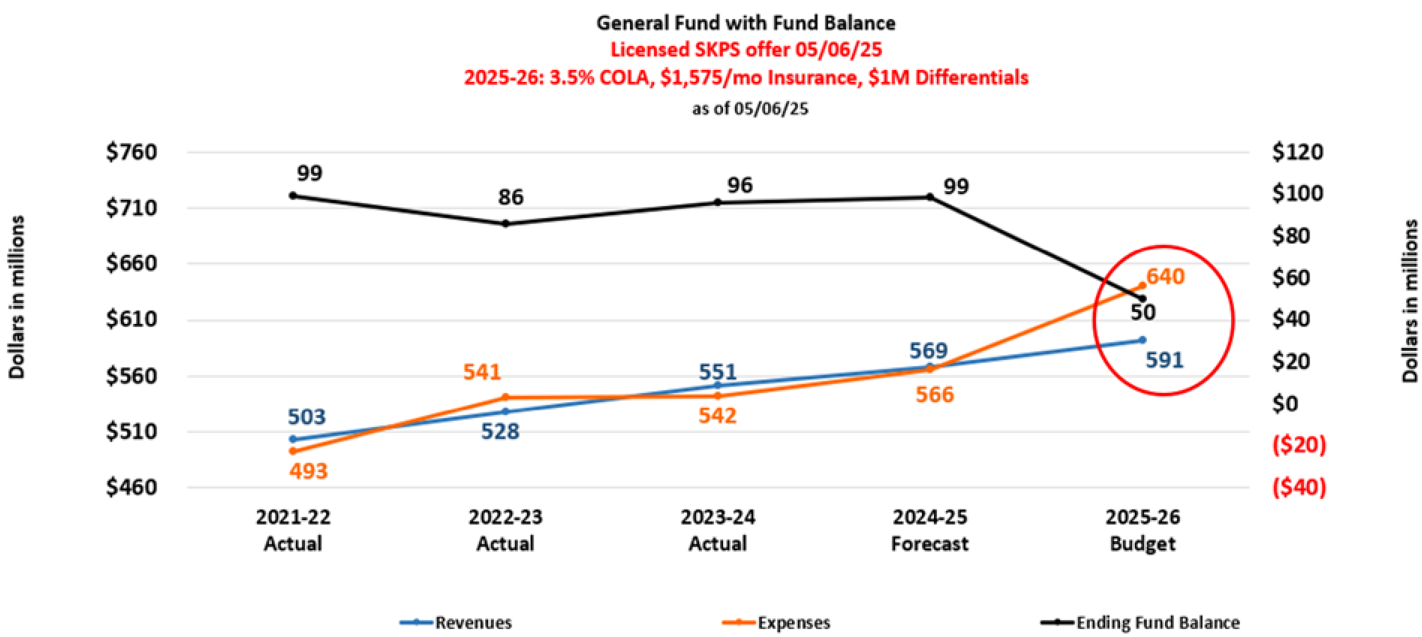
Budget Committee Information: May 14, 2025 Meeting

General Information: Updated Revenue/Budgeted Expense Information

Last week, the Governor signed SB849 which will provide some PERS rate relief to school districts in FY26. The next step is action by the PERS Board on May 30, at which point we will know more about financial relief for Salem-Keizer Public Schools. At this point, all positive revenue or expense adjustments should be directed to the closure of the $46M expense/revenue gap.

On May 6, we presented the proposed FY26 budget including information about anticipated General Fund revenue and budgeted expenses. On May 6, we also made a financial counteroffer to the licensed association. This offer increased our proposed COLA from 3% to 3.5% and increased our monthly insurance contribution from $1550 to $1575. These changes have changed our budgeted expenses. Our budgeted expenses increase by $3M, and our ending fund balance drops by $3M.



1. Request by Director Chandragiri: Program and investment information related to parent engagement

Across both our schools and central teams, we have multiple roles that support family engagement. This work looks a bit different for each role and team, but in general these roles focus on a combination of communications with families (or groups of families), planning events and hosting parent committees, or providing direct services to students and their families based on needs.

For schools, these roles are often purchased through their title dollars to support students and their families as identified in their school's needs assessment and plan. 1% of our Title I dollars, or approximately $180k is required, however our schools often invest a great percentage of their funds for family engagement.

In our central office teams, we help support families and communities across schools and include a variety of activities from hosting community events to providing direct services to students and families according to specific identified needs.

Examples of roles that support these functions are as follows, but we also know that every SKPS team members has a critical role to play in engaging our families:

- McKinney Vento Student Advocates (7) - Student Advocate provides outreach, service coordination, and support to students experiencing homelessness and their families, and to students in foster care and their families.
- Community Resource Specialists (18) - support student sense of belonging, graduation rate, on track rate, and attendance for student focal groups; support responses to the Every Student Belongs policy.
- Community Health & Wellness Specialist (1) - Position will lead the development and implementation of district-wide strategies to promote the health, wellness and sense of belonging of students. Position will support Medicaid administrative claiming and direct billing by providing consultation, implementing interventions, and collaborating with community-based healthcare partners.
- Community School Outreach Coordinator (38.4) - Improve student achievement by assisting in the creation of community involvement in Salem-Keizer schools by assessing school, parent and other community needs and coordinating parent involvement, family support activities and community outreach programs at assigned schools in response to those needs and by assisting in the coordination of the planning, implementation, monitoring, communicating and evaluation of activities and services for parents and other community members at school facilities and in the community.

In addition to these roles, our teams and our schools also invest in Title IA Parent/Family Engagement Activities, including:

- Literacy/Math Nights
- Title I-A Annual Meeting
- English Essentials - English Classes for Families
- Contracted Coalition Family Classes
- Push Out Events in Summer to School Communities to Welcome Back in the Fall
- Home Visits

Most of the additional activities are paid through additional earnings, where we can pay our staff members outside of their standard contract hours to support these events during evenings, weekends, and throughout the summer.

2. Request by Committee Member Jitan: Explanation of contingency and ending fund balance

Contingency is the estimated ending fund balance. This amount is appropriated to be used in the current year, if needed. Any amount of the contingency unspent in the current year may be reflected as the beginning fund balance for the next budget year. The anticipated beginning fund balance can be found on page 49 of the budget book. Information about the contingency can be found on page 29 of the budget book.

From PBAM:

- FUNCTIONS:
    - 6000 CONTINGENCIES (FOR BUDGET ONLY). Expenditures which cannot be foreseen and planned in the budget process because of an occurrence of an unusual or extraordinary event. Use with object 810 Planned Reserve only.
        - 6110 Operating Contingency. Budgeted amount to be transferred by school board resolution to the proper expenditure code.
    - 7000 UNAPPROPRIATED ENDING FUND BALANCE. An estimate of funds needed to maintain operations of the school district from July 1 of the ensuing fiscal year and the time when sufficient new revenues become available to meet cash flow needs of the fund. No expenditure shall be made from the unappropriated ending fund balance in the year in which it is budgeted. Use with object 820 Reserved for Next Year only.

- OBJECTS:
    - 800 OTHER USES OF FUNDS.

- 810 Planned Reserve. Amounts set aside for operating contingencies for expenditures which cannot be foreseen and planned in the budget because of the occurrence of some unusual or extraordinary event.(Use only with function 6110 Operating Contingency.)
- 820 Reserved for Next Year. (Use only with function 7000 Unappropriated Ending Fund Balance.)

3. Request by Committee Member Jones: "Back-Office" staffing summary

Budget committee Jones clarified her request for the following information: "hierarchy of the supervisors, and the number of staff reporting to them, associated with the cost of those positions, which we should be able to reference in the budget document." We agreed on the following functions as a complete list of "back office services to the following list:" (1) Board of Education, (2) Executive Administration, (3) Business Support Services, (4) Fiscal Support Services, (5) Direction of Central Support, (6) Planning, Research, and Evaluation, (7) Information Services, (8) Staff Services, and (9) Record Management Services.

The requested details are below, organized by team/department and reporting structure. Additional FTE were still included if they were part of that team but funded out of a different function. (For example, we have 0 FTE currently in Planning, Research, and Evaluation; furthermore, a few FTE on our financial services team roll up under Purchasing, Warehouse, Printing.)

Salem-Keizer's total FY26 budgeted back-office staff expenses are 2% of all personnel expenses.

Back Office Function/Supervisor	Fund	Budget Page	Function	FTE (includes supervisor)	Current Salaries (includes supervisor)
Board of Education					
Board	General Fund	72	2310 - Board of Education Services	0	$ -
Board of Education Total					
Executive Administration					
Superintendent + admin support	General Fund	73	2320 - Executive Administration	2.00	$ 380,773.00
↳ Deputy Superintendent (Elementary) + admin support				1.50	$ 237,294.60
↳ Deputy Superintendent (Secondary) + admin support				1.50	$ 229,761.60
↳ Chief Operations Officer + admin support				2.00	$ 284,101.00
↳ Chief Human Resources Officer				1.00	$ 195,861.00
↳ Executive Director (in transition)				1.00	$ 195,861.00
↳ Executive Director, Strategy and Analytics + admin support *initial formula error of $82,867.20				2.00	$ 271,195.20
Executive Administration Total				**11.00**	**$ 1,794,847.40**
Business and Support Services					
Chief Operations Officer	General Fund	76	2510 - Direction of Business Support Services	4.00	$ 462,973.00
Business and Support Services Total				**4.00**	**$ 462,973.00**
Budget and Financial Services					
Director, Financial Services	General Fund	76	2520 - Fiscal Services	11.20	$ 936,829.92
	Federal Grant	121	2490 - Other Support Svcs	0.80	$ 20,132.00
↳ Asst. Dir., Financial Services	General Fund	76	2520 - Fiscal Services	15.00	$ 1,086,650.00
		78	2550 - Transportation	1.00	$ 64,916.80
↳ Manager, Procurement and Contracts	General Fund	79	2570 - Purchasing, Warehouse, Printing	5.00	$ 466,132.60
	Fund 605	148	2570 - Purchasing, Warehouse, Printing	1.00	$ 68,099.20
Budget and Financial Services Total				**34.00**	**$ 2,642,760.52**
Communications					
Director, Communications and Community Relations	General Fund	80	2630 - Information Services	2.00	$ 221,807.60
	State Grant	123	2630 - Information Services	2.00	$ 170,248.00
↳ Communications PM and Ops Supervisor		80	2630 - Information Services	4.00	$ 377,700.80
Communications Total				**8.00**	**$ 769,756.40**
Human Resources					
Chief Human Resources Officer	General Fund	81	2640 - Staff Services	2.00	$ 203,544.00
↳ Director, Labor and Employee Relations	General Fund	81	2640 - Staff Services	4.00	$ 516,316.00
↳ Director, Recruitment	General Fund	81	2640 - Staff Services	10.00	$ 617,349.40
	State Grant	123	2640 - Staff Services	1.00	$ 71,593.60
↳ Director, Staffing	General Fund	81	2640 - Staff Services	14.00	$ 1,006,129.20
↳ Manager, Benefits and Leaves	General Fund	81	2640 - Staff Services	6.00	$ 481,139.20
↳ Manager, Prevention/Protection	General Fund	81	2640 - Staff Services	5.00	$ 303,060.60
↳ POSA, Evaluations	General Fund	81	2640 - Staff Services	1.00	$ 138,471.00
Human Resources Total				**43.00**	**$ 3,337,603.00**
Strategy and Analytics					
Executive Director, Strategy and Analytics					
↳ Director, Data Strategy	General Fund	82	2660 - Technology Services	4.00	$ 512,371.20
	State Grant	123	2660 - Technology Services	3.00	$ -
Strategy and Analytics Total				**7.00**	**$ 512,371.20**
Total Back Office Support Salariess				**107.00**	**$ 9,520,311.52**
Associated Payroll Cost + Fringe Estimates					**$ 5,350,456.05**
Total Back Office Support Compensation Estimate					**$ 14,870,767.57**

Portland/Salem-Keizer Comparison

Back Office Function	SKPS (38k)	PPS (43k)	BSD
Board of Education	0	2	BSD uses a different staffing unit of measure (APU.) We believe that SKPS and BSD back-office staffing are similar with team-by-team differences.
Executive Administration (includes administrative support)	11	36.26	
Business and Support Services	4	9	
Budget and Fiscal Services	34	58	
Communications	8	11	
Human Resources	43	52	
Other central business functions	7	21	
Total	**107**	**189**	
FTE per 10,000 students	**28.2**	**50**	

4. Request by Committee Member Strawn: National research on financial implications of staff attrition

Group	**Attrition (annual avg from 22-23 and 23-24)**	**Cost of attrition per person based on national research (lower end of estimate)***	**Estimated cost incurred by SKPS based on national research**
Licensed	~250	$20,000	$5,000,000
Classified	~400	$10,000	$4,000,000
Total	**650 per year**		**$9,000,000 per year**

- National Trends:
  - **Nationwide turnover**: ~1516 %/yr pre-COVID; +2 pp surge post-COVID (e.g., North Carolina 12 % → 16 %) (EdWeek, 2023).
  - **High need schools** regularly top **20 %** turnover (Learning Policy Institute, 2017).

    - **COVID effect**: brief dip (2020) → record exits (202122); **1 in 4** teachers considered quitting (RAND, 2021).
- Educational Impact:
    - **Achievement drops** when turnover is high (Ronfeldt, Loeb & Wyckoff, 2013).
    - **Loss of veteran mentors & knowledge** hampers new teacher growth (Ingersoll, 2021).
    - **Burnout rises** as remaining staff cover gaps (RAND, 2022).
- *Costs: Source: Learning Policy Institute
    - Classified estimate benchmarked from relative percentage of teacher turnover cost
    - Teacher turnover cost estimates leverage the first five research-backed categories from the table below.

Table 3. Cost Categories Included in Each Study

Costs	Barnes et al. (2007) study	Levy et al. (2012) study	Milanowski & Odden (2007) study	Synar & Maiden (2012) study	Watlington et al. (2010) study
Costs included in the calculator					
Recruitment and hiring	✓	✓	✓	✓	✓
Training	✓	✓	✓	✓	✓
Separation		✓	✓	✓	✓
District-level costs	✓	✓	✓	✓	✓
School-level costs	✓	✓	✓		
Costs not included in the calculator					
Salary differentials		✓	✓		
Performance productivity			✓	✓	

Source: Learning Policy Institute review of teacher turnover cost studies. (2024).

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5. Request by Committee Member Jones: Dyslexia service information

In Salem-Keizer Public Schools (SKPS), all students in kindergarten and first grade are screened for characteristics of dyslexia as required by Oregon law (SB 1003). This screening is embedded within our universal literacy screening process and includes measures such as phonological awareness, rapid naming, letter knowledge, and sound-symbol recognition.

When a student demonstrates risk factors associated with dyslexia, educators notify families and initiate targeted interventions through a Multi-Tiered System of Supports (MTSS). These supports are provided within the general education setting, are based on the student's individual needs, include regular progress monitoring, and are adjusted to maximize progress. If concerns persist despite intervention, the student may be referred for a special education evaluation.

Students showing characteristics of dyslexia are typically supported by classroom teachers, reading interventionists such as Foundational Skills Specialists (FSS), and/or specialists trained in evidence-based literacy practices. While dyslexia itself does not automatically qualify a student for special education, those who meet eligibility criteria under the category of Specific Learning Disability (SLD) may receive services through an Individualized Education Program (IEP). Others may receive accommodations through a Section 504 Plan.

SKPS provides ongoing professional development for staff on dyslexia, including training aligned with Oregon's Dyslexia Guidance, focused on early identification, instructional strategies, and interventions. Each elementary school has at least one staff member who has completed the required dyslexia training approved by the Oregon Department of Education. In addition, some licensed staff is being trained in LETRS, an ODE approved dyslexia training. As of now teachers from several schools have been trained, and some schools have trained all their staff.

6. Request by Committee Member Peterson: Summary of special education clinical practicum

- The WOU/SPED program has supported over 170 staff members. 127 members are still working for Salem-Keizer.
- SPED cohort members are filling about 32% of all Special Education teaching roles in Salem-Keizer
- The district has been able to maintain an average of 75% retention rate for cohort members in the past 10 years
- Each employee enrolled in the cohort receives tuition support of $10,000 over two years from SK. Additionally, WOU provides reduced tuition for the Salem-Keizer cohort
- The change to the cohort program this year places Year-1 cohort members into a classroom as an intern. In their internship year, the member learns under the support, and mentorship of an experienced special education teacher in preparation for taking their own classroom in year 2 of the program.

- In the past few years, we have had 10-12 applicants for the program. After the changes to the program, we screened and interviewed close to 40 team members for the cohort.

7. Request by Committee Member Jones: List of FY25 intergovernmental agreements and cost

Agency	Amount (through April)	Notes/Purpose
SALEM AREA MASS TRANSIT DIST	$ 140,076.50	Student transit access.
CITY OF SALEM	$ 118,409.78	Zoning and park use, lease (CTE)
CITY OF KEIZER	$ 683,422.71	Utilities and safety officers
POLK COUNTY	$ 4,000.00	Service Integration
MWVCOG	$ 59,000.50	Safe routes to schools, COG membership, misc.
WESD	$ 203,969.02	Willamette Career Academy fees, misc
UNIVERSITY OF WASHINGTON	$ 59,400.00	Grow Your Own Program
UNIVERSITY OF COLORADO	$ 20,150.00	Instructional training and support
WESTERN OREGON UNIVERSITY	$ 19,322.28	Pathways, misc.

8. Request by Committee Member Jones: Further information about 410

The first two columns on the left are actual spending for those years. The next two columns are budget columns. There can be a large variance between actual and budget. We do not hold schools or departments to line-item budgets. We assume high expenses in 410 Consumable Supplies & Materials, but the school or department may need to use a different line item, and this gives them this allowance.

Fund Detail – Food Services Fund Continued

Account Code and Description		2022-23 Actual	2023-24 Actual	2024-25 FTE	2024-25 Budget	2025-26 Proposed	2025-26 Approved	2025-26 Adopted	2025-26 FTE
Associated Payroll Costs									
210	Public Employees Retirement System	$ 60,387	$ 60,748		$ 149,670	$ 184,534			
220	Social Security Contribution	16,108	16,945		47,703	47,583			
230	Other Required Payroll Costs	3,467	4,393		45,393	48,420			
240	Employee Insur & Other Contract Benefits	38,840	34,633		126,198	125,413			
	Total Associated Payroll Costs	**$ 118,802**	**$ 116,719**	-	**$ 368,964**	**$ 405,950**			-
Purchased Services									
320	Property Services	$ 2,714	$ 40,203		$ 250,000	$ 25,000			
340	Travel	2,749	2,388		10,000	2,000			
350	Communication	107,922	16,742		180,000	60,000			
380	Non-Instructional Profess & Tech Svcs	13,628,555	15,881,430		15,800,000	15,000,000			
390	Other General Profess & Tech Svcs	38,069	33,839		200,000	35,000			
	Total Purchased Services	**$ 13,780,009**	**$ 15,974,602**	-	**$ 16,440,000**	**$ 15,122,000**			-
Supplies and Materials									
410	Consumable Supplies and Materials	$ 1,859,172	$ 1,349,055		$ 8,005,998	$ 10,376,854			
460	Non-consumable Items	132,700	730,265		725,000	400,000			