District Objectives and System Data
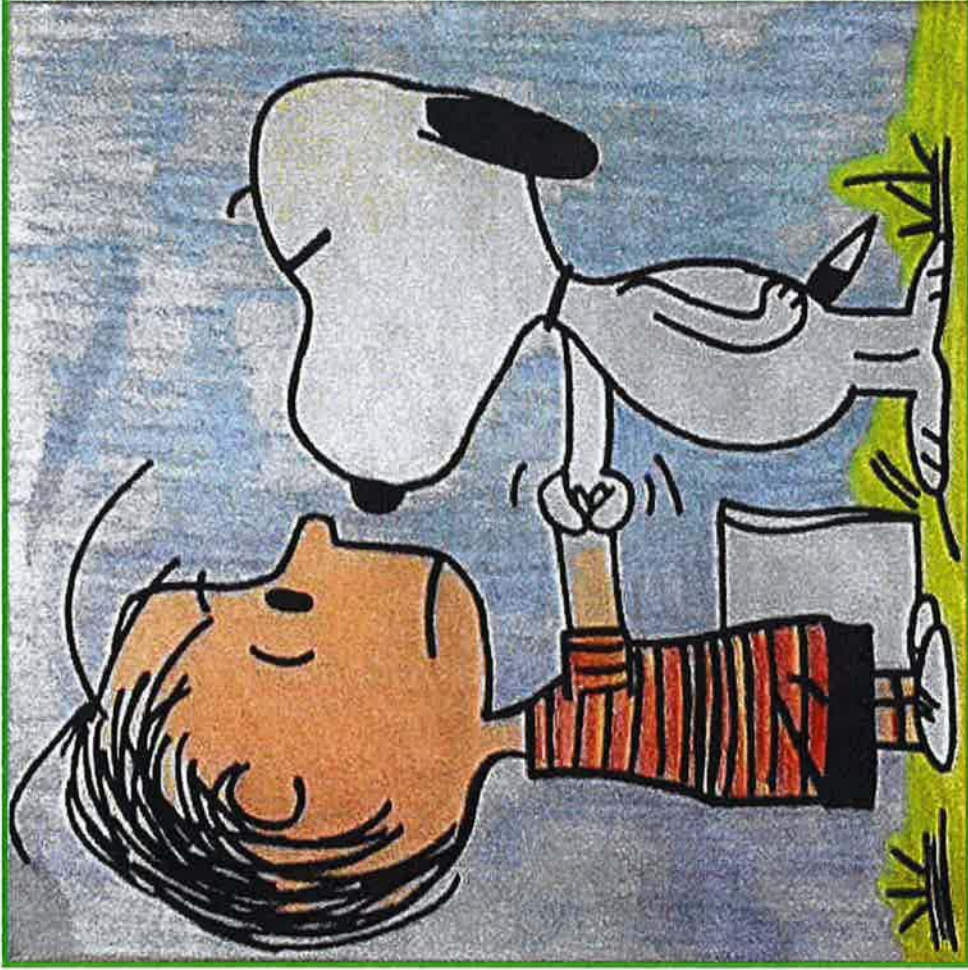
Board of Education's 2013-2014 Operating Budget Request: "Excellence is the Point"

Winifred Hamilton, Ph.D.
Superintendent of Schools
February 5, 2013
www.stamfordpublicschools.org

Stamford Public Schools

EXCELLENCE IS THE POINT.

Stamford Public Schools

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Stamford Public Schools prepares each and every student for higher education and success in the 21st century

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Alliance/Strategic
District Improvement Plan

CURRICULUM INSTRUCTION AND ASSESSMENT

Vision: By 2015, SPS will provide a K-12 standards-based curriculum for all students that is aligned to the Common Core State Standards (CCSS) with built in supports and opportunities for acceleration and a balanced assessment system.

STRUCTURES/ORGANIZATION FOR INSTRUCTIONAL ACCESS

Vision: By 2015, SPS will have access to a rigorous standards based curriculum, aligned to the Common Core State Standards.

PROFESSIONAL LEARNING COMMUNITIES/DATA TEAM PROCESS

Vision: By 2015, SPS teachers and administrators will participate in high functioning data-driven Professional Learning Communities and School and District Data Teams in a process of continual, instructional improvement.

SCHOOL CULTURE/HIGH EXPECTATIONS

Vision: By 2015, School Culture at all SPS will ensure a safe, orderly and positive social and emotional environment that promotes high levels of achievement for all students.

How Are We Doing?
What Do Our Measures Tell Us?
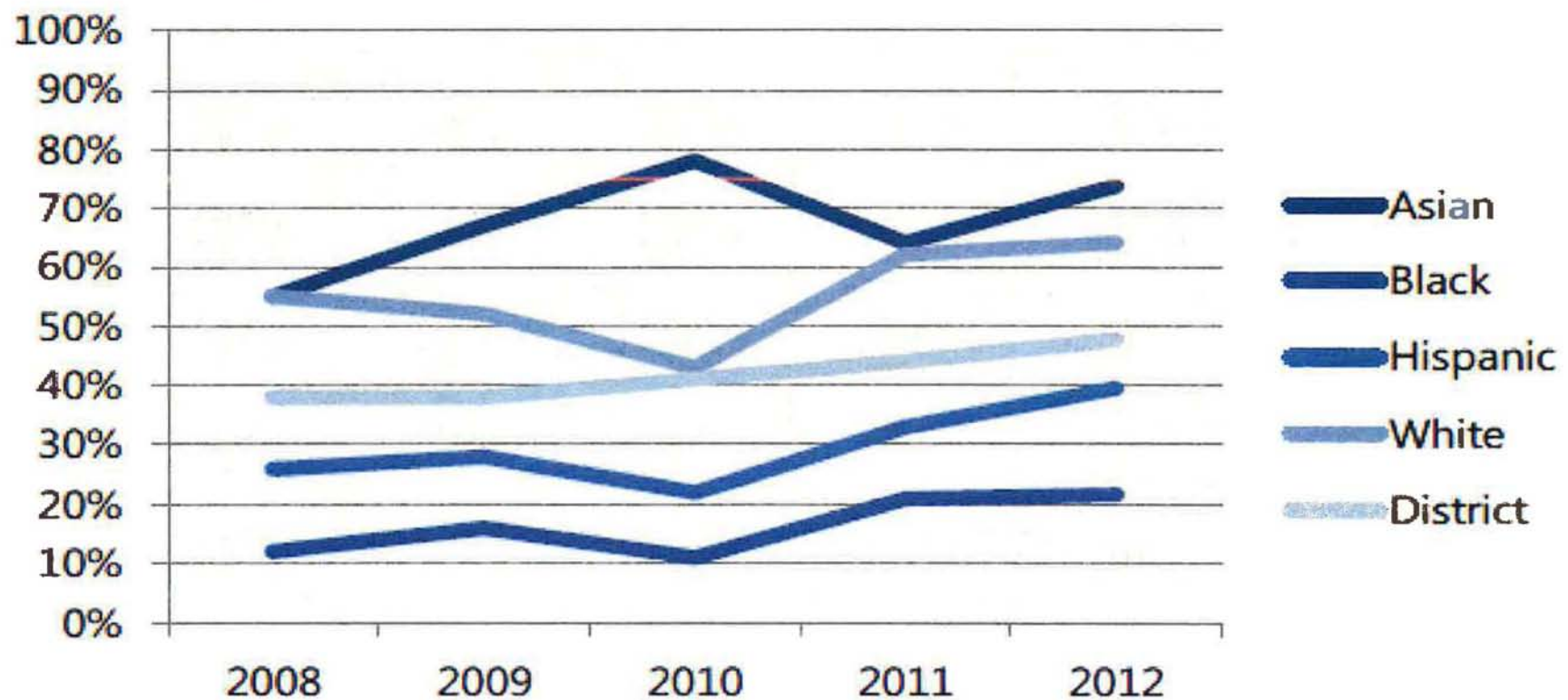
- High School

- Middle School

- Elementary School

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HIGH SCHOOL

AP Course Enrollment

SAT Participation

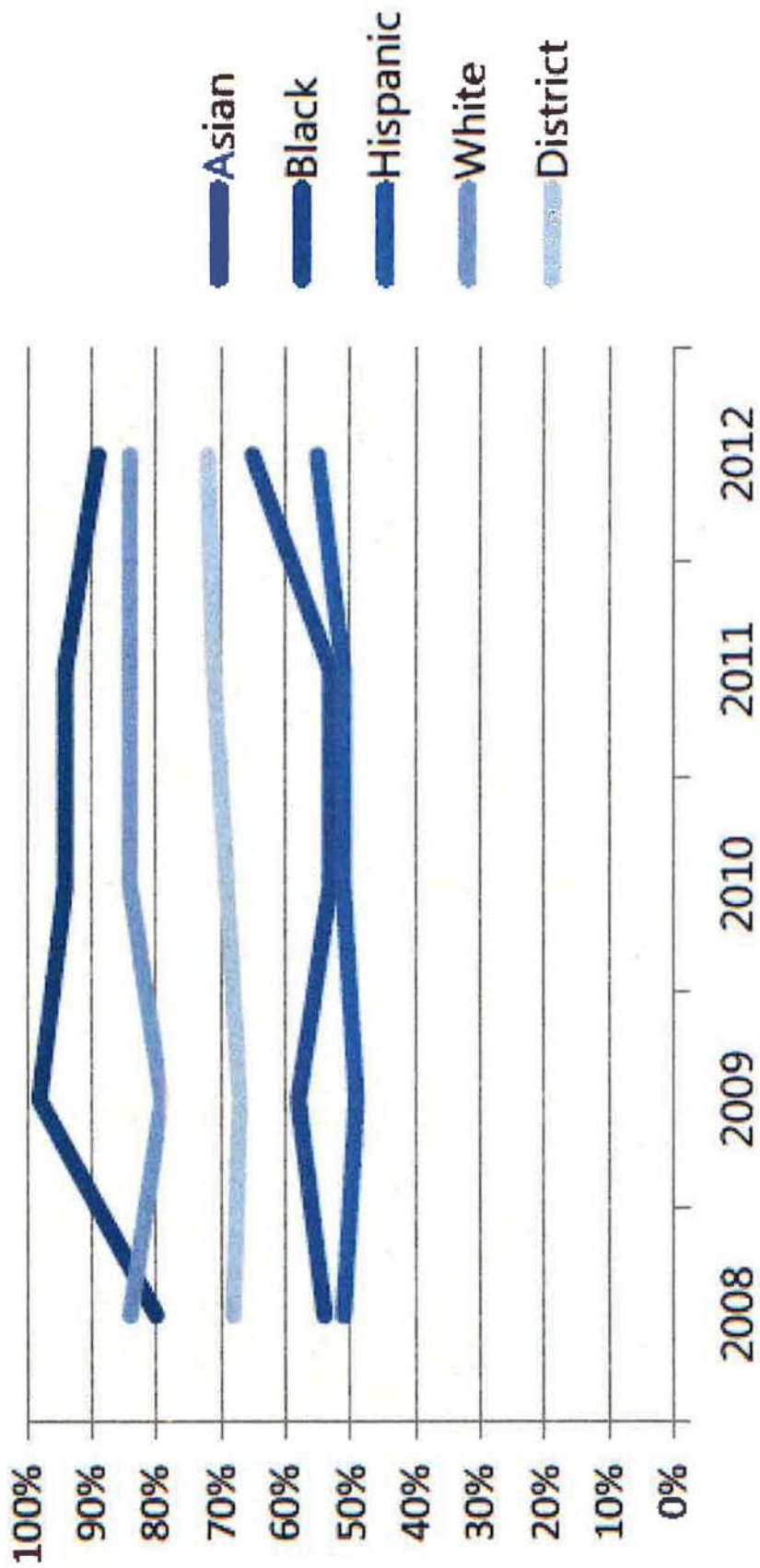Eligibility for College Credit

Graduation Rates by NCLB Groups

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Percentage of SPS Students Taking the SAT

Legend:
- Asian
- Black
- Hispanic
- White
- District

Y-axis: 100%, 90%, 80%, 70%, 60%, 50%, 40%, 30%, 20%, 10%, 0%

X-axis: 2008, 2009, 2010, 2011, 2012

Percentage of SPS Students Eligible for College Credit

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Legend: Asian, Black, Hispanic, White, District

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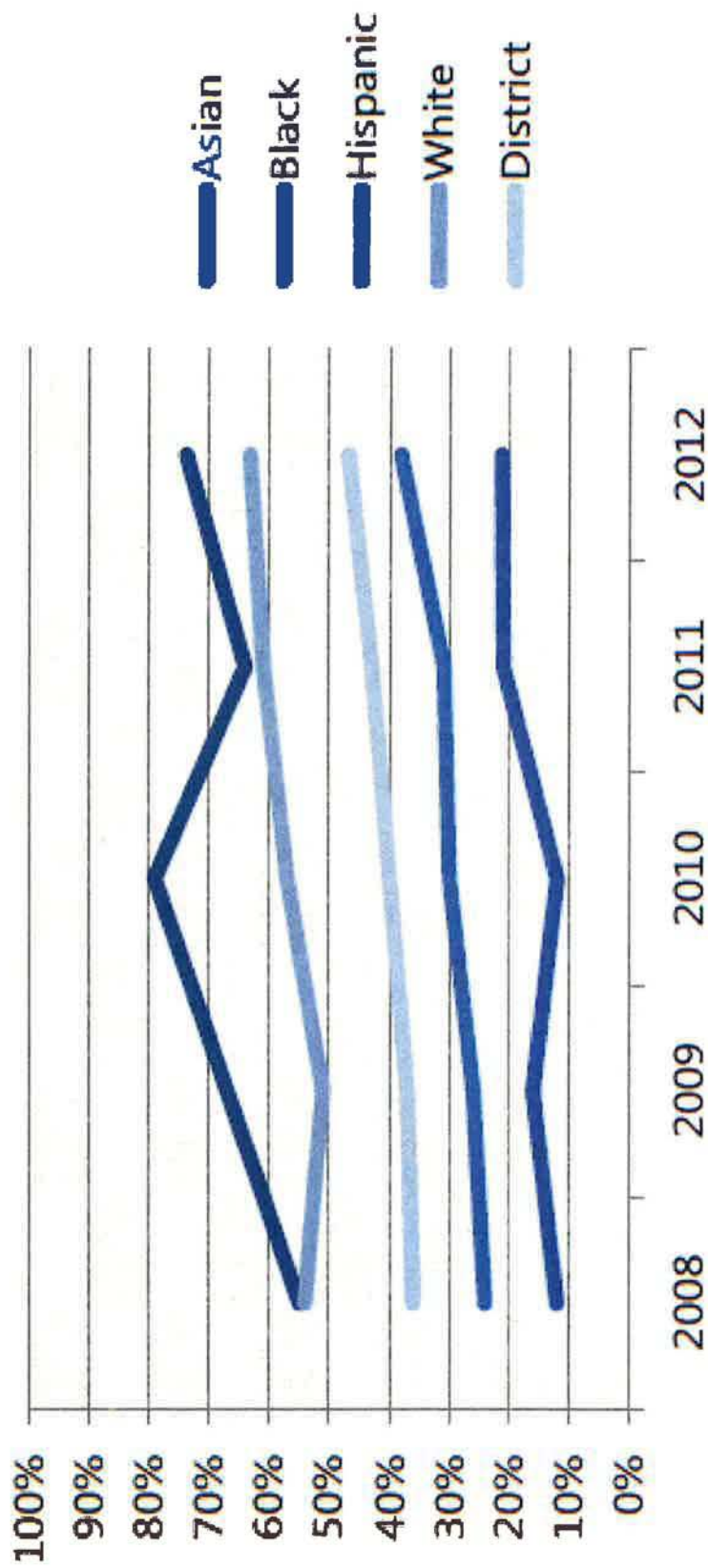
4-Year Cohort Graduation Rates by Race/Ethnicity

Class of 2010, 2011, and 2012

Legend: 2010, 2011, 2012

Categories: All Students, Asian, Black, Hispanic, White
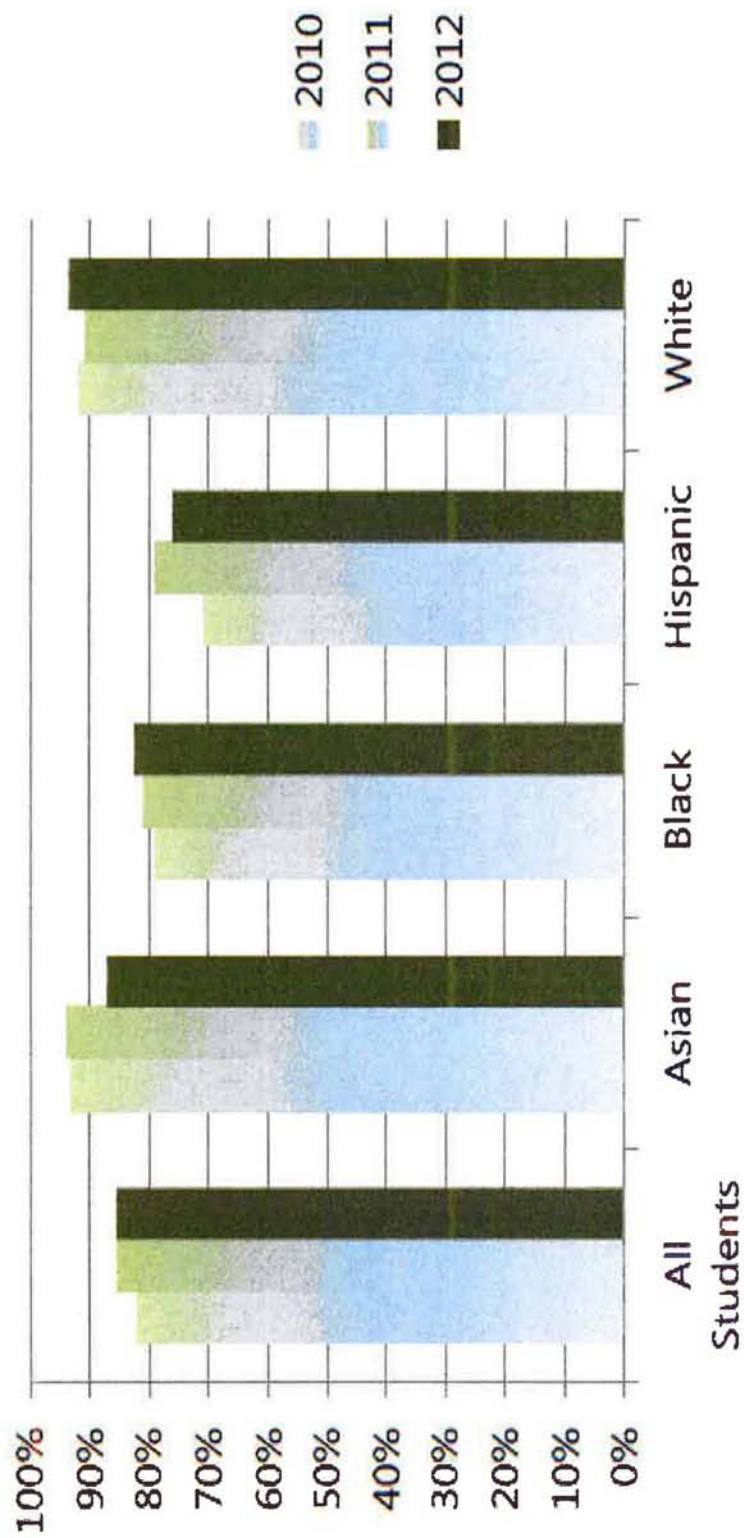
4-Year Cohort Graduation Rates by Selected Groups

Class of 2010, 2011, and 2012

Stamford Pub
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Legend: 2010, 2011, 2012

Categories: English Language Learners (ELL), Economically Disadvantaged Students, Special Education Students

Y-axis: 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%, 90%, 100%
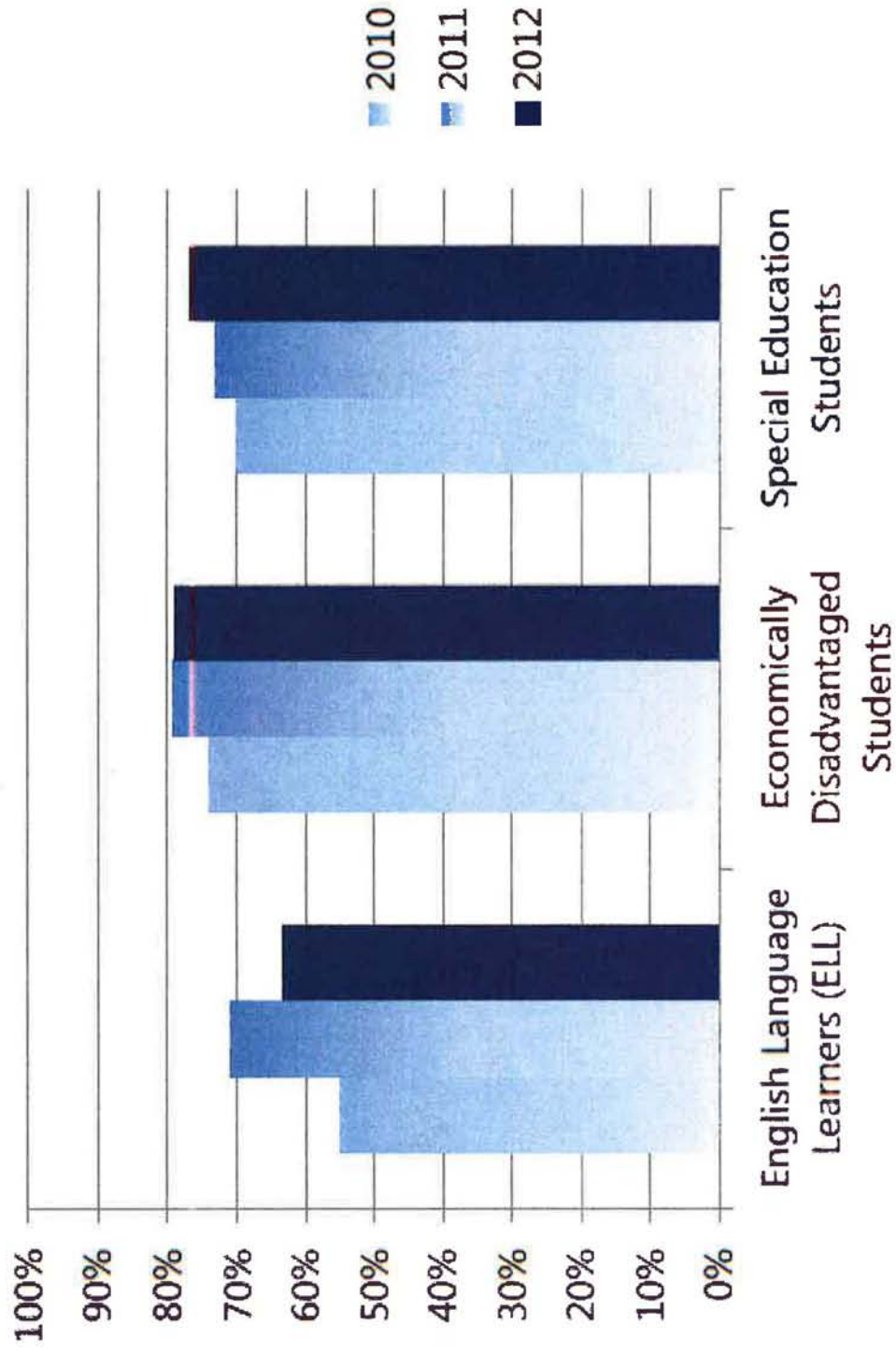
MIDDLE SCHOOL

- CMT Achievement at Goal

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MATH

Stamford Public Schools
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Percentage of SPS Students Scoring at/above Goal on the CMT from 2008-2012 (with 5-Year Percentage Point Increase)

Stamford Public Schools
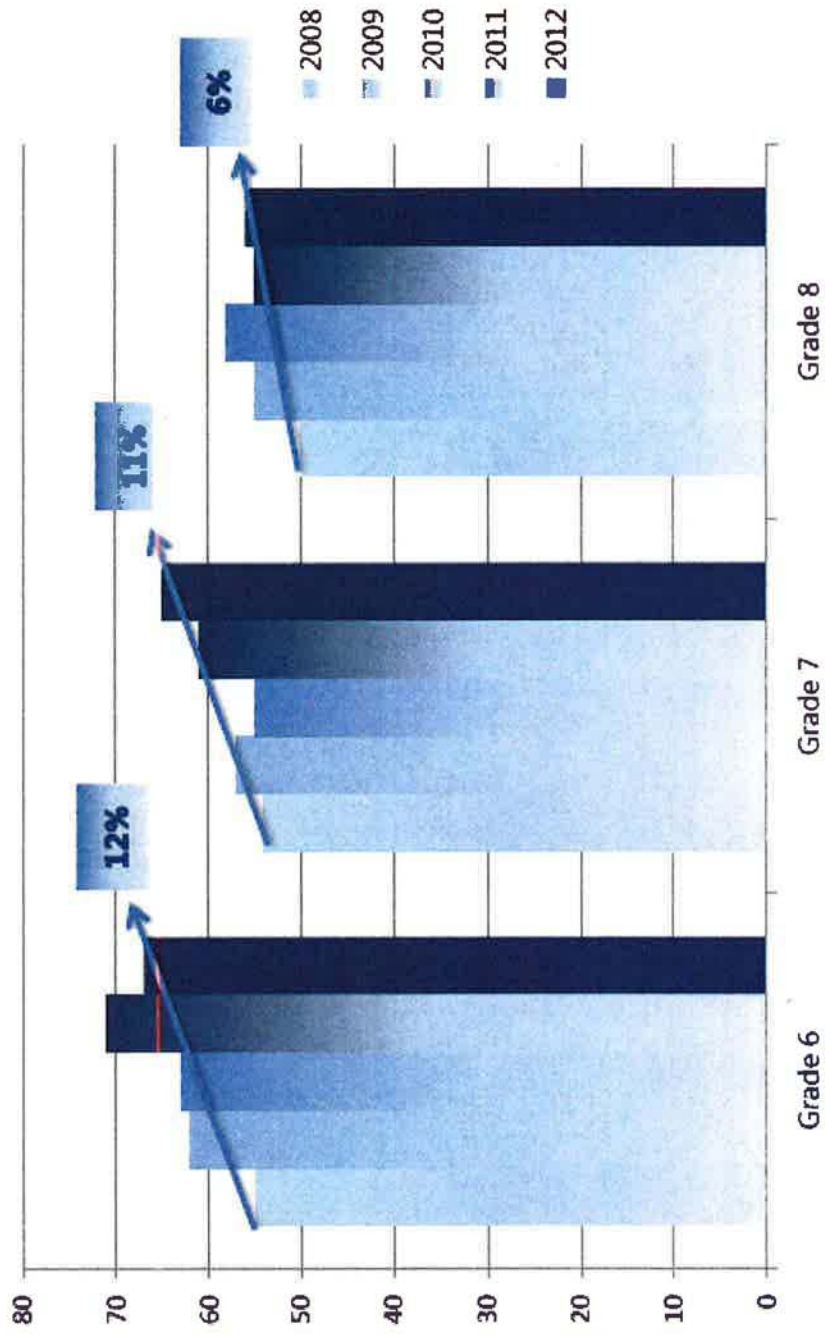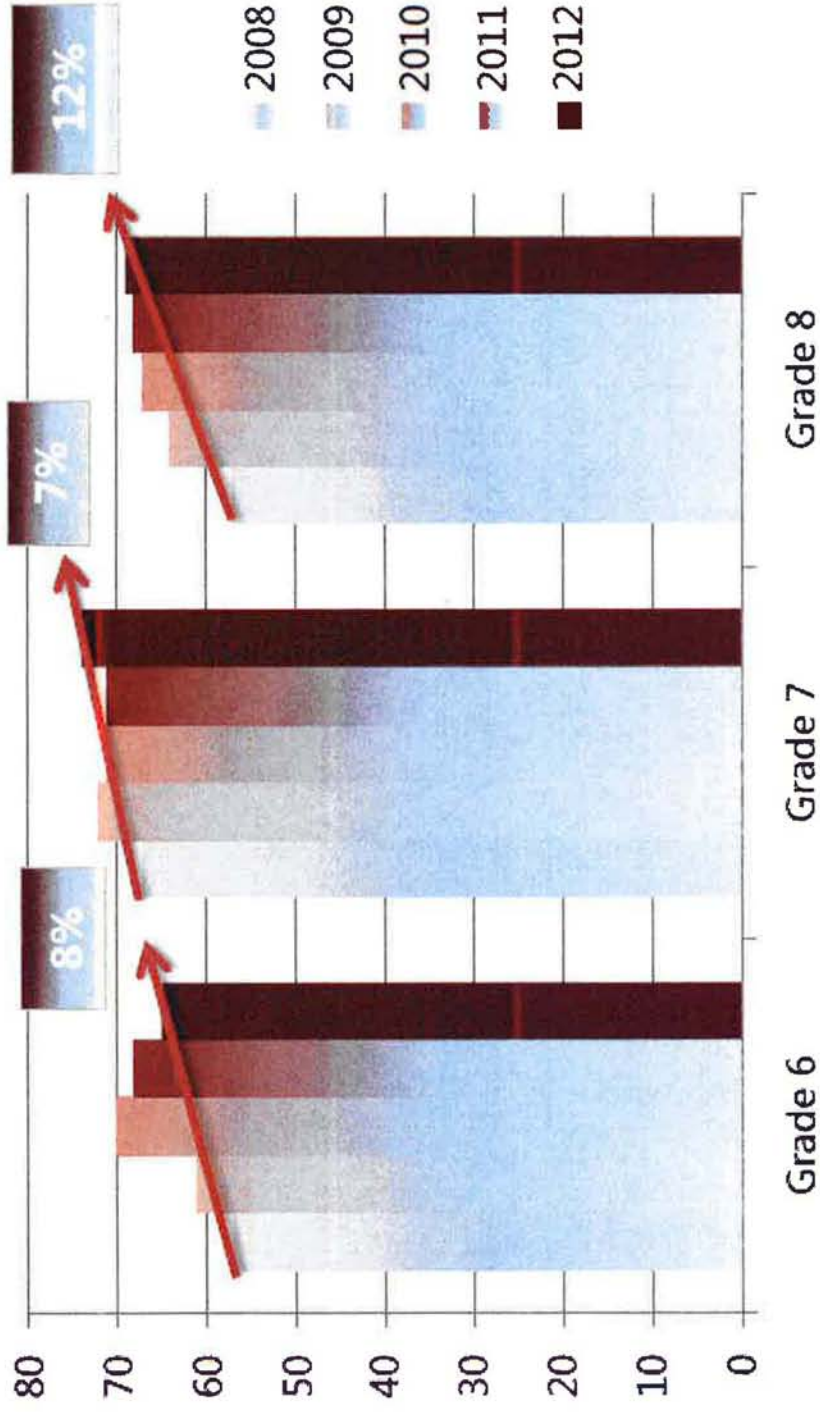EXCELLENCE IS THE POINT.

Percentage of SPS Students Scoring at/above Goal on the CMT from 2008-2012 (with 5-Year Percentage Point Increase)
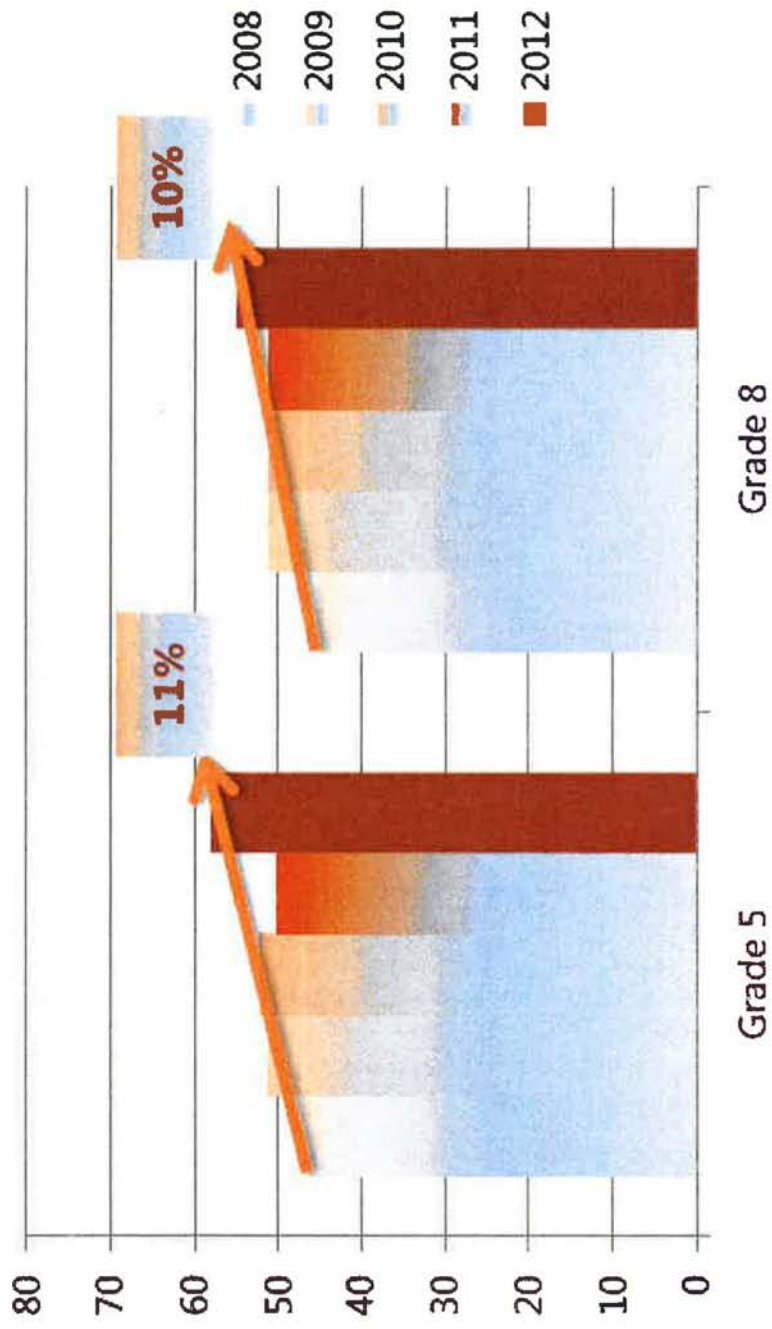
SCIENCE

Stamford Public Schools
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Percentage of SPS Students Scoring at/above Goal on the CMT from 2008-2012 (with 5-Year Percentage Point Increase)

Legend: 2008, 2009, 2010, 2011, 2012

Grade 5: 11%
Grade 8: 10%

ELEMENTARY

- CMT Achievement at Goal

Stamford Public Schools

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Percentage of SPS Students Scoring at/above Goal on the CMT from 2008-2012 (with 5-Year Percentage Point Increase)

MATH
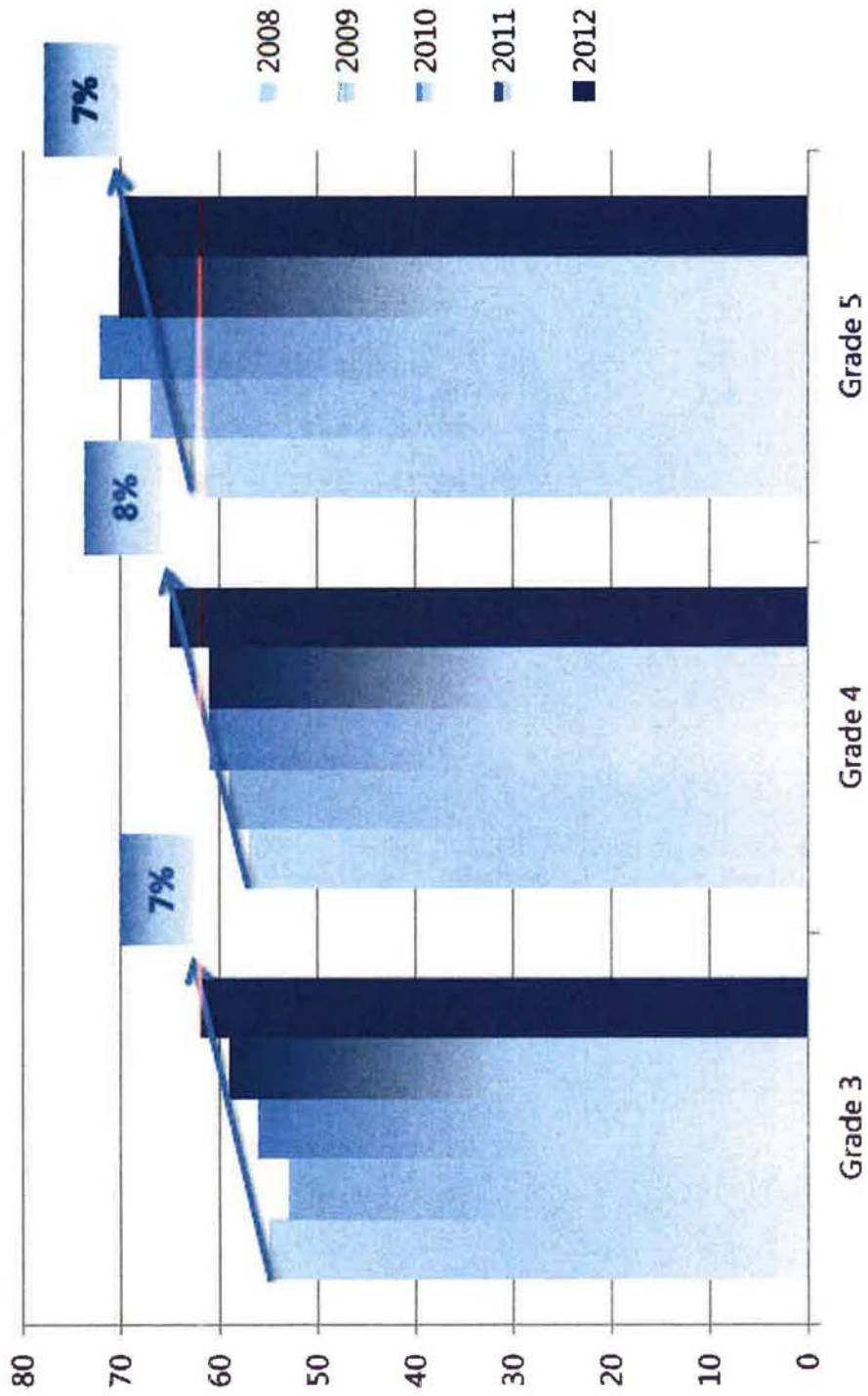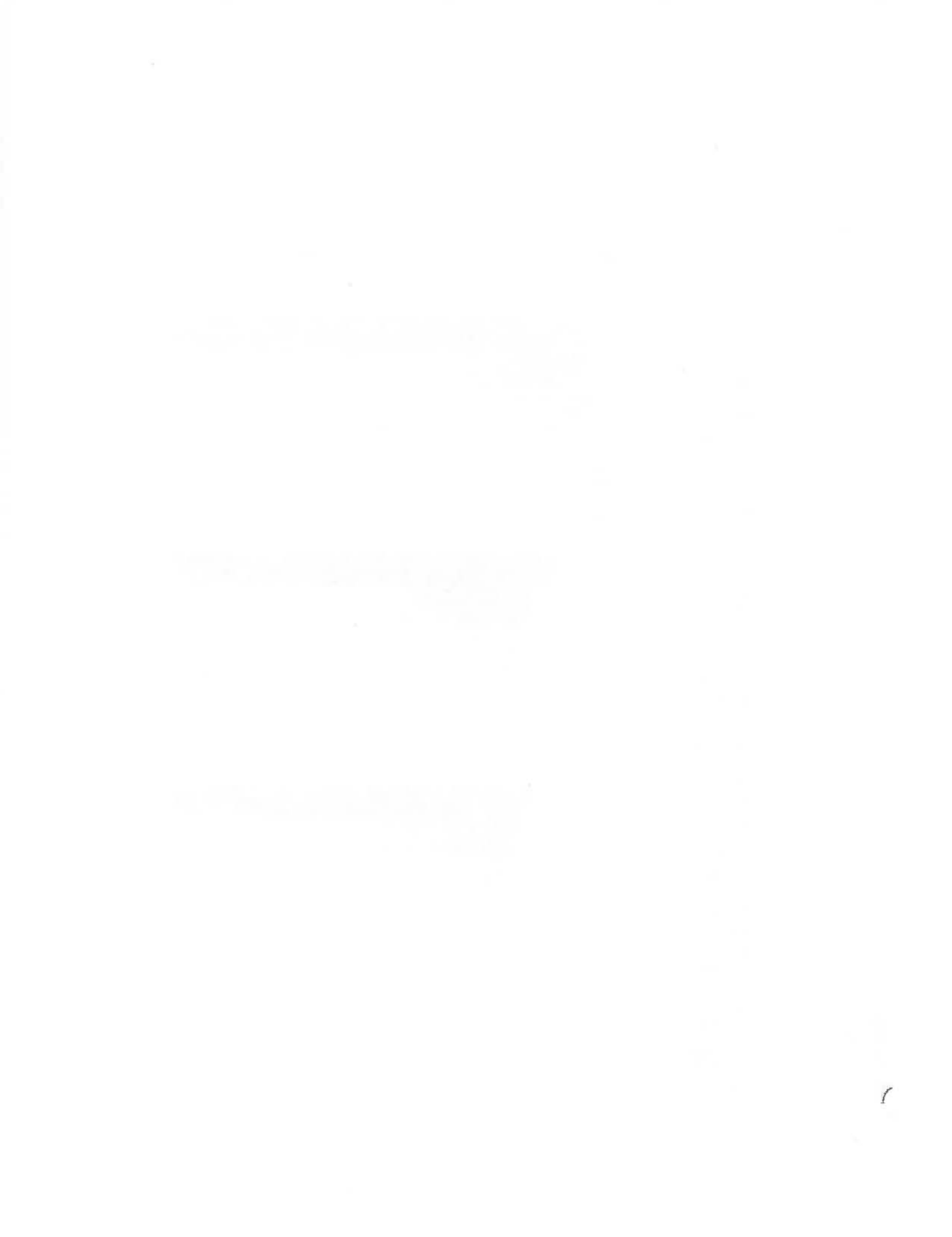
Stamford Public Schools
EXCELLENCE IS THE POINT.

Percentage of SPS Students Scoring at/above Goal on the CMT from 2008-2012 (with 5-Year Percentage Point Increase)

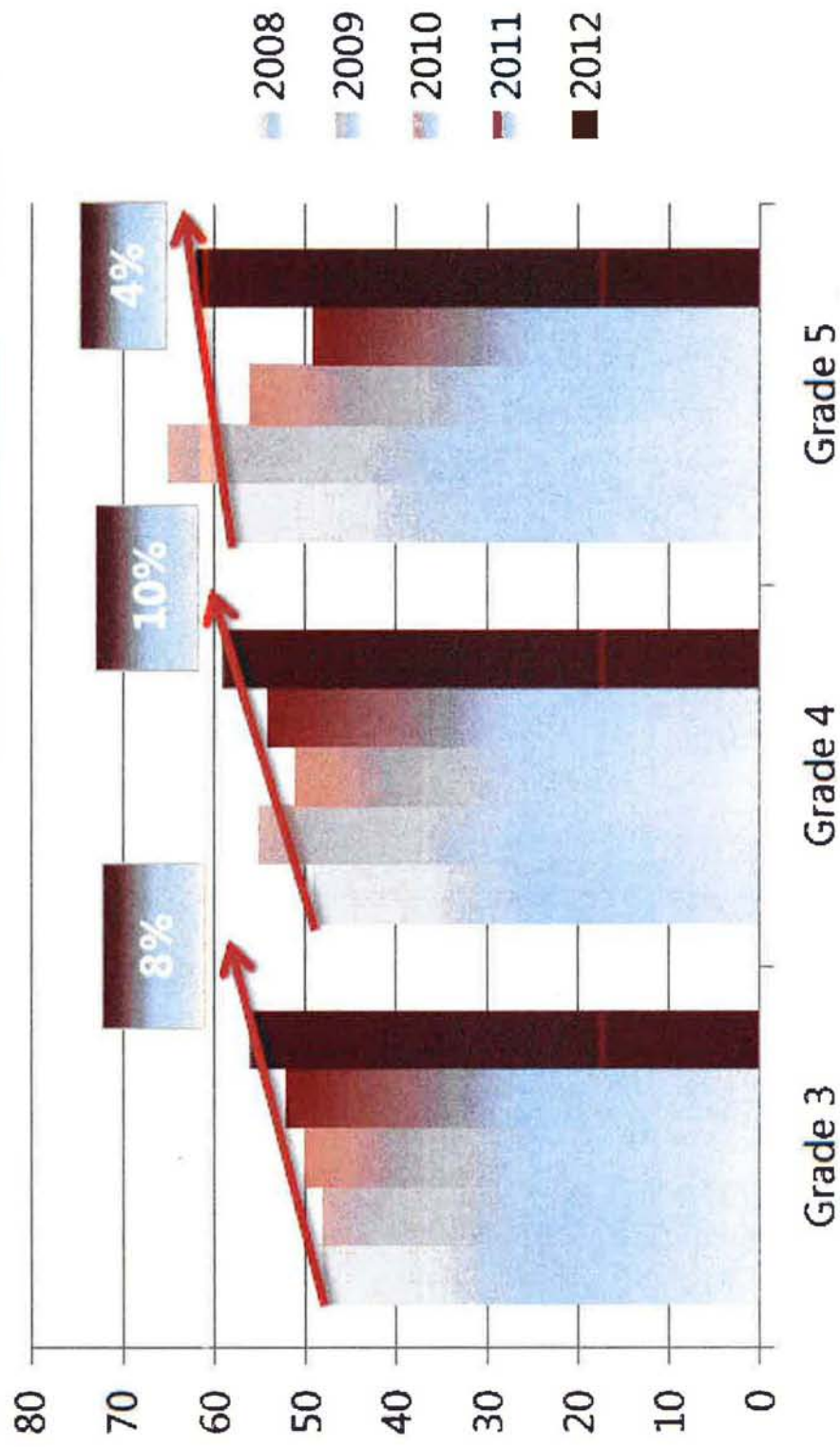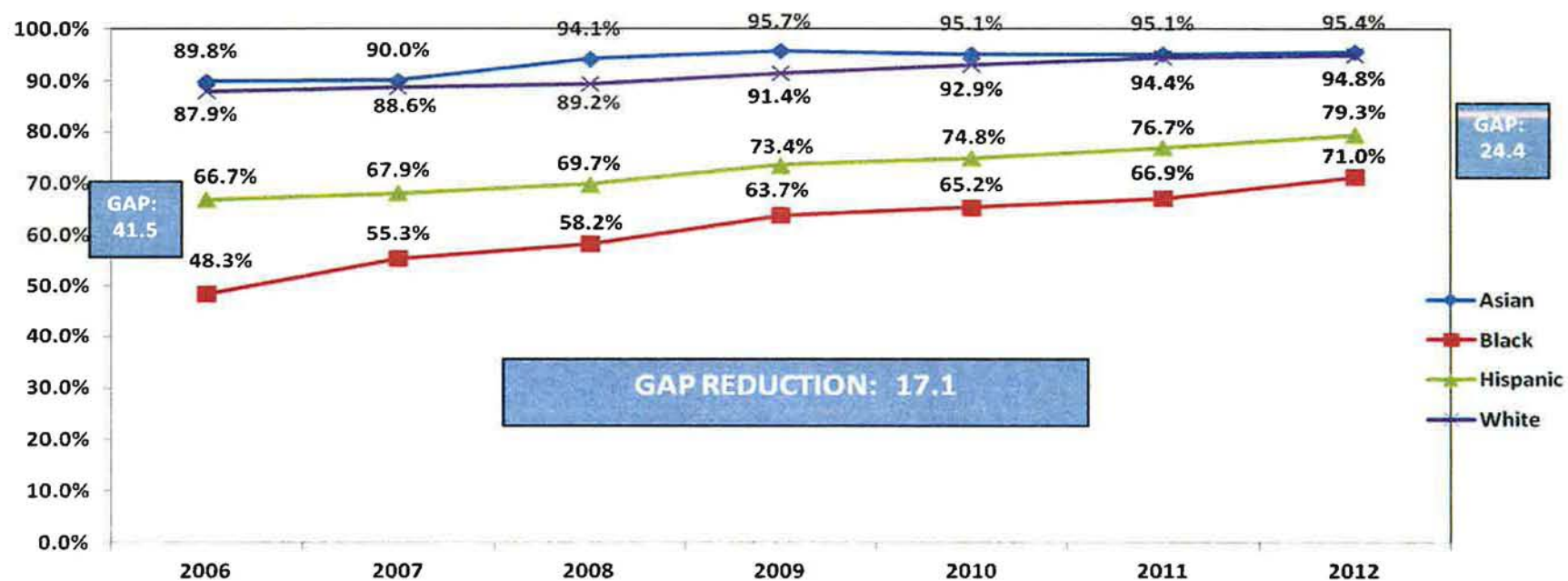**Stamford** Public Schools
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ACHIEVEMENT GAP

Grades 3-8

Percent of Students at/above PROFICIENT on the CMT in MATH Grades 3-8 2006 - 2012

Percent of Students at/above PROFICIENT on the CMT in READING Grades 3-8 2006 - 2012
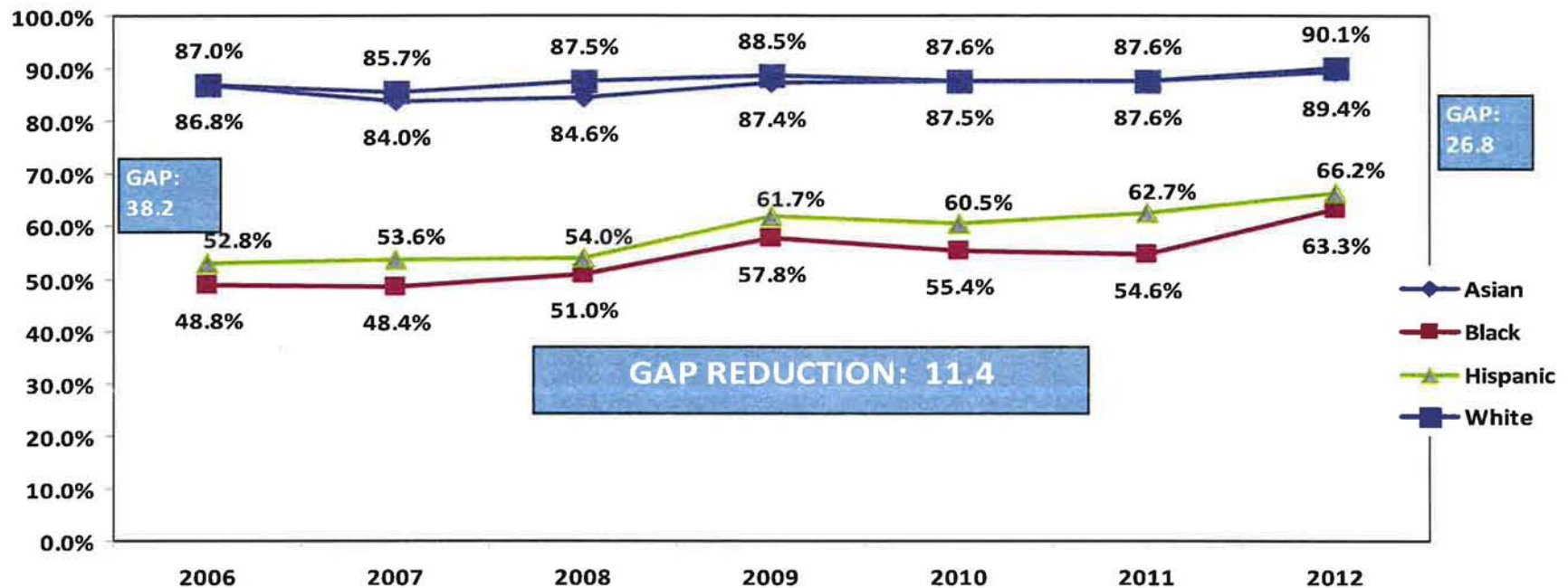
Budget Challenges
2013-14

- Addition of 451 new students K-12 over the last two years, with an additional 310 students expected in 2013-14

- Maintain high achievement for all students and close the achievement gap among student groups

- A growing special needs and English Language Learner (ELL) population

- More state, national and local mandates and accountability requirements

- Expiration of $25m GEDF grant for math, science, and literacy

- Retention of teaching positions

Board of Education Budget Requests

- Address large class sizes in the elementary schools

- Reinstate assistant principals to the middle schools

- Address Safety, Security and Mental Health

- Provide a long term plan for enrollment, staffing, and facilities, as well as Central Office organizational structure

- Continue a World Language program in the elementary schools

- Explore Gifted and Talented programs

State and Contractual Mandates

State Mandates

- Implement Common Core State Standards (CCSS)
- Administer required State Tests
- Provide transportation to 12,300 public and private school students
- Prepare for new teacher and administrator evaluation plan

Local Contract Mandates

- Labor contracts
- Health benefits
- Pension costs
- OPEB contributions

Citizens' Budget Advisory Committee (CBAC) Recommendations
November 26 and December 3, 2012

Building Utilization
- Reduce middle schools
- Bring middle school teachers to elementary schools
- Move 5th graders to middle school
- Reduce bilingual teachers to part-time
- Pursue additional building rental revenue
- Take advantage of electric deregulation

Special Education/Pupil Services
- Align regular education and special education building budgets
- Outsource for alternate learning
- In-source students or prevent out placements

Grants
- Pursue outreach for new grant opportunities
- Solicit community partners for funding

Custodial
- Inventory custodial supplies; propose reductions
- Outsource custodial services
- Encourage recycling to obtain additional revenue

Supplies/Materials/Equipment
- Cut general school supplies
- Reduce the cost of mailings
- Reduce copy paper
- Partner with Staples for supply purchases

Elementary-Programs
- Expand World Language Spanish program
- Increase after school programming
- Provide Professional Development to bridge 5/6 grade teachers & 8/9 grade teachers
- Increase support for behavior interventions
- Increase Summer School
- Expand pre-school opportunities
- Vertical articulation; add pre-k to K

Secondary-Programs
- Increase online course offerings
- Offer Credit Recovery program
- Require community service for high school students
- Add advisory to the high school curriculum
- Offer selected electives every two years
- Increase flexible scheduling for teachers

Health Insurance
- Compare health insurance vendors
- Pool insurance with other city unions
- Push preventative care
- Review fully insured with self insured
- Regionalize with other districts
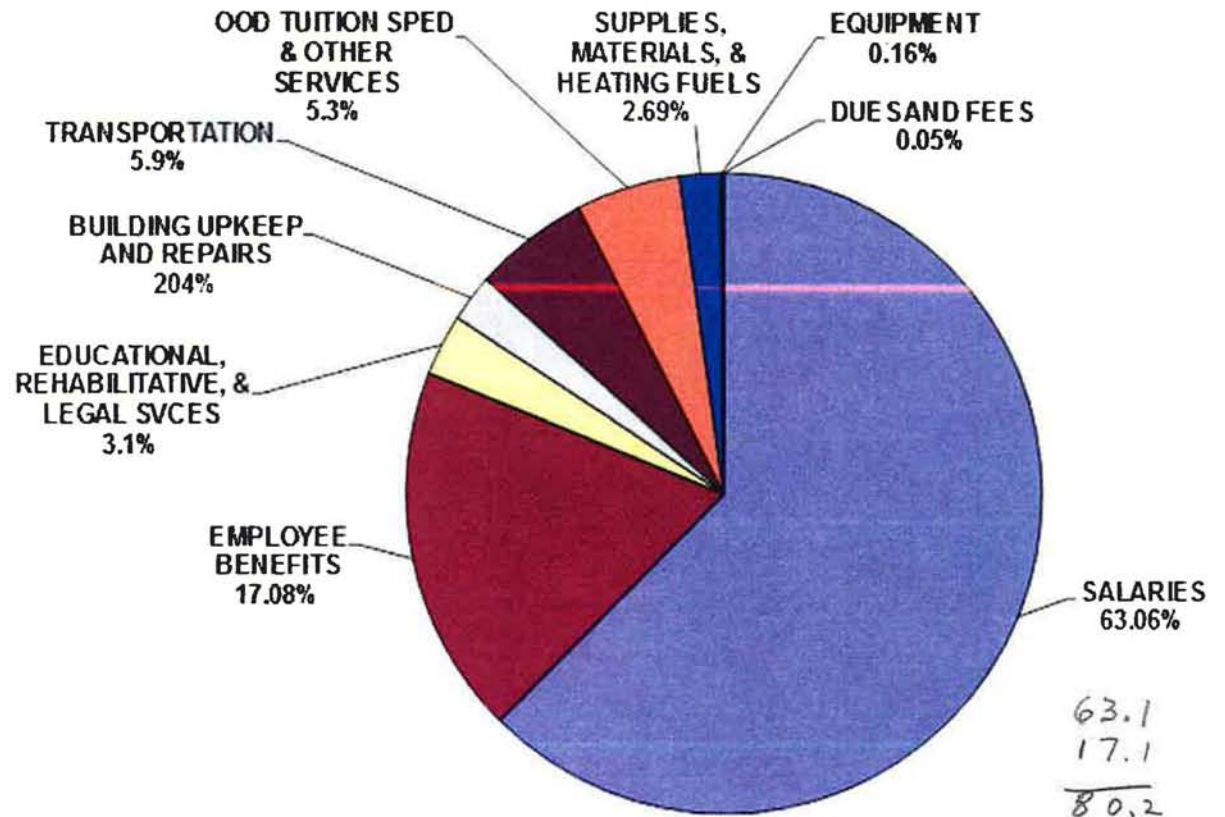- Offer incentives to opt out

Pink – In Place   Green – Work in Progress   Blue- To be considered

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Where Does the Money Go?

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District	2011-12 Cost Per Pupil
(most current information from the SDE)	
Greenwich	$18,722
Weston	$18,141
Westport	$17,636
New Canaan	$17,115
Wilton	$16,511
Stamford	$16,331
Darien	$16,185
Norwalk	$15,637
Fairfield	$14,529

OOD TUITION SPED & OTHER SERVICES 5.3%

SUPPLIES, MATERIALS, & HEATING FUELS 2.69%

EQUIPMENT 0.16%

TRANSPORTATION 5.9%

DUES AND FEES 0.05%

BUILDING UPKEEP AND REPAIRS 204%

EDUCATIONAL, REHABILITATIVE, & LEGAL SVCES 3.1%

EMPLOYEE BENEFITS 17.08%

SALARIES 63.06%

63.1
17.1
80.2

How much do we spend per pupil?

$16,331 (latest available information 2011-12)

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Superintendent Budget
Priorities
2013-14

I. Fiscal Responsibility and Accountability

II. Long Term Planning

III. Support to Schools

IV. Secure and Safe Schools

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I. Fiscal Responsibility and Accountability
2013-14

- Examined staff ratios, enrollment, program and site budgets at elementary, middle and high school while looking to retain teachers

- Required all departments including facilities, transportation, finance, human resources, benefits, research, curriculum and instruction, special education, and support services to justify operational budgets

- Received input from Board of Education, Superintendent's Cabinet, the Citizens' Advisory Committee (CBAC), which consisted of teachers, administrators, parents, elected officials and Stamford citizens.

- Responded to State and National accountability mandates

II. Long Term Planning
2013-14

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- Posted an RFP and selected a vendor for a ten year projection on enrollment, facilities, space utilization, birth rate, and zoning to submit recommendations to the BOE

- Reorganized Central Office positions to increase support and the capacity for supervision and evaluation to buildings while maintaining fiscal responsibility

- Responded to the Department of Justice recommendations to address poor performance among ELL students

- Created a high schools "Call to Action" to determine how to increase student preparedness for the 21st Century

III. Support to Schools
2013-14

- Addressed enrollment increases with additional elementary and kindergarten teachers, bilingual teachers, SPED teachers, art, music and PE teachers, teachers on special assignment and SPED and ESL para educators

- Reduced teacher/student ratios in the elementary grades, including kindergarten classes

- Increased central office support to monitor, supervise and ensure a challenging academic environment for all students

- Added administrative interns at the middle school level to allow principals more time to focus on teaching and learning and to help develop the next level of leaders

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IV. Secure and Safe Schools
2013-14

- Addressed the concerns for more security at the elementary schools

- Continued Safety Committee reports and monitoring at all District schools

- Completed Positive Behavior Support (PBS) training at all District schools

- Will respond to the recommendations of the City Security Audit

Fiscal Responsibility

2013-14

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Savings/Reductions

$3,641,831

How did we do it?

Savings
2013-14

CURRICULUM AND INSTRUCTION		
C&I Program 11 (Literacy)	(34,000)	Moved to GEDF grant
C&I Program 12 (Math)	(17,000)	Moved to GEDF grant
C&I Program 15 (Science)	(35,000)	Moved to GEDF grant
C&I Program 16 (Social Studies)	(22,000)	Moved to GEDF grant & reduction
C&I Program 32 (Central)	(38,000)	Moved to GEDF grant
PROGRAM		
City Information Technology	(68,981)	Cross charges overage
GEDF Coaching Stipends	(128,476)	Coaches - End of GEDF Grant
Elementary World Language	(183,000)	Moved to after school
		Certification eligibility – FLEX
Out of District Tuition *	(200,000)	
Summer School	(50,000)	Current year surplus
RESEARCH		
Efficiencies	(34,000)	
FACILITIES		
Electric	(100,000)	Reduced price from utility company
Gas/Heat (oil)	(238,000)	Reduced price from utility company
FINANCE		
Insurance/Benefits *	(550,000)	Favorable trend/less retirees covered *10% → 4%*
Dependent Audit/Benefits *	(163,000)	
Supplies	(118,100)	10% reduction in site budgets
User Fee- Taxes *	(94,000)	
	(2,073,557)	

Reductions
2013-14

Chief Academic Officer (-1)	$	(157,750)
Director Language Arts/Social Studies (-.9)	$	(135,215)
Director Math and Science (-1)	$	(146,788)
Asst. Director Student Support Services (-1)	$	(127,749)
Director ELL (-.7)	$	(101,620)
Custodians (-2)	$	(123,352)
Human Resources (-1)	$	(55,000)
Pupil Personnel support (-.5)	$	(40,000)
High School Vacancies (-2)	$	(136,000)
High School Teachers (-2)	$	(136,000)
Teachers reassigned (-6)	$	(408,000)
	$	(1,568,274)

Student Enrollment

The 2012-13 student enrollment is **15,941**. The 2013-14 projected student enrollment is **16,251**. This indicates an increase of **310** students or a 1.94% student growth.

Additions
2013-14

- ## **Enrollment increases**
  - – Addition of 451 new students K-12 over the last two years, with an additional 310 students expected in 2013-14,
  - – **Total of 761 new students**

- ## **A growing special needs and English Language Learner (ELL) population**
  - – Increase of 191 students representing 75 different countries from 2009-2013 that are new to the United States within the past 3 years
  - – Increase of 136 new SPED students from Oct. 1, 2011- Jan. 31, 2013

- ## **Mandates and Accountability Requirements**
  - – Common Core State Standards
  - – New Administrator and Teacher Evaluation Plans

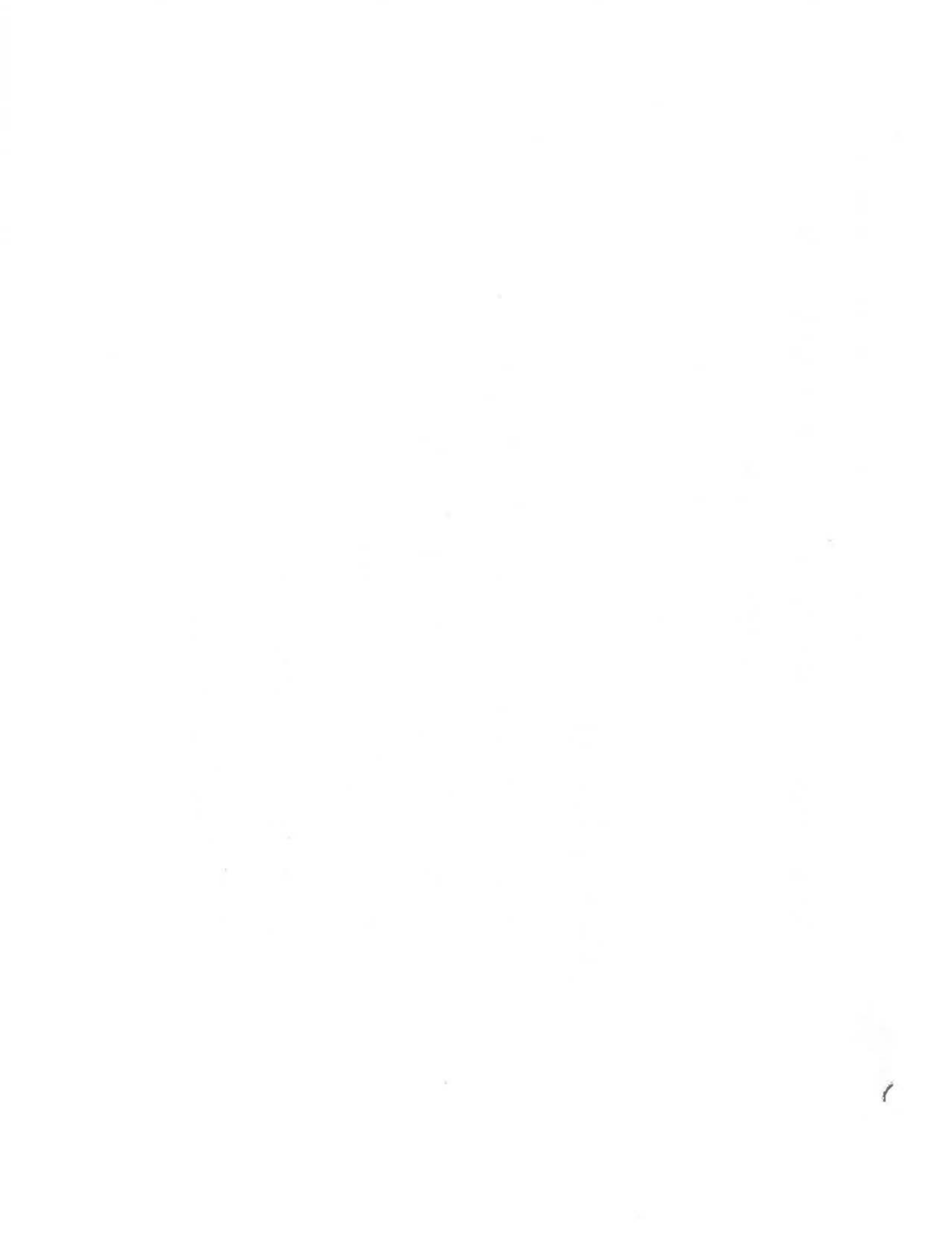# How Did We Accommodate Enrollment Increases?

We added:

13 Classroom teachers (K-5)

7 Kindergarten teachers

7 Para-Educators

2 Specialists (Art,PE)

2 Teachers (contingency positions)

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How Did We Accommodate the Growing Special Needs and English Language Learner (ELL) Populations?

We added:

1 Special Education Teacher

5 Special Education Para-Educators
(contingency positions)

6 ELL Para-Educators

2 ELL Teachers on Special Assignment

1 Department Head Alternative Program

How Did We Address Mandates and Accountability Requirements?

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We added:

10   Literacy Support Specialists K-8,

Previously funded by GEDF grant, Common Core State Standards Planning

5   Middle School Administrative Interns

New State evaluation process and leadership development

1   Teacher on Special Assignment Social Studies

Common Core State Standards implementation

1   Assistant Superintendent

New State evaluation process

.6   Chief Information Officer

Previously funded by GEDF grant

.5   Director of School Improvement

Strategic District Improvement Plan
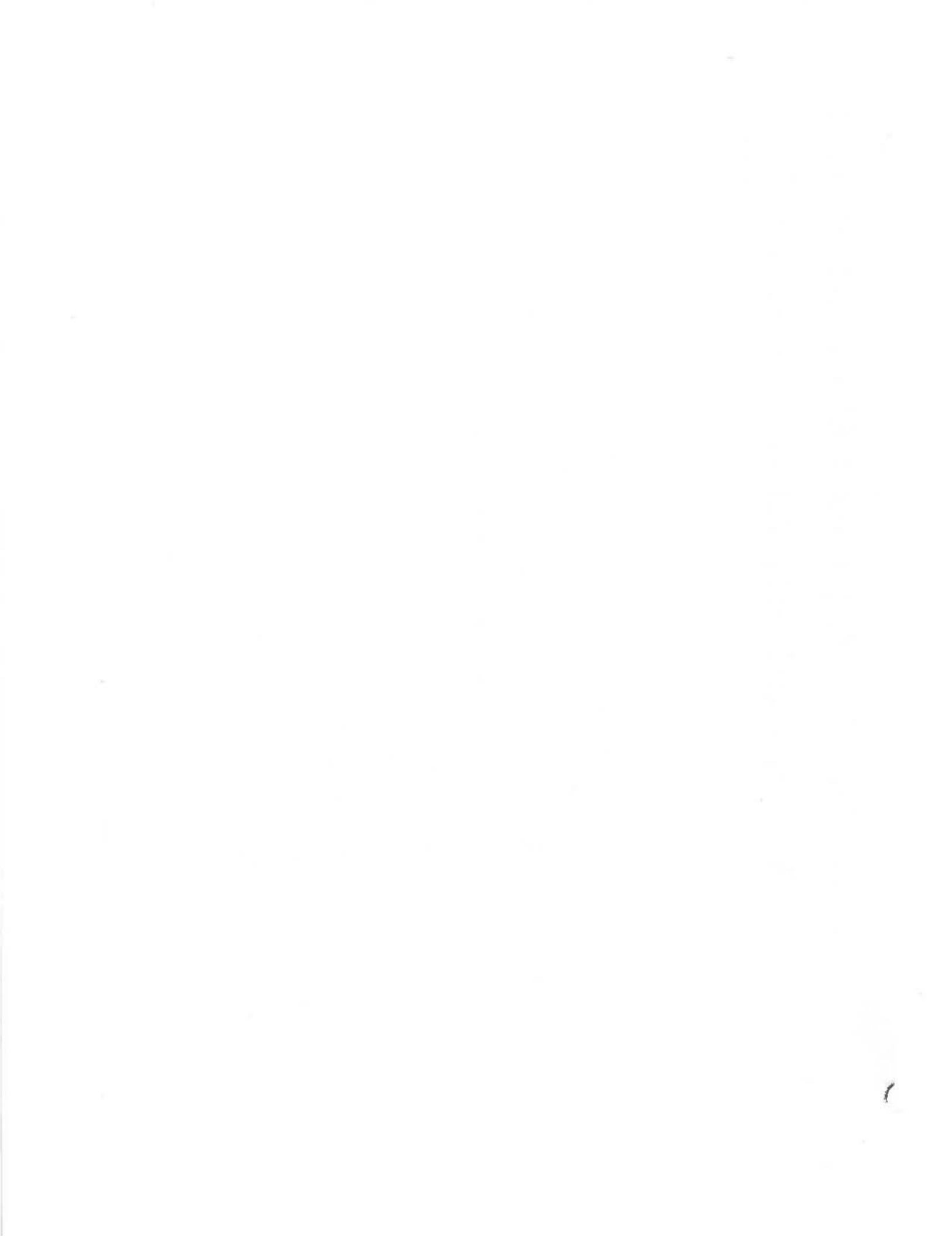
Summary For Proposed Budget
2013-2014

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January 11th Superintendent's Budget
$245,389,259 = 3.66%

February 5th Board of Education's Budget
$245,846,959* = 3.86%

*This includes $500,000 addition at Board of Ed request to the budget line for Security, Safety and Mental Health. (this amount has been put aside pending final Security Audit findings)

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Components of 3.86% Budget Request:

- – 1.72% due to Contractual Increase
- – .72% due to enrollment increases
- – .66% due to loss of grant funded positions (GEDF)
- – .21% due to security, safety and mental health
- – .20% due to additional kindergarten teachers to reduce class size
- – .19% due to Middle School Administrative Interns
- – .16% due to Bilingual/ELL program requirements

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Three Year Budget Projection

2013-14   3.86%

2014-15   3.86%

2015-16   3.79%

Budget: Summary
2013-14

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Budget	Positions 2012-13	Positions 2013-14	Change from 2012-13
Operating Budget	1944.5	1,991.0	46.5
Grants Budget	154.6	142.6	(12)
Total number of positions	2,099.1	2,133.6	34.5

| Budget	Dollar Request
2013-14 Operating Budget without $500,000 additional security	$245,346,959= 3.64%
2013-14 Operating Budget with $500,000 security, safety and mental health	$245,846,959 = 3.86%
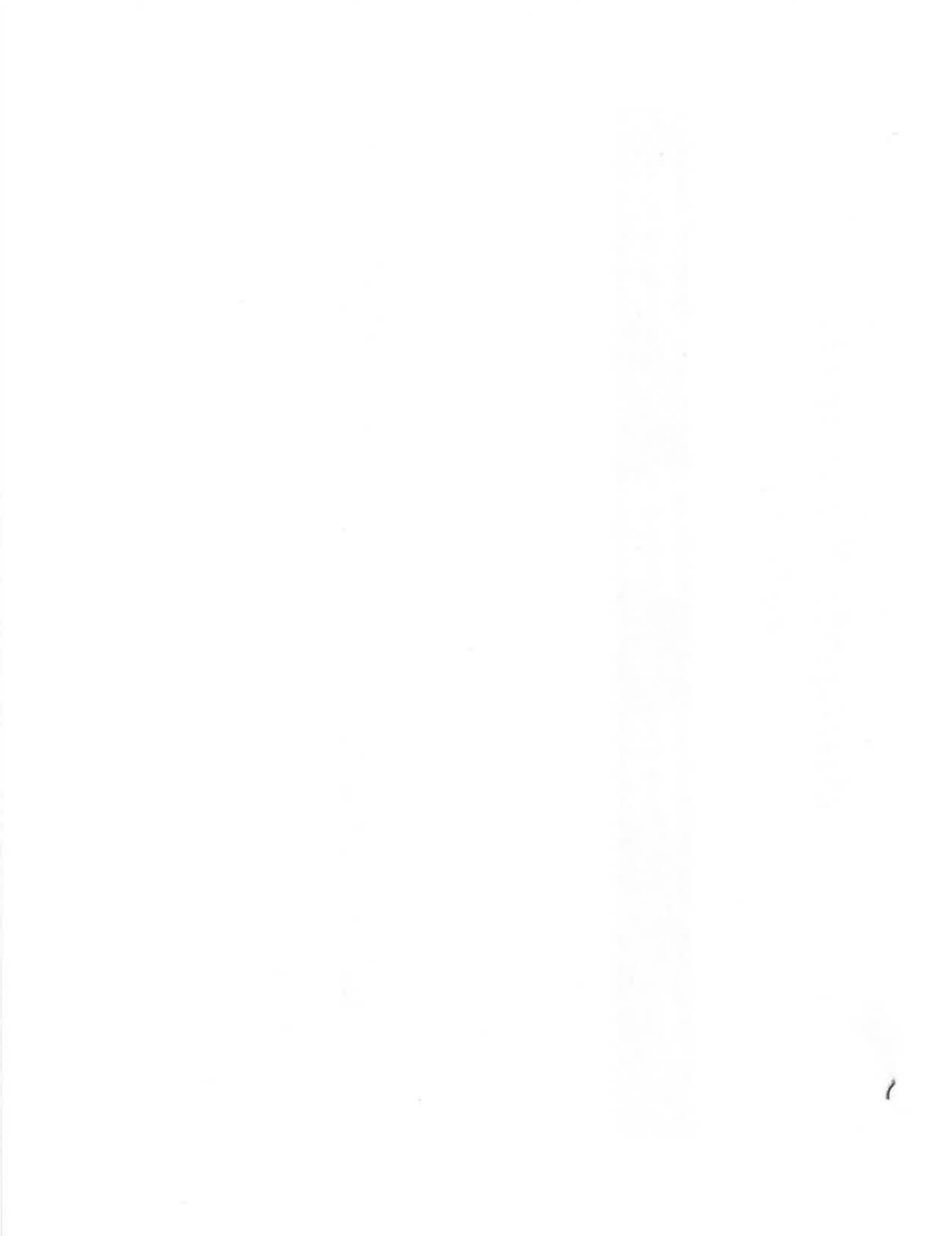
Operating Budget 10 Year Highlights

In the last ten years this is the third lowest requested percentage increase

Stamford Public Schools
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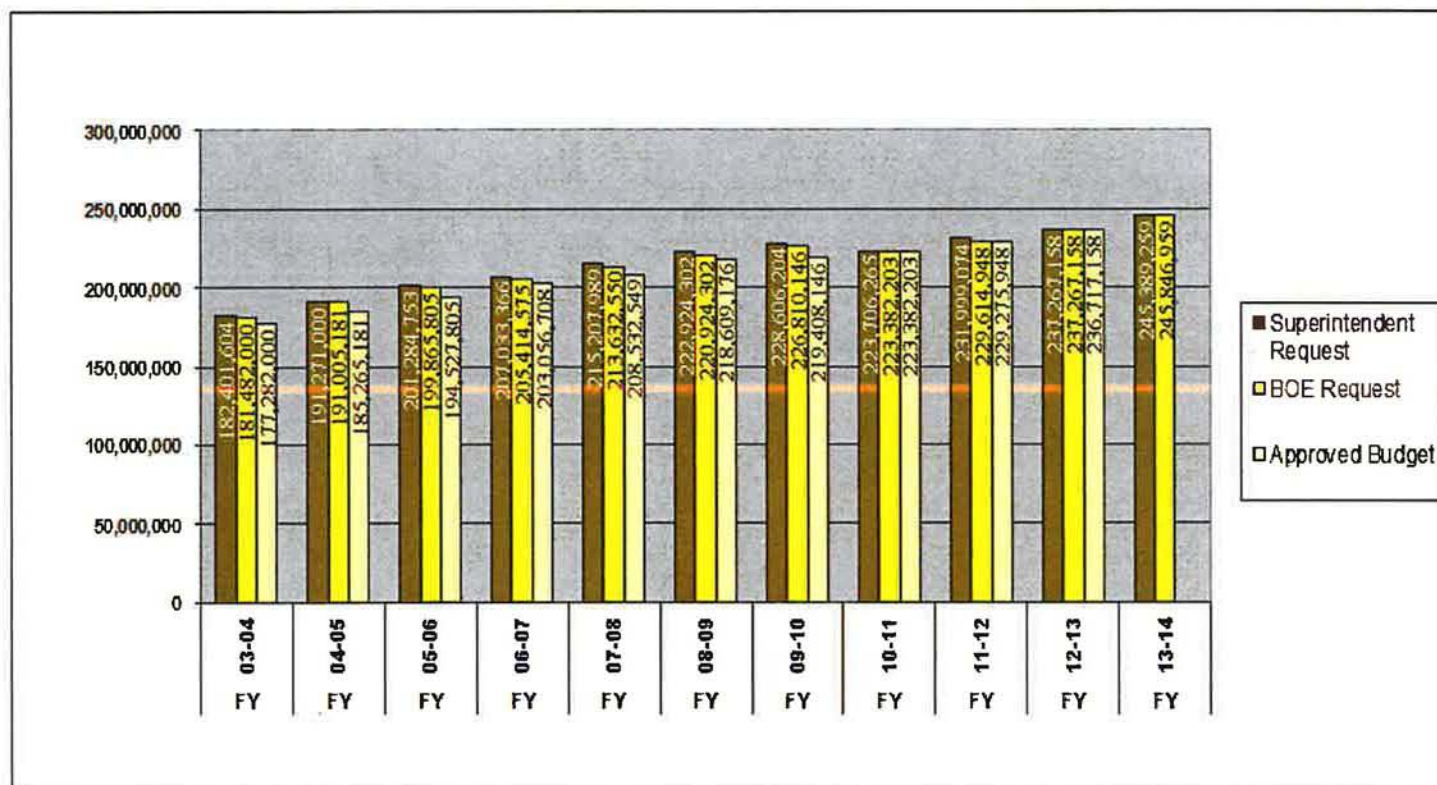
	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Superintendent Request	182,401,604	191,271,000	201,284,753	207,033,366	215,207,989	222,924,302	228,606,204	223,706,265	231,999,074	237,267,158	245,385,259
BOE Request	181,482,000	191,005,181	199,865,805	205,414,575	213,632,550	220,924,302	226,810,146	223,382,203	229,614,948	237,267,158	245,846,959
Approved Budget	177,282,000	185,265,181	194,527,805	203,056,708	208,532,549	218,609,176	219,408,146	223,382,203	229,275,948	236,717,158	
Change Super Request	(919,604)	(265,819)	(1,418,948)	(1,618,791)	(1,575,439)	(2,000,000)	(1,796,058)	(324,062)	(2,384,126)	0	461,700
Change BOE request	(4,200,000)	(5,740,000)	(5,338,000)	(2,357,867)	(5,100,001)	(2,315,126)	(7,402,000)	0	(339,000)	(550,000)	
Percent incr. Super requested	3.44%	7.89%	8.65%	6.43%	5.98%	6.90%	4.57%	1.96%	3.86%	3.49%	3.66%
Percent incr. BOE requested	8.88%	7.74%	7.88%	5.60%	5.21%	5.94%	3.75%	1.81%	2.79%	3.49%	3.86%
Percent Increase approved	6.36%	4.50%	5.00%	4.38%	2.70%	4.83%	0.37%	1.81%	2.64%	3.25%	

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Operating Budget 10 Year Surplus Highlights*

**SURPLUS/DEFICIT AS REPORTED IN CAFR 10+ YEAR SUMMARY**
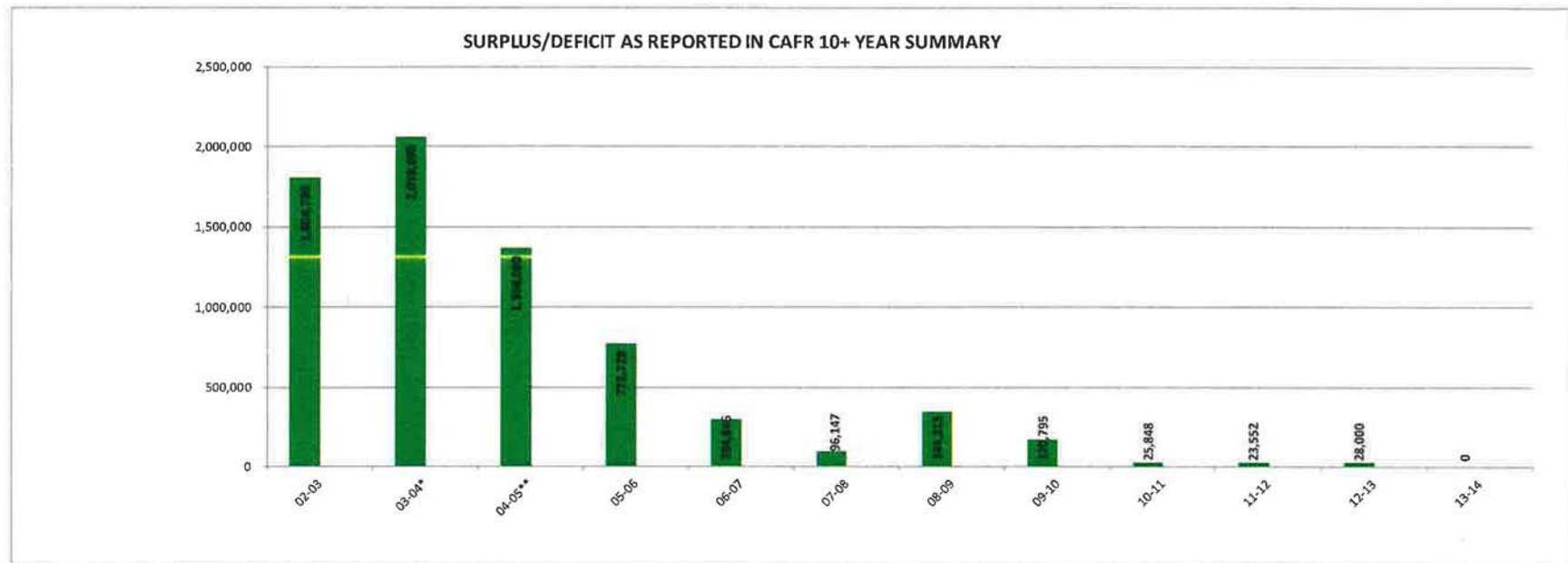
	FY 02-03	FY 03-04*	FY 04-05**	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Revised Budget	167,125,834	177,282,000	186,508,251	194,527,805	203,056,708	208,532,549	218,845,176	219,408,146	223,382,203	229,275,948	236,717,158	245,369,341
Actual Expenditures	165,321,104	175,222,310	185,142,191	193,755,076	202,761,862	208,436,402	218,538,659	219,237,351	223,356,355	229,252,396	236,689,158	245,369,341
$ Surplus/Deficit	1,804,730	2,059,690	1,366,060	772,729	294,846	96,147	344,315	170,795	25,848	23,552	28,000	0
Percent	1.08%	1.16%	0.73%	0.40%	0.15%	0.05%	0.16%	0.08%	0.01%	0.01%	0.01%	0.00%

*Recent budgets have been close to projections

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Budget Realities

95.8 % of the SPS budget includes fixed costs and contractual obligations (salaries, benefits, student transportation, utilities, etc.).
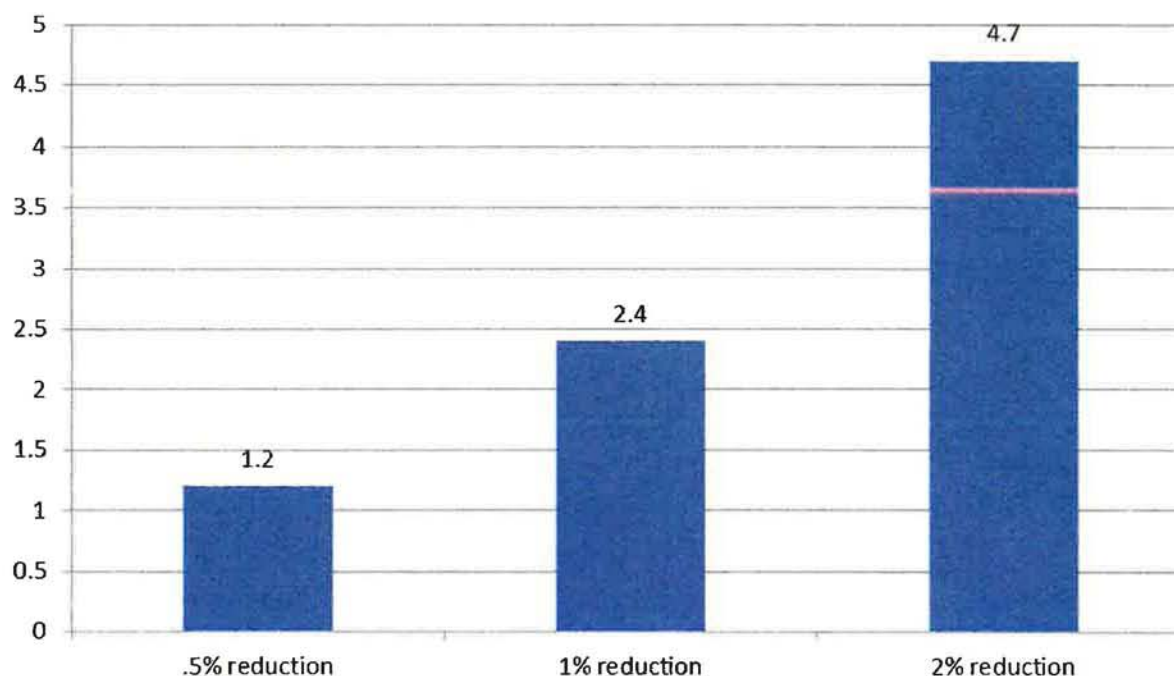
.5% increase/ decrease = $1.2 m
1% increase/ decrease = $2.4 m
2% increase/ decrease = $4.7 m

Superintendent Budget Priorities Summary

Stamford Public Schools
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I. Fiscal Responsibility and Accountability

- Used existing resources
- Reduced central office positions
- Complied with State and Federal mandates

II. Long Term Planning

- Posted RFP for ten year enrollment study
- Initiated High School "Call to Action"
- Reorganized Central Office

III. Support to Schools

- Created Central Office Support to schools
- Added Administrative Interns
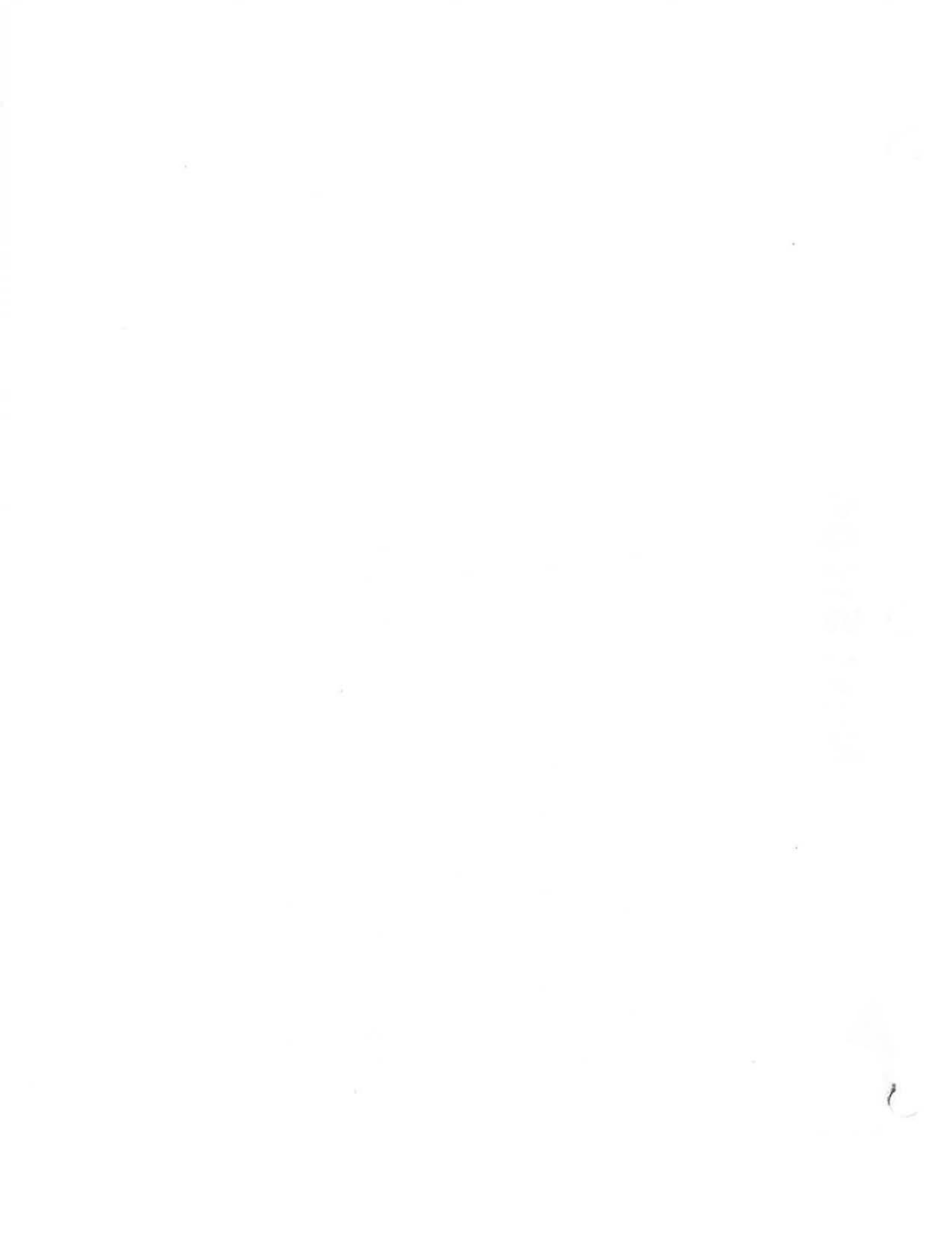- Increased teacher support at the elementary level and kindergarten

IV Security and Safe Schools

- Responded to short term security needs by adding elementary security guards and repairs
- Completed Positive Behavior Support at all schools
- Added security measures based on City Audit recommendations

Next Steps

- Budget goes to Mayor on Feb. 28, 2013

- Boards of Finance on March 12 and April 1

- Board of Representatives on April 18

- Final vote by BoF in April 4 and BoR in May (TBD)

- Board of Education reallocation by late May

Excellence is the Point!