



NEW HAVEN PUBLIC SCHOOLS



Initial Estimate of Expenditures 2020-2021

Dr. Iline Tracey, Superintendent
Phillip Penn, Chief Financial Officer
February 4, 2020

Table of Contents



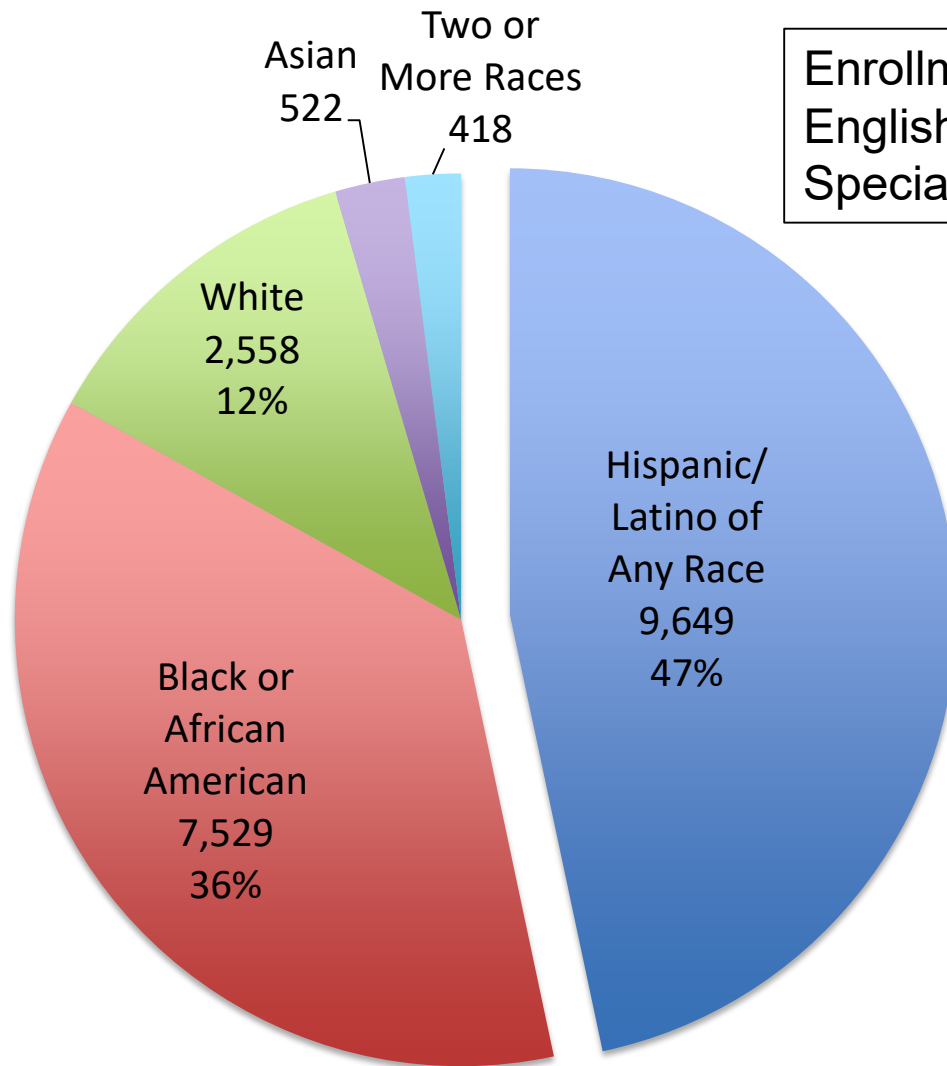
NEW HAVEN PUBLIC SCHOOLS

- Background Pages 3 - 7
- Objectives & Process Pages 8 - 10
- Key Trends Pages 11 - 14
- 2020-2021 Proposed Budget Pages 15 - 20
- Other Considerations, Next Steps Pages 21 - 24
- Q&A

We serve a diverse population of over 20,000 students, with equally diverse learning needs



NEW HAVEN PUBLIC SCHOOLS

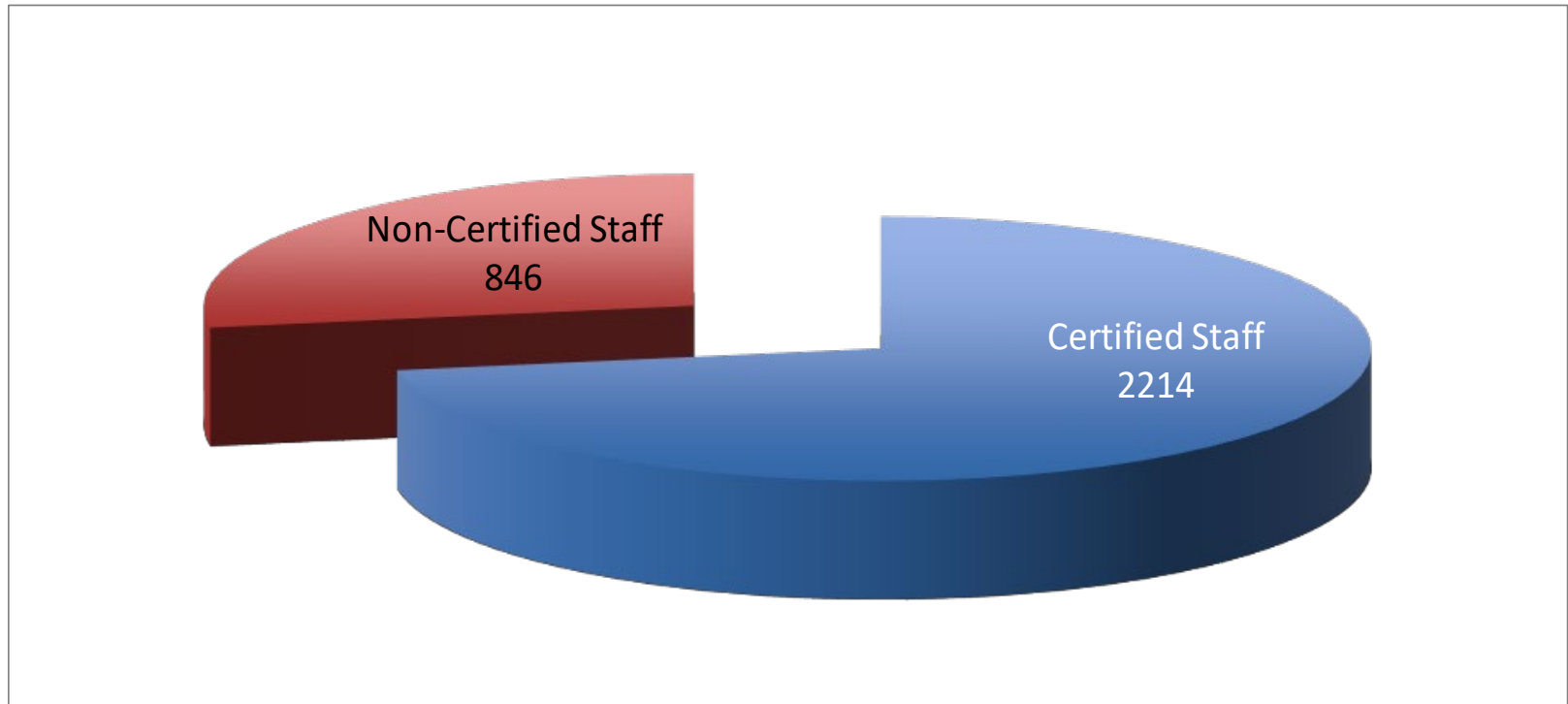


Enrollment: 20,676 students
English Language Learners - 17.3%
Special Education - 15.5%

Our Schools and Full-Time Staff



NEW HAVEN PUBLIC SCHOOLS



New Haven Public Schools currently operates and maintains:

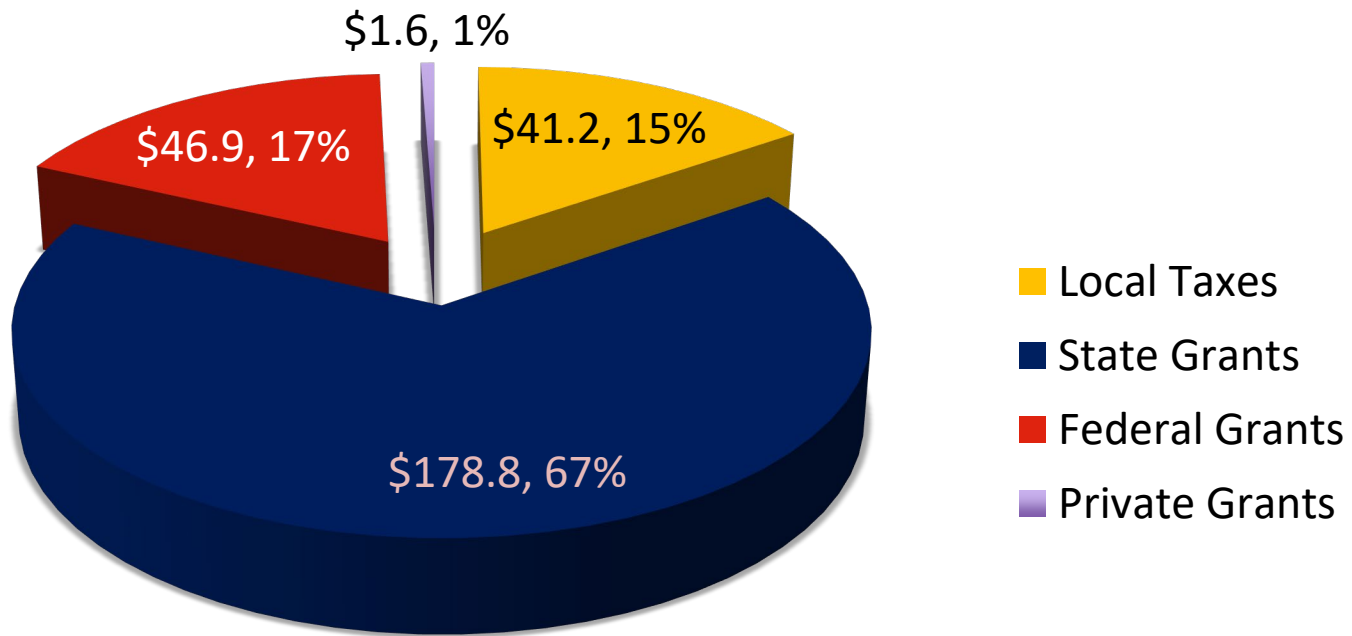
- 31 Elementary schools
- 10 High schools
- 2 programs
- Buildings, other facilities and equipment worth more than \$2 billion

How Are Our Schools Funded?



NEW HAVEN PUBLIC SCHOOLS

2018-19 (\$268.5MM Total)

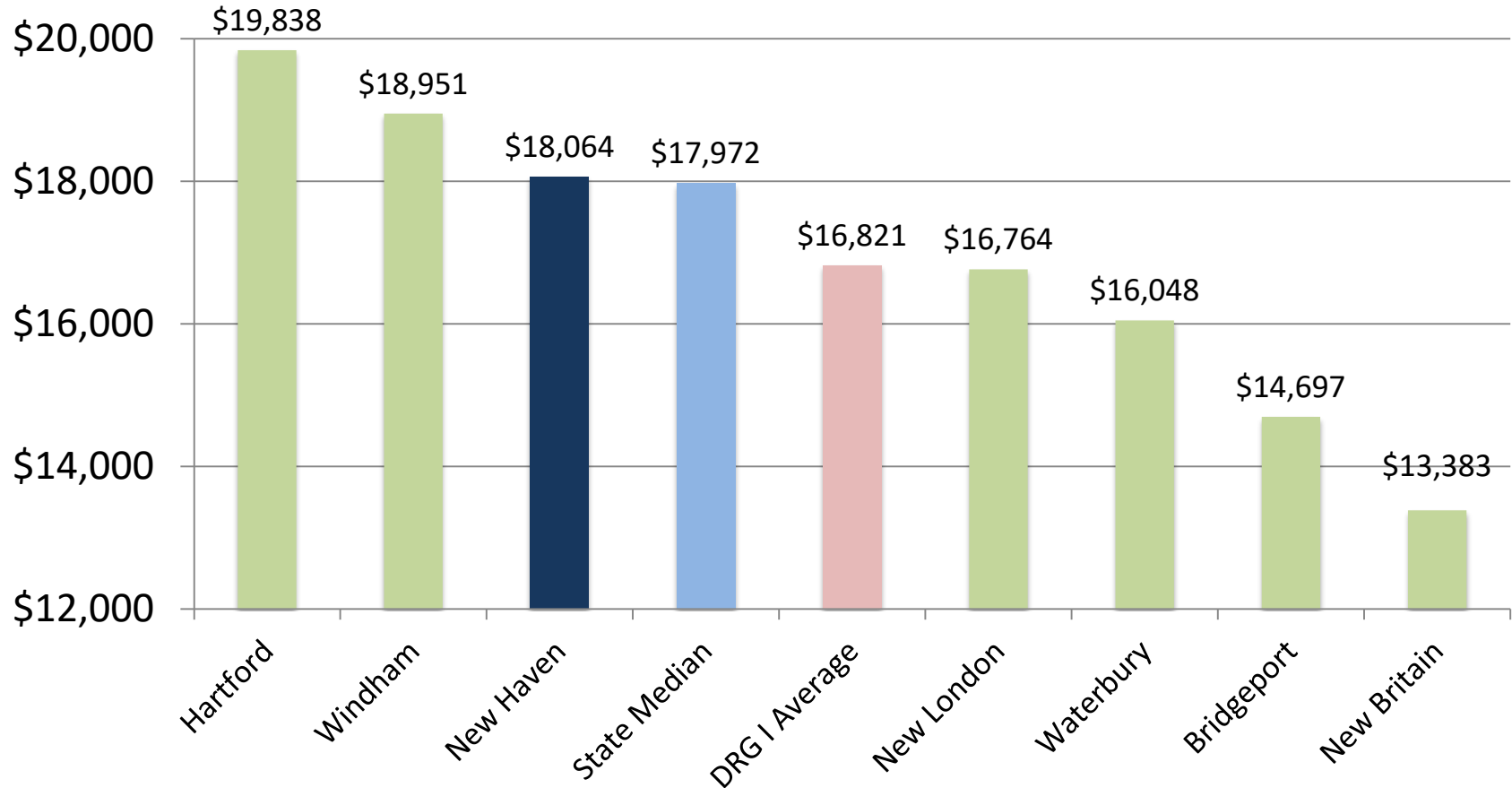


How Does Our Spending Compare?



NEW HAVEN PUBLIC SCHOOLS

2018-19 Net Current Expenditures Per Pupil, CSDE DRG I

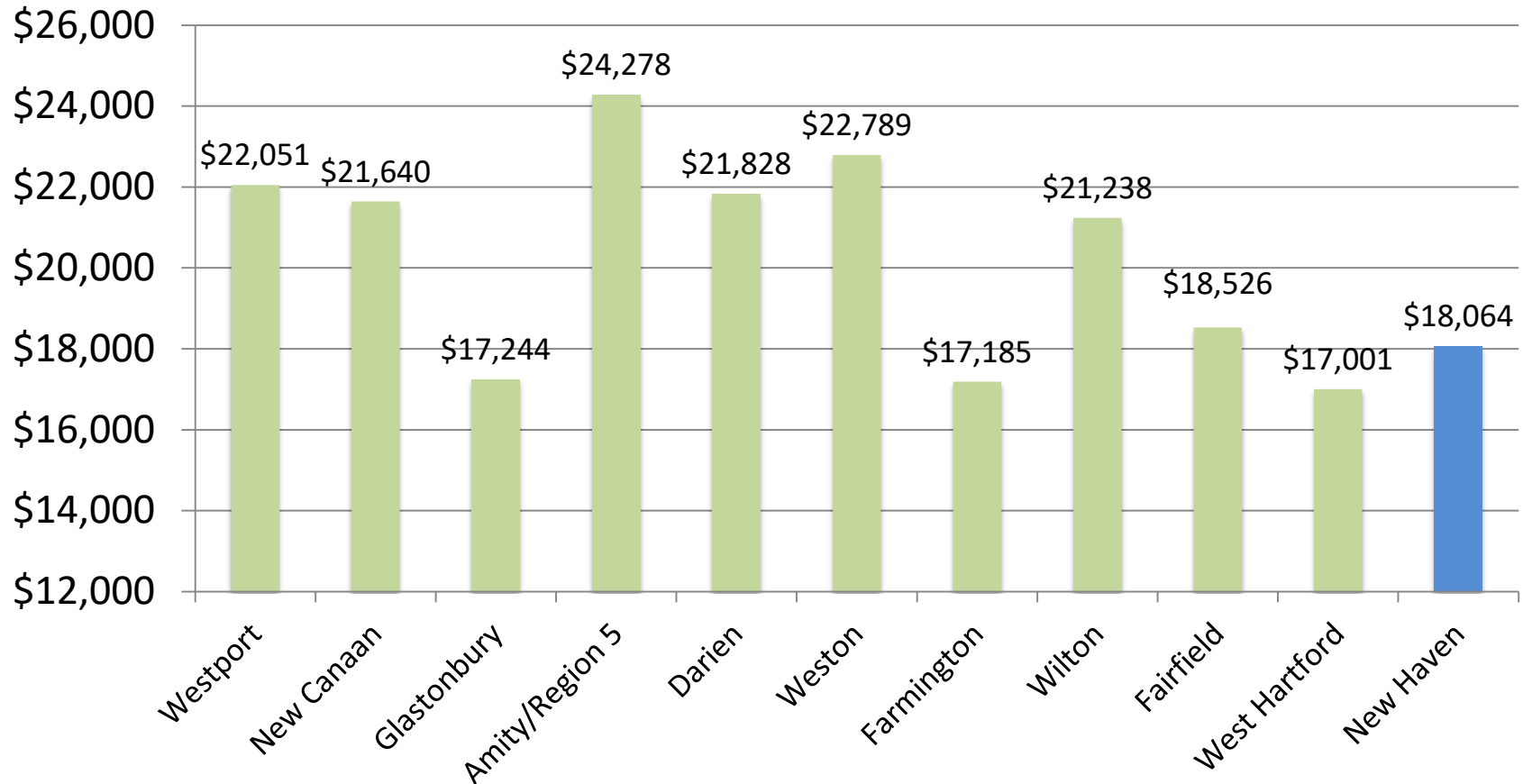


How Does Our Spending Compare?



NEW HAVEN PUBLIC SCHOOLS

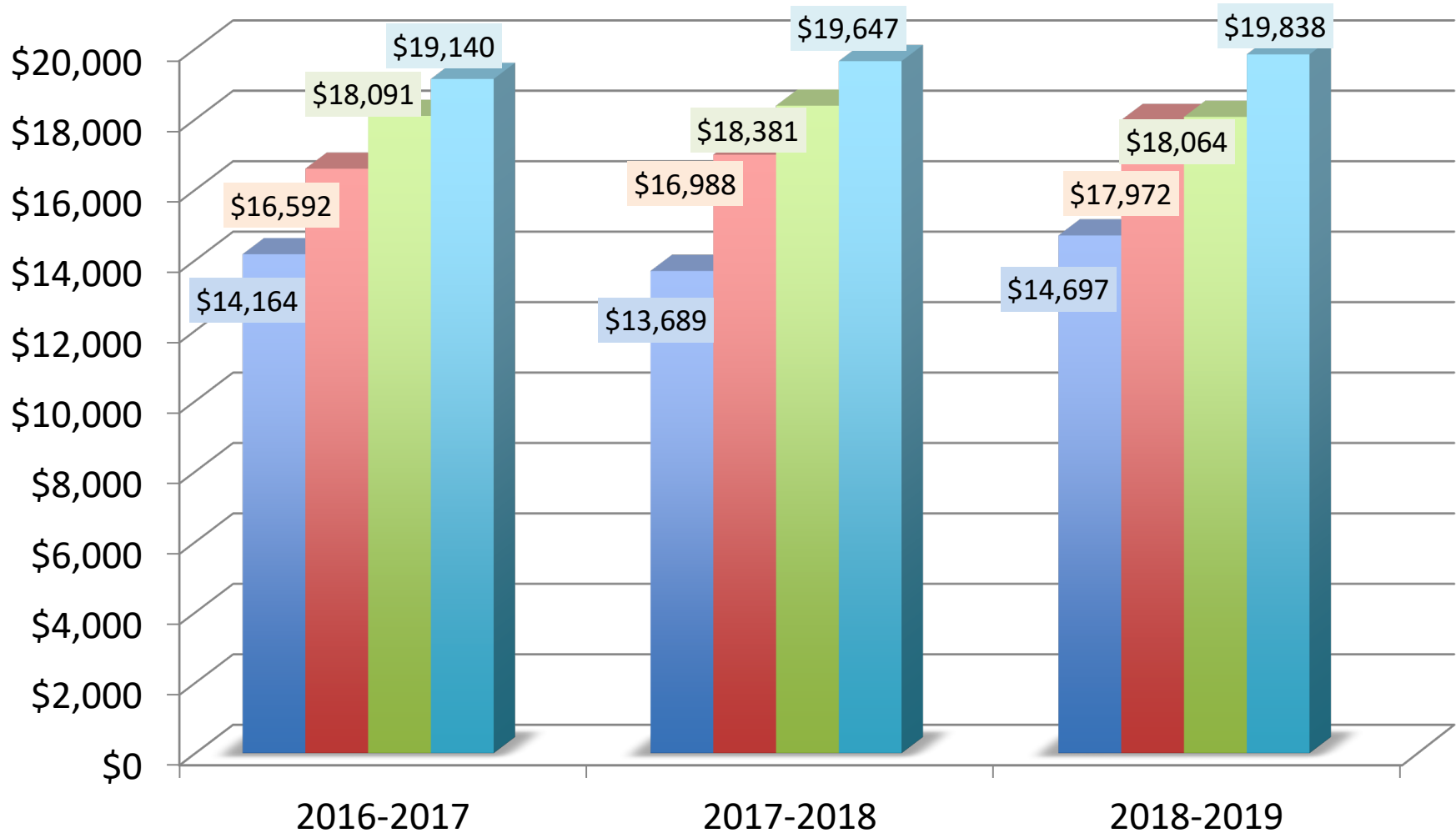
2018-19 Net Current Expenditures Per Pupil, Top 10 Districts



Change in Net Current Expenditures Per Pupil, Three Largest Districts



NEW HAVEN PUBLIC SCHOOLS



■ Bridgeport Public Schools ■ State of Connecticut
■ New Haven Public Schools ■ Hartford Public Schools

We remain committed to five District Priority Areas



NEW HAVEN PUBLIC SCHOOLS

Academic Achievement

- We will improve academic achievement for all students.

Talent Management and Development

- We will recruit, retain, and build the capacity of all staff.

Organizational Efficiencies and Effectiveness

- We will allocate resources strategically and successfully to be used for instructional and operational purposes.

Culture and Climate

- We will develop an organizational culture that is welcoming safe and secure.

Youth, Family, and Community Engagement

- We will empower family and community partners to share in the ownership of vision, mission and continuous improvement of the District

What Are the Objectives of this Budget?



NEW HAVEN PUBLIC SCHOOLS

Present a budget that:

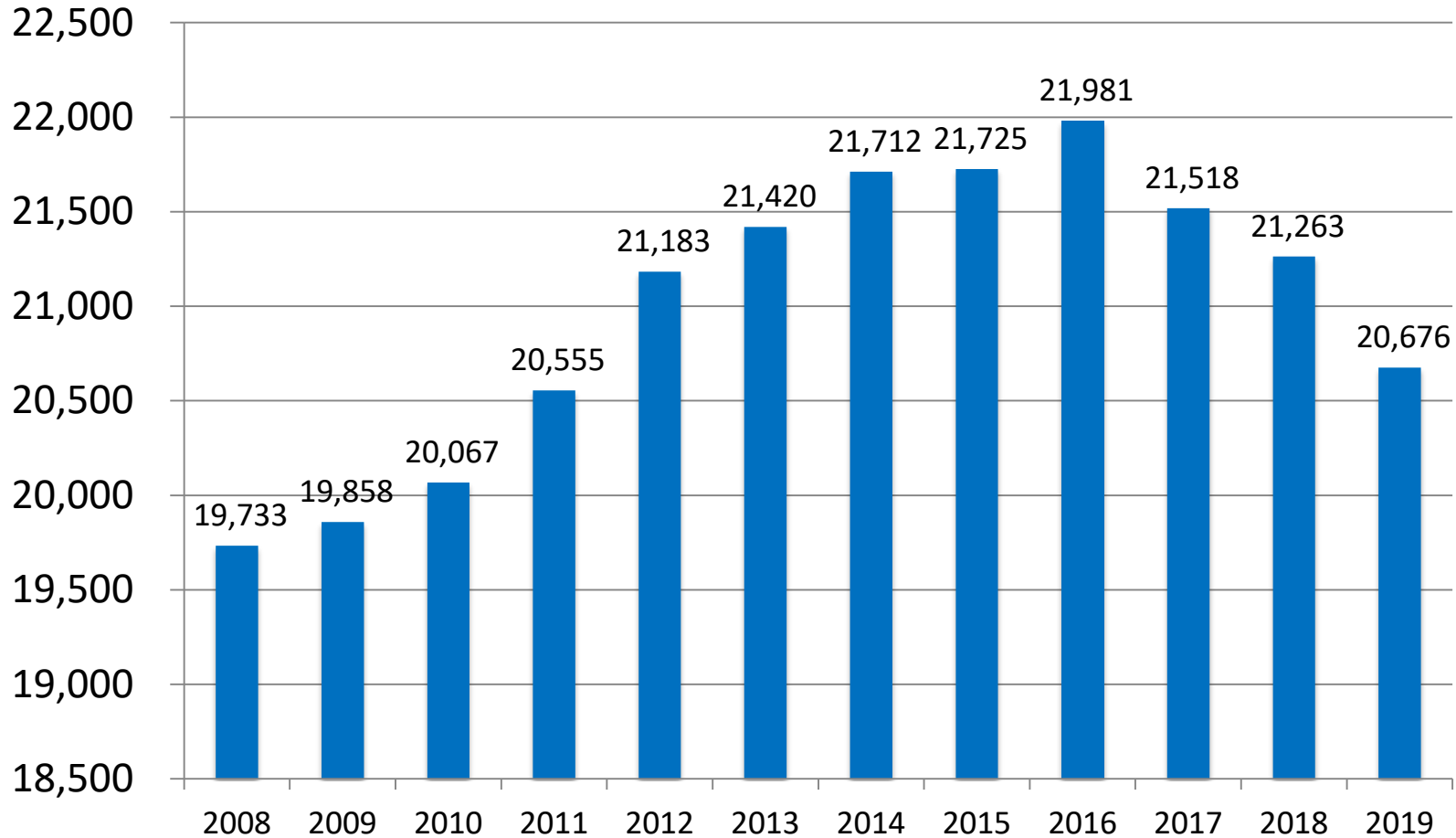
- Reflects the true cost of running the New Haven Public Schools
- Allocates resources in a manner that promotes equity between magnet and neighborhood schools
- Directs resources to teachers and the classroom learning environment
- Increases stewardship for our buildings and facilities
- Invites public participation in the budget development process and offers a greater level of transparency

- Budget meetings between executive leadership team and all principals focused on key operational areas
- Specifically highlight any ‘new’ spending proposed for 2020-2021
- Detailed reviews with BOE and meetings with the community
- Identify opportunities for greater efficiency
- Ensure alignment with City of New Haven budgetary objectives

Key Trends: Historical Enrollment



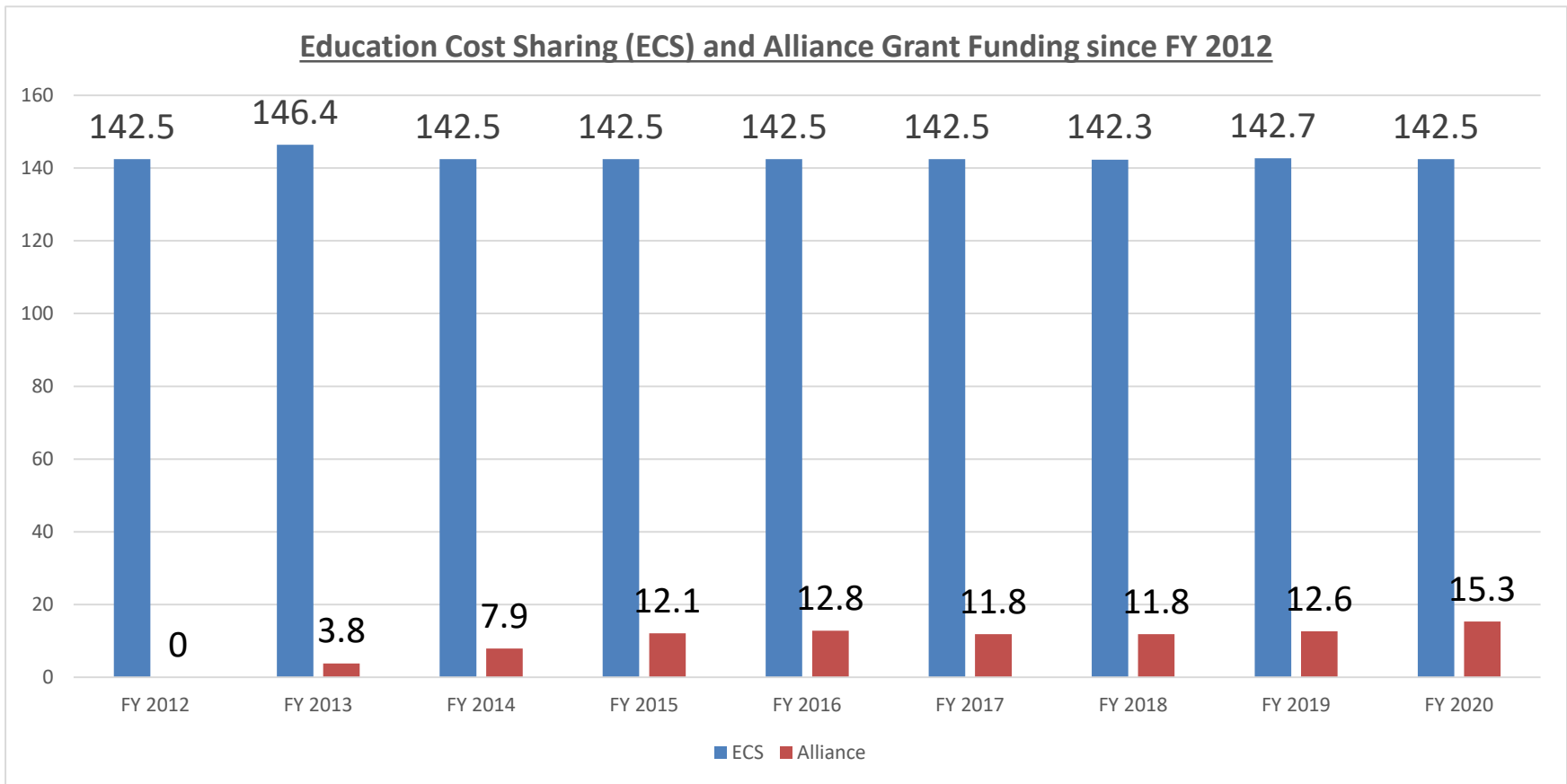
NEW HAVEN PUBLIC SCHOOLS



Key Trends: New Haven ECS and Alliance Funds



NEW HAVEN PUBLIC SCHOOLS

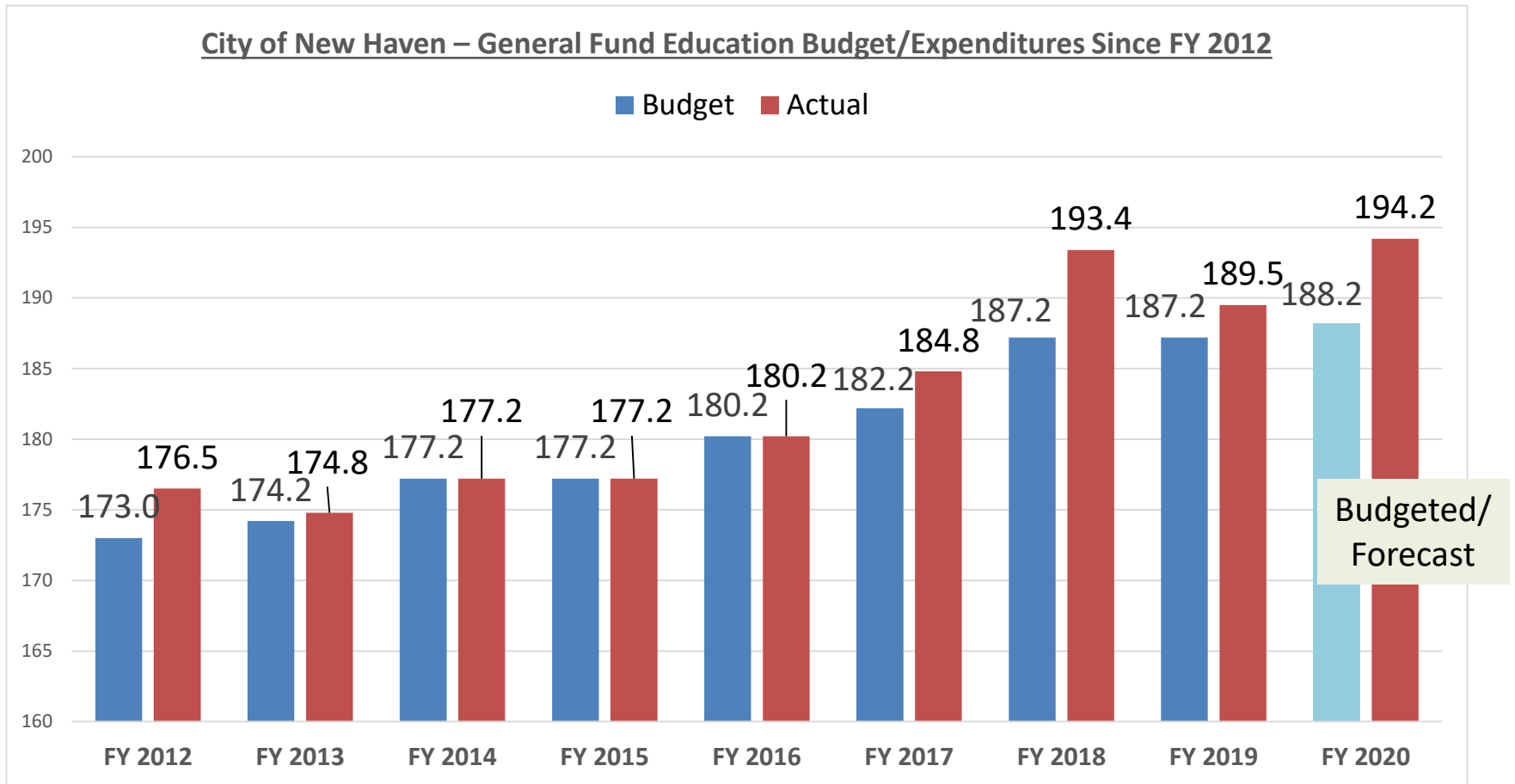


- Funding from the State has been essentially flat since at least 2012
- If the \$142.5 million was adjusted upward for inflation at 2.5% a year, the budget for education would have been \$173.6 million in 2020

Key Trends: Change in Local Funding



NEW HAVEN PUBLIC SCHOOLS



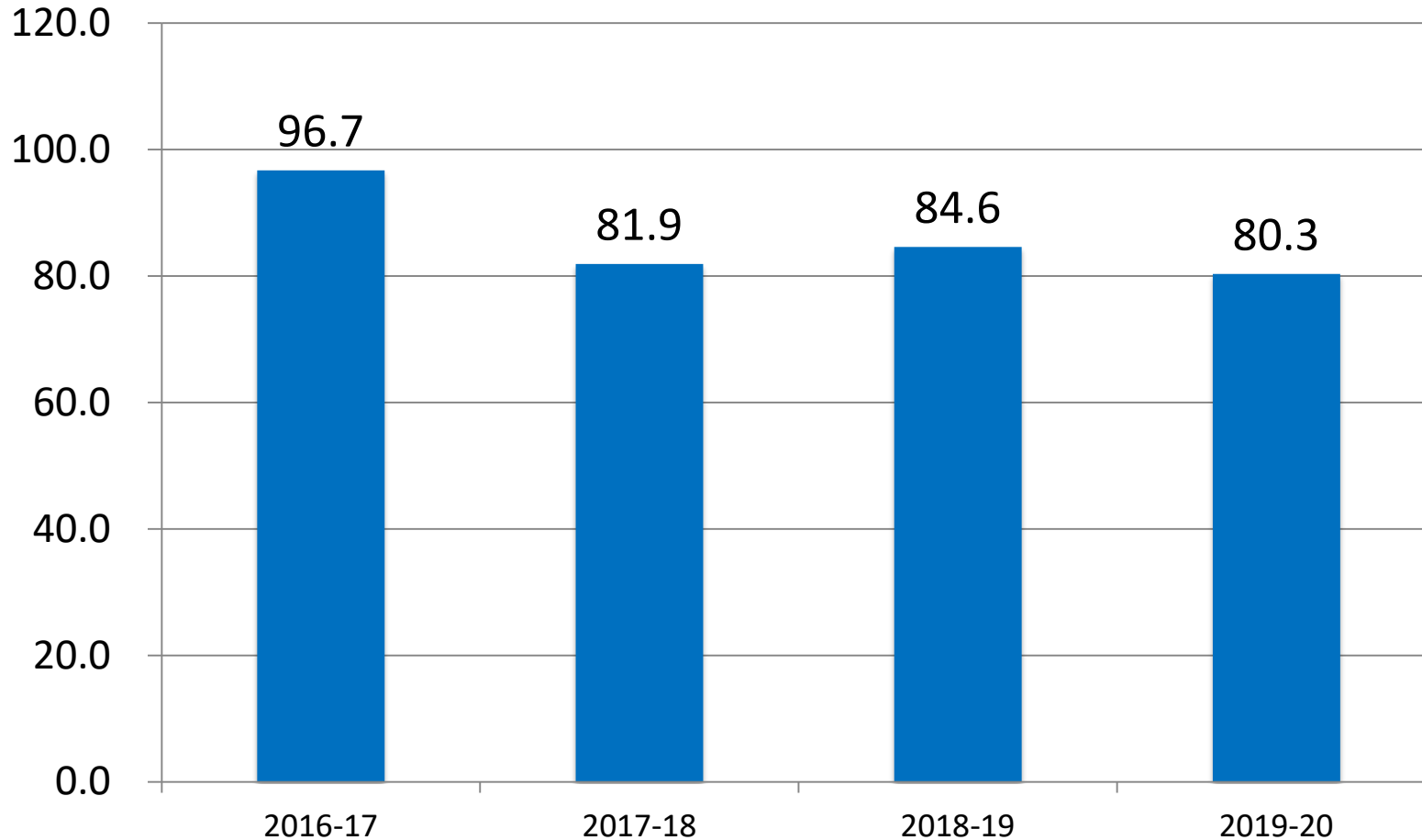
- The BOE has operated in a deficit in 6 of the past 9 years
- If the \$173.0 million in 2012 was adjusted upward for inflation at 2.5% a year, the budget for education would have been \$210.8 million in 2020

Key Trends: Change in Grant Funds



NEW HAVEN PUBLIC SCHOOLS

\$ in millions



- At the same time, our grant funding has dropped **\$16 million** in just three years.

Initial Projection, 2020-21 Budget



NEW HAVEN PUBLIC SCHOOLS

| | |
|---------------------|---------------|
| • 2019-2020 Budget | \$188,218,697 |
| • 2020-2021 Request | \$199,019,490 |
| Difference: | \$10,800,793 |
| % increase: | 5.73% |

- This reflects a turn-the-lights on budget – no new resources, no new programs, etc. We start the 2020-21 year with exactly what we have right now.
- If the school is short resources – library and media specialists, guidance counselors, or other staff – this budget doesn't address that need.

Cost Drivers – How did we get here?



NEW HAVEN PUBLIC SCHOOLS

- 2019-20 projected deficit carries forward to 2020-21
- Contractual raise of ~3% for certified staff in 2020-2021
- Additional raises for non-certified staff as covered in collective bargaining agreements (CBAs); one CBA currently under negotiation
- Inflationary pressure on commodities and other purchased materials
- Price escalation as spelled out in long-term agreements (transportation, service agreements, etc.)
- Increasing costs for Special Education out-of-district placement and services, with higher hurdle rate for reimbursement under Excess Cost Grant

2020-2021 Est. 'Turn the Lights On' General Fund Budget



NEW HAVEN PUBLIC SCHOOLS

| | 2018-19 | 2019-20 | 2019-20 | 2020-21 | |
|---------------------------------------|-----------------------|-----------------------|------------------------|-------------------------|-----------------------------|
| | Final Expenditures | Approved Budget | Jan. 13, 2020 Forecast | Original Budget Request | Change vs. 2019-2020 Budget |
| Salaries | | | | | |
| Teacher Full-Time | \$ 78,812,230 | \$ 73,656,678 | \$ 79,509,958 | \$ 81,819,981 | \$ 8,163,303 |
| Admin & Management Full-Time | 17,706,876 | 15,006,025 | 18,293,122 | 19,377,977 | 4,371,952 |
| Paraprofessionals | 3,378,651 | 3,444,881 | 4,002,092 | 3,645,996 | 201,115 |
| Support Staff Full-Time | 11,198,220 | 12,855,676 | 11,278,736 | 11,927,942 | (927,734) |
| Part Time & Seasonal | 2,411,270 | 3,508,453 | 2,738,338 | 2,681,517 | (826,936) |
| Substitutes | 1,665,787 | 1,650,000 | 1,665,787 | 1,550,000 | (100,000) |
| Overtime, Benefits, Other | 2,953,284 | 3,620,000 | 3,585,477 | 3,945,000 | 325,000 |
| Total Salaries and Benefits | \$ 118,126,318 | \$ 113,741,713 | \$ 121,073,510 | \$ 124,948,413 | \$ 11,206,700 |
| | | | | | |
| Supplies and Services | | | | | |
| Instructional Supplies | \$ 1,875,972 | \$ 3,253,166 | \$ 2,769,695 | \$ 3,810,972 | \$ 557,806 |
| Tuition <i>(Includes Tag Tuition)</i> | 18,239,539 | 19,302,634 | 18,999,513 | 19,502,634 | \$ 200,000 |
| Utilities | 9,646,706 | 10,782,200 | 9,998,262 | 10,687,200 | \$ (95,000) |
| Transportation | 25,508,509 | 25,365,866 | 25,998,583 | 24,109,669 | \$ (1,256,197) |
| Maintenance, Property, Custodial | 2,852,722 | 2,814,285 | 2,088,513 | 2,645,605 | \$ (168,680) |
| Other Contractual Services | 13,201,400 | 12,958,833 | 13,234,487 | 13,314,998 | \$ 356,165 |
| Total Supplies and Services | \$ 71,324,847 | \$ 74,476,984 | \$ 73,089,051 | \$ 74,071,077 | \$ (405,907) |
| | | | | | |
| General Fund Totals | \$ 189,451,165 | \$ 188,218,697 | \$ 194,162,562 | \$ 199,019,490 | \$ 10,800,793 |

Proposed 2020-2021 General Fund Budget



NEW HAVEN PUBLIC SCHOOLS

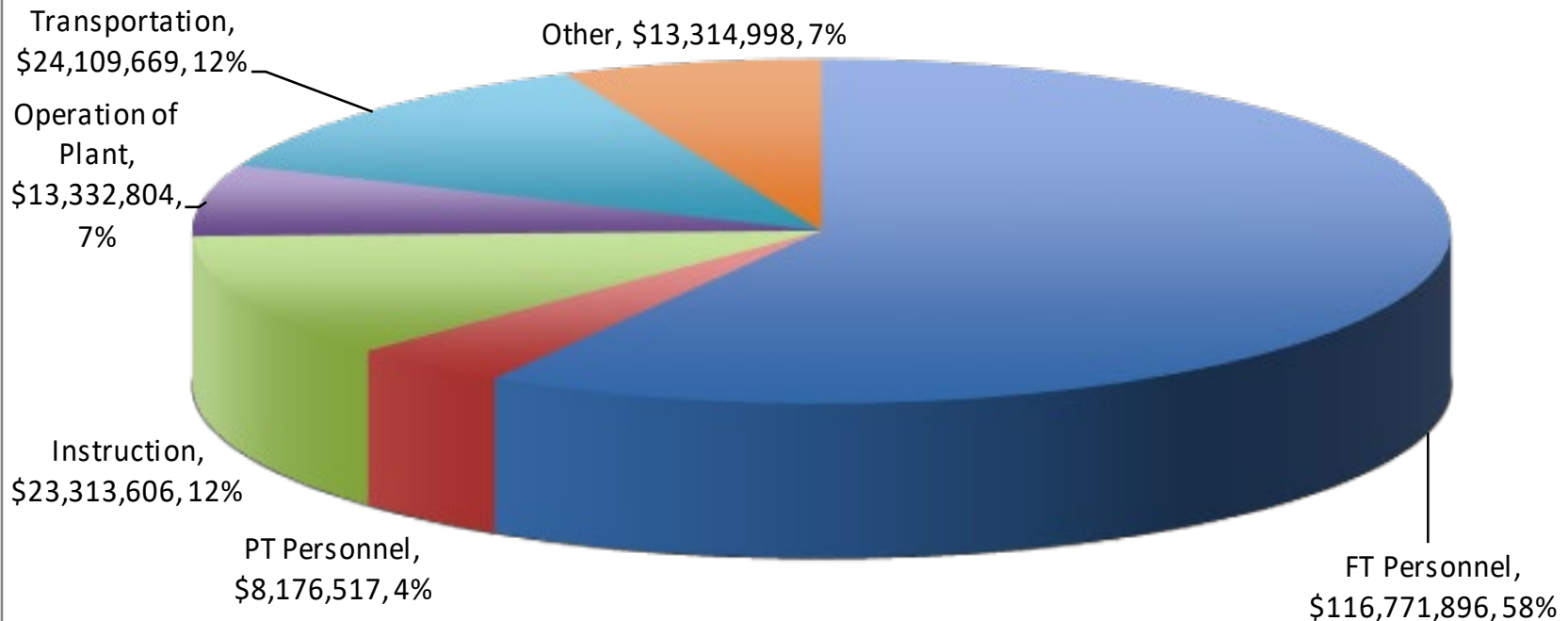
| | Actual 2018-2019 | Approved Budget 2019-20 | Forecast 2019-20 | Proposed 2020-21 | Change From 2019-2020 Budget |
|----------------------|-----------------------------|--|-----------------------------|-----------------------------|---|
| Personnel | | | | | |
| Full-Time | \$111,095,977 | \$104,963,260 | \$113,083,908 | \$116,771,896 | 11,808,636 |
| Part-Time | \$7,030,341 | \$8,778,453 | \$7,989,602 | \$8,176,517 | (601,936) |
| Non-Personnel | | | | | |
| Instruction | \$20,115,511 | \$22,555,800 | \$21,769,208 | \$23,313,606 | 757,806 |
| Operation of Plant | \$12,499,427 | \$13,596,485 | \$12,086,775 | \$13,332,804 | (263,681) |
| Transportation | \$25,508,509 | \$25,365,866 | \$25,998,583 | \$24,109,669 | (1,256,197) |
| Other | \$13,201,400 | \$12,958,833 | \$13,234,487 | \$13,314,998 | 356,165 |
| TOTAL: | \$189,451,165 | \$188,218,697 | \$194,162,563 | \$199,019,490 | 10,800,793 |
| | | | Estimated Deficit: | \$5,943,866 | |

FY 2020-2021 Estimated Expenditures by Function



NEW HAVEN PUBLIC SCHOOLS

General Funds 2020-2021 Estimated Expenses: \$199,019,490



Proposed New Spending



NEW HAVEN PUBLIC SCHOOLS

| Item | Amount | Rationale |
|--------------------------------------|-----------|--|
| 2.5 FTE EL support | 141,508 | Growing number of EL learners as a percentage of District total; compliance |
| 6.0 FTE Health teachers | 339,618 | New State curriculum mandates; compliance |
| Professional grant writer | 90,000 | Pursue additional revenue streams available to NHPS, but not accessed |
| New K-5 Math curriculum | 500,000 | Existing math curriculum going out of print; remainder of total cost to be covered with grant funds |
| Track painting | 18,000 | Painting of the track in the field house |
| Facilities Plan | 80,000 | As requires by State law, prepare a long-term facilities plan that includes review of building infrastructure replacement |
| Data conversion | 30,000 | Data conversion costs associated with the consolidation of multiple platforms |
| HVAC contract increase | 150,000 | Significant increase in HVAC repair costs in past three years as building systems age; provides additional on-call support |
| Building maintenance | 300,000 | Buildings aging; need to increase funds for ongoing repairs and maintenance (painting, lighting, flooring) that cannot be bonded |
| Director of Facilities & Maintenance | 95,000 | Professional staff member to prioritize capital expenditures, repairs and maintenance and develop and implement preventative maintenance program |
| Total | 1,744,126 | |

Note: Above items are not included in the proposed budget total

- Further reductions in Federal and State funding
- Long-range enrollment and building utilization
- Aging infrastructure – new schools aren't so new anymore
- New unfunded or defunded mandates
- Continuing growth in number of students with special needs

- Shrink staffing levels through attrition
- Reduce number of required buses
- More aggressively manage turnover and hiring
- Negotiate furlough day(s)
- Consolidate facilities
- Reduce impact of Workers' Compensation claims
- Proposals from Budget Mitigation Committee
- Identify new streams of revenue

Key legislative action items that could positively impact New Haven Public Schools:

- Increased transportation funding
- Increased inter-district magnet school funding
- Long-term solution for racial isolation mandates
- Increased funding/support for EL learners
- Adequacy study on public education funding, including Special Education

Budget Timeline



NEW HAVEN PUBLIC SCHOOLS

| <u>Action</u> | <u>Person Responsible</u> | <u>Due Date</u> |
|--|----------------------------------|-------------------------------------|
| Full time staff rosters sent to Principals and other leaders for review | Finance Office | December 10, 2019 |
| Budget process overview for Principals and Administrators at Superintendent's meeting | Finance Office | December 18, 2019 |
| Updated staff rosters sent back to Finance office | Schools/ELT | December 19, 2019 |
| Non-staff budget templates sent to Principals and Administrators | Finance Office | December 20, 2019 |
| Meet with SAA and NHFT Budget Advisory Committee | Superintendent/ELT | December 30, 2019 |
| Preliminary budgets due from schools and departments | Schools/Department | January 8, 2020 |
| Internal budget reviews with Principals and Administrators | Schools/Superintendent/ELT | January 13, 2020 - January 14, 2020 |
| Provide budget update to Principals and Administrators at the Superintendent's Meeting | Finance Office/ELT | January 15, 2020 |
| Budget revisions due from schools and departments | Schools/Departments | January 16, 2020 |
| First draft of budget compiled | Finance Office | January 17, 2020 - January 24, 2020 |

Budget Timeline, cont'd



NEW HAVEN PUBLIC SCHOOLS

| <u>Action</u> | <u>Person Responsible</u> | <u>Due Date</u> |
|--|-------------------------------|---------------------------|
| Budget update to Finance and Operations | Superintendent/CFO | January 20, 2020 |
| Presentation to the Board of Education | Superintendent/CFO | January 27, 2020 |
| Board of Education/Finance Committee Budget Workshop | Superintendent/Finance Office | February 3, 2020 |
| First Community Forum on budget * We are here * | BOE/CFO/Superintendent | February 4, 2020 |
| Meet with SAA and NHFT Budget Advisory Committee | Superintendent/ELT | February 4, 2020 |
| Provide budget update to Principals and Administrators at the Superintendent's Meeting | Finance Office/ELT | February 5, 2020 |
| Second Community Forum on budget | BOE/CFO/Superintendent | February 7, 2020 |
| Presentation to the Board of Education | Superintendent/CFO | February 10, 2020 |
| Review and adjust budget | Superintendent/Finance Office | Week of February 10, 2020 |
| Present Budget to the Board of Alders Leadership Team | Superintendent/CFO | February 22, 2020 |
| Superintendent's recommended budget presented to the Board of Education for approval | Superintendent/CFO | February 24, 2020 |
| Present Budget to the Mayor | Superintendent/CFO | February 26, 2020 |
| Third Community Forum on budget | BOE/CFO/Superintendent | March 3, 2020 |
| Fourth Community Forum on budget | BOE/CFO/Superintendent | April 21, 2020 |
| Budget Hearing Board of Alders | Superintendent/CFO | TBD |
| Board of Education adoption of 2021 Budget | Superintendent/BOE | TBD |

We need your support to ensure we have adequate funding for our schools:

- Attend the February 24th Board of Education meeting
- Talk to your Board of Alders representative
- Talk to your State representatives
- Attend the Board of Alder's Finance Committee Public Hearing in early April
- During the upcoming legislative session, write to the Education and Appropriations Committees



Thank you!