

GLENBROOK HIGH SCHOOLS
Offices of the Assistant Superintendent for Business and Director of Special Education
Regular Meeting – Monday, January 23, 2012

TO: Dr. Michael Riggle

FROM: Hillarie Siena
Jennifer Pearson

DATE: January 23, 2012

RE: NSSED Billing Study

The purpose of this memo is to inform the Glenbrook Board of Education of proposed changes to the billing structure with respect to the Northern Suburban Special Education District (NSSED), discuss the impact to District 225, and share the results of an internal review conducted by Jennifer Pearson and Hillarie Siena. This internal review was conducted using estimated enrollment and levels of service across all districts, based on current cost breakdowns. The information includes NSSED Finance Committee current practice and recommended changes in the following areas:

Membership rate calculation

Current practice: NSSED currently applies a separate membership rate for elementary districts and high school districts. In both instances, the membership fee is calculated based on the total enrollment of each member district.

Recommendation: Move to a membership fee amount that is uniform among all NSSED member districts.

Impact: Increases the membership fees* from \$24.40 per general ed enrollment to \$36.65 per general ed enrollment of 4,770.

*Membership fees include approximately 33% of the offset by IDEA dollars.

IDEA Distribution

Current practice: IDEA distribution is currently 60% to all member districts, with NSSED retaining 40%.

Recommendation: Increase the distribution of IDEA funds to member districts to approximately 70%, with NSSED retaining 30%. This retention level has been determined for two reasons. First, NSSED is able to apply IDEA revenue to membership costs without penalty. Second, NSSED will be able to sufficiently hire and retain quality staff to perform coaching and consultative work through having a steady funding mechanism.

Impact: For FY2012, IDEA distribution is approximately \$445,000. This would increase to approximately \$519,000, and estimated increase of \$73,000, if all other factors remain constant.

IDEA Allocation

Current practice: NSSED currently allocates IDEA funds inconsistently to offset program costs.

Recommendation: Remove IDEA funds from programs to reflect actual gross program costs, and instead, offset gross membership costs. NSSED was responsive to District requests that program tuitions reflect actual program costs.

Impact: Program tuition will increase, while membership rate will decrease. The net effect of this reallocation is to calculate a net membership fee for the high schools. For District 225, the membership rate changes from a rate of \$24.40 to a rate of \$12.25, including overhead cost allocations.

IDEA Preschool Distribution

Current practice: NSSED retains 100% of preschool IDEA dollars.

Recommendation: Preschool grant distribution would match regular IDEA distribution at all times (70%).

Impact: The high school districts would receive under \$500 each. Thus, given this residual amount, the Finance Committee's recommendation, including high school representation, is to waive distribution and instead, apply these funds to the early childhood program.

Overhead cost allocation

Current practice: NSSED currently allocates overhead costs inconsistently across programs.

Recommendation: Moving forward, the Finance Committee recommends a flat 3% overhead cost allocation rate to be applied across the programs.

Impact: For District 225, the net membership rate of \$12.25 includes the 3% overhead allocation.

Summary

Although tuition will increase, the offset from allocating IDEA dollars and changing the distribution percentage rendered the lowest overall cost differential. Individually, costs for ELS will increase by approximately \$900, while costs for North Shore Academy services will increase by approximately \$8,000. Based on Glenbrook's utilization, this calculation minimized cost increases. Also, any increased IDEA flow-through funds will be applied back to offset NSSED services. Overall, these combined changes render a net decrease of approximately \$45,000 (includes \$25,000 previously retained IDEA dollars by LICA), based on current enrollment and program utilization.

District 225 Administrative Recommendation

District 225 administration believes the changes that NSSED is proposing are appropriate, and therefore, supports the above noted recommendations.



Northern Suburban
Special Education District

TO: Executive and Governing Board Members
FROM: Seth Chapman
VIA: Tim Thomas
RE: Billing Study Recommendations
DATE: 12/9/2011

I am pleased to report that the finance committee has successfully concluded its work related to the major objectives of the NSSED Billing Study. As a result, the finance committee has developed recommendations for your consideration at the December 14th Board Meeting. It is important to note that as a whole, the finance committee recommendations achieved strong consensus and support the recommendations noted below.

Recommendations to Governing Board to be implemented in FY13

I. Membership Rate Calculation

a. ACTION: Move to a membership fee amount that is uniform among all NSSED member districts

i. Rationale:

1. The finance committee felt that the current method of charging NSSED elementary districts an additional "surcharge" was outdated considering the programs and services that NSSED provides at this time.
2. The committee recommends that the change in membership cost shall be implemented in one year's time.

II. IDEA Distribution (amount flowed through to member districts)

a. ACTION: Increase the distribution of IDEA funds to member districts from approximately 60% to approximately 70%

i. Rationale

1. The finance committee reviewed several scenarios that would flow through more IDEA revenue to our member districts. The committee settled on the above scenario due to the following factors:

a. The committee recognized the significance of NSSED's need to retain a portion of IDEA funds in order to create stability and retain high quality personnel to have reliable, effective, and efficient staff to service our member districts.

b. The recommended model allows NSSED maximize the amount of membership fee related expenses to be offset through the IDEA grant while avoiding TRS penalties for certified staff.

III. IDEA Allocation (NSSED's retained portion)

a. ACTION: Remove IDEA revenue from NSSED program budgets

i. Rationale:

1. The committee identified that running NSSED programs at actual cost would be the guiding principle.

IV. IDEA Pre-School Distribution

a. ACTION: Pre-school grant distribution would match our IDEA grant distribution at all times.

i. Rationale:

1. Currently, NSSED retains 100% of Pre-School IDEA funds. Many of our member districts have built capacity or are looking to build capacity in regards to the early childhood program. The committee believes that NSSED should provide additional funds to our districts who choose to write for this grant.

ii. Since there are some districts that do not wish to write for the grant, elementary districts will have the option to opt out of receiving their funds and allow NSSED to retain all dollars allocated to them. These funds will be applied to the Early Childhood Program.

iii. Due to the small amounts allocated (under \$500) HS districts will not receive the IDEA Pre-School dollars allocated to their District; NSSED

will retain those funds and apply them to the Early Childhood Program.

V. Overhead Cost Allocation (Reduce “infrastructure costs” that are allocated into Programs and Services)

a. ACTION: Creation of a consistent method to allocate cost transfers (from membership portion of budget) to reduce the burden on programs and services

- i.** NSSED currently allocates overhead costs inconsistently among programs and services. The finance committee is recommending that as an interim step, we move forward with setting this rate for FY13 at the rate of 3% of the program budget costs.
- ii.** The rate of 3% was determined to remain consistent with our current policy of a 3% surcharge on LEA contracts. The rate of 3% will be further discussed at future finance committee meetings within the context of LEA Contracts to ensure consistency as we move forward.

VI. Key considerations related to the above recommendations

a. NSA non-member district tuition rate

- i.** As you may recall from last fiscal year, the finance committee developed a phased in plan for increasing NSA tuition under the current model. With approval of the above recommendations, that plan would require modification.
- ii.** As part of these recommendations and the associated proposed model, the committee is aware that we will need to address NSA out of member district tuition. There is concern that NSA’s out of district tuition under this model will be too high for out of member districts and will result in an adverse impact on member districts as well. It is our intention to address this concern as part of our FY13 Budget process.

Attached to this memo is a one page summary document that compares NSSED’s current method to the proposals noted above in roman numerals I-IV.

We anticipate discussion regarding the above recommendations and look forward to providing additional background information at the December 14th Board Meeting. Please note that this will be a discussion item at that meeting and we will look to take action on the proposed recommendations at the January 11th Board Meeting.

Summary of Finance Committee Recommended Changes

	Current Practice	Recommended Practice
Membership Rate	NSSSED uses a Dual Membership Rate – one for Elementary Districts & one for High School Districts	NSSSED use one Membership Rate for all School Districts
IDEA Distribution	NSSSED retains ~40% of IDEA Funds	NSSSED retain ~30% of IDEA Funds
IDEA Allocation	NSSSED uses its IDEA Funds to offset NSSSED Programming Costs	NSSSED remove its IDEA Funds from NSSSED Programs and place in Membership Costs
Pre-school IDEA	NSSSED retains 100% of IDEA Pre-school	NSSSED retain ~30% of IDEA Pre-school



SUMMARY OF NSSED COSTS TO MEMBER DISTRICTS
Current Practice

Information from 2011/2012 School Year

District	General Education Enrollment	Base Membership Fee & Elementary Supplemental Fee	Educational & Life Skills ADE	Educational & Life Skills Cost to District	Educational & Life Skills Transition ADE	Educational & Life Skills Transition Cost to District	Early Childhood Half Day ADE	Early Childhood Half Day Cost to District	Early Childhood Full Day ADE	Early Childhood Full Day Cost to District	North Shore Academy ADE	North Shore Academy Cost to District	Support Service Costs to District**	Total District ADE	Total District Cost	Current IDEA Dollars Flow Through to Member Districts (60%)	Remaining District Cost if ALL IDEA Dollars were used to offset NSSED Services
Amount of Assessment/ Tuitions		24.40 (Base) 19.50 (Elem)		30,662		35,680		16,776		33,552		36,668					
27	1,166	51,187	7.00	214,634			9.33	156,520	1.21	40,598	3.21	117,704	276,019	20.75	856,663	(200,244)	656,419
28	1,680	73,752	25.50	781,881			13.00	218,088	2.00	67,105	3.78	138,605	209,989	44.28	1,489,420	(223,537)	1,265,883
29	519	22,784	3.00	91,986			2.00	33,552		-		-	44,031	5.00	192,353	(94,735)	97,618
30	1,101	48,334	11.00	337,282			4.72	79,183		-	2.22	81,403	26,665	17.94	572,867	(129,634)	443,233
31	806	35,383	6.96	213,408			6.28	105,353	3.47	116,426	5.86	214,874	106,299	22.57	791,744	(105,206)	686,538
34	4,701	206,374	42.25	1,295,470			5.97	100,153	1.50	50,328	14.63	536,453	533,375	58.38	2,621,999	(597,359)	2,024,640
35	1,325	58,168	10.93	335,136			8.84	148,300	1.00	33,552	5.86	214,874	112,985	22.76	821,316	(148,421)	672,895
36	1,882	82,620	5.00	153,310			1.00	16,776		-	3.98	145,939	348,525	18.82	912,246	(273,087)	639,159
38	530	23,267		-						-		-	185,070	1.00	225,113	(57,281)	167,831
65	933	40,959	1.00	30,662				-		-	1.00	36,668	68,129	2.00	176,418	(115,603)	60,815
67	2,049	89,951	3.00	91,986			0.86	14,427		-	1.00	36,668	209,075	4.86	442,107	(280,512)	161,595
106	195	8,561	4.00	122,648				-	0.15	5,033	1.00	36,668	50,828	5.15	223,737	(22,272)	201,466
109	3,133	137,539	2.00	61,324				-	2.00	67,105	1.36	49,868	353,050	5.36	668,886	(366,587)	302,299
112	4,351	191,009	18.34	562,341				-	0.81	27,177	15.14	555,154	798,625	34.29	2,134,306	(549,446)	1,584,860
113	3,747	91,427	14.59	447,359	6.56	234,061		-		-	11.89	435,983	209,608	33.04	1,418,436	(394,209)	1,024,227
115	1,737	42,383	12.00	367,944	4	142,720		-		-	1.86	68,202	50,054	17.86	671,303	(203,327)	467,976
203	4,167	101,675	0.07	2,146	1.45	51,736		-		-	12.47	457,250	152,106	13.99	764,913	(600,910)	164,002
225	4,770	116,388	36.00	1,103,832	9.86	351,805		-		-	4.87	178,573	297,286	50.73	2,047,884	(445,694)	1,602,190
Non-Member			5.00	153,310	1.04	37,107		-		-	47.55	2,316,588	47,094	53.59	2,554,100		2,554,100
Unfilled ADE from Budget			-6.64	(203,596)	-1.11	(39,605)		(134,208)	-0.14	(4,697)	-0.18	(97,585)		(16.07)	(479,691)		(479,691)
Total	38,792	1,421,759	201.00	6,163,062	21.80	777,824	44.00	738,144	12.00	402,627	137.50	5,523,890	4,078,814	416.30	19,106,120	(4,808,065)	14,298,055

** Support Services Costs are from 2010-2011



**SUMMARY OF NSSED COSTS TO MEMBER DISTRICTS
IDEA REALLOCATION (70/30 DISTRIBUTION)**

Information from 2011-2012 School Year

	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	
	IDEA and Preschool out of Programs and 3% Overhead Transfer to Program Costs																
District	General Education Enrollment	Base Membership Fee & Elementary Supplemental Fee	Educational & Life Skills ADE	Educational & Life Skills Cost to District	Educational & Life Skills Transition ADE	Educational & Life Skills Transition Cost to District	Early Childhood Half Day ADE	Early Childhood Half Day Cost to District	Early Childhood Full Day ADE	Early Childhood Full Day Cost to District	North Shore Academy ADE	North Shore Academy Cost to District*	Support Service Costs to District**	Total District ADE	Total District Cost	Current IDEA Dollars w/ Additional Dollars from 70/30 Distribution	Remaining District Cost if Additional IDEA Dollars were used to offset NSSED Services
Amount of Assessment/ Tuitions	12.25		31,498	39,640	23,746	47,491	44,848										
27	1,166	14,283	7.00	220,486		9.33	221,546	1.21	57,464	3.21	143,961	253,269	20.75	911,010	(225,385)	685,624	
28	1,680	20,579	25.50	803,200		13.00	308,692	2.00	94,982	3.78	169,525	192,682	44.28	1,589,659	(256,138)	1,333,521	
29	519	6,357	3.00	94,494		2.00	47,491					40,402	5.00	188,745	(105,578)	83,166	
30	1,101	13,486	11.00	346,478		4.72	112,070				2.22	24,468	17.94	596,073	(146,204)	449,869	
31	806	9,873	6.96	219,226		6.28	164,794	4	164,794	5.86	262,808	97,538	22.57	903,361	(121,792)	781,569	
34	4,701	57,583	42.25	1,330,792		5.5	71,237	1.7	71,237	14.63	656,123	489,413	58.38	2,605,148	(691,302)	1,913,846	
35	1,325	16,230	10.93	344,273		1.00	23,746				5.86	103,673	22.76	868,746	(168,986)	699,759	
36	1,882	23,053	5.00	144,490		2.84	208,931	1.00	47,491	3.98	178,494	319,799	18.82	936,238	(309,358)	626,880	
38	530	6,492	4.00	175,992		1.00	23,746					169,816	1.00	200,053	(64,094)	135,959	
65	933	11,429	1.00	31,498							1.00	62,514	2.00	150,288	(138,923)	11,365	
67	2,049	25,099	3.00	94,494		0.86	20,421				1.00	191,842	4.86	376,704	(323,862)	52,842	
106	195	2,389	4.00	175,992				0.15	7,124	1.00	44,848	46,638	5.15	226,991	(25,655)	201,336	
109	3,133	38,377	2.00	62,996				2.00	94,982	1.36	60,993	323,951	5.36	581,299	(426,796)	154,504	
112	4,351	53,296	18.34	577,674							15.14	732,801	34.29	2,081,235	(632,914)	1,448,321	
113	3,747	45,898	14.59	459,556	6.56	260,040		0.81	38,468	11.89	533,240	192,331	33.04	1,491,066	(436,355)	1,054,711	
115	1,737	21,277	12.00	377,976	4	158,561					1.86	45,929	17.86	687,160	(225,065)	462,095	
203	4,167	51,042	0.07	2,205	1.45	57,478					12.47	139,569	13.99	809,547	(665,155)	144,392	
225	4,770	58,429	36.00	1,133,929	9.86	390,853					4.87	272,783	50.73	2,074,403	(493,344)	1,581,059	
Non-Member Unfilled ADE from Budget			-6.64	(209,147)	-1.11	(44,001)		-0.14	(6,649)	-0.18	(113,887)	43,212	(16.07)	(563,648)		3,040,864	
Total	38,792	475,171	201.00	6,331,104	21.80	864,158	1,044,804	12.00	569,893	137.50	6,727,179	3,742,632	416.30	19,754,941	(5,456,906)	14,298,035	

*Non Member Tuition for NSA = \$58,863
** Support Services Costs are from 2010-2011

IDEA and Preschool prop redistrib 3% w transfer.xism
Current, blended assess, idea



Northern Suburban
Special Education District

IMPACT OF BUDGETED TUITION AND SERVICES
IDEA REALLOCATION (70/30 DISTRIBUTION)

Document III

IDEA and Preschool out of Programs and 3% Overhead Transfer to Program Costs										
Information from 2011/2012 School Year										
District	Difference for Single Membership Fee	Difference for Educational and Life Skills	Difference for Educational and Life Skills Transition Program	Difference for Early Childhood Half Day	Difference for Early Childhood Full Day	Difference for North Shore Academy	Difference for Support Service Costs	Total District Cost Difference of NSSED Services	Additional IDEA Dollars to District (including Preschool)	Cost Difference After Applying ALL IDEA Dollars to Offset NSSED Services #
Difference of Membership Fee/Tuitions/Services	Elementary Difference - (31,65)	High School Difference - (12,15)	836	6,970	13,939	8,180				
27	(36,905)	5,852		65,026	16,866	26,257	(22,750)	54,346	(25,141)	29,205
28	(53,173)	21,319		90,604	27,878	30,920	(17,308)	100,239	(32,601)	67,638
29	(16,427)	2,508		13,939	0	0	(3,629)	3,609	(10,843)	(14,452)
30	(34,848)	9,196		32,896	0	18,159	(2,198)	23,206	(16,570)	6,636
31	(25,511)	5,819		43,769	48,368	47,934	0	111,617	(16,586)	95,031
34	(148,790)	35,322		0	20,908	119,670	(43,962)	16,851	(93,943)	(110,794)
35	(41,937)	9,138		41,608	0	47,834	(9,312)	47,430	(20,566)	26,864
36	(59,567)	4,180		61,611	13,939	32,556	(38,726)	23,992	(36,271)	(12,279)
38	(16,775)	0		6,970	0	0	(13,254)	25,059	(6,813)	(31,872)
65	(29,530)	836		0	0	8,180	(5,815)	26,130	(23,320)	(49,450)
67	(64,852)	2,508		5,284	0	8,180	(17,232)	65,403	(43,350)	(108,753)
106	(6,172)	3,344		0	2,091	8,180	(4,189)	3,254	(3,383)	(130)
109	(99,162)	1,672		0	27,878	11,125	(29,099)	87,587	(60,208)	(147,795)
112	(137,713)	15,333		0	11,290	123,842	(65,824)	53,071	(83,468)	(136,539)
113	(45,529)	12,198		0	0	97,258	(17,276)	72,630	(42,145)	30,484
115	(21,106)	10,032		0	0	15,214	(4,126)	15,856	(21,738)	(5,882)
203	(50,632)	59		0	0	102,002	(12,537)	44,634	(64,244)	(19,611)
225	(57,959)	30,097		0	0	39,836	(24,503)	26,519	(47,650)	(21,131)
Non-Member	0	4,180		0	0	482,347	(3,882)	486,764	0	486,764
Unfilled ADE from Budget	0	(5,551)		(55,756)	(1,951)	(16,302)	0	83,957	0	(83,957)
Total*	(946,588)	168,042	86,334	306,660	167,266	1,203,289	(336,182)	648,821	(648,841)	(20)

District with projected savings are noted in red

IDEA and Preschool prop redistrib 3% w transfer.xlsm
Difference 0%

Northern Suburban Special Education District



TO: Executive Committee
Governing Board

FROM: Tim Thomas *Tim Thomas*
Superintendent

DATE: December 14, 2011

RE: New Service Delivery Model

NNSSED, like all of our member school districts, adapts and evolves over time. We always strive to maximize student outcomes and understand there are many interconnected variables that impact success. We believe it is time for NNSSED to move forward and adapt our program and service model in collaboration with our member districts, continually working toward success for all of our students.

The NNSSED program and service model is built on a delivery system that focuses on three levels of programming to ensure optimal student outcomes. The necessary program components within level one are those elements required to run a quality classroom and provide the necessary services to fulfill the requirements of the IEP. This includes the classroom teachers, teacher assistants, and itinerant speech, occupational and physical therapists as required.

The program elements defined in level two of the model include those interventions, services, and supports that allow students to have optimal and successful inclusion in the general education building, in their neighborhood and their community. This includes direct personal support, intervention and behavior specialists, direct consultation, family therapy, nursing support, community planning and curriculum integration, support staff for community outings and transportation.

The third level of the model addresses programming components and supports that help to ensure students experience success in their post school years – in their adult lives. These services include things such as transition planning, vocational training, job coaching, specific in depth life skills training, supportive attendance and community service learning.

Quality outcomes for students are based on the integration and integrity of the implementation of all program elements within the three levels. NNSSED constantly strives to maintain the highest level of integrity while operating zero reject programs that are focused on maximizing, and never marginalizing, every student's potential.

As we move forward, making every effort for successful student inclusion in multiple environments and throughout their lives, we are introducing to our member districts a new service delivery model that will help us accomplish this together. Historically, NNSSED has directed a program based model and offered its member districts this programming as a single tuition based model. In this model, all of the elements described above are included within one tuition per student. We recognize that for a multitude of reasons, some of our member districts are interested in having an opportunity to manage certain aspects of the programming for the students we currently serve. This has lead us to the development of a more

consultative coaching model that would allow us to explore that interest on the part of some of our member districts, while maintaining the integrity of the programming that has been developed for our students.

As has been expressed, and we agree, some districts may wish to assume the management and cost of level one of the programming. In simple terms, this means the teacher and possibly the teacher assistants would work directly for the member school district.

The interventions, supports and services required for quality programming that are identified in level two and three of the program model, such as behavior and inclusion consultation, community programming and transition work, would be provided to the classroom in a coaching and consultation model from NSSED.

The expertise currently embedded in the cooperative has been built over thirty years of programming for children with more significant needs. It is important that in the implementation of a new adaptive service delivery model we hold true to the purpose and intention of having a joint agreement cooperative for shared services for our students. Common sense suggests no one member district, regardless of their enrollment, will have the resources or experience available for their classroom that is available within the cooperative. The personnel and services required for a highly successful special education classroom include expertise in autism, academic and behavioral support, transition, understanding of the partnership model for optimal community and long-term outcomes, and expertise in instructional and assistive technology. These services will be provided to member districts in a coaching and consultation model to allow us to co-manage the needs of the students in the classroom effectively, regardless of who is the primary manager of the classroom.

We do not anticipate that all, or even the majority, of our member districts will be interested in changing from the current program tuition based model. We continue to be fully committed to staffing and managing those classrooms with the same high quality approach we have for years. Our evaluation and decision to offer another option for providing the same programming within a coaching and consultation model is to meet the interest expressed by some of our districts while at the same time provide assurance to all our member districts and families that the highest quality programming will be maintained for their children. It is our hope and expectation that the decision on the part of any of our member districts to move from the program tuition based model to the coaching and consultation model will be a mutually made decision, and that all programming decisions will be based on the components defined within current NSSED programs. This adaptation to a more consultative and coaching model is to ensure our member districts have additional options as we move forward together.

Finally, within the framework of this new model is the need for NSSED to adjust resources internally. As noted above, over the past many years, NSSED has developed expertise in a number of highly specialized areas that are of direct benefit to our students and classrooms, and that our member districts have come to rely on when presented with their most challenging learners. We believe this is what our member districts look to the cooperative for - to research interventions, provide training, coaching and consultation in highly specialized areas. We recognize this will require some internal restructuring in order to provide the necessary resources and supports to make this a valued commodity. We are committed to providing a full array of programs and services for all our students regardless of their placement. We believe that providing quality services at all three levels, with additional focus on consultation and coaching, will lead to better outcomes for all students.

Current NNSSED Service Delivery Model



1. **In the Classroom:** Primarily focuses on classroom supports and instruction
2. **In the School, Neighborhood, and Community:** Student specific integrated interventions and supports for school and community inclusion
3. **In Adult Lives:** Student specific and minimal experiences

A More Integrated and Systemic NSSED Service Delivery Model



- 1. In the Classroom: NSSED continues to provide classroom supports and instruction for all learners regardless of location or who is managing the program**
- 2. In the School, Neighborhood, and Community: Planned integrated services and interventions for school and community inclusion, maximizing all available supports**
- 3. In Adult Lives: Partnering of school, family and community resources providing long term opportunities**

NSSD Programming and Services: Shifting from Program-based to Coaching & Consultative

