	<b>\$ 4,109,647</b>	<b>\$ 2,994,126</b>	<b>\$ 3,204,320</b>	<b>\$ 3,026,700</b>	<b>\$ (177,620)</b>	<b>(5.5%)</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL  
PROGRAMS & SERVICES**

**DEVELOPMENT: PROGRAMS & SERVICES**

- Operationally, the former Office of Innovation & Development has been folded into Executive Services. For purposes of this budget document, we have continued to show it separately for the sake of comparability.
- Development provides services both to LEARN customers, included in the Programs & Services Division, and in support of agency goals, included in Organizational Support.
- Development provides the following Programs & Services:
  - ParaProfessional testing;
  - Catering services for LEARN departments and meetings and workshops;
  - Fiscal agent support for New London and other area agencies; and
  - Numerous contracts and supports developed directly in conjunction with member districts such as consultation under Groton’s DoDEA grant, exploration of a project with teachers from China, and strategic planning facilitation with district Boards of Education.

**COVID-19 IMPACT:**

- The programs provided under the Development umbrella are limited in nature. With the COVID-19 closure, there will be less catering/food service revenue (and less related food purchases), and a reduction in Para Professional testing (and related testing keys).
- We expect a reduction in expected surplus of approximately \$6,000.

**LEARN - 2020-2021 BUDGET PROPOSAL  
DEVELOPMENT: PROGRAMS & SERVICES**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 154,224	\$ 82,882	\$ 68,300	\$ 64,963	\$ 62,963	\$ (2,000)	(3.1%)
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Grants & Contributions	\$ 49,109	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 203,333</b>	<b>\$ 82,882</b>	<b>\$ 68,300</b>	<b>\$ 64,963</b>	<b>\$ 62,963</b>	<b>\$ (2,000)</b>	<b>(3.1%)</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non Certified	\$ 79,648	\$ -	\$ -	\$ -	\$ -	\$ -	-
Employee Benefits	\$ 18,867	\$ -	\$ -	\$ -	\$ -	\$ -	-
Professional Services	\$ 9,625	\$ 6,500	\$ -	\$ -	\$ -	\$ -	-
Administration/Management	\$ 11,989	\$ -	\$ -	\$ -	\$ -	\$ -	-
Property Services/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance/Rental Equip	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 411	\$ 747	\$ 400	\$ 750	\$ 750	\$ -	-
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 20,798	\$ 6,275	\$ 600	\$ 750	\$ 750	\$ -	-
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage & Printing	\$ 389	\$ 441	\$ 400	\$ 750	\$ 750	\$ -	-
Books & Supplies	\$ 2,167	\$ 1,801	\$ 1,200	\$ 1,500	\$ 1,500	\$ -	-
Food For Programs	\$ 18,941	\$ 9,537	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	\$ 29,533	\$ 44,875	\$ 45,700	\$ 42,363	\$ 42,363	\$ -	-
Potential Surplus	\$ -	\$ -	\$ 19,000	\$ -	\$ 15,850	\$ 15,850	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 192,368</b>	<b>\$ 70,176</b>	<b>\$ 68,300</b>	<b>\$ 47,113</b>	<b>\$ 62,963</b>	<b>\$ 15,850</b>	<b>33.6%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 10,965</b>	<b>\$ 12,706</b>	<b>\$ -</b>	<b>\$ 17,850</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL  
PROGRAMS & SERVICES**

**STUDENT SUPPORT SERVICES (SSS)**

- Student Support Services is the largest division of LEARN, with an employee count of 194.4 (estimated for 2020-2021). SSS continues to experience significant growth, responding to needs within our member districts and at our schools.
- For 2020-2021, New London has cancelled a large related services contract which employed 7.2 FTE. The contract fees predominantly covered direct staff costs, plus approximately \$60,000 of SSS administrative support. The administrative support will be re-allocated to other SSS programs, and certain staff will be retained in order to be responsive to district needs in the upcoming year.
- Facilities costs have changed in recent years due to the move and consolidation of sites to Ocean Avenue. Costs for 2018-2019 include additional 6 months of rent costs for East Lyme & Old Lyme due to late opening of new site. Certain other costs reflect the impact of opening the new Ocean Avenue LEARNing Academy, including insurance; facilities maintenance costs; principal & interest; etc.
- Capital Outlay in 2017-2018 includes the purchase of a student wheelchair van from Transportation. Several SSS staff obtained Van Driver licenses to drive SSS vans, which reduces the need to outsource school trips.
- Due to this department’s complexity and scope, additional detailed information is provided on the pages following the SSS budget. SSS tuition and service fee rates are listed in the Appendix on page 81.

**COVID-19 IMPACT:**

- SSS staff continue to provide services according to student IEP’s, service contracts and other arrangements. We expect minimal changes to most revenues. There may be a delay in completion of a state-funded project, reducing revenue by approximately \$10,000.
- Any potential reduction in billable therapist hours, which are difficult to quantify at this time, are expected to be offset by incidental savings from mileage, PD, and building costs.

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**STUDENT SUPPORT SERVICES**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 12,546,708	\$ 12,955,469	\$ 14,650,438	\$ 14,483,611	\$ 14,831,440	\$ 347,829	2.4%
Intergovernmental Revenues	\$ 10,342	\$ 41,666	\$ -	\$ -	\$ -	\$ -	-
Other Grants & Contributions	\$ 2,280	\$ -	\$ -	\$ 5,490	\$ -	\$ (5,490)	(100.%)
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 12,559,330</b>	<b>\$ 12,997,135</b>	<b>\$ 14,650,438</b>	<b>\$ 14,489,101</b>	<b>\$ 14,831,440</b>	<b>\$ 342,339</b>	<b>2.4%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 3,180,806	\$ 3,644,183	\$ 3,495,999	\$ 3,556,071	\$ 3,736,463	\$ 180,392	5.1%
Salaries, Non Certified	\$ 3,846,010	\$ 4,036,075	\$ 5,127,138	\$ 4,747,356	\$ 5,051,257	\$ 303,901	6.4%
Employee Benefits	\$ 2,304,401	\$ 2,362,883	\$ 2,959,451	\$ 2,710,888	\$ 3,129,064	\$ 418,176	15.4%
Professional Services	\$ 152,234	\$ 217,337	\$ 155,740	\$ 186,701	\$ 181,990	\$ (4,711)	(2.5%)
Administration/Management	\$ 1,185,663	\$ 1,354,454	\$ 1,540,896	\$ 1,455,835	\$ 1,563,677	\$ 107,842	7.4%
Property Services/Utilities	\$ 75,144	\$ 285,085	\$ 329,816	\$ 351,131	\$ 361,000	\$ 9,869	2.8%
Maintenance/Rental Equip	\$ 15,879	\$ 61,511	\$ 39,415	\$ 139,078	\$ 135,365	\$ (3,713)	(2.7%)
Rent/Internal Rent	\$ 248,606	\$ 163,195	\$ 94,680	\$ 94,680	\$ 48,780	\$ (45,900)	(48.5%)
Transportation/Travel	\$ 75,588	\$ 49,240	\$ 57,600	\$ 68,132	\$ 84,210	\$ 16,078	23.6%
Advertising	\$ 7,238	\$ 6,360	\$ 4,000	\$ 5,500	\$ 6,000	\$ 500	9.1%
Other Purchased Services	\$ 4,321	\$ 6,093	\$ 49,700	\$ 49,700	\$ 48,400	\$ (1,300)	(2.6%)
Insurance	\$ 4,555	\$ 39,938	\$ 32,000	\$ 32,000	\$ 39,500	\$ 7,500	23.4%
Phone, Postage & Printing	\$ 37,306	\$ 40,128	\$ 44,350	\$ 44,550	\$ 51,250	\$ 6,700	15.1%
Books & Supplies	\$ 45,786	\$ 37,787	\$ 58,710	\$ 55,231	\$ 59,990	\$ 4,759	8.6%
Food For Programs	\$ 7,094	\$ 16,508	\$ 17,000	\$ 16,453	\$ 17,750	\$ 1,297	7.9%
Organizational Dues	\$ 1,314	\$ 1,554	\$ 1,700	\$ 1,700	\$ 1,750	\$ 50	2.9%
<b>DEBT SERVICE:</b>							
Principal Retirement		\$ 210,920	\$ 235,863	\$ 152,242	\$ 175,674	\$ 23,432	15.4%
Interest Paid		\$ 130,103	\$ 128,672	\$ 85,781	\$ 77,350	\$ (8,431)	(9.8%)
<b>CAPITAL OUTLAY:</b>	\$ 73,373	\$ 53,372	\$ 44,475	\$ 75,140	\$ 51,400	\$ (23,740)	(31.6%)
Potential Surplus	\$ -	\$ -	\$ 233,233	\$ -	\$ 10,570	\$ 10,570	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,265,318</b>	<b>\$ 12,716,726</b>	<b>\$ 14,650,438</b>	<b>\$ 13,828,169</b>	<b>\$ 14,831,440</b>	<b>\$ 1,003,271</b>	<b>7.3%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 1,294,012</b>	<b>\$ 280,409</b>	<b>\$ -</b>	<b>\$ 660,932</b>	<b>\$ -</b>		

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**STUDENT SUPPORT SERVICES - BY PROGRAM**

**Student Counts**

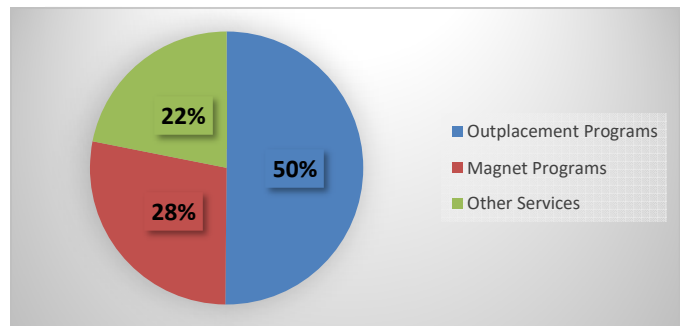
<b>Outplacement Programs</b>	Projected SY20-21	Current SY19-20
Autism/Developmental Delay @ Ocean Ave	44	40
Emotional/Behavioral Disability @ Ocean Ave	30	22
Emotional/Behavioral Disability @ Dual Language	-	4
Autism/Developmental Delay @ BPR East Lyme	4	4
18-21 Transition @ BPR East Lyme	4	4
<b>Total Students</b>	<b>82</b>	<b>74</b>

<b>Magnet Programs</b>	Projected SY20-21	Current SY19-20
The Friendship School	13	13
Goodwin Magnet - Riverside	71	71
Goodwin Magnet - CT River	77	77
Marine Science Magnet High School	25	25
Regional Multicultural Magnet School	80	80
Three Rivers Middle College	3	3
Dual Language	-	37
<b>Total Students</b>	<b>269</b>	<b>306</b>

**Staff Counts**

Position	Projected SY20-21	Current SY19-20
Intervention Specialists	105	99
Teachers	36	33.75
Occupational Therapists	8.8	9
Board Certified Behavioral Analysts	8	11.8
Speech Language Pathologists	7.7	7.7
Coordinators	5.9	5.9
Social Workers	5.4	5.4
Nurses	4	4
Assistant Directors/Supervisor	2.8	2.8
Director	2.6	2.6
Psychologists	2.5	2.5
Office Manager	2	2
Physical Therapists	1.7	2.4
Operations Assistant	1	1
Accountant	1	1
<b>Grand Total</b>	<b>194.4</b>	<b>190.85</b>

**Funding Sources**



Staff increased for SY20-21 due to

- ~ additional special education teachers at Ocean Avenue Learning Academy, Boston Post Road Site, and Riverside Magnet
- ~ additional interventional specialists for anticipated new students to programs

**LEARN - 2020-2021 BUDGET PROPOSAL  
STUDENT SUPPORT SERVICES - BY PROGRAM**

	SY20-21 Proposed Budget			
	Outplacement Programs	Magnet Programs	Other Services	Total
<b>REVENUES</b>				
PARTICIPATION & PROGRAM FEES	\$ 7,439,011	\$ 4,146,032	3,246,397	\$ 14,831,440
INTERGOVT REVENUES	\$ -	\$ -	-	\$ -
OTHER GRANTS & CONTRIB	\$ -	\$ -	\$ -	\$ -
INTEREST INCOME	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 7,439,011</b>	<b>\$ 4,146,032</b>	<b>\$ 3,246,397</b>	<b>\$ 14,831,440</b>
<b>EXPENDITURES:</b>				
<b>CURRENT:</b>				
SALARIES, CERTIFIED	\$ 1,469,802	\$ 1,092,292	\$ 1,174,369	\$ 3,736,463
SALARIES, NON CERTIFIED	\$ 2,565,759	\$ 1,068,980	\$ 1,416,518	\$ 5,051,257
EMPLOYEE BENEFITS	\$ 1,595,230	\$ 900,619	\$ 633,215	\$ 3,129,064
PROFESSIONAL SERVICES	\$ 51,540	\$ 1,000	\$ 129,450	\$ 181,990
ADMINISTRATION/MANAGEMENT	\$ 835,884	\$ 437,676	\$ 290,117	\$ 1,563,677
PUBLIC UTILITIES/PROPERTY SERVICES	\$ 361,000	\$ -	\$ -	\$ 361,000
MAINTENANCE	\$ 129,165	\$ -	\$ 6,200	\$ 135,365
RENT	\$ 29,715	\$ -	\$ 19,065	\$ 48,780
TRANSPORTATION/TRAVEL	\$ 53,610	\$ 3,100	\$ 27,500	\$ 84,210
ADVERTISING	\$ -	\$ -	\$ 6,000	\$ 6,000
OTHER PURCHASED SERVICES	\$ 3,400	\$ 3,000	\$ 42,000	\$ 48,400
INSURANCE	\$ 39,500	\$ -	\$ -	\$ 39,500
PHONE, POSTAGE & PRINTING	\$ 41,500	\$ -	\$ 9,750	\$ 51,250
BOOKS & SUPPLIES	\$ 29,240	\$ -	\$ 30,750	\$ 59,990
FOOD FOR PROGRAMS	\$ 8,000	\$ -	\$ 9,750	\$ 17,750
ORGANIZATIONAL DUES	\$ -	\$ -	\$ 1,750	\$ 1,750
ALLOCATED EXPENSES*	\$ 335,220	\$ 578,301	\$ (913,521)	\$ -
<b>DEBT SERVICE:</b>	\$ -	\$ -	\$ -	\$ -
PRINCIPAL RETIREMENT	\$ 175,674	\$ -	\$ -	\$ 175,674
INTEREST PAID	\$ 77,350	\$ -	\$ -	\$ 77,350
<b>CAPITAL OUTLAY:</b>	\$ 11,000	\$ -	\$ 40,400	\$ 51,400
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,812,589</b>	<b>\$ 4,084,968</b>	<b>\$ 2,923,313</b>	<b>\$ 14,820,870</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ (373,578)</b>	<b>\$ 61,064</b>	<b>\$ 323,084</b>	<b>\$ 10,570</b>

\* Allocated expenses are overhead costs allocated to all Student Support Services programs.

**LEARN – 2020-2021 BUDGET PROPOSAL  
PROGRAMS & SERVICES**

**TEACHING & LEARNING: PROGRAMS & SERVICES**

- The Office of Teaching & Learning (OTL) combines the former "Educator Professional Development" Department with a portion of LEARN's Magnet Office. Through professional development and direct consultation, OTL supports the improvement of teaching skills and the exploration of new insights in the learning environment. OTL enables LEARN to work closely with professional networks, roundtables and communities of practice which better informs our professional development programs within the region and in our own schools.
- Magnet Office costs are shared between OTL and Executives Service, funded by Goodwin fees paid to LEARN. The portion allocated to OTL is based on the percentage of Goodwin students compared to the whole (39% for 2019-2020 and 43% in 2020-2021, increased percentage due to additional students at CTRA). Additionally, for 2020-2021, a portion of costs related to former DLAMMS staff are included in OTL (approximately \$200,000).
- OTL is staffed by: a Curriculum Director, a long-term Program Coordinator, ELL Systems and Math-based Systems Developers, 0.5 FTE Digital Resources Coordinator (Online Learning), and a Secretary. Occasional staff and consultants are added when specific needs arise, predominantly in relation to grants. In addition, two Magnet Office staff and LEARN's Associate Director are partially charged to OTL Programs & Services for Goodwin-related support.
- OTL provides a number of workshops and learning options for districts and for LEARN staff. Newly added staff are creating new offerings and partnerships with districts and other agencies.
- We assumed no new interdistrict grants in budget. While these grants were a mainstay in years past, the available funding has been reduced and the focus of awards has shifted away from the RESCs.
- OTL also works closely with the RESC Alliance to build training and PD opportunities, and manages several larger grants such as Perkins and Title III grants.

**COVID-19 IMPACT:**

- OTL provides services throughout the year, across a broad spectrum of topics and delivery methods, to a number of districts. Many agreements were already fully or substantially completed, and OTL staff have continued to work closely with districts and other agencies. We therefore see little change in revenue expectations, with any cancelled late year workshops being offset with new services.
- There may be incidental reductions in expenditures, such as for outside staff development and related travel, which we expect will be minimal.



**LEARN - 2020-2021 BUDGET PROPOSAL**  
**TEACHING & LEARNING: PROGRAMS & SERVICES**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 202,140	\$ 1,219,044	\$ 1,218,780	\$ 1,097,766	\$ 1,166,817	\$ 69,051	6.3%
Intergovernmental Revenues	\$ 327,460	\$ 101,430	\$ 263,213	\$ 284,193	\$ 245,000	\$ (39,193)	(13.8%)
Other Grants & Contributions	\$ 63,660	\$ 161,003	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 593,260</b>	<b>\$ 1,481,477</b>	<b>\$ 1,541,993</b>	<b>\$ 1,441,959</b>	<b>\$ 1,471,817</b>	<b>\$ 29,858</b>	<b>2.1%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 61,947	\$ 164,694	\$ 360,788	\$ 310,574	\$ 568,289	\$ 257,715	83.0%
Salaries, Non Certified	\$ 280,953	\$ 224,606	\$ 236,233	\$ 213,647	\$ 216,993	\$ 3,346	1.6%
Employee Benefits	\$ 92,717	\$ 83,520	\$ 125,892	\$ 108,097	\$ 136,320	\$ 28,223	26.1%
Professional Services	\$ 130,464	\$ 127,883	\$ 127,065	\$ 189,107	\$ 127,550	\$ (61,557)	(32.6%)
Administration/Management	\$ 54,056	\$ 53,955	\$ 89,419	\$ 99,201	\$ 92,671	\$ (6,530)	(6.6%)
Property Services/Utilities	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	-
Maintenance/Rental Equip	\$ 1,906	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ 22,227	\$ 36,795	\$ 38,067	\$ 44,945	\$ 45,965	\$ 1,020	2.3%
Transportation/Travel	\$ 81,777	\$ 30,725	\$ 34,299	\$ 36,933	\$ 37,400	\$ 467	1.3%
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 36,211	\$ 59,198	\$ 44,004	\$ 51,302	\$ 49,693	\$ (1,609)	(3.1%)
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage & Printing	\$ 12,249	\$ 12,773	\$ 11,304	\$ 13,653	\$ 13,519	\$ (134)	(1.0%)
Books & Supplies	\$ 52,950	\$ 88,993	\$ 91,252	\$ 90,535	\$ 65,558	\$ (24,977)	(27.6%)
Food For Programs	\$ 6,831	\$ 4,475	\$ 4,152	\$ 6,085	\$ 5,145	\$ (940)	(15.4%)
Organizational Dues	\$ 338	\$ 322	\$ 484	\$ 1,390	\$ 1,606	\$ 216	15.5%
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	\$ 50,966	\$ 39,788	\$ 57,982	\$ 72,483	\$ 56,538	\$ (15,945)	(22.0%)
Potential Surplus	\$ -	\$ -	\$ 321,052	\$ -	\$ 29,570	\$ 29,570	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 885,592</b>	<b>\$ 927,727</b>	<b>\$ 1,541,993</b>	<b>\$ 1,237,952</b>	<b>\$ 1,471,817</b>	<b>\$ 233,865</b>	<b>18.9%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ (292,332)</b>	<b>\$ 553,750</b>	<b>\$ -</b>	<b>\$ 204,007</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL  
PROGRAMS & SERVICES**

**TRANSPORTATION**

- Number of vehicles: 23 seven- and eight-passenger vans and 4 wheel-chair vans
- Staffing: 18-20 drivers, 3 aides, and two office staff (Transportation Coordinator and Transportation/Maintenance Manager).
- The majority of the Transportation department's efforts (approximately \$1.2 million in revenue) relate to a long-standing contract with Colchester which is expected to be put out for bid within the next 12 months. In the interim, Colchester has agreed to a 3% increase in rate for 2020-2021. LEARN plans to submit a proposal for the contract bid.
- The Transportation budget includes funding under School Choice, which allows for transportation to magnet schools. Transport is provided by M&J Bus (plus an additional run provided by LEARN van in 2018-2019). School Choice revenues are projected to be approximately \$300,000 in 2020-2021.
- The Transportation Coordinator, and her staff, also assist Marine Science, SSS and Admin in managing documentation compliance, training of drivers, and vehicle maintenance. In relation to these services, approximately \$45,000 in interdepartmental charges are included in revenue in this budget. Transportation is reimbursed an additional \$34,000 for general mail-runs between locations and for delivery of lunches to TRMC.
- The entirety of Transportation staff are non-certified and a significant majority are less-than-fulltime hourly employees. Pay increases to stay ahead of minimum wage and higher health insurance rates are a pressure point for this budget.
- Replacement vehicles were purchased as follow: 11 vans and 1 wheelchair van in 2017-2018 (\$340,620 in total) and 2 vans in 2018-2019 (\$52,200). No new vans are planned for 2019-2020. The 2020-2021 budget allows for the purchase of up to 3 vehicles, in the event replacements are needed and provided the contract with Colchester continues.

**COVID-19 IMPACT:**

- Transportation services were discontinued after school closures on March 12. However, in light of state efforts to maintain normalcy to the extent possible, LEARN negotiated an arrangement with Colchester, our largest transportation customer, to pay 75% of the amount which would ordinarily have been due. We will also bill for certain other suspended routes of lesser dollar amounts. These partially offset salary continuance for our drivers but the department may end with an expected deficit of approximately \$35,000.
- No replacement vehicles will be purchased in 2019-2020.

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**TRANSPORTATION (incl TRANSPORTATION CHOICE)**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 1,165,832	\$ 1,173,513	\$ 1,255,400	\$ 1,185,800	\$ 1,236,270	\$ 50,470	4.3%
Intergovernmental Revenues	\$ 205,224	\$ 196,473	\$ 214,000	\$ 300,000	\$ 300,000	\$ -	-
Other Grants & Contributions	\$ 27,055	\$ 11,307	\$ 10,700	\$ 17,000	\$ 12,100	\$ (4,900)	(28.8%)
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 116,875	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 1,398,111</b>	<b>\$ 1,381,293</b>	<b>\$ 1,596,975</b>	<b>\$ 1,502,800</b>	<b>\$ 1,548,370</b>	<b>\$ 45,570</b>	<b>3.0%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non Certified	\$ 471,728	\$ 541,579	\$ 573,014	\$ 518,374	\$ 503,896	\$ (14,478)	(2.8%)
Employee Benefits	\$ 126,746	\$ 264,458	\$ 284,216	\$ 246,843	\$ 263,308	\$ 16,465	6.7%
Professional Services	\$ 3,000	\$ 3,193	\$ 3,800	\$ 3,800	\$ 3,500	\$ (300)	(7.9%)
Administration/Management	\$ 109,234	\$ 129,771	\$ 136,225	\$ 124,525	\$ 124,271	\$ (254)	(0.2%)
Property Services/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance/Rental Equip	\$ 60,513	\$ 65,365	\$ 63,700	\$ 53,700	\$ 54,700	\$ 1,000	1.9%
Rent/Internal Rent	\$ 28,132	\$ 29,242	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	-
Transportation/Travel	\$ 296,057	\$ 338,501	\$ 310,500	\$ 395,000	\$ 395,000	\$ -	-
Advertising	\$ 4,046	\$ 528	\$ 2,350	\$ 1,000	\$ 2,200	\$ 1,200	120.0%
Other Purchased Services	\$ -	\$ 33	\$ 1,100	\$ 1,100	\$ 350	\$ (750)	(68.2%)
Insurance	\$ 52,307	\$ 57,503	\$ 57,000	\$ 66,400	\$ 68,250	\$ 1,850	2.8%
Phone, Postage & Printing	\$ 24,203	\$ 21,186	\$ 23,620	\$ 20,245	\$ 19,345	\$ (900)	(4.4%)
Books & Supplies	\$ 714	\$ 1,211	\$ 1,850	\$ 750	\$ 700	\$ (50)	(6.7%)
Food For Programs	\$ 1,310	\$ 193	\$ 1,050	\$ 500	\$ 850	\$ 350	70.0%
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ 40,229	\$ 13,880	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ 1,863	\$ 151	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	\$ 340,612	\$ 52,150	\$ 108,550	\$ 40,563	\$ 82,000	\$ 41,437	102.2%
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,560,694</b>	<b>\$ 1,518,944</b>	<b>\$ 1,596,975</b>	<b>\$ 1,502,800</b>	<b>\$ 1,548,370</b>	<b>\$ 45,570</b>	<b>3.0%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ (162,583)</b>	<b>\$ (137,651)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL  
PROGRAMS & SERVICES**

**YOUNG CHILDREN & FAMILIES (YCF)**

- In the spring of 2020, the CT Office of Early Childhood declined to renew funding for LEARN’s Birth to Three program. In recent years, funding for Birth-to-Three had been modified and greatly reduced, which created ongoing challenges. While we regret the loss of this essential programming for the families we support, the Young Children and Families team is continuing to create new offerings in collaboration with other RESCs and grantor agencies.
- The Early Childhood Education team supports contractual work with New London, Groton and other member districts. ECE also occasionally supports other LEARN departments, such as working with Development to provide training for the delegation from China.
- School Readiness grants, approximately \$1.5 million each year, are included in the YCF budget, managed on behalf of a number of districts.
- Beginning in late 2018-2019, YCF is a participant in an expanded grant, from OEC to the RESC Alliance, to provide NAEYC Accreditation support and Quality Improvement services (AQIS). This agreement adds over \$200,000 in revenue for 2019-2020, with a similar amount expected in 2020-2021. YCF plans to hire an educator during 2020-2021 to manage this work.
- YCF oversees several other grants, including the McKinney-Vento Homeless grant, Family Resource Center grant (ended in 2018-2019), and other smaller grants.

**COVID-19 IMPACT:**

- It is possible that revenues may be reduced by up to \$20,000 for Early Childhood Education, and \$60,000 for Birth-Three. Certain programs, such as School Readiness and state-funded RESC Alliance work, are expected to continue through remote work and will be billed as usual. It is possible that additional funding may be provided by the Office of Early Childhood for reduced B-3 services.
- Reduced B-3 services also result in lower costs related to travel and non-staff Early Intervention partners.
- The above items could result in a deficit of up to \$40,000 for the YCF department.

**LEARN - 2020-2021 BUDGET PROPOSAL  
YOUNG CHILDREN AND FAMILIES**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 224,394	\$ 235,624	\$ 254,969	\$ 429,811	\$ 350,000	\$ (79,811)	(18.6%)
Intergovernmental Revenues	\$ 2,210,203	\$ 2,318,874	\$ 2,369,763	\$ 2,204,426	\$ 1,605,926	\$ (598,500)	(27.1%)
Other Grants & Contributions	\$ 144,819	\$ 91,185	\$ 164,800	\$ 115,760	\$ 14,260	\$ (101,500)	(87.7%)
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 64,886	\$ 64,886	-
<b>TOTAL REVENUES</b>	<b>\$ 2,579,416</b>	<b>\$ 2,645,683</b>	<b>\$ 2,789,532</b>	<b>\$ 2,749,997</b>	<b>\$ 2,035,072</b>	<b>\$ (714,925)</b>	<b>(26.%)</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 340,417	\$ 248,116	\$ 241,330	\$ 188,045	\$ -	\$ (188,045)	(100.%)
Salaries, Non Certified	\$ 375,530	\$ 497,092	\$ 545,300	\$ 511,674	\$ 316,511	\$ (195,163)	(38.1%)
Employee Benefits	\$ 164,814	\$ 187,323	\$ 205,822	\$ 198,067	\$ 98,774	\$ (99,293)	(50.1%)
Professional Services	\$ 97,331	\$ 118,451	\$ 92,427	\$ 96,677	\$ 14,967	\$ (81,710)	(84.5%)
Administration/Management	\$ 114,183	\$ 127,790	\$ 125,050	\$ 119,759	\$ 44,452	\$ (75,307)	(62.9%)
Property Services/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance/Rental Equip	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ 38,861	\$ 34,220	\$ 40,000	\$ 37,250	\$ 20,000	\$ (17,250)	(46.3%)
Transportation/Travel	\$ 38,401	\$ 37,417	\$ 30,825	\$ 34,325	\$ 5,825	\$ (28,500)	(83.%)
Advertising	\$ -	\$ 844	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 1,447,349	\$ 1,448,218	\$ 1,469,909	\$ 1,510,724	\$ 1,509,224	\$ (1,500)	(0.1%)
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage & Printing	\$ 15,541	\$ 13,117	\$ 17,500	\$ 18,600	\$ 7,500	\$ (11,100)	(59.7%)
Books & Supplies	\$ 13,119	\$ 11,627	\$ 11,269	\$ 14,269	\$ 11,269	\$ (3,000)	(21.%)
Food For Programs	\$ 2,868	\$ 2,077	\$ 3,500	\$ 4,500	\$ 3,500	\$ (1,000)	(22.2%)
Organizational Dues	\$ 135	\$ 3,227	\$ 3,550	\$ 1,000	\$ -	\$ (1,000)	(100.%)
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	\$ 13,955	\$ 3,800	\$ 3,050	\$ 3,050	\$ 3,050	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,662,504</b>	<b>\$ 2,733,319</b>	<b>\$ 2,789,532</b>	<b>\$ 2,737,940</b>	<b>\$ 2,035,072</b>	<b>\$ (702,868)</b>	<b>(25.7%)</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ (83,088)</b>	<b>\$ (87,636)</b>	<b>\$ -</b>	<b>\$ 12,057</b>	<b>\$ -</b>		





# LEARN

## FISCAL YEAR 2020-2021 PROPOSED BUDGET

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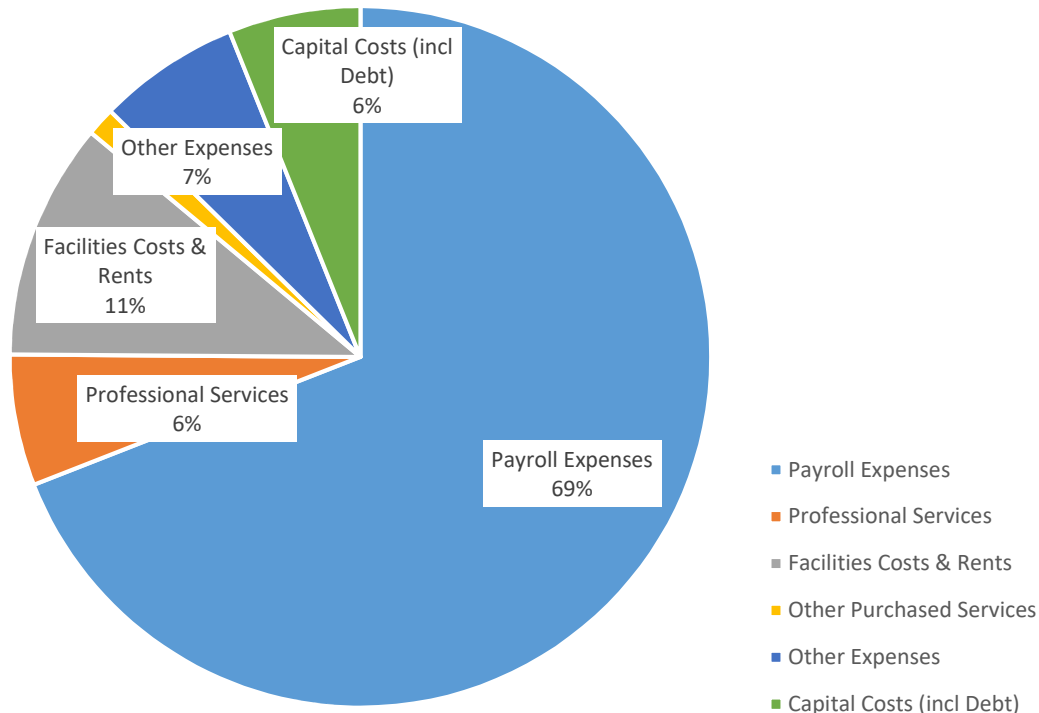
### ORGANIZATIONAL SUPPORT

Total Budget: \$ 3,939,370\*

*(\* represents expenditures funded through Admin Fees)*

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## Organizational Support: 2020-2021 Expenses



- Organizational Support provides the infrastructure and back-office supports for LEARN. All costs associated with Organizational Support are charged back to other departments/schools.
- This division includes the Office of the Executive Director; Offices of the Deputy Director and the Associate Executive Director; strategic planning and support previously provided through Development (shown separately in this budget document); the newly-established Communications Team (included in Development in this budget document); a portion of the Magnet Office; Business Office; Human Resources; and Information Technology.



**LEARN - 2020-2021 BUDGET PROPOSAL**  
**ORGANIZATIONAL SUPPORT**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 1,029,520	\$ 49,269	\$ 79,950	\$ 164,468	\$ 239,540	\$ 75,072	45.6%
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Grants & Contributions	\$ 1,011,177	\$ 781,539	\$ 880,000	\$ 881,815	\$ 881,815	\$ -	-
Interest Income	\$ 48,351	\$ 116,836	\$ 41,000	\$ 203,000	\$ 203,000	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 2,089,048</b>	<b>\$ 947,644</b>	<b>\$ 1,000,950</b>	<b>\$ 1,249,283</b>	<b>\$ 1,324,355</b>	<b>\$ 75,072</b>	<b>6%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 346,487	\$ 328,575	\$ 332,936	\$ 305,388	\$ 360,103	\$ 54,715	17.9%
Salaries, Non Certified	\$ 1,697,822	\$ 1,654,835	\$ 1,811,649	\$ 1,838,919	\$ 1,840,208	\$ 1,289	0.1%
Employee Benefits	\$ 2,202,097	\$ 1,208,766	\$ 1,391,658	\$ 1,387,948	\$ 1,426,549	\$ 38,601	2.8%
Professional Services	\$ 209,756	\$ 298,885	\$ 255,200	\$ 322,807	\$ 317,900	\$ (4,907)	(1.5%)
Administration/Management	\$ (3,166,303)	\$ (3,684,373)	\$ (3,852,312)	\$ (4,048,794)	\$ (3,939,370)	\$ 109,424	(2.7%)
Property Services/Utilities	\$ 70,770	\$ 159,349	\$ 156,000	\$ 151,500	\$ 170,125	\$ 18,625	12.3%
Maintenance/Rental Equip	\$ 88,262	\$ 150,659	\$ 140,825	\$ 144,825	\$ 160,175	\$ 15,350	10.6%
Rent/Internal Rent	\$ 291,576	\$ 213,317	\$ 229,933	\$ 244,805	\$ 243,785	\$ (1,020)	(0.4%)
Transportation/Travel	\$ 33,400	\$ 37,091	\$ 46,596	\$ 32,345	\$ 43,250	\$ 10,905	33.7%
Advertising	\$ 25,151	\$ 20,118	\$ 19,650	\$ 20,500	\$ 17,000	\$ (3,500)	(17.1%)
Other Purchased Services	\$ 62,721	\$ 113,655	\$ 45,662	\$ 84,711	\$ 69,507	\$ (15,204)	(17.9%)
Insurance	\$ 130,635	\$ 111,772	\$ 122,500	\$ 126,370	\$ 129,575	\$ 3,205	2.5%
Phone, Postage & Printing	\$ 78,637	\$ 77,429	\$ 74,696	\$ 95,821	\$ 91,310	\$ (4,511)	(4.7%)
Books & Supplies	\$ 12,669	\$ 17,026	\$ 10,854	\$ 14,055	\$ 13,743	\$ (312)	(2.2%)
Food For Programs	\$ 29,373	\$ 13,296	\$ 10,848	\$ 11,065	\$ 10,855	\$ (210)	(1.9%)
Organizational Dues	\$ 18,004	\$ 17,684	\$ 23,866	\$ 39,838	\$ 37,665	\$ (2,173)	(5.5%)
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ 161,090	\$ 120,000	\$ (41,090)	(25.5%)
Interest Paid	\$ -	\$ -	\$ -	\$ 61,750	\$ 60,000	\$ (1,750)	(2.8%)
<b>CAPITAL OUTLAY:</b>	\$ 128,338	\$ 140,029	\$ 166,966	\$ 202,965	\$ 139,863	\$ (63,102)	(31.1%)
Transfers out (Capital Purchase)		\$ 1,900,000					
Potential Surplus	\$ -	\$ -	\$ 13,423	\$ -	\$ 12,112	\$ 12,112	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,259,395</b>	<b>\$ 2,778,112</b>	<b>\$ 1,000,950</b>	<b>\$ 1,197,908</b>	<b>\$ 1,324,355</b>	<b>\$ 126,447</b>	<b>10.6%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ (170,347)</b>	<b>\$ (1,830,468)</b>	<b>\$ -</b>	<b>\$ 51,375</b>	<b>\$ -</b>		

## **LEARN – 2020-2021 BUDGET PROPOSAL ORGANIZATIONAL SUPPORT**

Organizational Support has several cost centers:

- Office of Innovation and Development – In addition to supporting external customers (as mentioned previously under “Programs & Services”), Development supports LEARN by serving as a “Research & Development” department, seeking new partnerships and supporting strategic initiatives.
- Communications Team – In July 2019, we expanded our existing marketing effort into a more broadly-based Communications Team to better address marketing, advertising and outreach across all stakeholders.
  - Development and Communications are combined in this budget document in the interest of comparability.
- Information Technology: IT provides the backbone of the technology infrastructure of LEARN. The unit provides support not only to Hatchetts Hill but also to LEARN schools and programs.
- Executive Services includes: Office of the Executive Director; Human Resources staff; portions of the Deputy Director and Magnet Office (related to magnet support for LEARN schools); and the Business & Finance Office.
- All expenses related to Organizational Support are charged back to schools, programs and grants, in the form of administrative or management fees/costs.

**LEARN - 2020-2021 BUDGET PROPOSAL  
ORGANIZATIONAL SUPPORT - BY DEPARTMENT**

	Development: Organizational Support*	Information Technology	Executive Services**	<b>ORGANIZATIONAL SUPPORT 2020-2021 PROPOSED</b>
<b>REVENUES:</b>				
Participation & Program Fees	\$ -	\$ -	\$ 239,540	\$ 239,540
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -
Other Grants & Contributions	\$ -	\$ -	\$ 881,815	\$ 881,815
Interest Income	\$ -	\$ -	\$ 203,000	\$ 203,000
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,324,355</b>	<b>\$ 1,324,355</b>
<b>EXPENDITURES:</b>				
<b>CURRENT:</b>				
Salaries, Certified	\$ -	\$ -	\$ 360,103	\$ 360,103
Salaries, Non Certified	\$ 251,688	\$ 476,860	\$ 1,111,660	\$ 1,840,208
Employee Benefits	\$ 77,759	\$ 138,798	\$ 1,209,992	\$ 1,426,549
Professional Services	\$ 35,000	\$ 5,000	\$ 277,900	\$ 317,900
Administration/Management	\$ (437,357)	\$ (765,558)	\$ (2,736,455)	\$ (3,939,370)
Property Services/Utilities	\$ -	\$ -	\$ 170,125	\$ 170,125
Maintenance/Rental Equip	\$ -	\$ -	\$ 160,175	\$ 160,175
Rent/Internal Rent	\$ 12,750	\$ 52,000	\$ 179,035	\$ 243,785
Transportation/Travel	\$ 6,500	\$ 5,000	\$ 31,750	\$ 43,250
Advertising	\$ 16,500	\$ -	\$ 500	\$ 17,000
Other Purchased Services	\$ 3,600	\$ 500	\$ 65,407	\$ 69,507
Insurance	\$ -	\$ -	\$ 129,575	\$ 129,575
Phone, Postage & Printing	\$ 22,910	\$ 13,800	\$ 54,600	\$ 91,310
Books & Supplies	\$ 4,000	\$ 1,200	\$ 8,543	\$ 13,743
Food For Programs	\$ 1,000	\$ 500	\$ 9,355	\$ 10,855
Organizational Dues	\$ 500	\$ -	\$ 37,165	\$ 37,665
<b>DEBT SERVICE:</b>				
Principal Retirement	\$ -	\$ -	\$ 120,000	\$ 120,000
Interest Paid	\$ -	\$ -	\$ 60,000	\$ 60,000
<b>CAPITAL OUTLAY:</b>	\$ 5,150	\$ 71,900	\$ 62,813	\$ 139,863
Potential Surplus	\$ -	\$ -	\$ 12,112	\$ 12,112
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,324,355</b>	<b>\$ 1,324,355</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* - Development includes the Office of Innovation & Development and Communications.

\*\* - Executive Services includes the Office of the Executive Director; Associate Director & Magnet Office; Human Resources; and Business Office.

**LEARN – 2020-2021 BUDGET PROPOSAL  
ORGANIZATIONAL SUPPORT**

**DEVELOPMENT: ORGANIZATIONAL SUPPORT and COMMUNICATIONS**

- As noted previously, operationally, the former Office of Innovation & Development has been folded into Executive Services. For purposes of this budget document, we have continued to show it separately for the sake of comparability. Development provides services both to LEARN customers, included in the Programs & Services Division, and in support of agency goals, included in Organizational Support.
- In July 2019, we expanded our existing marketing effort into a more broadly-based Communications Team, separate from our Development initiatives. This shift is intended to better address marketing, advertising and outreach across all stakeholders.
- Examples of supports provided by Development include:
  - Strategic planning and exploration of new avenues of service to districts and other partners;
  - Varied work with LEARN’s departments and schools to enhance operations;
  - Oversight of LEARN’s social media efforts; and
  - Spearheading regular business manager and other roundtables as districts work to find areas of overlap which might benefit from regional solutions.
- Marketing, communications and branding was previously included in Development and is now consolidated and enhanced in a new Communications Team.

**COVID-19 IMPACT:**

- We expect no notable change in expenditures for Development or Communications.

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**DEVELOPMENT: ORGANIZATIONAL SUPPORT and COMMUNICATIONS**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non Certified	\$ 262,914	\$ 222,190	\$ 278,812	\$ 278,909	\$ 251,688	\$ (27,221)	(9.8%)
Employee Benefits	\$ 92,678	\$ 56,433	\$ 78,005	\$ 75,191	\$ 77,759	\$ 2,568	3.4%
Professional Services	\$ 48,322	\$ 58,338	\$ 24,000	\$ 37,500	\$ 35,000	\$ (2,500)	(6.7%)
Administration/Management	\$ (517,240)	\$ (421,070)	\$ (472,677)	\$ (484,330)	\$ (437,357)	\$ 46,973	(9.7%)
Property Services/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance/Rental Equip	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ 39,525	\$ 37,330	\$ 43,000	\$ 12,750	\$ 12,750	\$ -	-
Transportation/Travel	\$ 3,740	\$ 3,323	\$ 3,500	\$ 5,500	\$ 6,500	\$ 1,000	18.2%
Advertising	\$ 24,347	\$ 20,118	\$ 18,900	\$ 20,000	\$ 16,500	\$ (3,500)	(17.5%)
Other Purchased Services	\$ 6,701	\$ 3,906	\$ 6,100	\$ 11,100	\$ 3,600	\$ (7,500)	(67.6%)
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage & Printing	\$ 16,437	\$ 14,835	\$ 14,760	\$ 29,680	\$ 22,910	\$ (6,770)	(22.8%)
Books & Supplies	\$ 1,563	\$ 1,544	\$ 3,000	\$ 4,700	\$ 4,000	\$ (700)	(14.9%)
Food For Programs	\$ 17,242	\$ 1,078	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
Organizational Dues	\$ 875	\$ 1,425	\$ 1,000	\$ 1,500	\$ 500	\$ (1,000)	(66.7%)
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	<b>\$ 2,896</b>	<b>\$ 550</b>	<b>\$ 600</b>	<b>\$ 6,500</b>	<b>\$ 5,150</b>	<b>\$ (1,350)</b>	<b>(20.8%)</b>
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL  
ORGANIZATIONAL SUPPORT**

**INFORMATION TECHNOLOGY**

- Information Technology receives internal funding from LEARN magnet schools and Student Support Services for dedicated on-site tech support. This internal funding is included in Administration Fees.
- IT's staff of 7 provides support to LEARN magnet schools, expanded needs at SSS, and all departments at 44 Hatchetts Hill, in addition to over-arching infrastructure and procedures.
- Capital Outlay includes the cost of maintaining and upgrading infrastructure such as network servers; device management tools; and security-related items.
- Information Technology monitors long-term IT capital needs, and provides information used to guide budget planning for IT and for schools and programs.

**COVID-19 IMPACT:**

- We expect little change in expenditures for Information Technology. Increased tech needs related to online education and a work-from-home workforce are expected to be offset by reductions in IT staff trainings and related travel.

**LEARN - 2020-2021 BUDGET PROPOSAL  
INFORMATION TECHNOLOGY**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non Certified	\$ 412,332	\$ 391,059	\$ 455,487	\$ 451,551	\$ 476,860	\$ 25,309	5.6%
Employee Benefits	\$ 107,845	\$ 105,989	\$ 129,074	\$ 126,213	\$ 138,798	\$ 12,585	10.0%
Professional Services	\$ 4,426	\$ 363	\$ 5,000	\$ 8,000	\$ 5,000	\$ (3,000)	(37.5%)
Administration/Management	\$ (711,330)	\$ (653,655)	\$ (745,761)	\$ (751,999)	\$ (765,558)	\$ (13,559)	1.8%
Property Services/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance/Rental Equip	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ 100,565	\$ 51,018	\$ 50,000	\$ 52,000	\$ 52,000	\$ -	-
Transportation/Travel	\$ 5,561	\$ 9,031	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 412	\$ 261	\$ 500	\$ 500	\$ 500	\$ -	-
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage & Printing	\$ 12,333	\$ 13,679	\$ 12,800	\$ 13,800	\$ 13,800	\$ -	-
Books & Supplies	\$ 376	\$ 554	\$ 500	\$ 1,200	\$ 1,200	\$ -	-
Food For Programs	\$ 277	\$ 483	\$ 500	\$ 500	\$ 500	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	<b>\$ 67,203</b>	<b>\$ 81,218</b>	<b>\$ 86,900</b>	<b>\$ 93,235</b>	<b>\$ 71,900</b>	<b>\$ (21,335)</b>	<b>(22.9%)</b>
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**LEARN – 2020-2021 BUDGET PROPOSAL  
ORGANIZATIONAL SUPPORT**

**EXECUTIVE SERVICES**

- Executive Services include the Office of the Executive Director; Offices of the Deputy Director and the Associate Executive Director; a portion of the Magnet Office; Business Office; Human Resources; and facility costs related to 44 Hatchetts Hill Road.
- Executive Services receives some revenues from member districts; state RESC funding; fingerprinting; and e-rate reimbursements.
- In 2019-2020, the Business Office, in coordination with Development, worked with member districts to interview and identify financial software providers. LEARN staff are continuing to stay involved in the training for the new software in order to provide ongoing support in future. LEARN’s Business Office also began providing back-office support to some of our districts and other school partners, which is expected to continue to grow.
- Each magnet school and department is charged an Administrative Fee to cover the costs of Organizational Support. The Admin Fee is shown as an expense in the respective school and departmental budgets, and as a credit to the same line in Executive Services.
- Prior to 2017-2018, the fee paid by Goodwin was included in the Administrative Fee line. The Goodwin per-pupil fee is more correctly shown as revenue, and is now shared between Teaching & Learning (88%) and Executive Services (12%).
- Similarly, departments housed at 44 Hatchetts Hill are each charged an internal rent amount to offset costs related to the office building, which is credited to Executive Services.
- Executive Services budget amounts also include the effect of fringe benefit items such as the allocations related to health insurance and worker’s compensation and unemployment.
- In 2017-2018, LEARN set aside \$1,000,000 for future capital projects from existing fund balance. In addition, in 2017- 2018, the Board approved the use of \$1.9 million in Fund Balance for the purchase of the Ocean Avenue LEARNing Academy (shown in 2018-2019).

**COVID-19 IMPACT:**

- Administrative fees are collected from departments and programs on the basis of their expenditures. To the extent that those expenditures are reduced due to the COVID-19 closure, Executive Services will experience a reduction in inflows. We estimate there could be a reduction in Admin fee collected of up to \$40,000.
- We expect reduced expenditures predominantly in facilities costs, as the building is not in active use. There may be some fluctuations in items such as legal fees. We expect the total reduction in expense to offset the reduced Administrative fee.



**LEARN - 2020-2021 BUDGET PROPOSAL**  
**EXECUTIVE SERVICES (incl Business Office, HR, and portion of Magnet Office)**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
<b>REVENUES:</b>							
Participation & Program Fees	\$ 1,029,520	\$ 49,269	\$ 79,950	\$ 164,468	\$ 239,540	\$ 75,072	45.6%
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Grants & Contributions	\$ 1,011,177	\$ 781,539	\$ 880,000	\$ 881,815	\$ 881,815	\$ -	-
Interest Income	\$ 48,351	\$ 116,836	\$ 41,000	\$ 203,000	\$ 203,000	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 2,089,048</b>	<b>\$ 947,644</b>	<b>\$ 1,000,950</b>	<b>\$ 1,249,283</b>	<b>\$ 1,324,355</b>	<b>\$ 75,072</b>	<b>6.6%</b>
<b>EXPENDITURES:</b>							
<b>CURRENT:</b>							
Salaries, Certified	\$ 346,487	\$ 328,575	\$ 332,936	\$ 305,388	\$ 360,103	\$ 54,715	17.9%
Salaries, Non Certified	\$ 1,022,576	\$ 1,041,586	\$ 1,077,350	\$ 1,108,459	\$ 1,111,660	\$ 3,201	0.3%
Employee Benefits	\$ 2,001,574	\$ 1,046,344	\$ 1,184,579	\$ 1,186,544	\$ 1,209,992	\$ 23,448	2.0%
Professional Services	\$ 157,008	\$ 240,184	\$ 226,200	\$ 277,307	\$ 277,900	\$ 593	0.2%
Administration/Management	\$ (1,937,733)	\$ (2,609,648)	\$ (2,633,874)	\$ (2,812,465)	\$ (2,736,455)	\$ 76,010	(2.7%)
Property Services/Utilities	\$ 70,770	\$ 159,349	\$ 156,000	\$ 151,500	\$ 170,125	\$ 18,625	12.3%
Maintenance/Rental Equip	\$ 88,262	\$ 150,659	\$ 140,825	\$ 144,825	\$ 160,175	\$ 15,350	10.6%
Rent/Internal Rent	\$ 151,486	\$ 124,969	\$ 136,933	\$ 180,055	\$ 179,035	\$ (1,020)	(0.6%)
Transportation/Travel	\$ 24,099	\$ 24,737	\$ 38,096	\$ 21,845	\$ 31,750	\$ 9,905	45.3%
Advertising	\$ 804	\$ -	\$ 750	\$ 500	\$ 500	\$ -	-
Other Purchased Services	\$ 55,608	\$ 109,488	\$ 39,062	\$ 73,111	\$ 65,407	\$ (7,704)	(10.5%)
Insurance	\$ 130,635	\$ 111,772	\$ 122,500	\$ 126,370	\$ 129,575	\$ 3,205	2.5%
Phone, Postage & Printing	\$ 49,867	\$ 48,915	\$ 47,136	\$ 52,341	\$ 54,600	\$ 2,259	4.3%
Books & Supplies	\$ 10,730	\$ 14,928	\$ 7,354	\$ 8,155	\$ 8,543	\$ 388	4.8%
Food For Programs	\$ 11,854	\$ 11,735	\$ 9,348	\$ 9,565	\$ 9,355	\$ (210)	(2.2%)
Organizational Dues	\$ 17,129	\$ 16,259	\$ 22,866	\$ 38,338	\$ 37,165	\$ (1,173)	(3.1%)
<b>DEBT SERVICE:</b>							
Principal Retirement	\$ -	\$ -	\$ -	\$ 161,090	\$ 120,000	\$ (41,090)	(25.5%)
Interest Paid	\$ -	\$ -	\$ -	\$ 61,750	\$ 60,000	\$ (1,750)	(2.8%)
<b>CAPITAL OUTLAY:</b>							
	\$ 58,239	\$ 58,261	\$ 79,466	\$ 103,230	\$ 62,813	\$ (40,417)	(39.2%)
Potential Surplus	\$ -	\$ 1,900,000	\$ 13,423	\$ -	\$ 12,112	\$ 12,112	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,259,395</b>	<b>\$ 2,778,112</b>	<b>\$ 1,000,950</b>	<b>\$ 1,197,908</b>	<b>\$ 1,324,355</b>	<b>\$ 126,447</b>	<b>10.6%</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ (170,347)</b>	<b>\$ (1,830,468)</b>	<b>\$ -</b>	<b>\$ 51,375</b>	<b>\$ -</b>		





# LEARN

## FISCAL YEAR 2020-2021 PROPOSED BUDGET

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### NON-OPERATING ITEMS

Total Budget: \$14,555,629

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**LEARN – 2020-2021 BUDGET PROPOSAL**  
**NON-OPERATING ITEMS**

Non-operating items include monies that are not considered to be part of LEARN’s operating expenses. These funds must be reported as separate for auditing purposes. LEARN staff manage these monies. Additional information on each is included in the following pages.

Non-Operating Items include:

- Eastern CT Health and Medical Cooperative (ECHMC)
- Capital Projects
- Food Service

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**NON-OPERATING ITEMS: SUMMARY BY PROGRAM**

	ECHMC	Capital Projects	Food Service	<b>TOTAL 2020-2021 PROPOSED</b>
<b>REVENUES:</b>				
Participation & Program Fees	\$ 12,752,574	\$ -	\$ 311,325	\$ 13,063,899
Transfers In	\$ -	\$ 192,000	\$ -	\$ 192,000
Intergovernmental Revenues	\$ -	\$ -	\$ 841,730	\$ 841,730
Use of Reserve		\$ 458,000		\$ 458,000
<b>TOTAL REVENUES</b>	<b>\$ 12,752,574</b>	<b>\$ 650,000</b>	<b>\$ 1,153,055</b>	<b>\$ 14,555,629</b>
<b>EXPENDITURES:</b>				
<b>CURRENT:</b>				
Salaries, Certified			\$ -	\$ -
Salaries, Non Certified			\$ -	\$ -
Employee Benefits			\$ -	\$ -
Professional Services	\$ 12,752,574		\$ 59,600	\$ 12,812,174
Administration/Management			\$ -	\$ -
Property Services/Utilities		\$ 650,000	\$ -	\$ 650,000
Maintenance			\$ -	\$ -
Other Purchased Services			\$ 630,232	\$ 630,232
Insurance			\$ -	\$ -
Phone, Postage & Printing			\$ 4,961	\$ 4,961
Books & Supplies			\$ -	\$ -
Food For Programs			\$ 456,900	\$ 456,900
Organizational Dues			\$ -	\$ -
<b>CAPITAL OUTLAY:</b>			\$ 1,362	\$ 1,362
Potential Addition to Reserve	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,752,574</b>	<b>\$ 650,000</b>	<b>\$ 1,153,055</b>	<b>\$ 14,555,629</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## **LEARN – 2020-2021 BUDGET PROPOSAL**

### **NON-OPERATING ITEMS**

The non-operating budget includes three primary sources:

- Eastern CT Health and Medical Cooperative (ECHMC), a health and medical consortium designed to mitigate health care costs. LEARN is the fiscal agent. For 2020-2021, the consortium includes Old Saybrook, North Stonington, Region 18 (Lyme/Old Lyme) and LEARN. The Town of Clinton will exit ECHMC as of July 1, 2020, following Clinton BOE, which left the consortium on July 1, 2019.
  
- Capital Projects. As LEARN does not have taxing authority to fund major repairs and upgrades, the agency established a Capital Improvement line in the budget a few years ago. LEARN has established a Capital Improvement Plan as well as an IT Capital Improvement Plan. In 2017-2018 and 2018-2019, we undertook a major project at Ocean Avenue in New London which allow our Student Support Services department to continue to enhance their service offerings. “Phase Two” of at Ocean Avenue will be conducted in 2021-2022, with only some preliminary RFQ/RFP work in 2020-2021. For 2020-2021, a number of projects are planned for our facilities, including roofing (44 Hatchetts Hill/MSMHS), parking lot resurfacing (44 Hatchetts Hill/MSMHS/RMMS), interior upgrades to carpet and space configuration (44 Hatchetts Hill/TFS) and mechanicals (hot water, HVAC).
  
- Food Service. LEARN provides food services for LEARN’s seven magnet schools, including Goodwin University. Through careful oversight, LEARN manages this budget to a positive position.

**LEARN - 2020-2021 BUDGET PROPOSAL**  
**NON-OPERATING ITEMS: DETAILS**

	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED	DOLLAR VARIANCE	% VARIANCE
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<b><i>EASTERN CT HEALTH &amp; MEDICAL COOPERATIVE (ECHMC)</i></b>							
Cash Inflows	\$ 18,342,159	\$ 23,712,796	\$ 13,861,883	\$ 14,235,875	\$ 12,752,574	\$ (1,483,301)	(10.4%)
Cash Outlays	\$ 18,937,232	\$ 21,906,744	\$ 13,861,883	\$ 14,235,875	\$ 12,752,574	\$ (1,483,301)	(10.4%)
<b>Net Addition/(Deduction)</b>	<b>\$ (595,073)</b>	<b>\$ 1,806,052</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

<b><i>CAPITAL PROJECTS</i></b>							
Cash Inflows (Loans/Grants)	\$ 3,000,000	\$ 2,161,898	\$ -	\$ 512,958	\$ -	\$ (512,958)	(100.%)
Transfers In - Programs	\$ 188,450	\$ 479,956	\$ 226,000	\$ 110,607	\$ 192,000	\$ 81,393	73.6%
Transfers In - Agency	\$ -	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -	-
Cash Outlays	\$ 2,867,121	\$ 4,415,510	\$ 248,000	\$ 702,184	\$ 650,000	\$ (52,184)	(7.4%)
Use of Capital Reserve	\$ -	\$ -	\$ 22,000	\$ -	\$ 458,000	\$ 458,000	-
<b>Net Addition/(Deduction)</b>	<b>\$ 321,329</b>	<b>\$ 126,344</b>	<b>\$ -</b>	<b>\$ (78,619)</b>	<b>\$ -</b>	<b>\$ 78,619</b>	<b>(100.%)</b>

<b><i>SCHOOL LUNCH PROGRAM</i></b>							
<b>REVENUES:</b>							
Participation & Program Fees	\$ 319,755	\$ 274,565	\$ 288,225	\$ 311,325	\$ 311,325	\$ -	-
Intergovernmental Revenues	\$ 894,487	\$ 968,550	\$ 779,275	\$ 841,730	\$ 841,730	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 1,214,242</b>	<b>\$ 1,243,115</b>	<b>\$ 1,067,500</b>	<b>\$ 1,153,055</b>	<b>\$ 1,153,055</b>	<b>\$ -</b>	<b>-</b>
<b>EXPENDITURES:</b>							
Salaries, Non Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Employee Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Professional Services	\$ 47,580	\$ 54,393	\$ 55,000	\$ 59,600	\$ 59,600	\$ -	-
Administration/Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 551,863	\$ 616,739	\$ 600,000	\$ 630,232	\$ 630,232	\$ -	-
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage & Printing	\$ 5,481	\$ -	\$ 5,500	\$ 4,961	\$ 4,961	\$ -	-
Books & Supplies	\$ -	\$ 1,956	\$ -	\$ -	\$ -	\$ -	-
Food For Programs	\$ 375,685	\$ 398,826	\$ 407,000	\$ 456,900	\$ 456,900	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>CAPITAL OUTLAY:</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,362</b>	<b>\$ 1,362</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 980,609</b>	<b>\$ 1,071,914</b>	<b>\$ 1,067,500</b>	<b>\$ 1,153,055</b>	<b>\$ 1,153,055</b>	<b>\$ -</b>	<b>-</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 233,633</b>	<b>\$ 171,201</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>







# LEARN

## FISCAL YEAR 2020-2021 PROPOSED BUDGET

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### APPENDICES

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Fund Balance Projection

List of Grants

Staffing Summaries 2020-2021 and 2019-2020

Tuition Rates – Schools and Student Support Services



**LEARN**

**Fund Balance Projection**

Fiscal Year ending June 30, 2020

***General Fund***

Fund Balance @ June 30, 2019	18,271,582
Transfer to Capital	-1,900,000
2019-2020 Projected Surplus	<u>946,221</u>
<i>Projected End Balance @ June 30, 2020*</i>	17,317,803

***Capital Projects Fund***

Fund Balance @ June 30, 2019	-316,761
Transfer from General	1,900,000
2019-2020 Projected Deficit	<u>-78,619</u>
<i>Projected End Balance @ June 30, 2020*</i>	1,504,620

\*Estimated at April 22, 2020, Budgetary Basis



**LEARN 2019-2020 BUDGET PROPOSAL  
LIST OF GRANTS**

		2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET	2019-2020 PROJECTED	2020-2021 PROPOSED
RMMS	Interdistrict Magnet Grants	\$ 4,086,096	\$ 3,999,411	\$ 4,108,000	\$ 3,790,025	\$ 4,069,290	\$ 4,069,290
TFS	Interdistrict Magnet Grants	\$ 3,856,948	\$ 3,760,202	\$ 3,973,700	\$ 3,775,015	\$ 4,053,174	\$ 4,053,174
DLAMMS	Interdistrict Magnet Grants	\$ 1,119,715	\$ 1,121,333	\$ 1,153,400	\$ 1,125,750	\$ 1,192,584	\$ -
MSMHS	Interdistrict Magnet Grants	\$ 2,069,359	\$ 2,018,267	\$ 2,140,900	\$ 2,033,855	\$ 2,191,776	\$ 2,183,718
<u>TRMC</u>	<u>Interdistrict Magnet Grants</u>	\$ 511,496	\$ 500,862	\$ 529,300	\$ 502,835	\$ 539,886	\$ 539,886
TOTAL Interdistrict Magnet Grants		\$ 11,643,614	\$ 11,400,075	\$ 11,905,300	\$ 11,227,480	\$ 12,046,710	\$ 10,846,068
RMMS	Magnet Title Grants	\$ 174,123	\$ 209,568	\$ 209,901	\$ 202,262	\$ 168,423	\$ 168,423
TFS	Magnet Title Grants	\$ 126,883	\$ 156,595	\$ 168,634	\$ 167,463	\$ 155,582	\$ 153,474
DLAMMS	Magnet Title Grants	\$ 53,524	\$ 54,935	\$ 67,418	\$ 82,226	\$ 58,519	\$ -
MSMHS	Magnet Title Grants	\$ 836	\$ -	\$ 9,843	\$ 9,843	\$ -	\$ -
<u>TRMC</u>	<u>Magnet Title Grants</u>	\$ 11,358	\$ 24,155	\$ 20,417	\$ 19,980	\$ 14,288	\$ 14,288
TOTAL Magnet Title Grants		\$ 366,724	\$ 445,253	\$ 476,213	\$ 481,774	\$ 396,812	\$ 336,185
RMMS	Bilingual Grant	\$ 7,355	\$ 11,025	\$ 7,896	\$ 7,847	\$ 4,573	\$ 4,573
DLAMMS	Teen Outreach Program	\$ -	\$ 71,250	\$ 64,600	\$ -	\$ -	\$ -
MSMHS	School Of Excellence	\$ -	\$ 24,891	\$ -	\$ -	\$ -	\$ -
MSAP	MSAP - PEACE/EXPECT	\$ 1,741,174	\$ 1,412,754	\$ 4,109,647	\$ 2,994,126	\$ 3,204,320	\$ 3,026,700
T/L	Interdistrict Grants	\$ 1,226,731	\$ 183,137	\$ -	\$ -	\$ -	\$ -
T/L	Common Core	\$ 59,340	\$ -	\$ -	\$ -	\$ -	\$ -
T/L	Title Grants	\$ 65,083	\$ 80,367	\$ 121,187	\$ 158,363	\$ 186,758	\$ 150,000
T/L	Perkins	\$ 89,836	\$ 68,466	\$ 101,430	\$ 104,850	\$ 97,435	\$ 95,000
T/L	SEED/MTR/SPDG (with other RESC's)	\$ 59,020	\$ -	\$ 39,816	\$ -	\$ -	\$ -
SSS	Title Grants	\$ -	\$ 9,442	\$ 11,666	\$ -	\$ -	\$ -
SSS	School Climate Transformation	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -
YCF	School Readiness	\$ 1,574,792	\$ 1,527,613	\$ 1,543,678	\$ 1,549,075	\$ 1,595,926	\$ 1,595,926
YCF	Family Resource Center	\$ 103,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -
YCF	Birth To Three	\$ 923,717	\$ 718,229	\$ 763,718	\$ 860,688	\$ 700,000	\$ -
YCF	Graustein	\$ 51,582	\$ -	\$ -	\$ -	\$ -	\$ -
YCF	Mckinney-Vento	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
YCF	United Way / OEC RESC Alliance	\$ 61,862	\$ 61,003	\$ 101,525	\$ 101,525	\$ 211,500	\$ 198,089
ADMIN	RESC Funding	\$ 40,045	\$ -	\$ -	\$ -	\$ -	\$ -
ADMIN	E-Rate	\$ 28,973	\$ 25,467	\$ 31,454	\$ 30,000	\$ 31,815	\$ 31,815
VARIOUS	Technology Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VARIOUS	Misc Grants	\$ 13,422	\$ -	\$ 13,500	\$ -	\$ -	\$ -
Summary Total of Listed Grants:		\$ 18,071,270	\$ 16,148,972	\$ 19,431,630	\$ 17,625,728	\$ 18,485,849	\$ 16,294,356

**LEARN - 2020-2021 BUDGET PROPOSAL  
STAFFING SUMMARY - AS PLANNED FOR 2020-2021**

**LEARN MAGNET SCHOOLS:**

Principal  
Assistant Principal  
Certified Teachers  
Magnet Theme Coordinator/Coach (MSAP)  
Special Education/Intensive Teachers (paid by school)  
Instructional Staff  
Nurse & Health Aide  
Guidance Counselor  
School Psychologist/Social Worker (shared with SSS)  
SRBI/Special Education Coordinator (shared with SSS)  
Speech & Language Pathologists/Occup Ther (shared with SSS)  
Library/Media Specialist (MSAP for RMMS)  
Secretary/Receptionist  
Office Manager/Budget Mgr/Special Ed Systems Mgr  
Recruiting, Enrichment & Volunteers Manager  
Before/After School Program Staff (1 FT/6 PT)  
Playground/Cafeteria Assistants (18 PT staff)

	<b>RMMS</b>	<b>TFS</b>	<b>MSMHS</b>	<b>TRMC</b>	<b>TOTAL</b>
Mariana Reyes		Andrea Simmons	[To Be Hired]	Brad Columbus	4
	1	1	1	-	3
	33	35	21.45	3	92.45
	1	-	-	-	1
	-	2	0.5	-	2.5
	12	32	3	0.8	47.8
	2	1.5	1	-	4.5
	-	-	2	1	3
	0.5	1.2	0.6	0.2	2.5
	-	0.2	0.5	0.75	1.45
	-	1.7	-	-	1.7
	1	-	-	-	1
	2	2	1	-	5
	1	2	1	1	5
	1	-	-	-	1
	4	-	-	-	4
	-	7.2	-	-	7.2
	59.5	86.8	33.05	7.75	187.1

**PROGRAMS & SERVICES:**

**Goodwin Schools: CT River Academy (66.4)**

1 Principal: Tara Amatrudo  
1 Assistant Principal  
0.5 Associate Executive Director - Goodwin University  
35 Certified Teachers  
4 Magnet Theme Coach (incl 2 paid under MSAP)  
3 Academic Support Coordinators  
5 Instructional Staff/Intervention  
3 Guidance Counselor  
2.1 School Psychologist/Social Worker (shared with SSS)  
1 Library/Media Specialist  
0.6 Bilingual/ELL Coordinator  
1 Community Outreach & Engagement Coordinator  
4 Office Staff (Receptionist, Office Mgr, Special Ed/Systems Mgr)  
1 Grant Manager (MSAP)  
4.2 Staff for CTRA Prep (Year 1) (estimate)

**Goodwin Schools: Riverside Magnet School (68.9)**

1 Principal: Tonja Kelly  
1 Interim Assistant Principal  
0.5 Associate Executive Director - Goodwin University  
34 Certified Teachers  
1 Magnet Theme Coach  
1 Academic Support Coordinators  
24 Instructional Staff  
2 School Psychologist/Social Worker (shared with SSS)  
1 Studio Coordinator  
3 Office Staff (Receptionist, Office Mgr)  
0.4 Bilingual/ELL Coordinator

**MSAP-EXPECT Grant**

*The EXPECT grant includes several positions for each participating school.  
For RMMS, CTRA, and Organizational Support, the positions are listed with those respective areas.  
For Groton and Norwich schools, the positions are hired by the districts and reimbursed from MSAP funds.  
Positions generallyly include Magnet Theme Coaches/Coordinators; specialized Teacher positions; and some support roles.*

**Teaching & Learning: Program & Services (6.8)**

1 Curriculum Director: Sue Iwaniki  
1 Educational Coordinator  
1 Systems Developer/ELL  
1 Systems Developer/Math  
0.5 Digital Resource Coordinator (Online Learning)  
1 Secretary / Budget Manager  
0.4 Associate Director: Ryan Donlon (shared with Executive Services)  
0.9 Magnet Office Coordinators (shared with Executive Services)

**LEARN - 2020-2021 BUDGET PROPOSAL  
STAFFING SUMMARY - AS PLANNED FOR 2020-2021**

**Student Support Services (194.4)**

- 0.6 Deputy Director: Bridgette Gordon-Hickey (shared with Executive Services)
- 2 Directors
- 2.8 Assistant Directors/Supervisors
- 5.9 SSS Coordinators
- 36 Teachers
- 7.9 Psychologist/Social Worker
- 7.7 Speech Language Pathologists
- 8.8 Occupational Therapists
- 1.7 Physical Therapists
- 8 Board Certified Behavioral Analysts
- 4 Nurses
- 105 Intervention Specialists
- 4 Office Staff (Secy/Operations Coord/Human Resources Mgr/Accountant)

**Transportation (24)**

- 1 Transportation Coordinator: Cathy Heath
- 1 Transportation & Maintenance Manager
- 18 Van Drivers
- 4 Van Aides

**Young Children & Families (5)**

- 1 Director: Carole Glenn
- 2 Early Care & Education Coordinators
- 1 OEC Grant Support Specialist (new position)
- 1 Operations Coordinator/Office Manager

**ORGANIZATIONAL SUPPORT:**

**Development: Organizational Support (1.6)**

- 0.6 Director: Jack Cross
- 1 Secretary (supports all of Executive Services)

**Communications (3.5)**

- 1 Marketing, Communication & Advocacy Coordinator
- 1 Program Development Coordinator (0.5 MSAP)
- 0.5 Web, Lottery & Magnet Support
- 1 EXPECT Grant Project Lead (MSAP)

**Information Technology (7)**

- 1 Director: Lance Hagen
- 3 IT Coordinators
- 3 IT Technicians

**Executive Services (20.1)**

- 1 Executive Director: Kate Ericson
- 0.4 Deputy Director: Bridgette Gordon-Hickey (shared with SSS)
- 0.6 Associate Director: Ryan Donlon (shared with OTL)
- 1 Director of Human Resources: Nat Brown
- 1 Chief Financial Officer: Michael Belden
- 1.1 Magnet Office Coordinators (shared with OTL)
- 3 Business Office (Accounting/Budgeting) Coordinators
- 4 Human Resources/Personnel/Payroll Staff
- 1 Executive Office Coordinator
- 4 Business Office Clerical Staff (A/P, A/R, Office Support)
- 2 Part-time Fingerprinting Specialists
- 1 Food Service/Catering Manager

**LEARN - 2019-2020 BUDGET PROPOSAL  
STAFFING SUMMARY - AS PLANNED FOR 2019-2020**

**LEARN MAGNET SCHOOLS:**

Principal  
Assistant Principal  
Certified Teachers  
Magnet Theme Coordinator/Coach (MSAP)  
Teacher-In-Service (from New London)  
Special Education/Intensive Teachers (paid by school)  
Instructional Staff  
Nurse & Health Aide  
Guidance Counselor  
School Psychologist/Social Worker (shared with SSS)  
SRBI/Special Education Coordinator (shared with SSS)  
Speech & Language Pathologists/Occup Ther (shared with SSS)  
Library/Media Specialist (MSAP for RMMS)  
Secretary/Receptionist  
Office Manager  
Budget Manager  
Recruiting, Enrichment & Volunteers Manager  
Before/After School Program Staff (1 FT/6 PT)  
Playground/Cafeteria Assistants (15 PT staff)

	<b>RMMS</b>	<b>TFS</b>	<b>DLAMMS</b>	<b>MSMHS</b>	<b>TRMC</b>	<b>TOTAL</b>
	Dr. Sue Iwanicki	Andrea Simmons	Christina Chamberlain	Dr. Nick Spera	Brad Columbus	5
	0.5	1	-	1	-	2.5
	32	34	10.6	20.45	3	100.05
	2	-	-	-	-	2
	-	-	-	-	-	0
	-	3	-	-	-	3
	15	35	2	3	0.8	55.8
	2	1.5	1	1	-	5.5
	-	-	1	2	1	4
	1	1.2	1	0.6	0.1	3.9
	-	0.2	-	0.5	0.75	1.45
	-	2.1	-	-	-	2.1
	1	-	-	-	-	1
	2	3	-	1	-	6
	1	1	1	1	1	5
	1	-	-	-	-	1
	1	-	-	-	-	1
	4	-	-	-	-	4
	-	6	-	-	-	6
	63.5	89	17.6	31.55	7.65	209.3

**PROGRAMS & SERVICES:**

**Goodwin Schools: CT River Academy (58.5)**

1 Principal: Tara Amatrudo  
1 Assistant Principal  
0.5 Associate Executive Director - Goodwin University  
34 Certified Teachers  
4 Magnet Theme Coach (incl 2 paid under MSAP)  
3 Academic Support Coordinators  
4 Instructional Staff  
3 Guidance Counselor  
1 School Psychologist/Social Worker (shared with SSS)  
1 Special Education/SRBI Coordinator (shared with SSS)  
1 Library/Media Specialist  
1 Community Outreach & Engagement Coordinator  
1 Special Ed/Systems Manager  
2 Office Manager  
1 Grant Manager (MSAP)

**Goodwin Schools: Riverside Magnet School (73.5)**

1 Principal: Jasdeep Singh  
1 Assistant Principal  
0.5 Associate Executive Director - Goodwin University  
33 Certified Teachers  
2 Magnet Theme Coach  
2 Academic Support Coordinators  
28 Instructional Staff  
3 School Psychologist/Social Worker (shared with SSS)  
1 Secretary/Receptionist  
2 Office Manager

**MSAP-EXPECT Grant**

*The EXPECT grant includes several positions for each participating school.  
For RMMS, CTRA, and T/L and Development, the positions are listed with those respective areas.  
For Groton and Norwich schools, the positions are hired by the districts and reimbursed from MSAP funds.  
Positions generally include Magnet Theme Coaches/Coordinators; specialized Teacher positions; and some support roles.*

**Development: Programs & Services (1)**

1 EXPECT Grant Manager (MSAP)

**Teaching & Learning: Program & Services (5.75)**

1 Curriculum Director (new position)  
1 Systems Developer/Math (new position)  
1 Educational Coordinator  
1 System Developer/ELL  
0.5 Digital Resource Coordinator (Online Learning)  
0.25 Program Development Coordinator  
1 Secretary / Budget Manager



**LEARN - 2019-2020 BUDGET PROPOSAL  
STAFFING SUMMARY - AS PLANNED FOR 2019-2020**

**Student Support Services (185.85)**

- 1 Associate Director of SSS: Bridgette Gordon-Hickey
- 2 Directors
- 2.3 Assistant Directors/Supervisor
- 6 SSS Coordinators
- 33.75 Teachers
- 7.8 Psychologist/Social Worker
- 8.2 Speech Language Pathologists
- 12.5 Occupational Therapists
- 2.3 Physical Therapists
- 8 Board Certified Behavioral Analysts
- 4 Nurses
- 94 Intervention Specialists
- 1 Secretary
- 2 Office Manager
- 1 Accountant / Budget Manager

**Transportation (28)**

- 1 Transportation Coordinator: Cathy Heath
- 1 Transportation Manager
- 1 Maintenance Support Staff
- 22 Van Drivers
- 3 Van Aides

**Young Children & Families (19.2)**

- 1 Director: Carole Glenn
- 3 Birth-to-Three Developmental Educators
- 1.8 Birth-to-Three Early Intervention Associates
- 8 Birth-to-Three Partners (collaborate as needed)
- 1 Birth-to-Three Program Coordinator
- 2 Early Care & Education Coordinators
- 1.2 Speech & Language/Occupational Therapist
- 0.2 Parent Educator
- 1 Family Resource Center Manager

**ORGANIZATIONAL SUPPORT:**

**Development: Organizational Support (4)**

- 1 Director: Jack Cross
- 1 Program Development Coordinator (tentative)
- 1 Marketing, Communication & Advocacy Coordinator
- 1 Secretary

**Information Technology (7)**

- 1 Director: Lance Hagen
- 3 IT Coordinators
- 3 IT Technicians

**Executive Services (21)**

- 1 Executive Director (open)
- 1 Deputy Director: Kate Ericson (portion funded by Admin)
- 1 Director of Human Resources: Nat Brown
- 1 Chief Financial Officer (open)
- 2 Magnet Office Coordinators (portion funded by Admin)
- 3 Business Office (Accounting/Budgeting) Coordinators
- 4 Human Resources/Personnel/Payroll Staff
- 1 Executive Office Manager
- 4 Business Office Clerical Staff (A/P, A/R, Office Support)
- 2 Part-time Fingerprinting Specialists
- 1 Food Service/Catering Manager

**LEARN Magnet Schools  
Historical Tuition Rates & Student Population**

<b>LEARN Magnet Tuitions</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>
Regional Multicultural Magnet School	\$ 2,758	\$ 2,841	\$ 2,926	\$ 2,999	\$ 3,074	\$ 3,074	\$ 3,120
Dual Language and Arts Middle Magnet School	\$ 2,358	\$ 2,429	\$ 2,502	\$ 2,652	\$ 2,652	\$ 2,652	school closing
Marine Science Magnet High School	\$ 5,664	\$ 5,834	\$ 5,980	\$ 5,980	\$ 5,980	\$ 5,980	\$ 6,070
Three Rivers Middle College Magnet High School	\$ 5,664	\$ 5,834	\$ 5,980	\$ 5,980	\$ 5,980	\$ 5,980	\$ 6,070
The Friendship School	x	x	x	\$ 3,960	\$ 3,960	\$ 3,960	\$ 4,053
State contribution to each school	\$ 7,900	\$ 7,900	\$ 7,600 3.8% reduction	\$ 7,489 5.2% reduction	\$ 7,900	\$ 8,058 Additional 2%	\$ 8,058 Anticipated

<b>Total Per-Pupil Tuitions</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>
Regional Multicultural Magnet School	\$ 10,658	\$ 10,741	\$ 10,526	\$ 10,488	\$ 10,974	\$ 11,132	\$ 11,178
Dual Language and Arts Middle Magnet School	\$ 10,258	\$ 10,329	\$ 10,102	\$ 10,141	\$ 10,552	\$ 10,710	school closing
Marine Science Magnet High School	\$ 13,564	\$ 13,734	\$ 13,580	\$ 13,469	\$ 13,880	\$ 14,038	\$ 14,128
Three Rivers Middle College Magnet High School	\$ 13,564	\$ 13,734	\$ 13,580	\$ 13,469	\$ 13,880	\$ 14,038	\$ 14,128
The Friendship School	x	x	x	\$ 11,449	\$ 11,860	\$ 12,018	\$ 12,111
Statewide Average Net Current Expenditures per Pupil (NCEP)	\$ 15,689	\$ 16,259	\$ 16,592	\$ 16,988	\$ 17,438	not available	not available

<b>STUDENT COUNT @ 10/1</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>
Regional Multicultural Magnet School	441 of 533	461 of 535	478 of 535	473 of 535	468 of 520 reduc in class	464 of 505 reduc in class	473 of 505
<i>* shows number of tuition paying students vs full student count (difference due to tuition caps)</i>							
Dual Language and Arts Middle Magnet School	138	145	147	150	146	148	school closing
Marine Science Magnet High School	272	271	271	271	271	272	271
Three Rivers Middle College Magnet High School	61	67	67	67	67	67	67
The Friendship School	503	505	505	503 plus 2 1076-E	503 plus 3 1076-E	503	503
Magnet Student Total	1,507	1,523	1,525	1,526	1,507	1,495	1,346

- In 2020-2021, with the closure of Dual Language And Arts Magnet Middle School, LEARN operates four magnet schools in Southeastern CT
- LEARN schools are funded through three primary sources:
  - ◆ State tuition (which, in 2019-2020, received its first increase since June 2011, increasing from \$7900 to \$8058 per student);
  - ◆ Local tuition (1.5% percent increases at most schools for 2020-2021, and 2.3% at TFS which is now at the maximum for Pre-K); and
  - ◆ Additional grants or other contributions



**LEARN**  
**Student Support Services**  
**SY 2020-2021 Tuition Rates**

SERVICE/PROGRAM	2020-2021
Emotional/Behavioral Disability (ED) (without a 1:1 Para)	\$ 75,594
Emotional/Behavioral Disability (ED) (includes 1:1 para)	\$ 90,969
Autism/Developmental Delay (without a 1:1 Para)	\$ 80,719
Autism/Developmental Delay (includes 1:1 para)	\$ 96,094
18-21 / Transition Program (without a 1:1 para)	\$ 52,510
18-21 / Transition Program - per student hour	\$ 58.35
Diagnostic 45 day placements (ED Program - without a 1:1 Para) \$409.72/day	\$ 18,898
Diagnostic 45 day placements (ED Program - includes a 1:1 Para) \$493.06/day	\$ 22,743
Summer - (without a 1:1 para) *5 WEEK PROGRAM/5 HOURS PER DAY*	\$ 7,132
Summer - (includes a 1:1 para) *5 WEEK PROGRAM/5 HOURS PER DAY*	\$ 8,669
Summer - 1:1 para (not included in tuition) *5 WEEK PROGRAM/5 HOURS PER DAY*	\$ 2,751
BCBA/Professional Staff Services per hour	\$ 141.00
Related Services (SLP, COUNS, OT, PT) per hour (group rate of 2 or more = \$65.50/hour)	\$ 131.00
1:1 Para Full Time (if not included in tuition)	\$ 39,073
1:1 Para Full Time (Daily rate)	\$ 217.08
<b>Tutoring Hourly Rate</b>	<b>\$ 42.48</b>
RN Hourly Rate	\$ 80.50
LPN Hourly Rate	\$ 57.50

<i><u>MAGNET-SpecEd TUITION - based on academic hours per week:</u></i>	
<i><u>The Friendship School</u></i>	
<i>up to 2.0 hrs/wk (included in base magnet tuition)</i>	\$ -
2.01-4.00	\$ 7,070
4.01-10.00	\$ 13,245
10.01-15.00	\$ 16,085
15.01 and over	\$ 18,330
<i><u>LEARN DISTRICTS (SOUTHEASTERN CT) MAGNETS</u></i>	
<i>up to 0.5 hrs/wk</i>	\$ 2,175
<i>0.51 to 2 hrs/wk</i>	\$ 4,350
2.01-3.99	\$ 7,070
4-6.99	\$ 9,790
7-9.99	\$ 12,505
10-13.99	\$ 15,225
14-16.99	\$ 17,945
17-19.99	\$ 20,665
20 and over	\$ 25,015
<i><u>GOODWIN MAGNETS</u></i>	
<i>minimum fee (students receive only Related/BCBA Services)</i>	\$ 1,315
<i>up to 0.5 hrs/wk</i>	\$ 2,500
<i>0.51 to 2 hrs/wk</i>	\$ 5,000
2.01-3.99	\$ 8,130
4-6.99	\$ 11,255
7-9.99	\$ 14,380
10-13.99	\$ 17,510
14-16.99	\$ 20,640
17-19.99	\$ 23,765
20 and over	\$ 28,770

**PLEASE NOTE**

Related Services beyond that included in tuition (which varies based on the program) will be separately billed based on monthly service logs. For 2020-2021, the related services rate is \$131/hour (\$141 for BCBA and professional staff).

