

TOWN OF SOUTH WINDSOR

MINUTES

**TOWN COUNCIL/BOARD OF EDUCATION
ROOM ALT. 6
TIMOTHY EDWARDS MIDDLE SCHOOL**

**JOINT BUDGET WORK SESSION
DATE: MARCH 20, 2018
TIME: 7:00 P.M.**

1. Call Meeting to Order

Deputy Mayor Snyder called the meeting to order at 7:00 p.m.

2. Roll Call

Town Council

Members Present: Mayor M. Saud Anwar
Deputy Mayor Andrew Paterna
Councilor Mary Justine Hockenberry
Councilor Jeffrey Glickman
Councilor Lisa Maneeley
Councilor Carolyn Mirek
Councilor Matthew Riley
Councilor Janice Snyder

Also Present: Matthew B. Galligan, Town Manager

Board of Education

Members Present: Chairperson Craig Zimmerman
Vice Chairperson Jessica Waterhouse
Audrey Delnicki
Beth Esstman
Erica Evans
Michael Gonzalez
David Joy
Michael Paré
Richard Stahr

Also Present: Superintendent of Schools Dr. Kate Carter
Asst. Superintendent Colin McNamara
Asst. Superintendent Cheryl Mortensen
Chris Chermerka, Business Manager

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3. Public Participation

None

4. Items for Discussion

A. Board of Education Proposed Budget for Fiscal Year 2017/2018

Chairman Zimmerman began discussions by stating he appreciates the opportunity to take the Council's questions tonight.

Dr. Kate Carter, Superintendent of Schools, stated that before the typical process begins, Mr. Pat Gallagher from Milone and MacBroom would discuss the increase in enrollment.

Mr. Pat Gallagher from Milone and MacBroom came forward to explain to the public and the Council the methodology used to figure the enrollment projections, as shown in attached **Exhibit A**. Mr. Gallagher stated that they used demographic data, birth records, home sales, and general housing markets and economic projections to figure out the enrollment projections. Many peer Towns are seeing a decrease in enrollment. South Windsor is an affordable Town compared to peer Towns and has constructed a new school with two more schools being constructed. South Windsor's population has grown slow but steady.

Answering questions from the Council, Mr. Gallagher explained that the migration from neighboring Towns to South Windsor was not reviewed, but it may be available through the district. There are so many variables regarding the H-1b visas with limited information on the local level, but Mr. Gallagher stated he would work with employers to estimate how many residents would be in South Windsor under those visas, how long they would stay, and if they leave, will the employer have someone come in under the same type of program. Mr. Gallagher then explained to the Council that the state used to have public data about a resident who enrolled in private or magnet schools but this information has not been updated since 2013/2014. Mr. Gallagher stated that Milone & MacBroom have worked with a lot of the Towns that surround South Windsor. Generally, communities that are seeing stable population growth in housing trends are easier to do projections for. There is a

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4. Items for Discussion (Continued)

higher margin of error when the housing market in an area is growing. Mr. Gallagher stated he would get the results of previous projections for the Council. South Windsor has a variety of housing prices where other peer Towns do not have a lot of options.

Dr. Carter explained to the Council that the portable classrooms at Pleasant Valley Elementary School allow the school to fit all of the students at Pleasant Valley for the short term. This school will be built larger in the future. At this time every inch of the school is occupied. Mrs. Mortensen added that eventually there will be a music room, but at this time instruments are not being stored in the hallway. Dr. Carter stated that the administration has been discussing whether to purchase or lease the portables. There has been research done on a lease to purchase, but this will be determined after further discussions take place. It may be possible that the Town is reimbursed 42%. The portables will be needed when construction is happening at Pleasant Valley Elementary School. Those portable will be moved to the old Orchard Hill Elementary School when students from Pleasant Valley are moved there during construction. The cost of the portables does include set up.

Mr. Galligan explained to the Board and Council that zero-based budgeting is a corporate tool because in a corporation you can adjust items to make it work. Zero-based budgeting is not good to use for government because in a government setting there are mandates that have to be met and a government provides services that a corporation does not have to provide.

Councilor Snyder confirmed that the total increase would be \$2.8 million dollars with 1.1 million dollars going toward enrollment.

Dr. Carter explained to the Council that with every bit of space being used at Orchard Hill Elementary School, it is being reviewed to have the POP program moved to Timothy Edwards Middle School. If Timothy Edwards Middle School goes to the 1 to 1 devices, there will be four classrooms available for the pre-school program. Presently, there are 93 children enrolled in the POP program. The Medically Fragile program is presently housed at Eli Terry Elementary School and will remain there after the new construction is complete. The Special Education program is also at Eli Terry Elementary School and will remain there after the new construction is complete. Safety and security are the Board of

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4. Items for Discussion (Continued)

Education's top priority of the countless priorities, but safety and security are not anyone's sole focus. Districts that have a position like this say they do not think they could live without this position. The position would be responsible for a number of responsibilities.

Dr. Carter informed the Council that World Language would be built into first and second grade the first year. The second year, World Language would be built into the third and fourth grade which would require a second teacher. In order to accommodate grades first through sixth, 5 FTE's would be required.

Mrs. Mortensen, Assistant Superintendent, explained to the Council that World Language would not be a special. In first grade, the students will receive lessons twice a week consisting of fifteen minute time slots. One teacher will travel to all of the elementary schools to give a Spanish lesson.

Dr. Carter stated that of the positions cut last year, in this budget, there are two custodians, one elementary school teacher, and 2.5 para professionals that are being restored. All of the restored positions are due to increased enrollment. The one item that Dr. Carter felt could be discretionary is World Language. If it is found that this program is not affordable, the program can be cut.

Dr. Carter discussed per-pupil spending, explaining that the closing of Wapping and the elimination of FTE's will help improve the ranking of per-student spending.

Mayor Anwar stated that the Council and Board need to find opportunities to lower the budget. Mr. Galligan explained to the Board of Education and Town Council that the cost for the portable classrooms is \$385,000. There is a way to fund that without having it in the budget. The premiums from the Capital Non-Recurring Account could be used. Then there could be discussions between the Superintendent and Town Manager about the remaining reduction up to \$500,000 total. Mr. Galligan then stated that the budget this year should be kept somewhat in-tact because he feels that in 2020, the Town's will be hit hard. This proposed cut will not hurt services.

Councilor Pendleton felt that there is a need to figure out how to make both the Town and Board of Education self-sustaining.

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4. Items for Discussion (Continued)

Answering questions from the Council, Mr. Galligan stated that there is presently \$390,000 in Capital Non-Recurring. The decrease in the budget would decrease the projected tax increase from 2.53% to 2.10%. Without the revaluation, the tax increase to residents would be approximately 1%. Mr. Galligan stated he would run those numbers again and give them to the Council.

Dr. Carter reported further on the preschool program explaining that the program is designed to meet the needs of students who have been identified with special needs but also has students who can be role model peers. The cost for a student to be in the program will increase to \$2,000 next year. Students go four days per week for half of the day. Dr. Carter stated that if the Board of Education were given more funds, then what was requested, she would have to give it some thought where those funds should be spent.

Mr. David Joy stated that South Windsor has a very high reliance on grant funds, a high mill rate, one of the highest expenditure per pupil rates, high salaries, and high health benefits. South Windsor needs to figure out why we are different from other Town's.

Dr. Carter explained that there are Town's that spend more than South Windsor and Town's that spend less than South Windsor for expenditures per pupil, so South Windsor is right in the middle at this time. The culinary program was a new program last year and has grown tremendously and will be expanded in the future.

Council members and Board of Education members discussed teacher positions that are currently paid with grant funds because recently six teacher salaries were moved from grant to the operating budget. Dr. Carter stated that teacher positions are not tied to a grant.

Dr. Carter stated that there are workshops that are open to parents. The increase of \$1,142,000 includes the 1 to 1 devices for 6th, 7th, and 9th-grade students, as shown in attached **Exhibit B**.

Councilor Riley explained that last year, because of the closing of Wapping, there was a savings of \$1,000,000 in the Board of Education's budget. At that time, the Town Council decided to reduce the Board of Education budget by \$500,000, so really the Town Council did not cut the Board of Education's actual budget.

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4. Items for Discussion (Continued)

Councilor Riley stated that South Windsor should be looking at surrounding Towns such as Tolland, Ellington, East Hartford, etc., to compare spending per pupil. Councilor Riley requested that the Superintendent review the position for an Assistant Principal.

Dr. Carter explained that an Assistant Principal is being requested for Pleasant Valley Elementary School because of increased enrollment. Dr. Carter stated that if money were no object, she would have an Assistant Principal at every school because there is a necessity due to workload.

Councilor Riley requested a graphic representation of teacher salaries.

Answering further questions from Council members, Dr. Carter explained that when a school is being constructed, the size is determined by looking at the highest enrollment within an eight-year period. For Eli Terry, there have been areas identified where additions could be located if needed in the future, and Philip R. Smith will be constructed to hold a second story if needed in the future.

Chairman Craig Zimmerman requested that Town staff look at ECS funding. He questioned what number is being used as an estimate for next year, how much is being taken away for magnet schools, and if there are any other amounts being taken away to get to their net number of \$9,600,000.

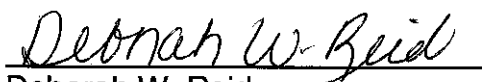
5. Executive Session

None

6. Adjournment

Councilor Snyder made a motion to adjourn the meeting at 9:21 p.m. Mrs. Delnicki seconded the motion; and it was approved, unanimously.

Respectfully submitted,



Deborah W. Reid
Clerk of the Council



South Windsor Public Schools Enrollment Projections Update

March 20, 2018

3/20/2018



Projections Building Blocks

Exhibit A

Starting Data

Critical to the overall accuracy of the projections, as each year builds upon the last.

District Projections

Town of South Windsor Births

Obtained from CT DPH

Historic Enrollment Trends

Obtained from SWPS and CT SDE

Individual School Projections

Geolocated Birth Data

Obtained from CT DPH and address matched

Geolocated Enrollment Data

Obtained from SWPS and address matched

Projection Assumptions

Several projection models are developed by applying different persistency ratios to building blocks

5-Year Average

3-Year Average

3-Year Weighted

Blended

Demographic and Housing Data

Used to inform model selection

Unemployment (Town, Region)

Housing Permit Activity

Home Sales (1-family, condos)

Women of Child-Bearing Age + Fertility Rates

Population Projections & Development Capacity

3/20/2018



Town Demographic Trends

Exhibit A

Non-Hispanic White population shrunk by 7.2% between 2000 and 2016


Non-White population grew by 2,972, or 12.2% between 2000 and 2016

Highest growth among Asian population, which grew from 898 in 2000 to 2,565 in 2016, an increase of 185.6%

Ethnicity	Race	Decennial Census		ACS Estimates		Change (2000-2016)	
		2000	2010	2016*	Net	Percent	
Not Hispanic or Latino	White	21,987	21,114	20,396	-1,591	-7.2%	
	Black, or African American	705	941	1,038	333	47.2%	
	Asian	898	2,075	2,565	1,667	185.6%	
	Two or More Races	205	403	321	116	56.6%	
	Pacific Islander	7	13	75	68	971.4%	
	American Indian or Alaska Native	39	33	30	-9	-23.1%	
	Some Other Race	17	30	0	-17	-100.0%	
Hispanic or Latino	All Races	554	1,100	1,368	814	146.9%	
Total		24,412	25,709	25,793	1,381	5.7%	

* 5-Year ACS estimate is based on a sample of the population and is not directly comparable to Decennial Census Data

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 MILONE & MACBROOM



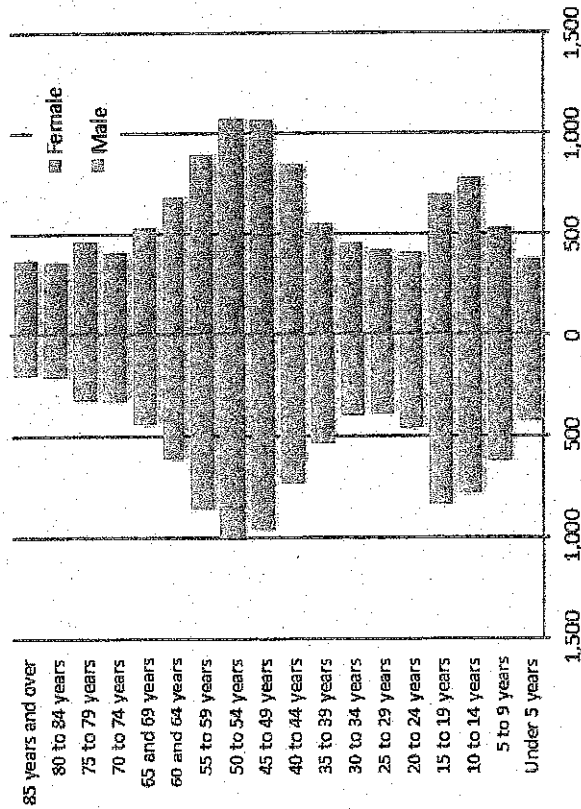
Age Distribution

Exhibit A

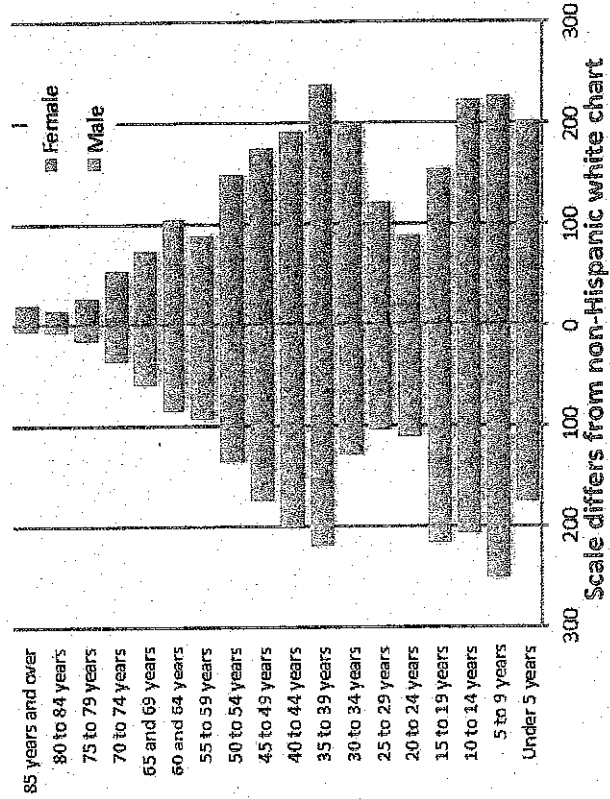
Non-Hispanic white population follows a “boom and bust” trend, with a mix of large cohorts and small age cohorts (note the hourglass shape on the left). Currently in a “bust” cycle for both women of childbearing age and school-aged children

Non-white population pyramid has a much higher proportion of middle-aged adults (age 35 to 49) and school-aged children – has led to increasing diversity within SWPS

Age Distribution for the Non-Hispanic White Population: 2010



Age Distribution for the Non-White Population: 2010



Scale differs from non-Hispanic white chart



SWPS Demographic Trends

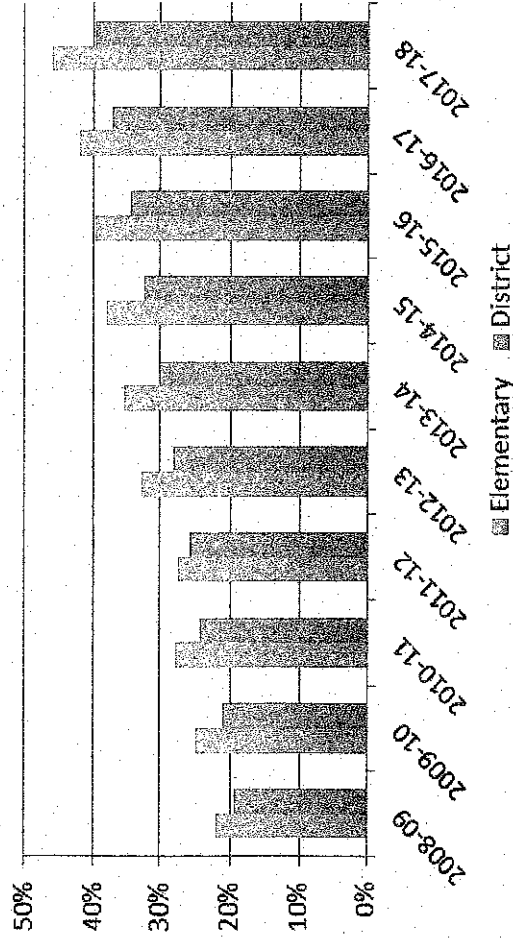
Exhibit A

Similar demographic shifts occurring in the SWPS student body over the last ten years

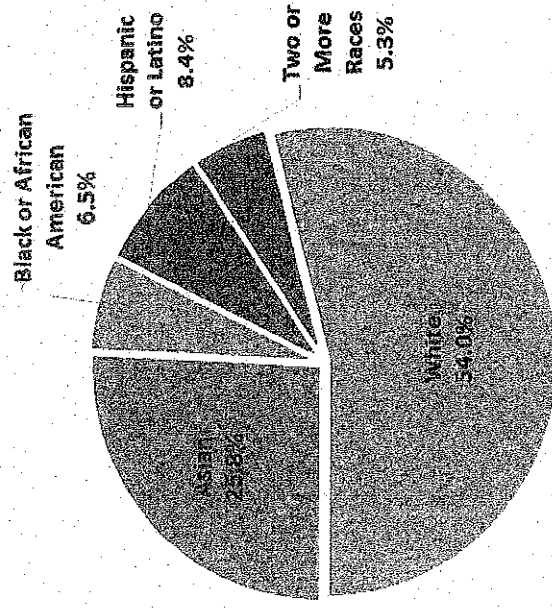
In 2008-09, 22.1% of elementary school students identified as a minority race or ethnicity. By 2017-18 this rose to 46.0% of elementary school students

- Asian students comprise the largest minority group at 25.8% of elementary students

Minority Students as a Percent of Total SWPS Enrollment: 2008-09 to 2017-18



Racial and Ethnic Composition of SWPS Elementary School Students: 2017-18



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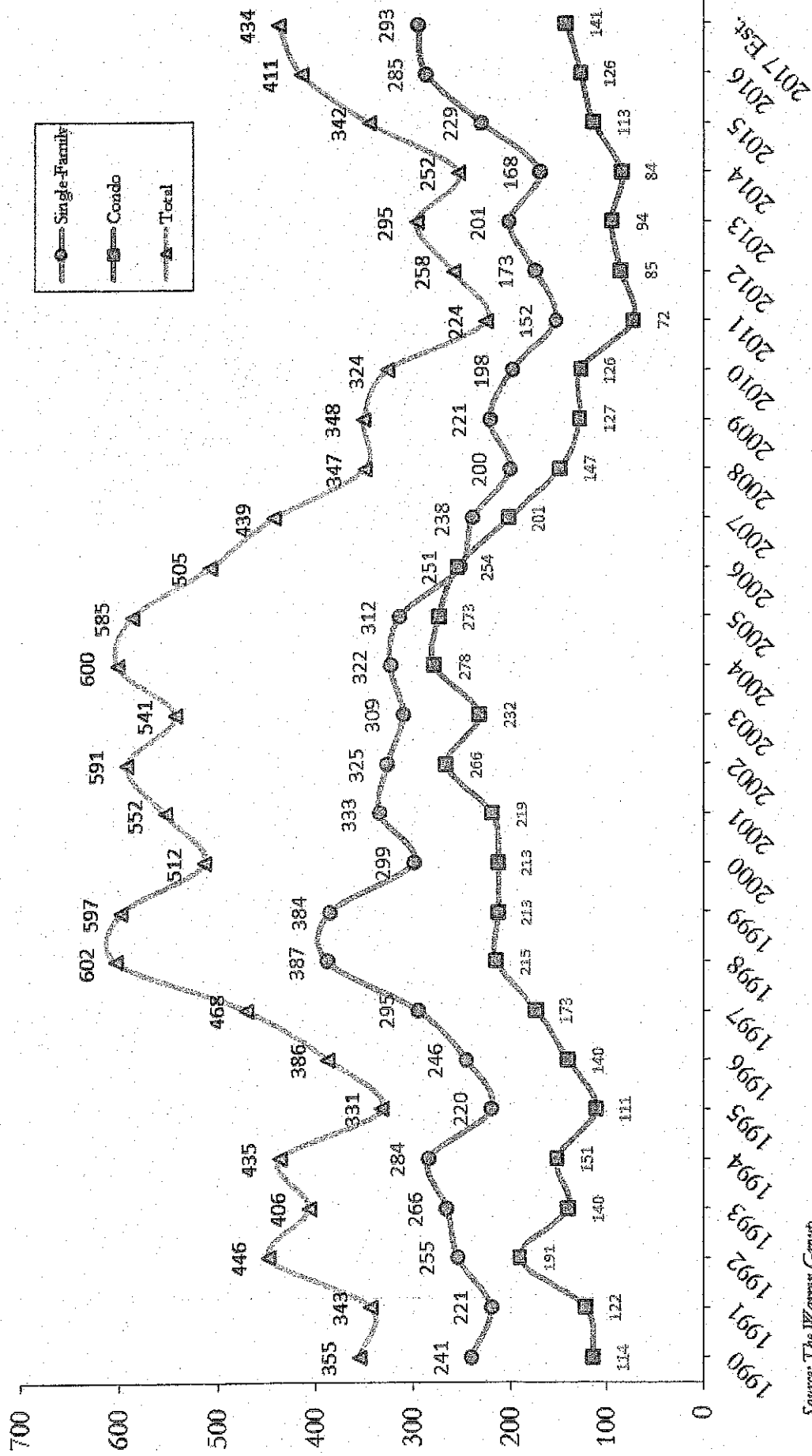
MILONE & MACBROOM



Home Sales

Exhibit A

South Windsor Home Sales: 1990 to 2017



Source: The Warren Group

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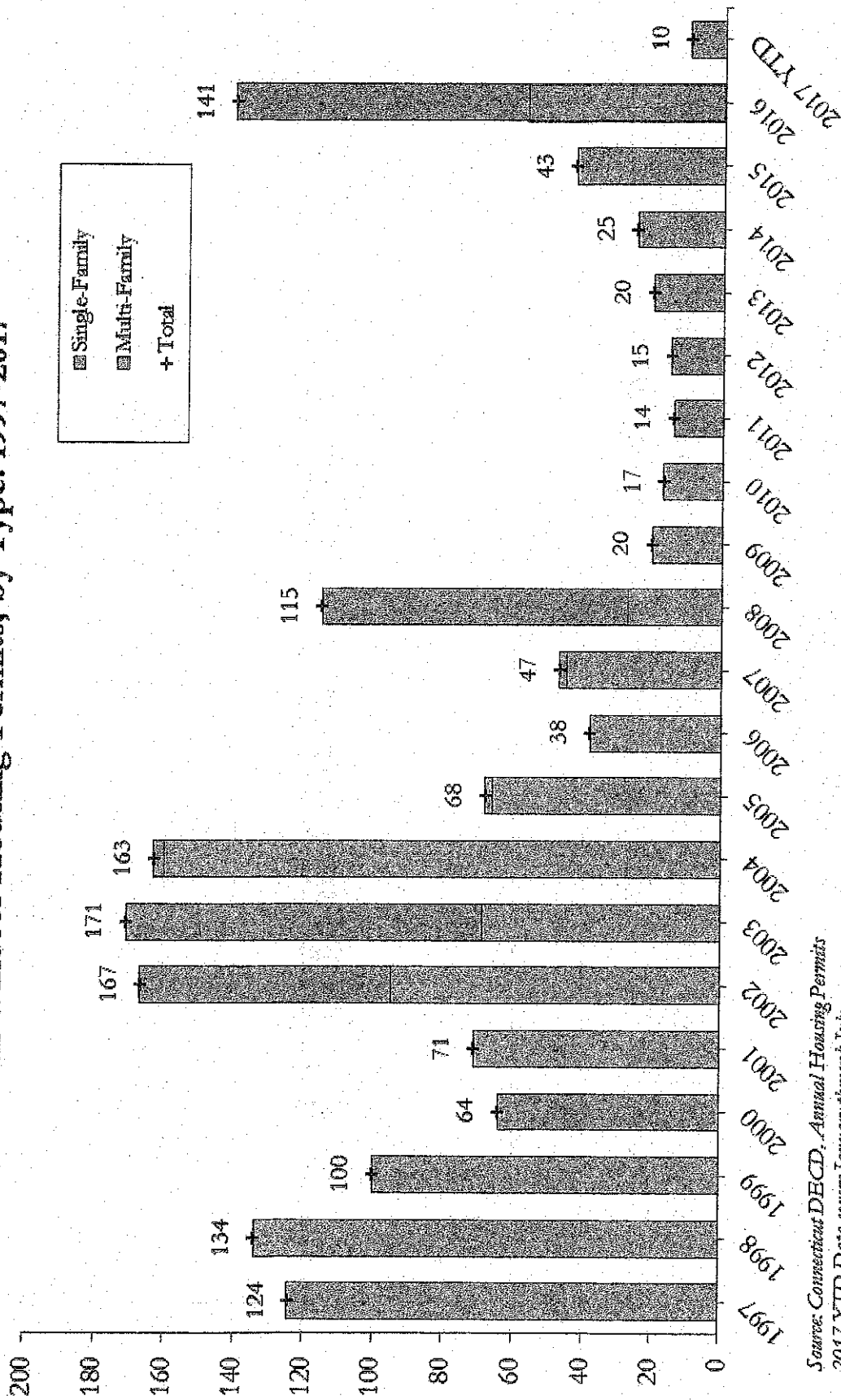
MILONE & MACBROOM



Housing Permits

Exhibit A

South Windsor Housing Permits, by Type: 1997-2017



Source: Connecticut DECD, Annual Housing Permits
2017 YTD Data covers January through July

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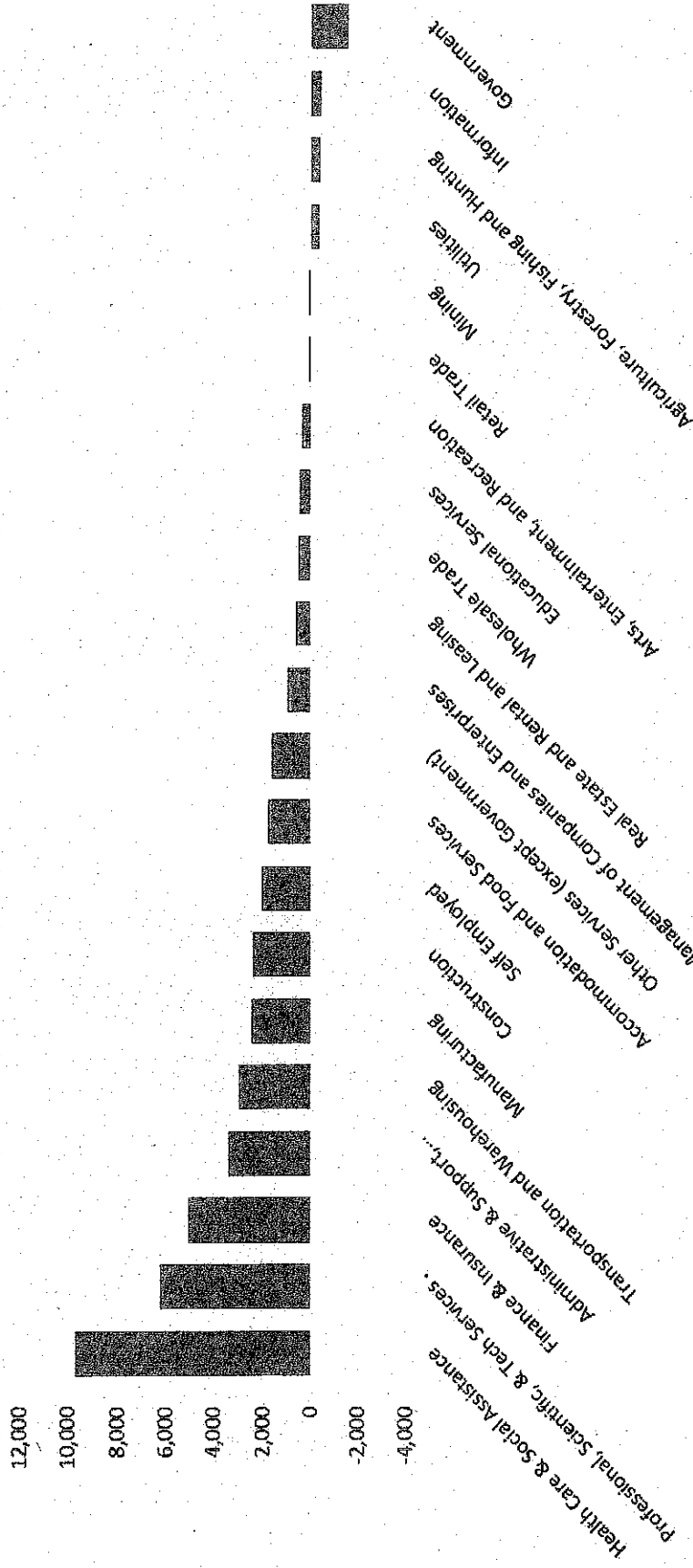
MILONE & MACBROOM



Economic Forecast

According to the Connecticut Department of Labor, employment in North Central Connecticut is projected to grow by about 37,600 jobs, or 6.4% up to 2024.

Fastest growing employment sectors are Health Care & Social Assistance; Professional, Scientific, and Technical Services; and Finance & Insurance





Kindergarten and Birth Trends

2001-02 to 2006-07

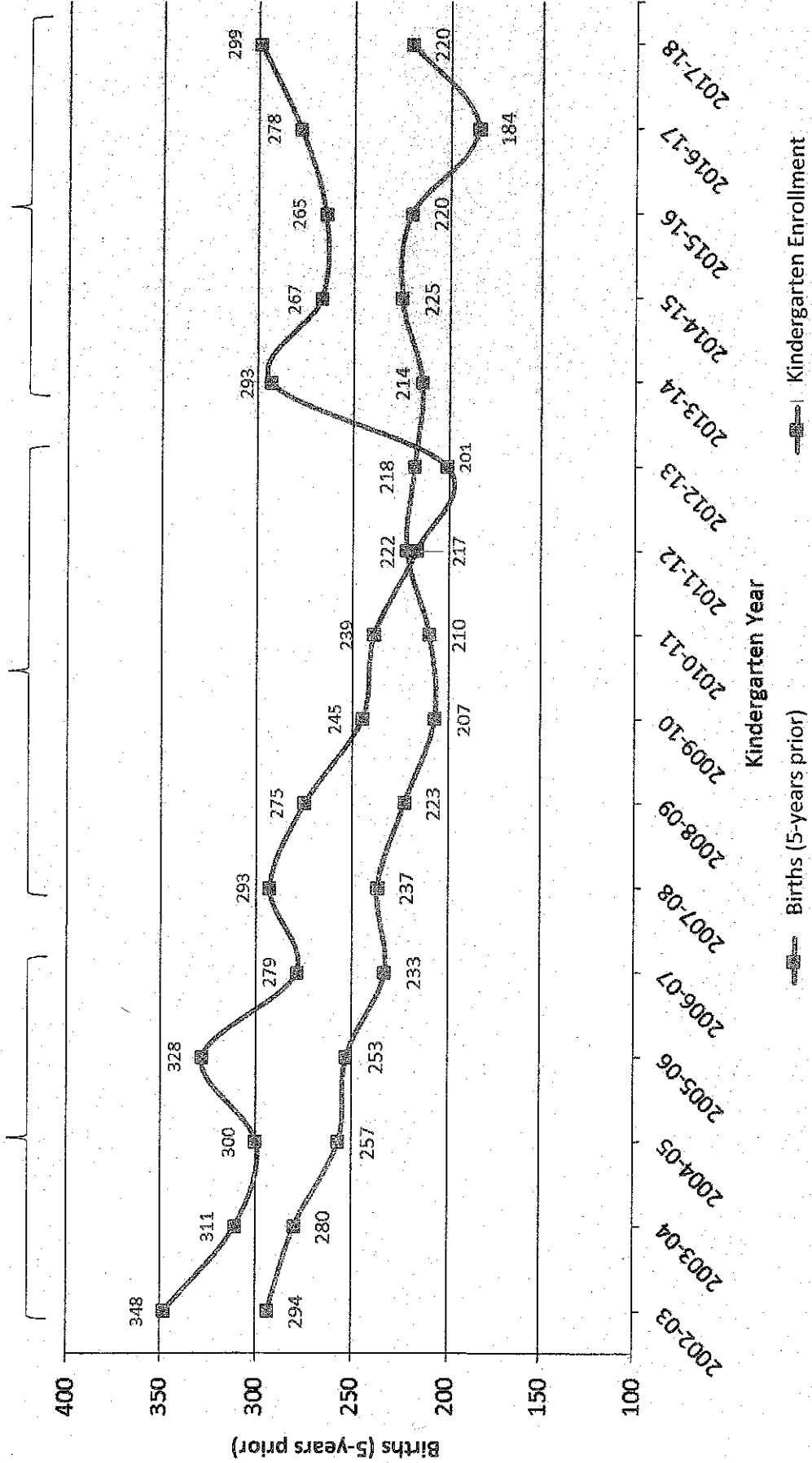
Stable enrollment period. Kindergarten classes closely correlate with birth class from five years prior.

2007-08 to 2012-13

Regional Magnet Program expansion. SWPS sees Kindergarten enrollment drop relative to births

2013-14 to Present

Full-day kindergarten starts in 2013-14. Leads to increase in Kindergarten enrollment





Housing Developments

Exhibit A

Development	Total Units	Type	Status	Elementary District
Tempo Evergreen Walk	200	Apartments	Under Construction	Orchard Hill
Clark Estates II	22	Single-Family	Under Construction	Pleasant Valley
South Windsor Woods	155	Condominiums	Under Construction	Pleasant Valley
Toll Brothers	45	Single-Family	Approved	Eli Terry
Village at Berry Patch	78	Condominiums	Approved	Orchard Hill

Significant number of new housing units are built or under construction, primarily in Orchard Hill and Pleasant Valley Districts.

South Windsor Woods, Evergreen Walk, & Clarke Estates II are under construction and have enrollment as of October 1, 2017:

- South Windsor Woods (4 students)
- Clark Estates II (4 students)
- Evergreen Walk (7 students)

Future students generated by Toll Brothers development accounted for in projections for Eli Terry

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Employment Analysis for K-5 Students

All K-5 Students

Reflective of the largest
employers in the Greater
Hartford Region

Employer	Count
State of Connecticut	103
Self-Employed	85
Cognizant	80
Pratt & Whitney	63
South Windsor BOE	60
Travelers Insurance	58
Cigna	56
The Hartford	56
United Technologies	44
Aetna	32
Hartford Hospital	27
UCONN	25
MASS Mutual	21
United Health Care	21



New-to-District Students

Obtained employment information from the SWPS Student Intake Center for new-to-district elementary school students

Cognizant has a much larger share of new-to-district elementary students compared to other employers

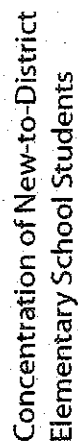
Cognizant provides IT services to businesses in the region (insurance, financial services, etc.)

- In FY17, 1,795 H-1b visas were issued to Cognizant workers in Hartford County
- H-1b visas allow companies to employ foreign workers in specialty occupations for a duration of 3 years, extendable to 6 years.

Employer	Count
Cognizant	22
UCONN	5
Pratt & Whitney	4
Self-Employed	4
State of Connecticut	4
Cyient Inc	3
ECHN	3
Hartford Public Schools	3
Infosys	3
Travelers Insurance	3
Aetna	2
Airport Limo	2
BBS Marketing	2
Capgemini	2
Gerber Technology	2
homemaker	2
Jewish Geriatrics Services	2
Lincoln Financial	2
Manchester Community College	2
Newington Board of Education	2

Exhibit A

Condominiums in the Orchard Hill district have the highest concentration of new students: 29 K-5 students





School Specific In-Migration

- High levels on in-migration in grades 1 through 3 over the last two school years compared to years prior, particularly in the Orchard Hill and Pleasant Valley District – tied to housing market conditions and in-migration.
- In-Migration driven through older condo/townhome housing stock in community.
- Mapping of students who have a parent that works for Cognizant reveals strong correlation with new-to-district students.
- Concentrated in condominium complexes in the Orchard Hill and Pleasant Valley Districts



District Projections

Exhibit A

South Windsor Public Schools, Enrollment Projections by Grade: 2018-19 to 2025-26

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	PK-5 Total	6-8 Total	9-12 Total	PK-12 Total
2017-18	2012	220	299	318	302	312	338	295	304	340	319	327	331	322	322	86	1,950	963	1,302	4,215
2018-19	2013	204	285	319	336	316	323	342	296	307	346	319	303	334	319	90	2,011	949	1,275	4,235
2019-20	2014	199	281	307	339	354	329	329	346	300	313	347	297	306	332	90	2,029	959	1,282	4,270
2020-21	2015	204	288	299	323	355	367	333	331	349	305	313	322	299	304	90	2,055	985	1,238	4,278
2021-22	2016	235	316	309	317	340	370	373	336	335	356	306	292	326	298	90	2,115	1,027	1,222	4,364
2022-23	2017	217	302	329	321	330	352	374	374	339	341	356	284	294	323	90	2,098	1,054	1,257	4,409
2023-24	2018	219	305	314	342	334	342	356	375	377	345	341	331	286	292	90	2,083	1,097	1,250	4,430
2024-25	2019	224	302	318	326	356	346	346	357	378	383	345	317	334	284	90	2,084	1,118	1,280	4,482
2025-26	2020	220	296	314	330	340	369	350	347	360	384	383	320	320	331	90	2,089	1,091	1,354	4,534



Projected births



2017 births are estimated based on January through September birth records from CTDPH

Projections Assumptions:

- Births projected to be in the 219 – 224 per year range between 2018 and 2020
- Used blended Birth-to-K persistency ratios based on the size of the birth cohort. Smaller birth cohorts used the 3-year weighted average while larger cohorts used the 4-year average
- Used 3-year average persistencies for elementary school grades and 4-year average persistencies for middle and high school grades

3/20/2018

MILONE & MACBROOM



Elementary School Projections

Projected Elementary School Enrollment: 2018-19 to 2025-26

EIGHT YEAR PROJECTION WINDOW FOR SCG									
School	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Eli Terry	437	442	438	422	442	449	456	457	457
Orchard Hill	638	659	664	669	681	658	649	653	652
Philip R. Smith	379	381	378	400	410	413	405	405	410
Pleasant Valley	496	529	549	564	582	578	573	569	570
Total	1,950	2,011	2,029	2,055	2,115	2,098	2,083	2,084	2,089

South Windsor Board of Education
High Level Summary of FY 2019

Exhibit B

Drivers of Increase

Increased Enrollment		\$1,142,000
• 5.0 Additional K-5 Teachers	300,000	
• 1:1 Devices at TEMS	93,000	
• Associate Principal at Pleasant Valley	100,000	
• Fewer staff grant funded	208,000	
• Building modifications to TEMS for POP	56,000	
• Portables at Pleasant Valley	385,000	
Healthcare		797,000
Contractual Salary Increases		1,300,000
Special Education/Related Services		118,000
• 1.0 FTE Special Education Teacher at SWHS	59,000	
• 1.0 Licensed Practical Nurse (LPN)	36,000	
• 0.75 Speech Language Pathology Assistant	23,000	
Elementary World Language Program (1.0 FTE Teacher)		60,000
Director of School Safety and Security		60,000
Technology		161,000
• Infrastructure (Network Access Control, replace Storage Area Network, and replace 7 th grade sound fields)	96,000	
• Devices (9 th grade Chromebooks, replace Mac specialty lab, 20 additional iPads for each elementary school; PV, PRS, ET)	65,000	
Buildings and Sites Projects		80,000

Notable Offsets

Energy	(109,000)
Staff Services	(316,000)
Retiree Savings (replace higher salary veteran teachers with lower salary beginning teachers)	(403,000)

NET TOTAL: \$2,890,000

Greater detail regarding increases and decreases within each program and personnel budget by category are available in the Board of Education proposed budget book. This document was designed to provide a high level explanation of the major drivers of the overall budget.

STATUS OF POSITIONS ELIMINATED DURING FY 2018 BUDGET PROCESS

	FTE	Position	Status
Elementary	1.0	Art Teacher - Wapping	Not restored
	1.0	Art Teacher	Not restored
	1.0	Clerk - Wapping	Not restored
	1.0	Custodian - Wapping	0.2 Restored
	1.0	Early Literacy Teacher - Wapping	Not restored
	1.0	Elementary Teacher	Restored
	1.0	Library Manager - Wapping	Not restored
	1.0	Math Enrichment Teacher	Not restored
	1.0	Math Intervention Teacher - Wapping	Not restored
	1.0	Music Teacher - Wapping	Not restored
	1.0	Music Teacher	Not restored
	1.0	Nurse - Wapping	Not restored
	1.0	Paraprofessionals - Wapping	Not restored
	1.0	Physical Education Teacher - Wapping	Not restored
	1.0	Physical Education Teacher	Not restored
	1.0	Principal - Wapping *	Not restored
	1.0	Principal's Secretary - Wapping	Not restored
	1.0	Reading Consultant - Wapping	Not restored
	1.0	Reading Consultant	Not restored
	1.0	Reading Consultant	Not restored
	1.0	Response to Intervention Teacher	Not restored
	0.8	Social Worker	Not restored
TEMS	1.0	Art Teacher	Not restored
	1.0	Family Consumer Sciences Teacher	Not restored
	1.0	Library Assistant	Not restored
	0.5	PE/Health Teacher	Not restored
	1.0	Technology Education Teacher	Not restored
SWHS	1.6	Alternative Education Staff	Not restored
	1.0	Literacy Intervention Teacher	Not restored
	0.5	Music Teacher	Not restored
	1.0	Technology Education Teacher	Not restored
District	0.5	Music Curriculum Coordinator	Not restored
	0.5	PE/Health Curriculum Coordinator (K-8)	Not restored
	8.5	Paraprofessionals (K-12)	2.5 restored
	39.9		