

PLEASE POST



SCHOOL DISTRICT OF SHOREWOOD
Shorewood, Wisconsin
January 10, 2023 AGENDA

SCHOOL BOARD MEETING
7:00 PM
Shorewood High School Library Media Center (LMC)
1701 East Capitol Drive
Shorewood, WI 53211

Community members may attend the School Board meeting in person; masks are recommended, but optional.

Parking is available in the Shorewood High School lot; please enter through the new Administration Building doors and take the west stairs up to the second floor. *The building elevator can be accessed near the east stairs.*

Due to active health and safety concerns associated with the ongoing COVID-19 pandemic, attendees can use the alternative method of access that the District is providing on Zoom:

Join Zoom:

<https://us02web.zoom.us/j/81599627722>

Meeting ID: 815 9962 7722

One tap mobile

+16468769923,,81599627722# US (New York)

+13017158592,,81599627722# US (Washington DC)

Dial by your location

+1 646 876 9923 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 408 638 0968 US (San Jose)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 815 9962 7722

Find your local number: <https://us02web.zoom.us/j/81599627722>

This meeting notice was posted on January 6, 2023.

I. 7 pm CALL TO ORDER

A. Adopt the Agenda (GC2)

B. Overarching Result for Shorewood School District (R1)

Our students are leaders who challenge themselves to grow and achieve academically, pursue their passions, navigate change, learn continuously and contribute to the common good.

C. Awards and Recognitions

II. 7:05 pm STUDENT ACHIEVEMENT AND RESULTS (R1)

Lake Bluff Elementary School Student Ambassadors

Professional Development Update

III. 7:20 pm PUBLIC COMMENTS #1 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

IV. 7:35 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION

A. Superintendent Search Update

B. Resolution Authorizing the School District Budget to Exceed Revenue Limit by \$5,500,000 Per Year for Five Years for Non-Recurring Purposes 3

C. Resolution Providing for a Referendum Election on the Question of the Approval of a Resolution Authorizing the School District Budget to Exceed Revenue Limit by \$5,500,000 Per Year for Five Years for Non-Recurring Purposes 5

D. April 4, 2023 Operating Referendum Planning and Communications 16

E. Approval of OE 1 (Global Operational Expectations) Monitoring Report 72

F. School Board Election Update

V. 8:40 pm BOARD CONSENT AGENDA (GC2)

A. Approval of Board Meeting Minutes 77

January 6, 2023 Closed Meeting Minutes

January 3, 2023 Closed Meeting Minutes

December 20, 2022 Board Meeting Minutes

December 16, 2022 Closed Meeting Minutes

November 29, 2022 Closed Meeting Minutes

VI. 8:45 pm PUBLIC COMMENT #2 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

VII. 9:00 pm BOARD MEMBER REPORTS 83

VIII. 9:05 pm SUPERINTENDENT'S REPORT 98

IX. 9:15 pm SUPERINTENDENT'S CONSENT AGENDA

A. Approval of Staffing Changes: Retirements, Resignations and Leave of Absence Requests 101

B. Approval of Monthly Financials 104

X. 9:20 pm PUBLIC COMMENT #3 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

XI. 9:35 pm REVIEW OF 'TO DO' ITEMS

XII. 9:40 pm FUTURE AGENDA ITEMS

XIII. 9:45 pm RECESS AND DEBRIEF



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Operating Referendum Resolutions
Date: January 10, 2023
Prepared by: Heather Heaviland

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose: To review and approve the following resolutions:

1. Resolution Authorizing the School District Budget to Exceed Revenue Limit by \$5,500,000 Per Year for Five Years for Non-Recurring Purposes
2. Resolution Providing for a Referendum Election on the Question of the Approval of a Resolution Authorizing the School District Budget to Exceed Revenue Limit by \$5,500,000 Per Year for Five Years for Non-Recurring Purposes

Both resolutions are attached.

RESOLUTION AUTHORIZING THE SCHOOL
DISTRICT BUDGET TO EXCEED REVENUE LIMIT
BY \$5,500,000 PER YEAR FOR FIVE YEARS
FOR NON-RECURRING PURPOSES

BE IT RESOLVED by the School Board of the School District of Shorewood, Milwaukee County, Wisconsin that the revenues included in the School District budget be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming.

Adopted and recorded January 10, 2023.

Paru Shah
District President

ATTEST:

Becky Freer
District Clerk

(SEAL)

RESOLUTION PROVIDING FOR A REFERENDUM
ELECTION ON THE QUESTION OF THE APPROVAL OF A
RESOLUTION AUTHORIZING THE SCHOOL DISTRICT
BUDGET TO EXCEED REVENUE LIMIT BY \$5,500,000 PER
YEAR FOR FIVE YEARS FOR NON-RECURRING PURPOSES

WHEREAS, the School Board of the School District of Shorewood, Milwaukee County, Wisconsin (the "District"), has heretofore duly adopted a resolution entitled: "Resolution Authorizing the School District Budget to Exceed Revenue Limit by \$5,500,000 Per Year for Five Years for Non-Recurring Purposes" (the "Revenue Limit Resolution"); and

WHEREAS, the School Board deems it to be desirable and in the best interest of the District to direct the District Clerk to submit the Revenue Limit Resolution to the electors for approval or rejection at the regularly scheduled election to be held on April 4, 2023.

NOW, THEREFORE, BE IT RESOLVED by the School Board of the District as follows:

Section 1. Referendum Election Date. The District Clerk is hereby directed to call a referendum election to be held in the District at the regularly scheduled election to be held on April 4, 2023 for the purpose of submitting to the qualified electors of the District the proposition of whether the Revenue Limit Resolution shall be approved.

Section 2. Notice to Electors. The District Clerk is directed to give notice by:

- (a) causing a Notice of Election in substantially the form attached hereto as Exhibit A to be published in the North Shore NOW in the issue published immediately prior to the fourth Tuesday before the referendum election.
- (b) causing a Notice of Referendum (which includes the facsimile of the sample ballot) in substantially the form attached hereto as Exhibit B to be published in the North Shore NOW in the issue published immediately preceding the referendum election. This Notice shall also be posted in each polling place on election day.

If any of the municipalities within the District use an electronic voting system employing a ballot label and ballot card, the Notice of Referendum set forth in Exhibit B shall also include a true, actual-size copy of the ballot label and ballot card in the form in which they will appear on election day.

Section 3. Polling Places and Hours. The District electors must vote at the referendum election at the times and polling places at which they cast their ballots in regularly scheduled elections.

Section 4. Referendum Election Officials. The election officials appointed in each of the municipalities within the District shall conduct the election.

Section 5. Official Referendum Ballot Form. The ballot to be used at the referendum election shall be prepared in accordance with the provisions of Sections 5.64(2) and 7.08(1)(a), Wisconsin Statutes. The ballot shall be substantially in the form attached hereto as Exhibit C.

The District Clerk shall cause to be printed sufficient ballots for use at said referendum election, both as actual ballots in those polling places which do not use voting machines and as absentee ballots where voting machines are used and as specimen ballots (the latter to be of a different and easily identifiable color from the actual ballot). The form of the ballot shall be filed with the official responsible for providing the ballots for the election, and the District Clerk shall file a copy of the ballot with the clerk of each county having territory within the District, as soon as possible after the date hereof but in no event later than 70 days prior to the election, as provided in Section 8.37, Wisconsin Statutes. If the District prepares the ballots, they should be delivered to the municipal clerks running the election at least 25 days prior to the election, to allow the municipal clerks to comply with their obligation to provide absentee ballots under Section 7.15, Wisconsin Statutes.

The municipal clerks of the municipalities within the District shall receive applications for absentee ballots and initial the same when issued to qualified absentee voters.

Section 6. Canvass. The returns of the referendum election shall be canvassed by the Board of Canvassers of each municipality within the District. Each Board of Canvassers shall certify the returns of the referendum election to the District Clerk. The District Clerk and two other reputable citizens appointed by the District Clerk prior to the date of the referendum election shall act as the District's Board of Canvassers for this referendum election. This Board of Canvassers shall meet in open session no later than 9:00 a.m. on the Tuesday after the election to determine the result of the referendum election. The canvass shall be open to the public and the District Clerk is directed to give due notice of said meeting.

Section 7. DPI Notice. Pursuant to the provisions of Section 121.91(3), Wisconsin Statutes, the District Clerk shall notify the Department of Public Instruction of the date of the referendum election and shall provide the Department with copies of the Revenue Limit Resolution within 10 days after the adoption of the Revenue Limit Resolution and shall further notify the Department of the results of the referendum within 10 days following the election using the method prescribed by the Department.

Adopted and recorded January 10, 2023.

Paru Shah
District President

ATTEST:

Becky Freer
District Clerk

(SEAL)

EXHIBIT A

NOTICE OF ELECTION
SCHOOL DISTRICT OF SHOREWOOD
APRIL 4, 2023

Referendum Details

At an election in the School District of Shorewood on Tuesday, April 4, 2023, the following question will be submitted to a vote of the people:

"Shall the School District of Shorewood, Milwaukee County, Wisconsin be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming?"

A copy of the entire text of the resolution directing submission of the question set forth above to the electorate and information concerning District boundaries can be obtained from the District Clerk at the School District offices located at 1701 East Capitol Drive, Shorewood, Wisconsin.

Additional Information

Acceptable photo ID will be required to vote at this election. If you do not have a photo ID you may obtain a free ID for voting from the Division of Motor Vehicles.

Persons with questions regarding the referendum election should contact Dr. JoAnn Sternke, Interim District Administrator.

Done in the School District of Shorewood
on March 1, 2023
Becky Freer
District Clerk

EXHIBIT B

NOTICE OF REFERENDUM SCHOOL DISTRICT OF SHOREWOOD APRIL 4, 2023

Referendum Election Details

At an election to be held in the School District of Shorewood on April 4, 2023, the following proposed Revenue Limit Resolution of the School Board will be submitted to a vote of the people:

RESOLUTION AUTHORIZING THE SCHOOL DISTRICT BUDGET TO EXCEED REVENUE LIMIT BY \$5,500,000 PER YEAR FOR FIVE YEARS FOR NON-RECURRING PURPOSES

BE IT RESOLVED by the School Board of the School District of Shorewood, Milwaukee County, Wisconsin that the revenues included in the School District budget be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming.

Ballot Text

The question will appear on the ballot as follows:

"Shall the School District of Shorewood, Milwaukee County, Wisconsin be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming?"

Explanation

The referendum election ballot will ask District electors to vote "yes" or "no" on the referendum election question as set forth above.

A "yes" vote on the question is a vote to authorize the School District of Shorewood budget to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming.

A "no" vote on the question is a vote to deny the School District of Shorewood the authority to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming.

In the event a majority of the electors voting on the question vote "yes", the District will be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming; if a majority vote "no" on the question set forth above, the District will not be so authorized.

Location and Hours of Polling Places

Information as to the location of the polling places is available in the District Office at 1701 East Capitol Drive, Shorewood, Wisconsin.

All polling places will be open at 7:00 A.M. and will close at 8:00 P.M. All polling places are accessible to elderly and disabled voters.¹

If you have any questions concerning your polling place, contact the municipal clerk:

(Name Of Municipal Clerk)
(Address)
(Telephone)
(Office Hours)

(Name Of Municipal Clerk)
(Address)
(Telephone)
(Office Hours)

Notice of Meeting of the School District Board of Canvassers

By no later than 9 a.m. on the Tuesday after the election, the school district board of canvassers shall convene, pursuant to the provisions of Wis. Stat. § 19.84, for the purpose of conducting the school district canvass pursuant to Wis. Stat. § 7.53(3). This meeting will be open to the public pursuant to Wis. Stat. §§ 19.81-89.

Information to Electors²

Upon entering the polling place and before being permitted to vote, an elector shall:

- state their name and address
- show an acceptable form of photo identification*
- sign the poll book**

¹ THIS NOTICE MUST CONTAIN A STATEMENT ABOUT THE ACCESSIBILITY TO THE ELDERLY AND DISABLED FOR EACH POLLING PLACE. IF ANY POLLING PLACES ARE NOT ACCESSIBLE OR IN COMPLIANCE WITH FEDERAL LAW, CONTACT THE ELECTIONS COMMISSION.

² This section should be adapted depending upon what type of voting procedure is used.

***If an elector does not have acceptable photo identification, the elector may obtain a free photo ID for voting from the Division of Motor Vehicles.**

****If the elector is unable to sign the poll book due to disability, a poll worker may write the word "exempt."**

If an elector is not registered to vote, they may register to vote at the polling place serving their residence if the elector provides proof of residence.

Where ballots are distributed to electors, the initials of two inspectors must appear on the ballot.³

Upon being permitted to vote, the elector shall enter a voting booth or go to a machine and cast their ballot. The vote should not be cast in any manner other than specified here. Sample ballots or other materials to assist the elector in marking their ballot may be taken into the booth and copied. The sample ballot shall not be shown to anyone so as to reveal how the ballot is marked.

An elector who is a parent or guardian may be accompanied by the elector's minor child or minor ward.

An election official may inform the elector of the proper manner for casting a vote but the official may not advise or indicate a particular voting choice.

Assistance for Voting

An elector may select an individual to assist in casting their vote if the elector declares to the presiding official that they are unable to read, have difficulty reading, writing, or understanding English, or that due to disability are unable to cast their ballot. The selected individual rendering assistance may not be the elector's employer or an agent of that employer or an officer or agent of a labor organization which represents the elector.

Where Paper Ballots are Used

On referendum questions, the elector shall make a mark (X) in the square next to "yes" if in favor of the question, or the elector shall make a mark (X) in the square next to "no" if opposed to the question.

Where Optical Scan Voting is Used

On referendum questions, the elector shall fill in the oval or connect the arrow next to "yes" if in favor of the question, or the elector shall fill in the oval or connect the arrow next to "no" if opposed to the question.

³ Remove this sentence if only touch screen voting system(s) are used.

When using an *electronic ballot marking device* (“*Automark*,” “*ExpressVote*,” “*Clear Access* or “*ImageCast Evolution-ICE*”) to mark an **optical scan ballot** on referendum questions, the elector shall touch the screen or use the tactile pad to select "yes" if in favor of the question, or the elector shall touch the screen or use the tactile pad to select "no" if opposed to the question.

Where Touch Screen Voting is Used

On referendum questions, the elector shall touch the screen at "yes" if in favor of the question, or the elector shall touch the screen at "no" if opposed to the question.

After Voting the Ballot

After an official **paper ballot** is marked, it shall be folded so the inside marks do not show, but so the printed endorsements and inspectors' initials on the outside do show. The elector shall deposit the voted ballot in the ballot box or deliver the ballot to an inspector for deposit and shall leave the polling place promptly.

After an official **optical scan ballot** is marked, it shall be inserted in the security sleeve, so the marks do not show. The elector may insert the ballot in the voting device and discard the sleeve or deliver the ballot to an inspector for deposit. If a central count system is used, the elector shall insert the ballot in the ballot box and discard the sleeve or deliver the ballot to an inspector for deposit. The elector shall leave the polling place promptly.

After an official **touch screen ballot** is cast, the elector shall leave the polling place promptly.

Spoiling Ballots

If an elector spoils a **paper or optical scan ballot**, they shall return it to an election official who shall issue another ballot in its place, but not more than three ballots shall be issued to any one elector. If the ballot has not been initialed by two inspectors or is defective in any other way, the elector shall return it to the election official who shall issue a proper ballot in its place.⁴

The elector may spoil a **touch screen ballot** at the voting station before the ballot is cast.

⁴ Remove this sentence if only touch screen voting system(s) are used.

The following is a sample of the official ballot:

Official Referendum Ballot

April 4, 2023

Notice to Voters: If you are voting on Election Day, your ballot must be initialed by two election inspectors. If you are voting absentee, your ballot must be initialed by the municipal clerk or deputy clerk. Your ballot may not be counted without initials. (See end of ballot for initials).

Instructions to Voters	
If you make a mistake on your ballot or have a question, ask an election inspector for help. (Absentee voters: contact your municipal clerk).	
To vote in favor of a question, make an "X" or other mark in the square next to "Yes," like this: <input checked="" type="checkbox"/>	
To vote against a question, make an "X" or other mark in the square next to "No," like this: <input checked="" type="checkbox"/>	
School District	
Question: Shall the School District of Shorewood, Milwaukee County, Wisconsin be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming?	
<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

Persons with questions regarding the referendum election should contact Dr. JoAnn Sternke, Interim District Administrator.

Done in the School District of Shorewood
on March 29, 2023
Becky Freer
District Clerk

EXHIBIT C

Official Referendum Ballot

April 4, 2023

Notice to Voters: If you are voting on Election Day, your ballot must be initialed by two election inspectors. If you are voting absentee, your ballot must be initialed by the municipal clerk or deputy clerk. Your ballot may not be counted without initials. (See end of ballot for initials).

Instructions to Voters

If you make a mistake on your ballot or have a question, ask an election inspector for help. (Absentee voters: contact your municipal clerk).

To vote in favor of a question, make an "X" or other mark in the square next to "Yes," like this:

To vote against a question, make an "X" or other mark in the square next to "No," like this:

School District

Question: Shall the School District of Shorewood, Milwaukee County, Wisconsin be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,500,000 per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming?

Yes

No

(Reverse Side of Ballot)

OFFICIAL REFERENDUM BALLOT

April 4, 2023

for

School District of Shorewood, Wisconsin

Municipality and ward number(s): _____

Ballot issued by

Initials of Inspectors of Election

Absentee Ballot issued by

Initials of Municipal Clerk or
Deputy Clerk
(If issued by SVDs, both SVDs must initial.)

Certification of Voter Assistance

I certify that I marked or read aloud this ballot at the request and direction of a voter who is authorized under Wis. Stat. §6.82 to receive assistance.

Signature of assistor



EXECUTIVE SUMMARY FOR THE SHOREWOOD SCHOOL BOARD

Topic: Operating Referendum Work Group Recommendation
Date: December 8, 2022
Prepared by: Heather Heaviland

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose: To provide members of the School Board with an overview of the recommendations provided by the Operating Referendum Work Group.

Background: Inflationary increases in expenses are anticipated to significantly outpace revenue over the next five or more years. During the budget development process for the 2022-23 budget, the District shared both these projections and potential strategies to mitigate the impact of projected budgetary shortfalls. In preparing the current 2022-23 budget, the District reduced expenditures compared to the 2021-22 budget by a total of \$1,081,243 in addition to absorbing a 4.7% increase in compensation levels, a 9.5% increase in medical benefit expenses, and other inflationary expense increases. Despite these changes, projections continue to show growing gaps between projected revenue and expenses. The Board requested that the District convene a work group to explore the possibility of an operating referendum to help offset the impact of this growing gap.

The District convened the following group of community members:

Anjum Alden, Parent and Community Leader
Mary Beth Berkes, Resident and Community & Higher Education Leader
Eric Cuoto, Village Trustee

Hilary DeBlois, Parent and Former Board Member
Brian Feiges, Parent and Former Board Finance Committee Member
Tim Kenney, Parent and Shorewood High School Principal
Amy Miller, Lake Bluff Faculty
Melissa Nelsen, President, Seed Foundation
Clarke Warren, Former Board Finance Committee Co-Chair and Former Board Member
John Wesley Warren, Former Village Trustee
District Administration Representatives: Heather Heaviland and JoAnn Sternke
School Board Representatives: Abby Fowler and Paru Shah

The work group was provided with financial and other information to review, engaged in a discussion of the pros and cons of multiple different scenarios, and ultimately was charged with providing a recommendation to the Board on if and how to proceed with a potential operating referendum.

The work group met over a series of five meetings focused on the following topics:

Meeting #1: Review of the current state of education funding in Wisconsin and its impact on the Shorewood School District

Meeting #2: Logistical and legal parameters of an operating referendum

Meeting #3: Deep dive into the District's financial projections; assessment of the implications of moving or not moving forward with an operating referendum

Meeting #4: Review of potential operating referendum scenarios and their impact on both the District's financial health and community property tax contribution; preliminary recommendation on type, amount, duration, and timing of a potential referendum

Meeting #5: Refinement of considerations for the school board and identification of communication and information needs for the community

Work Group Recommendation

The work group reached a general consensus that the Board pursue a 5-year, non-recurring referendum. Scenarios presented included amounts of both \$3M per year and \$5M per year. The group agreed that \$3M was not enough and that approximately \$5M was more in line with needs. Given the magnitude of potential budget reductions that would be required without additional revenue, the work group felt that the District would not be able to maintain a strong

and healthy school system that attracts new residents to Shorewood and maintains property values, provides a comprehensive set of experiences and opportunities to students, and delivers excellent academic outcomes without additional revenue.

Work group members did not, however, reach consensus around a timeframe under which to move forward. While several members feared the consequences of budget reductions in the 2023-24 school year and felt that the Board should move forward with an April 2023 operating referendum, several others felt the District needed to do more to demonstrate the need and a good faith effort to fully explore other cost containment opportunities. They did not believe an operating referendum should be pursued before 2024. The work group had a robust discussion that centered on community readiness, likelihood of passage, role of the new superintendent, alternate sources of revenue, and need to make budget reductions even with a referendum, with members holding differing perspectives on each issue.

While the group did not agree on a referendum timeline, they did agree that the community would need a great deal of information and clarification on the reasons for and impact of a potential referendum. Core areas of information need, in no particular order, included:

- Reason for the urgency
- Details on specific budget impacts
- Magnitude of reductions by year
- Projected tax impact and impact on housing affordability
- Implications of projections being incorrect
- Details on what the District has already done to reduce costs
- Details on how funds are currently being used
- Difference between the 2019 capital referendum and a proposed operating referendum
- Why we aren't pursuing alternative revenue sources
- Impact of the state funding climate

Altogether, the work group offered multiple insights for the Board to consider. While there was not a consensus to move forward quickly, there was overall agreement that an operating referendum would critically support the District's financial health in the face of inflationary costs that are projected to significantly exceed revenue.



Shorewood
SCHOOL DISTRICT

Operating Referendum Work Group Report to the Board of School Directors

19

December 13th, 2022

Heather Heaviland
Director of Business Services

Agenda

- Summary of Information Provided
 - Operating Referendum Logistic and Legal Considerations
 - State Funding
 - District Budget Projections
 - Scenarios
- Consensus Items
- Non-Consensus Items
- Board Questions and Discussion

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Operating Referendum Basics

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Types of Referenda

Operating - Authority for a school district to exceed the revenue limit; Can support day-to-day operations

Capital - Authority to issue a certain amount of bonds/notes to pay for a capital project



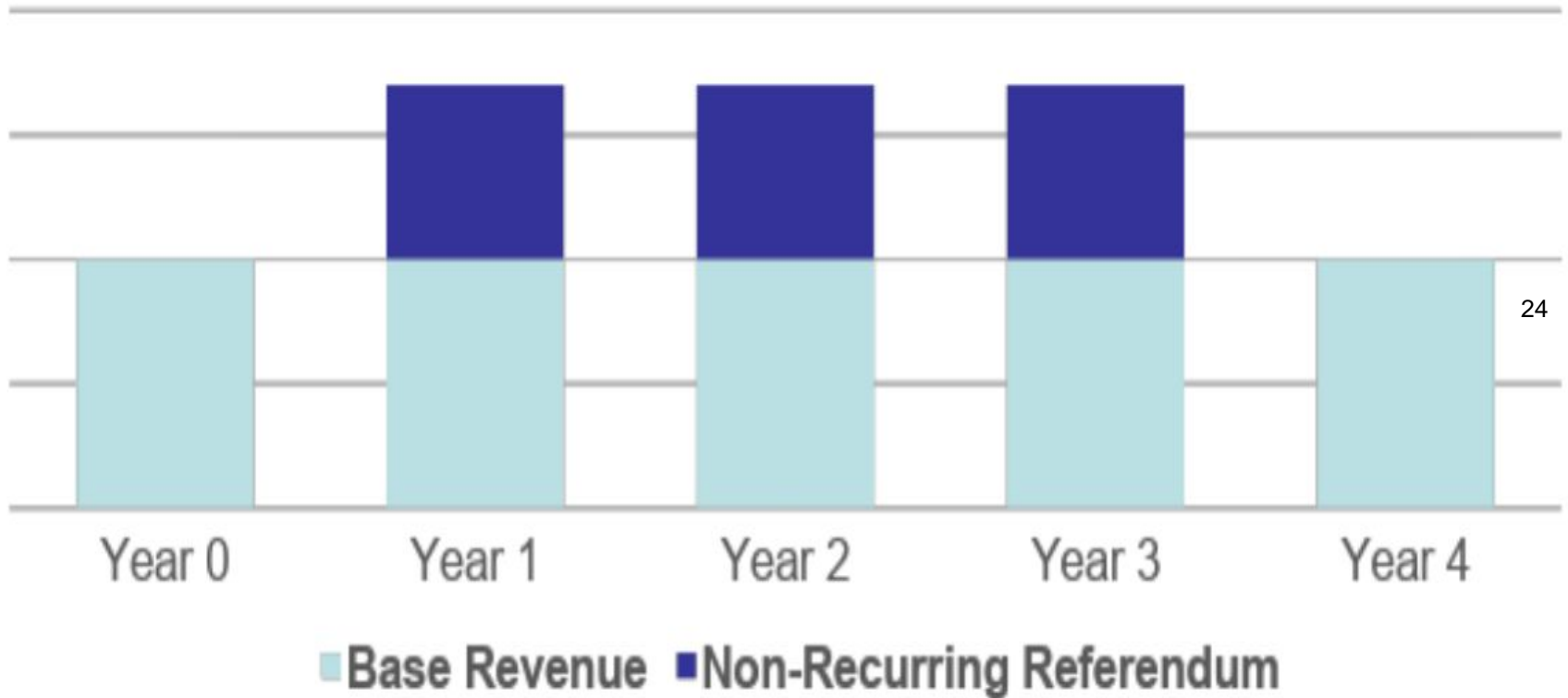
Operating Referendum Parameters

Recurring - Amount added each year in perpetuity

Non-Recurring - Amount added on a temporary basis
(number of years specified)

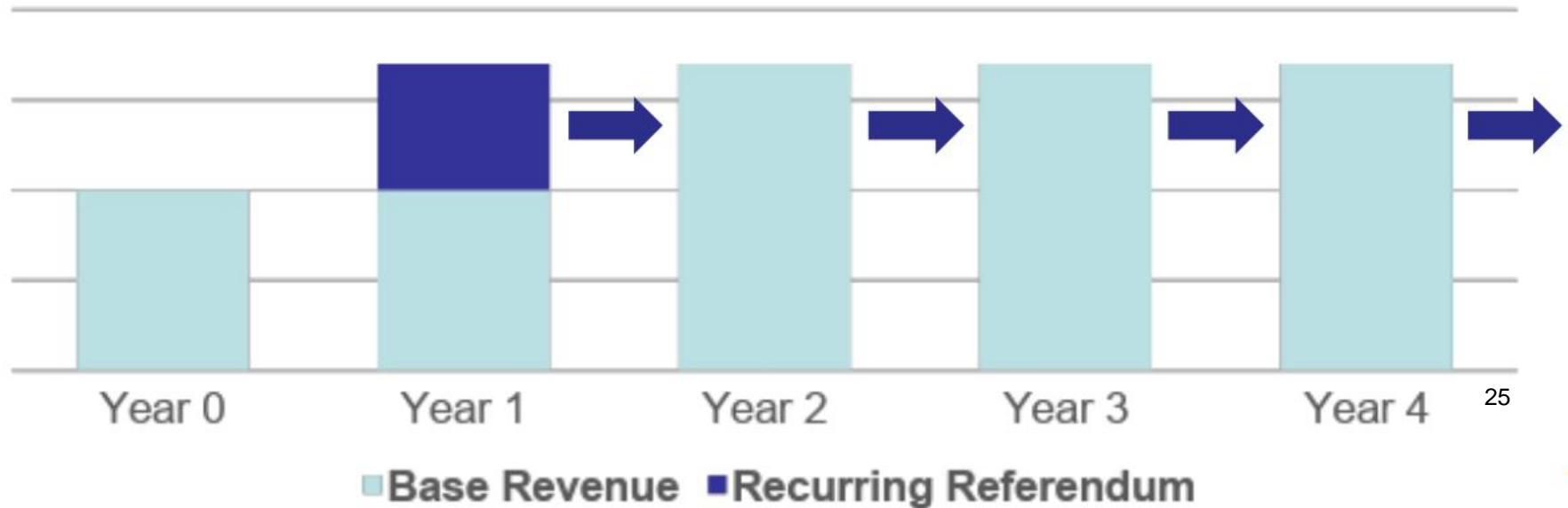


A Non-Recurring Operational Referendum



Source: graph is from DPI "The Formal Side of School Finance" Presentation, January 2022

A Recurring Operational Referendum



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Source: graph is from DPI "The Formal Side of School Finance" Presentation, January 2022

Legal Requirements

Governed by statutes

School board must adopt a resolution specifying the amount and whether recurring or non-recurring

School board schedules for 70 days or more prior to a primary or general election and follows several specific steps

Ballot question follows specific legal requirements

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Upcoming Primary and Election Dates

Election Dates	70 Day Ballot Filing Deadline
February 21, 2023	December 13, 2022
April 4, 2023	January 24, 2023
February 20, 2024	December 12, 2023 ²⁷
April 2, 2024	January 23, 2024
August 13, 2024	June 4, 2024
November 5, 2024	August 27, 2024

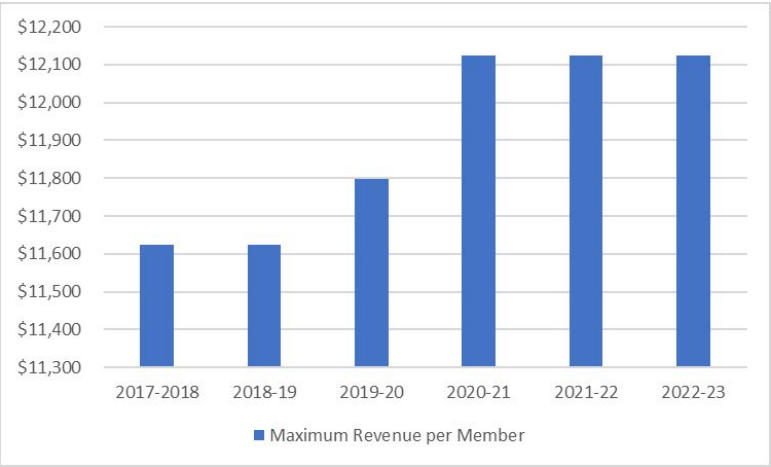
State Funding

28

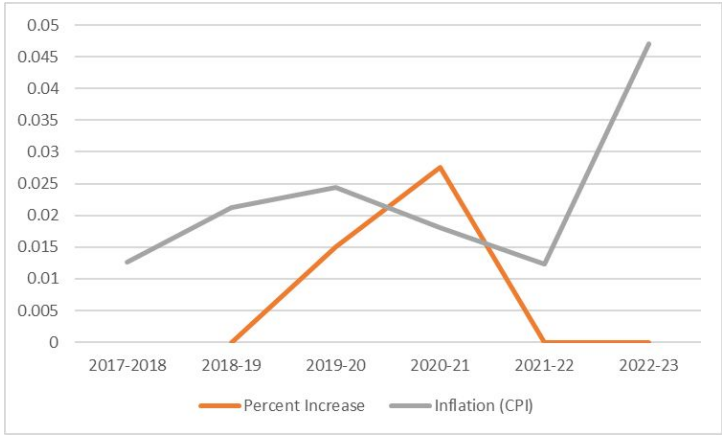


Revenue Limit - Shorewood

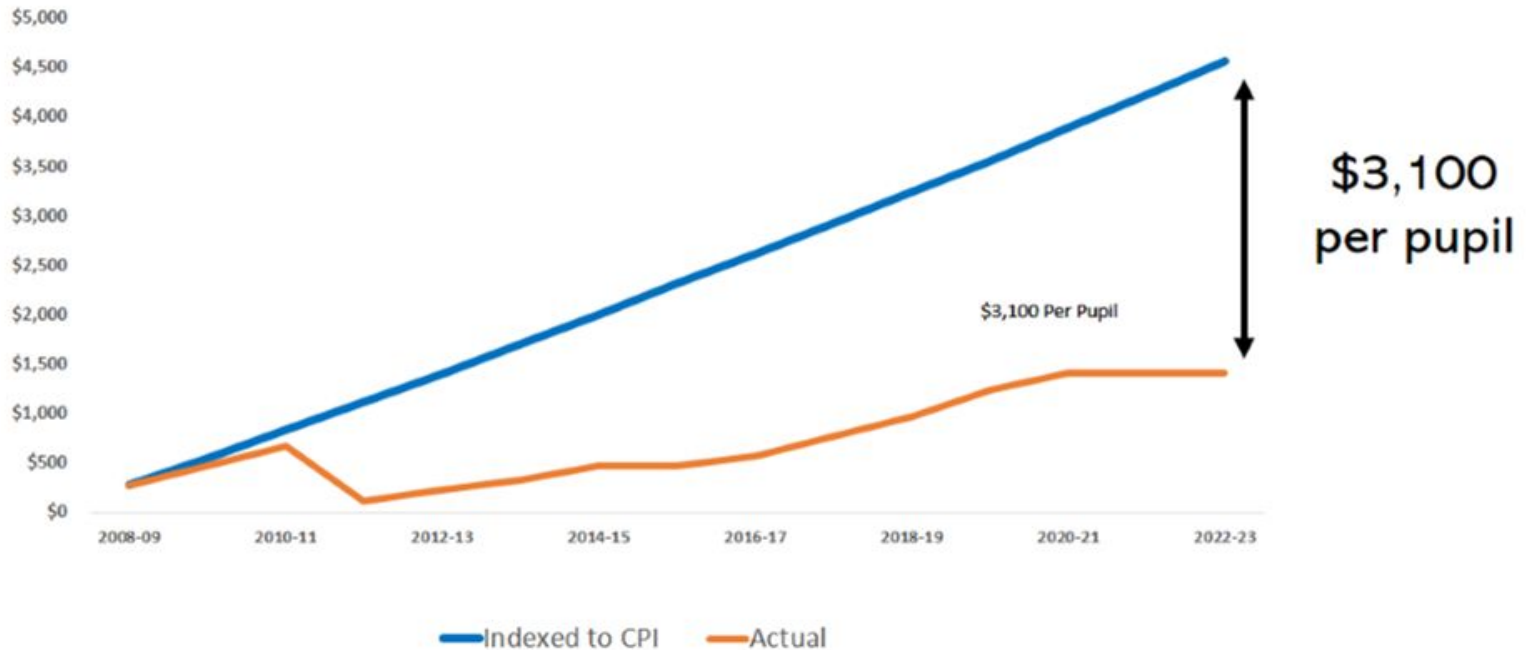
Revenue Limit 17-18 to present



Percent Increase in Revenue Limit vs. CPI



Per pupil revenue caps lag inflation by \$3,100 since 2009



2022-2023 Budget

\$1,081,243 in reductions from 21-22 budget

Absorbed 4.7% salary increase, 9.5% health care premium increase, and other inflationary increases

How?

- Consolidate grade level or content-area sections where group sizes fell significantly below targets
- Decrease administrative FTEs
- Decrease spending on materials and supplies
- Reduce contract spending
- Health care policy change
- Add new open enrollment

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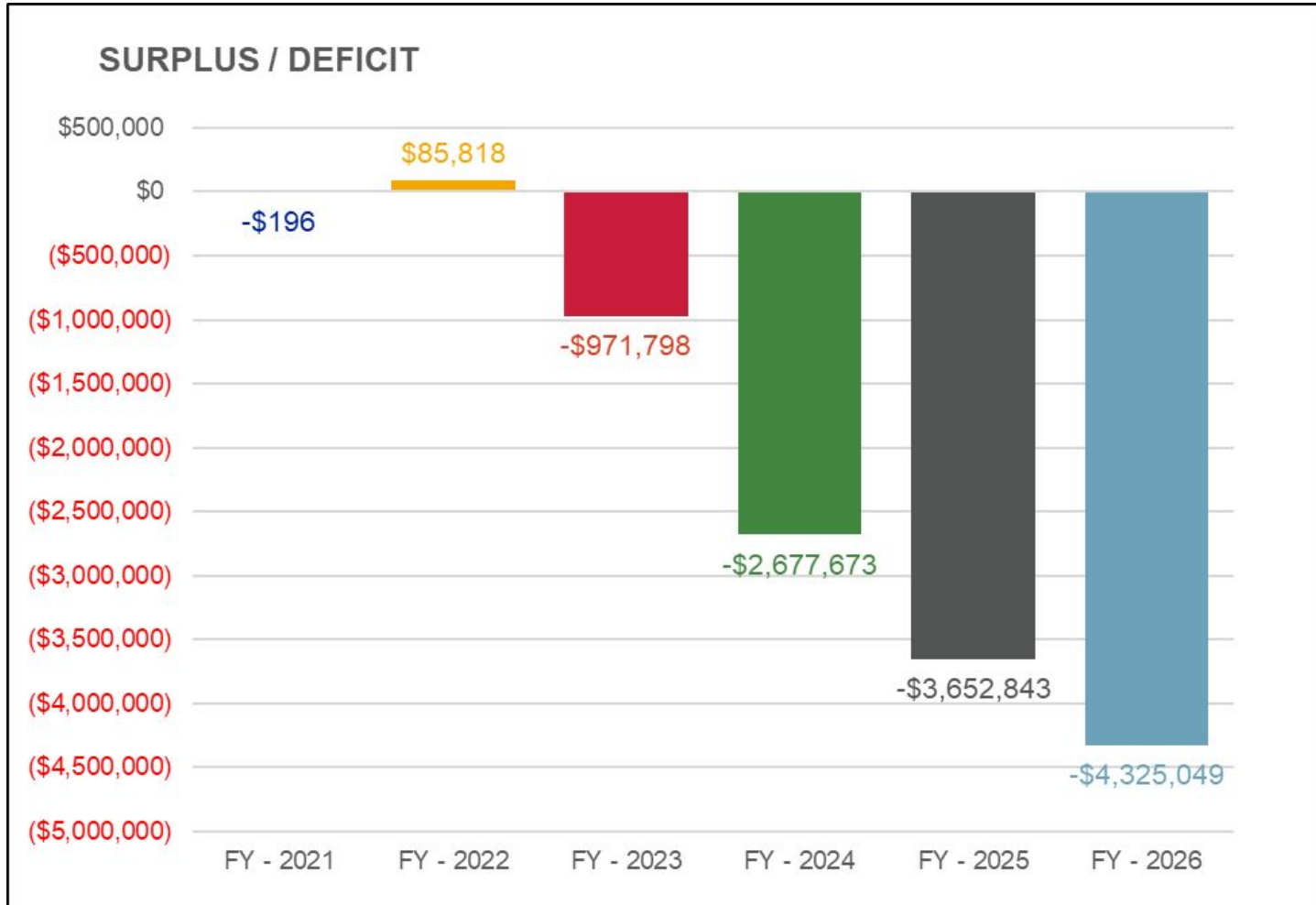
District Financial Projections

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Initial Assumption (3/16/21 Presentation)

5-Year Surplus / Deficit



Initial 5-Year Assumptions (3/16/21 Presentation)

Expenditure	2021-22	2022-23	2023-24	2024-25	2025-26
Wage	1.23%	2.00%	2.50%	2.50%	2.50%
Medical	7.50%	5.00%	5.00%	5.00%	5.00%
Utilities	2.50%	2.50%	2.50%	2.50%	2.50%
Transportation (fuel, SPED)	6.60%	5.80%	5.80%	5.80%	5.80%
Dental	3.00%	3.00%	3.00%	3.00%	3.00%
Non-capital purchases	10.00 %	0.00%	0.00%	0.00%	0.00%

Baseline Assumptions

Flat enrollment

\$100 per year revenue limit increase

2% annual state aid increase

3% annual salary increase, inclusive of all salary schedule changes

Increased cost for fixed expenses, esp health care

Restoration of school and department budgets cut in 22-23

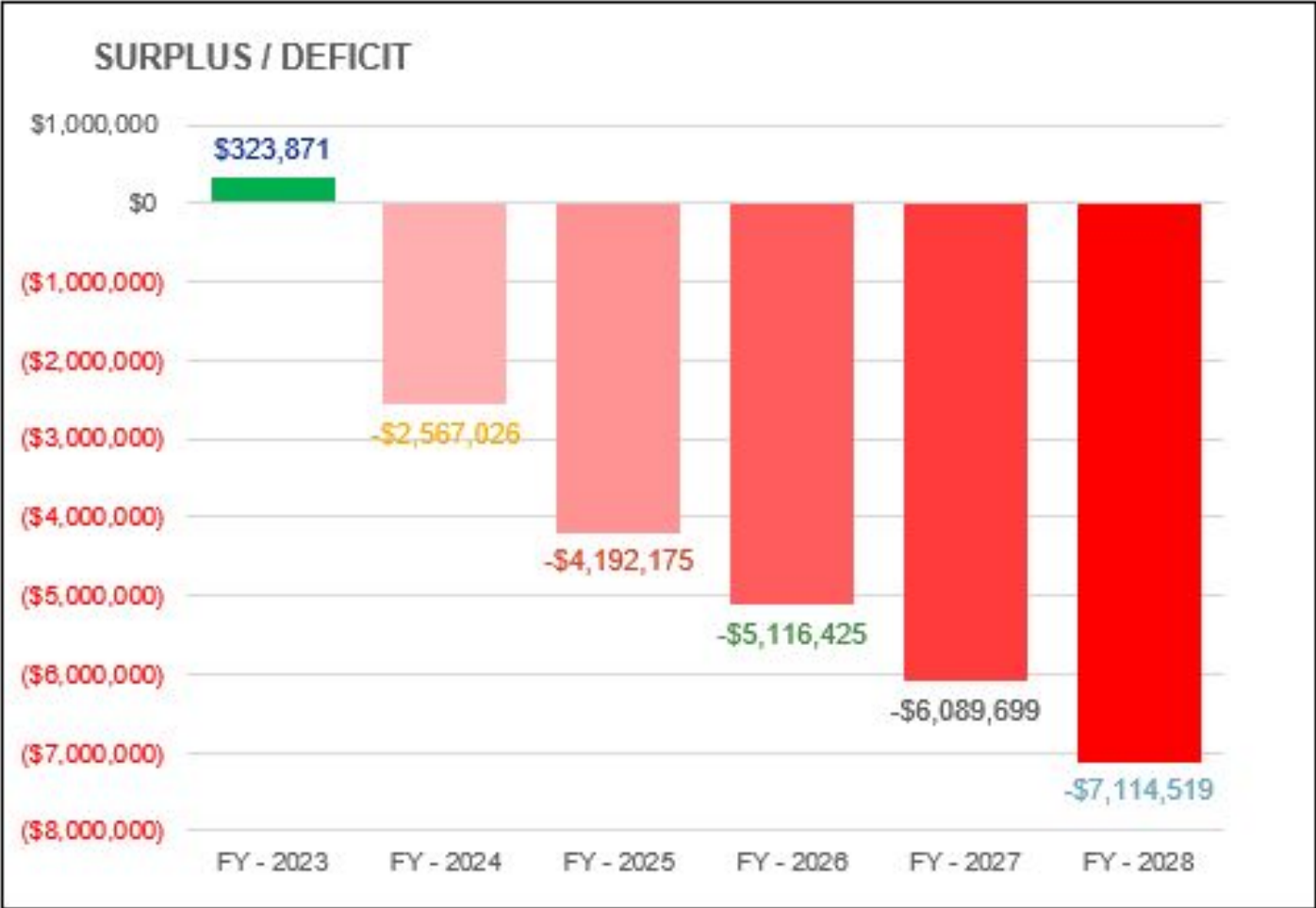
Maintain current student programming and services

Maintain buildings and technology

35



Shorewood 5-Year Projection (Status Quo/Healthy Operating Model)



Total Deficit Over Five Years = \$25,079,844



What is Driving The Gaps?

37



Flat Revenue

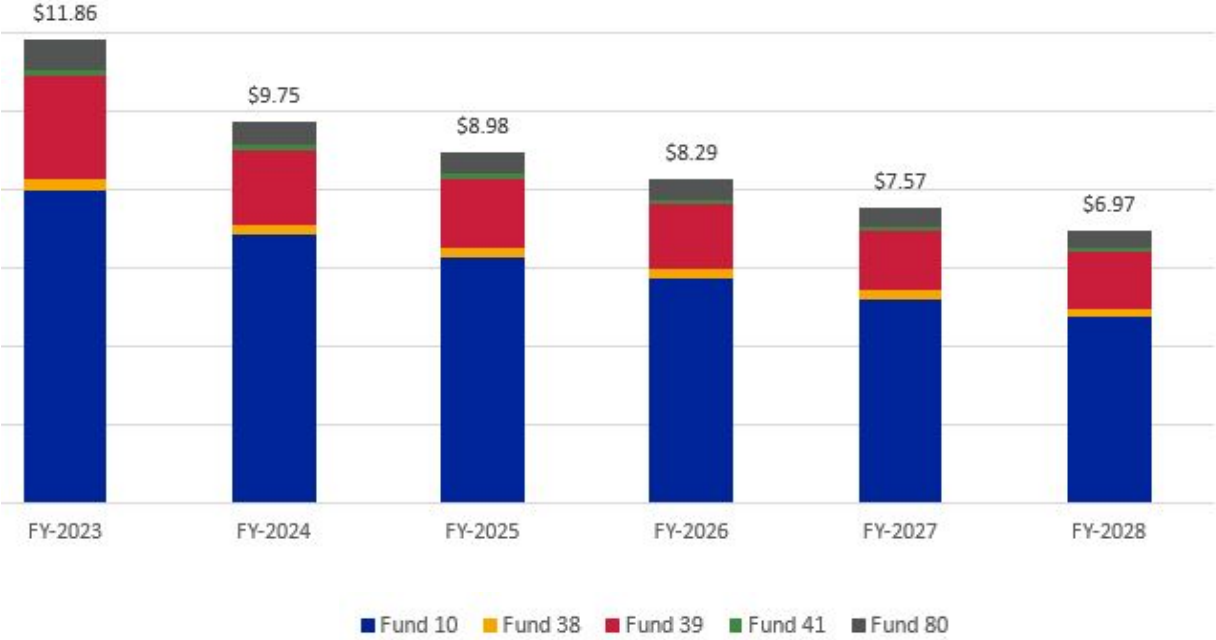
FY23 Projected Operating Revenue: \$31,803,760

FY28 Projected Operating Revenue: \$31,386,138

Difference = (\$417,623)



Declining Mill Rate (DRAFT)



Escalating Expenses

FY23 Projected Operating Expense: \$31,479,889

FY28 Projected Operating Expense: \$39,500,656

Difference = \$6,118,015



Operating Referendum Scenarios

41



Consensus Items

42

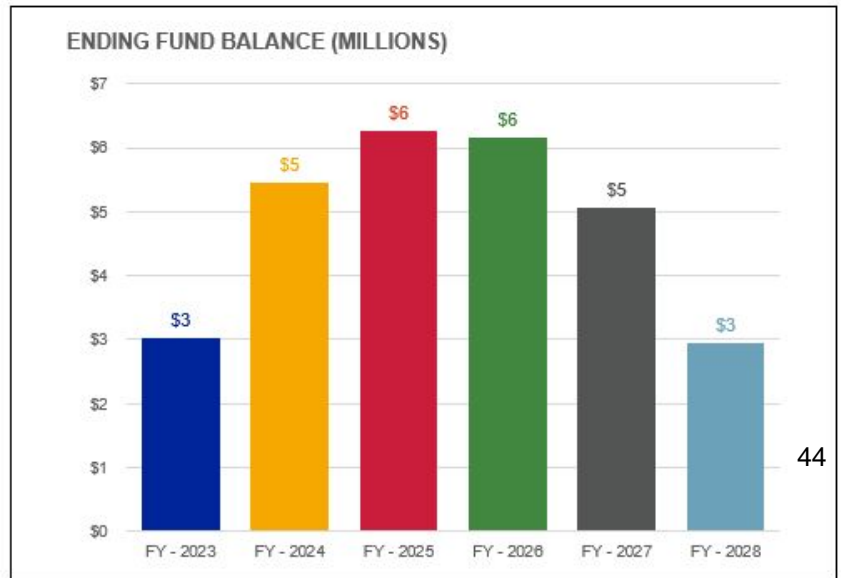
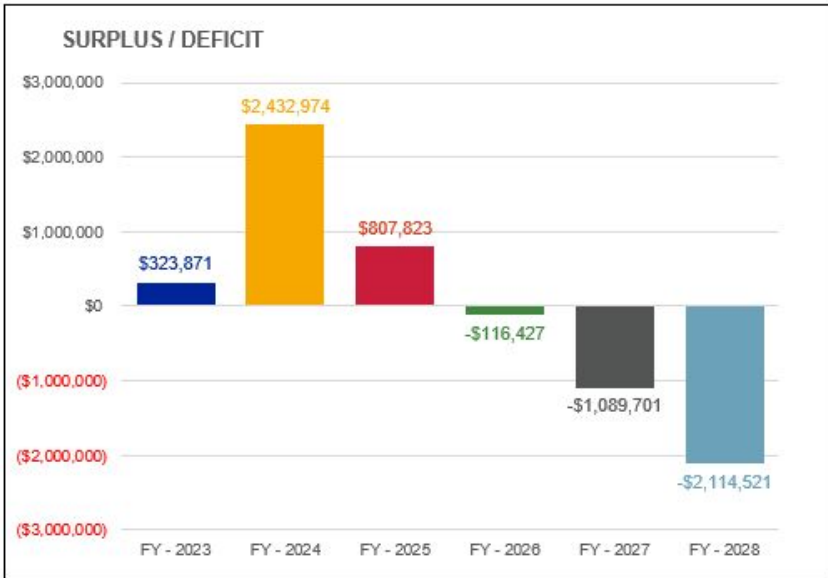


What The Group Agreed On

- Non-Recurring
- 5-Years
- Approximately \$5M
- High level of community education needed on multiple items



Scenario A: April 2023 - \$5M



44

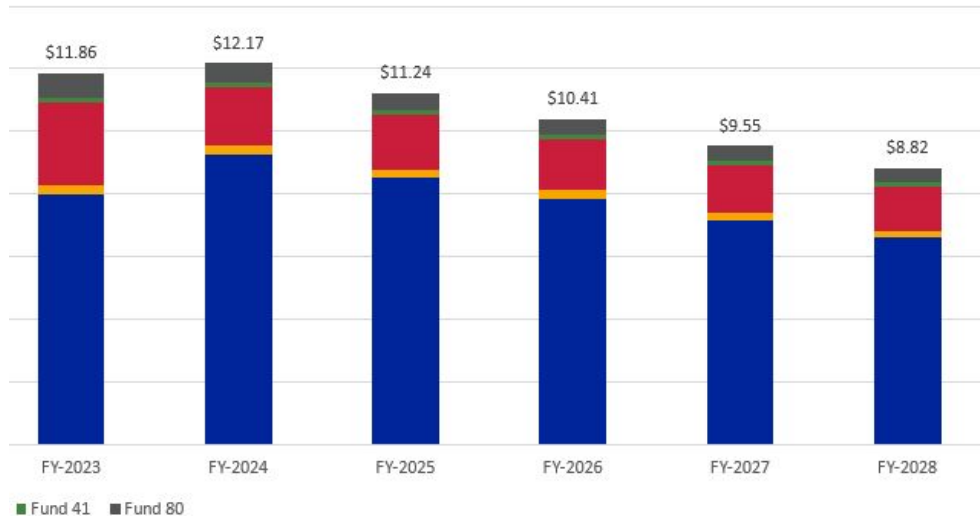
Projections:

FY23 Fund Balance Percentage: 11.18%

FY28 Fund Balance Percentage: 8.88%



Scenario A: Mill Rate and Property Tax



Projections:

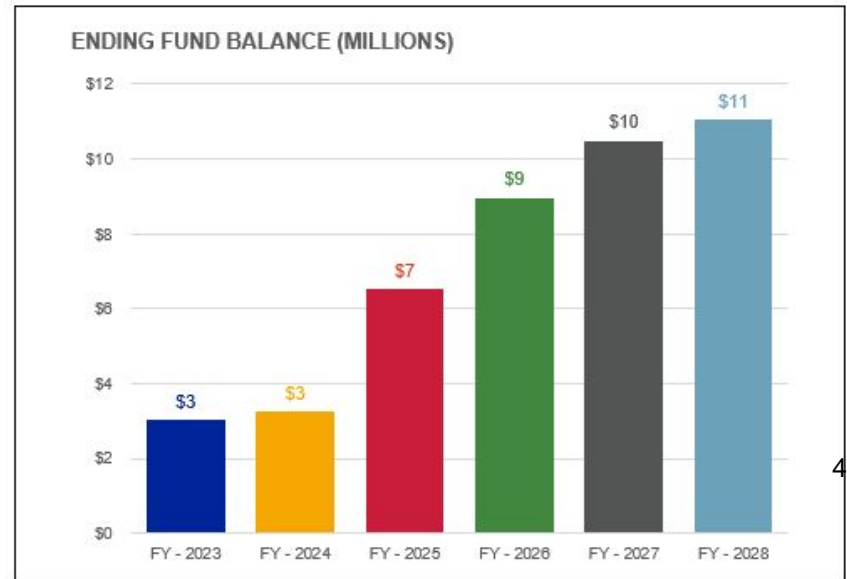
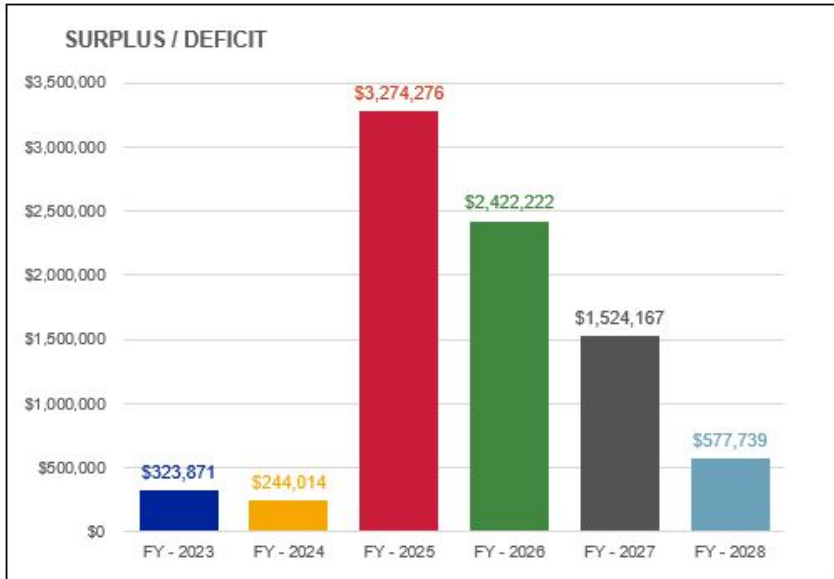
2023 School Property Tax on \$300K Home = \$3,557

2028 School Property Tax on \$300K Home = \$2,646*

*Estimate based on assumed revenue limit changes; may be higher or lower depending on actual property values and state budget



Scenario B: April 2024 - \$5M



46

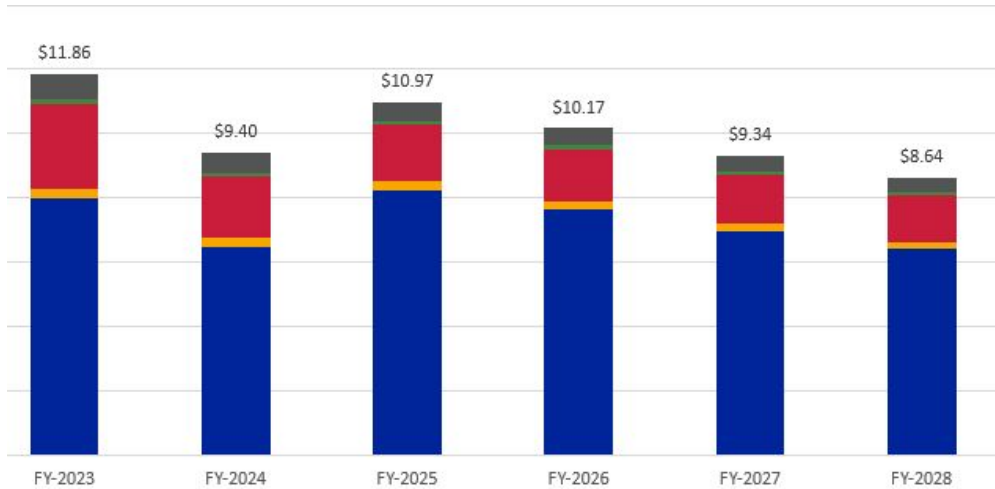
Projections:

FY23 Fund Balance Percentage: 11.18%

FY28 Fund Balance Percentage: 35.7%



Scenario B: Mill Rate and Property Tax



47

Projections:

2023 School Property Tax on \$300K Home = \$3,557

2028 School Property Tax on \$300K Home = \$2,821*

*Estimate based on assumed revenue limit changes; may be higher or lower depending on actual property values and state budget



Budget Management Approach

- Student-centered decisions (impact as few of students as possible)
- Add revenue to the extent feasible
 - ◆ Open enrollment
 - ◆ Maximize ESSER
- Look for outlier costs
- Delay infrastructure investment/set asides
- Build our capacity to operate through future unknowns by keeping the operating model manageable and growing a healthy fund balance

48



Non-Consensus Items

49



The group did not agree on the right timeline - Spring 2023 or Spring 2024



Concerns of 2023 Proponents

- Impact of budget reductions in 2023-24
- Role of new superintendent
- Likelihood of passage in 2024



Concerns of 2024 Proponents

- Community is not ready; needs more information and trust-building
- Need to make more budget reductions first
- Delaying the inevitable (budget reductions)
- Role of new superintendent
- Likelihood of passage in 2023

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Discussion and Determination of Direction

53





Shorewood
SCHOOL DISTRICT

Operating Referendum Parameters Board of School Directors

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December 20th, 2022

Heather Heaviland
Director of Business Services

Agenda

- Parameters to Confirm and Determine
 - Number of Years
 - Recurring vs Non
 - Dollar Amount by Year
- Revised Scenarios
- Ballot Item Language
- Next Steps

55



Confirmed Parameters

- Non-Recurring
- 5 Year Duration

To Be Determined Tonight

- Dollar Amount



Revised Scenarios

57

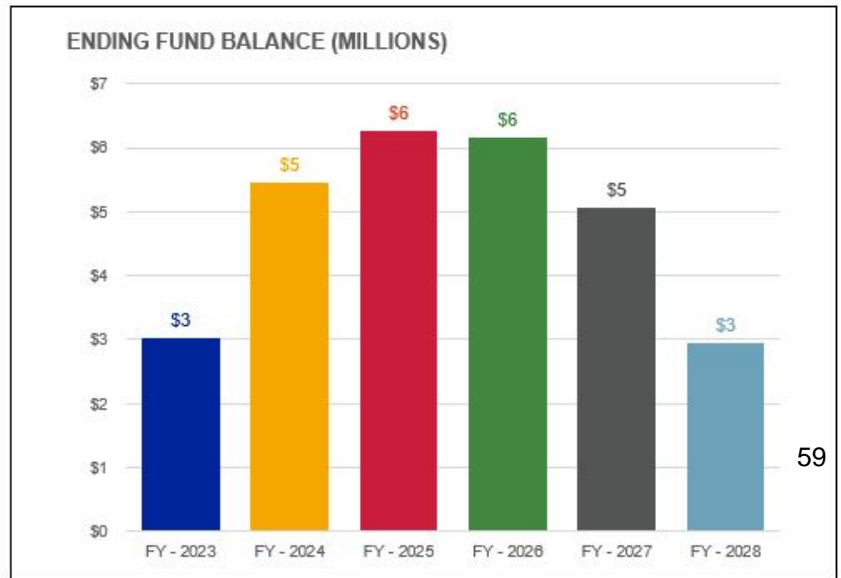
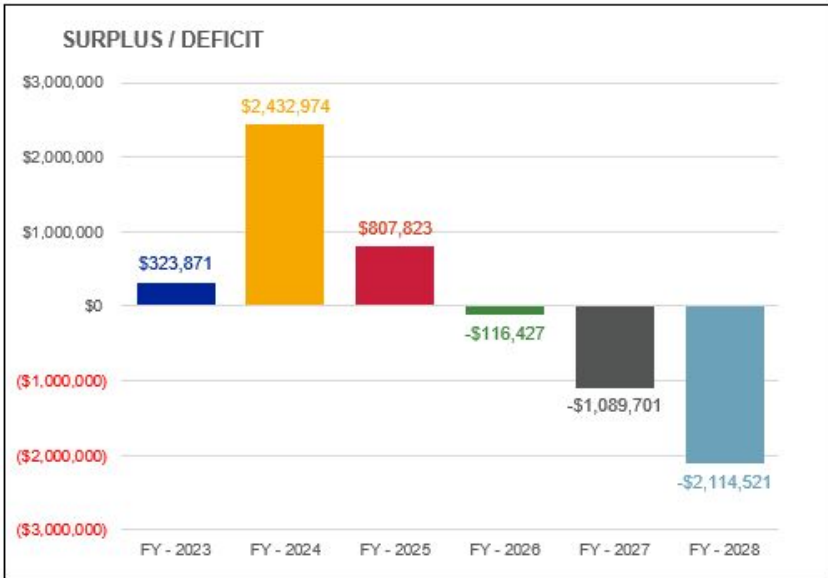


Proposed Goals

- Fund Balance at least 25% of operating expenses in 2028
- Minimally, breaking even in all projected years



Original Scenario: April 2023 - \$5M



Projections:

FY23 Fund Balance Percentage: 11.18%

FY28 Fund Balance Percentage: 8.88%



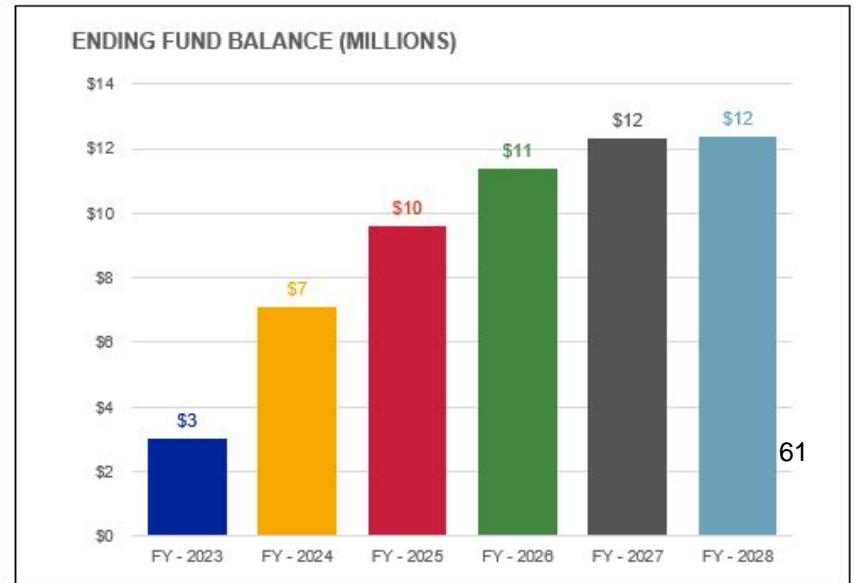
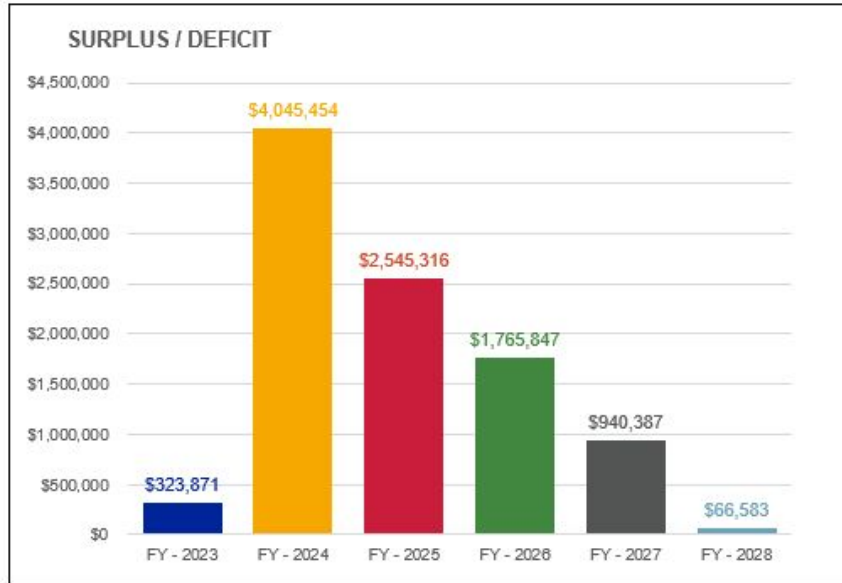
Revised Scenario Assumptions

- Same as 12/13 Scenario Except:
 - Revenue growth through additional enrollment
 - 20 additional open enrollment in FY24, 10 additional each year from either open enrollment or resident enrollment
 - \$1.3M in expense reductions in 2023-24
 - Primarily salaries and benefits (necessary to achieve ongoing expenses management)
 - Contracts reduced
 - Reliance on donors to fund supplementary programming and special initiatives

60



Revised \$5M Scenario



Projections:

FY23 Fund Balance Percentage: 11.18%

FY28 Fund Balance Percentage: 33.66%

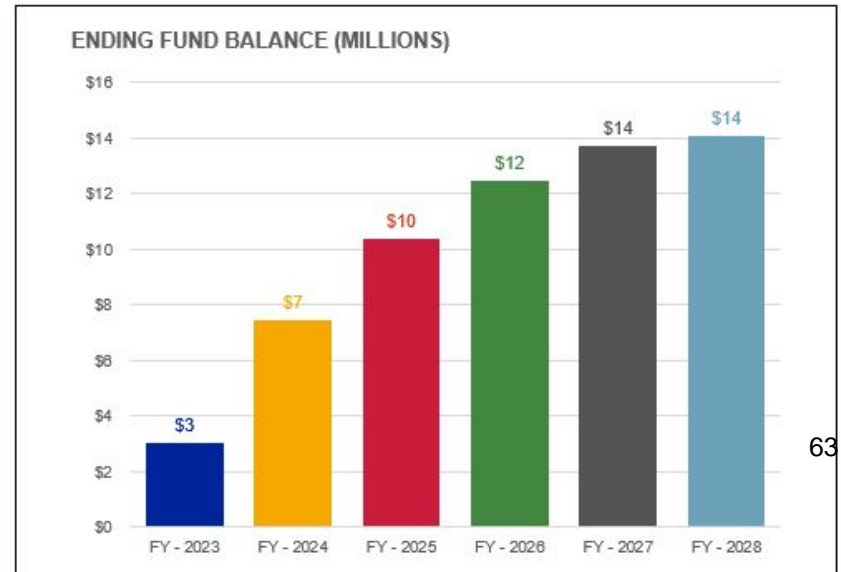
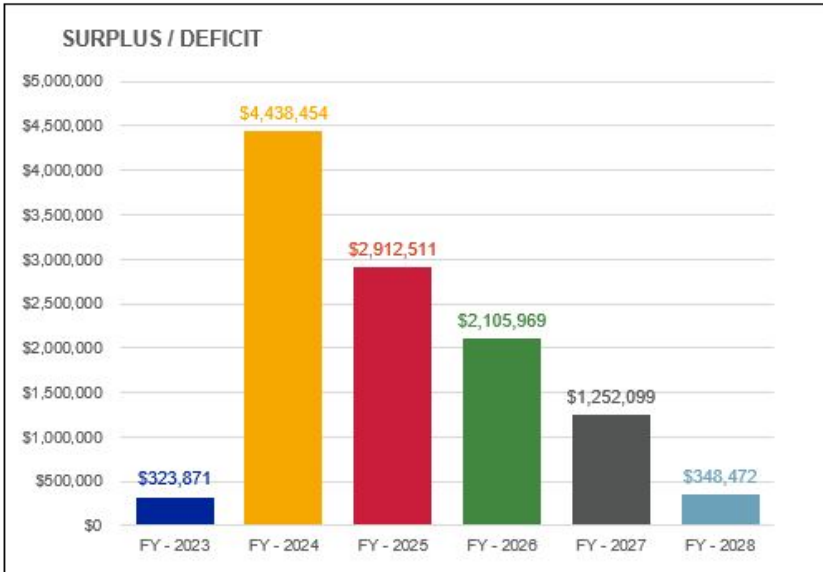


What if We Went to \$6M?

- Assuming it had an equal likelihood of passage, a \$6M per year/\$30M overall referendum would reduce the magnitude of reductions needed in order to meet baseline goals
 - Approximately \$600K fewer expenditure reductions



\$6M Scenario



Projections:

FY23 Fund Balance Percentage: 11.18%

FY28 Fund Balance Percentage: 43.7%



Estimated Property Tax Impact

If the aggregate value of Shorewood property stays static for the next year (for discussion purposes):

For every \$100,000 of home value, property taxes would increase by \$95 per year in the \$5M Scenario and \$155 per year in the \$6M Scenario.

\$300K Home Value = +\$285 in the \$5M Scenario

\$300K Home Value = +\$464 in the \$6M Scenario

Future years are projected to stay static or decrease, but may increase if state education funding increases more than expected



Pros and Cons of \$6M vs \$5M

- Pros
 - Fewer reductions in FY24
 - Larger ending fund balance
- Cons
 - Larger fiscal cliff
 - Bigger impact on property taxes



Sample Ballot

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Ballot Language

- Parameters
 - Cannot Discuss the “Why”
 - Needs to specify amount, years, whether recurring or non and the purpose.
 - Must be able to tie the purpose to that actual use



Official Referendum Ballot

April 4, 2023

Notice to Voters: If you are voting on Election Day, your ballot must be initialed by two election inspectors. If you are voting absentee, your ballot must be initialed by the municipal clerk or deputy clerk. Your ballot may not be counted without initials. (See end of ballot for initials).

If you make a mistake on your ballot or have a question, ask an election inspector for help. (Absentee voters: contact your municipal clerk).

To vote in favor of a question, make an "X" or other mark in the square next to "Yes," like this:

To vote against a question, make an "X" or other mark in the square next to "No," like this:

School District

Question: Shall the Shorewood School District, Milwaukee County, Wisconsin be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$ _____ per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses?

Yes

No

Sample Ballot Language

Shall the School District of Shorewood, Milwaukee County, Wisconsin, be authorized to exceed the revenue limit specific in Section 121.91, Wisconsin Statutes, by \$____ per year beginning with the 2023-2024 school year and ending with the 2027-2028 school year, for non-recurring purposes consisting of operational and maintenance expenses, including salaries, benefits, and instructional and extra-curricular programming?

69



Discussion and Finalization of Ballot Language (subject to legal review)⁷⁰



Baseline Assumptions

Flat enrollment

\$100 per year revenue limit increase

2% annual state aid increase

3% annual salary increase, inclusive of all salary schedule changes

Increased cost for fixed expenses, esp health care

Restoration of school and department budgets cut in 22-23

Maintain current student programming and services

Maintain buildings and technology

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Shorewood
SCHOOL DISTRICT

**Operational Expectations Monitoring Document
OE-1 Global Operational Expectation**

Certification of the Superintendent: *With respect to Operational Expectation 1 (Global Operational Expectation), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:*

- In Compliance**
- In Compliance with Noted Exceptions**
- Not in Compliance**

Signed: John Stamba, Superintendent **Date:** January 10, 2023

Executive Summary

Resuming - and maintaining - full-time, in-person teaching and learning at all grade levels was a key goal and focus of the 2021-22 school year. This year’s OE 1 Report highlights the re-establishment of state-mandated programming and services suspended because of the pandemic, as well as administrative functions that ensure the District is compliant with applicable law, Board policy and the highest standards for professional conduct.

Highlights:

- Keeping schools open and safe throughout the 2021-2022 school year, including during the Omicron surge in January, 2022, through consistent adherence to District COVID protocols and public health directives and prudent use of evidence-based mitigation strategies;
- Resuming academic and student support initiatives and other operations, in compliance with DPI regulatory requirements:
 - Compliance with DPI Hours of Instruction mandate, following flexible scheduling to accommodate remote and hybrid learning (DPI waiver approved February 2021);
 - Completion of 2021-22 standardized testing (no state testing in 2019-2020);
 - Initial stages of resumption of Educator Effectiveness evaluations with a plan for full implementation in (DPI waiver approved February 2021).
 - Recalibration of annual curriculum mapping and academic standards alignment schedules (suspended to focus pandemic-related learning models);
 - Resumption of 6th and 8th Grade Passages; and
 - Resumption of most Human Growth and Development instruction, which was paused to allow District nursing staff to focus on pandemic-related operational issues (DPI waiver approved July 2021),
- Implementing policy and procedures, and fiscal and operational changes, to reflect state and federal law and meet School Board and District goals outlined in OE-1:
 - Expanded discrimination and harassment training for all staff;
 - Revisions to the District Safety Plan and additional threat assessment training for building staff;
 - Procedures and systems that support safe use of District technology;
 - Addressing DPI requirements for compliance with Civil Rights statutes that protect everyone who accesses our schools, recreation programs, etc.;
 - Continuous improvement in addressing disproportionality among students referred for special education services, per DPI and state statutes;

- Increased communication with District stakeholders that address the condition of the District in terms of key issues, including financial stewardship, budget development, academic achievement, and the District’s commitment to equitable results for all students; and
- Constructive changes to Board Operational Expectations and Student Results policies and indicators to reflect the evolution of programs and services.

Analysis:

As we begin the transition to new District leadership, we have prioritized work on these system-wide functions and needs:

- Communications about budget development and short- and long-term financial stewardship priorities;
- Human resources tools, including updating policy references in staff handbooks;
- Department and school leadership development and team building; and
- Initial identification of strategic priorities for the 2023-24 school year.

Disposition of the Board: *With respect to Operational Expectation 3 (Character and Citizenship), the Board:*

- _____ **Accepts the report as fully compliant**
- _____ **Accepts the report as compliant with noted exceptions**
- _____ **Finds the report to be noncompliant**

Summary statement/motion of the Board:

Signed: _____, **Board President** **Date:** _____

OE-1: Global Operational Expectations -

The Superintendent shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, in violation of Board policy or endangers the District's public image or credibility.

Superintendent Interpretation:

- This OE holds the Superintendent accountable for following Board policy, State and Federal law along with upholding the values of Village of Shorewood. This OE is broad in its scope and generally holds the Superintendent responsible for ensuring that the District operates in a legal, safe, and ethical manner.
 - **Unlawful** shall mean in violation of federal, state, and local laws.
 - **Unethical** shall mean behavior that is improper or does not conform to accepted professional standards of conduct.
 - **Unsafe** shall mean in a manner that is likely to physically injure students, employees, or visitors to the District.
 - **Disrespectful** shall mean in a manner that is not reasonably considering the situation or feelings of the person to whom one is speaking.
 - **Imprudent** shall mean reckless or irresponsible actions.
- This OE requires the Superintendent to take "**reasonable measures**," which shall mean that the Superintendent shall take steps to follow Board policy or protect the District's public image in a manner similar to what other superintendents or leaders of organizations might take under similar circumstances.
- This OE requires the Superintendent to protect the legal position of the District as well as the ethical standing of the District. The Superintendent is charged with protecting the "**organizational condition**," which shall mean the legal standing of the District and the perception that stakeholders have of the District with regard to trust and respect.
- This OE requires the Superintendent to establish and maintain a respected and positive "**public image**," which shall mean the positive perception held by the overwhelming majority of the stakeholders in the District. Stakeholders are defined as all guardians of Shorewood students and all the people who live in the Village of Shorewood.

OE-1 The Superintendent shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, in violation of Board policy or endangers the district's public image or credibility.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation

Board Indicator 1: <i>We will know we are compliant when:</i> <ul style="list-style-type: none"> The Board, upon evaluation of the OE policies, finds no significant violation of or not in compliance with any of the policies. 	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence: There were no significant violations of Board policy during the past year, and efforts were made to review and revise OE indicators to clarify expectations and outcomes measurements, including OE 4 Personnel Management; OE 5 Financial Management and Administration; OE 9 Instructional Programs and OE 10 Facilities.		

Board Indicator 2: <i>We will know we are compliant when:</i> <ul style="list-style-type: none"> The District is not found to be in violation of any law when any legal action is taken against the District. 	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence: The District was not in violation of any law when any legal action was taken against the District.		

Board Indicator 3: <i>We will know we are compliant when:</i> <ul style="list-style-type: none"> In a random survey sample of District stakeholders, at least 70% of the respondents express support for the direction of the District. 	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: 2022 School Perceptions Parent & Community Member Survey Results (n=655)

The District is heading in the right direction. (n=537)

Strongly agree (5)	53 (9.9%)	
Agree (4)	222 (41.3%)	
Disagree (2)	88 (16.4%)	
Strongly disagree (1)	59 (11%)	
Don't know/doesn't apply (0)	115 (21.4%)	

AVG: 3.29 SD: 1.31

Response data for this question in the 2022 School Perceptions survey are illustrated above, with 51.2% of the 537 question respondents strongly agreeing or agreeing with the statement. This is an increase of 7% from 44.1% in 2021 (2021 survey n=460, with 367 responses to the same question). While this is positive progress, we did not meet the Board's expectation.

Improving two-way communication with parents and community members and responding to their input is a priority. Surveys, feedback sessions, enhancements to the District website, and closer coordination between the administration and schools have been helpful in identifying areas where improved transparency and communications are needed and this will remain a focus.

Board Comments:



SCHOOL BOARD MEETING
CLOSED SESSION

Friday, January 6, 2023
3:00 pm

Board Member Participation: Paru Shah, President
Emily Berry, Vice President
Ellen Eckman, Treasurer
Becky Freer, Clerk
Abby Fowler, Member

District Staff Participation: JoAnn Sternke, Interim Superintendent

Call to Order: Paru Shah called the meeting to order at 3:00 pm.

Motion by Paru Shah to go to Closed Session, per posting, to discuss personnel matters, pursuant to Wis. Stat. 19.85(1)(c).

Motion to leave Closed Session by Paru Shah.

Meeting adjourned by Paru Shah without objection at 4:30 pm.



SCHOOL BOARD MEETING
CLOSED SESSION

Tuesday, January 3, 2023
5:30 pm

Board Member Participation: Paru Shah, President
Emily Berry, Vice President
Ellen Eckman, Treasurer
Becky Freer, Clerk
Abby Fowler, Member

Call to Order: Paru Shah called the meeting to order at 5:30 pm.

Motion by Paru Shah to go to Closed Session, per posting, to discuss personnel matters, pursuant to Wis. Stat. 19.85(1)(c).

Motion to leave Closed Session by Paru Shah.

Meeting adjourned by Paru Shah without objection at 6:30 pm.



SCHOOL DISTRICT OF SHOREWOOD
Board Meeting Minutes
Shorewood High School Library Media Center
December 20, 2022

Board Member Participation: Paru Shah, President
Emily Berry, Vice President
Ellen Eckman, Treasurer
Becky Freer, Clerk
Abby Fowler, Member

District Staff Participation: JoAnn Sternke, Interim Superintendent
Heather Heaviland, Director of Business Services

I. 5:31 pm CALL TO ORDER

Motion to Adopt the Agenda

MOVED by Ellen Eckman and SECONDED by Abby Fowler AYE: 5 NAY: 0

II. 5:33 pm PUBLIC COMMENTS #1 - no comments

III. 5:35 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION

A. Discussion of April 2023 Operating Referendum

B. Review and Adoption of Changes to OE 5 (Financial Management & Administration)

Operational Expectations Monitoring Report

MOVED by Emily Berry and SECONDED by Ellen Eckman

Motion to Adopt Changes to OE 5 (Financial Management & Administration) with edits and corrections

MOVED by Abby Fowler and SECONDED by Ellen Eckman AYE: 5 NAY: 0

C. Approval of OE 5 (Financial Management & Administration) Operational Expectations Monitoring Report

MOVED by Abby Fowler and SECONDED by Emily Berry AYE: 5 NAY: 0

IV. 7:01 pm BOARD CONSENT AGENDA

Approval of December 13, 2022 Board Meeting Minutes

MOVED by Ellen Eckman and SECONDED by Abby Fowler AYE: 5 NAY: 0

V. 7:02 pm PUBLIC COMMENT #2 - no comments

VI. 7:03 pm REVIEW OF 'TO DO' ITEMS

Sample ballot language; draft resolution; enrollment information

VII. 7:04 pm FUTURE AGENDA ITEMS

VIII. 7:04 pm RECESS AND DEBRIEF



SCHOOL BOARD MEETING
CLOSED SESSION

Friday, December 16, 2022
2:30 pm

Board Member Participation: Paru Shah, President
Emily Berry, Vice President
Ellen Eckman, Treasurer
Becky Freer, Clerk
Abby Fowler, Member

District Staff Participation: JoAnn Sternke, Interim Superintendent

Call to Order: Paru Shah called the meeting to order at 2:30 pm.

Motion by Paru Shah to go to Closed Session, per posting, to discuss the Superintendent's Evaluation, pursuant to Wis. Stat. 19.85(1)(c).

Motion to leave Closed Session by Paru Shah.

Meeting adjourned by Paru Shah without objection at 3:30 pm.



SCHOOL BOARD MEETING
CLOSED SESSION

Tuesday, November 29, 2022
5:30 pm

Board Member Participation: Paru Shah, President
Emily Berry, Vice President
Ellen Eckman, Treasurer
Becky Freer, Clerk
Abby Fowler, Member

Call to Order: Paru Shah called the meeting to order at 5:30 pm.

Motion by Paru Shah to go to Closed Session, per posting, to discuss personnel matters, pursuant to Wis. Stat. 19.85(1)(c).

Motion to leave Closed Session by Paru Shah.

Meeting adjourned by Paru Shah without objection at 6:45 pm.

SWSA Meeting Minutes - January 10, 2023 - 7:30 AM - Virtual Meeting

Minutes submitted by JoAnn Sternke, Interim Superintendent

- I. Began with introductions of the 48 members in attendance
- II. Voted on action to place Todd Price of the Kenosha Unified School District on the Executive Committee. Motion passed unanimously.
- III. Executive Director Faith Vanderhorst displayed the financials of the organization; these are shared quarterly.
- IV. A Legislative Update was offered by Ramie Zelenkova:
 - a. State legislators have been sworn in
 - b. A few bills are starting to be circulated, but it is early (one on rehired annuitants and one on public school library materials)
 - c. The Governor's State of the State address will be held on January 25, 2023.
 - d. Governor's budget will be formally delivered in about a month
 - e. John Jagler is now the Chair of the Education Committee
 - i. Members were encouraged to contact him with legislative talking points
 - f. There are 3 new members on the Joint Finance Committee
 - i. Members were encouraged to contact the committee with legislative talking points
 - g. Invite our legislators to learn more about our unique Shorewood situation.
- V. Legislative Taking Points were discussed.
 - a. SWSA Legislative Platform was shared along with documentation about how SWSA arrived at a figure of \$1535 increase in per pupil funding and a document of consumer price index calculation chart (all 3 documents attached)
 - b. We need to be clear that we have been underfunded for some time.
 - c. If we don't ask for resources for what we need, money will be allocated elsewhere.
 - d. Each school district was encouraged to contact legislators with a message of unity around the need. We discussed the following requests, as a starting point:
 - i. Increase current funding for public students by \$1,535 in the form of **spendable** revenue to address record Inflation and looming fiscal cliffs.
 - ii. Increase State Special Education reimbursement to 60% in FY 1 and 90% in FY 2 to reduce cuts to general education programming.
 - iii. Provide funding for mental health services through a per pupil categorical aid to support school-based mental health to address emotional and behavioral needs of students.
 - e. RECOMMENDED ACTION: Board members and school officials were encouraged to contact legislators and personalize the talking points with specificity unique to each school district. The importance of reaching out between now and June - but especially during the time of public hearings - was relayed. "Continual drumbeat" and "consistent" communication is vital. If we hear that legislators are not on Joint Finance, it is important to mention that all legislators have a "budget buddy" and ask that this information be shared with them.

Meeting adjourned at 9:00 AM.

January 5, 2023

DRAFT

How Did SWSA arrive at the need for a \$1,535 increase in per pupil funding for the 2023-2025 State Biennium Budget?

On April 18, 2022 the Legislative Fiscal Bureau provided an analysis of the Revenue Limit Per Pupil Adjustment Indexed to Inflation (see attached)

As explained and illustrated, from 1998-99 to 2008-09 the revenue limit per pupil adjustment was indexed for inflation each year (as originally set up by Republican Governor Tommy Thompson and later endorsed by the Blue Ribbon Commission). The analysis illustrates the actual Resource (revenue) provided and what the resource would have been had the funding been indexed to inflation. The difference per year is reflected and the cumulative difference results in a \$3,234 shortfall since 2009-2010. This includes no additional funding in the 2021-2022 biennium.(This shortfall has resulted in many districts going out for operational referendums over the last few years.)

The annual inflation increase was calculated utilizing the CPI chart provided by the Wisconsin Department of Revenue (DOR) for the Wisconsin Employment Relations Commission (WERC), applicable for one-year collective bargaining agreements. (see attached)

Fiscal Cliff MakeUp :	2021-22	\$342.82	(Per LFB memo)(received \$0)
	2022-23	\$371.96	Per LFB memo) (received \$0)
Per pupil adjusted for inflation	2023-24	\$400	(\$371.96 x1.08) (8% inflation)
	2024-25	\$420	(\$400 x 1.05) (5% inflation)
Total (rounded)		\$1,535	

Consumer Price Index Calculation Chart (updated last on 12-13-22)

The Wisconsin Department of Revenue (DOR) has advised the Wisconsin Employment Relations Commission (WERC) that the CPI-U increase applicable to one-year collective bargaining agreements with a term beginning on the following dates is as noted in the corresponding column in the chart below.

*Revised 11/4/2016.

Beginning date of one-year collective bargaining agreement	Applicable CPI-U as determined by WI Department of Revenue
June 1, 2023	8.06%
May 1, 2023	8.04%
April 1, 2023	7.92%
March 1, 2023	7.69%
February 1, 2023	7.44%
January 1, 2023	7.17%
December 1, 2022	6.86%
November 1, 2022	6.56%
October 1, 2022	6.22%
September 1, 2022	5.72%
August 1, 2022	5.21%
July 1, 2022	4.70%
June 1, 2022	4.23%
May 1, 2022	3.76%
April 1, 2022	3.33%
March 1, 2022	3.00%
February 1, 2022	2.67%
January 1, 2022	2.30%
December 1, 2021	1.65%
November 1, 2021	1.50%
October 1, 2021	1.18%
September 1, 2021	1.09%
August 1, 2021	1.15%
July 1, 2021	1.23%
June 1, 2021	1.31%
May 1, 2021	1.38%
April 1, 2021	1.43%
March 1, 2021	1.46%
February 1, 2021	1.50%
January 1, 2021	1.56%
December 1, 2020	1.65%
November 1, 2020	1.79%
October 1, 2020	1.93%
September 1, 2020	1.96%
August 1, 2020	1.89%
July 1, 2020	1.81%
June 1, 2020	1.78%
May 1, 2020	1.79%
April 1, 2020	1.85%
March 1, 2020	1.90%
February 1, 2020	1.98%
January 1, 2020	2.07%
December 1, 2019	2.17%
November 1, 2019	2.26%
October 1, 2019	2.30%

September 1, 2019	2.34%
August 1, 2019	2.40%
July 1, 2019	2.44%
June 1, 2019	2.46%
May 1, 2019	2.46%
April 1, 2019	2.42%
March 1, 2019	2.42%
February 1, 2019	2.36%
January 1, 2019	2.25%
December 1, 2018	2.15%
November 1, 2018	2.07%
October 1, 2018	2.05%
September 1, 2018	2.05%
August 1, 2018	2.09%
July 1, 2018	2.13%
June 1, 2018	2.13%
May 1, 2018	2.09%
April 1, 2018	2.05%
March 1, 2018	1.99%
February 1, 2018	1.91%
January 1, 2018	1.84%
December 1, 2017	1.79%
November 1, 2017	1.72%
October 1, 2017	1.63%
September 1, 2017	1.50%
August 1, 2017	1.36%
July 1, 2017	1.26%
June 1, 2017	1.15%
May 1, 2017	1.05%
April 1, 2017	0.93%
March 1, 2017	0.80%
February 1, 2017	0.73%
January 1, 2017	0.67%*
January 1, 2017	0.68%
December 1, 2016	0.60%
November 1, 2016	0.51%
October 1, 2016	0.40%
September 1, 2016	0.33%
August 1, 2016	0.24%
July 1, 2016	0.12%
June 1, 2016	0.12%
May 1, 2016	0.19%
April 1, 2016	0.31%
March 1, 2016	0.45%
February 1, 2016	0.58%
January 1, 2016	0.73%
December 1, 2015	0.89%
November 1, 2015	1.07%
October 1, 2015	1.25%
September 1, 2015	1.39%
August 1, 2015	1.48%
July 1, 2015	1.62%
May 1, 2015	1.68%
April 1, 2015	1.68%
March 1, 2015	1.62%
February 1, 2015	1.58%

January 1, 2015	1.57%
October 1, 2014	1.40%
September 1, 2014	1.39%
August 1, 2014	1.46%
July 1, 2014	1.46%
June 1, 2014	1.48%
May 1, 2014	1.53%
April 1, 2014	1.63%
March 1, 2014	1.70%
January 1, 2014	1.66%
October 1, 2013	1.79%
September 1, 2013	1.89%
August 1, 2013	1.96%
July 1, 2013	2.07%
May 1, 2013	2.30%
March 1, 2013	2.57%
January 1, 2013	2.96%
September 1, 2012	3.33%
July 1, 2012	3.16%
April 1, 2012	2.65%
January 1, 2012	2.01%
July 1, 2011	1.64%
January 1, 2011	0.97%
July 1, 2010	minus 0.36%
July 1, 2009	3.84%

Our member districts are experiencing serious fiscal challenges.

With a budget surplus of over \$6 billion, the 2023-25 Biennial Budget must include **spendable** revenue to address student needs. Our request:

- Increase current funding for public school students by \$1,535 in the form of **spendable** revenue to address record inflation and looming fiscal cliffs.
- Increase state Special Education reimbursement to 60% in FY and 90% in FY to reduce cuts to general education programming.
- Provide funding for mental health services through a per pupil categorical aid to support school-based mental health to address emotional and behavioral needs of students.

Fiscal strength is necessary for the success of students and vitality of our schools. The 2023-25 Biennial Budget must work to address:

- **Imminent fiscal cliffs.** Public schools have not had a per pupil adjustment that has kept pace with the rate of inflation for 14 years. Inflation is hitting us all. In the 2021-23 Biennial Budget school districts were told to rely on one-time federal COVID relief funds to make ends meet, further contributing to the fiscal cliff. School districts need **spendable**, predictable and sustainable funding to support students.
- **Staffing shortages** in every single position. Schools are facing increased labor costs and a competitive labor market. Schools need to be competitive in their labor region to recruit and retain workers in every single position including bus drivers, classroom teachers, food service workers, custodial staff, special education assistants, and student services staff. School districts cannot simply raise the price of a good or service to address staffing shortages and increased labor costs. State support is needed. **Spendable** dollars are needed.
- **Special education costs.** Public schools are mandated to provide special education services. Reimbursement rates at 30% require districts to fund the remaining 70% of costs with other revenue sources. Often this can result in millions of dollars transferred from a school district's general fund. With increased state reimbursement, school districts can provide additional special education aides in the classrooms, but also more support for all students including additional literacy programming, additional trades and apprenticeship opportunities.
- **Mental health needs of students.** As evidenced by the 2021 Youth Risk Behavior Survey more students are arriving at school with increased mental health challenges including stress, anxiety and depression. Results from the YRBS showed 18.1 percent of all students surveyed seriously considered attempting suicide in the past 12 months, the highest rate since 2003. Schools are connected to 95% of all 5-17 year old kids and are working hard to address both student and staff mental wellness. It is critical that the State provide a per pupil categorical aid to support school-based mental health. We also ask that the licensure process be expedited for mental health providers.

(OVER)

Our community values the importance of offering classes that promote and teach the trades. Material costs have risen dramatically since 2020::

- A wood-shop project that previously cost \$65 now costs \$102.
- The material used for welding has doubled in price.
- The cost of a 4X8 piece of sheet metal has risen from \$39.62 to \$93.19.

Without increased state support we are forced to limit important opportunities for students due to the increased costs.

- ***Paul Mielke, Superintendent, Hamilton School District***

Our public schools have a responsibility to serve all kids. Our district's projected special education cost for the 2022-23 school year is \$6,200,000. Of that only \$2,244,616 is covered by state reimbursement and other sources. Our district will need to transfer \$3,650,000 from our general fund to cover this shortfall. Without an increase in special education reimbursement our district will need to consider reductions in non-required services, courses, and programs.

- ***Lisa Olson, Superintendent, Whitnall School District***

We are unable to operate schools without teachers. The challenges with the labor market in K-12 education mirror the experiences of for-profit organizations. The teacher pipeline is decreasing in that fewer people are pursuing postsecondary education to become teachers and licensed experienced teachers are leaving for other professions. More dollars in the classroom would increase the likelihood that teachers will remain in the profession because of our willingness and our ability to increase salaries. Teachers are the linchpins in education to ensure student success.

- ***Monica Kelsey Brown, Superintendent, Brown Deer School District***

Reliance on one-time federal funding instead of state funding will result in massive cuts. Because the state did not provide an increase to the revenue limit to keep pace with inflation, South Milwaukee school district has been forced to rely on one time ESSER (federal) funds to balance recurring costs. The result is that once all of ESSER is used, the district will have to lay off several staff members, increase class size and cut programs to retain a balanced budget. Doing so will hurt students, education quality and the entire community.

- ***Jim Shaw, Interim Superintendent, South Milwaukee School District***

We need predictable, spendable resources to support student literacy. We used one time funding provided through ESSER grants to deeply develop our school leaders, literacy specialists and educators in the science of reading, and we are already seeing great gains in elementary literacy. As those one-time funds go away, and without the needed revenue increases to match inflation, we will not have the funds necessary to sustain current operations without increasing class sizes, cutting career pathways, and reducing arts opportunities for young people.

- ***Tina Owen-Moore, Superintendent, School District of Cudahy***



Legislative Fiscal Bureau

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April 18, 2022

TO: Senator LaTonya Johnson
Room 106 South, State Capitol

FROM: Russ Kava, Fiscal Analyst

SUBJECT: Revenue Limit Per Pupil Adjustment Indexed to Inflation

At your request, I am providing information on the revenue limit per pupil adjustment and the prior law provision indexing the adjustment to inflation.

Under revenue limits, the amount of revenue a school district can raise from general school aids, property taxes, and exempt property aid is restricted. A district's base revenue in a given year is equal to the restricted revenues received in the prior school year. Base revenue is divided by the average of the district's enrollments in the prior three years to determine its base revenue per pupil. In 2021-22, no per pupil adjustment is made to each district's base revenue per pupil to determine its current year revenue per pupil. Current year revenue per pupil is then multiplied by the average of the district's enrollments in the current and prior two years to determine the district's initial revenue limit. There are several adjustments that are made to the initial revenue limit, such as the declining enrollment adjustment and the low revenue adjustment. A district can also exceed its revenue limit by receiving voter approval at a referendum.

From 1998-99 to 2008-09, the revenue limit per pupil adjustment was indexed for inflation each year. The inflation increase was the percentage change, if not negative, in the consumer price index for all urban consumers between the preceding March and second-preceding March. Under the 2009-11 budget act, the inflation adjustment was deleted. Per pupil adjustments under revenue limits were then specified by law in biennial budget acts.

You asked what the revenue limit per pupil adjustment would have been in each year had the prior law indexing mechanism been in place since its repeal, and how that amount compares to the actual annual combined resource change provided from the revenue limit per pupil adjustment and the change in the per pupil aid payment relative to the prior year. That information is shown in the table below.

Revenue Limit Per Pupil Adjustment Under Prior Inflation Indexing Compared to Actual Resource Change

Per Pupil Adjustment Actual Combined
Under Prior Indexing Resource Change Difference

2008-09 \$274.68 \$274.68 \$0.00 2009-10 274.68 200.00 -74.68 2010-11
281.00 200.00 -81.00 2011-12 288.59 -554.00* -842.59 2012-13 296.38
100.00 -196.38

2013-14 300.83 100.00 -200.83 2014-15 305.34 150.00 -155.34 2015-16
305.34 0.00 -305.34 2016-17 308.09 100.00 -208.09 2017-18 315.48 200.00
-115.48

2018-19 323.05 204.00 -119.05 2019-20 329.19 263.00 -66.19 2020-21
334.13 179.00 -155.13 2021-22 342.82 0.00 -342.82 2022-23 371.96 0.00
-371.96

* While the 5.5% per pupil reduction amount varied among districts, the statewide average reduction was \$554.

I hope that this information is helpful. Please contact me if you have

questions. RK/lb

Joint Review Board, Village of Shorewood
Annual Meeting
December 14, 2022

The purpose of the meeting was to receive the annual reports and performance and the status of each Tax Incremental District in the Village. Representatives from each taxing unit (County, School Board, Village, MATC, and public member) make up the Joint Review Board.

We approved the resolution acknowledging the filing of the annual reports and of the annual meeting requirement.

Tax Incremental District #1, which was created in 1995, covers most of the Village's business district on Oakland Ave and Capitol Drive (with the exception of the TID overlay districts (3,4, and 5). The TID project had a statutory close date of 2022. It was expected to close in 2021 but was extended for 1 year to support affordable housing efforts.

TID #1 had \$75,422,400 of incremental value in 2021. It raised the property tax base in the village by 4.2%.

TID #3 is along Milwaukee River, south of Capitol Drive and has statutory closing of 2035. The two major projects are the HRA Assisted Living and Memory Care complex and the Oaks senior living apartment. This id had \$39, 277,700 of incremental value in 2021 and is projected to close in 2028.

TID #4 is located on West side of Oakland and North of Capitol Crive. This district was for a single project – a mixed use Lighthorse apartment project, parking garages, and a Walgreens. It had \$17,094,400 of incremental value in 2021 and is projected to close in 2028.

TID #5 is located on west side of Oakland Ave, north of Capitol Drive and the TID #4. It has a statutory closing date of 2041. This district was for a single project which includes Metro Market grocery store, parking structure and mixed use Mosaic building. This TID had an incremental value of \$50,135,500 in 2021 is projected to close in 2027.

There is pending litigation on the assessed valuation of Metro Market piece of the development but there are assessment guarantees in place. The Wisconsin Supreme Court is ruling on a similar case with its decision expected before April. The expectation is that decision will allow other cases to move forward, including this one.

Submitted
Ellen Eckman
December 14, 2022

SEED Foundation Board Meeting, Monday, January 9, 2023

Becky Freer

- Dr. Sternke and Becky shared updates about the superintendent search and referendum.
- Board requested information about the Children's Hospital initiative and the arts curriculum initiative. Dr. Sternke is following up on these items.
- Dario has stepped down from his role on supporting the SEED website (Thank you Dario). SEED has just begun to look for someone new to assist with the website, which runs on Wordpress.
- Vashti and Melissa will serve as co-presidents for one year. Vashti will then take over as President and seek a co-partner to serve alongside her.
- Erica Elia has agreed to serve as the secretary.
- The Board is preparing for Valentine's Day letter writing as a part of the annual campaign.
- They have raised \$75,000 as a part of the annual campaign.
- Swing with Shorewood will be on May 6, 2023 (Derby Day) at Discovery World. Board shared forms to share with parties who may be interested in donating items/experiences to auction.
- Sponsorship levels have changed at \$5,000 (Presenting Sponsor) and \$2,000. Tickets will continue to be \$125 per ticket and community tables of 10 will continue to be \$1,500.
- The grant process will largely be similar to the process used last year with minor changes (i.e., dates, priority areas).
- Board will be sharing stories about the Copperdome Club in the newsletter and the district's work on literacy later in January. Additional stories will be shared later in spring about Watershed Wisdom, 20th Anniversary Gala, and others.
- The next SEED Meet & Greet is on Thursday, January 26th at 7:00 p.m. Stay tuned for location as this is still being finalized at the time of this report.

Date/Time: Friday, Dec. 16, 8:45 a.m.
Linkage Group: Atwater Parents and Caregivers (PTO)
Board members present: Emily Berry Administrators present: None
<i>Attendees: Erica Hansen-Frank, Amber Wichowsky, Becky Bernstein, Anne Conry, Michelle Fisher, Andrea B, Hilary DeBlois, Andrew Frey, Kristy Elfe, new/returning parent from NC, new parent from San Fran.</i>
Information shared by the board: I shared two major updates; one regarding our search for a new superintendent, the other the board's decision to direct administrators to proceed with placing an operating referendum on the ballot in April 2023.
Overview: Regarding the Superintendent Search, there was a consensus that the community survey was limiting and poorly worded. More than one person had noted that it was problematic to make respondents choose between equity and academic excellence as their top priorities. Several attendees were also under the impression that the search team sees academic excellence and equity work as mutually exclusive, and that the search team believes parents in Shorewood also believe that equity and excellence are competing interests. This apparently stemmed from the search team's board debrief at the Tuesday 12/13 meeting. I stated that the board sees equity and excellence as two sides of the same coin, or intertwined, never at odds. I did share that some of the verbatim survey results revealed that some in the community hold this misperception of what constitutes excellence or why the district is committed to achieving educational equity. Most of the remaining conversation related directly or indirectly to the board's decision to pursue an operating referendum. Questions and points raised: What avenues of accountability will be in place so that taxpayers know where the money goes? Related note: attendees were frustrated at perceived poor building and grounds upkeep, including failure to water the trees the PTO donated last year, but also teachers' work orders remaining undone. ESSER funds also came up, with Amber W. noting that she received less than satisfactory answers to an inquiry about how we spent our ESSER funding.

I encouraged the group to set up a meeting with our recently named Director of Buildings and Grounds, Sean Strauss, to discuss concerns.

Communications about the referendum must be anchored in how it will impact classrooms and class size - the practical impact. What will we be preserving? What is at risk?

If we want to garner support for a referendum, we should be sure to share results from the things we are spending money on now/new programs we are trying, like the phonics work we are doing. We should share beyond board meetings, in formats that are more accessible.

When the district last faced a major budget shortfall (ahead of the Meet the Match campaign and SEED Foundation forming), there was highly productive community conversation led by the district but including other stakeholders.

How can we frame the referendum to be about what we are saving - great teachers, opportunities for retaining beloved programming, adding exciting new programming?

Can we inspire our community to have better “school spirit” with Homecoming?

The board should be careful not to dismiss or disparage members of the public asking questions, in contrast to referring to “our friends who did research” as someone did recently.

Questions and issues for administrators to follow up on:

Question		Verify follow up date/notes on resolution
Can Sean Strauss meet with Atwater PTO?	.	
Can we post on our website a breakdown of how we spent our ESSER funds?		
Parents want to understand more about multi-age classrooms (MAC). Why does it exist? What is different between MAC and single grade classrooms? Is it possible we will eliminate it at some future point?		
Can parents better understand how classrooms are set? Some seem imbalanced by gender. (see related Q about MAC).		
What are the potential risks to adding open enrollment seats/ relying on open enrollment for		

revenue? Wondering about budget impact and unintended consequences later.		
Could we have regular updates to parents about curriculum, separate from board updates? Parents want to know how we're responding to the latest research and implementing across the district, and want to understand when/why we are changing curriculum.		
What exactly are the rules for parents volunteering in school? Some felt unwelcome, and many said the rules felt inconsistent because it seems left to teacher discretion whether parents are welcomed into classrooms.		
Have we ever considered or had a formal program allowing parents and community members to tutor students on a regular schedule? This is something that may be or was once in place in Milwaukee Public Schools.		

Questions for the board to follow up on:

Question		Verify follow up date/notes on resolution
Can we make public the superintendent search survey results? Not the verbatim or identifying answers but just the percentage responses? Could we post them on the Superintendent search page?		

Are there any changes to board policy, operating expectations or monitoring the board should consider or debate further based on conversation at this linkage?

Are there any district policies we would like the Superintendent to consider and follow-up on?

1. See above - would like to understand district/school policies around parent volunteers.
2. For discussion: Would we like to ask Mr. Joynt to present quarterly curriculum updates to the public?

For Board discussion: How did or will this conversation impact student results?

Families and caregivers at this linkage were very interested in classroom makeup and curriculum. This welcome interest in what and how students are learning is one of the strengths of our district.

Other notes:

- Let's pass on feedback about the Superintendent Search survey to our search firm.



SHOREWOOD SCHOOL BOARD

Topic: Superintendent's Report

Date: January 10, 2023

Prepared by: JoAnn Sternke

Board Action:

X Information only

Presentation/discussion

Discussion/action by board of education

Presentation/action next meeting

Purpose:

To summarize current District education, administrative and operations priorities and provide follow up on items from prior Board meetings.

Operating Referendum Notes

The January 10 Board agenda includes Board discussion on an operating referendum forward for the April 4, 2023 election, and the result will shape the District for years to come. To aid additional discussion, these materials were presented at prior Board meetings, and are also linked in the Executive Summary for the operating referendum item on the Board agenda:

- The [December 20, 2022 presentation](#) prepared by Heather Heaviland to illustrate additional referendum scenarios requested by the Board at the December 13 meeting;
- The [Operating Referendum Work Group Recommendation](#); and
- The [December 13, 2022 Operating Referendum Work Group Report](#)

Balancing the 2023-24 budget will require us to identify approximately \$2.5 million in reductions, which will need to be made should the April 4 referendum not be approved. For reference, the District reduced the operating budget by just over \$1 million for this current school year. We project a total budget gap of nearly \$25 million over the next five

years, in the absence of referendum support and increases in state funding for public education.

Given the dynamics of state aid, Shorewood will join other districts in seeking operating referendum support this year; 92 of the state's 423 school districts have pursued an operational referendum in 2022 and 2023. Of the 92, 76 referendums passed. Taking a longer view, Wisconsin school districts have put forth 295 operational referendums to taxpayers since January 2018. Of those, 184 non-recurring and 62 recurring referenda passed, or approximately 83 percent.

We believe the magnitude of the impact that required budget reductions will have on students in the upcoming year and projected in the future will deeply impact the student experience that is a top priority for our community. With Board consideration of the referendum resolutions on the January 10 meeting agenda, the District will share information with staff, District families and Village residents so they can learn more about the referendum proposal once the Board makes a decision to move forward. We are grateful for the community's deep commitment to our students and schools, and look forward to these opportunities to discuss this operating referendum in greater detail.

District and School Updates

The District will begin the hiring process for the positions of Director of Teaching & Learning and Principal of Shorewood Intermediate School. Mike Joynt and Sam Nadolsky have done excellent work in their interim roles, and we are encouraging these two leaders, as well as any other qualified and interested internal and external candidates, to submit applications. We hope that our new Superintendent will be able to participate in making the final decision, and as always, we will seek staff participation in these processes as well.

Schools have also been continuing to address our equity and other strategic priorities we have identified for this year. In the past months, we are working to get our collective commitments firmed up at each school and at the administrative level, so we can get them to the Board in February/March. Staff is also meeting on standards work; Director of Teaching & Learning Mike Joynt will be updating the Board about this work at this January 10th Board meeting. Additionally, principals are working with staff on other student-focused activities and are addressing student health and wellness topics that impact the learning environment. As examples, recent activities at the High School and Intermediate School included student and staff presentations about vaping (SHS) and reporting harassment (SIS).

New student registration opened on January 1 and our elementary schools, Recreation & Community Services department and others are sharing this [4K information flier](#) in their newsletters and other communications. In the past several days, we have noted more than 40 new visitors to the 4K registration page on the District website, and a February 23 4K Open House at Atwater and Lake Bluff and other follow up is being planned. Our

recent meetings with Milestones, Bright Beginnings, our early childhood educators and others in the District helped us identify a number of ways we can collaborate to better serve families with young children, and these initial 4K registration and family outreach efforts will pave the way for other initiatives.

Following questions from the community about class sizes in Shorewood, we reviewed available information from some nearby districts, including Whitefish Bay. Current class sizes in the elementary grades are comparable to those in Shorewood. In general subject areas (English, Math, Science, Social Studies, PE), class sizes in grades 7-12 are also comparable. As part of the annual budget development process, District enrollment projections and related information is being prepared and will be shared at upcoming Board meetings. The District's recommendation for Open Enrollment seats will be presented at the January 24 meeting.

The SEED Foundation continues to be a vital partner in supporting key programs and services in the District, and the Foundation's annual grants application process for schools and faculty projects will begin soon. These grants are separate from the Foundation's Annual Campaign commitments to the District, which were critical to maintaining our partnership with Children's Hospital of Wisconsin to provide onsite mental health services to students this year, as well to curriculum development and standards alignment initiatives focused on early literacy and arts education. Through the Foundation, the community provided more than \$140,000 for these projects. We will be providing grant reports to the Foundation about these initiatives, and will share updates with the Board at upcoming meetings.

Finally, some water pipes broke at SHS during the cold snap over Winter Break and rooms in the Administration building and areas in the Auditorium were damaged. Sean Strauss, our new Director of Building & Grounds, is working hard with our contractors to bring these spaces back online as soon as possible, and classrooms and other instructional space has been made a priority. I appreciate that our staff has been flexible and agile in moving to teach in alternate sites during the cleaning and restoration.

It has been a busy and productive first semester for students and staff. Professional development time scheduled for January 19 and 20 will further focus on academic standards, curriculum planning for the third quarter, and time for teachers to work together on data protocols related to analyzing student work. On Monday, January 16, all schools and District offices will be closed in observance of Martin Luther King, Jr. Day, and for many, this will be a day of service.



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Retirement

Date: January 10, 2023

Prepared by: Liliana Mendoza

-
- Recommended action:**
- Information only
 - Presentation/discussion
 - Discussion/action by committee
 - Discussion/action by board of education
 - Presentation/action next meeting

Recommendation(s): Approval

Purpose: Retirement

Background: Christine Albrightson, Physical Education Teacher at Atwater Elementary will retire from her position at the end of this school year after 16 years of employment in Shorewood.



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Retirement

Date: January 10, 2023

Prepared by: Liliana Mendoza

-
- Recommended action:**
- Information only
 - Presentation/discussion
 - Discussion/action by committee
 - Discussion/action by board of education
 - Presentation/action next meeting

Recommendation(s): Approval

Purpose: Retirement

Background: Julie Bennett, Special Education Teacher at Atwater Elementary School, will retire from her position at the end of the school year after 26 years of teaching in Shorewood.



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Retirement

Date: January 10, 2023

Prepared by: Liliana Mendoza

-
- Recommended action:**
- Information only
 - Presentation/discussion
 - Discussion/action by committee
 - Discussion/action by board of education
 - Presentation/action next meeting

Recommendation(s): Approval

Purpose: Retirement

Background: Catherine Daniels, Math Interventions Teacher at Atwater Elementary School, will retire from her position at the end of the school year after 26 years of teaching in Shorewood.



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Monthly Financial Reports

Date: January 10, 2022

Prepared by: Heather Heaviland

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose: Financial reports are provided to the Board monthly to assist with monitoring of financial condition and compliance with the adopted budget.

Notes and Comments:

November 2022 Statements

November 2022 financial statements reflect activities and financial changes for the first four months of the fiscal year.

- Revenue and Expenses
 - General fund revenues are to date favorable in all categories, with the receipt of \$161,700 in new AARP funds boosting revenue overall. While state sources show as “unfavorable,” this is by less than \$30K and not considered a significant variance from expectations.
 - General fund expenses are to date favorable in all categories.
- Balance Sheet
 - While the balance sheet continues to show a drop in fund balance, this is typical for this time of year when the majority of revenue has not yet been received. Current trends project a year-end fund balance that meets or exceeds the budgeted amount.

Attachments:

- Budget Performance Update
- Revenue Dashboard
- Expense Dashboard
- Cash Receipts 2022-11
- Budget Status 2022-11
- Check Register 2022-11
- Balance Sheet 2022-11

Additional Information

Understanding Account Numbers: Account numbers are shown on several of the monthly reports. A complete description of account codes and how they are used can be obtained from the Business Office or Department of Public Instruction / School Financial Services website. The following is provided to assist with reading the provided monthly reports.

Fund - the 1st two digits are a designation of an accounting entity. The accounting entity is assigned by the DPI to ensure compliance with various statutory requirements related to the type of financial transactions reported. The common funds are:

- 10 General Fund is for recording any transaction not required to be recorded in another fund. This fund accounts for about 75% of total financial transactions.
- 21 Special Revenue Trust Fund is used to record transactions financed with non-governmental donations or other receipts designated for a specific educational purpose. Examples include support from PTO's, booster clubs, SEED and so forth.
- 27 The Special Education Fund is considered a sub-fund to the General Fund and is used to segregate financial transactions related to extraordinary costs for meeting the needs of students identified as requiring an Individualized Education Plan.
- 38 & 39 These funds are used to record property taxes levied for the purpose of repayment of long-term debt and the corresponding transactions for the principal and interest payments.
- 41 & 49 Capital Projects funds track revenue specifically raised to pay the costs of a capital project and the expenses thereof. Revenues are typically a segregated property tax levy or borrowed amounts.
- 50 The fund is used to segregate financial transactions related to operating the school food service program. A deficit, if any, in this fund is covered with a transfer from the General Fund.

80 Financial transactions related to operating the Fitness Center, Recreation Programs or other community oriented activities are recorded in the Community Services Fund.

Type - accounts codes have the following account types:

A	Asset
L	Liability
Q	Equity
E	Expense
R	Revenue

Shorewood Sch Dist - Budget Performance Update - General Fund

Fund summary basis: General and Special Education

Month of November (fiscal year 2023):

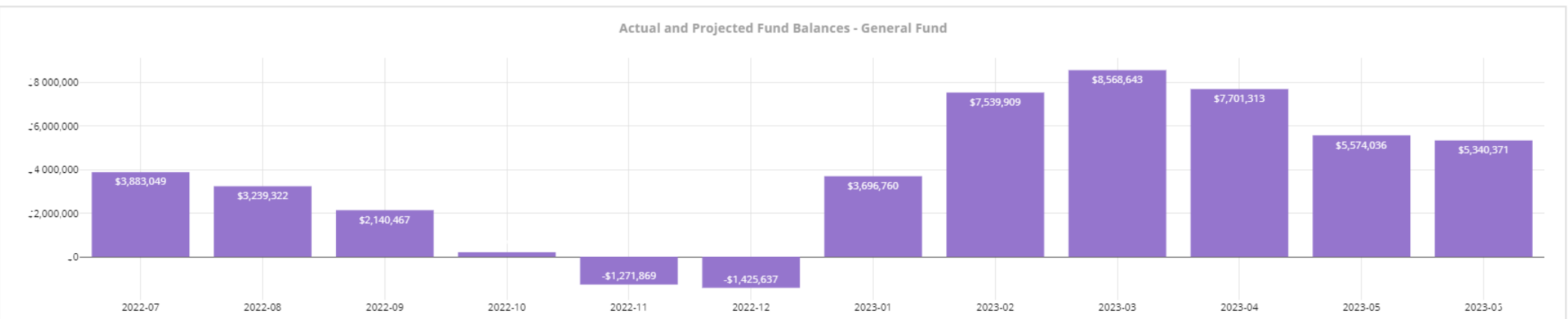
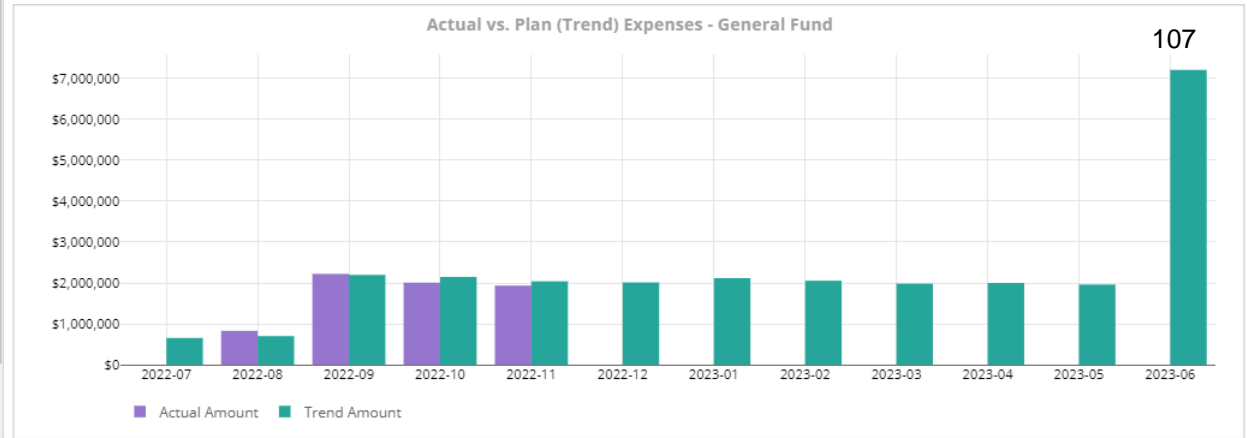
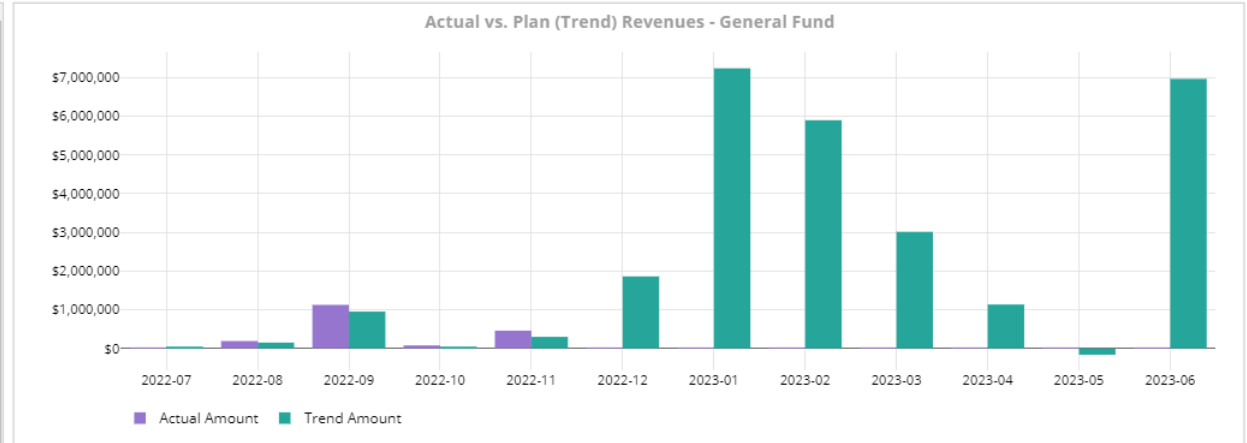
- ↑ Total MTD Revenues: \$686,810; over plan* (favorable) by +\$210,368
- ↓ Total MTD Expenditures: \$2,293,236; under plan (favorable) by -\$137,425

Fiscal year to date (July-November):

- ↑ Total YTD Revenues: \$2,122,573 (6.7% of annual budget compared to 5.3% prior YTD); over plan (favorable) year-to-date (YTD) by +\$469,492
 - 100 TRANSFERS - IN FROM ANOTHER FUND: +\$0
 - ↑ 200 REVENUE FROM LOCAL SOURCES: +\$123,695
 - 300 INTERDISTRICT PAYMENTS WITHIN WISCONSIN: +\$0
 - 500 REVENUE FROM INTERMEDIATE SOURCES: +\$0
 - ↓ 600 REVENUE FROM STATE SOURCES: **-\$29,260**
 - ↑ 700 REVENUE FROM FEDERAL SOURCES: +\$316,832
 - ↑ 900 OTHER REVENUES: +\$58,226
- ↓ Total YTD Expenditures: \$8,121,957 (25.8% of annual budget compared to 27.6% prior YTD); under plan (favorable) year-to-date (YTD) by -\$812,625
 - ↓ 100 SALARIES: -\$406,956
 - ↓ 200 EMPLOYEE BENEFITS: -\$142,631
 - ↑ 300: **+\$4,182**
 - ↓ 300 PURCHASED SERVICES: -\$135,576
 - ↑ 400 NON-CAPITAL OBJECTS: **+\$44,519**
 - ↓ 500 CAPITAL OBJECTS: -\$10,417
 - ↓ 600 DEBT RETIREMENT: -\$15,163
 - ↓ 700 INSURANCE AND JUDGMENTS: -\$88,209
 - 800 TRANSFERS: +\$0
 - ↓ 900 OTHER OBJECTS: -\$62,373

End of Fiscal Year Projection

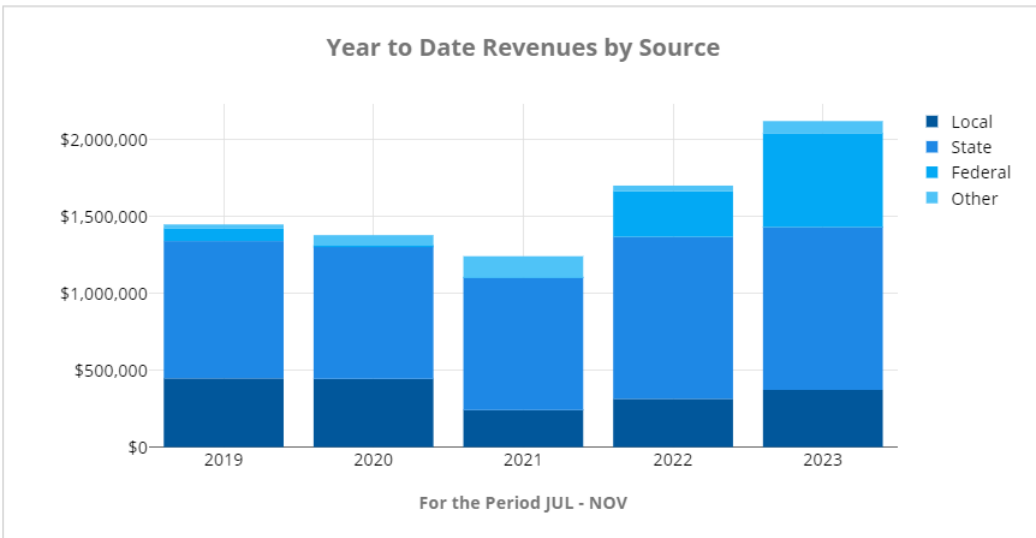
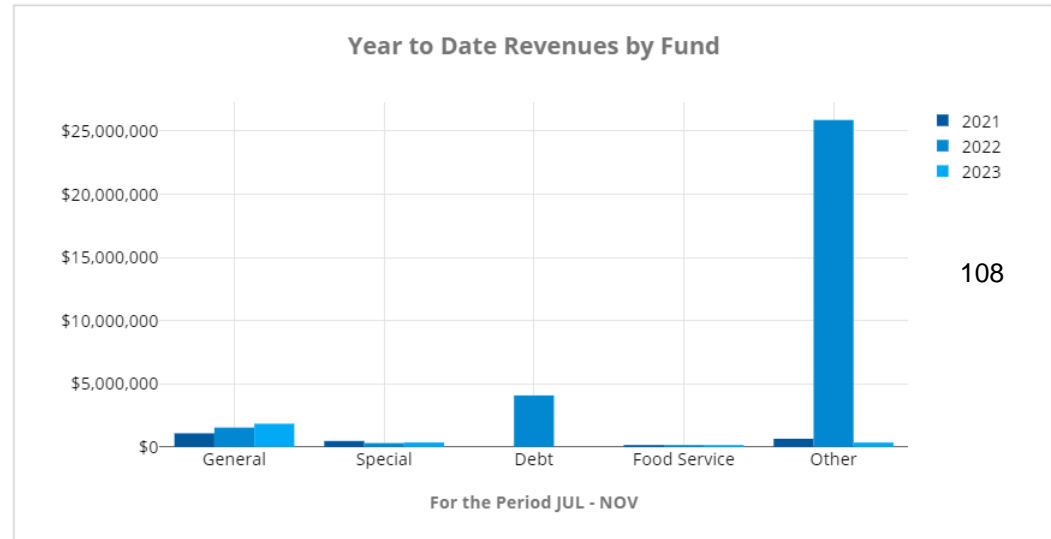
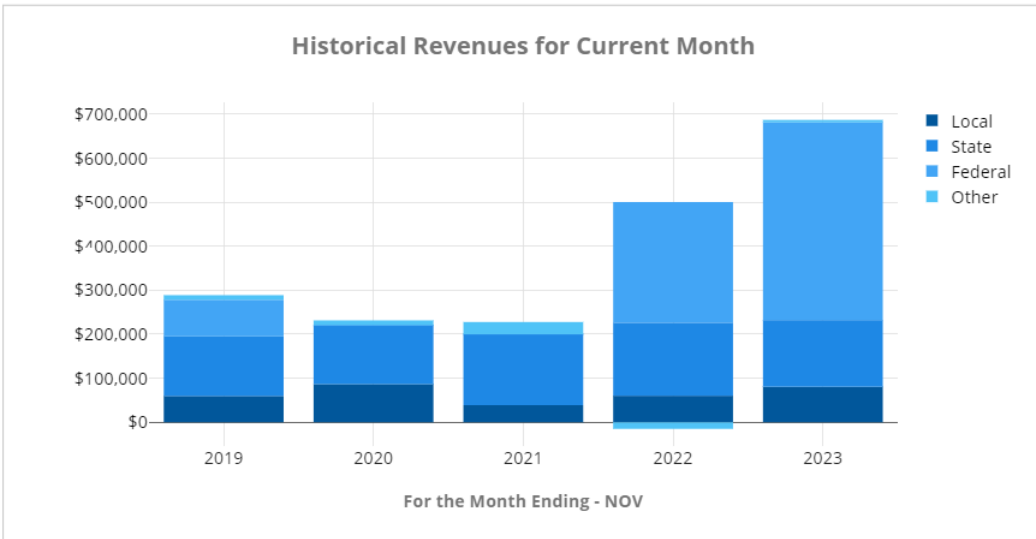
	Projected	Annual Budget	Variance
Total Revenues	\$32,273,253	\$31,803,761	+\$469,492
Total Expenditures	\$30,667,265	\$31,479,890	-\$812,625



Shorewood Sch Dist - Monthly Revenue Overview - Funds 10 & 27 (Transfers Not Included)



<p>Total YTD Revenues</p> <p>\$2,122,573</p> <p>Variance to Budget \$469,492</p> <p>FAVORABLE</p>	<p>YTD Local Sources</p> <p>\$372,510</p> <p>Variance to Budget \$123,695</p> <p>FAVORABLE</p>	<p>YTD State Sources</p> <p>\$1,060,021</p> <p>Variance to Budget \$-29,260</p> <p>UNFAVORABLE</p>	<p>YTD Federal Sources</p> <p>\$610,984</p> <p>Variance to Budget \$316,832</p> <p>FAVORABLE</p>
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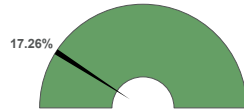


Source Level 2	For the Period JUL - NOV			
	2019 YTD Amount	2020 YTD Amount	2021 YTD Amount	2022 YTD Amount
290 OTHER REVENUE FROM LOCAL SOURCES	\$384,160	\$385,008	\$228,592	\$262,200
610 STATE AID - CATEGORICAL	\$135,306	\$139,159	\$161,221	\$170,800
620 STATE AID - GENERAL	\$758,341	\$722,948	\$699,894	\$884,000
730 FEDERAL SPECIAL PROJECTS AID TRANSITED THROUGH DPI	\$77,981	\$0	\$0	\$285,000
750 ELEMENTARY AND SECONDARY EDUCATION ACT (ESEA)	\$0	\$0	\$0	\$0

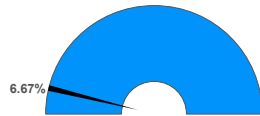
General and Special Education Funds | Revenue Dashboard

For the Period Ending November 30, 2022

Projected Year End Fund Balance as % of Budgeted Revenues

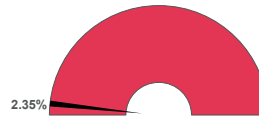


Actual YTD Total Revenues



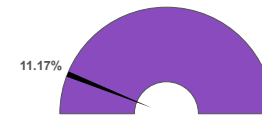
Projected YTD Total Revenues
5.20%

Actual YTD Local Sources



Projected YTD Local Sources
1.57%

Actual YTD State Sources



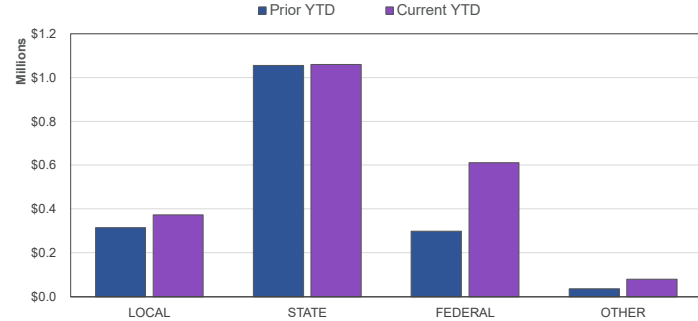
Projected YTD State Sources
11.48%

Top 10 Sources of Revenue (Year-to-Date)

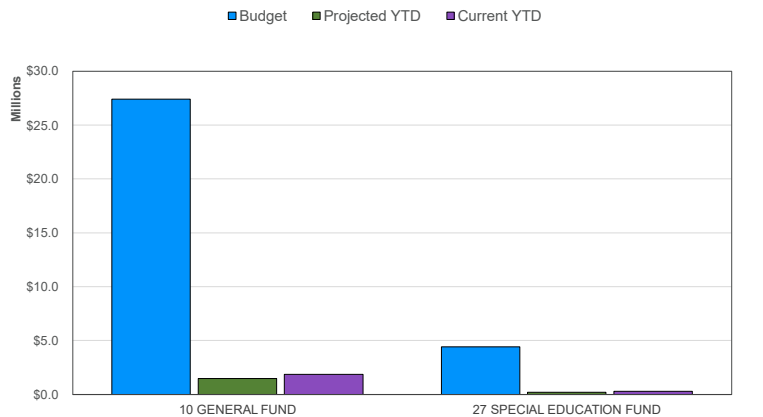
Equalization Aid	\$902,262.00
Federal Special Projects Aid Transited Through Dpi	\$426,908.28
Student Fees	\$244,977.31
Federal Aid Received Through State Agencies Other Than Dpi	\$161,700.00
Special Education State Aid	\$151,533.00
Insurance Claims And Reimbursements	\$50,000.00
Other School Activity Income	\$39,331.23
Earnings On Investments	\$30,962.37
Refund Of Prior Year Expense	\$23,058.58
Esea Title L	\$22,375.59

Percent of Total Revenues Year-to-Date **96.73%**

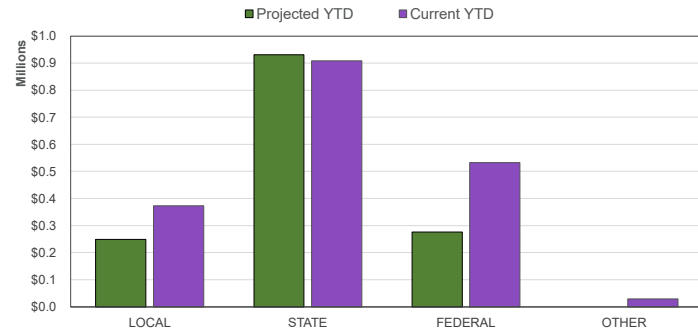
Revenues by Source



Total Revenues



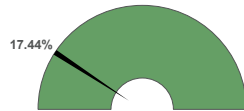
Revenues by Source



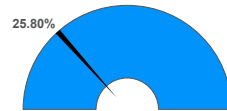
General and Special Education Funds | Expenditure Dashboard

For the Period Ending November 30, 2022

Projected Year End Fund Balance as % of Budgeted Expenditures

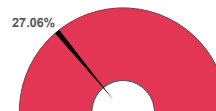


Actual YTD Total Expenditures



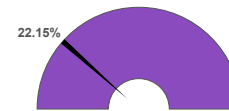
Projected YTD Total Expenditures
28.38%

Actual YTD Salaries / Benefits



Projected YTD Salaries / Benefits
29.41%

Actual YTD Other Objects

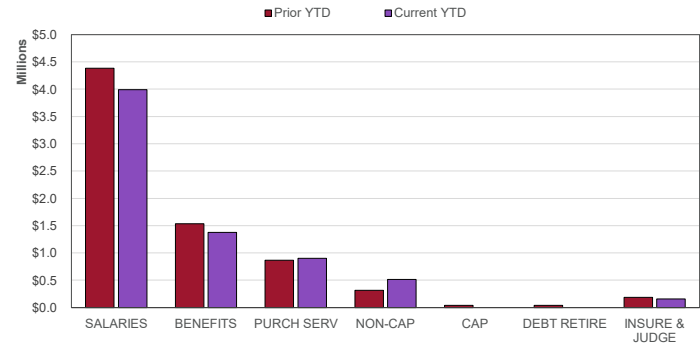


Projected YTD Other Objects
25.40%

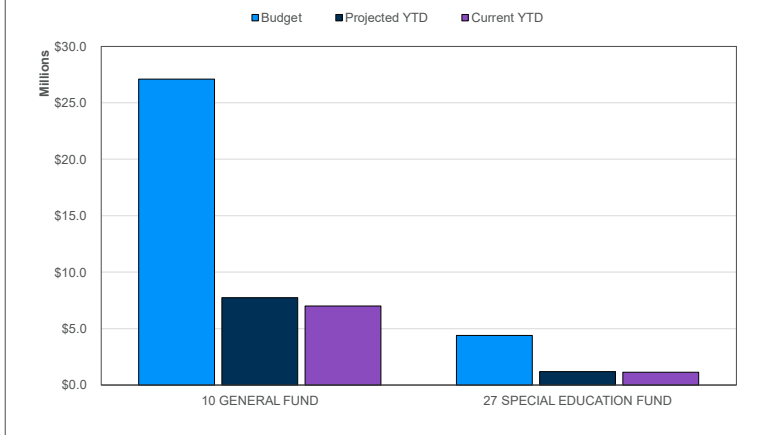
Top 10 Expenditures by Function (Year-to-Date)

Regular Curriculum	\$2,013,813.76
Undifferentiated Curriculum	\$1,467,984.90
Business Administration	\$1,242,796.86
Special Education Curriculum	\$760,776.12
Pupil Services	\$509,275.69
Instructional Staff Services	\$486,289.55
School Building Administration	\$431,854.80
General Administration	\$279,667.32
Purchased Instructional Services	\$187,518.19
Physical Curriculum	\$181,663.31
Percent of Total Expenditures Year-to-Date	93.10%

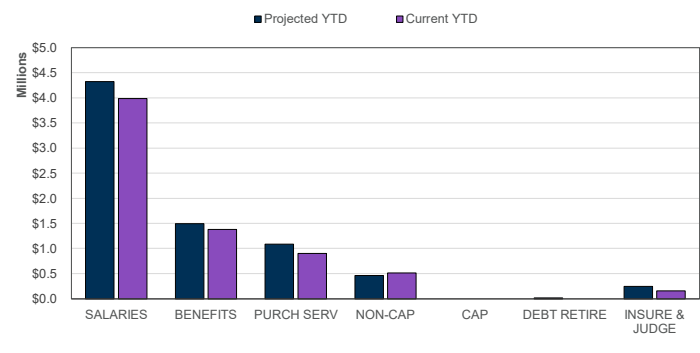
Expenditures by Object



Total Expenditures



Expenditures By Object



Shorewood Sch Dist - Monthly Expenditure Overview - Funds 10 & 27 (Transfers Not Included)

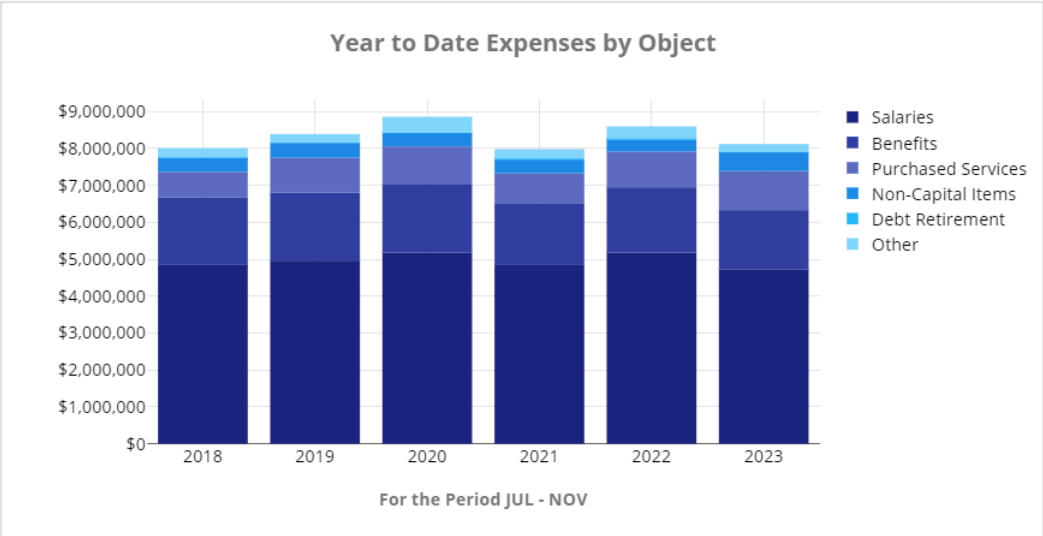
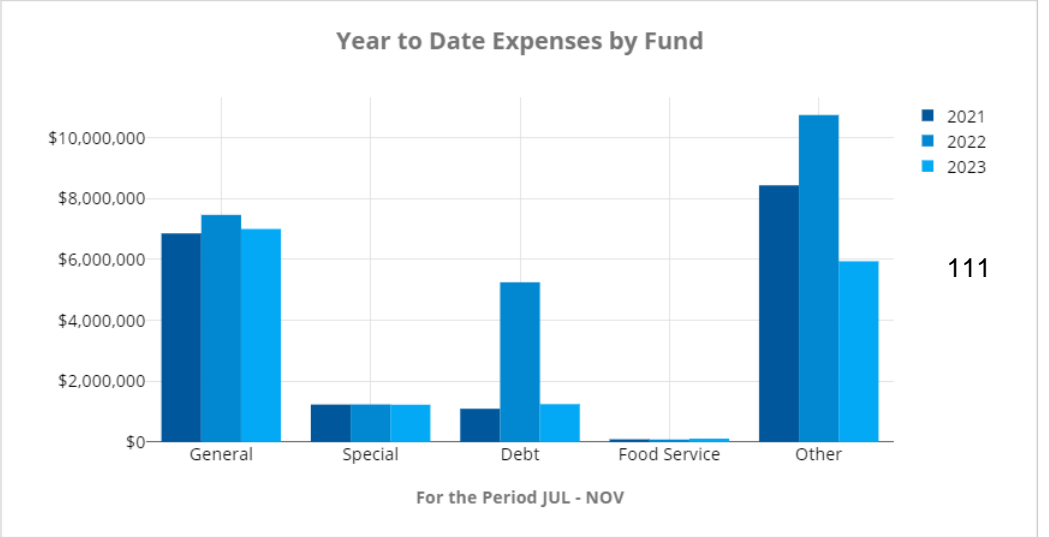
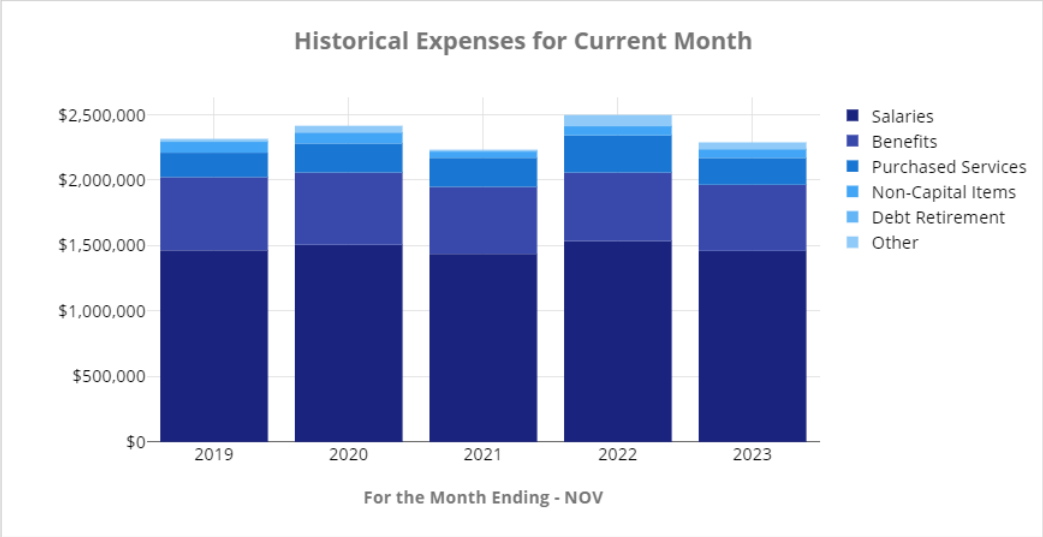


Total YTD Expenses
\$8,121,957
 Variance to Budget \$-812,625
FAVORABLE

YTD Salaries & Benefits
\$6,330,455
 Variance to Budget \$-549,588
FAVORABLE

YTD Purchased Services
\$1,055,115
 Variance to Budget \$-135,576
FAVORABLE

YTD Other Expenses
\$732,205
 Variance to Budget \$-131,643
FAVORABLE



Object Level 1	For the Period JUL - NOV			
	2020 YTD Amount	2021 YTD Amount	2022 YTD Amount	2023 YTD Amount
Salaries	\$5,181,901	\$4,839,547	\$5,172,917	\$4,727,514
Benefits	\$1,862,566	\$1,681,331	\$1,775,772	\$1,602,941
Purchased Services	\$1,008,987	\$801,254	\$964,480	\$1,055,115
Non-Capital Items	\$366,857	\$383,553	\$321,864	\$517,419
Capital Items	\$18,418	\$11,640	\$39,652	\$0
Debt Retirements	\$0	\$16,224	\$38,016	\$0
District Insurance	\$307,030	\$202,662	\$186,600	\$157,074
Other	\$110,902	\$42,079	\$95,982	\$57,712
Transfers	\$0	\$0	\$0	\$0