



2016-17 Budget Development v2.0

February Operations Work Group

February 1, 2016

2016-17 High Level Budget Development Calendar by Month and Role/Responsibility - Last Update 01/05/2016

	February	March	April	May	June
Board	Based on January input, present Budget V2.0. Seek Board input on strategic priority actions, efficiencies and staffing plan. Required discussion prior to release of staffing plan. February OWG and Retreat.	Receive Update on February Progress, Update Board on Priorities and Staffing Progress / Preview Admin Recommendations for Budget Balancing / Provide Input into Form & Content of Budget Report At March OWG	Begin Board Review of Proposed Budget/ Review and Approve Schedule of Opportunities for Public Input / Confirm Process for BOE budget amendments/ Update on Compensation & Health Insurance Plan, and Staffing Progress, from HR & Budget Team - At April OWG and Regular Meeting	Second Review of Proposed Budget/ Report on Public Input / 4-week Window for Amendments / Request Add'l Information as Needed / Early Approval Requests for Budget At May OWG	Third Review of Proposed Budget/ Report on Public Input Request Add'l Information as Needed / Possible Budget Adoption at June Regular Meeting
SLT	Preview School Staffing Workbook Strategy prior to 2/16 distribution to schools / Review Allocation of School Formula Budgets / Begin Build Decisions on Departments & Programs for Budget Balancing Purposes - SLT Special work session 2/26.	Chiefs Review Results of Staffing Plan for Each School / Adjust if Needed / Review Allocation of School Formula Department Budgets / Prepare Budget Balancing		Monitor Board Budget Discussions Assist in Communications with Schools & Departments / Help Prepare Responses to BOE Requests as Needed	Monitor Budget Discussions / Assist in Communications with Schools & Departments / Help Prepare Responses to BOE Requests as Needed
Budget Team	Monitor to Ensure Staffing Plan is Created on Time and on Target/ Allocate School Formula Budgets / Allocate Departmental Budgets / Update Budget as Needed to Create balanced budget / Prepare Presentation for Feb OWG	Final Budget Report / Prepare Budget Report for Board Meeting		Respond to Board / Public Requests for Add'l Information / Public Input Sessions on Budget / Follow Up Presentations as Needed	Respond to Board / Public Requests for Add'l Information / Public Input Sessions on Budget / Follow Up Presentations as Needed
Human Resources Team	Develop Health Insurance Strategy w/ BPA and M3 / Review School Staffing Workbooks before Release / Support Schools with Workbook Needs / Early Postings for Key Vacancies / Advise on Admin and Teacher Retirements	Work with Budget Team to Finalize Benefits Strategy for March OWG / Support Schools During Workbook Process / Start HR Processes for Placement for 16-17 / Early Postings for key Vacancies	Final Staffing Plan Included in April Budget Proposal to Board / Focus on Hiring Process / Finish Surplus and Placement Process / Benefits Plan for 16-17 Report to Board	Postings, Interviews & Hiring	Postings, Interviews & Hiring
Communications Team / RAD	Post Budget Updates to website as Needed / Assist with Budget Communications / Track Incoming Questions & Replies / Summarize web-based input for Board Report	Post Budget Updates as Needed / Assist with Budget Communications / Track Incoming Questions & Replies / Summarize web-based input for Board report	Assist in Preparation of Final Budget Report (Graphics, Layout) and Presentation / Schedule Public Input Sessions / Summarize web-based input	Monitor Budget Discussions Respond to Requests for Info Schedule & Facilitate Public Input Sessions	Monitor Budget Discussions Respond to Requests for Info Schedule & Facilitate Public Input Sessions

Based on January input, present Budget v2.0. Seek Board input on strategic priority actions, efficiencies, and staffing plan. Required discussion prior to release of staffing plan. February OWG and Retreat.

February OWG Agenda

- Present overview of budget model v2.0
- Finalize topics for February Board Retreat
- Confirm timeline



Budget Development Sequence



Create Budget Goals and Guiding Principles

Create Revenue Forecast based on State Budget

Fund Priority Actions to Support Framework Goals

Determine Salary Plan

Determine Benefits Strategy

Specific line item adjustments for contractual increases (e.g. Transportation, Utilities, etc.)

Staffing and Non-Personnel adjustments required for balancing the budget

Staffing and Non-Personnel adjustments required for balancing the budget



Updated Budget Goals

Close alignment to Strategic Framework – In our vision to make every school a thriving school that prepares every student to be ready for college, career and community, these budget resources support the district's goals and priorities as defined in our Strategic Framework

Support recruiting, selection, and retention – Timely decision-making in the budget process will facilitate personnel recruiting, selection, and retention efforts by announcing and acting on vacancies earlier in the hiring season so that our schools and students will be supported by the most highly-qualified, prepared and appropriately licensed staff and administrators

More equitable use of resources – More in-depth reporting on how and where resources are allocated will improve awareness and help inform the process to more equitably distribute resources towards schools with the greatest need

Greater transparency in budget development – Presenting the budget document in a more accessible and reader-friendly format will improve accountability and better demonstrate how resources are used to support instruction



Updated Guiding Principles

- Allocate resources for the greatest impact on students, raising student achievement, and narrowing gaps
- Sustain the focus and momentum of existing priority areas aimed at building capacity necessary to accelerate student achievement
- Maintain a multi-year perspective to support momentum and effective support to schools while ensuring financial sustainability and accountability



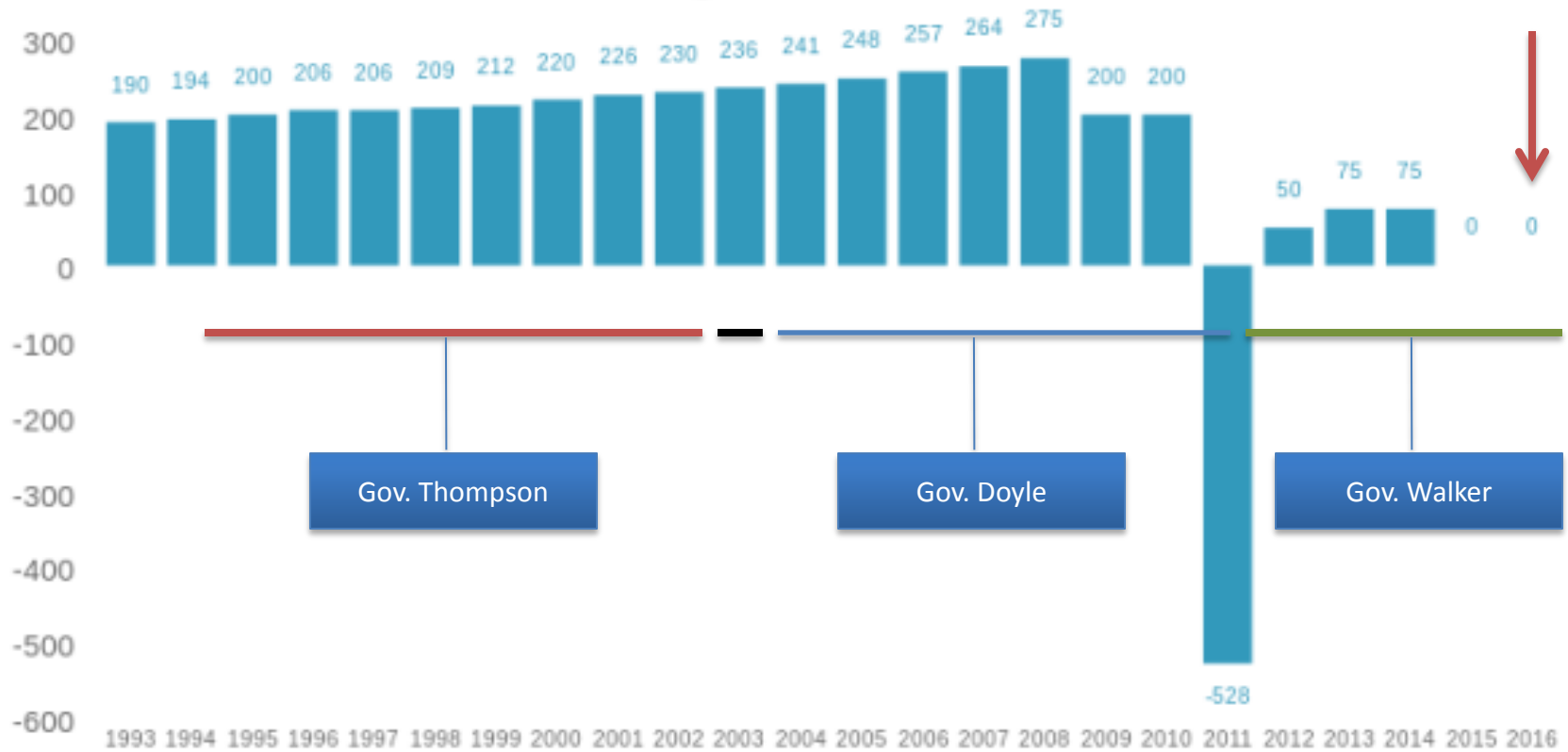
Gathering Budget Input

- From February-April, we will gather input from our community and staff as the budget is being developed
- Similar to last year, we will invite input on priorities that should be preserved in the budget, efficiencies to help balance the budget, and other feedback related to the budget process



Declining State Support for K-12

Annual Change in Revenue Limits



Budget Development Sequence



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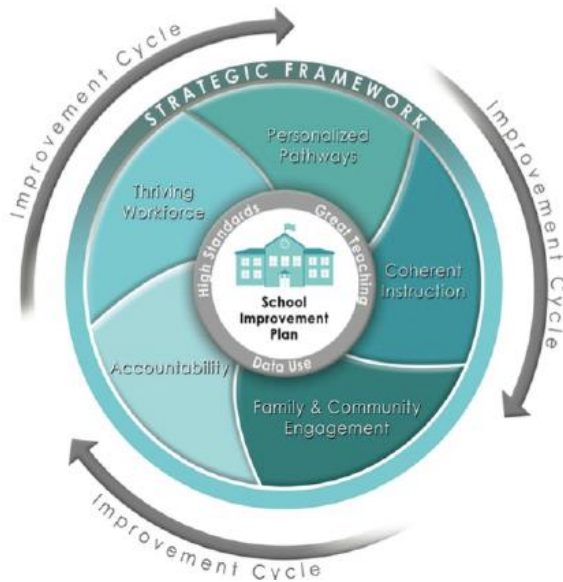
Staffing and Non-Personnel adjustments required for balancing the budget

Staffing and Non-Personnel adjustments required for balancing the budget



Priority Actions

All priority actions are in service of our three district goals



- Every student is on-track to graduate as measured by student growth and achievement at key milestones.
- Every student has access to a challenging and well-rounded education as measured by programmatic access and participation data.
- Every student, family and employee experiences a positive school and district climate as measured by school climate survey data



Priority Actions

- We are recommending a \$2.06MM investment in strategic priority actions
- **SLT review began with \$4.3MM and prioritized this down to \$2.06MM**
- These investments are funded entirely by offsetting Central Office reductions



Priority Actions

Sustaining Focus and Building Momentum

2015-16 Ongoing Priority Work

- Intensive Support to Schools
- Reading Intervention
- Leadership and Instructional Design for Equity
- DLI/DBE Teacher Network for Bi-literacy Planning
- Behavior Education Plan
- Equitable Instruction for English Language Learners
- Comprehensive Counseling
- Professional Development on Family Engagement
- Recruiting & Wellness
- Tech Plan G1 Implementation



School Improving Planning

Intensive Support for Schools

- Reading interventions
- Quarterly release days for intensive support middle schools

District Goals

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Priority Area 1: Coherent Instruction

Increasing access to bilingual education

- 1.0 FTE DLI Planner to support ELL Plan recommendations
- Transportation costs associated with access for Spanish-speaking ELLs in Thoreau attendance area

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Priority Area 2: Personalized Pathways

Preparing for Pathways

and intentionally focusing on the transition from 8th to 9th grade

- School-Based Team Planning for ACP
- Pathways Professional Development
 - Grant (Pending)
- Academic & Career Planning and Experiential Learning Coordination
 - 3.4 FTE at the middle and high schools for support ACP expansion
- Ninth Grade Transitional Support
 - Staffing and Professional Development for Freshman Transition Summer Course
- AVID Equity Alignment
 - 1.0 FTE AVID and AVID Professional Development at Memorial

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Priority Area 3: Family, Youth, and Community Engagement

Effectively partnering with families to improve student outcomes

- Parent Academy
 - Transportation, language interpreters, and other logistical supports for families to access Parent Academy and District/School Advisory Committee
- Mentoring and Youth Leadership Opportunities
 - Transportation stipends as needed for adult mentors and extended employment for Minority Service Coordinators
- Community Schools
 - Half the cost of the coordinators in the first two community schools, planning support, and small school level startup operating budgets
- Madison Out of School Time (MOST)
 - Shared cost for management information system

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Priority Area 4: Thriving Workforce

Creating a healthy and supportive work environment

- Mindfulness Train the Trainer Program
 - Expanding the scope of wellness activities for staff in conjunction with university partners
 - This is a recurring budget item from last year with a new emphasis beyond biometric screening

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Priority Area 5: Accountability and School Support Systems

Planning and supporting positive learning environments

- Long-Range Facility Planning
 - Developing community growth projections, enrollment forecasts, and the future impact on school facilities
- Major Capital Maintenance
 - Provides incremental progress towards annual funding goal of \$8MM to maintain our schools
- Alternative Program Locations
 - Providing optimal learning spaces and locations

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Information and Technology Plan

Promoting Personalized Learning and Digital Literacy Sustaining Focus and Momentum

- Builds upon work of Group 1 (G1) schools
- Support for Group 2 (G2) planning and mid-year implementation, online assessment support, network infrastructure upgrades
- Annual sustainable increase in budget

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Retreat Agenda

- In depth discussion of Strategic Priority Actions with emphasis on:
 - Behavior Education Plan
 - Personalized Pathways
 - Technology Plan

Budget Development Sequence



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Fund Priority Actions to Support Framework Goals

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Specific line item adjustments for contractual increases (e.g. Transportation, Utilities, etc.)

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Identify Efficiencies & Cost Savings

Actions required for budget balancing

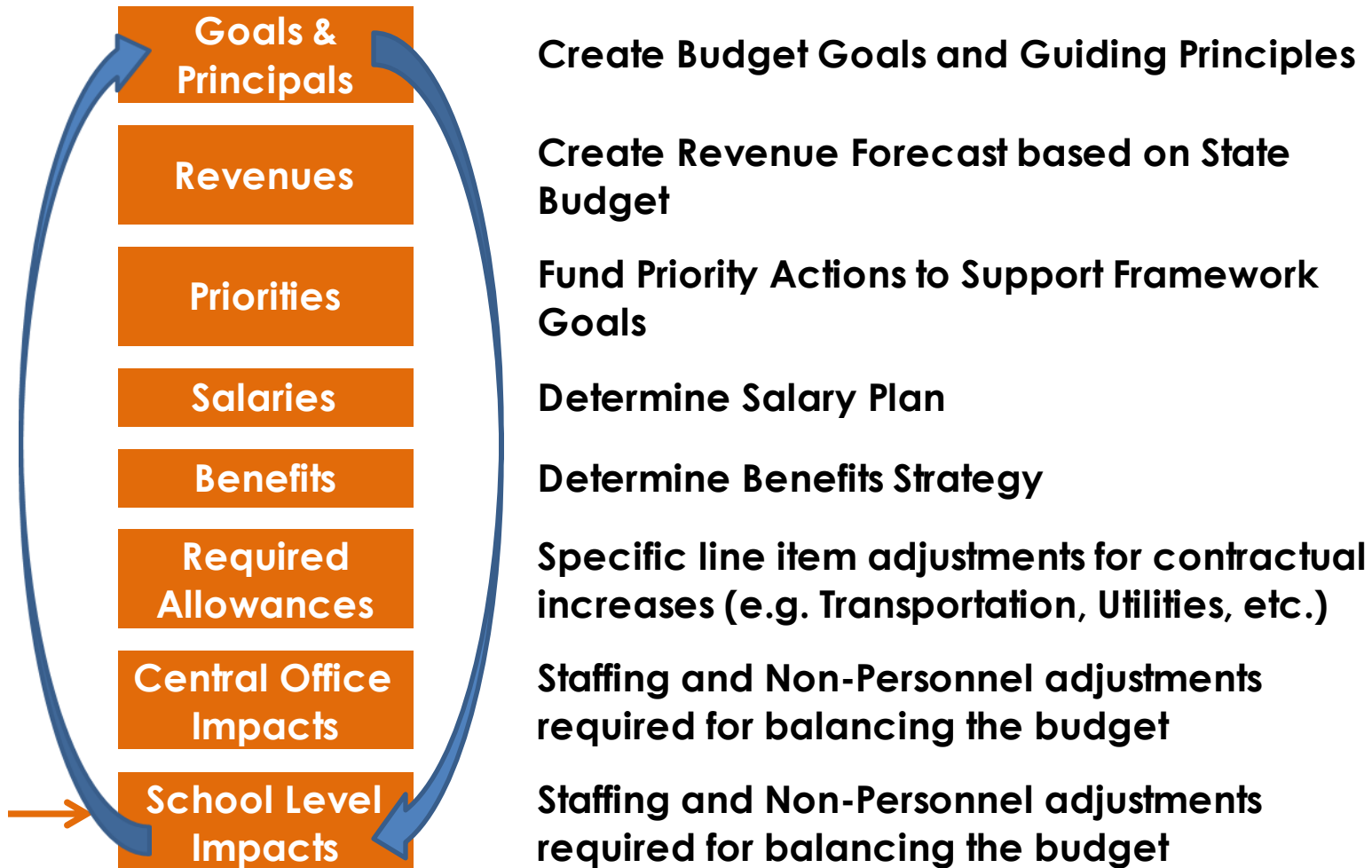
- Tentative budget decisions around revenues, salaries, benefits, priority actions, etc. help determine the scope of required budget reductions
- Review central office department allocations and non-personnel budgets, with a focus on efficient services for schools
- Review school-based allocations and non-personnel formula budgets, with a focus on excellence and equity
- Coordinate budget timeline with district goals for recruitment and hiring, and continue process improvements

Central Office Strategy

- Targeted amount \$3.0 MM to minimize impact on school level reductions
- Conducted review of each department to identify potential efficiencies and reductions and optimal use of grant funding
 - Progress to date \$2.5MM tentatively identified
 - Approximately \$1.7MM Personnel / \$800K Non-Personnel



Budget Development Sequence



Impact of Enrollment on Staffing

	2015-16 Projected Enrollment	2015-16 Actual Enrollment	2016-17 Projected Enrollment	Projected to Projected
Elementary Enrollment	12,430	12,304	12,117	(313)
Middle Enrollment	5,414	5,334	5,270	(144)
High Enrollment	7,285	7,135	7,238	(47)
Total Enrollment	25,129	24,773	24,625	(504)

- The total number of school based staff will need to be reduced to reflect a projected decrease in enrollment for 2016-17
 - Elementary School Range* 21 to 25 FTE
 - Middle School Range 7 to 10 FTE
 - High School Range 2 to 4 FTE

**Elementary Range includes 4K - 5*

Elementary Strategy

- Adjust staffing to reflect projected enrollment
- Maintain elementary class size guidelines*
- Minimize disruption to schools and maximize staffing flexibility by utilizing a +1 / +2 approach per the Achievement Gap Reduction (AGR) program (formerly SAGE)*
- **Total** Elementary estimated adjustment of 25 FTE

As a result of these three actions, no additional equity based reductions are necessary

*See chart in appendix for elementary guidelines



Secondary Strategy

- Adjust staffing to reflect projected enrollment
- Maintain secondary class size guidelines (minimum 15, maximum 30)
- Targeted reductions to be identified
- Equity-based reductions (High Schools only) as necessary and determined by principals through their staffing workbooks
- **Total** Secondary adjustments based on enrollment of estimated 12 FTE
- **Total** Secondary additional reductions of estimated 18 FTE



Current Staffing Plan

Per Budget Development Process – Staffing Segments

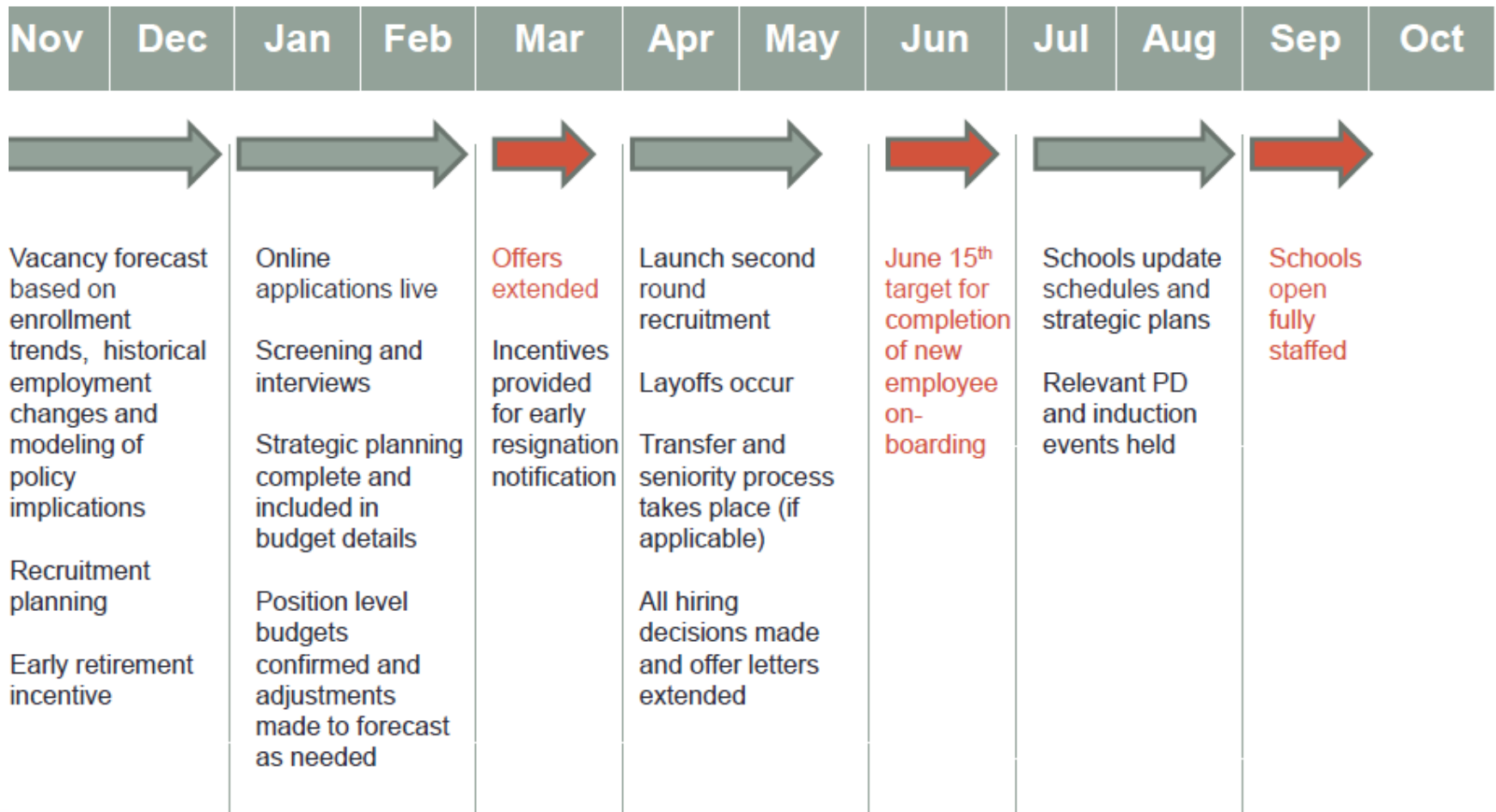
Staff Type	Regular Education		Special Education	Student Services	BEP	OMGE	Title I	Pflaum	Total
	Schools	Central							
(A) Administration	75.00	46.90	6.00	2.00	-	2.00	0.80	9.00	141.70
(B) Specialist	-	2.36	31.13	-	-	-	-	-	33.49
(C) Custodial	-	2.00	-	-	-	-	-	214.25	216.25
(D) Trades	-	-	-	-	-	-	-	33.00	33.00
(E) EA/Clerical	78.13	5.08	348.35	30.11	28.10	-	9.49	-	499.26
(F) Food Service	-	-	-	-	-	-	-	94.37	94.37
(G) BRS	-	-	2.90	-	-	77.97	-	-	80.88
(P) NU Professional	3.00	86.50	1.00	3.00	-	3.00	-	7.00	103.50
(Q) Play & Learn	-	8.75	-	-	-	-	-	-	8.75
(S) Clerical/Technical	85.80	112.67	8.20	2.00	-	1.00	1.00	13.80	224.46
(T) Teacher	1,636.93	72.37	499.16	170.87	26.12	164.44	52.57	-	2,622.46
(Y) Security	-	28.50	-	-	0.77	-	-	-	29.27
	1,878.86	365.12	896.74	207.98	54.99	248.41	63.86	371.42	4,087.38

- The potential for employee layoffs will be minimized since the normal attrition rate is greater than the expected 70 – 80 total FTE reductions anticipated in budget v2.0
- A reduction of 70 - 80 FTE is approximately a 1.85% reduction in total FTE.

2016-17 Budget Planning

New Sources of Revenue and Funding	Version 1.0	Version 2.0
Revenue and Planned Equity Funding	(4,000,000)	(4,090,000)
Priority Actions		
Total Reserve for Priority Actions	In Progress	2,060,000
Required Allowances, Contract Increases (utilities, transport, etc.)		
Estimate for Required Allowances	3,000,000	2,790,000
Salary & Wages		
	Change	
Total Salary / Wage Allowance	5,500,000	5,960,000
Major Benefits:		
Total Benefits Change	1,400,000	1,770,000
Central Office Reductions		
Personnel / Non-Personnel (Target \$3.0MM)	In Progress	(2,520,000)
Building Based Reductions		
Personnel / Non-Personnel	In Progress	(5,400,000)
Budget Position - Summary		
Estimated Budget Gap (Rounded)	\$6,000,000 to \$8,500,000	500,000

Recommended Timeline for Recruitment and Selection of Staff



APPENDIX

SAGE/AGR MMSD Elementary Class Size Guidelines		
Grade	# of Students	<i>The new allowable flexibility under the Achievement Gap Reduction (AGR) program (formerly SAGE) will minimize disruption in schools when K-3 class sizes reach 18. The district will utilize a +1/+2 approach to adding sections in formerly SAGE schools on a class-by-class basis. Please note, in the preliminary elementary staffing plan, very few classrooms are over 18.</i>
K	18	
1	18	
2	18	
3	18	
4-5	25-27	
MMSD Elementary Class Size Guidelines (Non AGR/SAGE)		
(Please note that while these represent maximum class sizes, very few, if any, of our 4K-5 classrooms have reached the upper limits)		
Grade	# of Students	Additional Section Consideration
K	21-22	23
1	21-22	23
2	24-26	27
3	24-26	27
4-5	25-27	28
4K – Class size limit in 4K is 18. Once class size reaches 18, class size flexibility (+1/+2) will be used, or transportation is provided to another 4K site with available seats, or another section could be opened.		