

## **Long-Term Financial Planning: Recommendations for Budget Reductions**

Submitted by  
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### **Background Information**

The School District of Clayton formed a Long-Term Financial Planning (LTFP) Committee during the 2012-2013 school year to continue its comprehensive review of District expenditures and make recommendations for permanent budget reductions to the Board of Education in January 2013. The District has been studying its expenditures in some form since 2010. As a result of this ongoing work, last year the Board of Education approved more than \$935,000 in permanent budget reductions effective with the 2012-2013 school year's budget. These reductions included:

- two full-time central office administrators;
- one part-time central office position;
- 2.2 full-time certified staff;
- reductions in extra days in teacher contracts and
- cuts to the summer programs, building and Central Office operating budgets.

Our work with LTFP continues based on the District's need to make permanent changes in both operating expenses and operating revenues. We are currently in our third year of deficit spending due to increasing expenditures and stagnant revenues. To avoid further erosion of our fund balance and eliminate the need for short-term borrowing, the District's administration and Board of Education have committed to making permanent changes to staffing and programming.

Over the course of the fall semester, the LTFP committee, comprised of District community members, staff, administrators and Board of Education members, met regularly to examine the staffing and programs across the District. The Board of Education also dedicated considerable time during their meetings to study how the District uses its resources. Over the past four months, we have reviewed:

- Revenues and Expenditures
- Fund Balance and Tax Levy Scenarios
- Elementary, Middle and High School Programming and Staffing
- Family Center Programming and Staffing
- Part-Time Temporary Employment
- Field Trips
- Technology Programs and Expenditures
- Maintenance/Operations Expenditures and Various Green Initiatives

### **Recommendations for Reductions**

After studying all of the above listed items/programs, receiving input from both the LTFP committee and the District's Leadership Council, and meeting with each building principal, I have developed a list of more than \$1.7 million of recommended budget reductions to present to the Board of Education for consideration. I make these recommendations with the goal of ensuring that we continue to align our resources with our priorities but also protect what matters most: our instructional core. An academically-challenging curriculum, our students' engagement in their learning and teachers' knowledge and skills are the three interdependent components of this District. While we must reduce our expenditures and make permanent changes to staffing and programs, we must do it in a way that protects our instructional core, prioritizing organizational and operational impacts in order to minimize the direct impact on our students and their learning.

These recommendations ensure the District's resources are allocated to programs that support its mission, vision and core values and will ensure the District's ability to continue providing our students with a rich and rigorous educational experience. My proposed recommendations for permanent budget reductions, which are detailed on the following pages of this report, include:

- 5.7 full-time equivalent (FTE) certified staffing positions for a cost-savings of \$487,500;
- 6.2 FTE classified staffing positions for a cost-savings of \$430,500;
- 8 intern positions for a cost-savings of \$229,500;
- programs staffed by part-time temporary employment positions for a cost-savings of \$66,500;
- restructuring the District-paid health benefit package for all FTE employees for a cost-savings of \$425,000; and
- \$97,000 in Central Office and Building Operating budgets and other miscellaneous reductions.

### Next Steps

Our work with LTFP must be ongoing. The budget reductions recommended in this report represent the next step in our continuing work to reduce expenditures and increase revenues. Following the approval of reductions for the 2013-2014 budget, staff will begin work focused in the following areas:

- **Strategic Planning** - Clayton staff and community members will provide input this spring to set the District's long-range goals for the next three-to-five years. The process will begin in February and conclude in May 2013, with Board action taking place in June.
- **Teaching and Learning** - District leadership will review school scheduling, courses, programming and other areas based on the District's mission, vision and core values, strategic planning goals, instructional core, research and best practices. Initial planning and review of these areas will take place from February through October 2013, with a presentation to the Board slated for November.
- **Part-Time Temporary Employment** - A committee will meet from February through May 2013 to review all part-time temporary employment positions. Recommendations for pay structure and expenditure reductions, which will take student and organizational impact into consideration, will be implemented for the 2013-2014 school year.
- **Athletics** - A review of the District's "no cut" athletics philosophy and the staff needed to support the overall athletic program needs will take place from February through September 2013. Recommendations will be presented to the Board in October.
- **Family Center** - A review of the Family Center's fee structure and program offerings, including the Open Times program and early childhood KidZone, will be held from February through September 2013. Recommendations will be given to the Board in October.
- **Revenues and Expenditures** - The District will continue to explore avenues for increasing revenues, such as Payments In Lieu Of Taxes (PILOTS), and reducing expenditures, such as technology licensing and green initiatives. Recommendations that will impact the 2013-2014 budget will be presented to the Board this spring, while recommendations for the 2014-2015 budget will be presented in November.

### Summary

This school year, the LTFP process has focused on ensuring the District's long-term financial health while maintaining Clayton's longstanding position as a provider of world-class education. Moving forward, it is important that we continue to carefully monitor our finances in order to ensure all Clayton students are provided with a high-quality education.

**School District of Clayton  
 Long Term Financial Planning  
 Budget Reductions (Proposed)**

<u>Description</u>	<u>FTE</u>	<u>Amount</u>
<b><u>2013-2014</u></b>		
<b>Elementary Certified Staffing</b>		
Strings	(1.00)	(\$97,530)
Permanent Substitute/Substitute Coordinator	(0.50)	(\$44,168)
<b>Middle School Certified Staffing</b>		
Writing Specialist	(1.00)	(\$90,180)
<b>High School Certified Staffing</b>		
Academic Director	(0.20)	(\$21,073)
Administrative Intern	(1.00)	(\$96,642)
Educational Technologist	(1.00)	(\$80,000)
Permanent Substitute/Substitute Coordinator	(1.00)	(\$57,956)
<b>Subtotal Certified Staffing</b>	(5.70)	(\$487,549)
<b>Support Personnel Classified Staffing</b>		
Elementary Supervision Assistants		(\$62,000)
Elementary Office Assistants	(1.50)	(\$58,947)
Middle School Office Assistant	(1.00)	(\$39,298)
High School Departmental Assistants	(2.00)	(\$78,596)
High School Library Horizons Manager	(1.00)	(\$56,750)
Family Center Administrative Assistant	(0.20)	(\$26,836)
Facility Services - reorganization		
change two maint/grounds positions to two custodial positions		(\$46,720)
Technology - reduction in salary cost due to retirement		(\$35,000)
Oasis Coordinator	(0.50)	(\$26,312)
<b>Subtotal Support Staffing</b>	(6.20)	(\$430,459)
<b>Interns</b>		
Truman Interns	(4.00)	(\$84,468)
Middle School Fine Arts Intern	(1.00)	(\$34,130)
Middle School Reading Interns	(2.00)	(\$68,260)
Middle School Library Intern	(1.00)	(\$42,709)
<b>Subtotal Interns</b>	(8.00)	(\$229,567)
<b>Part-Time Temporary Employment (PTTE)</b>		
Elementary		(\$30,000)
Middle School Think Tank		(\$16,578)
District Wide Lab Classroom		(\$10,000)
<b>Subtotal Part-Time Temporary Employment</b>		(\$56,578)
<b>Other</b>		
Rebid Copier agreement		(\$31,130)
Building Operating Budgets		(\$25,000)
Central Office Budgets		(\$25,000)
<b>One Time Savings</b>		
Freeze PTTE positions not paid on flat rate for one year		(\$16,000)
<b>Subtotal Other Expenditures</b>		(\$97,130)
<b>Subtotal 2013-2014</b>	(19.90)	(\$1,301,283)

**School District of Clayton  
 Long Term Financial Planning  
 Budget Reductions (Proposed)**

<u>Description</u>	<u>FTE</u>	<u>Amount</u>
<u>2014-2015</u>		
<b>Part-Time Temporary Employment (PTTE)</b>		
District Wide Lab Classroom		(\$10,000)
<b>Subtotal 2014-2015</b>		<u>(\$10,000)</u>
<b>Total over 2 years</b>	<u>(19.90)</u>	<u>(\$1,311,283)</u>

**School District of Clayton  
 Long Term Financial Planning  
 Budget Reductions (Proposed)**

<u>Description</u>	<u>FTE</u>	<u>Amount</u>
<b><u>Benefit Savings</u></b>		
District Health Insurance Allotment	2013-2014	(\$212,500)
District Health Insurance Allotment	2014-2015	(\$212,500)
<b>Subtotal Benefit Savings</b>		<u>(\$425,000)</u>
<b>Grand Total over 2 years</b>	<u>(19.90)</u>	<u>(\$1,736,283)</u>

**School District of Clayton  
 Long Term Financial Planning  
 Budget Reductions (Proposed)**

<u>Description</u>	<u>FTE</u>	<u>Amount</u>
Certified Staffing	(5.70)	(\$487,549)
Support Staffing	(6.20)	(\$430,459)
Interns	(8.00)	(\$229,567)
Part-Time Temporary Employment (PTTE)		(\$56,578)
Other Expenditures		(\$97,130)
Subtotal 2013-2014	<u>(19.90)</u>	<u>(\$1,301,283)</u>
PTTE 2014-2015		(\$10,000)
Benefit Savings 2013-2014 & 2014-2015		(\$425,000)
<b>Total over 2 years</b>	<u><u>(19.90)</u></u>	<u><u>(\$1,736,283)</u></u>

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: Elementary Strings

The School District of Clayton offers a beginning strings program in 4<sup>th</sup> and 5<sup>th</sup> grades. String students begin on the violin with Suzuki instruction twice a week. Students in 5<sup>th</sup> grade strings can choose to continue with violin or begin viola, cello or bass. Fifth grade students meet twice a week. Parents elect participation. This is a pull-out program with instruction provided during the school day.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
1.0 FTE	\$90,180	\$7,350

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$90,180	\$7,350

### Program Impact:

- Strings program would no longer be offered during the school day.
- Students would be offered the opportunity to receive strings instruction either before or after school through a cost-neutral, fee based program.
- Could impact middle school students' decision to take orchestra as an elective.

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$97,530	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Elementary Permanent Substitute/Substitute Coordinator**

The permanent substitute/substitute coordinator works directly with the substitutes within the building to train and manage them. The permanent substitute/substitute coordinator also works with substitute teachers to complete compliance training, and presents compliance training annually. This position also screens and interviews applicants. The permanent substitute also serves as a substitute teacher when needed.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
.5 FTE	\$44,168	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of .5 FTE	\$44,168	

**Program Impact:**

- Responsibilities associated with this position will be delegated to other staff.
- Eliminates a dedicated position to interview and train substitute teachers.
- Will necessitate reorganization of CO staff departmental responsibilities.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$44,168	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: Middle School Writing Specialist

In 2004, the Writing Specialist position was added to the staff at Wydown Middle School to support writing across the curriculum. The following year, the writing team was expanded to include the interns. The Writing Specialist oversees the writing interns and works in conjunction with the interns to support writing throughout the building. The Writing Specialist is the teacher of record for one class each semester. The remainder of the time, the Writing Specialist co-plans and co-teaches with CORE and elective teachers. The Writing Specialist maintains the bigger picture of writing throughout the building.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
1.0 FTE	\$90,180	

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$90,180	

### Program Impact:

- Literacy teachers would be assigned to oversee the writing interns.
- Maintains writing interns to support “conference” writing model at the middle school.
- Eliminates a teaching position that is dedicated to overseeing writing across the curriculum
- The Writers Workshop elective course may not be offered.

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$90,180	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: CHS Academic Director

The Academic Director is responsible for leading the NCA Accreditation cycle at CHS and serves as the teacher representative on the Administrative Team. The Academic Director leads the CHS Leadership Council, internal school improvement processes and several school improvement committees focused on student achievement. The Academic Director plays an integral role in the creation of professional development activities for the school.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
.2 FTE	\$27,573	
<ul style="list-style-type: none"> <li>Cost of FTE and stipend</li> </ul>		

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
Reduction of .2 FTE	\$27,573	

### Program Impact:

- Responsibilities will be managed by CHS administrative staff.
- Will change the structure of the CHS Leadership Council.
- Eliminates a teacher leader position.
- Eliminates a position (.20 FTE) dedicated to the NCA accreditation cycle process.

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$27,573	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: CHS Administrative Intern**

The CHS Administrative Intern serves as a member of the high school administrative team. Assists the administration with the academic, behavioral, and logistical support of students.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
1.0 FTE	\$96,642	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$96,642	

**Program Impact:**

- Responsibilities will be managed by CHS administrative staff.
- For the 2013-14 school year, CHS administration team will be a Principal and two Assistant Principals  
(Please note: Associate Principal position was not filled in 2012-13)

2011-2012	2012-2013	2013-2014
Principal Associate Principal Assistant Principal Administrative Intern	Principal Associate Principal (on hold) Assistant Principal Administrative Intern	Principal Assistant Principal Assistant Principal

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$96,642	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: CHS Educational Technologist

The Educational Technologist (ET) works directly with students to master the ISTE-NETS (Standards for Technology Competencies). Within the classroom setting, the ET works in a co-teaching model to support students with technology and/or provide instruction with the use of applications within a classroom teacher’s lesson. In addition, the ET works with teachers to provide imbedded technology within their courses. The ET provides professional development to teachers to integrate technology, to design and implement technology rich lessons, and to focus on the mastery of ISTE-NETS for teachers.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
2.0 FTE	\$180,360	

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$80,000	

### Program Impact:

- During 2012-2013 school year, due to teacher on leave of absence, CHS was supported by one technology specialist and a technology intern. The technology intern worked primarily with hardware issues and supported the technology infrastructure of the building.
- This action would reduce the technology specialist position “on hold.” Actual staffing for 2013-2014 would be same as 2012-2013.

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$80,000	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: CHS Permanent Substitute/Substitute Coordinator**

The sub coordinator/permanent substitute works directly with the substitutes within the building to train and manage them. The sub coordinator/permanent sub also substitutes throughout the building each day at a minimum of a half-day. The sub coordinator/permanent sub also works with teachers to complete compliance training, works to coordinate standardized testing and presents compliance training annually. This position also coordinates the CHS buzz book, student teachers and student observers.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
1.0 FTE	\$57,956	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$57,956	

**Program Impact:**

- Responsibilities associated with this position will be delegated to other staff.
- Will eliminate a person on staff that can substitute “period by period.”

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$57,956	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Elementary Supervision Assistants**

Supervision of students in various areas including recess and lunch. May also provide small group instruction.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
Part-Time Hourly Staff	\$62,000	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Part-Time Hourly Staff	\$62,000	

**Program Impact:**

- Two Supervision Interns – four hours at each building per day.
- Supervision responsibilities will be assigned to other staff.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$62,000	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Elementary Office Assistants**

The Office Assistant is a half time position that provides secretarial and clerical support to the counselor and nurse.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
1.5 FTE - .5 FTE per building	\$58,947	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.5 FTE – .5 FTE per building	\$58,947	

**Program Impact:**

- Responsibilities associated with this position will be delegated to other staff.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$58,947	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Middle School Office Assistant**

The Office Assistant provides secretarial and clerical support to the building.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
1.0 FTE	\$39,298	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$39,298	

**Program Impact:**

- Responsibilities associated with this position will be delegated to other staff.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$39,298	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: High School Departmental Assistants**

The Departmental Assistant provides secretarial and clerical support to teachers and staff in various departments within the High School.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
5.0 FTE	\$196,494	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 2.0 FTE	\$78,596	

**Program Impact:**

- Responsibilities associated with this position(s) will be delegated to other staff.
- Will need to reorganize how department assistants provide support.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$78,596	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: High School Library Horizons Manager**

The High School Library Horizons Manager provides District-wide support of cataloging the books in each library.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
1.0 FTE	\$56,750	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$56,750	

**Program Impact:**

- Responsibilities associated with this position will be delegated to other staff.
- Will need to train all librarian and library support staff in new software that will replace Horizon (spring 2013).
- Will need to adjust budget so that “shelf-ready” books can be purchased when feasible

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$56,750	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Family Center Administrative Assistant**

Administrative Assistants provide a variety of clerical and secretarial duties requiring initiative, independent judgment, and decision making within established policies. Duties frequently require the discreet and tactful handling of confidential material, and interaction with the staff, parents, students, and community.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
2.0 FTE	\$115,883	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of .2 FTE	\$26,836	

**Program Impact:**

- One position would be restructured to be a 211 day employee instead of a 260 day employee.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$26,836	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: Facility Services

Maintenance/Grounds Worker – Performs preventative maintenance, cleaning, repair, adjustment and lubrications as well as modifications of equipment. Also assists with typical grounds maintenance duties such as: turf areas, trees, shrubs, flowers, athletic fields and playgrounds; application of fertilizer, insecticide and fungicide, as needed; maintains outdoor furniture and equipment; performs numerous other assignments as specified by management.

Custodial – Performs the daily custodial care of the school facility and is responsible for cleaning, safety, and minor maintenance; works closely with the Head School Plant Worker or supervisor for building and District needs; performs numerous other assignments as previously specified by management.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
Reorganization/Retirement	\$46,720	

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
Reduction/Retirement	\$46,720	

### Program Impact:

- Provides opportunity to restructure facility services staff responsibilities
- Two grounds/maintenance positions would be converted into two custodial positions.
- One would be housed at WMS; the other as a District sub primarily to cover elementary buildings.

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$46,720	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Technology**

Technical Services Manager – responsible for the design, provisioning, installation management, and maintenance of the Wide Area Network and District servers.

Applications Manager – Responsible for understanding end user requirements, evaluating, implementing and maintaining District applications and systems necessary for business operations, including administrative and student information systems.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
Retirement	\$35,000	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Retirement	\$35,000	

**Program Impact:**

- None – Savings due to replacement of retiring staff at a lower salary.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$35,000	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Oasis Coordinator**

Coordinates training for volunteers who work with elementary students to strengthen reading and language skills.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
.50 FTE	\$26,312.08	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of .50 FTE	\$26,312.08	

**Program Impact:**

- Program coordination will be reassigned to administrative staff in the Office of Communications.
- Training of OASIS volunteers will be assigned to Teaching and Learning.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$26,312.08	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Truman Interns**

Provides support to the assigned classroom teacher(s) to provide instruction and supervision on an individual student basis or in groups.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
4.0 FTE	\$84,468	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 4.0 FTE	\$84,468	

**Program Impact:**

- District initiated this program as a avenue to support teacher development through a partnership with Truman State University.
- Several beginning teachers were hired as teachers as result of this partnership.
- Will explore other avenues while reducing dedicated costs.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$84,468	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Middle School Fine Arts Intern**

Provides support to the assigned classroom teacher(s) to provide instruction and supervision on an individual student basis or in groups (choir and musical theater).

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
1.0 FTE	\$34,130	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$34,130	

**Program Impact:**

- May require class size limits on elective courses.
- May change availability of options for elective courses.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$34,130	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: Middle School Reading Intern

The Reading Interns at Wydown Middle School work with struggling readers in Reading Strategies classes. They provide individual (one-on-one) support to students struggling with reading. The Reading Interns also provide small group instruction through Team Time for those students identified as needing additional support in small group, short-term intervention groups. The Reading Interns also push into Academic Support classes to support struggling readers in CORE areas.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
2.0 FTE	\$68,260	

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
Reduction of 2.0 FTE	\$68,260	

### Program Impact:

- Realignment of small group instruction and realignment of assessment of students.
- Limit time for side-by-side teaching for push-in work by reading specialists.

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$68,260	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Middle School Library Intern**

Provides support to the library media specialist, staff, and students in the library.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
1.0 FTE	\$42,709	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
Reduction of 1.0 FTE	\$42,709	

**Program Impact:**

- May impact instruction.
- May impact library hours.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$42,709	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: Elementary Co-Curricular PTTE

Stipends in this category focus on activities that support student learning and building leadership responsibilities.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
PTTE	\$30,000	
<ul style="list-style-type: none"> <li>Budgeted at \$10,000 per elementary building</li> </ul>		

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
PTTE	\$30,000	

### Program Impact:

- Reduces overall budget for elementary student activities. However, elementary buildings were not expending all budgeted funds (\$10,000 per building).

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$30,000	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Middle School Think Tank PTTE**

Stipends focusing on supporting student learning. Middle School Think Tank is the before and after school homework support program for students. Think Tank is primarily supervised by teacher-level staff.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
PTTE	\$16,578	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
PTTE	\$16,578	

**Program Impact:**

- Duties would be reassigned to middle school interns and included as part of their job responsibility.
- Work day/hours of interns will need to be staggered so that student support can be provided before and after school.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$16,578	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: District Wide Lab Classroom PTTE**

Stipends for teachers that participate in lab classroom

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
PTTE	\$38,550*	

\*Does not include retirement benefits or the cost of the substitutes.

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
PTTE	\$20,000*	

\*Does not include retirement benefits or the cost of the substitutes

**Program Impact:**

- Fewer staff will participate each school year.
- Plan to ensure we have participants at each level.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$10,000	\$10,000
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Rebid District Copier and Print Shop Agreement**

The District issued an RFP to receive proposals to replace twenty-four copiers and oversee the daily operations of the District Print Shop.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply/Purchased Service
		\$149,215

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply/Purchased Service
		\$118,085

**Program Impact:**

- None – new equipment will be received in January 2013.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$31,130	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: Building Operating Budgets

School building budgets had remained frozen since 2008-2009. Last year a 12% reduction in school building budgets was recommended due to buildings carrying over substantial unexpended funds from one fiscal year into the next.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
		\$1,102,930

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
		\$1,077,930

### Program Impact:

- Recommendation to reduce an additional \$25,000 from building budgets in 2013-2014.
- Last year’s 12% reduction still allowed the buildings to save funds for special programs and initiatives. An additional \$25,000 reduction should still allow buildings this opportunity.

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$25,000	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Central Office Budgets**

Central Office budgets had remained frozen since 2008-2009. Last year a 5% or \$100,000 reduction in Central Office budgets was recommended.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
		\$1,900,000

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
		\$1,875,000

**Program Impact:**

- In an effort to reduce spending in non instructional areas, it is recommended to reduce these budgets an additional \$25,000.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$25,000	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

**Description: Freeze PTTE positions not paid a flat rate for one year**

Freeze salaries of PTTE positions not paid as a flat rate for one year. These typically include:

- Leadership roles such as curriculum coordinators, mentors, team leaders, subject area managers, program directors and department leaders.
- Coaching or sponsoring teams or activities approved by the Missouri State High School Athletic Association (MSHSAA).
- Sponsoring before or after school clubs or activities.
- Sponsoring co-curricular activities that are a part of the instructional program.

**Financial Impact – Current:**

FTE	Salary/ Benefit (average)	Supply
PTTE	\$16,000	

**Financial Impact – Recommended:**

FTE	Salary/ Benefit (average)	Supply
PTTE	\$16,000	

**Program Impact:**

- Staff in these positions will not receive an increase in compensation for 2013-2014.
- Plan is to examine payment structure for all PTTE positions.

**Implementation Phasing:**

	2013-2014	2014-2015
\$	\$16,000	
%		

# School District of Clayton

## Long Term Financial Planning Recommendation

### Description: District Employee Benefit Plan Allotment

The District offers eligible employees a benefit allotment which covers 100% of the rate of the High Plan PPO, Dental PPO, and Vision. For those employees electing the Base PPO or the Qualified High Deductible Health Plan, they receive the annual reimbursement differential as earnings.

### Financial Impact – Current:

FTE	Salary/ Benefit (average)	Supply
Benefits Only	\$3,325,000	

### Financial Impact – Recommended:

FTE	Salary/ Benefit (average)	Supply
Benefits Only	\$2,900,000	

### Program Impact:

- The District would offer eligible employees a benefit allotment which covers 100% of the rate of the Base Plan PPO, Dental PPO, and Vision.
- Employees could “buy up” to elect the High Plan PPO at a cost of \$71.95 per month per employee.
- Employees currently enrolled in the Base PPO or Qualified High Deductible Health Plan would receive \$71.95 per month less as earnings.
- The benefit plan year is a calendar year vs. the District’s fiscal year; therefore, the District is currently contracted for the remainder of 2013 and would not be able to implement this until 2014 forward.

### Implementation Phasing:

	2013-2014	2014-2015
\$	\$212,500	\$212,500
%		