



# INTERNAL MONITORING REPORT

**To:** WSD Board President and Board of Trustees  
**From:** Wilmer Chavarria, WSD Superintendent  
**Re:** **Annual Monitoring Report on Executive Limitations  
Policy Title 2.7: Compensation and Benefits**  
**Date:** 12/11/2024

---

Dear Members of The Board,

Below please find my Annual Monitoring Report on your Executive Limitations Policy 2.7 "Compensation and Benefits," presented in accordance with your monitoring schedule. I certify that the information contained in this report is true.

Thank you for your work in advancing the mission of our district to form students who will "lead healthy, productive and successful lives and engage with their local and global community."

Respectfully Submitted,



**Wilmer A. Chavarria, NBCT**  
Superintendent of Schools  
Winooski School District  
[wchavarria@wsdvt.org](mailto:wchavarria@wsdvt.org)

# POLICY WORDING

## Policy Title: 2.7 Compensation and Benefits

With respect to employment, compensation, and benefits to non-unionized employees, consultants, and contract workers, the superintendent shall not cause or allow jeopardy to financial integrity or to public image. Further, without limiting the scope of the foregoing by this enumeration, the superintendent shall not:

1. Change the superintendent's own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish or change compensation and benefits that deviate materially from the geographical or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations.

## 1. INTERPRETATION (NO CHANGE)

Employment, compensation, and benefits means all formalized agreements with individuals in which remuneration for work is included, be it monetary or otherwise, and be it directly paid or indirectly allocated solely for the individual's benefit.

Non-unionized employees, consultants, and contract workers are all persons providing a service to the WSD yet not covered under current Collective Bargaining Agreements and their respective protections and limitations. All such employees remain the responsibility of the district when performing duties covered by their employment agreement even if the individual is a formal employee of a separate entity primarily or simultaneously.

Causing or allowing jeopardy to financial integrity or to public image with respect to the above definitions means that, under the superintendent's oversight (or lack thereof), non-unionized employees, consultants, and contract workers, are not granted the security of the remuneration they are entitled to by legal agreements, the execution of the remuneration is inconsistent and questionable both under individual contract terms and commonly accepted practices, agreements and practices exist extraofficially and outside formalized agreements, or the financial stability of the institution is not such that employment agreements can be honored. These factors would result in the detriment of the employee's labor security and the deterioration of the WSD's public image.

## 1. INTERPRETATION (NO CHANGE)

Changing the Superintendent's own compensation and benefits means circumventing the Board's authority and authorizing irregular raises or one-time payments to the authorizer. This includes indirect allocations of funds for services or benefits that primarily or exclusively serve the personal interests of the Superintendent rather than the institution, even when these allocations or expenditures are not reported as formalized compensation.

Promising or implying permanent or guaranteed employment means that the Superintendent expresses themselves in such a way that a given employee or group of employees reasonably interpret as security of employment outside written agreements and approvals through formalized processes that are time-specific and contingent on institutional funding.

Establishing or changing compensation and benefits that deviate materially from the geographical or professional market for the skills employed means that compensation is heavily based on the personal opinion and will of the Superintendent even when this opinion is not informed by relevant market factors and more objective considerations.


Creating obligations over a longer term than revenues can be safely projected means committing to expenditures that can only be materialized through acquisition of concrete and virtually guaranteed revenue in the short and long term without being certain that this is the case. This includes the promises of a budgetary landscape that does not account for known variables and fluctuations in the financial reality of the district, city, state, and nation.

Unpredictable or inequitable situations are caused in relation to pension and benefits when practices towards non-unionized employees deviate substantially from those in the union and are carried out arbitrarily, independent of well-accepted standards and the realities of the labor market.

## 2. COMPLIANCE CONDITIONS

In addition to regular audits and financial management reports, the board has direct access to all financial practices and obligations of the district as well as direct approval and rejection power through consent agenda items. All documentation submitted to the board on a monthly and quarterly basis demonstrate the following:

1. The superintendent prevents jeopardy to financial integrity or to public image with respect to employment, compensation, and benefits to non-unionized employees, consultants, and contract workers by ensuring that said employees are granted the guaranteed access to remunerations they are entitled to by legal agreements, and that the execution of the remuneration is consistent and based on both individual contract terms and commonly accepted practices. Agreements and practices exist officially and transparently before the rendering of any services, and the overall financial stability of the institution is such that these employment agreements can be honored. These factors result in the strengthening of the employee's labor security and the protection of the WSD's public image.
2. The Superintendent's own compensation and benefits are never changed by circumventing the Board's authority and authorizing irregular raises or one-time payments to the authorizer. This includes indirect allocations of funds for services or benefits that primarily or exclusively serve the personal interests of the Superintendent rather than the institution, even when these allocations or expenditures are not reported as formalized compensation. Multiple layers of oversight and accountability exist to prevent this type of irregularities. The superintendent's contract, specifying compensation and benefits, has been signed by both parties and is available for review at any time. The execution of the financial aspects of the contract is also available for review at the request of the Board and monthly through the role of the Board Secretary and Clerk.
3. The Superintendent does not express messages, directly or indirectly, in such a way that a given employee or group of employees reasonably interpret as security of employment outside written agreements and approvals through formalized processes that are time-specific and contingent on institutional funding. No employee is to be compensated without a written agreement in place. All contracts are available to the Board for review.
4. The superintendent does not establish or change compensation and benefits that deviate materially from the geographical or professional market for the skills employed and ensures that negotiations with an individual candidate or employee outside the respective unions happens with utmost prudence and care for the resources of the WSD. Comprehensive compensation and benefit analyses for consultants and contract workers was last collected in 2018. Our current Director of Finance and Operations is producing an updated analysis by March 2024.

- 
5. Obligations are created only to the extent that their length and amount rely on confident and realistic projections of revenue over the period of said obligation. The district only commits to expenditures that can be materialized through the acquisition of concrete and virtually guaranteed revenue in the short and long term if district officials have evidence and are certain that this is the case. This can include the promises of a budgetary landscape that responsibly accounts for known variables and fluctuations in the financial reality of the district, city, state, and nation. Audit reports can confirm that obligations are based on accurate projections of revenue and formally adopted budgetary commitments. Additionally, the Board Finance Committee regularly reviews expenditures and revenues and pre-screens administrative reports before public presentations to the Board.
  6. Practices towards non-unionized employees seldom deviate substantially from those in the union and are carried out based on well-accepted standards and the realities of the labor market. This includes pension benefits. Audited statements serve as the primary source of verification for the Board.



## 4. COMPLIANCE STATUS

I report **compliance**.