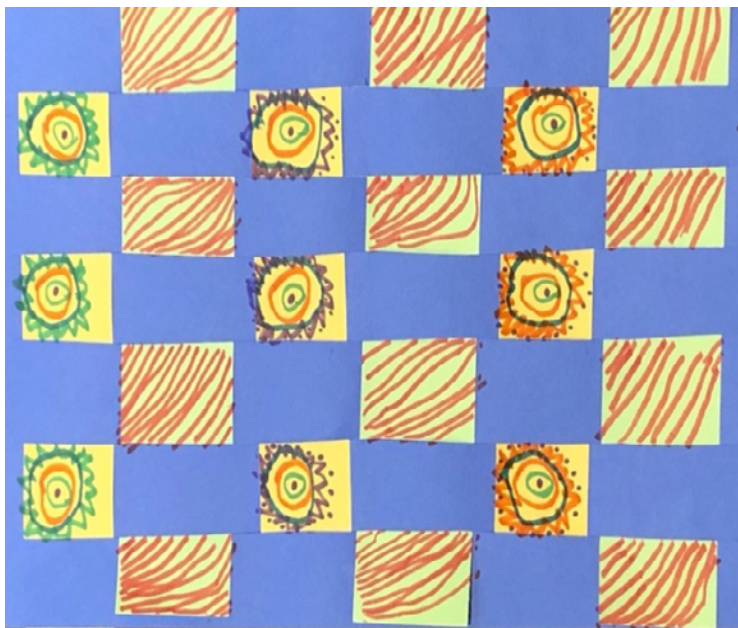


# Superintendent's Recommended 2019-20 Budget



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 7, 2019**

# Tonight's Objectives

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## **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

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- 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	\$2.5m 
• Vacancy Savings	\$2.5m
• Insurance Reserve Appropriation	\$950k
• Medicaid Reimbursement Revenue	\$1.3m
• Excess Cost & Grant Revenue	\$4.2m
• School Building Use Revenue	\$300k

\*Executive Session

# 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	\$1.9m	0.7%
<u>Everything Else</u>	<u>\$0.6m</u>	<u>0.2%</u>
<b>Status Quo Increase</b>	<b>\$10.8m</b>	<b>4.0%**</b>

\*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%
C&I Initiatives	\$0.4m	0.2%
SRBI	\$0.3m	0.1%
<u>Everything Else</u>	<u>(\$0.3m)</u>	<u>(0.2%)</u>
<b>Net Adjustments</b>	<b>\$2.9m</b>	<b>1.0%</b>
<b>Total Increase</b>	<b>\$13.9m</b>	<b>5.0%*</b>

\*See App 9 – Still Have Work to Do

# Strategies to Manage Growth

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- 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

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- Curriculum and Instruction Initiatives Scaled Back by \$2+m
  - Slowing rollout of NGSS
  - Slowing design and implementation of new curricula
- Staffing Requests Scaled Back by \$1.7+m



# Works-in-Progress

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- Accounting Adjustment (\$702k Sup. Appr.)
- Appropriate More Insurance Reserve (\$950k)
- Adjust Budget as Assumptions Updated

# Questions

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- Clarifying questions will be answered here
- Members of the public will have an opportunity to frame probing questions for response next week
- More details on the budget can be found at <https://www.stamfordpublicschools.org/district/finance-purchasing/pages/2019-2020-budget-documents>

# Next Steps

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- **Feb 12<sup>th</sup> at 6:30PM** – BOE Special Meeting to Adopt Budget
- **Mar 25<sup>th</sup> at 7PM** – BOF Presentation

# Appendices

Achievement on Four District Improvement Goals .....	13-17
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# 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

- All 21 schools are addressing food insecurity in 2018-19 School Improvement Plans.

## Habits of Heart

- Chronic absenteeism rates are **below** the state target (8.6%) at eight schools, 2017-18.
- 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 indicate 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.

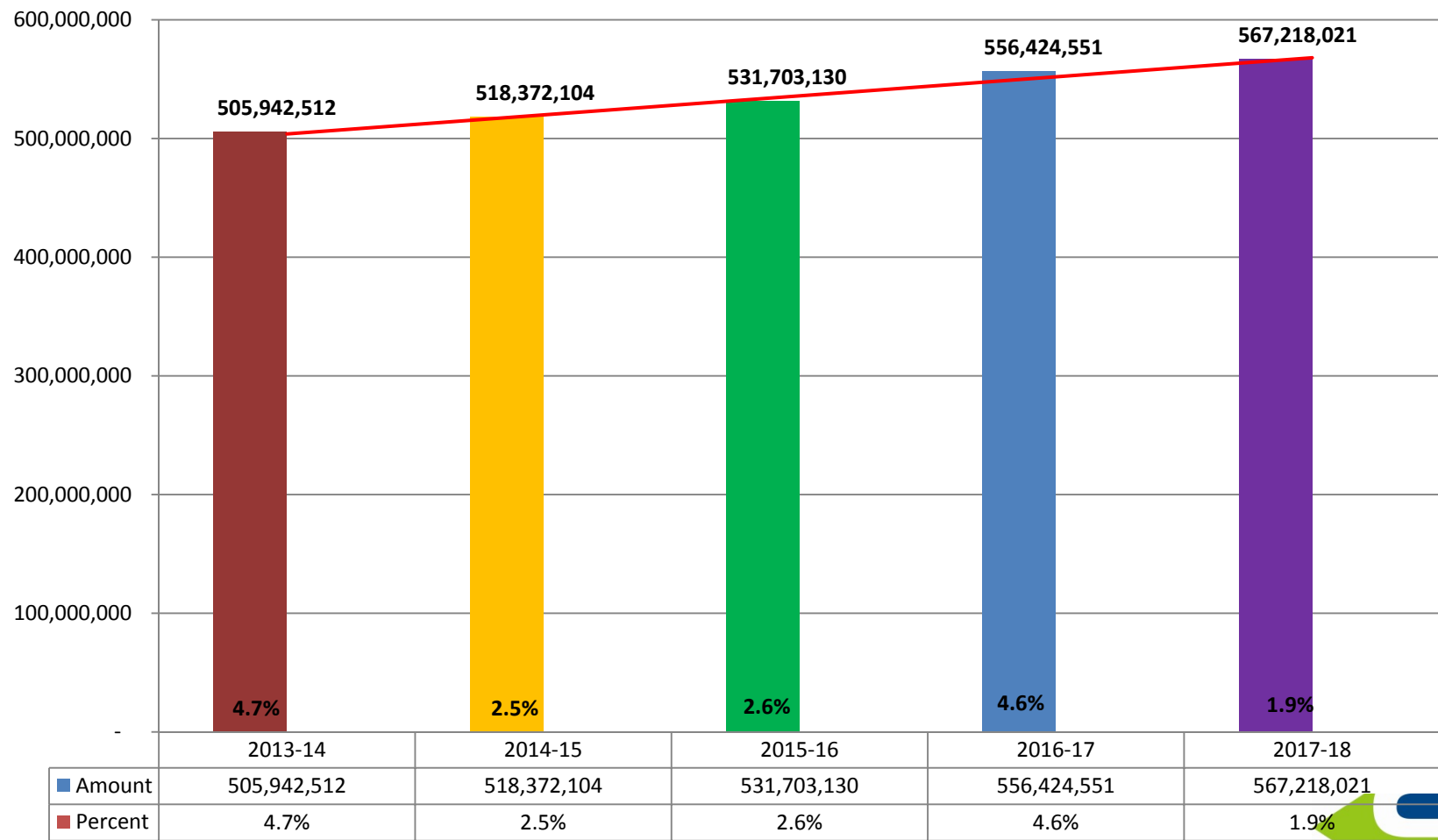
**Strategic Goal 2: Habits of Mind** – All learners will acquire and effectively apply critical thinking, creative thinking, and self-reflective thinking to be academically prepared for lifelong learning and the world of work.

**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 8-9% but is still \$5.4 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 limited funds for capital projects more dollars will be required for building maintenance.

# App 5: Budget Assumptions

## Have a Large Impact on the Budget Request

- 1) **Unsettled Contracts:** UAW, Paras, Custodians, Security
- 2) **Health Insurance:** Medical +8-9%, 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%)

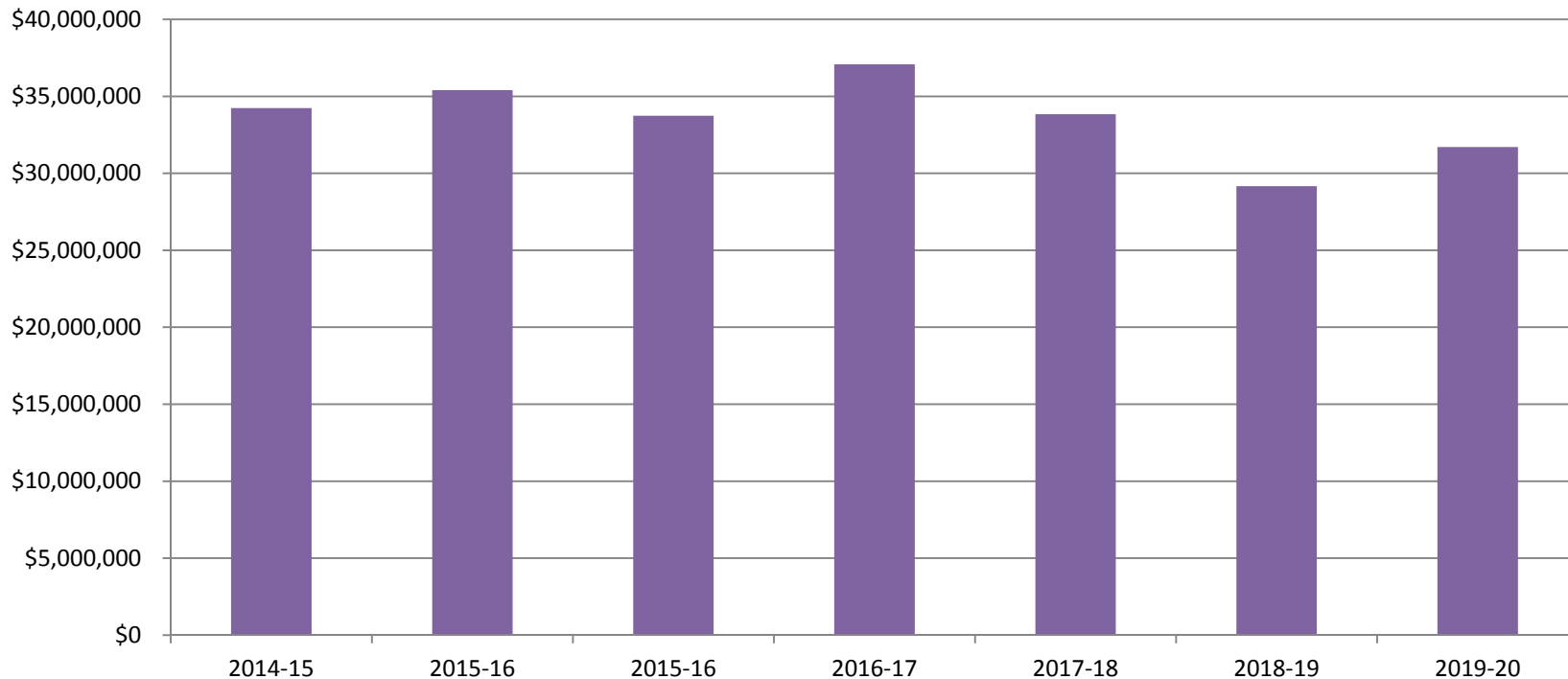
- Look at efficiencies in Facility Management System
- Energy audit to reduce cost
- Increased use of solar panels

Green= In Place

Red= Work in Process

Blue= To be considered

## App 7: Big 1-Yr, but Actively Managed



**Health /Hospital Insurance 2014-2020:**  
**5-Year Trend -3.0% average annual increase**

# App 8: Current Programs Drive Increase

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

	Budget \$	Positions	
<b>2018-19 Operating Budget</b>	<b>\$272,790,679</b>	<b>2,107.6</b>	
<b>CURRENT PROGRAM</b>	<b>Dollars</b>		<b>% added</b>
Salaries (100)	\$4,601,314		1.69%
Employee Benefits (200)	\$3,743,000		1.37%
Educational, Rehabilitative, and Legal Services (300)	\$299,000		0.11%
Building Upkeep and Repairs (400)	\$133,000		0.05%
Transportation and Other Services (500)	\$1,870,000		0.69%
Supplies, Materials, and Heating Fuels (600)	\$76,000		0.03%
Equipment (700)	\$135,000		0.05%
Dues and Fees (800)	(\$22,000)		-0.01%
	<b>\$10,835,314</b>	<b>0.0</b>	<b>3.97%</b>
<b>CHANGES TO CURRENT PROGRAM</b>			
Incr to Special Ed due to identification, transportation	\$2,464,000	6.7	0.90%
Upgrade to Curriculum & Instruction Department	\$408,000		0.15%
Start up of district wide SRBI program	\$317,000		0.12%
Increase at the Middle School level due to enrollment	\$187,000	2.0	0.07%
ARTS program including behavior services	\$132,000	0.5	0.05%
Adult Ed program from fund balance	\$125,000	(0.3)	0.05%
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%
Increase to Maintenance/Utility Budget based on trend	\$74,000		0.03%
District Wide Mental Health	\$55,000		0.02%
Pupil Services, insource of Speech & Language positions	(\$166,000)	5.0	-0.06%
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%
	<b>\$2,890,000</b>	<b>13.5</b>	<b>1.06%</b>
<b>Total 2019-20 Operating Budget</b>	<b>\$286,515,993</b>	<b>2,121.1</b>	<b>5.03%</b>

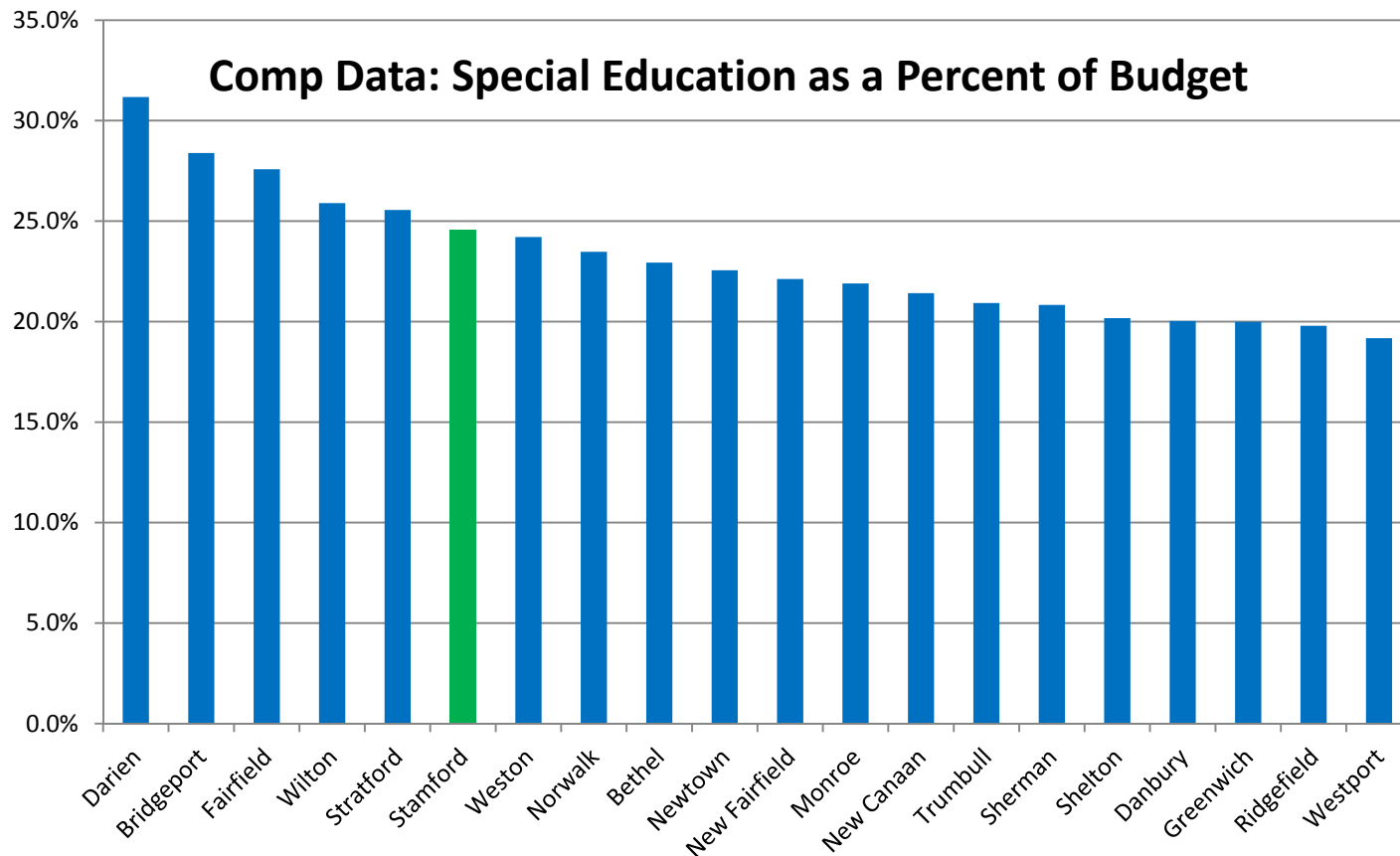


# App 9: Still Have Work to Do

## One and Five-Year Growth By Object

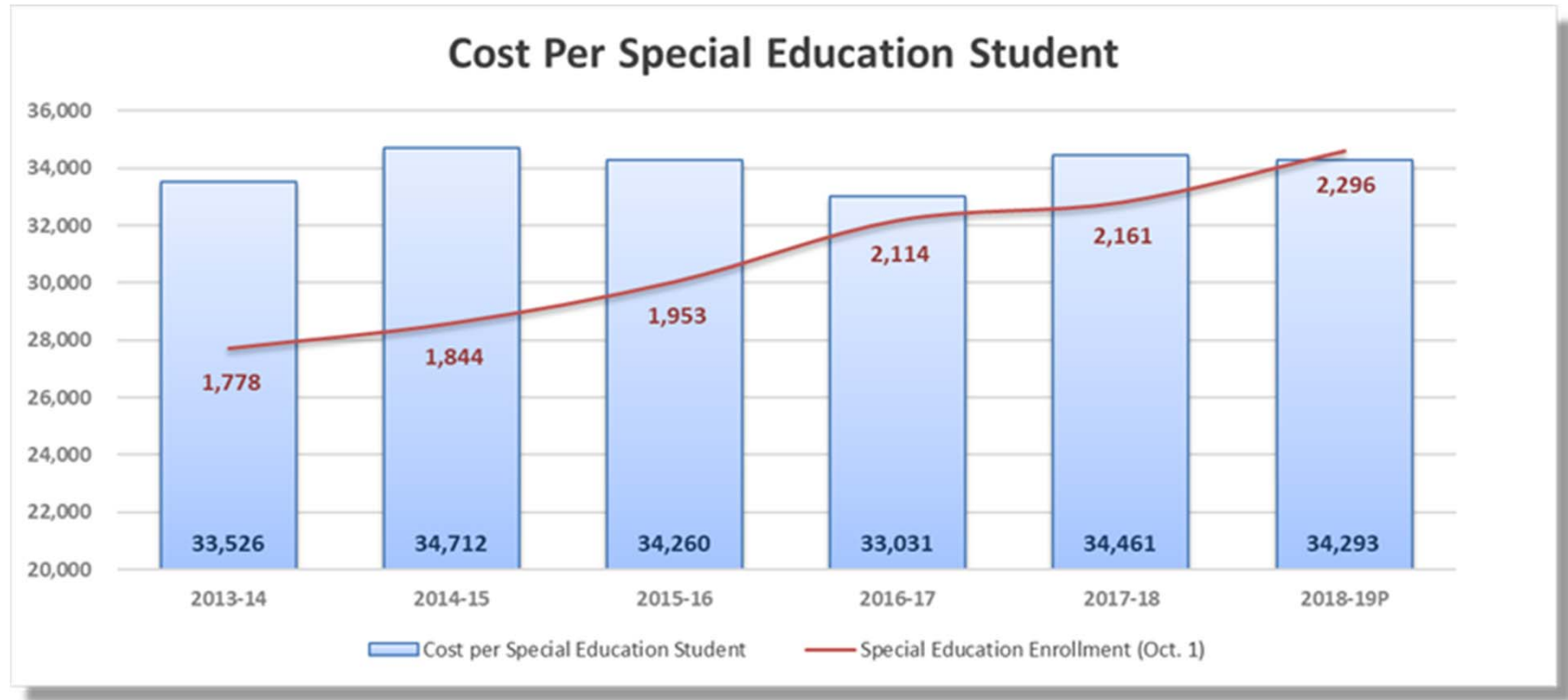
BUDGET	2019-20	2018-19 vs 2014-15 5 yr Avg Incr %	2019-20 1 yr GROWTH %	Object Description
BREAKDOWN CODE	Request			
Salaries and Wages	\$177,642,494	1.9%	3.3%	Includes regular and extra compensatory wages for all school employees
Employee Benefits	\$45,304,085	-0.4%	7.4%	Contractual benefits for employees including medical, dental, prescription drug, and life insurance. Also includes employer FICA charges and Worker's Compensation insurance allocations.
Educational, Rehabilitative, and Legal Services	\$10,566,908	0.1%	16.1%	Primarily legal, consulting, and rehabilitative services performed by outside contractors. Also included are technical services for the computer network.
Building Upkeep and Repairs	\$6,388,150	0.9%	2.2%	Expenditures from these accounts are used for upkeep and repair of the school buildings.
Transportation, Out-of-District Tuition, and Other Services	\$38,065,680	5.3%	7.3%	Expenditures from these accounts are used primarily for transportation, out-of-district tuition, printing, professional development, and telephone expenditures.
Supplies, Materials, and Heating Fuel	\$7,747,176	7.1%	9.3%	Includes supplies, materials, textbooks, utilities such as oil and gas heat, and bus fuel
Equipment	\$631,581	9.8%	34.7%	Funds from these accounts are used for new and replacement equipment.
Dues and Fees	\$169,919	4.0%	-8.9%	These accounts are used to budget for professional memberships for certified staff and board dues.
<b>TOTAL OPERATING BUDGET</b>	<b>\$286,515,993</b>	<b>1.94%</b>	<b>5.03%</b>	

## App 10: SPED Managing Costs



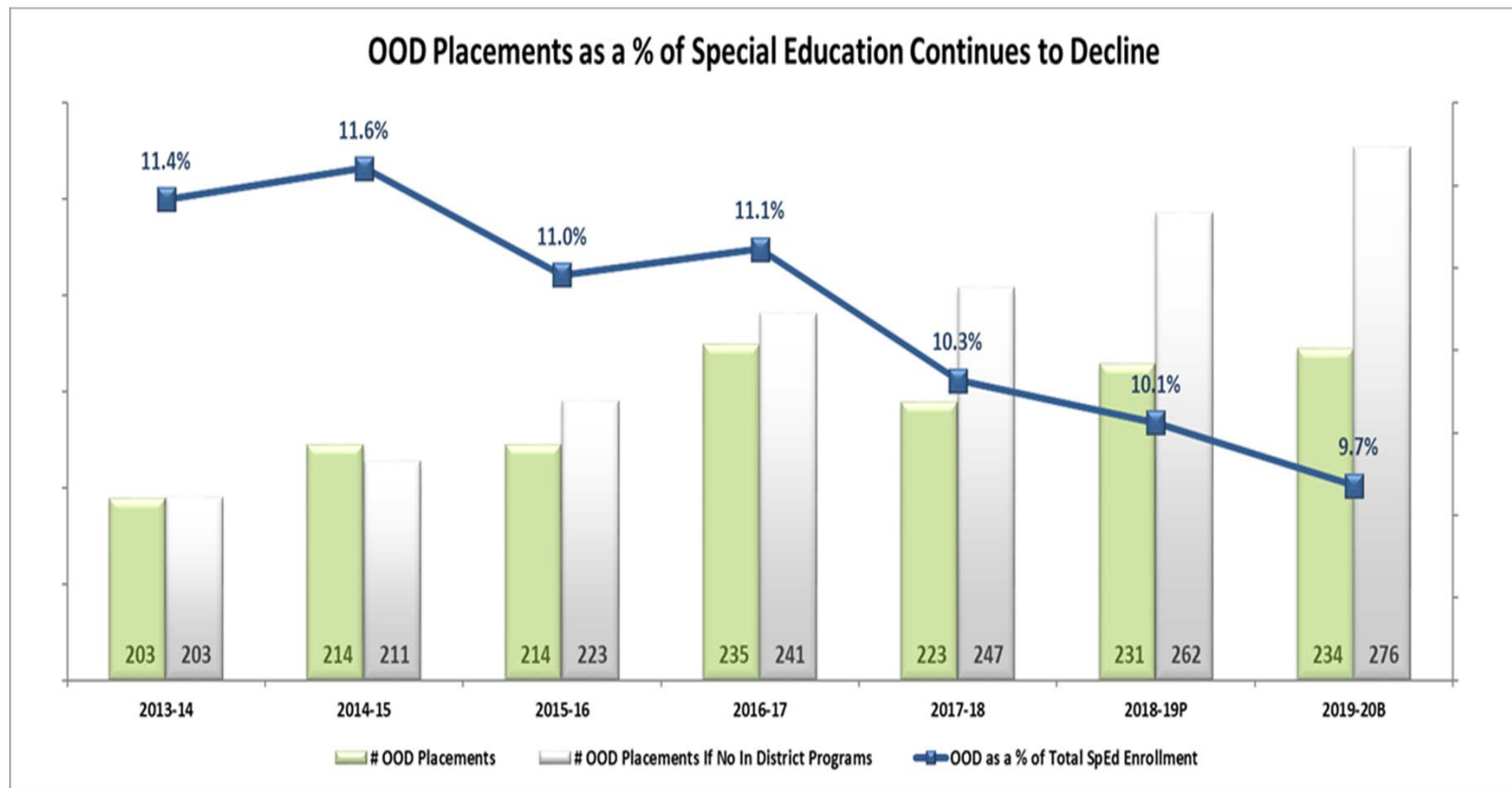
- Given relative size of our Special Needs population, that we are in the middle of Lower Fairfield County is an achievement
- Still room for improvement

# 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)