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**Amendment****Fiscal Impact****Rationale****Proposed Use**

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My focus on the area of administration is due in part to the fact that the bottom line is that much of our budget is comprised of salaries and benefits. There are three areas of the overall budget that I believe we can improve over time regarding the MMSD budget: 1. Continue to move in a direction that embraces sustainability and aligns Board budget discussion to a 5-year planning window; 2. Begin to address the higher than average ratio of staff to students (especially in the area of administration) to align resources with costs and still remain competitive; and 3. Align the district central office such that we can be more responsive to changing economic factors especially when, for the next few years, we are looking at \$55 million in cuts to our budget (see PMA financial report).

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Amendment I -- Direct Administration to implement salary freeze at 2009-10 for all administrators due to step or merit increase.

(\$243,230)

As presented by the 2005 Archer Report for MMSD, our district is above average in salary for specific administrative positions. An example from the Archer Report show us that at Merit Level 4 we are 15% above comparative school districts. Given the lack of revenue from the state, we have nowhere to look at but personnel budget which makes up a majority of our expenditures. The step/merit structure is one area where we can decrease expenses for one year while we work on a strategy to align salaries with ongoing costs of the district.

Tax relief.

Amendment II - Direct Administration to freeze all administrative salaries to 2009/10 level or to furlough administrative staff 4.29 days\* in summer to make up for the loss of funding by state.

(\$331,197)

\*If we furloughed 5 days the savings would be \$386,400. See Discussion Item # 229-39.

Tax relief.

Amendment III - Direct administration to discontinue payment of professional dues for all staff and professional journal subscriptions from non-grant budgets.	(\$200,000)	Administrative staff indicated that professional staff could deduct these fees/subscriptions off of their personal income tax. This seems like a better strategy to me given the economic climate. We can evaluate this decision next year.	Tax relief.
Amendment IV - Direct administration to enact salary and benefit freeze at 2009-10 level for all non-union professional employees and include a furlough.	(\$70,000)		Tax relief.
Amendment V - Direct Administration to move interest earned from the refinancing of the WRS to offset expenses for remaining year of administrative contracts from eliminated positions due to the re-organization.	(\$348,000)	This keeps funding in our contingency for future expenses and provides a one-time savings.	Tax relief.
Amendment VI - Direct Administration to cut Public Information Administrative position and instead utilize re-classify to 1.0 FTE, non-union professional position.	(\$30,000)	As presented by the 2005 Archer Report for MMSD, our district is above average in salary for specific administrative positions. This particular position is quite costly for the services needed (mostly public relations, press releases). I believe this is an area where an administrative position is not mission critical to getting the job done and we can begin to lower our administrative numbers to get in to alignment with other districts our size (Green Bay, Racine, Beloit).	Neutral.

Amendment VII - Direct Administration to discontinue payments to WCER (\$12,500) and for V-Added consultant -- \$60,000.

(\$72,500)

Suspend Value-Added consultation and fees. The state is in the process of eliminating WCKE which is tied to this project. The Strategic Plan calls for \$125,000 to be set aside to develop a specific model to evaluate instructional programs. The WCER value-added model is in the beginning stages of development and has given the board or staff information that we can use to improve instruction or make budgetary decisions. This is a partnership that the district can no longer afford to continue. We should at least be able to investigate in analysis provided from in-kind donations for consulting or through grants. In addition, the district should take advantage of the state supported RtI (<http://dpi.wi.gov/rti/index.html>).

Neutral.

Amendment VIII - Direct Administration to cut District-level Reading Recovery (RR) staff (2 positions; 1.5 FTE) and decrease Reading Recovery staff in schools TBD. Continue to provide school-based reading specialists throughout district to based in group instruction rather than one-on-one to increase student/teacher ratio. Implement a working group of RR teachers, staff familiar with RtI, local experts in cognitive science and other district support staff to reach more kids in need of reading support. With seven years of implementation, I believe it is time to utilize the capacity built up by the RR professional development to begin to serve more children. This cut will eliminate positions but it will not eliminate the knowledge base of how RR works because the MMSD literacy program is embedded in the RR philosophy. The district needs to determine if it is meeting the needs of Dyslexic children who may not be served by the RR programming.

(\$500,000)

Amendment IX - Direct Administration to use AARA/Microsoft for all new technology/computer purchases this year and decrease CIO budget by that amount. After 2011 we could reinstate budget as needed for new purchases depending on success of MadisonCATs program (<http://www.madisoncats.org/>).

(\$456,542)

We are in a fiscal crisis and at the same time beginning the implementation of a strategic plan. This is the time to draw on the 10 years of professional development invested in Reading Recovery in which we increased our capacity in our elementary staff. RR as implemented for the past several years is not working and ignores the needs of those children not served by RR. In the Reading Recovery report to the Board, the evidence shows our below-average success for the past 3 years. In addition, Reading Recovery costs the district \$1.5 million and serves under 300 children in 1st-grade. I believe it is imperative that we utilize the resources we have to serve more children spanning grades K to 5. Another report to the Board by Virchow Krause in 2002 stated that RR "...provides the base philosophy from which many of the other literacy programs in MMSD are developed." We will be able to use Title I resources, IRTs and at the new state-wide RtI framework.

Ref. Question 174-2; Discussion Items 174, 179, 183, 184.

As seen in Discussion Item #229-41, the entire RR program is funded through local taxes; I would like to see us move toward funding part of this through Title I funding. In addition, I will bring suggestions forward for spending some of the savings in areas of need for the district that align with the Strategic Plan for the Monday meeting.

Tax relief.

Amendment X - Direct Administration to fully fund BRS Hmong (1.0)

\$67,000

Fund position through savings from WCER (see above.) At this time, with the elimination of support to the Hmong community, I believe we should re-evaluate the need for the position over the next year.

Discussion Item #63, Tier 2.

Funded by Amendment VII

Amendment XI - Direct Administration to fund an additional \$50,000 for Assistive Technology program with federal funding from AARA for 2010-11. AT is only useful if there is adequate buy-in by staff and the professional development to support the use of technology.

Board already approved one-time savings of \$70,500 through AARA for the purpose of budget savings.

(\$50,000)

This seems to be funding that could better serve staff and schools by allocating resources differently. Too many times technology is purchased and professional development time is not prioritized. By providing a manageable number of AT devices and monitoring the professional development we will serve children more efficiently. I believe this type of technology is in the formative stages for the district and is a perfect example of an initiative that can be supported by the community through efforts such as MadisonCats.org and the technology advisory committee.

Neutral.

Amendment XII - Direct Administration to allocate time and \$50,000 for professional development to properly implement standards-based middle school report cards.

\$50,000

Neutral.

Amendment XIII - As part of an overall budget strategy, begin implementation of a sliding scale fee structure for secondary school bus passes. We need to utilize better methods of tracking the distribution of bus passes and holding down service costs. Families qualifying for “reduced lunch” contribute approximately 18% of the full price compared to the reduced-price lunch (reduced .40 and full cost is \$2.25). If we extrapolate out and ask parents to pay for the bus passes if they are considered reduced lunch eligible, we would calculate about 18 percent of the cost or  $\$125(.18) = \$22.50/\text{semester}$ ;  $1400$  (reduced lunch students in district)  $\times \$45$  (yr) = \$63,000.

(\$63,000)

Amendment XIV - As part of an overall budget strategy, we should look to our unique programming as an area to increase fees. I would like to see the Planetarium fees raised for one year from \$2 to \$3/per person (general public) and begin marketing this for our science programs. In addition, I would like to direct the administration to create a line item for the revenue taken in by Planetarium programming that will go toward reducing the operational costs of the program.

(\$19,800)

The amendments regarding a sliding-scale is another area of concern I have for the long-term fiscal health of the district. If you look on page 1- 13 in the 2010-11 Budget Book you will see that we have a downward trend in our program revenues. In other words, the collection of fees to cover some of the operational costs of a program is continuing to decline. This causes a stress on the system to dip into funding in the general fund. If we could connect a particular program with a funding stream we could get better at tracking the operational costs, the revenue taken in by the program and set better goals for sustainability.

A number of factors influence this amendment. 1. We still have a disproportionate number of District IRTs in Reading and Math compared to our science area. I hesitate to cut another IRT in the science division which would cut it by two-thirds in one budget cycle. 2. I believe we need to maintain a connection with the public regarding learning programs and there continues to be potential to partner with UW-Space Place, the Astronomy Dept., etc. which will benefit all entities. 3. I think we should give this program a year and see what our attendance numbers are with the increase in fees.

Amendment XV - As part of communication strategy, add permanent, non-union hourly to work with parents, PTOs over the year to answer questions about district, problem-solve and maintain better communications with families of color.

\$30,000.00

Neutral.