

# REGION 15 PUBLIC SCHOOLS

## 2020-2021 SUPERINTENDENT'S PROPOSED BUDGET

Presented by  
**Joshua Smith, Superintendent of Schools**  
February, 2020

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**REGION 15 SCHOOLS**  
*Serving the towns of Middlebury and Southbury*

# THANK YOU

**District Office Administrators & Staff  
Building Administrators  
Department Leaders, Teachers  
Building and Support Staff  
Board of Education Members**



# THE MISSION OF REGION 15

“The mission of Region 15, a collaborative community committed to excellence, is to educate every student to be productive, ethical, and engaged in a global society through proven and innovative learning experiences supported by its strong community whose decision-making is based on the best interest of all students.”

As we enter the process of budget development with an eye towards fiscal responsibility, it is crucial to keep sight of our mission. *We must preserve the communities’ expectation of a quality education and the trust they provide in us.*



# BUDGET PRESENTATION OUTLINE

**Budget Development Goal: Provide a fiscally responsible budget that improves the quality of our programs**

- District Quality Results and Return on Investments
- Budget Challenges
- Budget Framework: District priorities for 2020-2021 and budget assumptions
- Budget Totals for 2020-2021
- Summary and Next Steps
- Budget Timeline and School/ Department Based Presentations



# BUDGET PRIORITIES

1. Provide the community with a school system that empowers students for whatever they decide to pursue when they leave us.
2. Provide Educators with the resources, supports, and the training necessary to deliver quality instruction.
3. Deliver a clear, accurate, and transparent budget to inform decisions and create confidence in the process.
4. Respect the fiscal impact to all residents and the investment our towns make to our success.



# MISSION/ VISION

*“The mission of Region 15, a collaborative community committed to excellence, is to educate every student to be productive, ethical, and engaged in a global society through proven and innovative learning experiences supported by its strong community whose decision-making is based on the best interest of all students.”*

## THEORIES OF ACTION

- *If we foster schools that are welcoming and inclusive to all students then students will feel valued and they will be better able to access their learning.*
- *If we improve our ability to align assessments to curriculum, improve our data culture, and increase our analysis of student learning, then we will be more equipped to provide meaningful student engagement and increased achievement.*
- *If we embrace communication, transparency, and collaborative relationships within ourselves and the community then we will improve trust and participation in supporting our students.*
- *If we increase and promote access to career pathways, curriculum, and shared instructional experiences then our district will prepare students for the world they will enter after their time with us.*



## Mission/ Vision

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## District Theories of Action

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## Strategic Objectives

Build capacity of Teachers through curriculum writing and professional development.

Develop and promote a culture of data collection and analysis to better meet the individual needs of students.

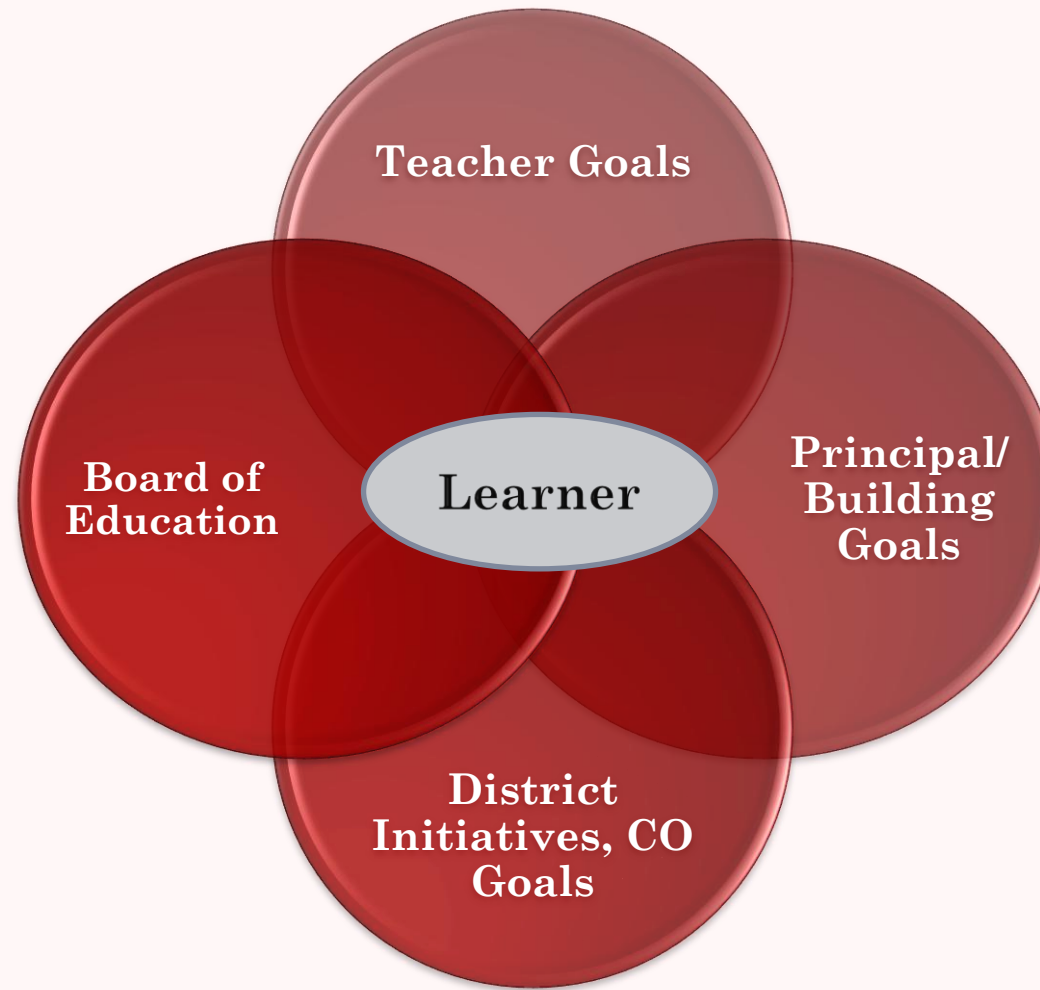
Develop, manage and maintain the technology, infrastructure, and resources needed to maintain a safe and effective learning environment.

Identify and capitalize on our ability to work together towards common goals, discuss efficiencies and shared resources.

Provide opportunities and instructional paths that allow students to pursue areas of interest and prepare them for options after high school.



# BUDGET CYCLE





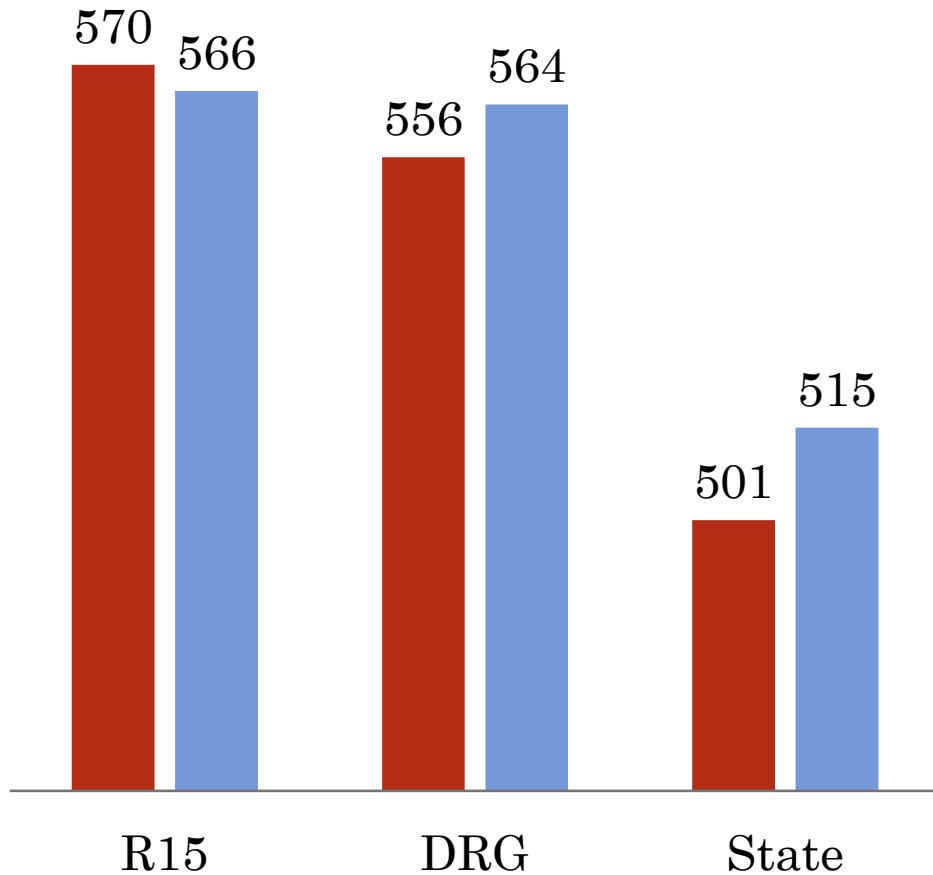
# District Quality Results



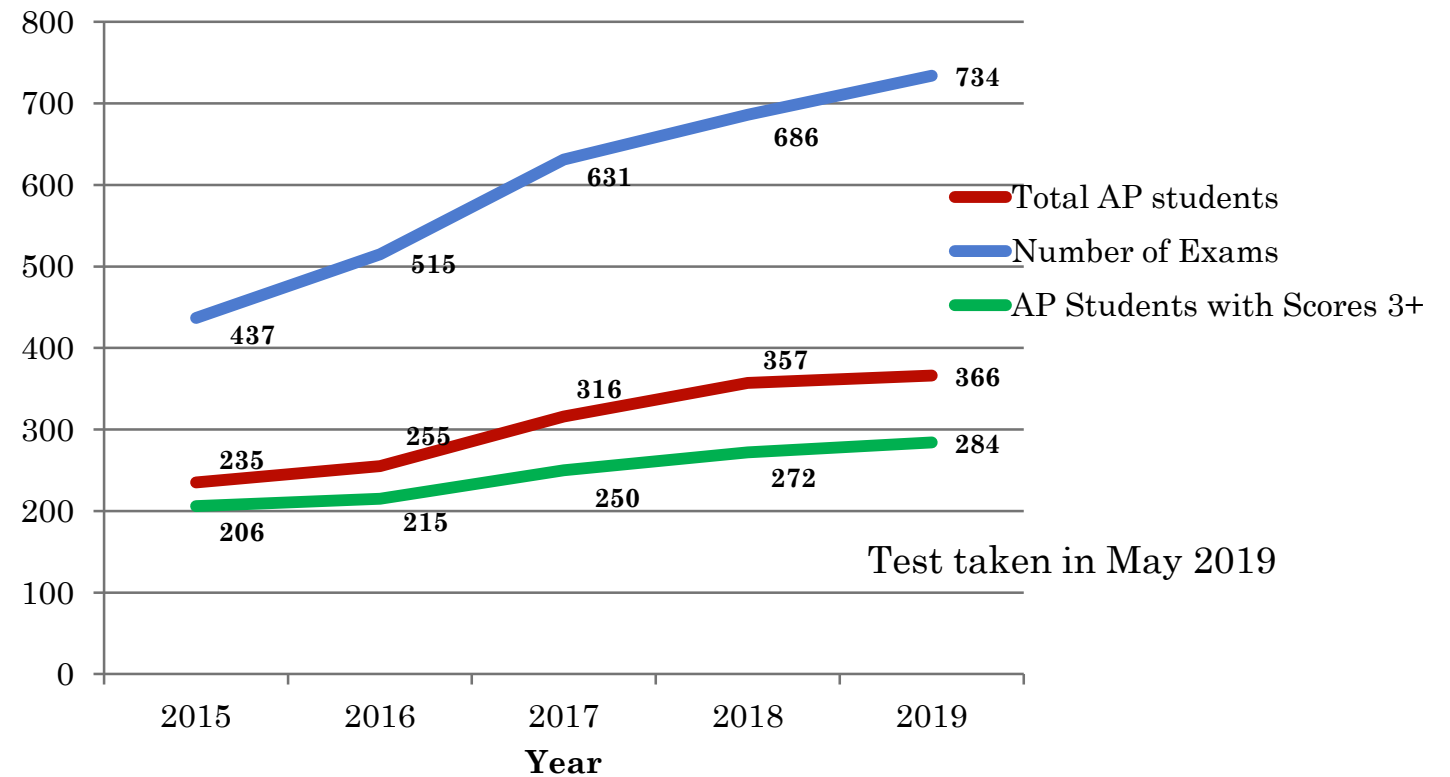
# ROI: RETURN ON INVESTMENTS

## SAT Performance

■ Math ■ ELA



## Advanced Placement Exams



Presented to the R15 Board of Education 2/24/20



# REDUCTIONS AND COST EFFICIENCIES

- Invested in energy efficiencies, the District's first solar project is online
- Reorganization of staffing
- Replacement of Financial Software
- Upgrade to Student Information System



# BUDGET CHALLENGES



## Short Term:

- 8.7% increase to medical insurance, significantly higher than recent history\*.
- Rising Costs of Special Education Services (Staff and Services)
  - Capturing salaries for Special Education staff added during the 2019-20
  - This budget includes more than \$400,000 in legally binding and obligated Special Education costs added during the current school year.
- Non-budgeted, enrollment driven staff added during the 19-20 school year
- Conclusion of 2013 ERI \*\*(5yrs)
- Meeting State and Federal Mandates

\*Plan increase is 10% but with collective bargaining adjustments and staffing reductions the budget impact is 8.7%

\*\* Early retirement incentive

## Long Term:

- Medical Costs
- Fixed costs (Transportation, Energy, Workers comp)
- Increasing Elementary Enrollment



# BUDGET FRAMEWORK: RECURRING ASSUMPTIONS:

- Examine and implement cost efficiencies
- Review, revise, and assess curriculum and instruction
- Address health, safety and facility concerns
- Adhere to class size practices
- Comply with federal and state mandates
- Honor all collective bargaining agreements and budget responsibly for medical, pension and other obligations
- Fund Maintenance and Technology plans

# PROGRAM IMPROVEMENTS:

- Increased student choice
- Structural changes to make more efficient use of staffing resources, expertise and instructional supports
- Improved access to technology
- Equity of Programming and Staffing

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# STUDENT CHOICE:

- Additional courses at Pomperaug High School
- Grade 4-8 access to Chromebooks allows for more individualized curriculum access



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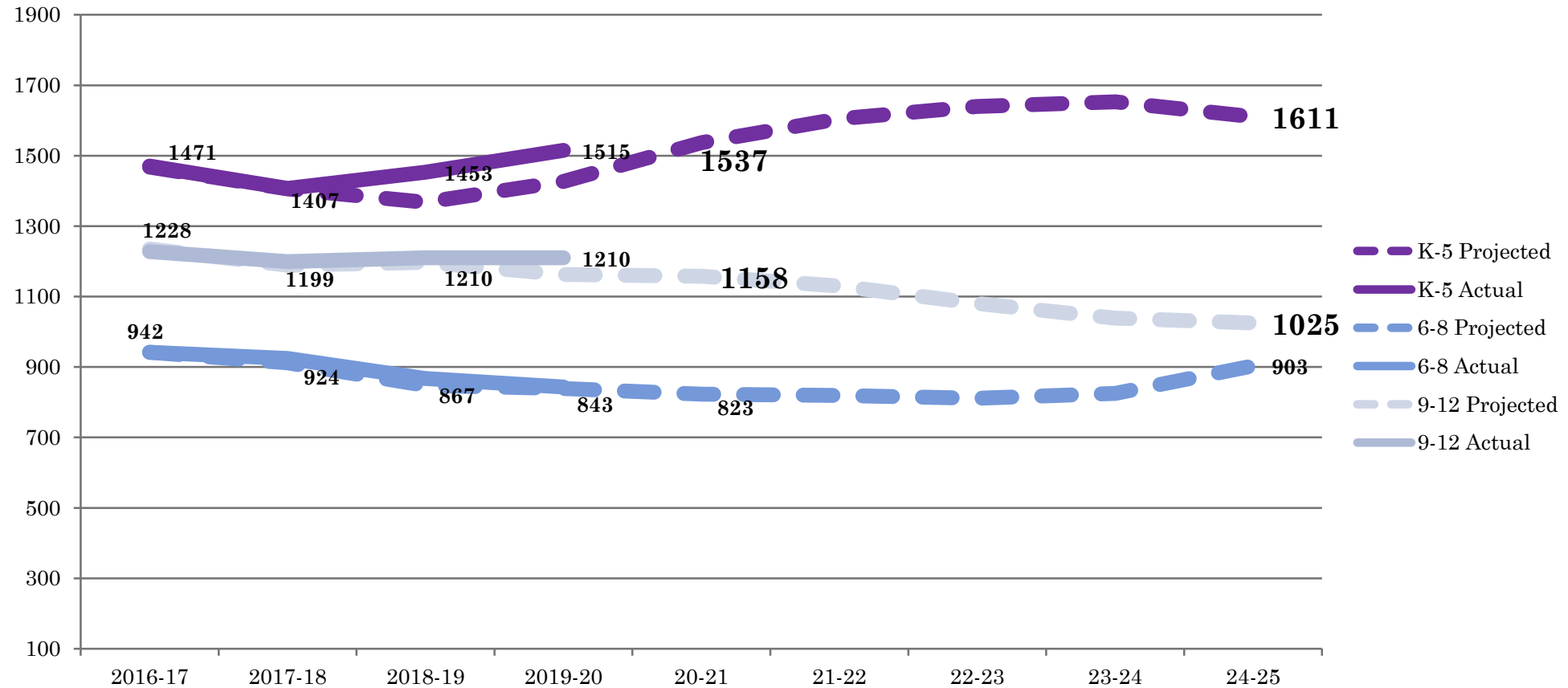




## INCREASE TO NON-CONTROLLABLE COSTS

- Contractual obligations/ Health Insurance
- Enrollment Driven – 1 Additional Elementary Teacher, this is offset by reductions in Middle School.
- Oil/ Energy: Increasing costs are tempered by efficiency measures
- Transportation
- Pension – Part of a 5-year plan to move our pension health from 66% funded to 70%.

# ENROLLMENT:



# CLASS SIZE:

## Pomperaug Elementary School

<u>2019-2020 Actual</u>					<u>2020-2021 Projected</u>				
Enrolmnt	#Classes	AvgClas Sz	Staff	Program	Enrolmnt	#Classes	Avg Cl Size	Staff	Change
				Pre-K					
66	4	16.5	4	Kindergarten	61	4	15.3	4	0.000
80	4	20.0	4	Grade 1	69	4	17.3	4	0.000
57	3	19.0	3	Grade 2	83	4	20.8	4	1.000
50	3	16.7	3	Grade 3	60	3	20.0	3	0.000
52	3	17.3	3	Grade 4	52	3	17.3	3	0.000
66	3	22.0	3	Grade 5	56	3	18.7	3	0.000
371	20	18.6	20		381	21	18.2	21	1.000

## Gainfield Elementary School

48	3	16.0	3	Kindergarten	57	3	19.0	3	0.000
67	3	22.3	3	Grade 1	49	3	16.3	3	0.000
54	3	18.0	3	Grade 2	67	3	22.3	3	0.000
64	3	21.3	3	Grade 3	57	3	19.0	3	0.000
67	3	22.3	3	Grade 4	67	3	22.3	3	0.000
56	3	18.7	3	Grade 5	70	3	23.3	3	0.000
300	15	20.0	15		367	18	20.4	18	0.000

## Long Meadow Elementary School

<u>2019-2020 Actual</u>					<u>2020-2021 Actual</u>				
Enrolmnt	#Classes	AvgClas Sz	Staff	Program	Enrolmnt	#Classes	Avg Cl Size	Staff	Change
				Pre-K					
63	4	15.8	4	Kindergarten	63	4	15.8	4	0.000
82	4	20.5	4	Grade 1	71	4	17.8	4	0.000
72	4	18.0	4	Grade 2	86	4	21.5	4	0.000
81	4	20.3	4	Grade 3	79	4	19.8	4	0.000
76	4	19.0	4	Grade 4	84	4	21.0	4	0.000
83	4	20.8	4	Grade 5	79	4	19.8	4	0.000
457	24	19.0	24		462	24	19.3	24	0.000

## Middlebury Elementary School

63	4	15.8	4	Kindergarten	49*	3	16.3	3	-1.000
58	3	19.3	3	Grade 1	64	3	21.3	3	0.000
55	3	18.3	3	Grade 2	63	3	21.0	3	0.000
44	2	22.0	2	Grade 3	59	3	19.7	3	1.000
57	3	19.0	3	Grade 4	47	3	15.7	3	0.000
54	3	18.0	3	Grade 5	62	3	20.7	3	0.000
331	18	18.7	18		344	19	18.4	19	0.000

\*Recent trends in K at MES have been higher than projected. We may adjust this number after K enrollment happens

*Actual class size numbers are based on October 1, 2019 State report.*



# K-5 DISTRICT CLASS AVERAGES:

Current 2019-2020 Class Size Averages					
Grade	PES	GES	LMES	MES	District Avg
K	16.5	16	15.8	15.8	16
1	20	22.3	20.8	19.3	20.6
2	19.3	18	18	18.3	18.4
3	16.6	21.3	20.3	22	20
4	17.3	22.3	19.3	19	19.4
5	21.6	18.6	20.8	18	19.7
District Avg	18.6	19.8	19.1	18.4	18.9

Projected 2020-2021 Class Size Averages					
Grade	PES	GES	LMES	MES	District Avg
K	15.3	19.0	15.8	16.3	16.6
1	17.3	16.3	17.8	21.3	18.2
2	20.8	22.3	21.5	21.0	21.4
3	20.0	19.0	19.8	19.7	19.6
4	17.3	22.3	21.0	15.7	19.1
5	18.7	23.3	19.8	20.7	20.6
District Avg	18.2	20.4	19.3	19	19.1

# PROGRAM IMPROVEMENTS/ EFFICIENCIES

- Technology
- Reconfiguring Staffing
- Curriculum and Instruction

# TECHNOLOGY

- Purchasing Lease –
  - Increased student access to technology (grades 4-8 will have 1-1 access)
  - Updates older machines that pose security liability and limit capacity
- Cloud Solutions
  - PowerSchool
  - Destiny
  - Increased security, reduced risk of ransomware
- Financial Software: Full replacement, current is end of life
- Increase student safety and network security
  - TRAPS, filtering



# STAFFING ADJUSTMENTS AND REPRIORITIZING

- Human Capital Management
- Enrollment driven adjustments
- Professional Development



# RESTRUCTURING OF HUMAN CAPITAL AND RESOURCE MANAGEMENT

- Currently our Human Resource management has no one person managing staffing, the oversight is divided among several staff positions.
- The current structure divides staffing into a “Certified” category and a “Non-Certified” category. Each category is kept separate, with different staff providing support on salary, benefits, contractual questions, retirement, pension, certification, hiring, job posting, discipline and investigations, and mandated training.
- This has created confusion, inefficiency, inconsistency and liability to the district.
- 77.5% of our budget is salary and benefits. We are a service provider who deals primarily in hiring, maintain and supporting quality staff and yet we have no department or director that oversees this. This budget restructures existing structures to create a Human Resource Coordinator role and department.



# RESTRUCTURING OF HUMAN CAPITAL AND RESOURCE MANAGEMENT

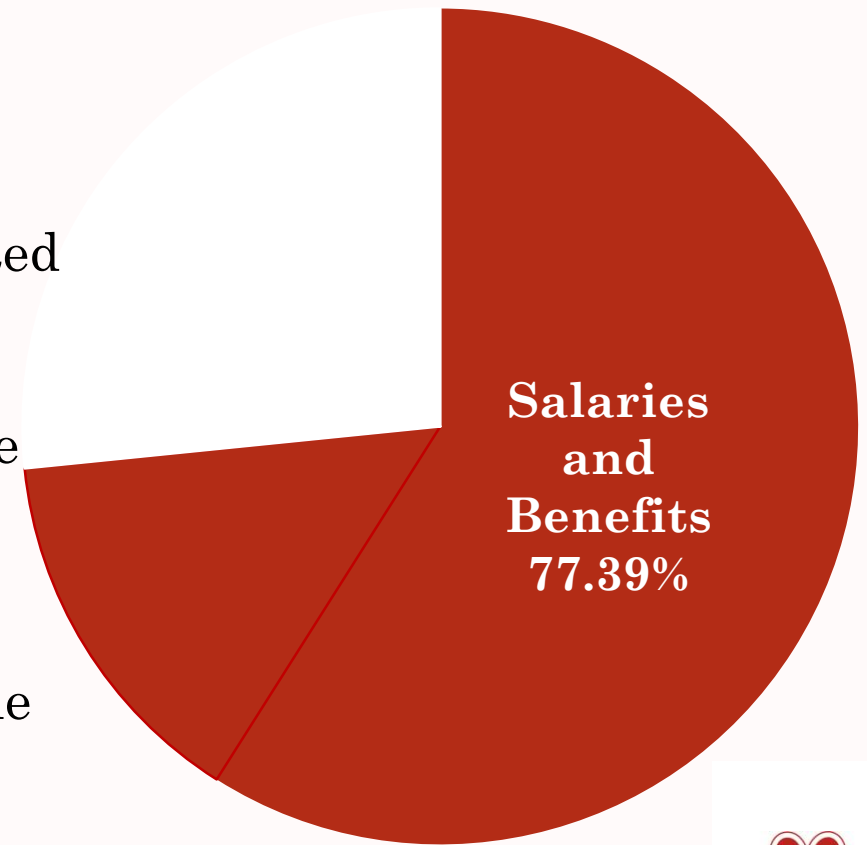
- Restructuring of Human Resources Coordinator
  - Combine the management of all contracts and staffing under one department
  - The restructure and consolidation will allow us to better handle complex staffing situations and reduce the risk of litigation.

Reduction	Add	Net cost
HR Secretary (\$65,000)	Human Capital Management (\$75-\$80,000)	\$10,000-\$15,000
PHS Bookkeeper (\$75,000)	.5 Finance/ .5 HCM Secretary (\$55,000)	-\$20,000
	Total	-\$5,000-\$10,000

# COLLECTIVE BARGAINING CONTRACTS:

It is our staffing that make us what we are as a district.

- About 77% of our operational costs go to salaries and benefits.
- Due to contractual changes, salary increases are projected to have an overall impact of 2.92%
- For the 2020-21 budget cycle, the increase to health care has been offset by cost savings in other insurance and benefits.
- Health care increases year to year are 8.7% or about \$800,000 compared to flat or almost flat funding over the past few years.



# INSURANCE AND BENEFITS:

6.17% Total  
increase year to  
year

## HEALTH INSURANCE

- Base increase of 10%, actual increase of 8.7% once staffing adjustments are accounted for.
- Due to increase in claims, there has been a substantial increase even after plans changes have taken effect.
- Custodial and Maintenance employees are on health plan through their union that the district makes a contribution towards

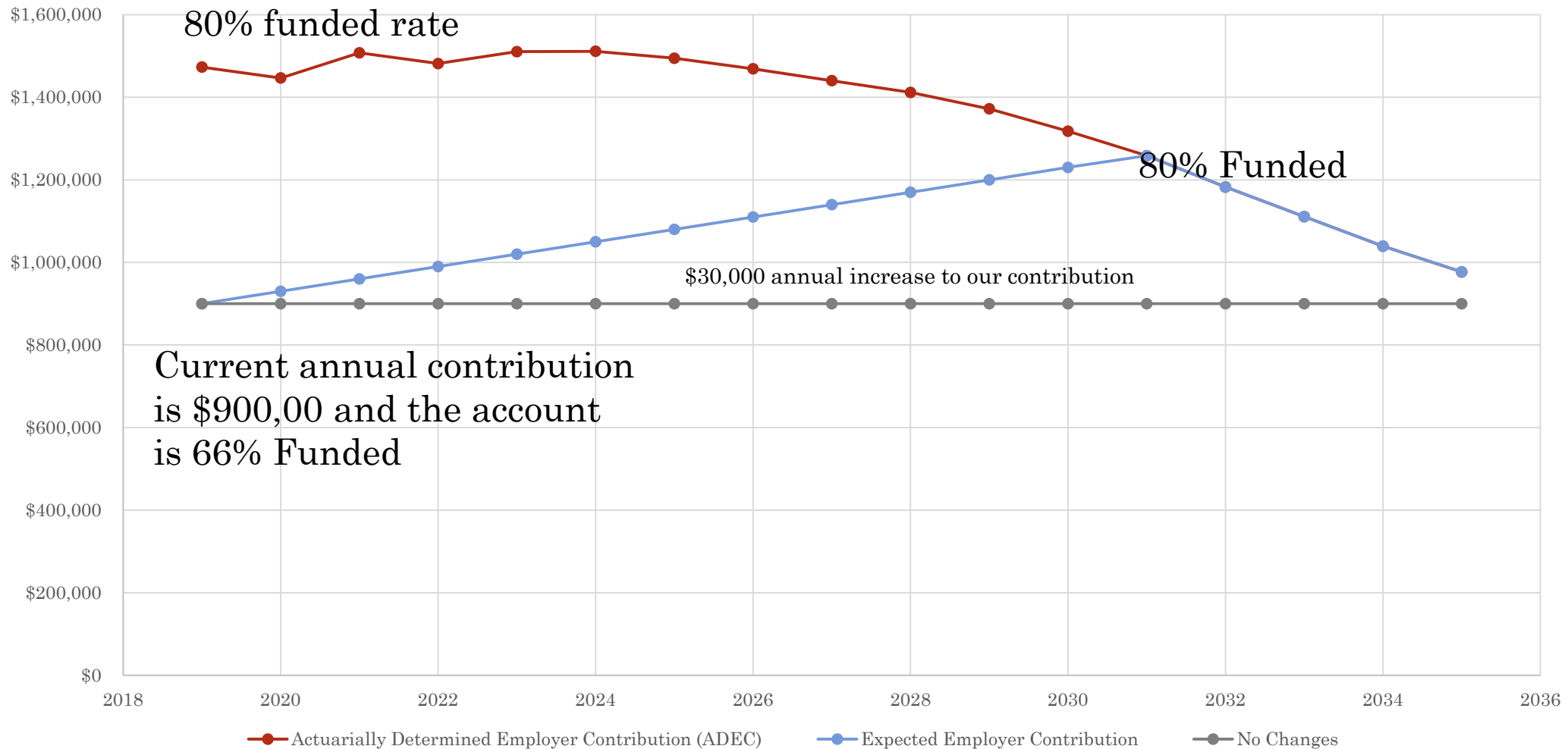
## DISABILITY

- Flat - Based on claims

## OTHER

- Life Insurance – Decreased due to competitive bid process and new contract
- Unemployment – flat
- Non-Certified Pension – increase of \$30,000

# PENSION ADJUSTMENT TO INCREASE FUNDED LEVELS



# IMPROVEMENTS PRE-K – GRADE 5

- 4<sup>th</sup> and 5<sup>th</sup> Grade One to One student to Chromebook ratio
- 1 Additional teacher to maintain class size
- Fund Science Curriculum Materials

# MIDDLE SCHOOL CHANGES

- Reduction of 3 teachers due to decreased enrollment
- One to One access to Chromebooks
- Shared Instructional Teacher Leaders to increase consistency
- New risers at Memorial Middle School for choral program



# HIGH SCHOOL CHANGES

- Increase in World Language offerings
- Update of video production lab
- Increase in student intervention services for Language Arts
- New English courses and curriculum updates
- Student Fees: The current plan is to add 30 parking spaces to the lower high school lot. This will allow us to lower the rate by \$25 without impact to taxpayers.
  - Reduce risk to students walking from lots not on the High School property



# DISTRICT WIDE

- Stronger internal controls and better checks and balances
  - Human Capital Management, Financial system, cloud services
- Upgrade from current phone system
- Maintains safety and security capabilities
- Addition of K-12 Instructional Teacher Leaders in Music, PE/Health
- Teacher in Residence for Diversity and Cultural Competency (not reflected in FTE as funded as long-term certified substitute)
- Curriculum and Instruction audit
- Consolidation of curriculum and instruction licensing
- Increase in English Learner instruction

# STAFFING SUMMARY:

Certified	PK-5	6-8	PHS	District	Total Change
Additions	1.0		.4	.2	+1.6
Reductions	0	-3.0	-.6		-3.6
Net change to budget					-2.0
Non-Certified	PK-5	6-8	PHS	District	Total Change
Additions			1.0	+2.0	+3.0
Reductions			-1.0	-1.0	-2.0
Net change to budget					1.0

- Addition of 0.4 World Language Teacher at High School
- Addition of 1.0 Enrollment driven Elementary Teacher
- Enrollment Driven Reduction of 3.0 FTE from middle school
- Reduction of .6 English Teacher at PHS
- PHS Adds a Para to the Library and reduction of Bookkeeper
- 0.2 EL Teacher



# SUMMARY OF STAFFING REALLOCATION

Additions	Projected Cost
Human Resource Manager	\$80,000
1 FTE Support (HR/ Finance)	\$55,000
0.4 FTE WL	\$26,000
ITLs (Music, Health/PE)	\$7,000
LMC Para PHS	\$24,000
0.2 EL Teachers	\$15,000
1.0 FTE Elem	\$65,000
Totals	\$272,000

Reductions/ Offsets	Projected Savings/ Revenue
Reduce HR Coordinator	-\$65,000
-1 FTE HS Bookkeeper	-\$65,000
-3 FTE MS	-\$240,000
	-\$370,000

**Net Budget Impact**

**(\$98,000)**



# REVENUE

Grant/ Fees	Projected Amounts
Excess Cost	\$2,050,000
Pay for Play (MS Music):	\$15,000
Pay for Play Athletics (MS/HS):	\$187,000
Parking Fees	\$55,000
Facility Usage Fees	\$2,000
Adult Education Grant	\$900
Magnet Transportation	\$27,000
E-Rate/ Telecom Reimbursement	\$20,000
Pre-School Tuition	\$70,000
Total	\$2,356,900



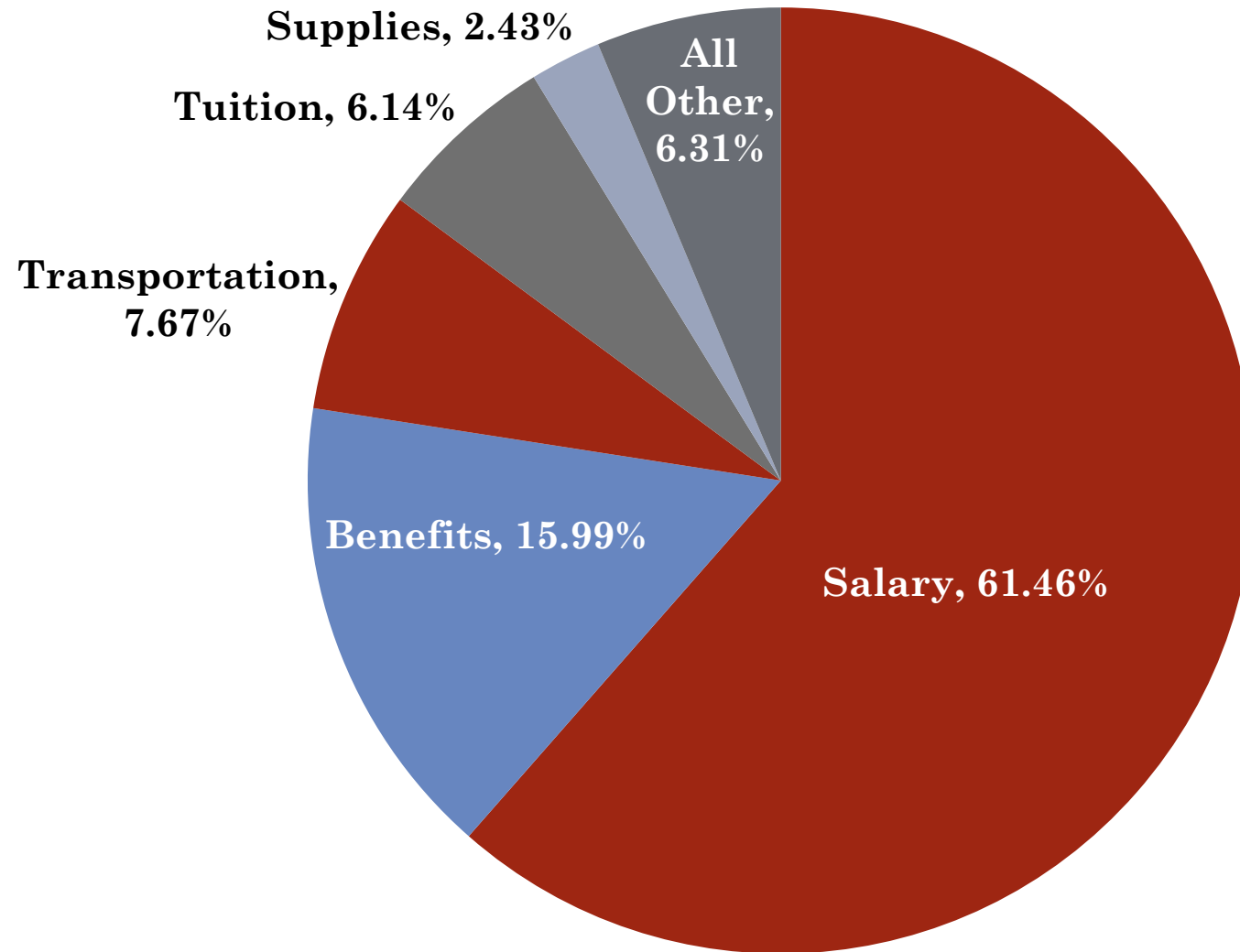
# BUDGET SUMMARY

Budget object	2019-20 Budget	2020-21 Proposed Budget	Yr to yr Change	% of Total 2020-21 Budget	% of Total Increase
Salaries	\$43,765,504	\$45,042,183	2.92%	61.40%	1.74%
Benefits/ Insurances	\$11,049,342	\$11,730,763	6.17%	15.99%	0.93%
Transportation	\$5,191,522	\$5,624,269	8.34%	7.67%	0.59%
Tuition	\$4,425,652	\$4,507,176	1.84%	6.14%	0.11%
Purchased Services	\$2,550,805	\$2,362,090	-7.40%	3.22%	-0.26%
Instruction/ Supplies	\$1,579,719	\$1,782,917	12.86%	2.43%	0.28%
Facilities	\$2,729,194	\$2,917,172	6.89%	3.98%	0.26%
Debt	\$1,815,843	\$1,740,037	-4.14%	2.37%	-0.10%
<b>Sub-total</b>	<b>\$73,107,583</b>	<b>\$75,706,606</b>	<b>3.56%</b>		3.54%
<b>Revenue</b>	<b>(\$2,292,717)</b>	<b>(\$2,346,390)</b>	<b>2.34%</b>	-3.20%	0.05%
<b>Supt Proposed Total</b>	<b>\$70,814,866</b>	<b>\$73,360,217</b>	<b>3.59%</b>	100.00%	3.59%

\*An increase in revenue reduces the overall budget to the community.

# BUDGET SUMMARY

## PERCENT OF TOTAL BUDGET OF SELECTED OBJECTS:





# WHAT THIS BUDGET DOES:

- Expands educational opportunities for students
- Provides the necessary materials, equipment, and supplies to implement curriculum
- Ensures curriculum and professional development will continue to keep instruction current and competitive
- No Program Reduction
- Creates a more efficient and effective focus on Human Capital and Human Resource Management.
- Increases network security and improves communication
- Mitigates impact of insurance increase
- Maintains funding for historical post budget Special Education costs.



# BUDGET FRAMEWORK: DISTRICT PRIORITIES 2020-2021



- 1. Communication , Collaboration, Trust, Transparent**
  - Adjust budget to historical actuals
  - Increase pension contribution and being process of adjustment
  - Upgrade phone system
  - Transition financial software
  - Reorganization of Human Capital Management
- 2. Engagement and Achievement**
  - PE/Health & Music ITL positions
  - 1-1 Access for students 4-8
  - Curriculum and Instruction Review
- 3. Welcoming and Inclusive**
  - Teacher in Residence for Diversity and Cultural Competency
  - Structural Upgrades (Furniture, Risers at MMS)
  - Increase in English Learner support
- 4. Post High School Preparation**
  - Increase Foreign Language Options
  - Audit of Curriculum and Instruction

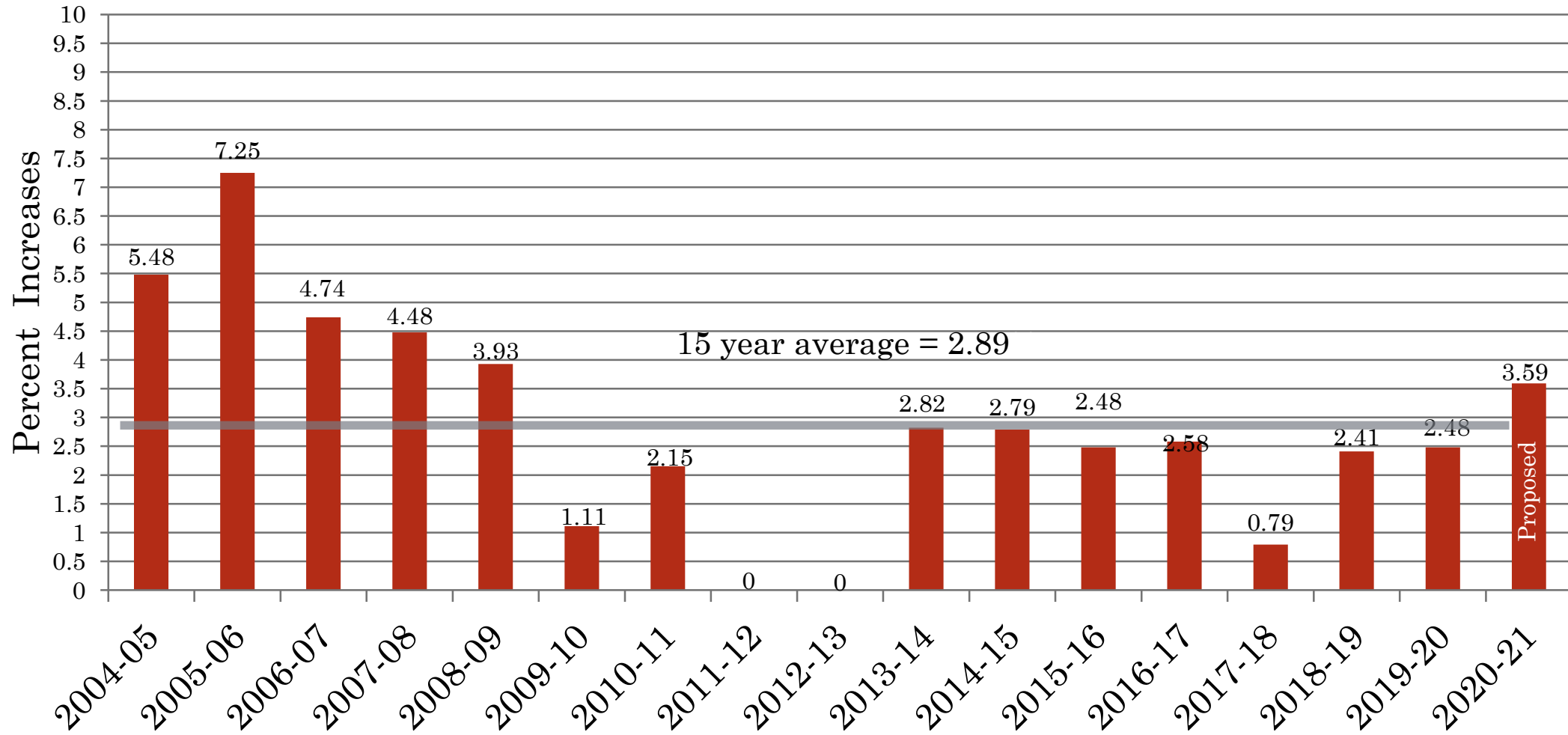


# THIS PROPOSED BUDGET DOES NOT:

- Fulfill all recommendations made as part of NEASC accreditation
- Add an elementary administrator
- Complete the furniture Upgrade for HS Library (Partial)
- Build in a Capital Line to fund projects out of the operating budget
- Dramatically expand course offerings
- Fully address pension obligation
- Increase fees to families
- Reduce any services or programs to students
- Include some possible budget neutral improvements to transportation.

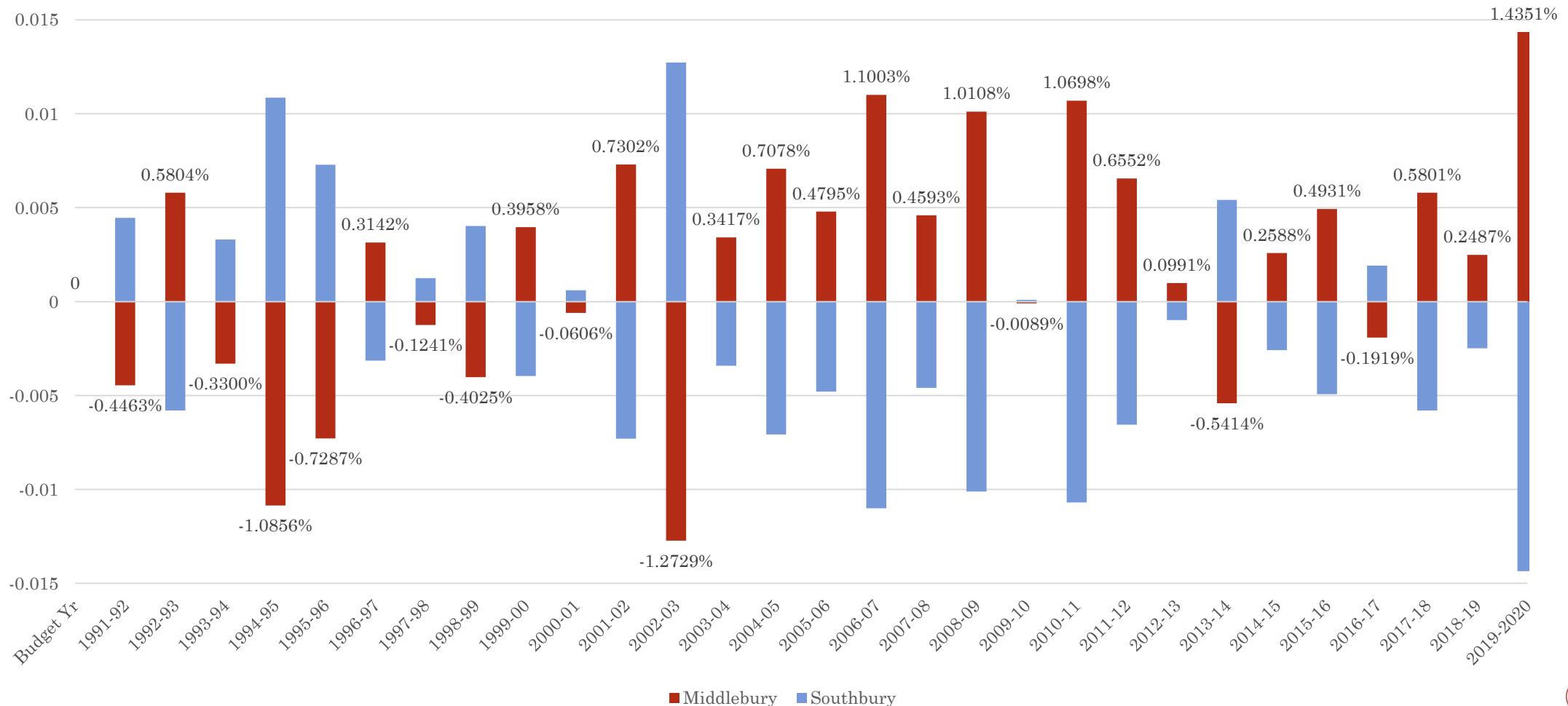


# BOARD APPROVED BUDGET INCREASES BY PERCENT:



# AVERAGE DAILY MEMBERSHIP

Shifts Over Time



# REVIEW OF THE BUDGET SCHEDULE

**Wednesday, March 4th** Budget Workshop beginning at 6:30 at PHS Media Center

- Elementary Schools K-5
- Middle Schools 6-8
- Special Education

**Wednesday, March 18th** Budget Workshop beginning at 6:30 pm at PHS Media Center

- High School
- Athletics
- Curriculum and Development
- Technology

**Wednesday, March 25th** Public Hearing & Budget Workshop beginning at 6:30 pm at PHS Media Center

- Southbury & Middlebury Board of Finance Discussions

**Monday, April 6<sup>th</sup>** Board of Education Meeting, 7:30 pm at PHS Media Center

- Board adopts 2020-21 Budget



## NEXT STEPS:

- Questions from Board members can be submitted to my office over the next few weeks
- All budget presentations will be posted on the district website: [region15.org](http://region15.org)
- Along with presentation a list of questions and answers will also be developed and available on the website.
- Any questions?

