District Objectives and System Data

Beverley Reyes
Dolan Middle School – Gr. 7
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 prepares each and every student for higher education and success in the 21st century
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
HIGH SCHOOL

AP Course Enrollment
SAT Participation
Eligibility for College Credit
Graduation Rates by NCLB Groups
Percentage of SPS Students Taking AP Courses

- Asian
- Black
- Hispanic
- White
- District

Percentage of SPS Students Taking the SAT
4-Year Cohort Graduation Rates by Race/Ethnicity

Class of 2010, 2011, and 2012
4-Year Cohort Graduation Rates by Selected Groups
Class of 2010, 2011, and 2012

- English Language Learners (ELL)
- Economically Disadvantaged Students
- Special Education Students

Legend:
- 2010
- 2011
- 2012
MIDDLE SCHOOL

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

- CMT Achievement at Goal
Percentage of SPS Students Scoring at/above Goal on the CMT from 2008-2012 (with 5-Year Percentage Point Increase)
Percentage of SPS Students Scoring at/above Goal on the CMT from 2008-2012 (with 5-Year Percentage Point Increase)
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
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
How much do we spend per pupil?

$16,331 (latest available information 2011-12)
Superintendent Budget Priorities 2013-14

I. Fiscal Responsibility and Accountability
II. Long Term Planning
III. Support to Schools
IV. Secure and Safe Schools
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

- 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
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

Savings/Reductions

$3,641,831

How did we do it?
Savings
2013-14

<table>
<thead>
<tr>
<th>CURRICULUM AND INSTRUCTION</th>
<th>Amount</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>C&amp;I Program 11 (Literacy)</td>
<td>(34,000)</td>
<td>Moved to GEDF grant</td>
</tr>
<tr>
<td>C&amp;I Program 12 (Math)</td>
<td>(17,000)</td>
<td>Moved to GEDF grant</td>
</tr>
<tr>
<td>C&amp;I Program 15 (Science)</td>
<td>(35,000)</td>
<td>Moved to GEDF grant</td>
</tr>
<tr>
<td>C&amp;I Program 16 (Social Studies)</td>
<td>(22,000)</td>
<td>Moved to GEDF grant &amp; reduction</td>
</tr>
<tr>
<td>C&amp;I Program 32 (Central)</td>
<td>(38,000)</td>
<td>Moved to GEDF grant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>Amount</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Information Technology</td>
<td>(68,981)</td>
<td>Cross charges overage</td>
</tr>
<tr>
<td>GEDF Coaching Stipends</td>
<td>(128,476)</td>
<td>Coaches - End of GEDF Grant</td>
</tr>
<tr>
<td>Elementary World Language</td>
<td>(183,000)</td>
<td>Moved to after school</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Certification eligibility - FLEX</td>
</tr>
<tr>
<td>Out of District Tuition *</td>
<td>(200,000)</td>
<td></td>
</tr>
<tr>
<td>Summer School</td>
<td>(50,000)</td>
<td>Current year surplus</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>RESEARCH</th>
<th>Amount</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiencies</td>
<td>(34,000)</td>
<td></td>
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<table>
<thead>
<tr>
<th>FACILITIES</th>
<th>Amount</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric</td>
<td>(100,000)</td>
<td>Reduced price from utility company</td>
</tr>
<tr>
<td>Gas/Heat (oil)</td>
<td>(238,000)</td>
<td>Reduced price from utility company</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FINANCE</th>
<th>Amount</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance/Benefits *</td>
<td>(550,000)</td>
<td>Favorable trend/less retirees covered 10%</td>
</tr>
<tr>
<td>Dependent Audit/Benefits *</td>
<td>(163,000)</td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>(118,100)</td>
<td>10% reduction in site budgets</td>
</tr>
<tr>
<td>User Fee- Taxes *</td>
<td>(94,000)</td>
<td></td>
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<tr>
<td></td>
<td>(2,073,557)</td>
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</tr>
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### Reductions

#### 2013-14

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

- 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)
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?

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

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)
Components of 3.86% Budget Request:

- 1.72% due to Contractual Increase
- 0.72% due to enrollment increases
- 0.66% due to loss of grant funded positions (GEDF)
- 0.21% due to security, safety and mental health
- 0.20% due to additional kindergarten teachers to reduce class size
- 0.19% due to Middle School Administrative Interns
- 0.16% due to Bilingual/ELL program requirements
Three Year Budget Projection

2013-14 3.86%
2014-15 3.86%
2015-16 3.79%
# Budget: Summary 2013-14

<table>
<thead>
<tr>
<th>Budget</th>
<th>Positions 2012-13</th>
<th>Positions 2013-14</th>
<th>Change from 2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Budget</td>
<td>1944.5</td>
<td>1,991.0</td>
<td>46.5</td>
</tr>
<tr>
<td>Grants Budget</td>
<td>154.6</td>
<td>142.6</td>
<td>(12)</td>
</tr>
<tr>
<td>Total number of positions</td>
<td>2,099.1</td>
<td>2,133.6</td>
<td>34.5</td>
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</table>

<table>
<thead>
<tr>
<th>Budget</th>
<th>Dollar Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14 Operating Budget without $500,000 additional security</td>
<td>$245,346,959 = 3.64%</td>
</tr>
<tr>
<td>2013-14 Operating Budget with $500,000 security, safety and mental health</td>
<td>$245,846,959 = 3.86%</td>
</tr>
</tbody>
</table>
## Operating Budget 10 Year Highlights

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

### Bar Chart

- **Superintendent Request**
- **BOE Request**
- **Approved Budget**

### Table

<table>
<thead>
<tr>
<th></th>
<th>FY 03-04</th>
<th>FY 04-05</th>
<th>FY 05-06</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>FY 09-10</th>
<th>FY 10-11</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Superintendent Request</strong></td>
<td>182,401,000</td>
<td>181,482,000</td>
<td>177,282,000</td>
<td>194,527,805</td>
<td>203,856,766</td>
<td>208,532,549</td>
<td>218,609,176</td>
<td>219,488,146</td>
<td>222,382,283</td>
<td>229,278,948</td>
<td>236,717,158</td>
</tr>
<tr>
<td><strong>BOE Request</strong></td>
<td>191,271,000</td>
<td>191,005,181</td>
<td>185,265,181</td>
<td>194,527,805</td>
<td>203,856,766</td>
<td>208,532,549</td>
<td>218,609,176</td>
<td>219,488,146</td>
<td>222,382,283</td>
<td>229,278,948</td>
<td>236,717,158</td>
</tr>
<tr>
<td><strong>Approved Budget</strong></td>
<td>201,284,753</td>
<td>205,414,575</td>
<td>203,856,766</td>
<td>208,532,549</td>
<td>218,609,176</td>
<td>219,488,146</td>
<td>222,382,283</td>
<td>229,278,948</td>
<td>236,717,158</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Change

- **Superintendent Request**
- **BOE Request**
- **Approved Budget**

<table>
<thead>
<tr>
<th></th>
<th>FY 03-04</th>
<th>FY 04-05</th>
<th>FY 05-06</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>FY 09-10</th>
<th>FY 10-11</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change Superintendent Request</strong></td>
<td>(910,004)</td>
<td>(265,919)</td>
<td>(1,418,940)</td>
<td>(1,618,791)</td>
<td>(1,575,439)</td>
<td>(2,000,000)</td>
<td>(1,796,059)</td>
<td>(224,062)</td>
<td>(2,204,126)</td>
<td>0</td>
<td>461,700</td>
</tr>
<tr>
<td><strong>Change BOE Request</strong></td>
<td>(4,200,000)</td>
<td>(5,740,000)</td>
<td>(5,338,000)</td>
<td>(2,357,667)</td>
<td>(5,100,001)</td>
<td>(2,218,126)</td>
<td>(7,102,000)</td>
<td>0</td>
<td>(239,000)</td>
<td>(550,000)</td>
<td></td>
</tr>
<tr>
<td><strong>Percent incr. Super requested</strong></td>
<td>9.44%</td>
<td>7.89%</td>
<td>8.65%</td>
<td>6.43%</td>
<td>5.98%</td>
<td>6.98%</td>
<td>4.57%</td>
<td>1.96%</td>
<td>3.86%</td>
<td>3.49%</td>
<td>3.66%</td>
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<tr>
<td><strong>Percent incr. BOE requested</strong></td>
<td>8.88%</td>
<td>7.74%</td>
<td>7.86%</td>
<td>5.86%</td>
<td>5.82%</td>
<td>5.34%</td>
<td>3.75%</td>
<td>1.81%</td>
<td>2.79%</td>
<td>3.86%</td>
<td>3.86%</td>
</tr>
<tr>
<td><strong>Percent increase approved</strong></td>
<td>6.36%</td>
<td>4.50%</td>
<td>5.00%</td>
<td>4.38%</td>
<td>2.70%</td>
<td>4.83%</td>
<td>0.37%</td>
<td>1.81%</td>
<td>2.64%</td>
<td>3.25%</td>
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### Operating Budget 10 Year Surplus Highlights*

#### Surplus/Deficit as Reported in CAFR 10+ Year Summary

<table>
<thead>
<tr>
<th>FY</th>
<th>Revised Budget</th>
<th>Actual Expenditures</th>
<th>$ Surplus/Deficit</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>02-03</td>
<td>167,120,834</td>
<td>165,321,104</td>
<td>1,804,730</td>
<td>1.08%</td>
</tr>
<tr>
<td>03-04</td>
<td>177,182,800</td>
<td>175,222,310</td>
<td>2,059,690</td>
<td>1.16%</td>
</tr>
<tr>
<td>04-05</td>
<td>186,509,251</td>
<td>185,142,191</td>
<td>1,366,060</td>
<td>0.73%</td>
</tr>
<tr>
<td>05-06</td>
<td>195,527,985</td>
<td>193,705,076</td>
<td>772,729</td>
<td>0.40%</td>
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<tr>
<td>06-07</td>
<td>203,056,708</td>
<td>202,761,862</td>
<td>294,846</td>
<td>0.05%</td>
</tr>
<tr>
<td>07-08</td>
<td>208,532,949</td>
<td>208,436,402</td>
<td>96,147</td>
<td>0.01%</td>
</tr>
<tr>
<td>08-09</td>
<td>218,846,176</td>
<td>218,538,609</td>
<td>344,345</td>
<td>0.16%</td>
</tr>
<tr>
<td>09-10</td>
<td>219,488,146</td>
<td>219,237,351</td>
<td>179,795</td>
<td>0.06%</td>
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<tr>
<td>10-11</td>
<td>223,382,203</td>
<td>223,206,255</td>
<td>25,848</td>
<td>0.01%</td>
</tr>
<tr>
<td>11-12</td>
<td>229,275,948</td>
<td>229,552,396</td>
<td>23,552</td>
<td>0.01%</td>
</tr>
<tr>
<td>12-13</td>
<td>236,717,158</td>
<td>236,669,158</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>13-14</td>
<td>245,369,341</td>
<td>245,369,341</td>
<td>0</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

*Recent budgets have been close to projections*
Budget Realities

95.8% of the SPS budget includes fixed costs and contractual obligations (salaries, benefits, student transportation, utilities, etc.).

- .5% reduction = $1.2 m
- 1% reduction = $2.4 m
- 2% reduction = $4.7 m
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!

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