

2020-21 Budget Hearing

June 3, 2020





Welcome



Columbia Public Schools is described as having “stable financial performance and healthy reserve levels” by our rating service. We strive to create a budget that allows for long-term future stability. The Board of Education has established a low threshold for operating reserves of 18-20% during the coming five years. The preliminary 2020-21 budget meets that expectation.

I would be remiss if I did not mention the global pandemic that surrounds us today. It has changed the outlook for education financially and academically. Historically, public schools could project revenues very closely and on a regular trend. However, that effort has become increasingly difficult as the outlook for revenues at the state level is grim.

We can only communicate what is known at this point in time. The Legislature is currently projecting that education will be fully funded for 2020-21, but the reliability of the state funding promises should be carefully weighed at this time. In 2020-21, we are not budgeting for a state-approved budget increase in the State Adequacy Target (SAT). In addition, we have assumed local revenues from property taxes to remain flat due to the struggling economy. Should a significant increase in revenues be realized, the Board of Education will, according to state statute, use the unplanned revenues in the future.

Due to conservative budgeting in past years and careful monitoring of spending by the current and past Boards, the District is still able to allow for improvements to compensation and benefits for all employees and improve access to quality education for all students next year.

The administration has expanded its zero-based budgeting processes to reach all school buildings and departments. This has increased accountability and reliability of budgets requested, although we expect our budget managers to avoid spending budgets if the expenditure is not highly necessary, especially during this unpredictable time. Sound budget and financial review practices help manage expenditures of the district.

Our 2020-21 budget will be a fiscally responsible effort.

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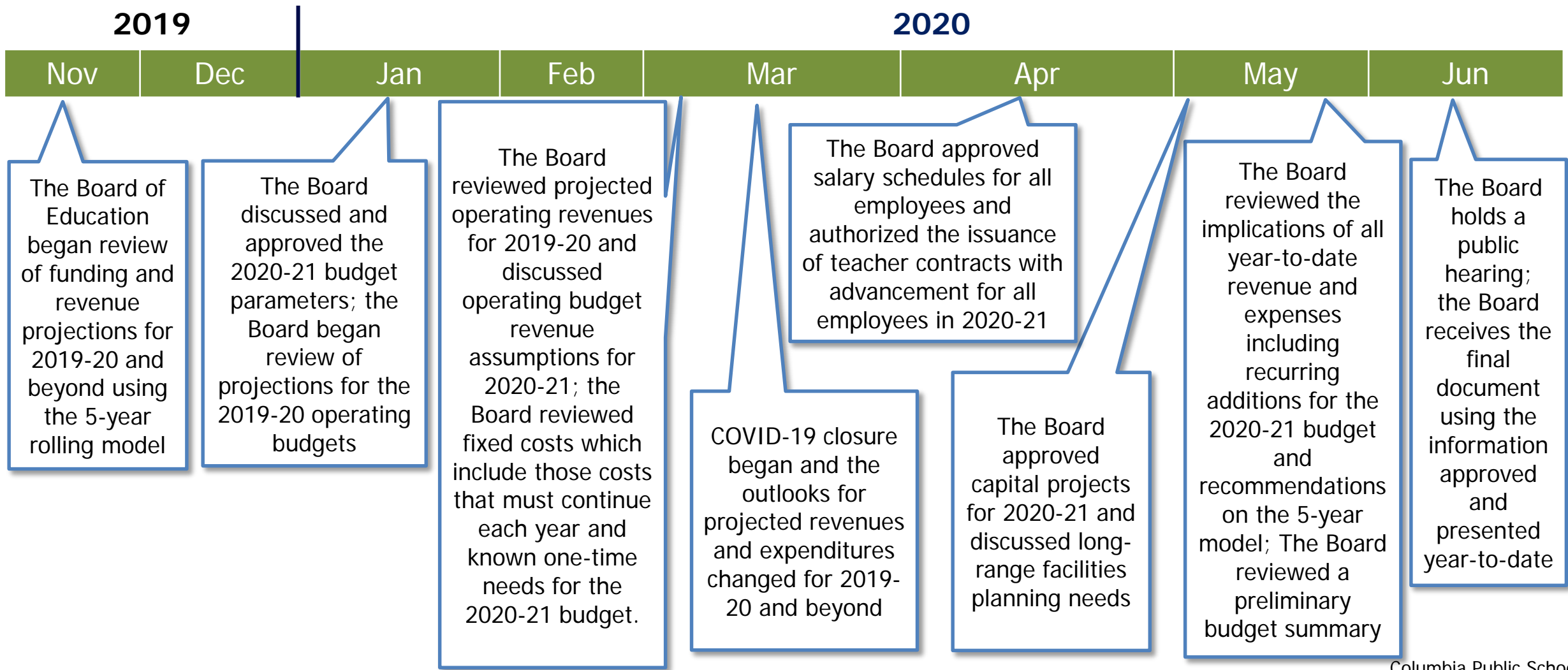
District Budget Priorities, 2020-21 through 2024-25



- Improved compensation for employees
- Maintenance of benefit programs for employees
- Experienced teachers in the classroom and reduced class sizes at the elementary level
- Opening and operating the new John Warner Middle School as well as FFE needs for the JMS STEAM remodel, Locust Street Elementary addition, and Rock Bridge Elementary addition projects
- Support growing social-emotional needs for all students
- Support growing needs of students in our special education program
- Support continued efforts to close achievement gaps between and among students.
- Support emerging systems at Title I elementary schools and Title I eligible middle schools and high schools
- Support access to fine arts and other elective courses for all students
- Support of growing population of non-English-speaking students
- Support of quality curriculum through quality staffing and implementation of materials
- Investment in technology and commitment to device equity for all students
- Support partnership with MACC for Early College for high school students
- Prioritize operational spending to maintain quality facilities

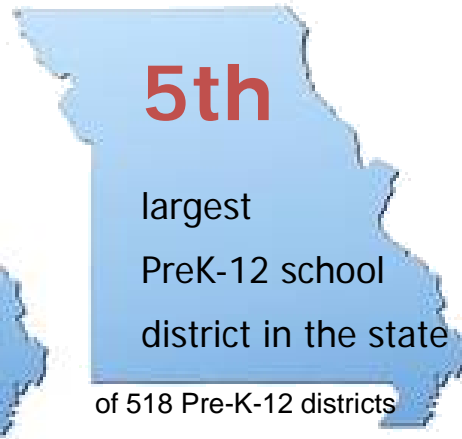
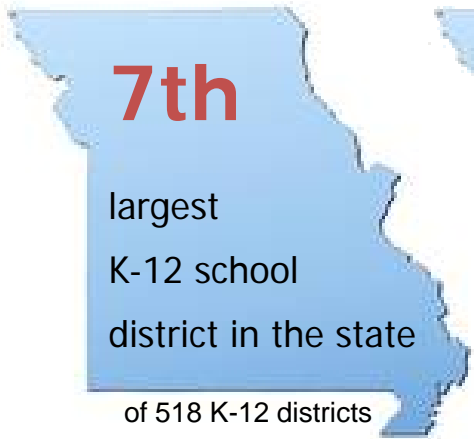


2019-20 Budget Preparation Timeline





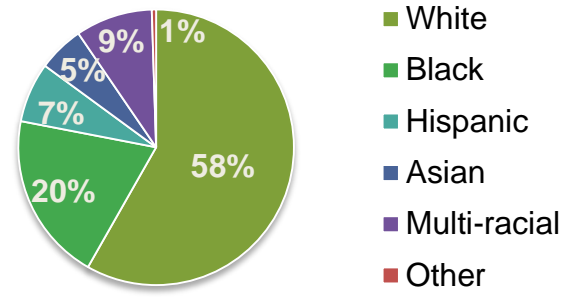
CPS By the Numbers



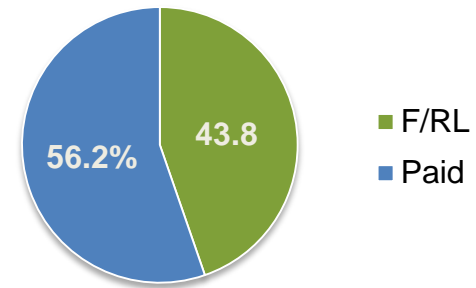
Student Membership

Sep 2019	Jan 2020	Average
18,335	18,214	18,275

Student Ethnicity



Student F/RL



Buildings



FTE

Teachers	1,514.81
Other professional school staff	153.31
Building administrators	72.00
Support staff	822.36
Central office staff	183.51

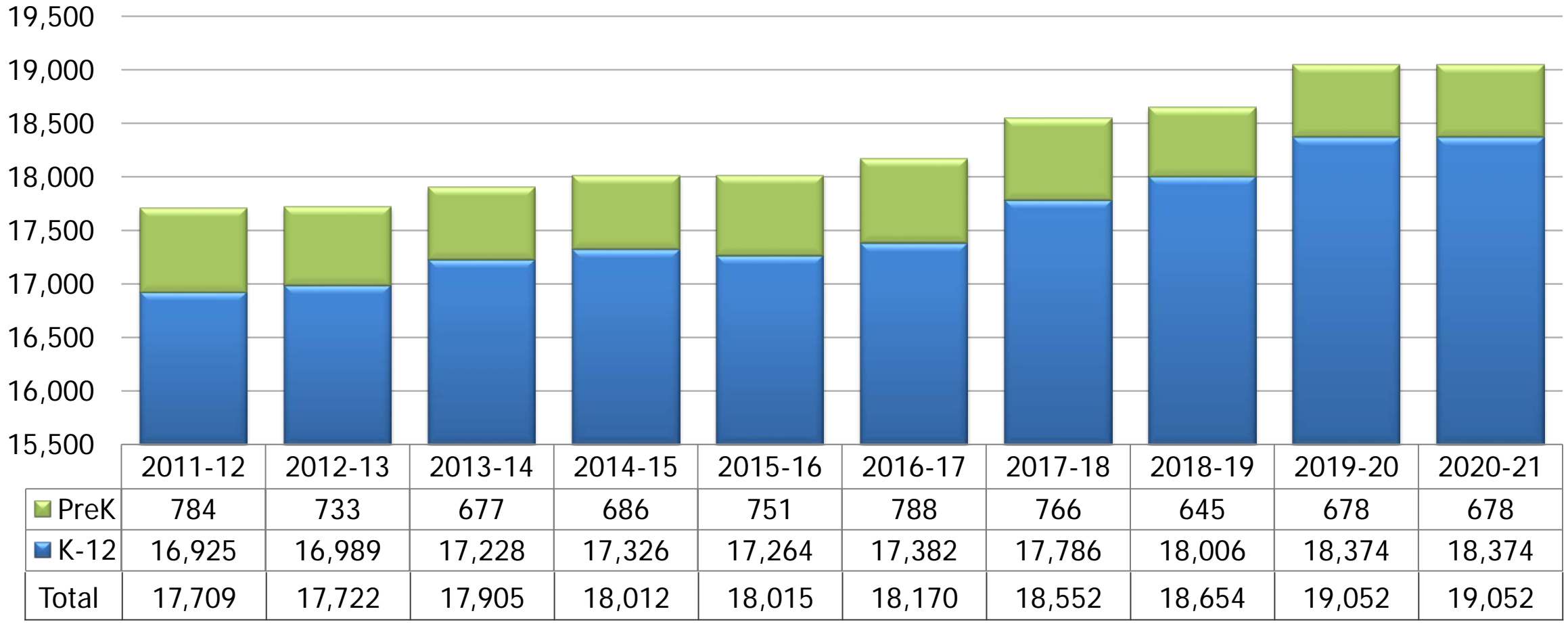
72% of teachers have a master's degree

Instructional Programs

Program	% Students Served
A+ (grades 9-12)	31.66%
AVID (grades 7-12)	7.52%
ELL	6.83%
Gifted	8.94%
Special Services	10.16%
Title I	17.16%



Student Enrollment



Increase of 1,343 students (7.58%) enrolled in 10 years

Projected



Per-Pupil Cost and Tax Levy for Comparison Districts, 2018-19



District	ADA	Per Pupil Expenditures	Tax Levy	Assessed Valuation per ADA	Assessed Valuation
Francis Howell	15,810	\$11,227	\$4.6480	\$164	\$2,594,455,646
Hazelwood	15,520	\$10,488	\$6.2688	\$110	\$1,712,263,770
Columbia	17,325	\$11,921	\$6.0988	\$142	\$2,464,948,208
Park Hill	11,158	\$11,942	\$5.3955	\$157	\$1,748,646,163
Fort Zumwalt	16,856	\$11,732	\$4.8506	\$145	\$2,440,001,323
North Kansas City	19,493	\$11,207	\$6.2023	\$115	\$2,239,005,680
Independence	13,440	\$10,254	\$5.4977	\$74	\$1,000,610,832
Blue Springs	13,885	\$10,321	\$5.5500	\$104	\$1,449,206,738
Wentzville	15,898	\$10,368	\$4.7586	\$126	\$2,000,031,371
Jefferson City	8,270	\$10,122	\$4.6928	\$157	\$1,302,021,710
Springfield	24,127	\$9,806	\$4.1361	\$151	\$3,652,603,254
Average of all schools above	15,617	\$10,853	\$5.2817	\$131	
St. Louis Public	19,008	\$16,288	\$4.9949	\$221	\$4,199,385,091
Kansas City	13,358	\$15,337	\$4.9599	\$238	\$3,177,637,367



Average Class Size and Teacher Student Ratio for Comparison Districts, 2018-19



District	Student-Teacher Ratio	Average Class Size	Students per Admin Ratio
Francis Howell	14	16	219
Hazelwood	15	17	231
Columbia	13	16	236
Park Hill	14	18	229
Fort Zumwalt	13	17	241
North Kansas City	14	18	224
Independence	15	18	219
Blue Springs	16	20	252
Wentzville	15	19	257
Jefferson City	13	16	205
Springfield	14	19	253
Average of all schools above	14.18	17.64	233.27



Cost of Salary Increases for Experience and Schedule Improvement

2020-21 Operating Budget



Position	FTE	Cost of Salary Step for Experience	Cost of Salary Schedule Improvement	Total Cost with Benefits
Grand total all employees operating budget	2,604.51	\$2,452,254	\$3,486,827	\$5,939,081
Cost of benefits		\$383,364	\$529,210	\$912,575
Allowance for improvement for ed credit				\$350,000
Savings from retirees/resignations				(\$450,000)
FTE Additions	84.24			\$4,602,350
Continuance of fully-paid benefits for full-time employees				-
Reduction in Worker's Comp Premium				\$(1,500,000)
Total cost salary plus benefits		\$2,835,618	\$4,016,037	\$9,854,006



Continued Board Funding at 100% of Medical, Dental, and Life Insurance for Full-time Employees



The Board covers 100% of this cost for employees who work full-time and the proportionate share of part-time employees who opt into the plans

Assuming no improvements to or changes to benefits and coverage, the following indicates our current budget assumptions in this area:

	2019-20 Cost per Employee	Projected 2020-21 Cost per Employee	Change	Total Budget Impact
Medical insurance	\$7,956	\$7,956	\$0	\$0
Dental insurance	\$372	\$372	\$0	\$0
Life insurance	\$30	\$30	\$0	\$0
Total	\$8,358	\$8,358	\$0	\$0
Worker's compensation	\$1,500,000	-	\$(1,500,000)	\$(1,500,000)



Fixed Costs Include Those Expenses the District Must Continue



Expense	2019-20 Budget	2019-20 Projected Actual	2020-21 Budget	Budget Increase/ (Decrease)
Property and liability insurance	\$1,172,354	\$1,203,317	\$1,263,483	\$60,166
Student transportation	\$12,484,874	\$9,686,720	\$13,091,408	\$606,534
Utilities	\$5,742,447	\$4,956,973	\$5,146,247	\$189,274
Board of Education and miscellaneous	\$1,145,517	\$1,118,021	\$1,146,070	\$28,049
Total				\$884,023



One-time Additions



Addition	FTE	2020-21
FF&E for new middle school		\$2,000,000
FF&E for Locust Street addition and renovation		\$150,000
FF&E for Jefferson Middle School STEAM addition and renovation		\$200,000
FF&E for Rock Bridge Elementary addition and renovation		\$100,000
FF&E for Russell Boulevard Elementary renovation		\$50,000
Elementary Language Arts curriculum and professional development		\$3,000,000
Math curriculum and professional development		\$276,469
Facility audits		\$100,000
Secondary staffing and course offering review		\$135,000
Associate Principal at Battle Elementary School	1.00	\$90,000
Rock Bridge High School band uniforms		\$140,000
Elementary Second Steps materials		\$100,000
Total	1.00	6,341,469



Recurring Additions



Addition	FTE	2019-20
New middle school reorganization	54.50	\$2,784,500
Elementary teachers for growth	5.00	\$300,000
Elementary classroom aides for growth	5.00	\$100,000
High school teachers for growth	1.00	\$60,000
English Learners (EL) teacher for growth	1.00	\$60,000
Fine Arts teacher for growth	2.00	\$120,000
CELN media specialist	1.00	\$60,000
CELN aides	5.00	\$125,000
Elementary counseling for growth	1.40	\$84,000
504 support	0.50	\$30,000
Special Services school psychologist	0.50	\$32,500
Special Services school diagnostician	0.50	\$32,500
Special Services occupational/physical therapist	1.00	\$60,000
Subtotal	78.40	3,848,500



Recurring Additions



Additions	FTE	2020-21
Specialists for Quest/FOCUS	1.00	\$60,000
Chinese teacher	1.00	\$60,000
AVID assistant	0.50	\$30,000
FCS support	1.00	\$50,000
Technology support	1.00	\$45,000
Battle High School EEE teacher	0.34	\$17,850
Early College Tuition		\$200,000
Pay colleges for ComoEd students to work in schools		\$12,000
Increase in contracted services for SESI and Great Circle		\$50,000
Increase rate for off-duty police officers		\$45,000
Increase rate for athletic supervision		\$30,000
Instrument lease program, Battle cluster		\$64,000
Subtotal from previous slide	78.40	\$3,848,500
Subtotal from this slide	4.84	\$663,850
Total recurring additions	83.24	\$4,512,350



2019-20 Projected Actual Operating Revenues and Expenditures



Revenues:

Local	\$149,890,325
Intermediate	\$1,947,963
State	\$73,140,750
Federal	\$10,563,943
Other	<u>\$190,434</u>

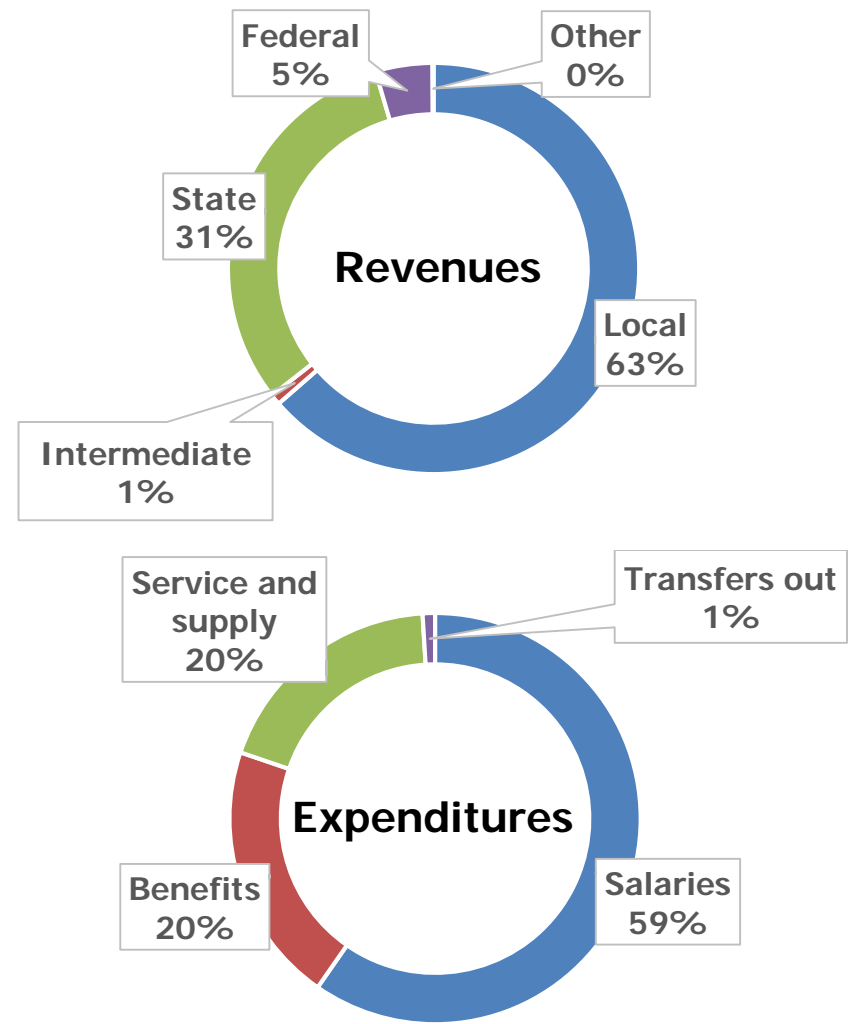
Total revenues **\$235,733,415**

Expenditures:

Salaries	\$133,516,188
Benefits	\$45,967,649
Service and supply	\$42,074,671
Transfers out	<u>\$2,178,224</u>

Total expenditures **\$223,736,732**

Revenue over (under) expenditures **\$11,996,683***



*Local AV over projected; unspent budgets due to COVID-19 closure



Summary of Changes for 2020-21 Proposed Operating Budget



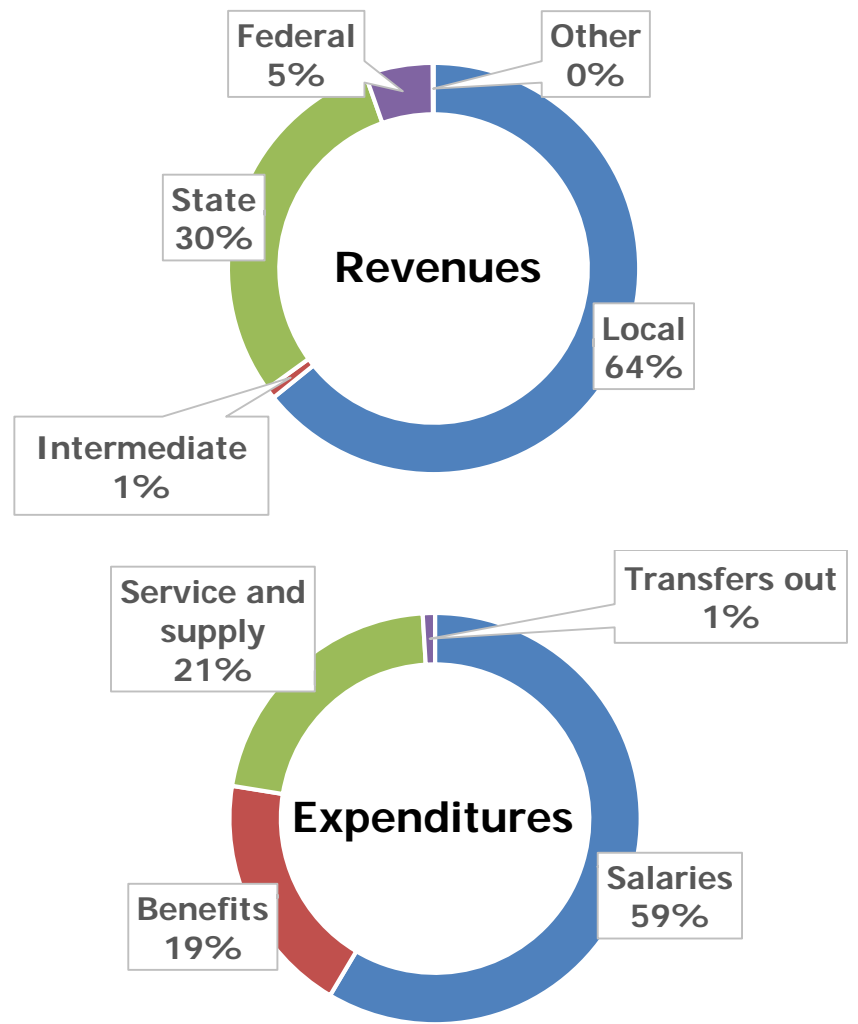
Local revenue	(\$0.4 million net decrease)
State revenue	(\$4.3 million net decrease)
Federal revenue	\$1.8 million net increase
Total revenue	(\$2.9 million net decrease)
Salaries	\$12.9 million net increase
Benefits	\$1.6 million net increase
Services and supplies	\$11.70 million net increase
Total expenditures	\$26.2 million net increase
Transfers out	\$0.3 million net increase
Total expenditures and transfers	\$26.5 million net increase



2020-21 Preliminary Proposed Operating Budget



Revenues:		
Local	\$149,494,501	
Intermediate	\$1,947,963	
State	\$68,887,552	
Federal	\$12,396,812	
Other	<u>\$144,500</u>	
Total revenues		\$232,871,328
Expenditures:		
Salaries	\$146,456,647	
Benefits	\$47,602,430	
Service and supply	\$53,771,179	
Transfers out	<u>\$2,406,549</u>	
Total expenditures		\$250,236,805
Revenue over (under) expenditures		\$(17,365,477)





Operating Fund Balance Implications



Year	Excess Revenue over Expenditures	Ending Fund Balance	Fund Balance Percentage	Months
2019-20 projected	\$11,996,685	\$89,823,016	40.15%	4.86
2020-21 preliminary budget	\$(17,365,476)	\$72,457,539	28.96%	3.51
2021-22	\$(9,413,290)	\$63,044,249	25.35%	3.06
2022-23	\$(6,063,459)	\$56,980,790	22.54%	2.72
2023-24	\$(5,320,620)	\$51,660,170	20.11%	2.43
2024-25	\$(4,684,531)	\$46,975,639	18.00%	2.17



Debt Service Fund



2019-20 Projected Actual	
Beginning fund balance	\$67,156,146
Revenues:	
Local	\$26,859,351
Intermediate	\$402,802
Federal	\$157,335
Other	<u>\$54,505,823</u>
Total revenues	\$81,925,311
Expenditures:	
Principal	\$12,025,000
Interest	\$13,906,470
Other	<u>\$482,398</u>
Total expenditures	\$26,413,868
Ending fund balance	\$122,667,589

2020-21 Budget	
Beginning fund balance	\$122,667,589
Revenues:	
Local	\$26,660,566
Intermediate	\$402,802
Federal	\$157,335
Other	<u>-</u>
Total revenues	\$27,220,703
Expenditures:	
Principal	\$45,695,000
Interest	\$15,071,992
Other	<u>\$15,500</u>
Total expenditures	\$60,782,493
Ending fund balance	\$89,105,799

*includes refunding bond sale of \$37,955,000 in 2017-18 which will be held in an escrow account until 2020-21 and refunding bond sale Of \$53,425,000 in January 2020 which will be held in escrow until 2022-23



Capital Projects Fund



2019-20 Projected Actual	
Beginning fund balance	\$54,732,085
Revenues:	
Local	\$4,434,619
Intermediate	\$18,973
State	\$88,343
Federal	-
Other	<u>\$1,617,711</u>
Total revenues	\$6,165,114
Expenditures	\$34,951,183
Ending fund balance	\$25,946,016

2020-21 Budget	
Beginning fund balance	\$25,946,016
Revenues:	
Local	\$4,174,007
Intermediate	\$18,973
State	\$82,698
Bonds	\$20,000,000
Other	<u>\$1,606,549</u>
Total revenues	\$25,882,227
Expenditures	\$51,197,157
Ending fund balance	\$631,086



Nutrition Services Fund



2019-20 Projected Actual	
Beginning fund balance	\$930,152
Revenues	\$7,284,444
Expenditures:	
Salaries	\$3,292,017
Benefits	\$1,699,395
Service and supply	\$3,783,697
Total expenditures	\$8,775,109
Revenues over (under) expenditures	\$(1,490,665)
Ending fund balance	\$(560,513)

2020-21 Budget	
Beginning fund balance	\$0
Revenues	\$9,434,282
Expenditures:	
Salaries	\$3,705,714
Benefits	\$1,886,716
Service and supply	\$4,641,852
Total expenditures	\$10,234,282
Revenues over (under) expenditures	\$(800,000)
Ending fund balance	\$(800,000)

Transfer from Operating Fund will be required to subsidize the negative balance in the Nutrition Services Fund



Self-Insured Medical Fund



2019-20 Projected Actual		
Beginning Fund Balance		\$5,046,686
Revenues:		
Local	\$25,474,515	
Intermediate		-
Federal	\$140,000	
Total revenues		\$25,614,515
Expenditures:		
Claims & Costs	\$24,838,190	
Salaries	\$95,232	
Benefits	\$30,502	
Total expenditures		\$24,963,924
Excess revenue over expenditures		\$650,591
Ending Fund Balance		\$5,697,277

2020-21 Budget		
Beginning Fund Balance		\$5,697,277
Revenues:		
Local	\$26,046,000	
Intermediate		-
Federal	\$140,000	
Total revenues		\$26,186,000
Expenditures:		
Claims & Costs	\$26,378,000	
Salaries	\$83,525	
Benefits	\$28,658	
Total expenditures		\$26,490,183
Excess revenue over expenditures		\$(304,183)
Ending Fund Balance		\$5,393,094



Self-Insured Dental Fund



2019-20 Projected Actual		
Beginning Fund Balance		\$201,954
Revenues:		
Plan Payments Intermediate	\$1,833,065	
Interest Income	-	
	<u>\$9,000</u>	
Total revenues		\$1,842,065
Expenditures:		
Claims & Costs	\$1,382,150	
Salaries	\$10,868	
Benefits	<u>\$2,216</u>	
Total expenditures		\$1,395,234
Excess revenue over expenditures		\$446,831
Ending Fund Balance		\$648,785

2020-21 Budget		
Beginning Fund Balance		\$648,785
Revenues:		
Plan Payments Intermediate	\$1,800,000	
Interest Income	-	
	<u>\$12,000</u>	
Total revenues		\$1,812,000
Expenditures:		
Claims & Costs	\$1,635,200	
Salaries	\$3,623	
Benefits	<u>\$933</u>	
Total expenditures		\$1,639,756
Excess revenue over expenditures		\$172,244
Ending Fund Balance		\$821,029



Self-Insured Worker's Compensation Fund



2019-20 Projected Actual		
Beginning Fund Balance		\$2,937,413
Revenues:		
Plan Payments	\$1,575,000	
Interest Income	\$56,900	
Total revenues		\$1,631,900
Expenditures:		
Claims & Costs	\$758,356	
Salaries	\$120,603	
Benefits	\$33,117	
Total expenditures		\$912,076
Excess revenue over expenditures		\$719,824
Ending Fund Balance		\$3,657,237

2020-21 Budget		
Beginning Fund Balance		\$3,657,237
Revenues:		
Plan Payments	\$0	
Interest Income	\$40,000	
Total revenues		\$40,000
Expenditures:		
Claims & Costs	\$1,000,203	
Salaries	\$109,248	
Benefits	\$28,615	
Total expenditures		\$1,138,066
Excess revenue over expenditures		\$(1,098,066)
Ending Fund Balance		\$2,559,171

2020-21 Budget Hearing

June 3, 2020

