

Financial Analysis for Scenarios 8, 9 and 10

Hamden Public Schools

October 16, 2018

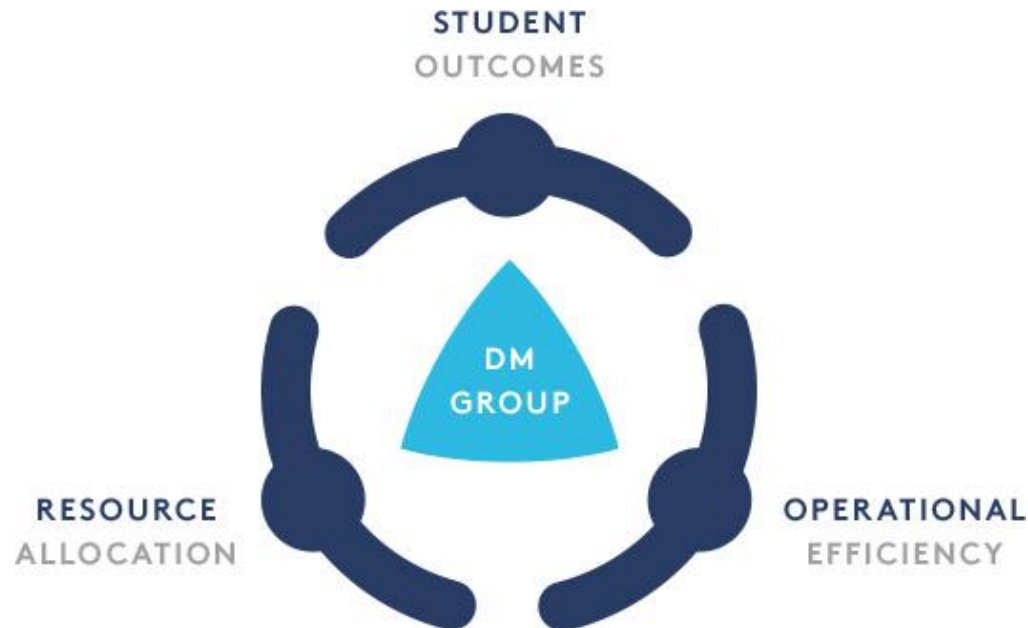


District Management Group | Helping Schools and Students Thrive

The District Management Group (DMGroup)'s mission is to achieve systemic improvement in public education.

Mission

DMGroup was founded in 2004 to help school districts address their most pressing and important challenges.



DMGroup membership and client services are underpinned by three key aims: raise student achievement, improve operational efficiency, and allocate resources more effectively.



DMGroup has partnered with hundreds of school districts across the US, helping them address their most pressing needs.

Selected DMGroup Partners

All Sizes of Districts	 Franklin West Supervisory Union 1,700 students Rural	 SPRING LAKE PARK SCHOOLS Proudly serving Blaine, Spring Lake Park & Fridley School Districts in Minnesota 5,000 Suburban	 The School District of SOUTH ORANGE & MAPLEWOOD 525 Academy Street • Maplewood, NJ 07040 6,800 Suburban	 School District 622 NORTH ST. PAUL MAPLEWOOD OAKDALE Ready for tomorrow 10,600 Gateway	 BOSTON Public Schools Focus on Children 55,000 Urban	 SHELBY COUNTY SCHOOLS Excellence since 1807 100,000 Urban
Nationwide Experience	 TUSD Delivering Excellence in Education Every Day Tucson Unified School District Arizona	 MINNEAPOLIS PUBLIC SCHOOLS Urban Education. Global Citizens. Minnesota	 Dallas Independent School District Texas	 SIOUX FALLS SCHOOL DISTRICT Sioux Falls, South Dakota South Dakota	 HOWARD COUNTY PUBLIC SCHOOL SYSTEM Maryland	 SHELTON PUBLIC SCHOOLS 1670 Connecticut
All Types of Districts	 GWINNETT COUNTY PUBLIC SCHOOLS	 WILMETTE Public Schools DISTRICT 39	 FAIRFAX COUNTY PUBLIC SCHOOLS	 HEB HURST • EULESS • BEDFORD Independent School District	 Aurora Public Schools	 The School District of Lancaster TOGETHER WE CAN

DMGroup brings best practices from across the country



DMGroup has worked with many districts in the state of Connecticut.

Selected DMGroup Engagements and Projects

Special Education Projects



Other Consulting Projects



Members

39 Member Districts

**dmCouncil
Professional Learning
Community**

**12
Participating
Districts**



The partnership with Hamden Public Schools was established to study and develop a blueprint to address the changes ahead.

Hamden Project Objectives

- 1 **Understand the structural changes ahead** for districts in Connecticut by conducting a thorough analysis that can be shared.
- 2 **Work to find opportunities** for efficiency by reviewing districtwide data and data from across the state to gain a better understanding of comparative practices from across Connecticut.
- 3 **Create flexible financial** models for possible future scenarios, which then allow for Hamden to simulate the impact of strategic decisions on the horizon.
- 4 **Align leadership and community** around plans for how the district will respond depending on how future scenarios play out.



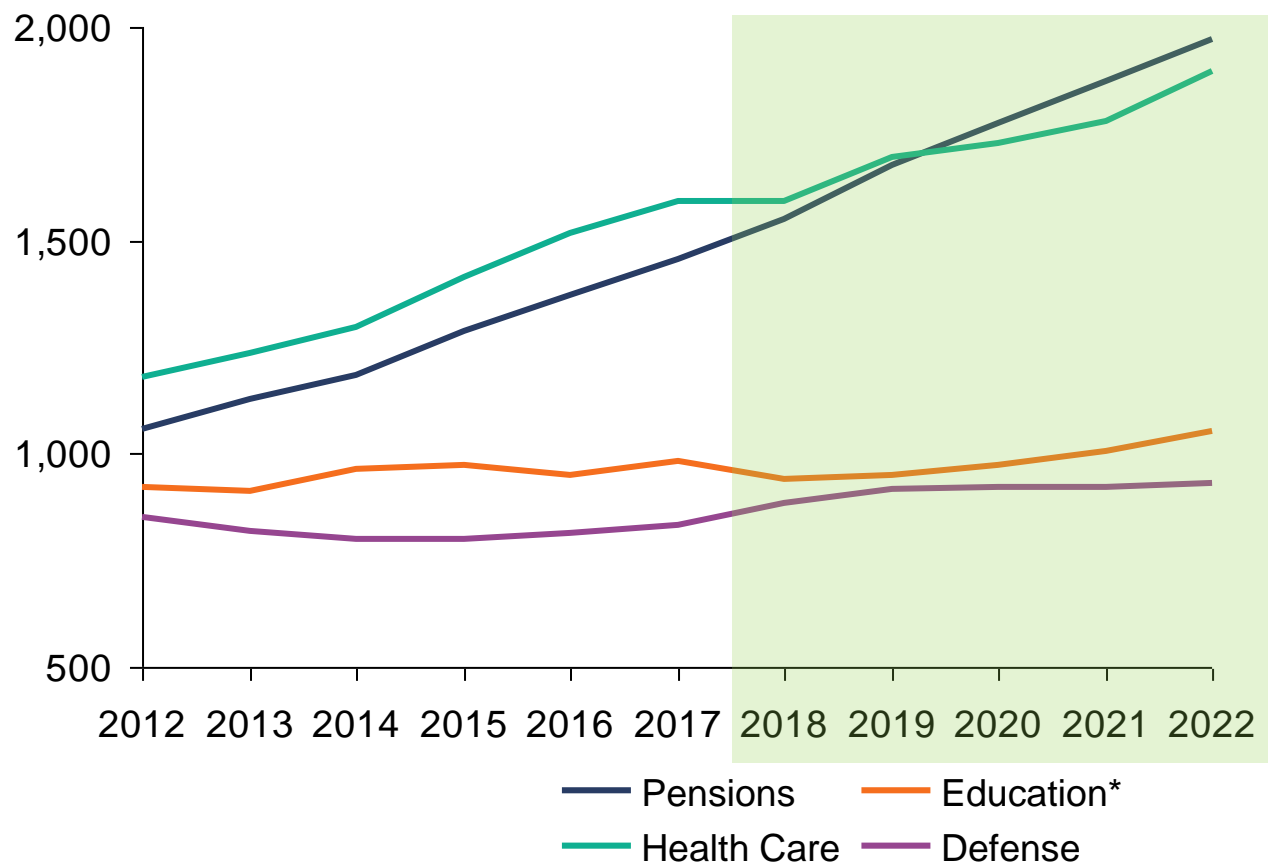
Key Questions to Address: *How do we address the shift in demographics and funding while continuing to improve on our academic performance? How do we ensure that our schools and students continue to thrive?*



National spending trends and projections show minimal changes in education and increases in spending related to pensions and health care.

US Historical and Projected Spending

Total nominal dollars, in billions



Projected spending through 2022 shows a slight, but minimal increase is educational spending

* Note: Education incorporates all education and is not only K-12

Source: <https://www.usgovernmentspending.com>



District Management Group

The budget battle in Connecticut has left many districts across the state in turmoil.

Changing Factors in Connecticut's Budget

*Connecticut will see a **9%** decrease in public school enrollment by 2020 and currently has assets to cover only **32%** of the pension fund, which has led to...*

- **1.6% cut** in overall ECS funding for 2017-2018
- **5% cut** in ECS funding to 136 towns
- **Potential future cuts** to ECS funding

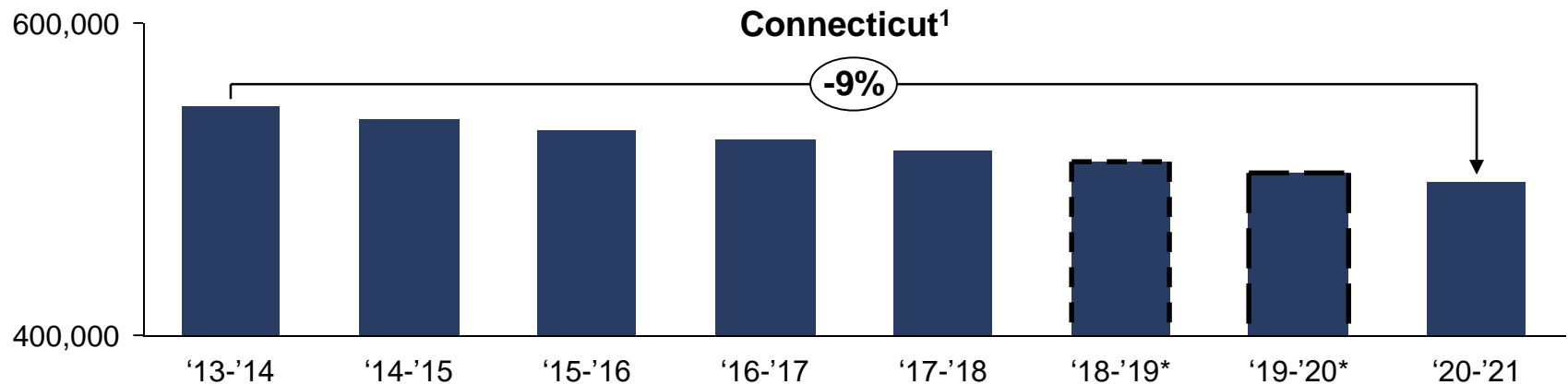
While Hamden currently falls in a group of 30 districts that will not be impacted this year, districts across the State are suffering immensely.



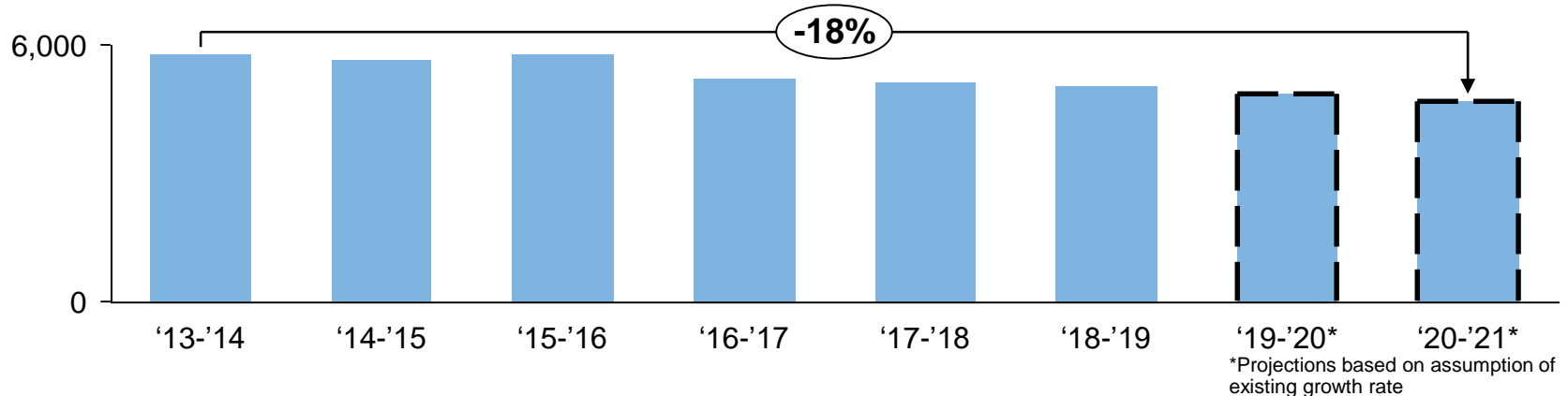
While ECS may be less of a current concern, Hamden is still facing fiscal challenges and managing decreasing student enrollment.

State and Local Trends

While enrollment is dropping across the state, it is happening at a faster rate in Hamden...



Hamden Public Schools²



Note: Other scenarios may show different enrollment growth rates, such as the Milone and Macbroom study of Hamden Public School enrollment.

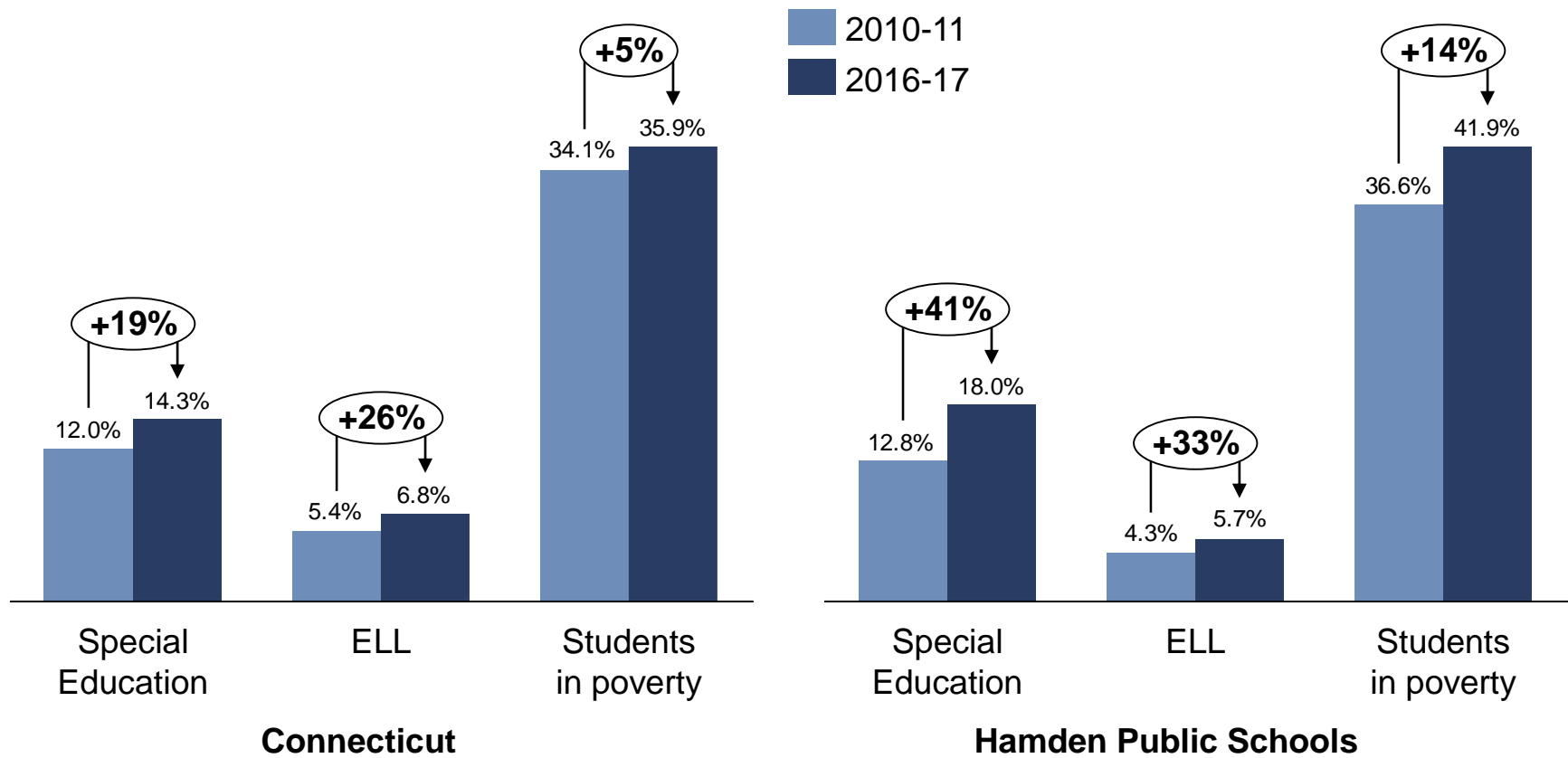
1. "Projections of Education Statistics to 2025." The US Department of Education; <https://nces.ed.gov/pubs2017/2017019.pdf>.

2. Based on projections from Hamden Official Statements.



As enrollment declines, student needs are increasing and diversifying.

State and Local Trends



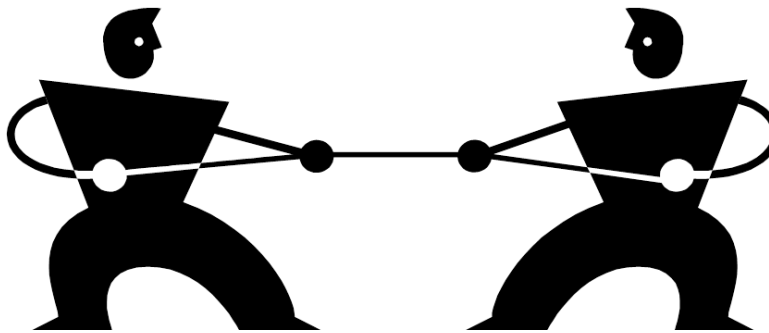
The Condition of Education in Connecticut, 2014-15; <http://edsight.ct.gov/relatedreports/Condition%20of%20Education%202014-15.pdf>
"Projections of Education Statistics to 2023." The US Department of Education; <https://nces.ed.gov/pubs2015/2015073.pdf>.



However, divergent stakeholder needs often create conflict over how best to allocate resources.

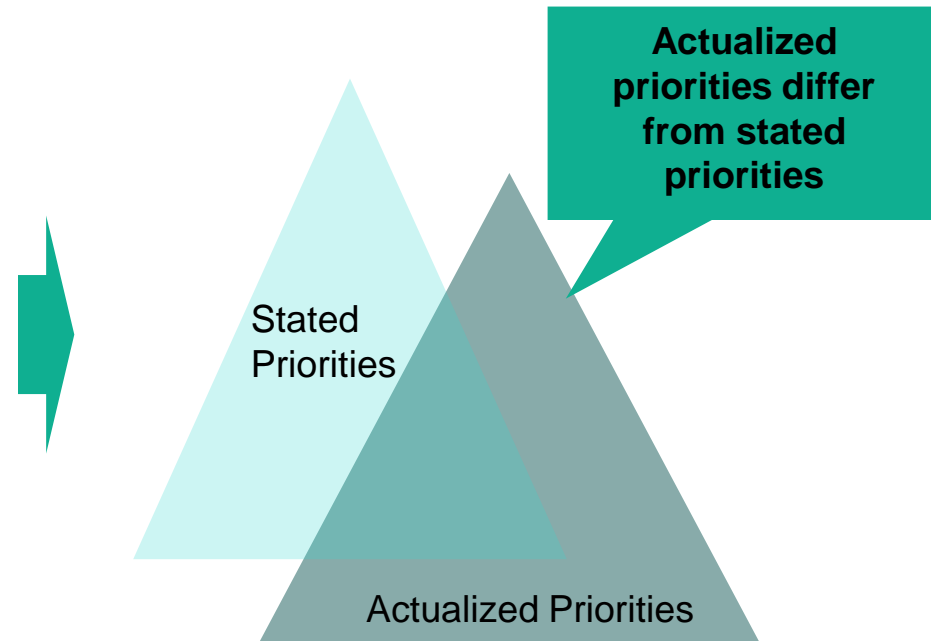
Conflicts Related to Resource Allocation

**Divergent needs and priorities
across stakeholders.....**



- More spending vs. tax reductions
- General education vs. special education
- Core subjects vs. STEM vs. the arts
- Technology vs. longer school days
- Coaches vs. conferences

**... make it difficult to be sure that
resources use is optimal.**



Strategic budgeting begins with a shared theory of action, leading to specific district priorities with implications for budget decisions.

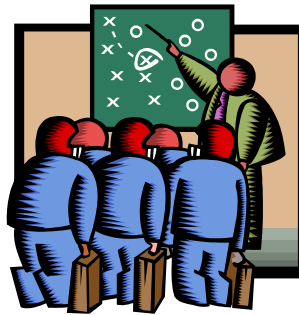
Strategic Planning



Example:

“If the district provides students with more time on task and content-strong teachers, then students will increase their performance.”

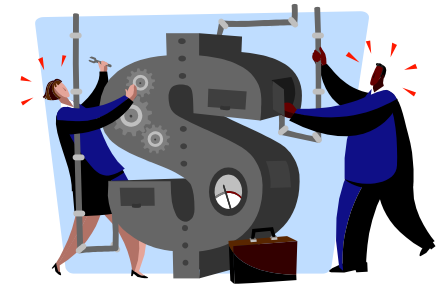
District Priorities



Example:

“The district will develop a more robust K-2 literacy program.”

Budget Choices



Example:

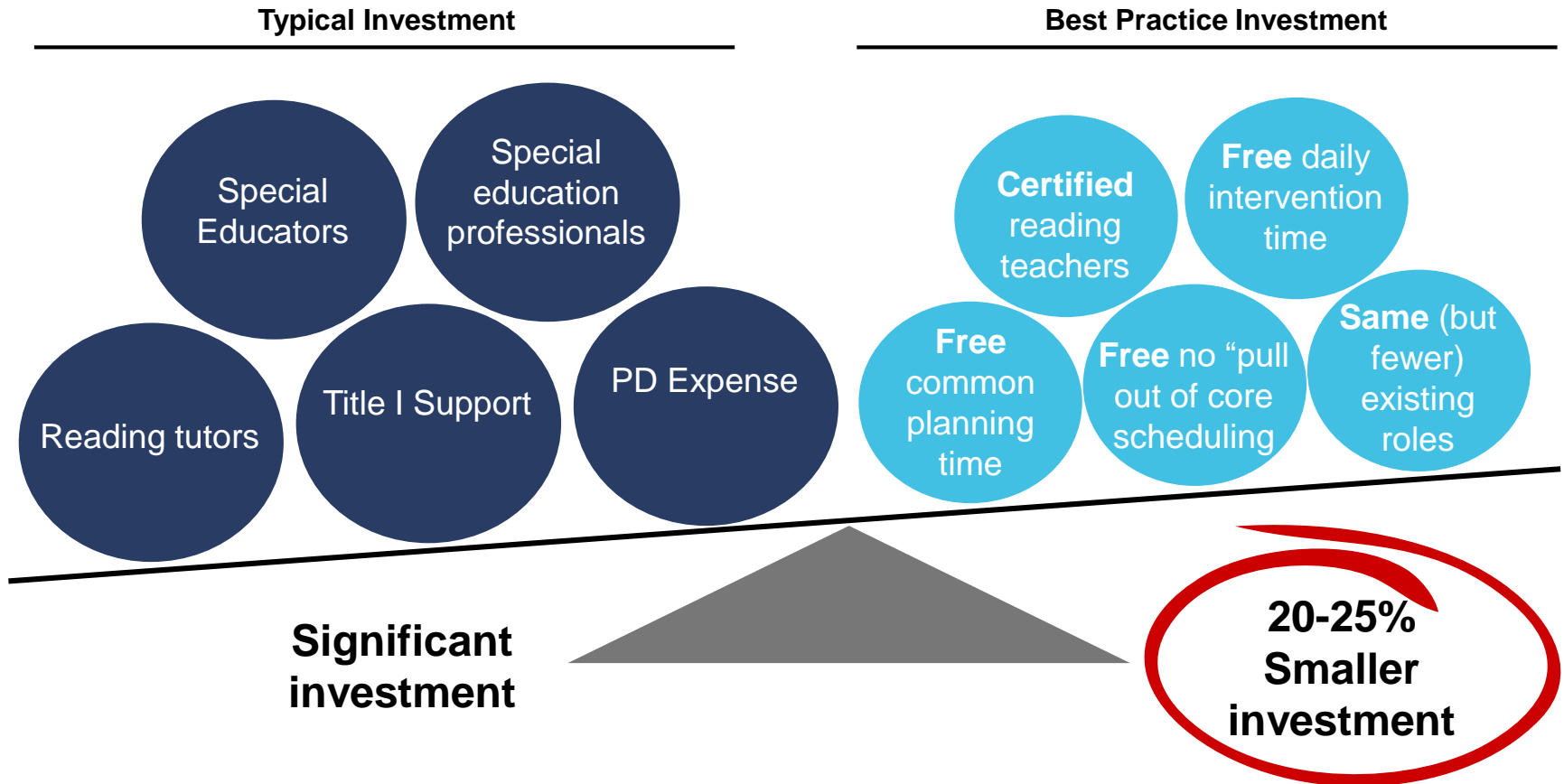
The district added reading specialists.

Elementary schools changed schedules to accommodate a 90 min literacy blocks and additional intervention time.

The district reduced the FTE of instructional aides to free up funds for the reading specialists.

Best practices often cost less than common practices.

Investment in Elementary Reading



Elementary reading is one critical juncture; struggling readers are much less likely to graduate.

Impact of 3rd Grade Reading on High School Graduation

Students not graduating on time

Not on
grade level
in 3rd grade



Students who are struggling with reading in 3rd grade are 4 times as likely not to graduate on time compared with students on grade level

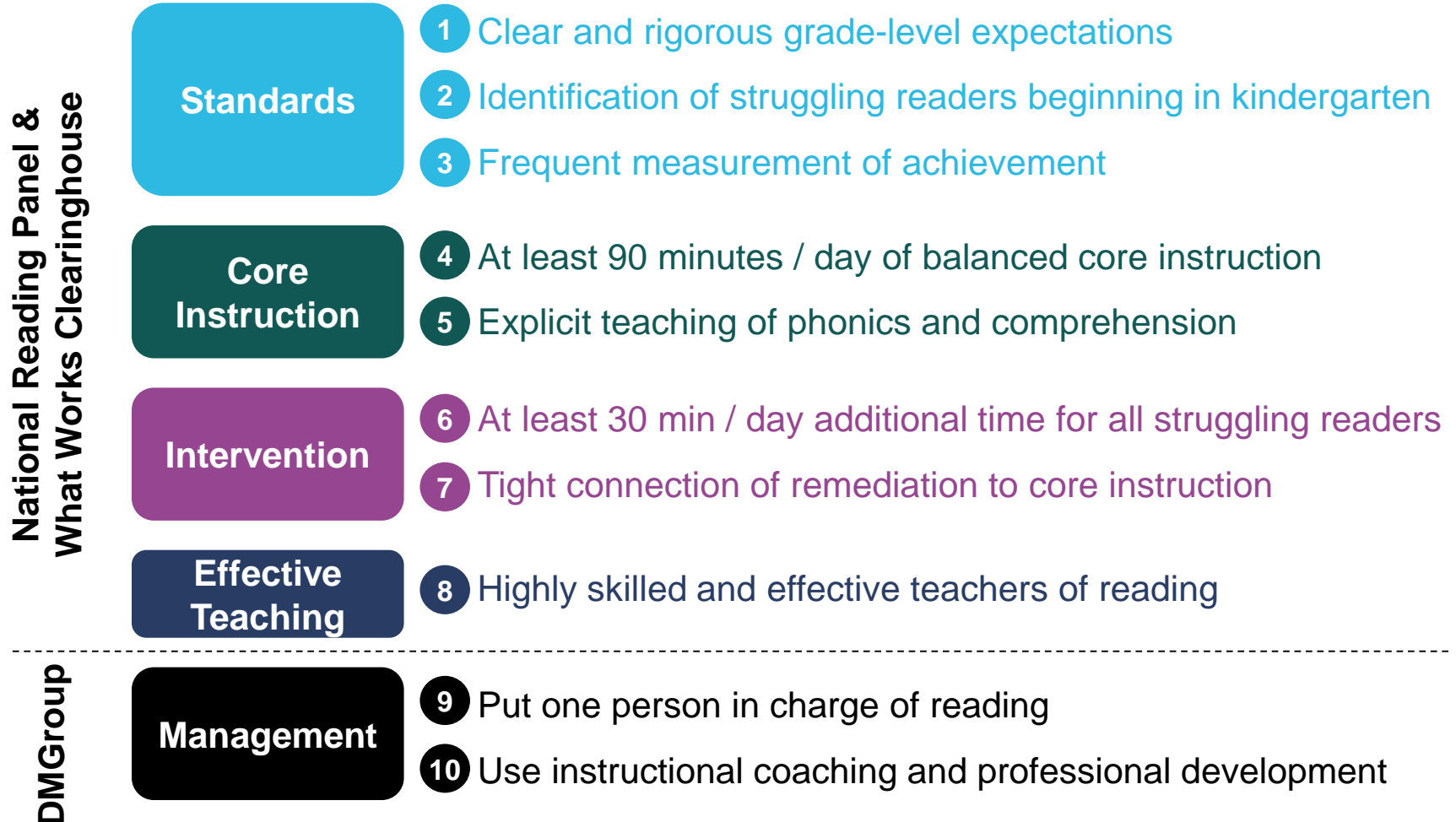
A student in poverty who struggles with reading is 13 times less likely to graduate on time than his or her proficient, wealthier peer

Not on
grade level,
in poverty



DMGroup has assembled best practices from research and district experiences to create a list of cost-effective approaches.

A System for Effective Elementary Reading Program



SOURCE: NATIONAL READING PANEL, WHAT WORKS CLEARINGHOUSE, EXPERIENCE OF DISTRICTS WHO HAVE DRAMATICALLY IMPROVED READING SCORES



The ten highest-impact strategies to maximize resources for student success were identified through extensive research.

Process to Identify Highest-Impact Opportunities

Research Process



DMGroup experience, consultation with senior advisors, national thought leaders, superintendents, and district CFOs, and published case studies

Evaluated opportunities based on:

- Academic impact
- Political feasibility
- Cost savings
- Implementation risks

Highest-leverage opportunities that can have significant **impact in the next 1-3 years**



At the start of this work, the core team and board identified goals that led to 7 initial scenarios and 2 alternate scenarios.

Initial Goals & Scenarios

Scenario	School Closures and Construction	Incorporate Wintergreen	Move 6 th Grade to HMS	Goal #1: Financially Stable	Goal #2: School Diversity	Goal #3: Minimized student movement
	1a No school closures Construction to Shepherd Glen and West Woods			No		?
	1b Close Helen St. Construction to Shepherd Glen and West Woods			Somewhat	☑	850 students moving
	2 Close Shepherd Glen & Helen St.		☑	Somewhat	☑	1050 students moving
	3a Close Shepherd Glen		☑	Somewhat		625 students moving
	3b Close Helen St.		☑	Somewhat	☑	700 students moving
	4 Close Helen St.	☑		Somewhat	☑	925 students moving
	5 Incorporate Wintergreen, close Helen St, and Shepherd Glen	☑		Somewhat	☑	1250 students moving
	6 Close Helen St. and Church St. Construction to Shepherd Glen and West Woods	☑		Somewhat	☑	1150 students moving
	7 Close Dunbar Hill, Helen St., and Shepherd Glen Construction to West Woods	☑	☑	Somewhat	☑	1175 students moving



Moving the 6th grade to HMS and incorporating Wintergreen emerged as priorities through discussions with the board and the community.

New Goals & Scenarios

Only Scenario 7 met both priorities of moving 6th grade to HMS and incorporating Wintergreen

- However, closing three schools led to high numbers of reassigned students**

The board and core team explored 3 new scenarios, all of which move 6th grade to HMS and include incorporating Wintergreen:

- 8** Close Church St. and Dunbar Hill
- 9** Close Church St. and Shepherd Glen
- 10** Close Helen St. and Dunbar Hill



These 3 new scenarios achieve many of the key goals and priorities for Hamden's future.

Scenarios 8, 9 and 10 & Goals

Scenario						
	School Closures and Construction	Incorporate Wintergreen	Move 6 th Grade to HMS	Goal #1: Financially Stable	Goal #2: School Diversity	Goal #3: Minimized student movement
	8	Close Church St. and Dunbar Hill	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Somewhat	Somewhat
						822 students moving
9	Close Church St. and Shepherd Glen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Somewhat	Somewhat	932 students moving
10	Close Helen St. and Dunbar Hill	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Somewhat	Somewhat	922 students moving

Transportation cost increases have also been considered:

- Scenario 8 – 1 additional bus (\$50,000)
- Scenario 9 – 4 additional buses (\$200,000)
- Scenario 10 – 6 additional buses (\$300,000)



School closure options help with financial sustainability, but no scenario addresses even half of the projected SY21-22 budget gap.

Summary of Scenarios

Status Quo

	18-19	19-20	20-21	21-22	22-23
LEA Revenue:	\$ 87,600,000	\$ 86,912,715	\$ 86,832,062	\$ 86,932,035	\$ 87,017,550
LEA Expenditures:	\$ 87,600,000	\$ 90,926,362	\$ 92,638,322	\$ 94,329,211	\$ 95,814,072
(Gap) / Surplus:	\$ -	\$ (4,013,647)	\$ (5,806,259)	\$ (7,397,176)	\$ (8,796,522)

Scenario 8 – Incorporate Wintergreen, 6th Grade to HMS, Close Church St and Dunbar Hill

LEA Revenue:	\$ 87,600,000	\$ 87,985,115	\$ 88,364,353	\$ 88,481,798	\$ 88,565,745
LEA Expenditures:	\$ 87,600,000	\$ 91,186,772	\$ 90,815,232	\$ 92,567,227	\$ 94,181,694
(Gap) / Surplus:	\$ -	\$ (3,201,657)	\$ (2,450,879)	\$ (4,085,429)	\$ (5,615,949)

Scenario 9 – Incorporate Wintergreen, 6th Grade to HMS, Close Church St. and Shepherd Glen

LEA Revenue:	\$ 87,600,000	\$ 87,985,115	\$ 88,364,353	\$ 88,481,798	\$ 88,565,745
LEA Expenditures:	\$ 87,600,000	\$ 91,339,644	\$ 90,879,302	\$ 92,520,778	\$ 93,901,836
(Gap) / Surplus:	\$ -	\$ (3,354,529)	\$ (2,514,950)	\$ (4,038,981)	\$ (5,336,091)

Scenario 10 – Incorporate Wintergreen, 6th Grade to HMS, Close Helen St and Dunbar Hill

LEA Revenue:	\$ 87,600,000	\$ 87,985,115	\$ 88,364,353	\$ 88,481,798	\$ 88,565,745
LEA Expenditures:	\$ 87,600,000	\$ 91,147,687	\$ 90,882,090	\$ 92,474,386	\$ 94,338,390
(Gap) / Surplus:	\$ -	\$ (3,162,572)	\$ (2,517,737)	\$ (3,992,589)	\$ (5,772,646)

Note: All dollar values shown in nominal dollars, i.e. these are the expected numbers for each year's budget in the dollars of that year



Savings from Wintergreen tuition (\$1.9M), plus additional savings from school closures (\$0.6-7M) offset by additional HMS staff costs.

Financial Impacts in Scenarios in FY23 vs Status Quo

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Area	Scenario			Description
	8	9	10	
School Closure	\$2,521,290	\$2,491,394	\$2,610,519	Eliminate Wintergreen tuition payments (\$1.9M); salaries for nurses, custodians, clerical at closed schools; utilities savings
Administrative Staff	\$153,063	\$153,063	\$153,063	One principal (close 2 schools, incorporate Wintergreen)
Core Teachers	\$62,236	\$146,150	(\$189,504)	Additional cost for Wintergreen staff
Non-Core Teachers	(\$1,121,654)	(\$889,999)	(\$1,121,654)	Increase of middle school elective teachers as 6 th graders move to HMS
Miscellaneous Costs	\$443	\$11,629	\$23,258	
Transportation	(\$50,000)	(\$200,000)	(\$300,000)	Buses for elementary students
Cost Decrease	\$1,582,378	\$1,712,236	\$1,175,682	
Revenue Increase	\$1,548,195	\$1,548,195	\$1,548,195	
Total Impact in FY23	\$3,130,573	\$3,260,431	\$2,723,876	

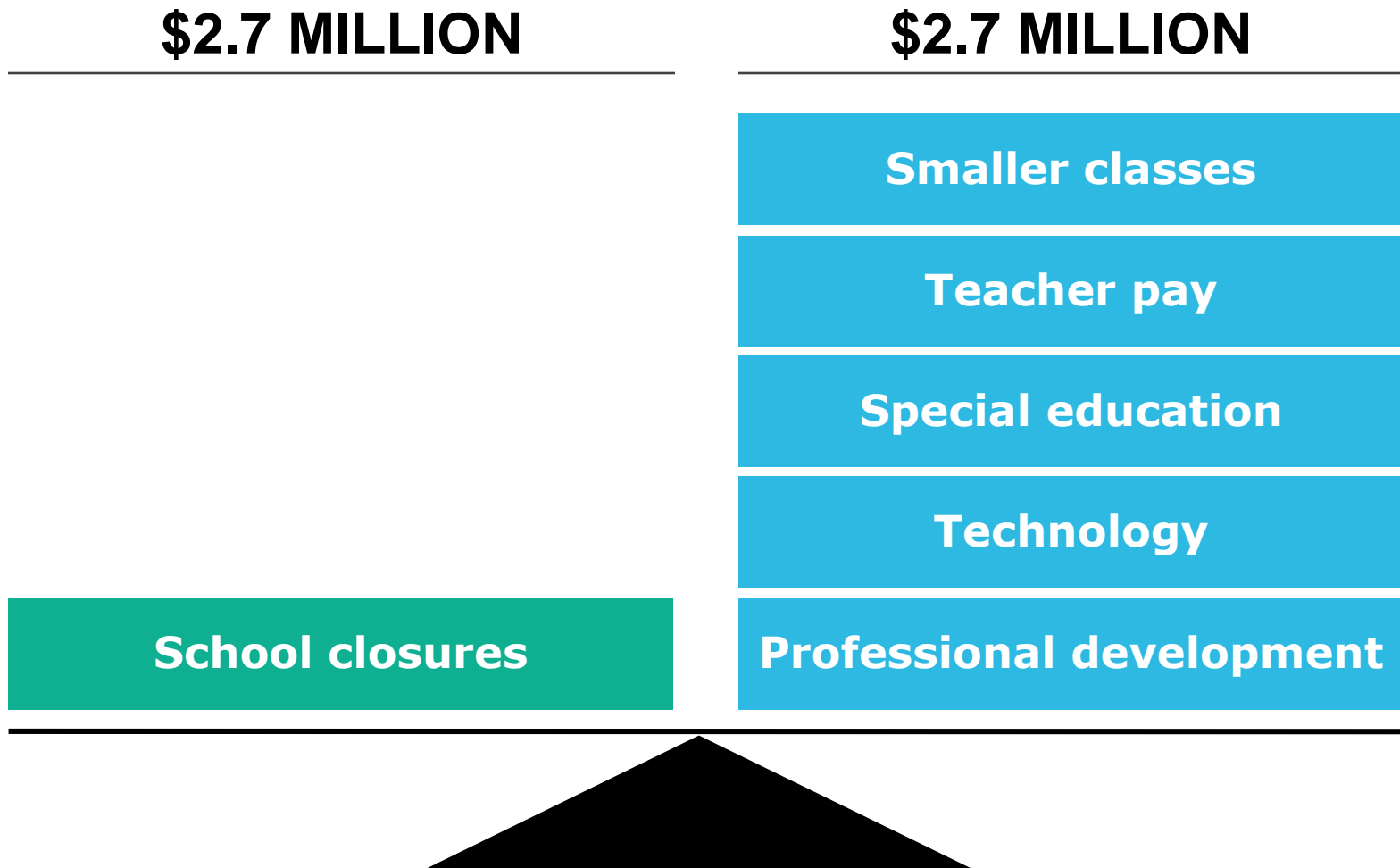
Note: Core classes are English, math, science, social studies and elementary homeroom. All others considered non-core.



The impact on students from school closures must be weighed against the impact from alternative savings decisions.

Weighing the Impact on Students

ILLUSTRATIVE



Scenario 8 saves about \$2.5 million in Wintergreen tuition and support staff at closed schools, but offset by increased HMS staff.

Financial Savings in Scenario 8 (FY23)

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Area	Scenario 8
School Closure	\$2,521,290
Administrative Staff	\$153,063
Core Teachers	\$62,236
Non-Core Teachers	(\$1,121,654)
Miscellaneous Costs	\$443
Transportation	(\$50,000)
Cost Decrease	\$1,582,378
Revenue Increase	\$1,548,195
Total Impact in FY23	\$3,130,573

Savings Compared to Status Quo

- 2 buildings closed (Church St. and Dunbar Hill)
- 1 fewer administrator position
 - 2 fewer principal positions (Church St. and Dunbar Hill)
 - 1 new principal position (Wintergreen)
- 9 net core positions reduced (vs. 8 in status quo)
 - Positions eliminated at closed schools, positions added at Wintergreen, and positions shift from elementary to HMS when 6th graders move
- 8 net non-core positions added (vs. 3 eliminated in status quo)
 - Similar changes to core, but increase in non-core staff at HMS due to more time spent in electives
- 1 additional bus route
 - 2 routes eliminated (Church St. and Dunbar Hill)
 - 3 new routes (Shepherd Glen, Westwood, and Wintergreen)

Note: Core classes are English, math, science, social studies and elementary homeroom. All others considered non-core.



Currently in scenario 8, class size does not change significantly between the 2018-19 and 2022-23 school years.

Class Size in Scenario 8

School	2018-19 Avg. Class Size	2022-23 Avg. Class Size
Bear Path	21.0	20.4
Church Street	16.3	<i>Closed</i>
Dunbar Hill	19.3	<i>Closed</i>
Helen Street	18.1	16.5
Ridge Hill	19.4	18.4
Shepherd Glen	16.7	16.9
Spring Glen	20.8	19.9
West Woods	20.3	19.4
Wintergreen	<i>Magnet School</i>	19.5
Hamden Middle School	22.8	24.3
Hamden High School	20.7	22.2



Scenario 9 savings are overall similar to Scenario 8, with some differences due to different school closures.

Financial Savings in Scenario 9 (FY23)

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Area	Scenario 9
School Closure	\$2,491,394
Administrative Staff	\$153,063
Core Teachers	\$146,150
Non-Core Teachers	(\$889,999)
Miscellaneous Costs	\$11,629
Transportation	(\$200,000)
Cost Decrease	\$1,712,236
Revenue Increase	\$1,548,195
Total Impact in FY23	\$3,260,431

Savings Compared to Status Quo

- 2 buildings closed (Church St. and Shepherd Glen)
- 1 fewer administrator position
 - 2 fewer principal positions (Church St. and Shepherd Glen)
 - 1 new principal position (Wintergreen)
- 10 net core positions eliminated (vs. 8 in status quo)
 - Positions eliminated at closed schools, positions added at Wintergreen, and positions shift from elementary to HMS when 6th graders move
- 5 net non-core positions added (vs. 3 eliminated in status quo)
 - Similar changes to core, but increase in non-core staff at HMS due to more time spent in electives
- 4 additional bus routes
 - 7 routes eliminated (Church St. and Shepherd Glen)
 - 11 new routes (Dunbar Hill, Helen St., West Woods, and Wintergreen)

Note: Core classes are English, math, science, social studies and elementary homeroom. All others considered non-core.



Currently in scenario 9, no elementary school sees an increase in class size between the 2018-19 and 2022-23 school years.

Class Size in Scenario 9

School	2018-19 Avg. Class Size	2022-23 Avg. Class Size
Bear Path	21.0	20.9
Church Street	16.3	<i>Closed</i>
Dunbar Hill	19.3	15.9
Helen Street	18.1	16.8
Ridge Hill	19.4	19.4
Shepherd Glen	16.7	<i>Closed</i>
Spring Glen	20.8	19.8
West Woods	20.3	19.3
Wintergreen	<i>Magnet School</i>	19.2
Hamden Middle School	22.8	24.3
Hamden High School	20.7	22.2



Scenario 10 savings are overall similar to Scenarios 8 and 9, with slight differences due to different school closures.

Financial Savings in Scenario 10 (FY23)

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Area	Scenario 10
School Closure	\$2,610,519
Administrative Staff	\$153,063
Core Teachers	(\$189,504)
Non-Core Teachers	(\$1,121,654)
Miscellaneous Costs	\$23,258
Transportation	(\$300,000)
Cost Decrease	\$1,175,682
Revenue Increase	\$1,548,195
Total Impact in FY23	\$2,723,876

Savings Compared to Status Quo

- 2 buildings closed (Helen St. and Dunbar Hill)
- 1 fewer administrator position
 - 2 fewer principal positions (Helen St. and Dunbar Hill)
 - 1 new principal position (Wintergreen)
- 6 net core positions eliminated (vs. 8 in status quo)
 - Positions eliminated at closed schools, positions added at Wintergreen, and positions shift from elementary to HMS when 6th graders move
- 7 net non-core positions added (vs. 3 eliminated in status quo)
 - Similar changes to core, but increase in non-core staff at HMS due to more time spent in electives
- 6 additional bus routes
 - 6 routes eliminated (Dunbar Hill)
 - 12 new routes (Church St., Ridge Hill, Shepherd Glen, West Woods, and Wintergreen)

Note: Core classes are English, math, science, social studies and elementary homeroom. All others considered non-core.



Currently in scenario 10, no elementary school sees an increase in class size between the 2018-19 and 2022-23 school years.

Class Size in Scenario 10

School	2018-19 Avg. Class Size	2022-23 Avg. Class Size
Bear Path	21.0	20.0
Church Street	16.3	15.2
Dunbar Hill	19.3	<i>Closed</i>
Helen Street	18.1	<i>Closed</i>
Ridge Hill	19.4	18.3
Shepherd Glen	16.7	16.4
Spring Glen	20.8	19.9
West Woods	20.3	19.4
Wintergreen	<i>Magnet School</i>	18.7
Hamden Middle School	22.8	24.3
Hamden High School	20.7	22.2



Transportation costs will generally increase with school closures, as students will need to travel farther to get to schools.

Transportation Cost Estimates

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- Transportation costs are challenging to predict
 - Bus capacities vary widely
 - Example: transporting one additional child could be free, or could require a new bus
- Cost of a bus route: about \$50,000
- Average riders on each bus: about 44 students
- Assumptions:
 - Schools that close will no longer need a bus
 - Changes to 6th grade will not require additional routes
 - All existing bus routes will continue, despite declining enrollment and 6th grade moving to middle school



Transportation costs will increase with school closures by \$50,000 to \$300,000.

Estimated Transportation Costs by Scenario

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School	% of Students Who Walk	Scenario 8 Close Church St. and Dunbar Hill		Scenario 9 Close Church St. and Shepherd Glen		Scenario 10 Close Helen St. and Dunbar Hill	
		Buses Added (Removed)	Additional Cost (Savings)	Buses Added (Removed)	Additional Cost (Savings)	Buses Added (Removed)	Additional Cost (Savings)
Bear Path	6%	0	\$0	0	\$0	0	\$0
Church Street	38%	(3)	\$(150,000)	(3)	\$(150,000)	1	\$50,000
Dunbar Hill	23%	(6)	\$(300,000)	1	\$50,000	(6)	\$(300,000)
Helen Street	98%	0	\$0	1	\$50,000	0	\$0
Ridge Hill	28%	0	\$0	0	\$0	1	\$50,000
Shepherd Glen	58%	3	\$150,000	(4)	\$(200,000)	2	\$100,000
Spring Glen	41%	0	\$0	0	\$0	0	\$0
West Woods	0%	1	\$50,000	2	\$100,000	1	\$50,000
Wintergreen	N/A	6	\$300,000	7	\$350,000	7	\$350,000
Combined Additional Cost			\$50,000		\$200,000		\$300,000



Scenarios 8, 9, and 10 have total capital costs of about \$56-57 million, which will cost the town about \$1.5 million annually for 20 years.

Costs for Capital Investments

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Scenario	Description of Scenario	Total Bond	FY20	FY21	FY22	FY23	FY24
8	Close Church St. and Dunbar Hill	\$ 18,550,324	\$ 1,660,254	\$ 1,623,617	\$ 1,586,980	\$ 1,550,343	\$ 1,513,706
9	Close Church St. and Shepherd Glen	\$ 18,015,466	\$ 1,612,384	\$ 1,576,804	\$ 1,541,223	\$ 1,505,643	\$ 1,470,062
10	Close Helen St. and Dunbar Hill	\$ 18,482,509	\$ 1,654,185	\$ 1,617,682	\$ 1,581,179	\$ 1,544,676	\$ 1,508,173

Assumptions:

- State reimburses 67.86% of costs for school construction projects
- Interest rate of 3.95% for a duration of 20 years
- 6th grade students move to HMS



Savings from incorporating Wintergreen depend on where current Wintergreen students choose to attend.

Financial Impact of Incorporating Wintergreen – Example Scenario 10

Non-Wintergreen Cost Savings

School Closures & Other Savings

- *Save \$1.3M in expenditures*

Wintergreen Cost Factors

<i>Percent of Wintergreen students</i>	<i>Where students attend</i>	<i>Cost Implications</i>
70%	Hamden Public Schools	<ul style="list-style-type: none">• <i>Gain \$1.1M in revenues</i>• <i>Spend \$1.6M in expenditures</i>
30%	Private Schools or Other Public	<ul style="list-style-type: none">• <i>Save \$1.9M in tuition reimbursements</i>
0%	Other Magnet Schools	<ul style="list-style-type: none">• <i>No changes</i>

Total '22-'23 Cost Differences

- *Save \$2.7M from status quo*



Savings from incorporating Wintergreen depend on where current Wintergreen students choose to attend.

Financial Impact of Incorporating Wintergreen – Example Scenario 10

Non-Wintergreen Cost Savings

School Closures & Other Savings

- *Save \$1.3M in expenditures*

Wintergreen Cost Factors

<i>Percent of Wintergreen students</i>	<i>Where students attend</i>	<i>Cost Implications</i>
70%	Hamden Public Schools	<ul style="list-style-type: none">• <i>Gain \$1.1M in revenues</i>• <i>Spend \$1.6M in expenditures</i>
15%	Private Schools or Other Public	<ul style="list-style-type: none">• <i>Save \$1.6M in tuition reimbursements</i>
15%	Other Magnet Schools	<ul style="list-style-type: none">• <i>No changes</i>

Total '22-'23 Cost Differences

- *Save \$2.4M from status quo*



Savings from incorporating Wintergreen depend on where current Wintergreen students choose to attend.

Financial Impact of Incorporating Wintergreen – Example Scenario 10

Non-Wintergreen Cost Savings

School Closures & Other Savings

- *Save \$1.3M in expenditures*

Wintergreen Cost Factors

<i>Percent of Wintergreen students</i>	<i>Where students attend</i>	<i>Cost Implications</i>
50%	Hamden Public Schools	<ul style="list-style-type: none">• <i>Gain \$0.8M in revenues</i>• <i>Spend \$1.2M in expenditures</i>
25%	Private Schools or Other Public	<ul style="list-style-type: none">• <i>Save \$1.4M in tuition reimbursements</i>
25%	Other Magnet Schools	<ul style="list-style-type: none">• <i>No changes</i>

Total '22-'23 Cost Differences

- *Save \$2.3M from status quo*





District Management Group

Helping Schools and
Students Thrive

If you have any comments or questions about the contents of this document, please contact District Management Group:

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