



Meghan Frangione, Grade1
Westover Elementary School

District Objectives and System Data

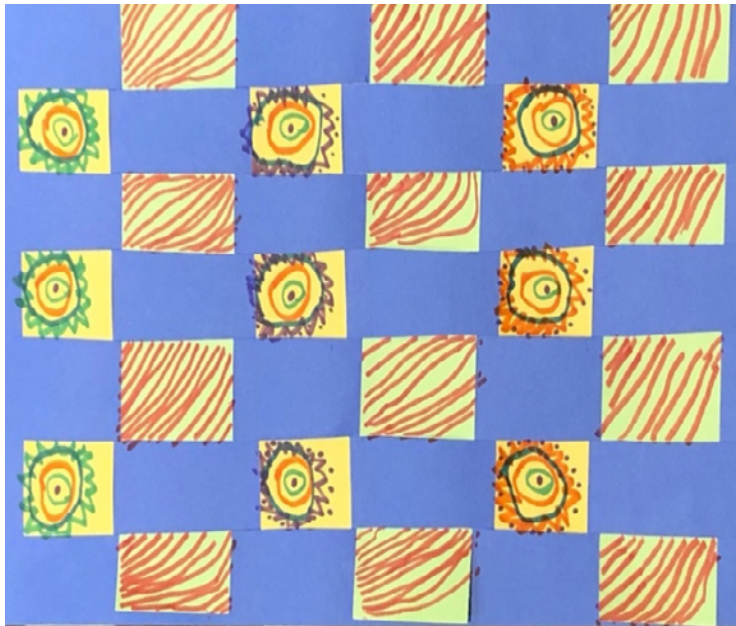


Mariana Ferreira De Souza, Grade 3
Stark Elementary School



Lynn Thalia, Izidore, Grade 8
Scofield Magnet School

Board of Education 2019-20 Budget



Aarav Shah, Grade 1
Westover Elementary School



Muskoon Jakhar, Grade 4
Toquam Magnet Elementary School

EARL KIM
Superintendent of Schools

Prepared by Clarence Zachery and Hugh F. Murphy

February 14, 2019

Tonight's Objectives

I. Provide Budget Overview

- Revised Assumptions
- Revised Highlights
- Works-in-Progress

II. Answer Clarifying Questions

III. Solicit Public Comment

IV. Outline Next Steps

Recap Budget Workshop #1

- Past Budget Supported Success in Schools (App 1)
- Current Budget Supports Strategic Goals (App 2)
- Budget Context Warrants Prudence (App 3)
- Budget Drivers Increase Status Quo 4.0% (App 4)
- Budget Makes Critical Assumptions (App 5)
- CBAC Makes Key Recommendations (App 6)
- Strategy: Efficiencies, Reallocations...and Scale-back Initiatives

Revised Assumptions

• State Aid & Grants	Flat
• Unsettled Contracts*	
• Health Insurance	+\$2.6m
• Vacancy Savings	\$2.5m
• Insurance Reserve	\$950k
• Medicaid Reimbursement	\$1.3m
• Excess Cost & Grant Revenue	\$4.2m
• School Building Use	\$300k

*Executive Session

Red Indicates Revised Assumption

Highlights v2: Status Quo

<u>Program</u>	<u>Cost Δ</u>	<u>% Base</u>
Salaries	\$4.6m	1.7%
Benefits*	\$3.7m	1.4%
Transportation and OOD	\$1.8m	0.7%
<u>Everything Else</u>	<u>\$0.7m</u>	<u>0.2%</u>
Status Quo Increase	\$10.8m	4.0%**

*See App 7 – Big 1-Year Increase, but Actively Managed

**See App 8 – Current Programs Drive Increase

Highlights v2: Adjustments

<u>Program</u>	<u>Cost Δ</u>	<u>% Base</u>
Special Education	\$2.5m	0.9%
Maintenance & Utilities	\$0.3m	0.1%
SRBI	\$0.3m	0.1%
<u>Everything Else</u>	<u>(\$0.2m)</u>	<u>(0.1%)</u>
Net Adjustments	\$2.9m	1.0%
Total Increase	\$13.7m	5.0%*

*See App 9 – Still Have Work to Do

Strategies to Manage Growth

- Reallocating to Address Needs of Struggling Students
 - Focusing Resources on Early Literacy and Math
 - Tiering Interventions
 - Creating In-district SE Programs (see App 9 to 11 – SpEd Managing Costs)
- Partnering with Community-Based Orgs (C2C)
- Decreasing Energy Consumption and Cost
- Managing Class Sizes

Unfunded Priorities

- Curriculum and Instruction Initiatives Scaled Back by \$2+m
- Staffing Requests Scaled Back by \$1.7+m

Works-in-Progress

- Accounting Adjustment (\$702k Sup Appr)
- Appropriate dollars for electricity cost in current year (201k)
- Appropriate More Insurance Reserve (\$950k)
- Adjust Budget as Assumptions Updated

Questions

- Clarifying questions will be answered here
- Board of Finance Members will have an opportunity to frame probing questions for response next week

Next Steps

- **Mar 25th at 7PM – BOF Presentation**

Appendices

Achievement on Four District Improvement Goals	13-17
Goals and Priorities	18
City Revenue	19
Budget Drivers	20
Budget Assumptions	21
CBAC Recommendations.....	22
Big 1-Year	23
Current Programs Driver Increase	24
Still Have Work to Do	25
SPED Managing Cost	26
SPED Managing Cost	27
SPED Managing Cost OOD Growth.....	28

App 1: Achievement on Four Strategic District Improvement Goals

SPS as a Learning Organization

- School Climate Survey, Spring 2018
 - I am aware the district has launched a new vision, mission and Strategic Plan.
 - The mission of the SPS to provide an education that promotes productive habits of mind, body and heart in every student is meaningful to me.

Percent of Staff Agreeing/ Strongly Agreeing

ES	MS	HS
81%	89%	81%
85%	79%	76%

App 1: Habits of Mind

On 10 indices of the CSDE Accountability Report SPS exceeds the state index rates.

	Index Rate	
	SPS	State
– ELA Performance High Needs Students	57.5%	55.95
– Math Performance High Needs Students	53.2%	50.5%
– Science Performance High Needs Students	46.2%	45.2%
– ELA Average Growth All Students	57.3%	55.4%
– ELA Average Growth High Needs Students	53.1%	49.8%
– Math Average Growth All Students	65.5%	61.7%
– Math Average Growth High Needs Students	59.9%	53.7%

App 1: Habits of Mind

	Index Rate	
	SPS	State
– Chronic Absenteeism All Students	8.9%	9.9%
– Chronic Absenteeism High Needs Students	11.4%	15.8%
– Preparation for College and Career	84.1%	70.7%

Toquam Magnet Elementary School

- Was recognized by CSDE as “A School of Distinction” for growth by High Needs Students on Smarter Balanced Assessment, 2018.
- Proficiency of EL students, on state LAS Links exceeds state proficiency rate, Spring 2018.
- Percent of AP test takers scoring “3” or above exceeds state, Spring 2018.
- Percent of ACT-tested students ready for college level courses, meets or exceeds state for Class of 2018.

App 1: Habits of Mind

- Over 5 years, graduation rates for SPS exceed state:

	2012-13	2013-14	2014-15	2015-16	2016-17
Stamford	88.9	88.9	87.4	88.5	91.3
State	85.5	87.0	87.2	87.4	87.9

- Over 5 years, graduation rates for High Needs Students in SPS exceed state:

	2012-13	2013-14	2014-15	2015-16	2016-17
Stamford	83	84	82	83	87
State	72	76	76	77	78

App 1: Habits of Body and Heart

Habits of Body

- Chronic absenteeism rates are below the state target (8.6%) at eight schools, 2017-18.
- All 21 schools are addressing food insecurity in 2018-19 School Improvement Plans.

Habits of Heart

- Disciplinary infractions declined from 2016-17 to 2017-18, from 728 to 646.
- Persistence of college enrollees continuing from freshman to sophomore year hovers around 90%.
- On Spring 2018 School Climate Survey parents favorably agree that they would “recommend their children’s schools to family and friends” – 89% elementary; 81% middle; 74% high school.

App 2: Goals and Priorities

MISSION OF Stamford Public Schools:

The mission of the Stamford Public Schools is to provide an education that cultivates productive habits of mind, body and heart in every student.

VISION OF Stamford Public Schools:

The Stamford Public Schools will be a learning organization that continuously improves its effective, innovative and transformational teaching and learning. We will challenge, inspire and prepare all students to be productive contributing members of society.

Strategic Goal 1: Learning Organization (Community) – All members of SPS will acquire and apply practices of a Learning Organization to promote a culture of continuous improvement and excellence.

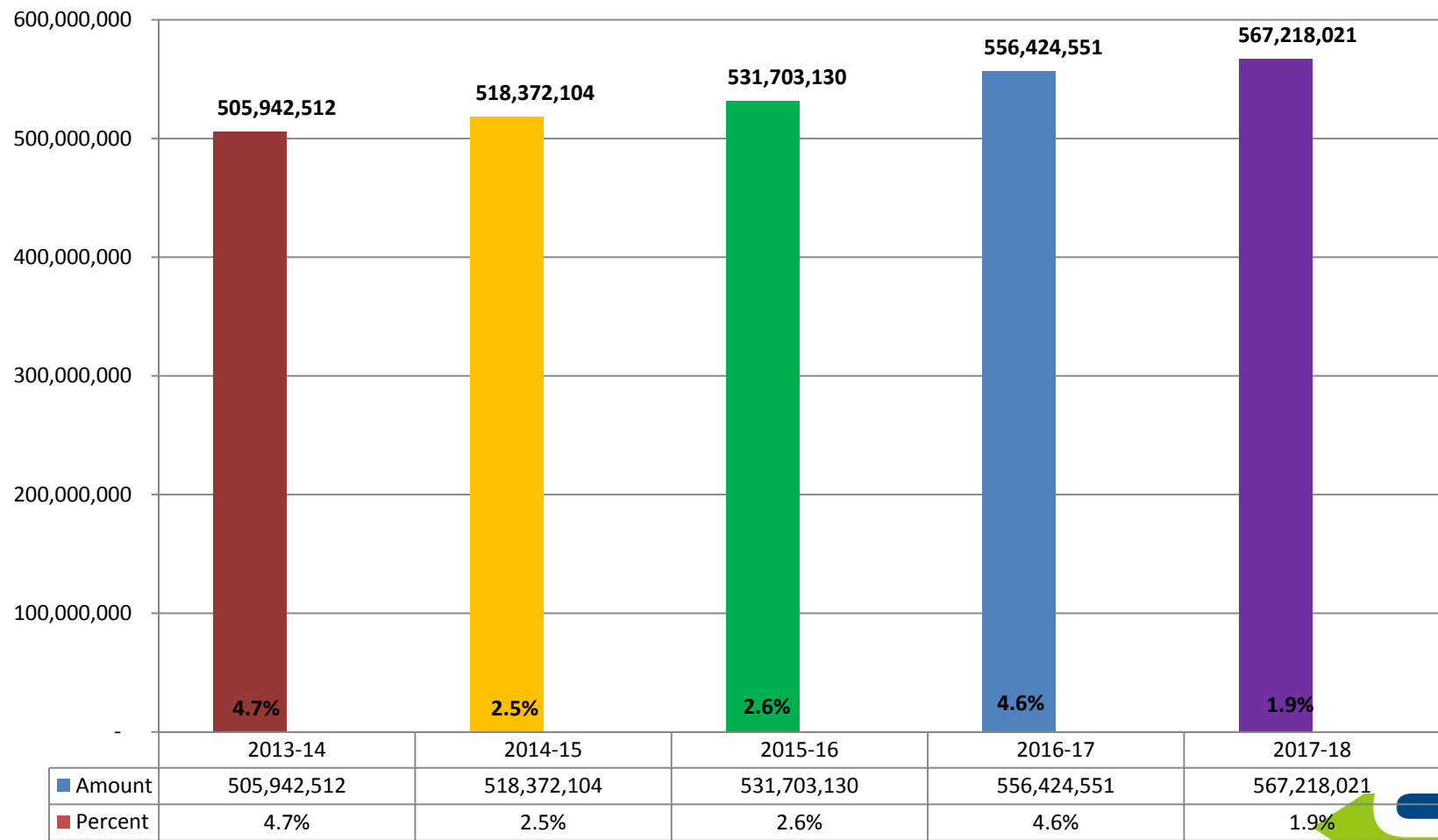
Strategic Goal 2: Habits of Mind – All learners will acquire and effectively apply critical thinking, creative thinking, and self-reflective thinking to be academically prepared for lifelong learning and the world of work.

Strategic Goal 3: Habits of Body – All students will be prepared to lead an active lifestyle and to make healthy choices.

Strategic Goal 4: Habits of Heart – All learners will acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.

App 3: City Revenue Determines Budget Sustainability

Increase Averaging 3.26% Over the Last Five Years



App 4: Budget Drivers

Are Large Items Which Move District Cost

- 1) **Enrollment**:- Our projection for 2019-20 is 16,308 students; a 1.4% increase. A significant portion of the enrollment and staffing increases (91%) relate to Special Education.
- 2) **Class Size**: The average class size in SPS is staying level: Elementary **19.8**, Middle **20.3**, and High Schools **20.1**.
- 3) **Contracts**: This includes Collective Bargaining, Vendors, Utilities, Tuition, Transportation, and Consortium Purchases.
- 4) **Health Insurance**: Will increase by 9% but is still \$5.3 m less than the 2016-17 levels.
- 5) **Special Education**: Special education is the biggest budget driver. Enrollment has been increasing by 5.6% annually while general education has remained flat.
- 6) **Transportation**: Contractual increases add 7.5% annually to the budget when additional needs for SPED and ELL are added, the buses increase from 150 to 154.
- 7) **Maintenance**: With difficulties in completing capital budget items more dollars will be required for building maintenance.
- 8) **Program Efficiencies**: All areas of the budget are continually reviewed for efficiencies. As an example, in the 2019-20 budget the addition of 6 Speech and Language Pathologists will save the district \$81,000 compared to outsourcing

App 5: Budget Assumptions

Have a Large Impact on the Budget Request

- 1) **Unsettled Contracts:** UAW, Paras, Custodians, Security
- 2) **Health Insurance:** Medical +8%, Dental +6.5%, City Charge +6.3%, Insureds +18, Grants \$3.0m, Premium Cost Share +7%, claims reserve \$-950k
- 3) **Vacancy Savings:** \$2.5m, 1.45% of wages
- 4) **Special Education Outplacements:** Increase by 3 to 234; zero-based; Excess Cost grant \$4.2m
- 5) **Transportation:** In-district 7.5% plus 4 buses (2EL, 2 SP ED), OOD increased service.
- 6) **Site Budget Allocations:** +5% per pupil
- 7) **Repair and Maintenance:** Custodial OT decrease to \$1.6m BOE addition of \$200k

App 6: CBAC Recommendations 1/3/2019- Target Community, Student Supports, and Find Efficiencies

Strengthen Community Supports (50%)

- Continue Community collaboration for Pre-K programming for all students; especially high needs
- Additional funding for Family Engagement
- Include Parent Engagement from birth
- Include Enrichment Programs and use Parents as resources
- Include grant opportunities with Community Based Organizations (CBO's) especially for family engagement
- Increase Parent Facilitator hours

Collaboration (5%)

- Employee incentive system to increase efficiency
- Collaboration with other school districts and City to find additional efficiencies

Strengthen Student Support Systems (30%)

- More prevention & support such as SRBI in early grades (pre-K) for General Ed
- Find space to bring back Out-of-District Special Education Students.
- Reduce Out-of-District Tuition Cost
- Include trauma services in School Based Health Centers
- Re-vamp English as a Second Language (ESL) to better meet the needs of all
- Reduce Out-of-District placements

Energy and Maintenance (15%)

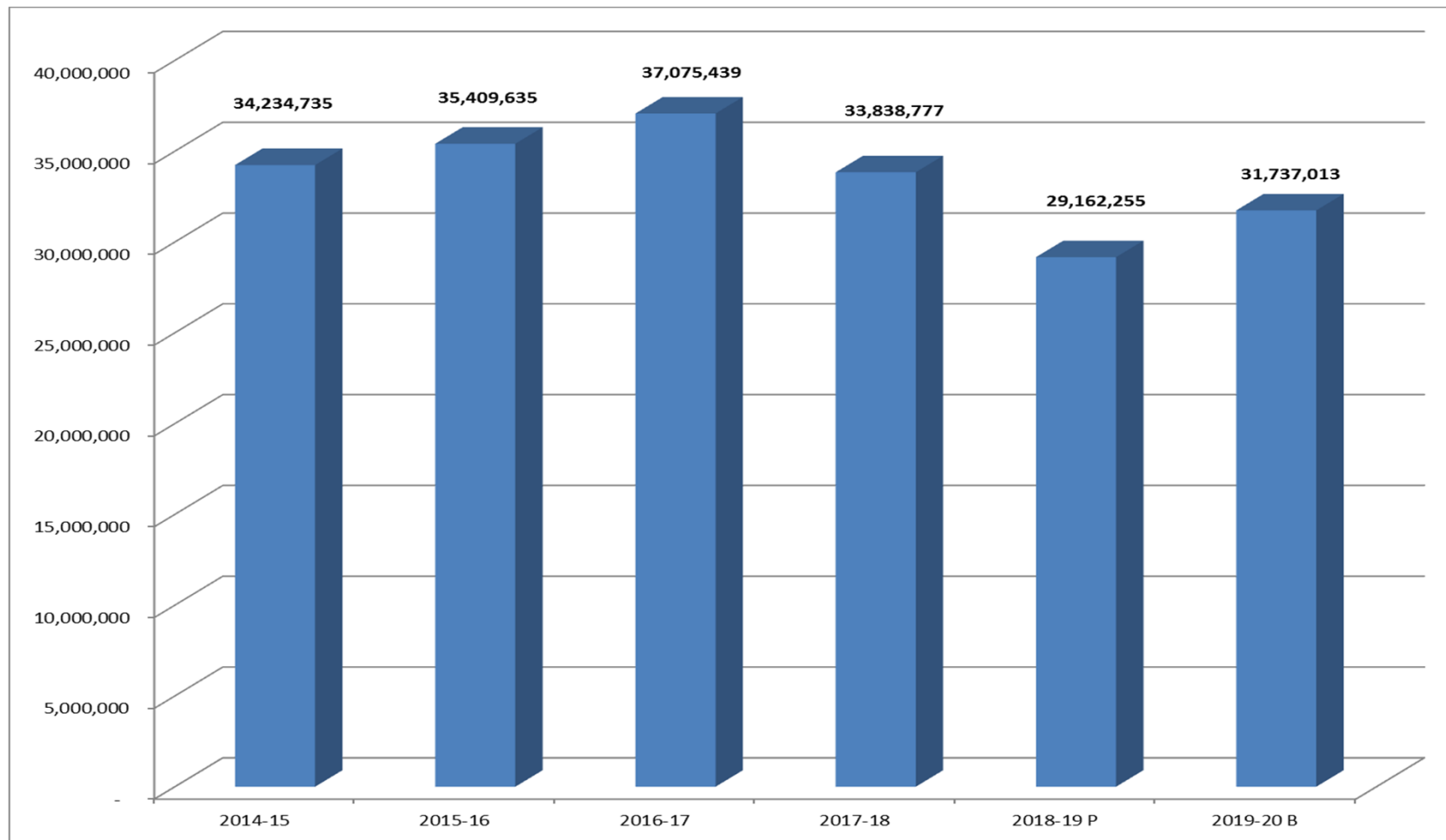
- Look at efficiencies in Facility Management System
- Energy audit to reduce cost
- Increased use of solar panels

Green= In Place

Red= Work in Process

Blue= To be considered

App 7: Health & Hospital Insurance Big 1-Yr Increase, but Actively Managed



Health /Hospital Insurance 2014-2020: 5-Year Trend -3.0% average annual increase
8.8% increase but total cost is \$5.3m less than 2016-17 level

App 8: Current Programs Drive Increase

2019-20 BUDGET OF THE STAMFORD PUBLIC SCHOOLS BUDGET INCREASE HIGHLIGHTS

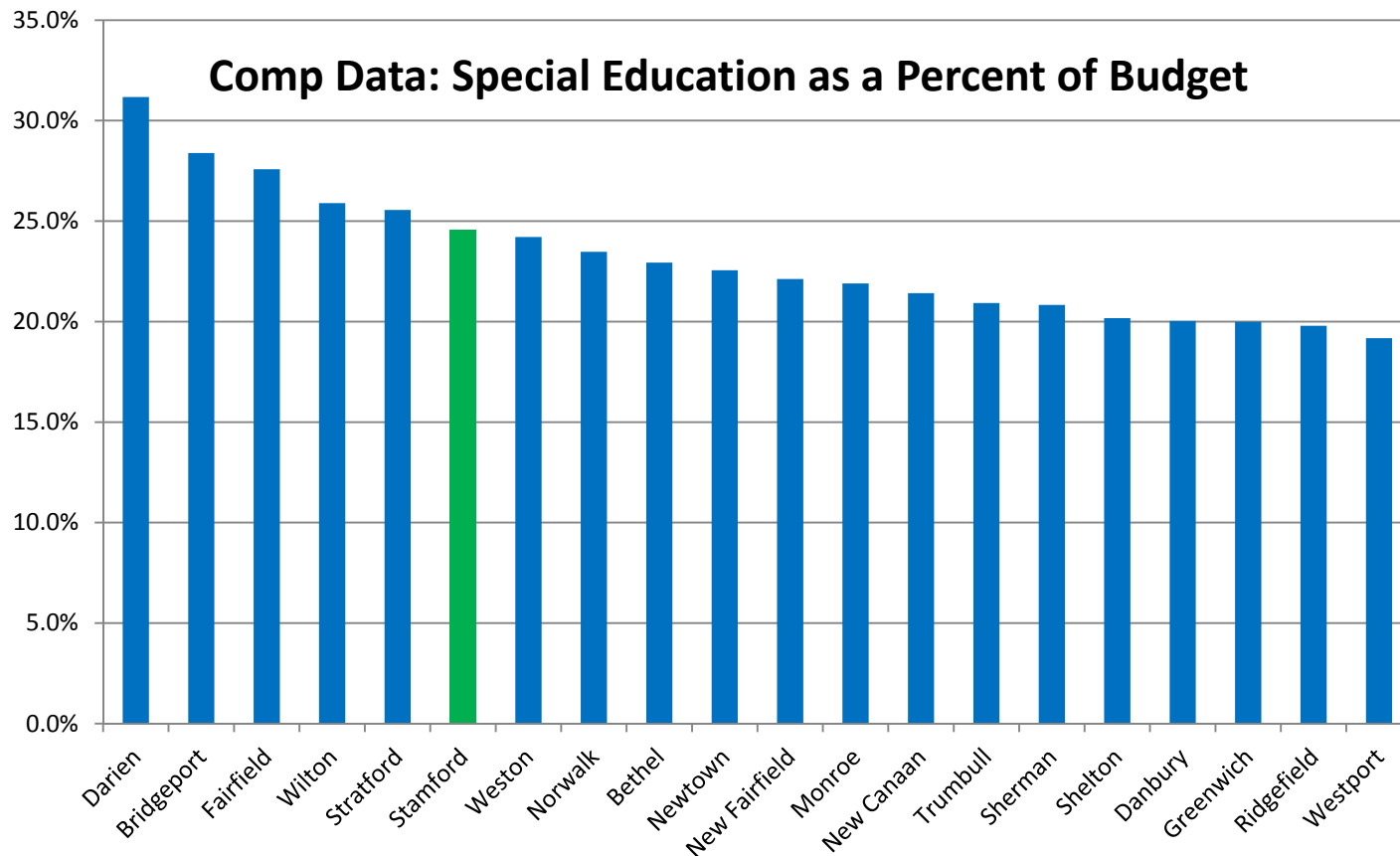
	Budget \$	Positions	
2018-19 Operating Budget	\$272,790,679	2,107.6	
CURRENT PROGRAM	Dollars		% added
Salaries (100)	\$4,603,127		1.69%
Employee Benefits (200)	\$3,774,000		1.38%
Educational, Rehabilitative, and Legal Services (300)	\$304,000		0.11%
Building Upkeep and Repairs (400)	\$118,000		0.04%
Transportation and Other Services (500)	\$1,790,000		0.66%
Supplies, Materials, and Heating Fuels (600)	\$76,000		0.03%
Equipment (700)	\$135,000		0.05%
Dues and Fees (800)	(\$22,000)		-0.01%
	\$10,778,127	0.0	3.95%
CHANGES TO CURRENT PROGRAM			
Incr to Special Ed due to identification, transportation	\$2,476,000	7.2	0.91%
Start up of district wide SRBI program	\$317,000		0.12%
Increase to Maintenance/Utility Budget based on trend	\$274,000		0.10%
Increase at the Middle School level due to enrollment	\$187,000	2.0	0.07%
ARTS program including behavior services	\$170,000	1.0	0.06%
Adult Ed program from fund balance	\$125,000	(0.3)	0.05%
Upgrade to Curriculum & Instruction Department	\$105,000	1.0	0.04%
Increase at the High School level due to enrollment	\$105,000	1.0	0.04%
Increase to English Learners program	\$79,000	(2.2)	0.03%
District Wide Mental Health	\$55,000		0.02%
Pupil Services, insource of Speech & Language positions, Food Insecurity	(\$91,000)	5.0	-0.03%
Reduction at Elementary level due to enrollment	(\$246,000)	(2.8)	-0.09%
District Wide contingencies, reduce health claims reserve	(\$644,000)	3.6	-0.24%
	\$2,912,000	15.5	1.07%
Total 2019-20 Operating Budget	\$286,480,806	2,123.1	5.02%

App 9: Still Have Work to Do

One and Five-Year Growth By Object

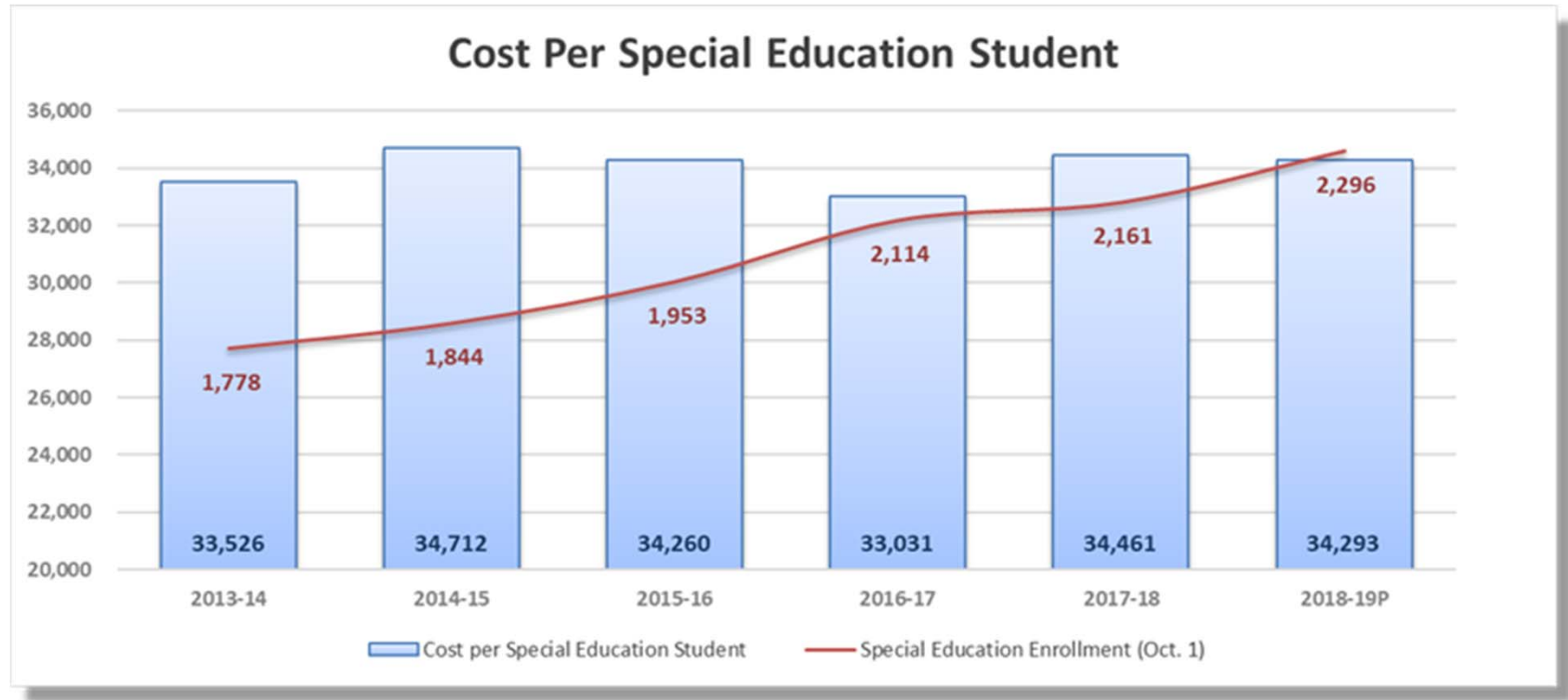
BOARD OF EDUCATION 2019-20 BUDGET REQUEST					
BUDGET SUMMARY					
EXPENDITURES BY OBJECT					
			2018-19 vs 2014-15 5 yr Avg Incr %	2019-20 1 yr GROWTH %	
BUDGET	2019-20				
BREAKDOWN CODE	Budget				Object Description
100	Salaries and Wages	\$177,754,192	1.9%	3.3%	Includes regular and extra compensatory wages for all school employees
200	Employee Benefits	\$45,338,085	-0.4%	7.5%	Contractual benefits for employees including medical, dental, prescription drug, and life insurance. Also includes employer FICA charges and Worker's Compensation insurance allocations.
300	Educational, Rehabilitative, and Legal Services	\$10,605,908	0.1%	16.5%	Primarily legal, consulting, and rehabilitative services performed by outside contractors. Also included are technical services for the computer network.
400	Building Upkeep and Repairs	\$6,573,150	0.9%	5.2%	Expenditures from these accounts are used for upkeep and repair of the school buildings.
500	Transportation, Out-of-District Tuition, and Other Services	\$37,985,680	5.3%	7.1%	Expenditures from these accounts are used primarily for transportation, out-of-district tuition, printing, professional development, and telephone expenditures.
600	Supplies, Materials, and Heating Fu	\$7,421,851	7.1%	4.7%	Includes supplies, materials, textbooks, utilities such as oil and gas heat, and bus fuel
700	Equipment	\$631,581	9.8%	34.7%	Funds from these accounts are used for new and replacement equipment.
800	Dues and Fees	\$170,359	4.0%	-8.7%	These accounts are used to budget for professional memberships for certified staff and board dues.
TOTAL OPERATING BUDGET		\$286,480,806	1.94%	5.02%	

App 10: SPED Managing Costs



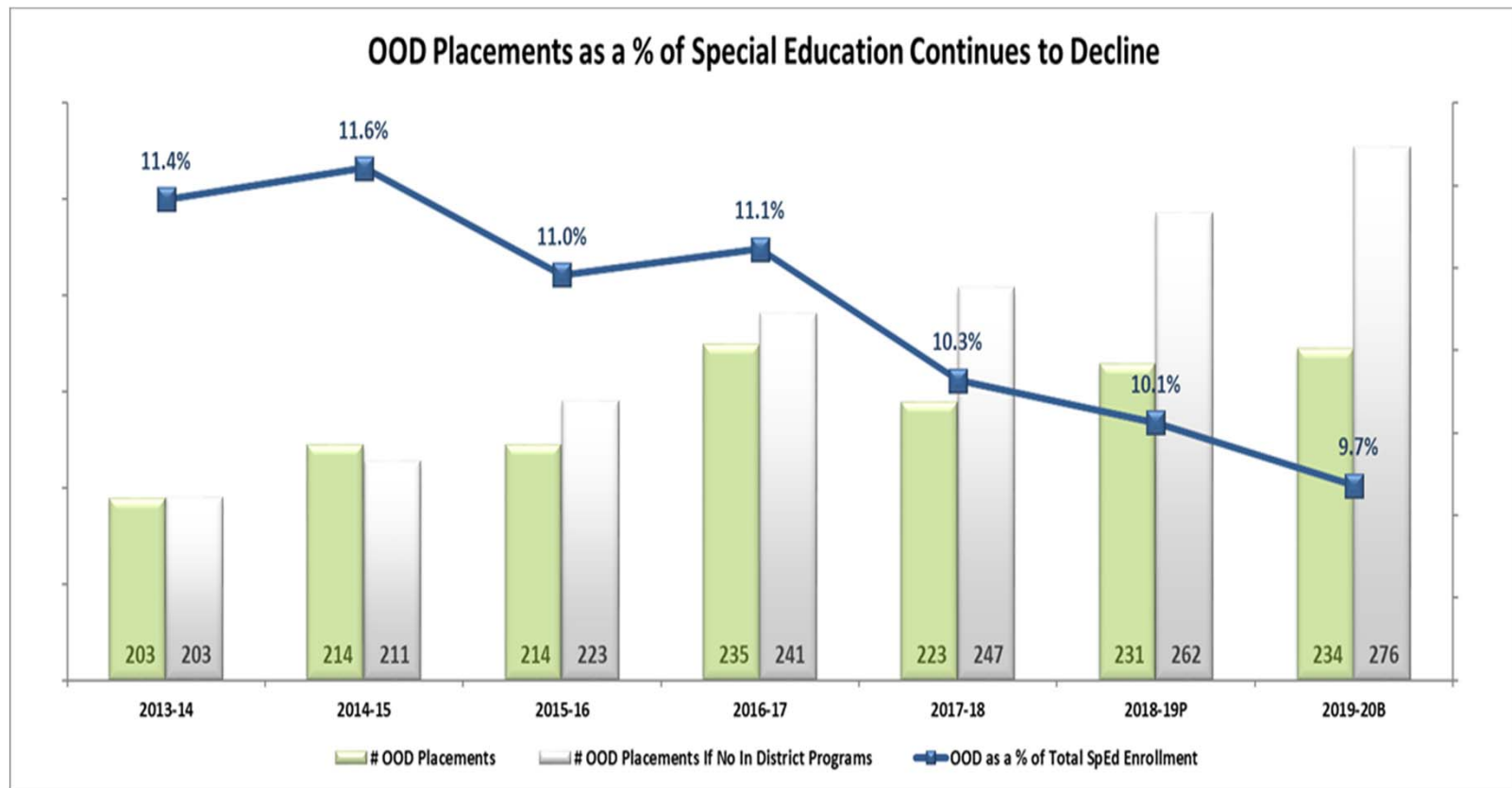
- Given relative size of our Special Needs population, that we are in the middle of Lower Fairfield County is an achievement
- Still room for improvement

App 11: SPED Managing Costs



- While SpEd enrollment rising, Department is managing SpEd cost/pupil
- In 2008-09, costs/pupil were rising at 8%/year; today, they are falling

App 12: SPED Managing OOD Growth



By in-sourcing programs, students have been better served, OOD rates have fallen without increasing per pupil cost, and SPS avoided dramatic growth in OOD tuition, transportation, etc. (See projected cost in grey above)