

**School District of South Milwaukee
 School Board Questions and Answers
 2020-21 Budget and Staffing Recommendations
 March 4, 2020**

Introduction

The School Board received information on February 19, 2020, regarding the proposed budget and staffing plan for 2020-21. Board members asked questions at the meeting and after the meeting regarding some of the specific recommendations. This document provides the information requested.

In addition, it may be helpful to understand a timeline of how the recommendations were created. When reviewing this, it is important to remember that the administration brings forward a budget to the Board that does not result in the Board spending more than the allocated funding. Therefore, all new items that are brought forward need to be offset and not just added to the budget. The following steps were taken to prepare for the Budget Recommendations proposal that was discussed on February 19th:

Step	Date Completed	Action
Step 1	December-January	Develop Administrative requests for service enhancements that would enable us to better meet the needs of our students/mission. Since we have a finite pool of funds, and we are responsible to use them in the most effective way possible, specific direction is given to bring a possible reduction to fund the request.
Step 2	January 8th Board Meeting	Review revenue assumptions, baseline expenditure assumptions and deficit or surplus that needs to be addressed.
Step 3	January - February	The Administrative Council discussed the requests and the budget assumptions. With that framework, the impact on students was reviewed and the budget was developed into the recommendations for the Board.
Step 4	February 19th	Budget Recommendations are brought to the Board for feedback.
Step 5	March 4th	Questions are answered, recommendations may be modified for March 18th approval.
Step 6	March 18th	Budget Recommendations are approved and provide the framework for the detailed budget to be created for 2020-21.

High School Teacher Reallocation Questions:

1. Why are the student enrollment numbers down in the technology & engineering classes?
 - The technology & engineering department streamlined the offerings for next year, creating more visible pathways for students. This resulted in some areas increasing the number of students who signed up for a class while other areas were reduced. At the same time, the way some courses were offered also changed, going from one class being offered for 2 blocks all year to creating two strands of engineering with an intro and advanced offering. A combination of these resulted in a reduced demand for sections. At this time the recommended staffing level is sufficient to run all planned courses with appropriate class sizes.
2. Is there summer school credit for physical education?
 - Physical education has been offered in the summer for credit in the past, including last year. The class is currently being evaluated to determine if it will continue to be offered this year.

4k 0.5 FTE Teacher Position:

1. Where did the 40,000 come from? Can we see a breakdown / itemized list? 40,000 seems a bit high? 40,000 is more for a 1 FTE 4k teacher, from my research, is this accurate that we are going to higher a 4k teacher for 40,000?
 - When the district makes cost recommendations, all costs for the position are included. This includes all salary roll ups and benefit costs. Based on the anticipated staffing, the additional salary/roll ups/benefits cost will be approximately \$35,000. As mentioned at the meeting, this amount also includes \$5,000 for additional costs that will be incurred due to this pilot program.
2. If we can button up this number, and say we are at 25,000 for the .5 4k position, the other guesstimated 15,000 can be offered to the 6 hr Nurse position at the HS, which would put that 6 hour Nurse Position at 35,000. Would that be acceptable?
 - Due to the actual anticipated costs for the 4k position, it is not possible to budget \$25,000.
3. Also, something that is not mentioned in adding this position is the possibility for additional revenue. Please correct me if I'm way off here, but for easy math, we get 10,000 for each pupil k-12. Now in this 4k scenario we would only get (.6) 6,000 per pupil. I know we have been holding steady the last couple of years at about 120 4k students. Prior to the last two years I believe we were in the 140-150 count. Can we get back to that count by adding this .5 FTE 4k teacher? If not, why?

- As noted in the question, it is important to remember that 4k students are counted at a .60 FTE level. This is true whether or not the students are here for a half day or full day program. There is legislation that has proposed that full day 4k students be counted as a 1.0 FTE but it is not anticipated to be in place for next year.
 - Also, the revenue limit works on a three year average, so it would take three full years of enrollment increases to feel the full impact of the per pupil amount.
 - Related to the number of total 4k students, the addition of a .50 FTE staff member retains the same number of sections that we have this year. Currently all 7 of our sections are half day. Next year, 6 of our sections will be half day and 1 section will be full day. This does not leave significant room for new students. (The administration will come to the Board in the summer if additional staffing is needed; students would not be turned away.)
 - Therefore, while we are hopeful that some of the students who would otherwise open enroll out stay instead of leaving, we are not planning a large influx for this year. We are hopeful that will be present in future years once the all day program is fully implemented.
 - Finally, all student enrollment projections are included in the revenue limit calculation, not in specific staffing or program costs. Currently we are projecting a reduction of 60 students. In any year if an additional group of students is projected, the number would be included within the revenue limit calculation. To add it again in the staffing would be to double count the impact.
4. I had many parents inquire about the rumors of a full time 4k program, what school would it be at, when will sign up be? etc etc. Let's assume 10 students that are currently enrolled elsewhere wanted into this fulltime 4k program, would they be allowed in? If not, why? That would be 60,000 additional for our budget talks correct? Has this all day 4k experiment been publicized? If not, why? and if not, when will it be distributed?
- The current plan is to have a lottery for all resident students who want to attend all day 4k. Students at the school where it will be located will have preference in the lottery.
 - Open enrollment students will only be allowed in if there are open seats after the SM resident students have had a chance to register. This is due to two main reasons: a belief that resident students should have the first opportunity for the program and because open enrollment seats are not allowed to be assigned until the very end of May. We hope to inform parents if they obtained an all day placement by the beginning of May.
 - As mentioned above, when new students are added in the district student count, they are not counted as a full student right away because the revenue limit FTE is based on a three year average. In addition, we are severely declining with student enrollment, so at best it would soften the decline, and would not provide

additional resources in the first year. Therefore, it is not possible to add \$60,000 to the budget based on 10 new 4k students.

- The all day 4k program has not been publicized because the Board has not approved the needed staffing or concept. Once the Board approves this, the advertising will be sent including location, sign up details, lottery information, dates and deadlines, etc. The administration is currently working on all of this so it will be ready to go immediately upon approval.

Nurse Position Questions:

1. Whether the current position or future position of the HS Nurse, I feel based upon my research, to serve our schools properly, the job title shall be held by a Registered Nurse. I have done plenty of research on this over the last week. What does your research state? Recommendation says "Survey of the area districts", so what did that survey consist of to lead to this decision? Did the "survey" find that one nurse for our 3,400 students (# per our website) is deemed appropriate?
 - According to a DPI presentation that cited a 2011 report from the National Association of School Nurses, the national ratio of school nurses to students varies from 1:396 to 1:4411. With our enrollment just over 3,000, our ratio would be 1:3000 if we had one district nurse. (The student enrollment count of 3400 is out of date, the website will be updated)
 - Approximately 90% of the student needs during the student day can be performed by a trained health paraprofessional aide. The items that cannot be include determining policy and procedure, working with our medical advisor, establishing individual student medical plans, and working with students with extremely specialized medical needs. There is not a student with that level of needs at the high school. Additionally, when there is a student who needs RN services for a large part of the day, the district has historically hired an RN for that student alone. This was last done in the past five years.
 - The survey results are listed below. As demonstrated, most districts have approximately 1.0 FTE district nurse. Day to day health needs in the schools are covered by health room aides or secretarial staff.

District	Registered Nurse FTE	Student Count	Ratio per FTE
Cedarburg	1.0	3,025	3,025
Greendale	0.8	2,559	3,199
Greenfield	1.0	3,523	3,523
Kettle Moraine	0.6+	3,421	5,702
Kewaskum	1.0	1,819	1,819
Maple Dale-Indian Hill	0.25	425	1,700
Mequon-Thiensville	1.0	3,639	3,639
Merton	0.5	787	1,574
Mukwonago	1.0	4,813	4,813
Muskego-Norway	1.0	4,830	4,830
New Berlin	1.0	4,451	4,451
Oak Creek-Franklin	1.5	6,239	4,159
Port Washington-Saukville	1.0	2,622	2,622
SDSM (2019-2020)*	1.4	3,041	2,172
SDSM (2020-2021 Proposed)	1.0	3,000 (est)	3,000 (est)
Swallow School District	0.6	423	705
Waukesha	3.0	12,231	4,077
Wauwatosa	2.0	6,143	3,072
Whitefish Bay	1.8	2,921	1,623
Whitnall	0.5	2,190	4,380
AVERAGE* (SDSM removed from calculation)			3,273

2. I know DPI doesn't require a set number of Registered Nurses. However, what do they recommend? or what does DPI's data/surveys state is the average ratio of nurses to students for the state of WI? Per DPI, does WI's current Ratio fall above or below the national average? Where would 1:3400 ratio put us at compared to WI and national averages?
 - The district is not required to have a registered nurse. The district is required to have a district health plan approved by a medical advisor, which is currently followed by the district. Additionally, districts are required to provide emergency nursing services, which is defined as dealing with the management of illnesses,

accidental injury and medication administration, as well as providing a space for this to occur.

- According to the DPI presentation mentioned above, the WI average ratio is 1:1,625. The range in WI is 1:285 to 1:18,600.
3. During my research I have found AAP suggestions, that really opened my eyes to how deficient we are in this area of health and well being for our children. How can we resolve this and not necessarily now but for the future of our schools? What do your findings/Survey suggest?
- To truly answer this question, it is important to understand the role of the school nurse. The school nurse is not the primary healthcare provider for our students, nor is healthcare our primary role as school system.
 - At the school board meeting, we heard comments about mental healthcare, as well. We have full-time and licensed counselors and social workers, as well as mental health therapists from St.As trained to provide counseling and mental health support. The role of the school nurse and health room assistants is focused on the physical health and well-being of our students. In the event of a medical emergency, 911 will be utilized.
4. Can the numbers be massaged around to fulfill any compensation requirements from this position? For example, Instead of 35,000 to co-curricular its 30,000, instead of 75,000 to 1 FTE PE its 70,000, decrease energy manager by 14,000, or can we even lower the holding for declining enrollment from 134,449 to 120,449 or any other number to make things work out?
- Some of these modifications may not be possible and some may be. It is important to remember that the proposed reallocation for the school nurse created an additional \$1,000 expense in the budget. It was not a cost saving move.
 - Additionally, any changes that are made need to be based on actual data or anticipated costs/revenue.
 - Finally, changes to items such as the co-curricular means that changes that were created and recommended by a committee based on teacher feedback would not occur.
5. With our recent DPI scores that came out that state we are just meeting expectations, how do we get to exceeding expectations? Is keeping our kids in school and keep them learning one way to do it? In all those schools that are exceeding expectations, how many nurses are on staff? What is their absenteeism rate like compared to ours?
- As noted on the survey results above, the vast majority of districts in southeastern Wisconsin are staffed with a very similar nurse:student ratio and all have varying state report card scores.

- The question posed regarding moving from meeting expectations to exceeding expectations on the school report card involves a multitude of factors which could not be explored in the depth required to fully answer that specific question.
 - The absenteeism rate did not widely vary between the districts that responded to the survey. Absenteeism occurs due to a variety of factors. Not all reasons are physical. Mental health factors, such as anxiety and depression, contribute to absenteeism, as well.
6. What services do the health room aides at the elementary/middle levels provide?
 - The health room aides at the elementary and middle schools provide a number of services. The aides provide scheduled medication, work with students regarding diabetes management (including all aspects of monitoring blood sugar and determining appropriate levels), provide first aid, counsel and care for sick children, administer epi-pens as needed, discuss student needs with parents, etc. All of these interactions also must be properly documented. The health room aides also manage immunization documentation for SDSM students.
 7. What services are currently available to students when the RN is not on the clock.
 - As with all of our schools, when the health room is not staffed with an RN or a health room paraprofessional aide, the school secretarial staff respond to the needs of the students.
 8. As we transfer to the modified block, might there be some value in staying with the current config or a slight mod so as to not alter too many variables as we go in to the new schedule.
 - The new schedule will not impact this recommendation.
 9. Does the SM Health Department provide direct services?
 - No. The health department coordinates the Lions vision screening for specific grade levels and will provide individual hearing screening upon request.
 10. What is the attendance data at the high school when comparing what position sees the student?
 - For the 2018-20 school year, students who saw the RN stayed in school 83% of the time (670 students). Students who saw a secretary stayed in school 47% of the time (700 students). This is one of the reasons that a dedicated person in the health room is needed.
 11. Where is the district nurse housed?
 - The district nurse has a schedule that depends on the day. Her “office” is the health room in each building.

12. What percentage of students have Type I diabetes?

- Nationally the percentage is .25. In our district, the percentage is .72.
- At the other buildings in the district, the health room aides manage the care of the diabetic students under the supervision of the district nurse.

13. Is there grant money for nursing?

- The district was unable to find grant funds. The problem with grant funds is that eventually the grants go away and the staffing needs to either be absorbed into the budget or it is eliminated.
- The Board is being asked to support a resolution that would allow for nursing services to be outside the revenue limit. This would create more flexibility for the district related to nursing services.

14. What if we offered different staffing models?

- a. What is the cost breakdown of the current nurse structure vs the proposed plan, or alternate plans.
- b. What if we offered the current fte six hours of work at 2/3 of her current hourly rate. Or some variant on this.
- c. Will the 3 hour nurse employee accept the 6 hour "Nurse" position (I stress NURSE, as it should stay labeled that way) at the rate of 21,000 being offered to the aid. If not, what will that employee accept? 40,000 or a little less?
- d. Instead of eliminating the 3 hour Nurse & increase of 6 hour Paraprofessional aide, Can we instead state "Increase 3 hr RN to 6 hr RN position? If not, why?
 - It is important to remember the purpose of moving the position from 3 to 6 hours was to provide more coverage with a model that works in the other buildings. It is also important to remember that this is not a budget cut and does increase the budget for HS health slightly by \$1,000.
 - The district cannot increase from a 3 hour RN to a 6 hour RN at the existing salary level without incurring a \$25,000+ cost. This would need to be offset by a different reduction, reduce the overall compensation increase budgeted for the remainder of the staff, reduce the amount being saved for the elimination of revenue exemptions next year, or result in an unbalanced budget.
 - The cost of maintaining the nurse position at the existing level and adding a 3 hour health aide paraprofessional would be an additional \$8,700 Again, the options include the three listed in the bullet above to offset this additional staff member.
 - The existing RN has stated in writing to the Board that a salary reduction is possible. As this is a public document, the administration is not including more information regarding an identified specific employee.

Energy Manager:

1. Have all the i's been dotted, and all the t's crossed? I don't want anyone to be overlooking something here.
 - We will actually increase what we have been doing by sharing the knowledge and responsibility for energy management. Bill King, Manager of Buildings and Grounds, and Carol Dufek, Custodial Supervisor, will lead the program. They will integrate monitoring and reporting in the biweekly meetings with the department staff. A quick survey of Oak Creek, Cudahy, Saint Francis, Franklin, Greenfield and Greendale resulted in none of these Districts employing a Energy Manager. A few utilized energy software which was maintained by their Buildings & Grounds Manager / department.
 - We spoke with the Vice President of Cynergistics, Lynn Pace regarding the proposal to transition duties of the Energy Manager to other staff members. A summary of the conversation is below:
 - “What does it mean to be in the program?”
 - It is necessary to have a person keep the District accountable to adhere to and track the results of the program using the software and implement suggestions. In addition to our existing Energy Manager, the current Manager of Buildings and Grounds knows how to use the software from a previous district. There is an annual fee to use the software that we plan to continue.
 - “Is it possible to move the energy audit functions to other staff members while keeping the energy manager in the oversight role?”
 - It is possible and other districts use this model. The success of this model is dependent on the buy-in of the staff that are conducting the energy audits.
 - “Is there a \$300,000 cost to recertify a new Energy Manager?”
 - No. The \$300,000 figure is the projected cost avoidance for this year. Prior to 2004, the District had an Energy Use Index of 65. The current EUI is 51. Wisconsin districts in the program average slightly more than 51. If our EUI was still at 65, it would result in an extra \$300,000 in energy, water, and sewer costs per year.
 - Whoever holds this position now or in the future, or if its multiple people, do they have the correct certification that is current? And not that they were trained or got certification at some point a long time ago, but is it current?
 - A “certification” from an energy management company is not required. We will continue to use the Cynergistic (fka Energy Education) software to inform our success. We will also begin sending Buildings & Grounds staff to professional development that will increase our capacity for energy cost avoidance. There is

a week-long course offered by the American Association of Energy Engineers followed by an examination.

2. Mr. Haslam brought up some good points during the last meeting, about the energy manager, I hope those are addressed.
 - Without more specific information this comment cannot be addressed.
3. Who will be the lead in the energy management? Is the lead the Building Operations employee? is it still the energy manager and they will train others, and eventually phased out?
 - It will be a joint venture managed by the Manager of Buildings & Grounds and the Custodial Supervisor. The energy manager will continue to be involved, with the position being phased out over time.
4. If it is deemed that we are exactly where we want to be with our energy conservation, we have the current certifications, and we are not going to get caught with our pants down, can we just eliminate that position? The monetary value of 19,457 plus the current value of the 3 hr Nurse of 20,000 would be a great compromise for the 6 hr Nurse position for a total of 39,457. I'm sure you can make that an even 40,000 by taking 543 out of the 134,459 holdings
 - The proposal that was brought forward was designed to allow for a transition for the energy management area to move from one person to the department. Just as the nurse position impacted a specific employee, the energy management recommendation impacts a specific employee. While this option is possible, it may not be the best way to transition the program.