



NEW HAVEN PUBLIC SCHOOLS



## Estimated Proposed Expenditures 2019-2020

Dr. Carol D. Birks, Superintendent  
February 11, 2019

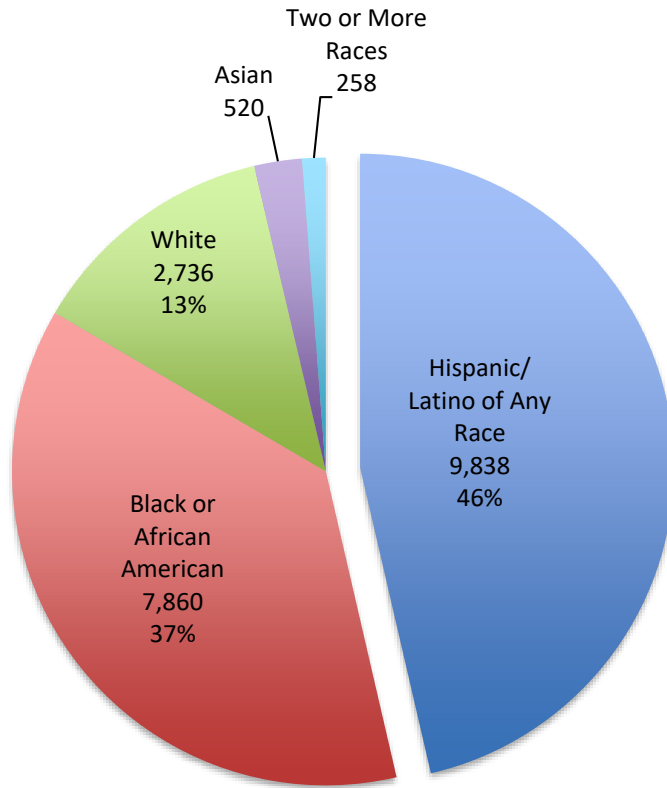
- Our Students
- Our Schools & Staff
- District Priority Areas
- Budget Goals
- Average Per Pupil Expenditure
- Funding History
- 2019-2020 Estimated Status Quo General Fund Budget
- 2019-2020 Estimated Status Quo Expenditures by Function Chart
- Cost Drivers
- Proposal for Mitigating the Budget
- Proposed 2019-2020 General Fund Budget
- Budget Process

*“All kids can learn, achieve and rise to a bright future.”*

# Our Students



NEW HAVEN PUBLIC SCHOOLS



Enrollment: 21,263 students

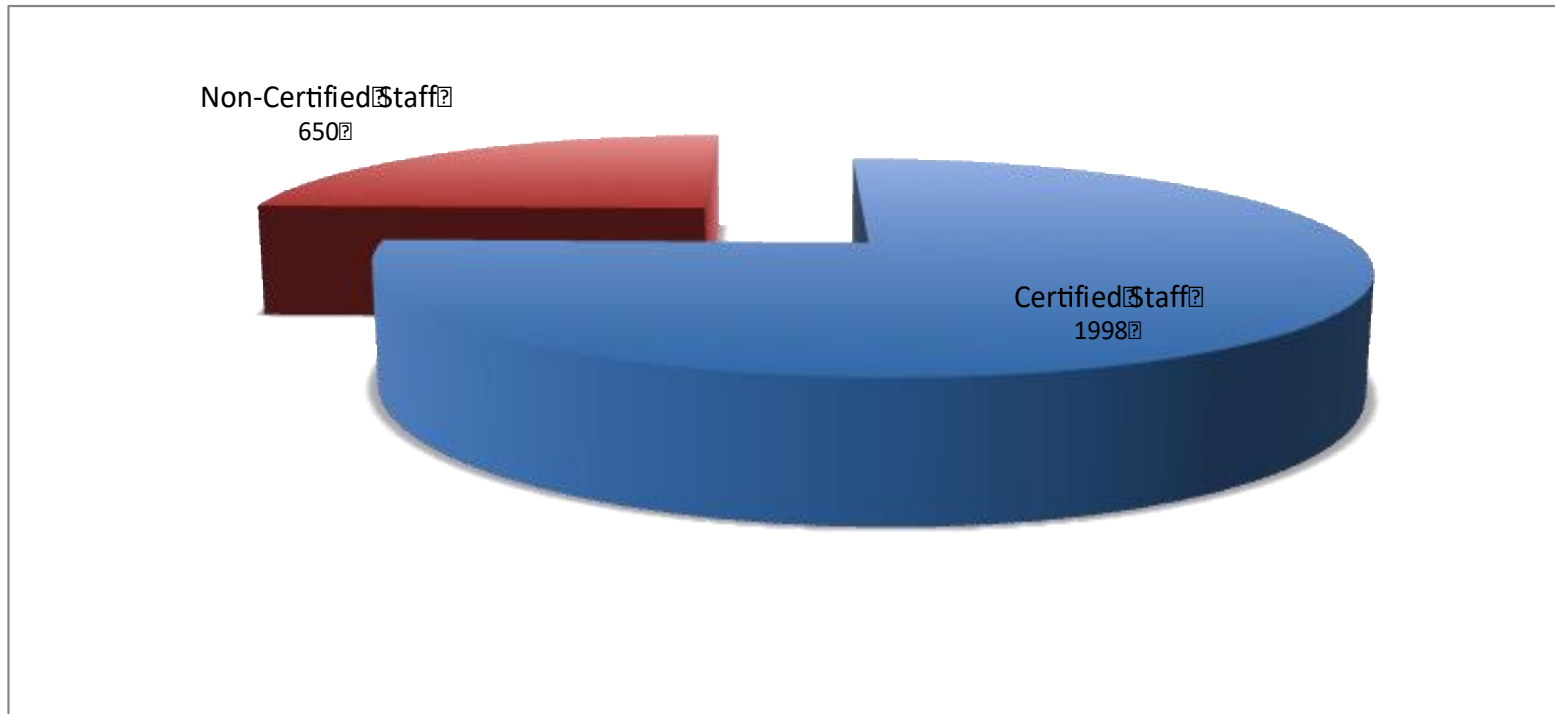
Languages:

- English – 70%
- Spanish – 26%
- Other (69 Reported) – 4%

Free & Reduced Price Lunch - 70.2%

English Language Learners - 14.1 %

Special Education - 14.8%



New Haven Public Schools currently operates and maintains (31) Elementary Schools and (10) High Schools and (1) program.

# 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

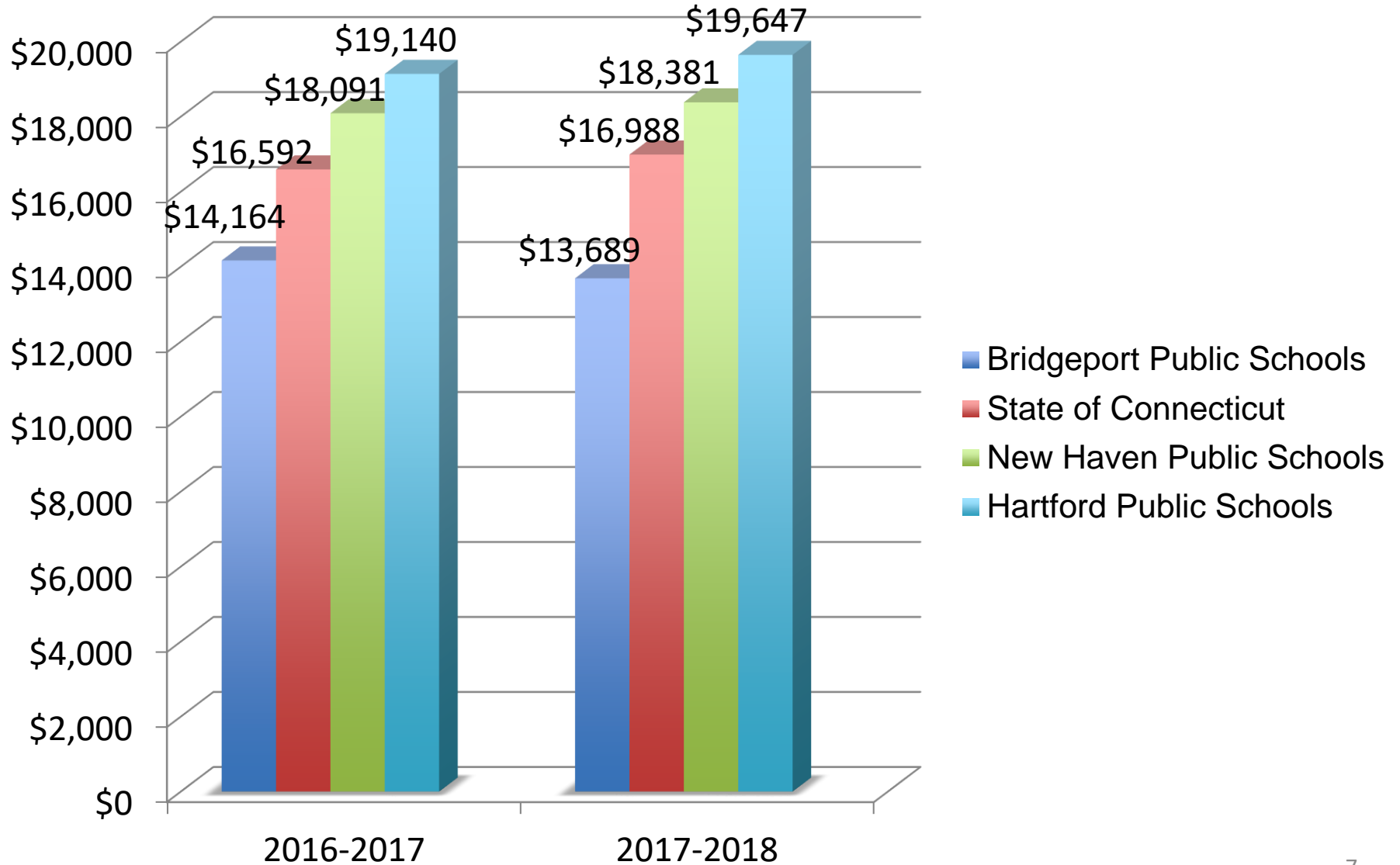
## **Present a balanced budget that:**

- Allocates resources with the goal of providing equity across all of our schools.
- Focuses resources to directly support classroom learning and teaching.
- Supports implementation of a comprehensive core classroom (Tier 1) reading instructional program.
- Supports implementation of a Whole Child Framework to address students' socio-emotional learning needs.

# Average Per Pupil Expenditure



NEW HAVEN PUBLIC SCHOOLS



# Funding History – All Funds



NEW HAVEN PUBLIC SCHOOLS

Funding Source	2016-2017	2017-2018	2018-2019	Difference in Funding from 2016-2017 to 2018-2019
General Funds	\$182,218,697	\$187,218,697	\$187,218,697	\$5,000,000
Special Funds	\$96,737,838	\$81,927,920	79,940,790	<b>\$16,797,048</b>
<b>Total:</b>	<b>\$278,956,535</b>	<b>\$269,146,617</b>	<b>\$267,159,487</b>	<b>\$11,797,048</b>



# 2019-2020 Estimated Status Quo General Fund Budget



NEW HAVEN PUBLIC SCHOOLS

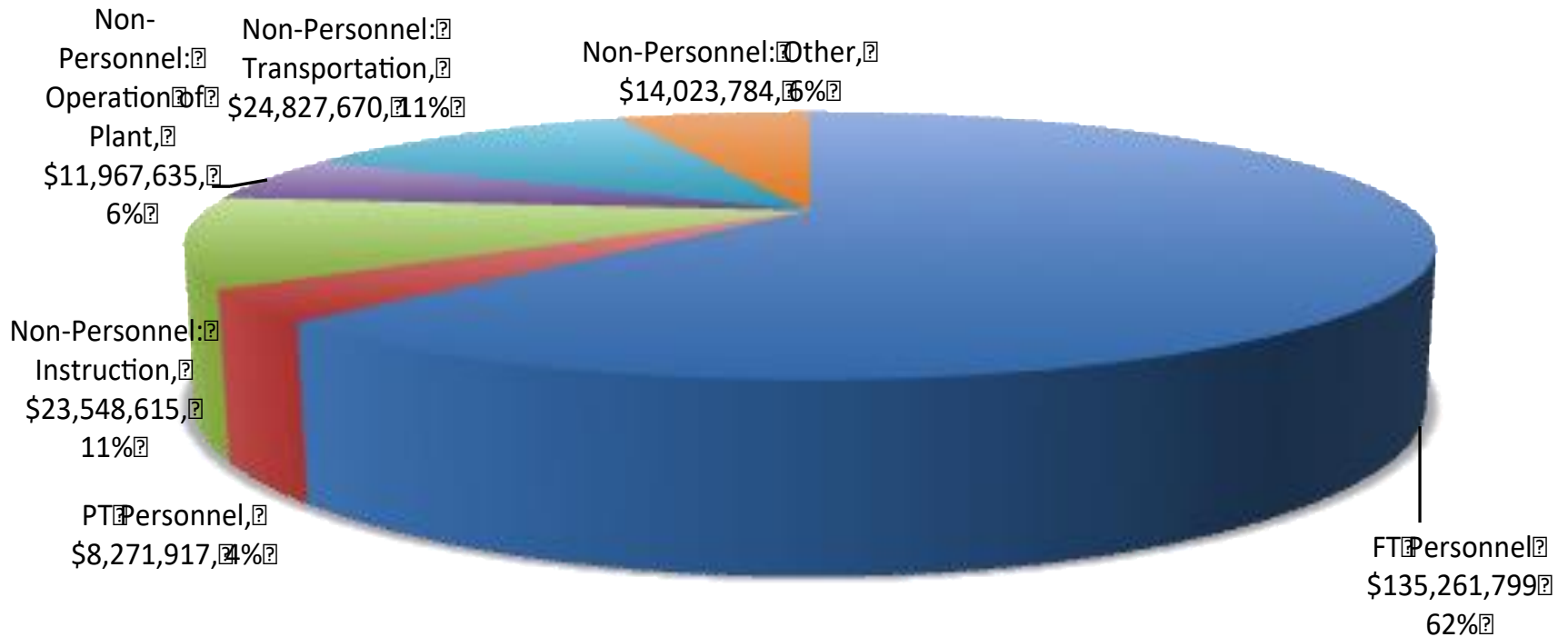
	Actual 2017-2018	Approved 2018-2019	Estimated 2018-2019	Status Quo Estimated Expenditures 2019-2020	Difference
<b>General Fund Appropriation</b>	<b>\$187,218,697</b>	<b>\$187,218,697</b>	<b>\$187,218,697</b>	<b>\$187,218,697</b>	
<b>Expenditures:</b>					
<b>Personnel</b>					
Full-Time	\$106,922,862	\$105,685,144	\$118,132,250	\$135,261,799	29,576,655
Part-Time	\$8,703,004	\$8,404,643	\$7,919,922	\$8,271,917	-132,726
<b>Non-Personnel</b>					
Instruction	\$20,566,268	\$22,886,148	\$20,460,420	\$23,548,615	662,467
Operation of Plant	\$13,881,946	\$13,215,033	\$12,857,927	\$11,967,635	-1,247,398
Transportation	\$22,473,355	\$23,370,345	\$24,361,155	\$24,827,670	1,457,325
Other	\$14,671,262	\$13,657,384	\$12,420,236	\$14,023,784	366,400
<b>Total Expenditures</b>	<b>\$193,404,100</b>	<b>\$187,218,697</b>	<b>\$196,151,910</b>	<b>\$217,901,420</b>	<b>30,682,723</b>
<b>End of Year (Surplus/Deficit)</b>	<b>\$6,185,403</b>		<b>\$8,933,213</b>		<b>30,682,723</b>

# FY 2019-2020 Estimated Status Quo Expenditures by Function



NEW HAVEN PUBLIC SCHOOLS

## General Funds 2019-2020 Estimated Expenses: \$217,901,420



## Cost Drivers – How did we get here?



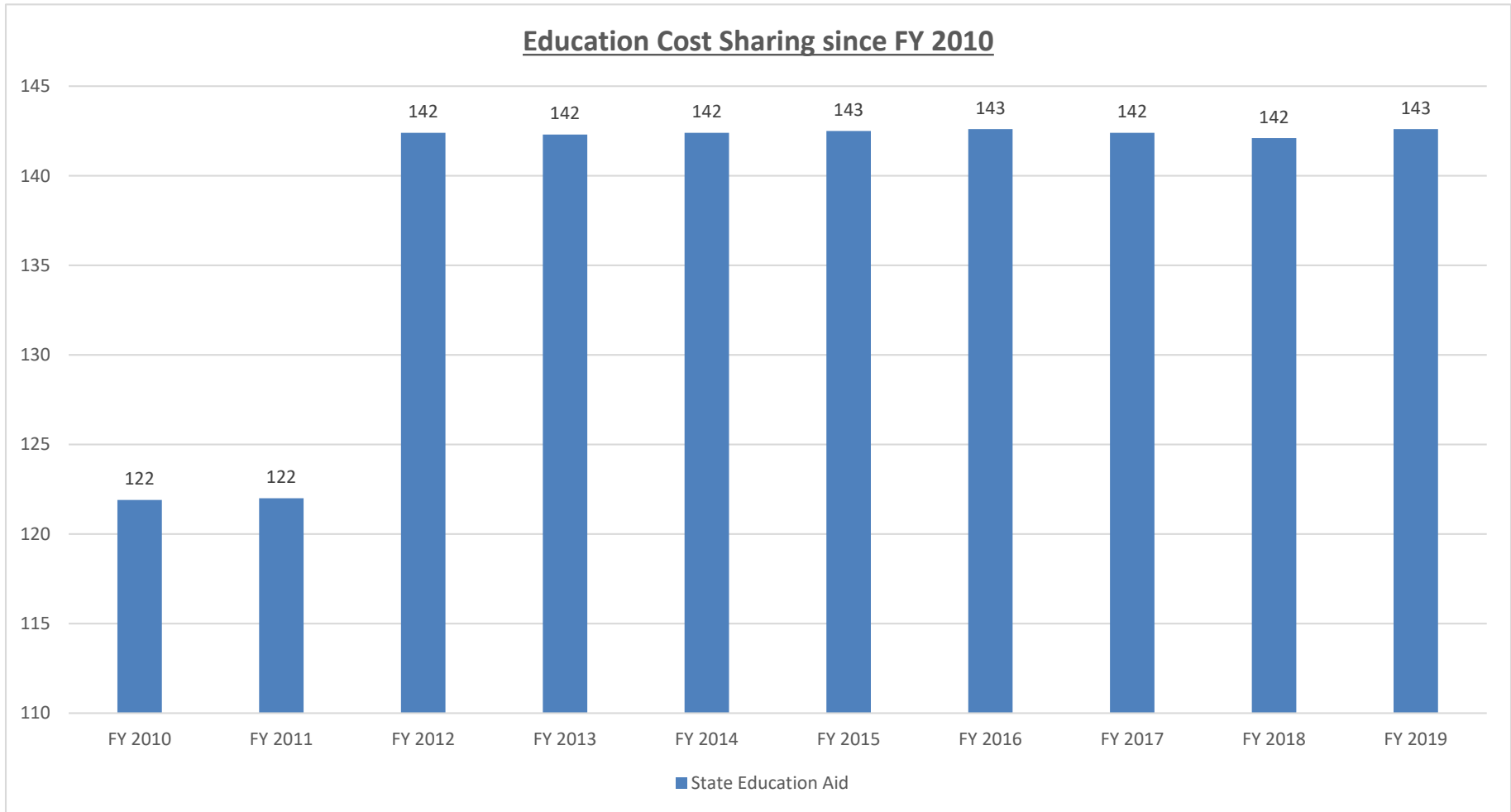
NEW HAVEN PUBLIC SCHOOLS

- Contractual raise of 3% for certified staff in 2019-2020.
- A \$16.8 million reduction in grant funds over the last two fiscal years.
- Grant reductions have resulted in greater reliance on the General Fund for full time salaries of staff previously paid for by grant funds.
- Planned transfer of costs formerly covered by the City to the Board of Education in 2019-2020.
- Increasing costs for Special Education out-of-district placement and services.

# Cost Drivers – How did we get here?



NEW HAVEN PUBLIC SCHOOLS



**Education Cost Sharing Grant has been flat for the last eight years.**

# Proposal for Mitigating the Budget



NEW HAVEN PUBLIC SCHOOLS

Strategy	Reduction
Right-size district-wide staffing model	\$ 5,400,000
Evaluate program consolidation(s), services and lease agreements	\$ 1,500,000
Maximize and coordinate available grant funding with General Fund	\$ 9,500,000
Review transportation routes	\$ 2,000,000
Examine and analyze contractual services	\$ 2,000,000
Continued efforts with City/State Delegation to lobby for state funding and targeted fiscal supports through grants	\$10,282,723
<b>Total:</b>	<b>\$ 30,682,723</b>

# Proposed 2019-2020 General Fund Budget



NEW HAVEN PUBLIC SCHOOLS

		Approved 2018-2019	Estimated 2018-2019	Status Quo Estimated Expenditures 2019-2020	Proposed Budget 2019-2020	Change From Approved 2018-2019 Budget
<b>Personnel</b>						
	Full-Time	\$105,685,144	\$118,132,250	\$135,261,799	\$120,361,799	14,676,655
	Part-Time	\$8,404,643	\$7,919,922	\$8,271,917	\$8,271,917	(132,726)
<b>Non-Personnel</b>						
	Instruction	\$22,886,148	\$20,460,420	\$23,548,615	\$23,548,615	662,467
	Operation of Plant	\$13,215,033	\$12,857,927	\$11,967,635	\$10,467,635	(2,747,398)
	Transportation	\$23,370,345	\$24,361,155	\$24,827,670	\$22,827,670	(542,675)
	Other	\$13,657,384	\$12,420,236	\$14,023,784	\$12,023,784	(1,633,600)
	TOTAL:	\$187,218,697	\$196,151,910	\$217,901,420	\$197,501,420	10,282,723
	Budget Shortfall		<b>\$8,933,213</b>			

# Budget Process



NEW HAVEN PUBLIC SCHOOLS

<u>Action</u>	<u>Person Responsible</u>	<u>Due Date</u>
Meet with SAA, NHFT, Finance and Operations Committee; Initiation of budget development process	Superintendent/Executive Leadership	Week of December 3, 2018
Budget Workshop for Administrators at the Executive Leadership Learning Academy - Overview of the budget tools and budget sample	Finance Office	December 12, 2018
Budget Workshop for Administrators at the Executive Leadership Learning Academy - distribute budget tools, provide training and on-site assistance to schools	Finance Office	December 19, 2018
Principals meet with their School Governance Councils/School Planning and Management Teams	Schools	December 19, 2018 - January 10, 2018
Board of Alders Leadership	Superintendent	Week of January 2, 2019
Preliminary budgets due from schools and departments	Schools/Department	January 11, 2019
Budget Compliance Hearings and Reviews	Finance Office/Executive Team	January 14, 2019 - January 15, 2019
Provide Budget Update to Principals at the Executive Leadership Learning Academy	Finance Office/Executive Leadership	January 16, 2019
Budget Revisions due from Schools and Departments	Schools/Department	January 17, 2019
First Draft of Budget Compiled	Finance Office	January 18, 2019 - January 24, 2019
Principals and designees meet with the Executive Leadership Team and Finance Team to discuss the budget	Finance Office/Executive Leadership	January 25, 2019 - January 30, 2019
Principals meet with their School Governance Teams	Schools	January 28, 2019 - February 5, 2019
Parent leadership training and engagement on budget development and priorities (SPMT/SGC)	Schools/ Executive Leadership	Week of January 28, 2019

# Budget Process



NEW HAVEN PUBLIC SCHOOLS

<u>Action</u>	<u>Person Responsible</u>	<u>Due Date</u>
Board of Education/Finance Committee Budget Workshop	Superintendent/Finance Office	February 4, 2019
Meet with Unions	Human Resources	Week of February 5, 2019
Presentation to the Board of Education	Superintendent/Finance Office	February 11, 2019
Review and Adjust Budget	Superintendent/Finance Office	Week of February 11, 2019 - February 24, 2019
Superintendent's Recommended Budget presented to the Board of Education for Approval	Superintendent/Finance Office	February 25, 2019
Present Budget to the Mayor	Superintendent/Finance Office	February 27, 2019
Budget Forums	Superintendent/Finance Office	March 1, 2019 - March 31, 2019
Budget Hearing Board of Alders	Superintendent/Finance Office	TBD
Board of Education Adoption of 2020 Budget	Superintendent	TBD





Thank you





NEW HAVEN PUBLIC SCHOOLS



## Finance and Operations

Dr. Carol D. Birks, Superintendent

February 4, 2019

# Lease Expenses



NEW HAVEN PUBLIC SCHOOLS

Landlord	Description	Annual Lease Amount	Taxes	Total*
Gateway Partners, LLC.	54 Meadow Street First Floor	\$20362.75 plus pro rata operating costs in amount not to exceed \$8,500		
Gateway Partners, LLC.	54 Meadow Street Eighth Floor	\$93,000.00 plus 12.7% for hard/soft operating costs and 57% of electrical bill		
Horton, LLC.**	654 Ferry Street	\$458,802.36		\$496,602.36
New Haven Plaza	Adult Ed	\$380,000.00	\$125,556.00	\$649,220.00
New Haven Plaza	Riverside	\$332,500.00	\$70,878.00	\$462,627.40

\* All totals include cleaning expenses and snow removal.

\*\*Horton, LLC requires 30-day notification prior to the expiration date if the lease is non-renewed.

# 2018 – 2019 Budget Mitigation



NEW HAVEN PUBLIC SCHOOLS

Strategy	Potential Savings
Maximize and coordinate available grant funding with the General Fund	\$2,500,000
Continue to engage in conversations with Executive Management Team to agree with 2 furlough days	\$7,000
Review purchase procedures to administrators and ensure strict adherence to the guidelines	\$75,000
Review transportation routes	\$400,000
Total	\$2,820,000





NEW HAVEN PUBLIC SCHOOLS



**FY 2018-2019 Grants Overview**  
Finance Committee  
December 3, 2018



- The Alliance District Program is a unique and target investment in Connecticut's lowest performing districts. The funds are to support district strategies to dramatically increase student outcomes and close the achievement gap by pursuing bold and innovative reforms

## State Funded Grants – Alliance District Grant



NEW HAVEN PUBLIC SCHOOLS

Focus areas for spending must include the following areas which are then approved by the State Department of Education:

- Tiered system of interventions
- Foundational Reading Programs (K – 3)
- Additional Learning Time
- Talent strategy to attract, retain, promote and bolster staff performance
- Training school leaders and staff (evaluation models)
- Coordination with early childhood education providers
- Coordination with governmental and community programs for Wrap Around Services
- Implementing and furthering statewide education standards and associated activities initiatives
- Minority teacher/administrator recruiting
- Enhancement of bilingual education programs

# What is Strategic Planning



NEW HAVEN PUBLIC SCHOOLS

- Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.