

Subject: RE: Financial Initiatives Write Draft 2 22 19
Date: Sunday, February 24, 2019 at 11:00:26 AM Eastern Standard Time
From: Daryl Jones
To: BIRKS, CAROL (DR.) (Superintendent)
CC: Michael Gormany
BCC: Tomas Reyes, Toni Harp, John Rose

See my comments and response below.

From: BIRKS, CAROL (DR.) (Superintendent) [mailto:DR.CAROL.BIRKS@new-haven.k12.ct.us]
Sent: Sunday, February 24, 2019 12:16 AM
To: Daryl Jones <djones@newhavenct.gov>; John Alston <JAlston@newhavenct.gov>; Karen DuBois-Walton <kdwalton@elmcitycommunities.org>; Dakibu Muley <DMuley@newhavenct.gov>; Sean Matteson <SMatteson@newhavenct.gov>; Laurence Grotheer <lgrotheer@newhavenct.gov>; Anthony Campbell <ACampbel@newhavenct.gov>
Subject: Re: Financial Initiatives Write Draft 2 22 19

Dear Team,

I trust this note finds you well and enjoying the weekend. I think we are off to a great start with the draft financial incentive programs. Here are some of my thoughts:

- I think leveraging technology resources is an area in which we can take immediate action. Once Attorney Pinto begins within the next couple of weeks, I will request that he take the lead on these discussions and planning. As per our previous conversations, there is a sense of urgency for New Haven Public Schools to hire a Director of Educational Technology. Since we have an IT contract that is up for renewal on June 30, 2019, we will need to make some critical decisions very quickly to determine if we can make some modifications to the contract to secure funding for this role and perhaps others.

I agree with the fact that Pinto should be involved and be responsible for IT, in addition the City has resources that the BOE doesn't have and that if the partnership is established the BOE can get up to State of good repair (SOGR) in a year. Two years ago, when BOE decided to have meetings with the City; we realize how far the BOE is behind in its IT environment.

I asked the Mayor to increase the capital funding for BOE IT 2 years ago and the BOE capital budget went from 800k to 1.6 million. However when I look at your capital accounts for Feb 2019, the BOE is sitting on \$1 million? Why?

Also, the City gave 15 computers to Jackie Robinson (brand new) and funding for 15 to outfit there training room for the students. Today 2 years later, they have not been set up and when BOE sent over the quote for the 15 computers, it was \$200 overpriced from the company we use. Why?

The issues with BOE is not that you need an expert it's about common sense approach. Yes you should have an IT Director on your side.

Yes the contracts need to be changed, in fact BOE should RFP them out so that what you get in the contract meets the needs of getting the environment up to a SOGR. I'm committed after the City finishes issuing the proposed budget to help you on that issue.

- Further discussion is necessary to discuss legal services and what that would entail. We are happy with the relationships with some of our current attorneys, and intend to retain their services for the 2019-2020 school year. We agree that it is paramount to consult and seek guidance from Corporation Counsel as it relates to litigation. However, it is paramount that we take the lead on working with counsel we have identified to provide legal guidance on some certified employee labor relations, student matters including Special Education and other educational services and professional learning.

Dr. Birks when I first started as Controller, a person who I didn't know showed up to all my meetings (Kathleen Foster). She would interject, comment on issues and at times rude regarding the issues around finance for the City. I asked myself why is she bothering me? Then one day we finally sat down and she explained her roll that she was there to protect me and the City. I got it and I have her on speed dial.

Second story, I attended an event where there was between 1500 to 2000 attorneys and friends and they were there to pay tribute to a lawyer who practiced for over 50 years, John Rose. Think about it, he has seen everything.

There are recommendations John is making that make sense for BOE. A dedicated lawyer for BOE, with the expertise on BOE makes sense which I think is what you want.

We are spending 100s of the thousands on outside counsel that is not necessary.

- We are open to discuss how we create greater financial efficiencies but as you are aware, we have to maintain autonomy over our finances. As a follow up to our discussions, there is an immediate need to examine and streamline our payroll and budget platforms, procurement processes and accounts payable and receivable practices.

Dr. Birks, autonomy has failed w the bigger school districts. Hartford, Bridgeport and New Haven continue over run their budgets.

Over the last 5 years, we have made improvements and continue to make improvements on our systems within in the local laws that we are governed by.

The challenge with BOE is the lack of understanding or wanting to use the systems in place, the BOE is paper driven which is costing you money because things are slipping through cracks. There are things coming out in weeks that will make our processes even more efficient within the locals we are governed by.

New Haven always leads and we are willing to do something different and not follow the masses especially when it's not working. New Haven sets the example for the rest of the state. We have the best school system and the best city.

The easy approach to close the budget gap is close schools and eliminate teachers, however Just look at all the initiatives that the City proposed in the 5-Year, over 25. I'm confident that BOE can find millions the same way.

Just look at what we are doing with Workers Comp. If you address that issue, it will help your bottom line of your budget. I didn't see that in your budget. I understand the state statue, and were not trying to control what the BOE spend it funding for education, but we can help you spend efficiently so that BOE can do even more and not overrun your budget.

- I think there is some opportunity to closely examine safety and security in District and within the City. There are several best practices throughout the country in which can review to inform our thinking about how we strengthen our partnership, therefore, I have requested that Attorney Pinto work with Attorney McCarthy to review these efforts locally and nationally.

I agree, but the budget needs to align with actual. We can't over hire security because industry standards states what we need to have per school. We need to figure out a different solution to achieve the same result budget and industry standard.

- I appreciate and find all the collaboration in which we have been engaged over the past couple of weeks very helpful. I look forward to contributing to make our City operate more efficiently for the benefit of our children, their families and the community at large. Enjoy the rest of the weekend!

Best,
Dr. Carol D. Birks
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NEW HAVEN PUBLIC SCHOOLS

From: Daryl Jones <djones@newhavenct.gov>

Date: Friday, February 22, 2019 at 5:25 PM

To: John Alston <JAlston@newhavenct.gov>, Karen DuBois-Walton <kdwalton@elmcitycommunities.org>, "BIRKS, CAROL (DR.) (Superintendent)" <DR.CAROL.BIRKS@new-haven.k12.ct.us>, Dakibu Muley <DMuley@newhavenct.gov>, Sean Matteson <SMatteson@newhavenct.gov>, Laurence Grotheer <lgrotheer@newhavenct.gov>, Anthony Campbell <ACampbel@newhavenct.gov>

Subject: FW: Financial Initiatives Write Draft 2 22 19

This is a draft, please comment, make, add or change. Thank. Send back over the weekend.

From: Daryl Jones

Sent: Friday, February 22, 2019 5:20 PM

To: fazioliw@pfm.com; James (Rocky) Query - Query Associates (jquery@comcast.net)

<jquery@comcast.net>; Alexia Pereira <pereiraa@pfm.com>; Danielle Scott <Scottd@pfm.com>; Charlotte Knight-Marshall - Municipal Financial Advisors (ckm@tkgadvisors.net) <ckm@tkgadvisors.net>; Tomas Reyes <treyes@newhavenct.gov>; Michael Gormany <mgormany@newhavenct.gov>

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Importance: High

Attached is an update draft provide comments, Mike and I have a hard deadline sometime on Monday. Open for conversations Monday morning