

Brookfield-LaGrange Park School District #95  
Superintendent's 2010-2011 Year End Report

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## Superintendent Year-End Report, 2010-2011

### **Introduction:**

The Year End Report provides an update on the goals that were set during the 2010-2011 school year. While some of these goals were reported as completed in the Superintendent's Mid-Year report provided on January 27, 2010, others were still in progress and, perhaps, may have been carried forward in the new 2011-2012 goals. Secondly, this report will serve to provide pertinent information relative to the financial status of the district.

### **Review of Superintendent's Goals:**

For clarity purposes, I have left the status of each goal as it was detailed in the Mid-Year report. I have added, in red, any additional information to report for each goal.

### **Goal Area: Fiscal Management**

Goal (1): Develop a formal reporting mechanism for monthly, quarterly, and annual fiscal reporting.

Indicator of Success: Finalize the reporting documents and implement their use into monthly, quarterly, and annual routine by November 2010.

Status on Goal: There are a few key reports that comprise this goal and are all being utilized currently. Most recently, we have implemented the use of the monthly "snapshot" that illustrates major fund areas as it relates to total percent expended or collected. Perhaps, this was the main thrust of the goal to establish such a monthly report. In addition to this monthly report, a quarterly summary of purchased services is provided to the board. Lastly, there are three annual reports that are provided to the board. It is noted that due to shifting dates on tax collections, trying to establish "routine" dates that these reports can be generated is difficult. However, generally speaking one report is provided to the board after the second tax collection that illustrates our current position as it relates to what we expected to both expend and collect. It also serves to predict where we will be financially at the close of the fiscal year in both expenditures and revenues. A second report is provided to the board in July that overviews the past fiscal year looking at the predictions we made and the health of our overall finances as we move to the next budget cycle. Lastly, a report is given to the board on the initial budget for the upcoming school year that details expenditures by fund, analyzes state revenues, and makes predictions for the health of the district through the first tax collection.

While I have outlined various reports that are provided to the board, it was clear that the Board wanted the implementation of some type of monthly report. This report was instituted in November per the timeline and was developed within the context of finance committee meetings.

This goal was completed by the mid-year report. The reporting documents continue to be used and help to inform the budget creation process.

Goal (2): Develop a plan to centralize the coordination and streamlining of vendor and ordering regimes.

Indicator of Success: Present master plan and implement no later than July 1, 2011.

Status on Goal: We have already begun to witness the value of streamlining all of our technology purchases through one person and a handle full of vendors. This, of course, was made possible through the restructuring of the technology personnel. It is my hope that we can accomplish the same type of streamlining once a buildings/grounds person is added. Further, we will continue to develop the receiving end of goods as this person arrives within the district. This goal is in progress.

The streamlining of technology purchases has only improved as witnessed by the value we have captured in making our large technology purchase most recently wherein we saved approximately \$10,000 by coordinating one large purchase. We are still in the process of streamlining O/M purchase. However, we have already found cost saving measures in the reviewing our current spending on purchased services (i.e. laundry services). As the budget is being built and the height of the supply purchase season begins, a focus to streamline vendors for both buildings will be used. This has been established as a continued focus in the 2011-2012 goals.

### **Goal Area: Maintenance**

Goal (1): Conduct a needs assessment of the capacity to address the maintenance items and related maintenance services of the District.

Indicator of Success:

A report is provided to the board that outlines our current abilities and future realities of maintenance within the District by November 2010.

Status on Goal: You may recall that at the November 11 Board meeting, I provided the Board a detailed report (dated November 4) that outlined our capacity to address maintenance items. This report and my comments at the board meeting indicated the need to hire a supervisor of buildings and grounds. It was agreed that we would move forward to secure this position. At the same time, with the help of the buildings and grounds committee, we conducted an RFP for performance contracting. This process provided us a better understanding in the not only the major areas of concern relative to maintenance, but, also, a perspective of how to go about maintaining major district equipment (i.e. HVAC systems). It has provided a foundation for which a person may begin establishing routine maintenance programs coupled with necessary training for local staff. This goal being completed leads into Goal Two.

This Goal was completed by the Mid-Year report.

Goal (2): Develop a strategic approach to provide for the ongoing preventative maintenance of the District's facilities and equipment.

Indicator of Success: A recommendation of how to address maintenance within the district is presented to the Board. A strategic approach to provide maintenance services for the District is implemented. This recommendation presented by December 2010 with implementation to occur no later than July 1, 2011.

Status on Goal: In December a job description was finalized and the posting was placed for a Supervisor of Buildings and Grounds. At the same time, the District chose to pursue work with Siemens that included providing preventive maintenance on various systems within the district. This first step addresses the portion of the goal in providing how we will address ongoing preventative maintenance. The second part, the approach being implemented is still in progress, but on target for its July 1 date as indicated within the goal. To that end, initial interviews have already taken place and we hope to bring a final candidate to the Board no later than March 1. Further, final discussions are taking place to secure the final contract with Siemens so that work may begin. It is hoped that this will be finalized by February 13<sup>th</sup> Board meeting.

This goal was set to be completed by July 1 and that date has been met to achieve the recommendations that were brought forth to the Board. In April, our buildings and grounds director began working in the district. This was the critical first step in addressing our maintenance related issues. Secondly, a performance contract was secured with Siemens and reports of the work's progress has been reported to the Board. While this component of the goal has been completed, it has made way for a new goal in the area of buildings and grounds to address the need for automated reporting of work requests and mandated training. This goal is outlined in detail in the Superintendent's Goals for 2011-2012.

### **Goal Area: Curriculum**

Goal (1): Implement the use of MAP as our local assessment tool.

Indicator of Success: MAP is used as our local assessment tool as a pilot in December 2010 and one entire school running in Spring 2011.

Status on goal: MAP has been piloted at grades 3 and 5 as well as a sub-group of students in grade 6. The pilot went extremely well with essentially no glitches in the system. It went so well, that we are planning a full district implementation this spring and not just one school. This data is already being used to assess learning.

As reported above, MAP was piloted in the district as planned last December. In the spring we ran the entire Brook Park population (only grades 2-5 participate) and grades 6 and 7 at S.E. Gross. We were able to expand our testing to a greater population based on the success of the December pilot. While we have successfully implemented the use of MAP testing, it is extremely important to note that it does not mean we have fully

implemented the use of MAP testing. Simply, we have successfully accomplished the first step. The next logical step for MAP testing lies in training teachers on how to mine the data from the system in order to use it to inform instruction. Again, this goal, in a new form, is carried over to 2011-2012.

Goal (2): Develop and implement monitoring tools to assess the impact of the new Math program.

Indicator of Success: Monitoring tools are developed, utilized, and presented to the Board. All tools developed and in use to capture data from this year's placements with a presentation to the Board no later than February 2011.

Status on Goal: This tool has been developed using student grades, MAP data, and prior placement. Further data is collected on numbers of students in each course level to determine long-term trends. Finally, high school placement data is now collected and recorded to track students once they leave the District.

This goal was completed and presented to the Board in February. We will continue to utilize the monitoring tools and report the data to the Board.

Goal (3): Develop UBD templates for Science, Writing, and Math curriculums.

Indicator of Success: Templates are developed through committees and presented to the Board by April 2011.

Status on Goal: Science is working on developing the Ubd templates in conjunction with developing the new curriculum units as it relates to textbook adoption. We suspect that the vast majority of the UBD templates will be complete by the end of year. Writing has been slowed down a bit by the new common core standards outlined by the State. Currently, district-wide assessments are being developed for the fall and spring to replace the recently eliminated ISAT assessments. UBD templates have been developed for the entire 6<sup>th</sup> grade and with various units completed in other grades. Again, we should be complete by end of year. The status and full report of all of these areas will be done via presentation to the Board in April.

Science UBD templates were completed which allowed for a successful textbook adoption as presented at the June Board meeting. The 6-8 math UBDs have been completed and were presented at the April meeting. Writing has been slowed by the loss of key staff and will remain a focus as will math k-5 for next year. All in all the process has proven valuable, as it has driven the adoption of textbooks to be determined by what we teach as opposed to the textbook determining what we teach. Completion of UBD templates is a process that takes time simply by the volume of work necessary to complete the task. This remains as a goal area for 2011-2012 in our content areas.

Goal (4): Develop after school programs to address lower performing students.

Indicator of Success: Programs are developed and implemented by December 2010.

Status on Goal: Several strides have been made in developing after-school programs for low performing students. First, we have developed a program for our English Language Learners (ELL) students at Brook Park. This program is conducted after school and provides additional academic assistance to ELL students. Secondly, we have developed the STAR program at SEG. This program addresses academic and behavioral issues of sixth through eighth graders. Already we have seen that students in this program are performing better than in the past (improved grades, homework completion, study habits, etc.) Lastly, we have made a concentrated effort to increase student participation in the current after school programs at BP. We have seen increased numbers of students participating in the advisory programs. Further, we have identified a group of students- 31 in total of which 16 are identified as low income- who are not participating in academic programs after school. We are currently surveying the families to determine what barriers lie in the way of providing after school help. The hope is that we can identify what keeps these children from after school help and provide solutions (e.g. Transportation) in hopes of getting them needed help. It should also be noted that in addition to increasing student participation, we have also restructured the manner in which those advisories operate. We now are using the time to pre-teach upcoming material which is a best practice known to improve upon comprehension of material. This goal remains in progress until we determine how to foster academic growth in our students currently not attending after school programs.

While the majority of this goal was completed at mid-year, we were still trying to assess how to make it possible for students who would benefit from after-school programs to actually attend the programs. We conducted a survey at Brook Park and found that transportation after school seems to be the major hurdle to getting our students to the needed programs. I have been working with the transportation company to determine the cost associated with providing additional transportation. It seems to make sense that we would look at other ideas currently on the table (a Band Club and/or intramurals) to determine how we could combine transportation for these events as well. This is not established as a specific goal, but remains a focus for next year.

### **Goal Area: Communication**

Goal (1): Become more visible within the school community.

Indicator of Success: Community has a greater awareness of the superintendent by June 2011.

Status on goal: While somewhat difficult to measure this goal, I feel that I have connected with the community. I have held two "District Overview" nights for both parent organizations within the district at each of the buildings. I attended their respective meetings to provide an overview of how the district has progressed over the past year and what our future efforts would focus on. I have also actively participated in

a community forum, the District's fashion show, and the Book Drive. I doing so, I made certain that I was an active participant of all events. In the future I intend to again visit the respective parent organizations at each building towards the end of the year to provide updates on our progress as a District. Further, I continue to meet with community leaders (i.e. Chief of Police) on an annual basis.

This remains a concern for the Board and, frankly, the Superintendent. This area has been expanded upon with specific strategies for 2011-2012

### **Goal Area: Technology**

Goal (1): Complete the installation and integration of the updated technology platforms and equipment.

Indicator of Success: Staff and students will be utilizing technology in various ways that maximizes the updated platforms and equipment. Written report submitted via mid and end year superintendent's report.

Status of goal: The installation of a new network, servers, and telephone system is complete. Further, all staff have been provided a new laptop at the start of the school year. Also, the district has streamlined its classrooms providing the same technology equipment to each room for instruction use. This has brought each classroom up to the same levels. The Title 1 budget includes a provision of \$55,000 to be spent on technology and this expenditure is currently under review as to the best way to spend these dollars as it relates to our MAP initiative.

The current use of technology has exploded within the district. Teachers use their laptops to meet as teams to discuss student data. The incorporation of MAP has allowed for immediate feedback to teachers. This, coupled with our differentiated instruction and assessment goals, has allowed teachers to develop technology based instructional learning opportunities for kids. Students are also engaged in the use of technology through the use of Study Island. As we look to future expenditures and technology implementation the use of smart boards and responders in classrooms such as mathematics is being explored.

As of mid-year the goal of installation and integration was complete. I noted that we would look at a roughly \$55,000 expenditure out of grant money to support the technology needs of MAP, namely replacing technology in computer labs. This was accomplished in June and the computers are being installed at the writing of the report. The installation will be complete by start of school. The next logical step is to begin infusing technology into instruction. This is outlined in the new goals for 2011-2012.

In summary of the goals, I have been happy with the accomplishments we have made in particular in the areas of buildings/grounds and curriculum. Theses goals have led to the establishment of the new goals and are being provided to the Board under separate cover.

## Financial Status of the District

The 2010-2011 fiscal year concluded, again, with the district operating within its budget parameters in spite of reduced state and federal funding. The FY 11 budget included \$11,655,795 in expenditures of which \$11,121,443 (95%) was spent. The budget also included an estimated \$11,528,740 in revenues of which \$11,665,759 (102%) was realized. The net result has been a total fund balance increase of \$545,212. At the close of the fiscal year, the District's total fund balance was \$6,057,715. These numbers are not surprising in light of the fact that the budgeting process uses an approach of conservatively estimating revenues and generously estimating expenditures. As the FY 12 budget process begins, it is important to look more deeply at performance aspects of the FY 11 budget.

The following information represents an overall snapshot of our expenditures by fund. It illustrates the total amount of money budgeted to expend in each of our funds and the amount/percent actually expended:

	Budget	Total Expended	Total % Expended
<b>Education</b>	8,829,030	8,721,826	98
<b>Building</b>	1,196,380	1,058,178	88
<b>Debt Service</b>	731,153	731,152	100
<b>Transportation</b>	324,000	308,720	95
<b>IMRF</b>	274,300	300,663	109
<b>Working Cash</b>	0	0	100

While most of our funds have been expended as expected, the Building Fund saw \$138,202 under expended and our IMRF Fund witnessed a \$26,363 over expenditure. These two funds account for the largest discrepancies between budgeted expenditures and actual expenditures. While it is perhaps desirable to know that you have under spent, as is the case with the building fund, it is important to note that \$90,000 of the \$138,202 not spent was the dollar amount budgeted for the windows as part of the \$90,000 grant. If we account for this one expenditure, we have essentially spent 96% of what we budgeted in the Building Fund. The additional \$26,363 spent above the budget in the IMRF account is not necessarily contributed to any one major factor, but has been impacted by Employees hired after the initial budget was set (i.e. Director of Buildings and Grounds and a para pro).

On the revenue side of the budget, a similar snap shot is provided. The following illustrates the amount of expected revenues and the actual amount of revenues realized by fund:

	Budget	Total Realized	Total % Realized
<b>Education</b>	8,549,357	8,805,545	103
<b>Building</b>	1,384,787	1,275,940	92
<b>Debt Service</b>	768,701	753,960	98
<b>Transportation</b>	378,231	408,327	108
<b>IMRF</b>	325,186	303,843	93
<b>Working Cash</b>	122,478	118,136	96

For the most part, the revenue side of each fund shows us realizing fairly close to the amount we expected. Again, it is noted that the Building Fund estimated a collection of \$90,000 from the window grant that did not occur. If we account for this one item, we realized 99% of what we expected. The Transportation Fund welcomed additional revenue than expected primarily accounted for by Special Education transportation reimbursements through the Pre-School grant. This money is increased as our enrollment increased through the year.

The last aspect of the revenue side of the budget is to examine is the performance of the levy. The FY 11 total projected revenue was \$11,528,740 of which \$9,446,339 was estimated as dollars generated through the tax levy (in other words, local tax dollars). Thus, the tax levy represents 82% of our revenue. It is paramount that the performance of the tax levy be assessed as it relates to what we expected to collect and what we actually collected to be certain that our main revenue stream is correctly estimated.

The following illustrates, by fund, the amount of total **LEVY** money that was estimated to be collected and how it compares to what was actually collected:

Fund	FY 2011 Budget	FY 2011 Collected	%
ED	6,709,014	6,897,267	102
Sped	52,658	49,875	95
Building	1,253,787	1,261,142	100
Debit	753,701	757,310	100
Transportation	242,381	222,619	92
IMRF	155,937	145,421	93
Social Security	166,383	155,490	93
Working Cash	112,478	110,310	98
Totals	9,446,339	9,599,434	102

As the numbers demonstrate, our ability to forecast the levy has been very good. We will continue to use a conservative approach in forecasting our major revenue stream in order to continue operating within our means.

The final piece of information that is pertinent to the Board lies in the Fund Balance at the close FY 11. This importance of this information is two-fold. First, it illustrates, in this case, how each fund has grown from the beginning of FY 11 to end. Second, when compared to historic expenditure data, it reveals how long each fund will last without the need to provide a loan from the Working Cash Fund to support operations until the tax collection. This is critical as Cook County is historically late in collecting taxes. The following information represents, by fund, the beginning fund balance, the amount of growth in each fund, and the final fund balance at close of FY 11.

	Begin Balance	Fund Growth	Fund Balance
<b>Education</b>	677,899	83,719	761,618
<b>Building</b>	1,143,097	217,762	1,360,859
<b>Debt Service</b>	504,211	22,808	527,019
<b>Transportation</b>	56,641	99,607	156,248
<b>IMRF</b>	102,481	3,179	105,660
<b>Working Cash</b>	3,028,166	118,137	3,146,303
<b>Total</b>	5,513,399	545,212	6,057,715

For the past two years, the District has made a loan from the Working Cash Fund to the Education Fund, Debit Service Fund, and IMRF Fund in anticipation of late tax collections. FY 12 will be much of the same. Although we will witness some revenue collection in these funds outside of the levy, it will not be enough to support the funds through collections that may go as late as December. As the current fund balances are compared to the historic monthly expenditures by fund, it is clear that the Education Fund, Debit Service Fund and the IMRF fund will need to have a loan made to them from the Working Cash Fund. This loan will need to take place in August.

In summary, the fiscal health of the district is in good shape. We continue to keep spending within our budget and collect revenues slightly beyond our expectations. The finance committee reviews budget forecasts and predictions, as we remain two-steps ahead of the district operations. Careful attention to the time of major expenditures and keeping cost increases to the rate of inflation (when possible) all have contributed to our financial success. As we move through the budgeting process for FY 12, we will continue to work diligently to allow the District to provide exceptional educational opportunities while remaining fiscally prudent.