

BOARD OF EDUCATION
The School District of South Orange and Maplewood
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November 18, 2013

MEMORANDUM

TO: Members, Board of Education
Members, Board of School Estimate
Brian Osborne, Superintendent

FROM: Cheryl Schneider, Business Administrator

SUBJECT: BASELINE DATA FOR 2014-15 SCHOOL BUDGET DEVELOPMENT

The school budget is a planning document. Building the school budget is not done by simply inflating prior year spending by a given percentage. The development process requires the thoughtful review of the current education program, compilation and analysis of a variety of data, and the involvement of a multitude of stakeholders. The following information will provide baseline data for development of the 2014-15 school budget.

Enrollment Projections.

Enrollment is an important element of budget development. It is used to determine appropriate amounts to budget in several areas including staffing levels, facility needs, equipment, textbooks, supplies and materials. The New Jersey Department of Education considers district enrollment in the state aid formula and per pupil cost analyses are used for comparative purposes among districts.

The district enrollments are determined as of October 15 and filed with the NJDOE. It appears from the October 15, 2013 data that while the large enrollment growth in 2008 and 2009 tapered off, we have been experiencing a slow but steady increase over the past two years. The district will need to watch the elementary growth as we continue to see increasing demand for space at that level, and the anticipated increase at the middle school level is beginning to become evident. There were 6,760 students on the roll, 135 more than on the October 15, 2012 roll. The count of students "on the roll" does not include resident students placed in schools out of the district.

As of Oct 15,	Elementary (K-5)	% Change	Middle (6-8)	% Change	High School (9-12)	% Change	Special Education	% Change	Total Enrolled	% Change
2002	2,806	-2%	1,511	-0.7%	1,877	1%	170	22%	6,364	-0.4%
2003	2,753	-2%	1,474	-3%	1,996	6%	167	-2%	6,390	0.4%
2004	2,716	-1%	1,450	-2%	2,004	0.4%	130	-22%	6,300	-1%
2005	2,716	0%	1,404	-3%	1,975	-1%	126	-3%	6,221	-1%
2006	2,683	-1%	1,361	-3%	1,885	-5%	171	36%	6,100	-2%
2007	2,750	2.5%	1,332	-2%	1,862	-1%	153	-11%	6,097	0%
2008	2,847	3.5%	1,356	2%	1,840	-1%	145	-5%	6,188	2%
2009	3,016	6%	1,394	3%	1,851	0.6%	153	6%	6,414	4%
2010	3,133	4%	1,404	0.7%	1,803	-3%	119	-22%	6,459	0.7%
2011	3,153	1%	1,416	0.9%	1,834	1.7%	129	8%	6,532	1.1%
2012	3,216	2%	1,438	1.6%	1,847	0.7%	124	-4%	6,625	1.4%
2013	3,238	0.6%	1,557	8.3%	1,832	-0.8%	133	7.3%	6,760	2.0%

Self-contained special education in-district enrollment continues to fluctuate, increasing by 7% after decreasing by 4% in 2012 and increasing by 8% in 2011, after a 22% increase in 2010. At the same time, the number of special education students (148) sent to out-of-district schools full-time and shared-time decreased to approximately 2.2% of the total resident enrollment, compared to 2.4% from the previous year.

The state reporting programs have changed this year and the reports from the annual Application for State School Aid (ASSA) are not currently available. The ASSA detailed all resident students, those on the roll and sent out of district on October 15. This information is now submitted through the NJSmart reporting system. A draft copy of the summary data previously reported through the ASSA is included as **Attachment A**. A copy of the District Enrollment summary reported for October 15 provided as **Attachments B**.

Enrollment data has been provided to Whitehall Associates, Inc., professional demographers, to update district level and building level enrollment projections for future planning. The demographer will also complete a migration analysis to identify trends.

Low-income (at-risk) Students.

The number of students eligible for free or reduced-price lunches is also an important element of budget development. The concentration of free eligible students is used by NJDOE to determine whether the district qualifies for additional state aid. The number of low-income students is also used to determine qualification for federal Title I funding and the requirement to provide a breakfast program. The number of eligible students in 2013 (1,370) is an increase of 41 students from 2012 and represents about 20% of the total student population. The number of eligible students had remained about 19% of the student population for the past few years, increasing to 20% of the student population in 2012 and 2013. A report that presents the trends in the numbers of eligible students by school, by category as a percentage of enrollments and the percent of change from the previous years is provided as **Attachment C**.

Transported Students.

The cost of transporting resident students within the district and to out-of-district schools is a major expenditure in the school budget. The number of students transported as of October 15 is reported to NJDOE in the annual District Report of Transported Resident Students (DRTRS). The New Jersey Department of Education considers the number of transported students in the state aid formula and per pupil cost analyses used for comparative purposes among districts. An efficiency analysis is also performed by NJDOE to determine that buses are fully loaded. The state standard for efficiency is 120%. The district's rating in 2012-13 was 1.33, above the state standard, even though bus seats filled with courtesy students are considered empty. In previous years the district's rating was below 1.0. The improved rating was due to changes in the bell schedules at two elementary schools allowing the use of single buses to run two routes (tiering) and increase the load factor (efficiency). 2009-2010 was the first time the district had successfully met the state efficiency standard, and while we fell slightly below the 1.20 level in 2010-2011, efforts to return to the 1.20 level were successful in 2011-2012 when the district's efficiency rating was 1.29.

The district transports 2,017 students to and from school each day. Of the students transported, 974 are regular students transported to district schools, (562 of the 974 are transported as a

courtesy due to policies regarding the Marshall-Jefferson school pairing, Seth Boyden Demonstration school and hazardous walking routes), 739 are transported to non-public schools (or paid aid in lieu of transportation) and 19 are transported to charter schools (or paid aid in lieu of transportation) and 285 special needs students are transported to district and out of district schools. A copy of the DRTRS summary is provided as **Attachment D**.

Salaries and Benefits.

Salaries and benefits comprise the largest expenditure of the school budget. The budgeted count of district employees for the 2013-14 school year was 736.42 full-time equivalent certificated and non-certificated staff members including 675.42 members of South Orange and Maplewood Education Association (SOMEA), 36 members of Administrators, Supervisors and Coordinators Association (ASCA) and 25 central office staff (including 8 confidential secretaries). The Board of Education agreement with SOMEA expired on June 30, 2013. The salary increase for the current school year and for the 2014-15 school year are unknown at this time and will be determined through negotiations. The Board of Education and ASCA have a one year agreement which was ratified on May 13, 2013 and extends through June 30, 2014. The salary increase for 2014-15 will be determined through negotiations.

Benefits for all groups include group insurance, social security, unemployment compensation, workmen's compensation, health benefits, tuition reimbursement, and retiree unused sick-day reimbursement. With the expiration of the bargaining unit agreements on June 30, 2013, all employees are now required to make contributions towards their health benefits based on statute. During the 2014-15 school year, employees will need to contribute a percentage of the premium expense for the Direct 15 benefit plan, based on year two of the required statutory tiered percentages, or 1.5% of their salary, whichever is greater. They will also need to contribute 100% of the difference in premium if they opt for a more expensive plan than Direct 15. The total benefit package is estimated to be approximately 26% of salaries.

A summary chart comparing the budgeted staff for 2013-14 to the actual staffing for 2012-13 and 2011-12 is provided as **Attachment E**. This staffing chart will be updated to reflect the actual staffing for 2013-14 as part of the budget building documentation.

School Facilities.

The aging school facilities require major investments of resources. Funds are budgeted in three categories. Custodial services and routine maintenance are funded in the operating budget and capital improvements are funded primarily by bond proceeds. The NJDOE has established a minimum requirement that 0.2% of building replacement value must be budgeted annually for routine maintenance. For the past few years, the district has established a minimum budget of 1% of building value each year due to the age and condition of the buildings. A copy of the Annual Maintenance Budget Amount Worksheet and Comprehensive Maintenance Plan are provided as **Attachment F**. The Long Rang Facilities Plan is being reviewed for updates and a long range capital plan is under development. A Facilities Conditions Assessment was completed and the results were used to help inform the comprehensive maintenance plan and will help inform the budget as well as determine future projects and maintenance planning.

The 2010-11 Comprehensive Annual Financial Report (audit) and Management Discussion and Analysis (MD&A).

This document presents historical financial information prepared by an independent auditing firm. The document will be distributed to the Board of Education and Board of School Estimate members separately. Mr. Morrison from the auditing firm of Hodulik and Morrison will be available to present the audit at the November 18 Board meeting to answer questions from members of the Board.

General Fund Free Balance Status.

The amount of general fund free balance is important to determine if surplus funds are available to supplement revenues and reduce taxes. It is also used to identify the amount available for dealing with contingencies. The Board of Education has established a policy that it is prudent to maintain a minimum amount equal to 3% of budgeted appropriations for unforeseen circumstances. The NJDOE requires that amounts exceeding 2% are surplus and must be appropriated in the subsequent school budget.

A report of changes in general fund free balance from 2002-03 to 2012-13 is provided as **Attachment G**. It shows that the net unreserved general fund balance on June 30, 2013 was \$1,032,985. This is an amount equal to 0.96% of 2012-13 expenditures and below board policy. The amount of unreserved funds dropped below Board policy due to the NJDOE requirement that amounts in excess of 2% must be reserved as surplus. The amount is less than 2% because the NJDOE includes the final state aid payment in the calculation of surplus even though receipt was deferred until after June 30 and therefore is not reflected in the fund balance on June 30, 2013. An amount of \$1,949,406 was legally reserved and appropriated toward the 2014-15 revenues.

Budget Calendar and Priorities

The reports provided in this document represent the key information needed to build the 2014-15 school budget. The district goals, adopted by the Board of Education provide the priorities for budget development and allocation of scarce resources. Additional data will be collected and compiled as needed to perform various analyses and complete reports to aid in the overall budget development process. They will be provided to the Board of Education and Board of School Estimate as part of those reports. The reports will also be available on-line at www.somdsd.k12.nj.us. The District Goals adopted by the Board of Education are provided as **Attachment H**.

The administration is scheduled to present a preliminary 2014-15 school budget to the Board of Education at its public meeting on Monday, February 24. The NJDOE has not yet provided the schedule for budget submission. It is anticipated that the Board of Education will approve a 2014-15 school budget for advertising by March 3. The Board of Education will hold a public hearing to raise the taxes necessary to fund the budget tentatively scheduled for March 24, 2014. A copy of the DRAFT 2014-15 budget calendar is provided as **Attachment I**.

Please contact me if you have any questions about the data provided.

[illegible]

Enrollment Summary

2013-2014

As of 10/15/2013

Grade	Clinton	Jefferson	Marshall	Seth Boyden	South Mountain	Tuscan	Total
PK		19					19
K	108		154	90	84	109	545
1	82		171	86	106	125	570
2	90		143	87	103	104	527
3	94	166		76	108	101	545
4	96	151		85	91	87	510
5	70	167		107	112	85	541
Sp. Ed.*	15	57	17				89
Total	555	560	485	531	604	611	3346

*These are SpEd self-contained students.

Grade	Maplewood Middle	South Orange Middle	Total
5			
6	274	259	533
7	254	254	508
8	263	253	516
Sp. Ed.*	1	14	15
Total	792	780	1572

*These are SpEd self-contained students.

Grade	Columbia High School
8	
9	474
10	450
11	483
12	410
Sp. Ed.*	25
Total	1842

*includes self-contained students

Elementary Schools	Middle Schools	High School	District
3346	1572	1842	6760

South Orange & Maplewood School District

data1314.xlsx

10/22/2013

STUDENTS ELIGIBLE FOR FREE OR REDUCED MEALS

Number of eligible students by school, by category as a percentage of enrollment and the percent change from the previous year.

School	October 15, 2009			October 15, 2010			October 15, 2011			October 15, 2012			October 15, 2013		
	#	% of Enr	% Chg	#	% of Enr	% Chg	#	% of Enr	% Chg	#	% of Enr	% Chg	#	% of Enr	% Chg
COLUMBIA															
Enrollment	1,866	100%	1%	1,816	100%	-3%	1,863	100%	3%	1,858	100%	0%	1,842	100%	-1%
Free	322	17%	16%	314	17%	-2%	354	19%	13%	368	20%	4%	368	20%	0%
Reduced	102	5%	-6%	99	5%	-3%	84	5%	-15%	113	6%	35%	112	6%	-1%
Total	424	23%	10%	413	23%	-3%	438	24%	6%	481	26%	10%	480	26%	0%
MMS															
Enrollment	735	100%	4%	734	100%	0%	755	100%	3%	738	100%	-2%	792	100%	7%
Free	116	16%	14%	131	18%	13%	143	19%	9%	140	19%	-2%	149	19%	6%
Reduced	54	7%	-2%	43	6%	-20%	36	5%	-16%	41	6%	14%	49	6%	20%
Total	170	23%	8%	174	24%	2%	179	24%	3%	181	25%	1%	198	25%	9%
SOMS															
Enrollment	674	100%	2%	681	100%	1%	674	100%	-1%	711	100%	5%	780	100%	10%
Free	88	13%	6%	97	14%	10%	105	16%	8%	98	14%	-7%	115	15%	17%
Reduced	40	6%	18%	26	4%	-35%	24	4%	-8%	32	5%	33%	41	5%	28%
Total	128	19%	9%	123	18%	-4%	129	19%	5%	130	18%	1%	156	20%	20%
MARSHALL															
Enrollment	450	100%	2%	510	100%	13%	485	100%	-5%	511	100%	5%	485	100%	-5%
Free	34	8%	48%	32	6%	-6%	37	8%	16%	40	8%	8%	41	8%	3%
Reduced	15	3%	275%	9	2%	-40%	11	2%	22%	9	2%	-18%	4	1%	-56%
Total	49	11%	81%	41	8%	-16%	48	10%	17%	49	10%	2%	45	9%	-8%
JEFFERSON															
Enrollment	433	100%	4%	472	100%	9%	507	100%	7%	527	100%	4%	560	100%	6%
Free	47	11%	31%	58	12%	23%	59	12%	2%	63	12%	7%	54	10%	-14%
Reduced	17	4%	31%	14	3%	-18%	18	4%	29%	10	2%	-44%	12	2%	20%
Total	64	15%	31%	72	15%	13%	77	15%	7%	73	14%	-5%	66	12%	-10%
CLINTON															
Enrollment	483	100%	7%	510	100%	6%	500	100%	-2%	506	100%	1%	555	100%	10%
Free	84	17%	1%	95	19%	13%	99	20%	4%	97	19%	-2%	106	19%	9%
Reduced	38	8%	9%	26	5%	-32%	20	4%	-23%	17	3%	-15%	21	4%	24%
Total	122	25%	3%	121	24%	-1%	119	24%	-2%	114	23%	-4%	127	23%	11%
SETH BOYDEN															
Enrollment	525	100%	9%	526	100%	0%	514	100%	-2%	537	100%	4%	531	100%	-1%
Free	122	23%	16%	117	22%	-4%	124	24%	6%	147	27%	19%	165	31%	12%
Reduced	41	8%	32%	48	9%	17%	45	9%	-6%	55	10%	22%	35	7%	-36%
Total	163	31%	20%	165	31%	1%	169	33%	2%	202	38%	20%	200	38%	-1%
SOUTH MOUNTAIN															
Enrollment	628	100%	9%	613	100%	-2%	625	100%	2%	619	100%	-1%	604	100%	-2%
Free	25	4%	19%	25	4%	0%	35	6%	40%	25	4%	-29%	25	4%	0%
Reduced	11	2%	-15%	9	1%	-18%	11	2%	22%	8	1%	-27%	10	2%	25%
Total	36	6%	6%	34	6%	-6%	46	7%	35%	33	5%	-28%	35	6%	6%
TUSCAN															
Enrollment	620	100%	5%	597	100%	-4%	609	100%	2%	618	100%	1%	611	100%	-1%
Free	54	9%	10%	41	7%	-24%	48	8%	17%	46	7%	-4%	48	8%	4%
Reduced	13	2%	-43%	16	3%	23%	12	2%	-25%	20	3%	67%	15	2%	-25%
Total	67	11%	-7%	57	10%	-15%	60	10%	5%	66	11%	10%	63	10%	-5%
DISTRICT															
Enrollment	6,414	100%	4%	6,459	100%	1%	6,532	100%	1%	6,625	100%	1%	6,760	100%	2%
Free	892	14%	15%	910	14%	2%	1,004	15%	10%	1,024	15%	2%	1,071	16%	5%
Reduced	331	5%	4%	290	4%	-12%	261	4%	-10%	305	5%	17%	299	4%	-2%
Total	1,223	19%	12%	1,200	19%	-2%	1,265	19%	5%	1,329	20%	5%	1,370	20%	3%

Source: District Records: State Fall Reports

Jan-14

New Jersey Department of Education

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DRTRS Summary Report

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School Year 2013-2014

10/31/2013

COUNTY : 13 - ESSEX

STRICT: 4900 - SOUTH ORANGE-MAPLEWOOD

A - Eligible REGULAR and In-District Special Education Students
without Special Transportation Needs

1 - Students - Grade PK	0.0
2 - Public School Students Excl. Voc. Students...	427.0
3 - Vocational School Students	0.0
4 - Charter School Students	0.0
5 - CSPP Charter School Students	19.0
6 - Transported Non-Public School Students	431.0
7 - AIL Non-Public School Students	308.0
8 - Special Education Public School Students ...	26.0
9 - Special Education Charter School Students ...	0.0
10 - Private School for the Handicapped Students .	0.0
11 - Total Students	1211.0
12 - Total Mileage	7561.5
13 - Average Home to School Mileage	6.2
14 - Total Mileage Excluding Grade PK	7561.5
15 - Average Home to School Mileage Excluding Grade PK	6.2

B - Eligible SPECIAL EDUCATION STUDENTS with Special Transportation
Needs and Out-of-District Special Education Students without
Special Transportation Needs

1 - Public School Students with Special Transportation Needs	137.0
2 - Charter School Students with Special Transportation Needs	0.0
3 - Private School for the Handicapped Students with Special Transportation Needs	87.0
4 - Total Special Education Students with Special Transportation Needs	224.0
5 - Total Mileage for Special Education Students with Special Transportation Needs	1741.4
6 - Out-of-District Public School Students without Special Transportation Needs	14.0
7 - Out-of-District Charter School Students without Special Transportation Needs	0.0
8 - Out-of-District Private Sch for the Handicapped Students without Special Transp. Needs ..	21.0
9 - Total Out-of-District Special Education Students without Special Transportation Needs ...	35.0
10 - Total Mileage for Out-of-District Special Ed. Students without Special Transp. Needs ..	522.6
11 - Total Special Education Students	259.0
12 - Total Special Education Mileage	2264.0
13 - Average Home to School Mileage	8.7

New Jersey Department of Education
DRTRS Summary Report
School Year 2013-2014

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10/31/2013

COUNTY : 13 - ESSEX
DISTRICT: 4900 - SOUTH ORANGE-MAPLEWOOD

C - Courtesy Students

1 - Total Elementary School Students	513.0
2 - Total Elementary School Student Mileage ...	719.6
3 - Total Secondary School Students	34.0
4 - Total Secondary School Student Mileage	74.4
5 - Total Courtesy Students	547.0
6 - Total Courtesy Student Mileage	794.0
7 - Average Home to School Mileage	1.5

D - Nonpublic School Students over 20 Miles

1 - Transported Nonpublic Sch. Students 20.1-30 Miles	0.0
2 - Transported Nonpublic Sch. Students > 30 Miles	0.0
3 - AIL Nonpublic School Students 20.1-30 Miles	0.0
4 - AIL Nonpublic School Student - > 30 Miles ...	0.0
5 - Total Mileage	0.0

Name of routing vendor or "NONE" for none: VERSATRANS

Does your district have a subscription busing program for
resident students?(Y/N): N

Does your district have a subscription busing program for
nonresident students?(Y/N): N

Does your district provide Non-Mandated transportation to resident
students who would be required to walk to and from school along
a route designated as a hazardous route by the school district
pursuant to NJSA 18A:39-1.5 if transportation were not provided?(Y/N) Y

Students transported pursuant to NJSA 18A:39-1.5: 225

	Category	Actual FTEs 2011-12	Actual FTEs 2012-13	Proposed FTEs 2013-14	+/- Changes in FTEs
Central Office					
	Chief Information Officer	1.00	1.00	1.00	0.00
	Communications Coordinator	0.50	----	----	0.00
	Director of Strategic Communications	1.00	1.00	1.00	0.00
	In-House Counsel	1.00	1.00	1.00	0.00
	PEP Coordinator	1.00	0.00	----	0.00
	SUB TOTAL	4.50	3.00	3.00	0.00
Business Office					
	Supervisor of Payroll	1.00	1.00	1.00	0.00
	Network Manager	1.00	1.00	1.00	0.00
	AV Tech	2.00	3.00	3.00	0.00
	Telecommunications Specialist	----	----	----	----
	Supervisor of Buildings & Grounds	1.00	1.00	1.00	0.00
	Asst. Supervisor of Buildings & Grounds	1.00	1.00	1.00	0.00
	Maintenance Workers	7.00	7.00	7.00	0.00
	Supervisor of Food Service	1.00	1.00	1.00	0.00
	Custodial Supervisor	----	----	----	----
	Custodians	----	----	----	----
	Supervisor of Transportation	----	----	----	----
	Transportation Coordinator	1.00	1.00	1.00	0.00
	Bus Drivers	8.50	7.70	7.70	0.00
	Bus Aides	6.10	5.60	5.60	0.00
	School District Physician	----	----	----	0.00
	Treasurer of School Monies	1.00	1.00	1.00	0.00
	SUB TOTAL	30.60	30.30	30.30	0.00
Technology					
	Information Systems Manager	1.00	1.00	1.00	0.00
	Assistant Network Manager	----	----	----	0.00
	Data Entry Manager	2.00	2.00	2.00	0.00
	Technology Facilitators	----	----	----	----
	Technology Trainer	3.00	3.00	3.00	0.00
	ETTC	----	----	----	----
	SUB TOTAL	6.00	6.00	6.00	0.00
Secretarial Staff					
	Confidential Secretaries	8.00	8.00	8.00	0.00
	Secretaries	44.00	41.00	41.00	0.00
	Clerical Aides	5.60	5.00	5.00	0.00
	SUB TOTAL	57.60	54.00	54.00	0.00
Security					
	Security Guards at CHS	----	----	----	----
	SUB TOTAL	0.00	0.00	0.00	0.00
Aides					
	Instructional Aides				
	Special Education	----	----	----	0.00
	Medical Aide	----	----	----	0.00
	Regular Education	----	----	----	0.00
	504 Aides	----	----	----	0.00
	ELL Instructional Assistant	1.00	1.00	1.00	0.00
	Title I Aides	2.00	2.00	2.00	0.00
	Lunch Aides/Breakfast Aides	----	----	----	0.00
	SUB TOTAL	3.00	3.00	3.00	0.00
	TOTAL NON-CERTIFICATED STAFF	101.70	96.30	96.30	0.00
	TOTAL CERTIFICATED STAFF	654.44	653.12	640.12	-13.00
	GRAND TOTAL	756.14	749.42	736.42	-13.00

NOTE: Actual FTE's for 12-13 indicates staffing as of Feb 1, 2013.

The 12-13 budget included an additional secretarial position that has been eliminated in the 2013-14 budget for a total net reduction of 14.0 fte's.

SOUTH ORANGE & MAPLEWOOD
CURRENT CERTIFICATED STAFF

2/22/2013

		Actual FTEs					Actual FTEs	Proposed FTEs	+/- Changes
	Category	2011-12	Elementary	Middle School	High School	District	2012-13	2013-14	in FTEs
Elementary School Teachers									
	Kindergarten	25.00	26.00	----	----	----	26.00	25.00	-1.00
	1st Grade	24.00	24.00	----	----	----	24.00	25.00	1.00
	Multi-Age (1st/2nd)	4.00	4.00	----	----	----	4.00	4.00	0.00
	2nd Grade	25.00	23.00	----	----	----	23.00	23.00	0.00
	3rd Grade	25.00	24.00	----	----	----	24.00	25.00	1.00
	4th Grade	24.00	24.00	----	----	----	24.00	21.00	-3.00
	5th Grade	21.00	23.00	----	----	----	23.00	25.00	2.00
	SUB TOTAL	148.00	148.00	0.00	0.00	0.00	148.00	148.00	0.00
Others									
	Art	19.45	6.35	4.00	9.10	----	19.45	18.45	-1.00
	Music	18.00	8.60	6.40	3.00	----	18.00	17.00	-1.00
	World Language/ESL	30.40	6.00	7.00	16.80	----	29.80	31.80	2.00
	Health & Physical Education	32.90	12.00	7.00	14.00	----	33.00	32.00	-1.00
	Reading Specialist	1.00	1.00	----	----	----	1.00	0.00	-1.00
	Math Specialist	1.00	1.00	----	----	----	1.00	0.00	-1.00
	Reading Intervention	----	1.00	----	----	----	1.00	1.00	0.00
	Enrichment	4.00	4.00	----	----	----	4.00	2.00	-2.00
	Project Ahead	0.00	----	----	----	----	0.00	0.00	0.00
	Technology	----	----	----	----	----	0.00	0.00	0.00
	Accademic Intervention Teacher	8.80	8.80	----	----	----	8.80	8.80	0.00
	Athletic Trainer	1.00	----	----	1.00	----	1.00	1.00	0.00
	SUB TOTAL	116.55	48.75	24.40	43.90	0.00	117.05	112.05	-5.00
	TOTAL CERTIFICATED STAFF	654.44	300.75	143.68	188.69	20.00	653.12	640.12	-13.00
	TOTAL NON-CERTIFICATED STAFF	101.70					96.30	96.30	0.00
	GRAND TOTAL	756.14	300.75	143.68	188.69	20.00	749.42	736.42	-13.00

NOTE: Actual FTE's for 12-13 indicates staffing as of Feb 1, 2013.

The 12-13 budget included an additional secretarial position that has been eliminated in the 2013-14 budget for a total net reduction of 14.0 fte's.



Annual Maintenance
Budget Amount Worksheet
Per N.J.A.C. 6A:26A

County	Essex
District Name	So. Orange Maplev
District Number	4900
Filing Date	10/15/2012

Current Area Cost Allowance per SF	\$ 143.00
District contact name	Cheryl Schneider
District contact phone	973-762-5600 ext 1800
District contact e-mail	cschneid@somrsd.k12.nj.us

A		B	C	D	E	F	G
School Facility Name		School Number	Gross Building Area (GSF)	Building Replacement Value	Prior Years Actual & Current Year Budgeted expenditure (See Detailed Sheet)	Min. Annual Target Expenditure for FY 13-14	Anticipated Budget for FY 13-14
Maintenance Building			6,596	\$ 943,228	\$ 131,198	\$ 1,886	\$ 8,797
Administrative Building		170	27,989	\$ 4,002,427	\$ 516,769	\$ 8,005	\$ 55,903
Columbia High School		030	341,209	\$ 48,792,887	\$ 7,327,211	\$ 97,586	\$ 603,921
Montrose		110	32,117	\$ 4,592,731	\$ 273,215	\$ 9,185	\$ 38,666
Underhill Field		030	7,470	\$ 1,068,210	\$ 550,336	\$ 2,136	\$ 12,325
Maplewood Middle School		040	144,980	\$ 20,732,140	\$ 2,405,726	\$ 41,464	\$ 239,730
South Orange Middle School		050	157,112	\$ 22,467,016	\$ 2,851,646	\$ 44,934	\$ 258,814
Clinton		060	63,071	\$ 9,019,153	\$ 1,119,427	\$ 18,038	\$ 107,500
Jefferson		090	71,293	\$ 10,194,899	\$ 1,180,802	\$ 20,390	\$ 141,085
Marshall		100	53,297	\$ 7,621,471	\$ 1,014,438	\$ 15,243	\$ 90,057
Seth Boyden		130	80,116	\$ 11,456,588	\$ 1,533,376	\$ 22,913	\$ 128,308
South Mountain		140	56,414	\$ 8,067,202	\$ 1,179,548	\$ 16,134	\$ 99,827
South Mountain Annex		140	19,930	\$ 2,849,990	\$ 499,587	\$ 5,700	\$ 34,479
Tuscan		150	67,235	\$ 9,614,605	\$ 1,444,058	\$ 19,229	\$ 129,938
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
				\$ -	\$ -	\$ -	
District Total			1,128,829	\$ 161,422,547	\$ 22,027,336		
Min. Required amount for FY	13-14					\$ 322,845	
Anticipated Budget amount for FY	13-14						\$ 1,949,350

Max. Maintenance Reserve Amount (4% of column D)

Current District Maintenance Reserve Amount

Prepared by:

District School Business Administrator

Print Cheryl Schneider

Date 10/15/2013

Sign Cheryl Schneider

South Orange Maplewood

Essex County - County Code 4900

Comprehensive Maintenance Plan

Actual Fiscal Year 2012-2013-- Budget Fiscal Year 2013-2014-- Planned Fiscal Year 2014-2015

Building Name	Actual 2012-13	Budget 2013-14	Planned 2014-15
Columbia High School	\$1,566,309 Refinish Auditorium doors. Begin repairs to pool roof. Security system upgrades. Sidewalk repairs. Repair roof leak over A249. Abate clock tower stairs and selected areas. Installed 250 new lockers in boys locker room. Repaired 75 hall lockers. Install roof vent in B107. Installed 3rd floor water fountain. Installed white boards in selected rooms. Annual lawn treatment. Installed new handicap ramp at side entrance.	\$603,921 Paint selected classrooms. Remove selected carpets. Install rails on D-wing ramp. Repair vent fans on A-wing. Install emergency generator in courtyard. Annual lawn maintenance. Replace chalk boards as needed. Replace D-wing lower roof. Repair selected sidewalks/curbs. Repair photo lab drains. Repair/replace pool drain lines. Abate selected areas in school. Refinish auditorium wood panel walls.	\$603,921 Paint selected classrooms. Remove selected carpets. Repair vent fans on B-wing roof. Replace damaged wall mats in West gym. Annual lawn maintenance. Abate selected areas on 3rd floor A-wing. Repair selected D-wing canopies. Repair AV lot retaining wall. Resurface clock tower stair walls. Demolish fan coil in A-wing basement. Refinish front door of school.
Montrose School	\$6,518 Building to be remodeled to include room renovation, roof replacement and new additional parking area.	\$38,666 Building to be remodeled to include room renovation, roof replacement and new additional parking area.	\$38,666 Complete remodeling of building
Maplewood Middle	\$382,555 Repair selected floors. Provide water treatments for heating systems. Repair selected unit ventilators. Replace some chalk boards and remove old carpets. Complete plumbing repairs in custodial office. Remove selected carpets. Repair 75 hall lockers. Repaired 6 classroom doors. Abated selected rooms and areas in building. Painted selected rooms within building.	\$239,730 Paint selected rooms. Repair selected roof tiles. Clean interior of clock tower. Provide water treatments for heating systems. Repair selected sidewalks. Renovate two science rooms. Install 175 hall lockers. Remove part of hot water storage tank. Create storage area in boiler room. Remove furniture from attic. Install new lights in attic. Remove selected rugs.	\$239,730 Repair (15%) auditorium seats. Paint selected rooms. Repair selected roof tiles. Provide water treatments for heating systems. Repair selected sidewalks. Renovate two existing science rooms. Repair 200 wall lockers. Abate selected hall floor tiles. Remove remainder of hot water storage tank. Create storage area in boiler room. Annual lawn treatment.

South Orange Maplewood

Essex County - County Code 4900

Comprehensive Maintenance Plan

Actual Fiscal Year 2012-2013-- Budget Fiscal Year 2013-2014-- Planned Fiscal Year 2014-2015

Building Name	Actual 2012-13	Budget 2013-14	Planned 2014-15
South Orange Middle	\$306,831 Paint selected rooms and stairwells. Refinished gym floor. Repaired 100 damaged wall lockers. Repaired holes in parking lot. Replaced lighting in offices and cafeteria. Installed locking devices on auditorium doors. Repainted fire lane markings. Repaired foyer doors and auditorium ceiling. Annual lawn treatment.	\$258,814 Paint halls. Apply boiler water treatment. Remodel one science room. Repair selected sidewalks and curbs. Install locking devices on auditorium doors. Repair 30% of auditorium seating. Install exterior security alarms. Repaired interior and exterior doors to the gym. Annual lawn treatment. Add security cameras.	\$258,814 Paint halls. Apply boiler water treatment. Remodel one science room. Repair selected sidewalks and curbs. Repair 60% of auditorium seating. Repair selected room doors. Repair exterior brick face in courtyard. Install new Repair lockers in boys locker room. Locker repair as needed.
Clinton ES	\$139,244 Replaced floor coverings in selected areas. Repaired ramps from portables. Pruned selected trees and provided mulch. Repaired vent fans on roof. Renovate nurse's office. Painted stairwells. Repaired selected interior doors. Upgraded lighting in auditorium. Annual lawn treatment.	\$107,500 Paint selected rooms and library. Replace rugs in selected rooms. Replace stair treads. Repair holes in driveway and parking lot. Installed additional security cameras. Install exterior security alarms. Repair steps and handrails on south side of building.	\$107,500 Paint selected rooms and halls. Replace rugs in selected rooms. Install light motion sensor in ground floor rooms. Replace stair treads. Repair wall cracks. Replace gym air handler. Upgrade building electrical service. Provide mulch.
Jefferson ES	\$187,046 Painted selected stairwells and rooms. Replaced floor coverings. Repaired several student bathrooms. Repaired roof over main hall. Patched driveway. Pruned selected trees. Provided playground mulch. Repaired playground equipment.	\$141,086 Paint halls. Playground repairs. Remove five room rugs. Install exterior security alarms. Install additional security cameras. Prune selected trees. Provide mulch. Repair parking lot. Repair several interior doors. Improve auditorium lighting.	\$141,085 Paint halls. Playground repairs. Replace five room rugs. Remove dead trees. Resurface playground area. Provide mulch. Repair selected interior doors. Repave parking lot. Repair canopies at office entrance. Annual lawn treatment.

South Orange Maplewood

Essex County - County Code 4900

Comprehensive Maintenance Plan

Actual Fiscal Year 2012-2013-- Budget Fiscal Year 2013-2014-- Planned Fiscal Year 2014-2015

Building Name	Actual 2012-13	Budget 2013-14	Planned 2014-15
Marshall ES	\$152,222 Painted selected classrooms. Replaced selected classroom rugs. Repaired roof damages. Repaired boiler fire tubes. Replaced white boards in five classrooms. Painted flag pole. Repaired slate roofs. Provided playground mulch. Removed trees.	\$90,057 Paint selected areas . Replace rugs in five rooms. Repair roof fans. Provide playground mulch. Install exterior security alarms and additional interior security cameras. Replace selected white boards. Refinish roof gables.	\$90,057 Paint selected areas . Replace rugs in selected rooms. Install ADA door hardware. Repair roof leaks. Provide playground mulch. Replace selected white boards. Sidewalk repairs. Downspout repair. Selected ceiling repairs.
Seth Boyden ES	\$172,577 Painted halls. Removed rugs in selected classrooms. Mulched playground. Installed underground drain at new playground. Repaired selected water boiler sections. Repaired front entrance steps. Removed old handrail in playground. Pruned trees.	\$128,308 Paint selected rooms. Replace rugs in selected classrooms. Repair auditorium west soffit. Install exterior security alarms and add additional interior cameras. Provide playground mulch. Prune trees as needed. Repair entrances to portable classrooms.	\$128,308 Paint selected rooms. Replace rugs in selected classrooms. Replace hand rails at auditorium Paint flagpole. Repair auditorium rear curtain. Provide playground mulch. Prune trees as needed. Replace several chalk boards.
South Mountain ES	\$119,315 Painted halls and selected classrooms. Replaced rugs in five rooms. Refinished stage floor. Refinished gym floor. Installed foyer fish tank. Repaired selected sidewalks. Installed basketball backboards.	\$99,827 Paint selected areas . Replace rugs in selected rooms. Install exterior security alarms. Install additional interior security cameras. Provide playground mulch. Repair gutters. Install handrails on steps to street.	\$99,827 Paint selected areas. Replace rugs in selected rooms. Provide security locking devices on foyer doors. Repair gutters. Provide mulch. Repair selected classroom doors. Remove two trees in front of school.
South Mountain Annex	\$32,790 Painted halls. Replaced rugs in two rooms. Made repairs to roof as needed. Repaired selected classroom doors. Provided mulch. Annual lawn treatment.	\$34,479 Paint gym. Refinish gym floor. Install exterior security alarms. Install additional interior security cameras. Repair selected sidewalks and curbing.	\$34,479 Paint classrooms. Refinish gym floor. Apply boiler water treatment. Install white boards in selected rooms. Repair selected sidewalks, curbing and doors.

South Orange Maplewood

Essex County - County Code 4900

Comprehensive Maintenance Plan

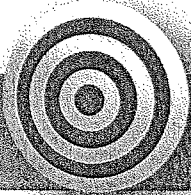
Actual Fiscal Year 2012-2013-- Budget Fiscal Year 2013-2014-- Planned Fiscal Year 2014-2015

Building Name	Actual 2012-13	Budget 2013-14	Planned 2014-15
Tuscan ES	\$217,814 Painted selected rooms. Replaced selected floor coverings. Boiler water treatments. Pruned trees as needed. Installed roof ladders. Installed curbing in playground area. Improved air ventilation in PE storage area. Fence repairs. Repaired amphitheater. \$125,027 Painted bleachers. Built new storage shed. Replaced plumbing and repaired bathroom in old field house. Installed lockers in old field house. Install crushed rock on varsity field.	\$129,938 Paint selected halls. Remove selected rugs. Apply boiler water treatment. Prune trees as needed. Refinish gym floor. Replace fencing by edge of playground. Install light motion sensors in bathrooms. Install security alarms and additional cameras. \$12,326 Repair bleachers. Paint interior, new field house. Install lighting along path to Clinton. Paint bleachers as needed. Repair selected fences. Replace backstop and outfield fence on JV field. \$55,903 Paint halls and bathrooms . Repair fire escape. Construct access ladder to roof. Repair selected sidewalks. Repair fans in district meeting room. Replace flat roof. \$8,795 Paint main machine shop. Repair locksmith area. Build shelving in storage room.	\$129,938 Paint selected halls. Remove selected rugs. Apply boiler water treatment. Prune trees as needed. Refinish gym floor. Replace fencing at rear of playground. Pave walking path from Harvard Street. Paint library. Install security locks on main foyer interior doors. \$12,325 Repair bleachers. Paint interior, new field house. Install lighting along path to Clinton. Paint bleachers as needed. Repair selected fences. \$55,903 Paint selected offices. Repair fire escape. Construct access ladder to roof. Repair wooden fence. Address temperature controls in district meeting room. \$8,797 Paint main machine shop. Build shelving in storage room.
Underhill Field			
Administration Bldg	\$132,141 Install new chair lift. Paint office storage rooms. Repair selected sidewalks. Install light motion sensors. Improve auditorium lighting and outlets.		
Maintenance	\$35,292 Install front sidewalk. Dispose of used lights from district.		
Total	\$3,575,681	\$1,949,350	\$1,949,350

COMPARISON OF CHANGES IN GENERAL FUND FREE BALANCE

General Fund* Free Balance	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Beginning Balance (7/1)	4,133,305	4,116,862	4,106,098	3,621,361	5,896,125	5,653,972	8,516,414	9,957,324	7,045,271	5,684,110	7,591,569
Plus: Revenues											
State Aid	4,782,967	5,559,600	5,888,789	5,943,758	6,060,927	6,319,328	8,448,548	6,835,261	4,223,017	4,390,312	5,592,995
Taxes	63,836,172	68,166,201	72,998,938	76,068,980	81,911,476	86,724,181	90,709,873	94,670,065	98,000,243	99,960,248	101,959,453
Tuition	79,402	22,894	26,514	113	0	30,579	22,720	90,247	20,335	106,089	74,465
Misc	323,770	216,146	401,006	975,948	1,095,572	839,798	672,803	379,444	171,818	775,041	218,698
Adjustments	(323,898)	(349,379)	(54,286)	(47,149)	(50,907)	(89,233)	(1,932,986)	(295,854)			
	***	***	***	***	***	***					
Less: Contractual Orders	(68,714,856)	(73,626,226)	(79,245,698)	(80,666,886)	(88,934,221)	(90,962,211)	(96,480,048)	(104,591,216)	(103,414,605)	(103,324,231)	(107,959,424)
Appropriation fr Cap Res			(500,000)	0	(325,000)	0	0	0			
Special items									(361,969)		
Ending Balance (6/30)	4,116,862	4,106,098	3,621,361	5,896,125	5,653,972	8,516,414	9,957,324	7,045,271	5,684,110	7,591,569	7,477,756
Change in Free Balance	(16,443)	(10,764)	(484,737)	2,274,764	(242,153)	2,862,442	1,440,910	(2,912,053)	(1,361,161)	1,907,459	(113,813)
Reserved for following year											
Approp to Capital Reserve	(372,133)	(350,084)	(352,427)	(2,624,993)	(963,650)	(1,953,856)	(2,848,438)	(1,607,476)	(1,014,841)	(1,508,912)	(1,538,157)
Capital Reserve -Designated	(967,656)	(971,853)	(483,237)	(493,901)	(179,849)	(187,018)	(669,936)	(669,936)	(669,936)	(804,936)	(804,936)
Approp of Excess Surplus	0	(802,239)	(1,432,981)	(634,861)	(1,250,623)	(1,709,145)	(3,088,587)	(3,065,389)	(1,023,192)	(165,000)	(2,152,272)
Approp of Excess Surplus				(1,250,623)	(1,709,145)	(3,088,587)	(3,065,389)	(1,023,192)	(1,517,905)	(2,152,272)	(1,949,406)
Unreserved Free Balance	2,777,073	1,981,922	1,352,716	891,747	1,550,705	1,577,808	284,974	679,278	1,458,236	1,442,544	1,032,985
Free Balance as a percent	4.04%	2.69%	1.70%	1.11%	1.74%	1.73%	0.30%	0.65%	1.41%	1.40%	0.96%

ATTACHMENT G



District Goals



The School District of

**SOUTH ORANGE
& MAPLEWOOD**
525 Academy Street • Maplewood, NJ 07040

**The School District of
South Orange-Maplewood**
Approved August 26, 2013

THE SCHOOL DISTRICT OF SOUTH ORANGE-MAPLEWOOD
District Goals

Contents

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District Mission, Vision and Goals

Adopted August 26, 2013 Resolution 3058

Mission Statement	Core Values	Drivers of Our Words and Actions
<i>Our Core Purpose</i> To prepare each and every student, regardless of demographic or socioeconomic background, for post-secondary educational success, and to educate all students to be responsible and productive members of the global society at large and especially: • caring, collaborative and ethical people • critical thinkers and problem solvers • effective writers and speakers • thoughtful consumers and producers of media • lifelong learners	✓ We measure success by student growth and achievement ✓ Every student is worthy of intellectual, social and emotional respect ✓ Effective teaching is essential ✓ Quality education demands genuine appreciation for differences ✓ We can all learn from each other ✓ Parents and guardians are our partners ✓ Demography should not be destiny, academically or otherwise ✓ All students deserve the opportunity to achieve their fullest potential	
Vision 2016 Statement	Goals	How We Will Work Towards Our Vision
Excellence and Equity in Public Education without Excuse: • High Expectations for ALL Students with Success at Each Grade • Deep Engagement and Exhilarating Experiences of the Whole Student in Their Learning, Interests and Passions • Parent Engagement in, Knowledge of, Access to, and Planning for Educational Options • Teachers Valued as Collaborative, Reflective and Innovative Professionals • Understanding and Using Our Diverse Community as an Asset and Strength • Facilities, Technology and Programming Which Supports New and Leading Options for Learning • Partnerships for Enhanced Learning and Wise Use of Resources	<u>Goal One: Student Learning</u> – The South Orange-Maplewood Public Schools will promote the intellectual development of all students, challenging and inspiring them to do their best. <u>Goal Two: Professional Staff</u> – The staff of the South Orange-Maplewood Public Schools will consistently and collaboratively lead students of diverse backgrounds and learning styles to learn at or above the appropriate grade-level standards. <u>Goal Three: Engagement and Outreach</u> – The South Orange-Maplewood Public Schools will communicate effectively with parents, students and the South Orange-Maplewood community. <u>Goal Four: Resource Management</u> – The South Orange-Maplewood Public Schools will pursue and achieve Goals 1-3 while slowing the rate of increase in operating expenditures.	

Preamble

These *district goals* establish the ends by which the district's success in fulfilling its mission of educating students shall be measured from 2011-14. Each of these goals, and the underlying objectives, is important and relates to the others. No objective shall be considered met if its achievement comes through the erosion of another objective's baselines.

These goals—specifically their achievement or lack thereof—shall form the primary basis for evaluation of the superintendent by the board. The board presents this document as the primary statement of priorities that shall govern the initiatives, and budget allocations in 2011-12. Each year the board will review and amend these goals by resolution, including resetting and adding milestones.

Lastly, the board wishes to emphasize that the schools of South Orange-Maplewood seek to educate the *complete* student, utilizing a broad and diverse curriculum that includes art, music, languages, technology, physical education and other subjects that may not be mentioned as priorities in the goals that follow. Although continuing improvement in the quality of language-arts and math instruction is an essential priority (as indicated in Goal One), it is not the board's intent that such improvement should occur through a de-emphasis of the arts, humanities and sciences.

Roles

The board has a responsibility to ensure that the district goals reflect community values, to establish the necessary policies to achieve the goals, and to communicate with the community about the goals and progress toward them.

The superintendent is responsible for progress toward the goals, through the management of all staff to achieve clearly stated milestones. The board shall evaluate his performance by assessing success against the milestones on an annual basis.

Definitions

Each of the four district goals has four or five components:

Goal statement. Articulation of the fundamental, long-term aspirations for the schools of South Orange-Maplewood.

Objectives. Major components of the goals.

Indicators. Criteria used to evaluate progress toward the objectives. They consist of types of information, both quantitative and qualitative, that can reasonably be used to evaluate progress.

Baselines. Articulation of the current status for each indicator.

Milestones. One-year targets that serve as the primary basis for measuring the district's progress and the chief means among several for evaluating the superintendent's annual performance.

Other terms:

Rigorous. Defined by Common Core Curriculum principles as “robust and relevant to the real world, reflecting the knowledge and skills that our young people will need for success in college and careers.”

Differentiated Instruction. Provision of appropriate instructional materials and approaches to facilitate student learning of same curriculum

Goal One: Student Learning

The South Orange-Maplewood Public Schools will promote the intellectual development of all students, challenging and inspiring them to do their best.

Objective A, Student Performance: Students will demonstrate proficiency on key benchmarks to postsecondary readiness equal to or better than peer schools, identified by NJ-DOE as Peer Comparison Groups.

Indicator 1: Improve performance relative to the DFG and Peer Comparison Groups.

Student performance comparisons, for both proficiency and advanced proficiency, to the DFG-I and Peer Comparison Groups (disaggregated by school) on an aggregated **student-population** basis, district-wide, on state assessments in language arts, math and science for each grade tested.

Milestones:

2013-2014	2014-15	2015-2016
Narrow the existing gap between SOMSD and DFG by 25%. (The goal is to cut 25% of the gap, not to gain 25 points.)	Same—narrow gap by an additional 25%.	Same—narrow gap by an additional 25%*
All schools will narrow the gap between themselves and Peer Comparison Groups by 25%	Same-narrow gap by an additional 25%	Same—narrow gap by an additional 25%*

**Note- these projections may change due to new assessments*

Indicator 2: Meet NJDOE annual performance targets for the 'all students' group and in each subgroup. NJDOE annual performance targets are based on the NJDOE ESEA waiver.

Milestones:

NJDOE annual performance targets are set in annual equal increments so that within six years (by 2017 using 2011 as a starting point), the percentage of non-proficient students in the 'all students' group and in each subgroup is reduced by half.

For example, if the 'all students' group is currently demonstrating a proficiency rate of 40 percent, the methodology would take the 60 percent point gap between 100 percent proficiency and the current rate ($100 - 40 = 60$) and then divide the gap in half to determine the target for the sixth year – a gain of 30 percentage points ($60 / 2 = 30$). Then, the 30-percentage point gain is divided into six equal increments ($30 / 6 = 5$) so that annual targets can be set.

Thus, the group in this example begins this process with a rate of 40 percent and is then expected to move to proficiency rates of 45 percent, 50 percent, 55 percent, 60 percent, 65 percent, and finally 70 percent in each of the following years of the six-year period.¹

¹ ESEA Waiver Request from New Jersey, Updated January 25, 2012. Accessed at <http://www.state.nj.us/education/grants/nclb/waiver/waiver.pdf>. The NJDOE's performance goal is that the 'all students' group and every subgroup reach 90% proficiency, with annual performance targets not exceeding 90%. Note that SOMSD's performance goals, as shown on the following page, continue to increase after the 90% goal is met.

SOMSD Annual Performance Targets

Language Arts: Percentage of Students Proficient and Above									
	2010-2011 #_Students	2010-2011 Baseline	2011-2012 Goal	2011-2012 Actual	2012-2013 Goal	2013-2014 Goal	2014-2015 Goal	2015-2016 Goal	2016-2017 Goal
Districtwide	3471	80%	82%	83%	83%	85%	87%	88%	90%
White	1683	93%	93%	94%	94%	94%	95%	96%	96%
Black	1463	64%	67%	69%	70%	73%	76%	79%	82%
Hispanic	166	77%	79%	76%	81%	83%	85%	87%	89%
Native American	13	-	-	-	-	-	-	-	-
Asian	124	89%	89%	89%	90%	91%	92%	93%	94%
Pacific Islander	4	-	-	-	-	-	-	-	-
Multi-Racial	18	-	-	-	-	-	-	-	-
Special	523	41%	46%	47%	51%	56%	61%	66%	71%
English Language	47	26%	32%	58%	38%	44%	50%	57%	63%
Economically	661	55%	58%	60%	62%	66%	70%	74%	77%
Male	1743	76%	78%	78%	80%	82%	84%	86%	88%
Female	1728	84%	85%	87%	87%	88%	89%	91%	92%

Math: Percentage of Students Proficient and Above									
	2010-2011 #_Students	2010-2011 Baseline	2011-2012 Goal	2011-2012 Actual	2012-2013 Goal	2013-2014 Goal	2014-2015 Goal	2015-2016 Goal	2016-2017 Goal
Districtwide	3471	81%	83%	84%	84%	86%	88%	89%	91%
White	1683	95%	96%	96%	96%	97%	97%	97%	98%
Black	1463	66%	69%	68%	72%	75%	77%	80%	83%
Hispanic	166	76%	78%	81%	80%	82%	84%	86%	88%
Native American	13	-	-	-	-	-	-	-	-
Asian	124	94%	95%	93%	95%	96%	96%	97%	97%
Pacific Islander	4	-	-	-	-	-	-	-	-
Multi-Racial	18	-	-	-	-	-	-	-	-
Special	523	50%	54%	48%	58%	62%	67%	71%	75%
English Language	47	32%	38%	54%	43%	49%	55%	60%	66%
Economically	661	56%	60%	61%	64%	67%	71%	75%	78%
Male	1743	80%	82%	81%	84%	85%	87%	88%	90%
Female	1728	82%	84%	85%	85%	87%	88%	90%	91%

Indicator 3: Participation and success in Advanced Placement (AP) courses in the high school.

Milestones: 2012-13 and 2013-14:

- Increase the percentage of the high school student body enrolled in AP courses by 20% and the percentage of black students in the high school student body enrolled in AP courses by 25%
- Increase the number of 2011-2012 AP scores of 3 or higher by 10%

Objective B, Learning Opportunities: Rigorous curricula, differentiated instruction (see glossary) and expanded learning opportunities will enable all students to thrive and fulfill their academic potential.

Indicator 1: District-wide attention, across subject areas and spanning grade cohorts to instruction, curriculum, professional development and resource allocation for effective and equitable implementation of Common Core Curriculum Standards (CCCS), Middle Years Program-International Baccalaureate (MYP-IB) and Partnership of Assessments for Readiness of College and Careers (PARCC). Regular or quarterly monitoring reports for District preparations for these systemic changes will be reviewed by the BOE.

Core Area	2013-2014
All Core Areas: • English Language Arts • Mathematics • Media/Educational Technology • Science • Social Studies • World Language • Physical Education • Fine and Performing Arts	Grades 7 revisions to address Middle Years Programme of the International Baccalaureate (for 2014-15 implementation)
Mathematics	Implement 6-12 curriculum aligned to new state standards and assessments Implement grades 3-5 curriculum aligned with CCSS and <i>Math in Focus</i>
Social Studies	Implement revised K-5 curricula, interdisciplinary with select ELA units
Science	Revise K-5 curricula, interdisciplinary with select ELA units Revise 9-12 curricula to standards adopted by NJDOE

Core Area	2014-2015
All Core Areas: • English Language Arts • Mathematics • Media/Educational Technology • Science • Social Studies • World Language • Physical Education • Fine and Performing Arts	Grades 8 revisions to address Middle Years Programme of the International Baccalaureate (for 2015-16 implementation)

Indicator 2: Public documents that are distributed, widely available and articulate 1) learning aims; 2) content scope and sequence and 3) student performance expectations. These elements will clearly illustrate differences that exist between academic levels in appropriate courses. Course criteria for entry and course sequences should be widely available to ensure public knowledge of this. All entry criteria must be based on multiple measures.

Milestone 2013-14:

- All leveled courses in the District will be available
- Review entrance criteria for course offerings including summer step-up learning opportunities

Indicator 3: Strategic Plans in place at CHS, to be reconfigured around the Middle States Accreditation, which includes the following categories: 1. Philosophy/Mission, 2. Governance/Leadership, 3. School Improvement Planning, 4. Finances, 5. Facilities, 6. School Finance/Organization, 7. Health and Safety, 8. Educational Program, 9. Assessment and Evidence of Student Learning, 10. Student Services, 11. Student Life/Activities, 12. Information Resources and Technology.

Milestones 2013-14:

- Development plans to synthesize all Strategic Plans to integrate the Middle States Accreditation Creation of a schematic (e.g., cross-walk) that demonstrates inclusion of original CHS Strategic Plan into Middle States Accreditation.
- Public articulation and discussion of documents and plans.
- Submission of Accreditation documents for external review

Milestones 2014-15:

- Implementation of plans with regular BOE review; Site visit and an analysis of strengths, weaknesses, opportunities and threats (SWOT).
- Prior to the completion of the 2015-16 budget, develop recommendation regarding extending the IB MYP through 10th grade, using input from multiple stakeholder groups.

Indicator 4: MMS and SOMS will demonstrate adequate progress towards IB accreditation.

Milestones 2013-14:

Quarterly BOE reports from middle school principals regarding progress towards IB Accreditation.

Milestone 2014-15:

Successful submission of application for candidacy by April 2015

Indicator 5: Expanded Learning Opportunities

Milestones 2013-14:

- Development of extra-curricular options and consideration of implementation of program rollout

- Planning phase for Gifted and Talented strategy
- Integration of online course offerings into regular process of course selection with attention to providing information and access to students who may be unfamiliar with this learning opportunity,
- Explore creation of an online learning suite within CHS to augment existing programs, provide access for students
- possible realignment of resources/course offerings to better fit changing economic climate by February, 2014. Information from this review will inform the development of a Guiding Change Process

Milestones 2014-15:

- Implement Gifted and Talented strategy
- Development of pilot online learning suite at CHS
- Administration development of Guiding Change Process for CHS curricular realignment by December 2014 to align for March budget cycle with aim to offer new courses in 2015-16

Goal Two: Professional Staff

The staff of the South Orange-Maplewood Public Schools will consistently and collaboratively lead students of diverse backgrounds and learning styles to learn at or above the appropriate grade-level standards.

Objective A: Professional development programs and activities will strengthen district faculty's ability to contribute to measurable improvements in student achievement.

Indicator 1: Professional development for district staff to increase their ability to effectively deliver the written curriculum and meet the social emotional needs of our students.

Milestones 2013-1014 and 2014-1015:

- Implement the feedback tool for non-principal administrators
- Increase the District's capacity to support collaborative professional learning such as The Learning Walk, Instructional Rounds, Model Classroom Initiatives, and PLC's (professional learning communities).
- Increase the District's capacity to evaluate professional learning outcomes as they relate to improved teaching and learning.

Objective B: Recruitment and hiring will increase the quality and diversity of the professional staff.

Indicator 1: Highly qualified and diverse applicants

Milestones 2013-2014 and 2014-2015:

- Exceed 90% "top choice" hires
- 20% increase in the number of candidates identifying themselves as people of color
- One hundred percent of hires made according to district practices—including use of the *Framework for Teaching* to assess knowledge of effective practice, a group interview, and a sample lesson done in a district classroom with students (or presented to staff if students are not available).

Objective C: A performance evaluation system will be driven by objective measures that are tied to student learning and school/district goals.

Indicator 1: Valid, fair, reliable and constructive systems for performance evaluation of principals, assistant principals, supervisors, teachers (non-tenured and tenured) and district administrators, driven by multiple measures (student achievement and individual evaluation) of individual performance as well as contributions to team efforts that are aligned to school/district goals and *AchieveNJ*.

Milestones 2013-2014 and 2014-2015:

- Implement the State approved *AchieveNJ* regulations regarding observations/evaluations, student growth objectives, student growth percentiles, corrective action plans, and school improvement panels.

- Continue summative rating for staff in alignment with AchieveNJ, including a summative rating derived from both teacher practice and student learning.
- Increase the District's capacity to provide targeted professional learning opportunities related to *TeachNJ* legislation and *AchieveNJ* requirements.

Objective D: A staff recognition program will identify and celebrate excellence in the profession.

Indicator 1: Innovation and excellence in the profession recognized by professional organizations and/or other education related entities

Milestones 2013-2014 and 2014-2015:

- Publish inventory of staff recognition
- 5% of staff will have received recognition during the school year.

Goal Three: Engagement and Outreach

The South Orange-Maplewood Public Schools will communicate effectively with parents, students and the South Orange-Maplewood community.

Objective A: Parents will receive timely information about their children, their schools and the District and be engaged in the education of their children and their schools.

Indicator 1: Parents will receive timely information about their children:

Milestones 2013-2014:

- 80% of parent/guardians of grade 6-12 students will use the Teacher GradeBook feature of PowerSchool
- Parents and, as appropriate, students will be notified when students fail to meet critical benchmarks and advised of interventions available to improve the student's performance.
- Parents and, as appropriate, students will be notified of relevant grade level goals, expectations, and opportunities
- Parents and, as appropriate, students will be notified of relevant policies and procedures related to academic placement.

Indicator 2: Parents will receive timely, relevant information about their schools and the District.

Milestones 2013-14:

- Parents will be able to easily access desired public information on the District's website.

Objective B: The South Orange-Maplewood Public Schools will communicate with the School District community to foster transparency, accountability and community engagement with respect to the development and implementation of District policies.

Indicator 1: The District will make available to the public information related to major policy proposals to ensure that the public has sufficient information to understand and an opportunity to provide meaningful input to the Board and the Superintendent regarding such proposals.

Indicator 2: The District will make available to the public information, data and reports requested by the Board related to the implementation of major policy initiatives and progress toward meeting District goals.

Indicator 3: An annual survey will be completed to gather information from parents, students and staff regarding the achievement of District goals and the delivery of educational services in the District.

Milestones 2013-14:

- Achieve minimum 10% gains in applicable satisfaction ratings compared with prior year.
- The participation rates of parents from demographic groups which have participated in disproportionately low levels in the past will increase.

Objective C: A variety of communications tools will be used to regularly share with parents, students and the South Orange-Maplewood community positive information about our District, schools, staff and students, celebrating in particular the achievements of our students and staff.

Indicator 1: Implementation of communications strategy using tools including the district website, email communications, written publications and external media relations.

Milestones 2013-2014:

- Through the District website and E-Newsletter, provide regular and timely information which highlights positive information about the District, our schools, staff and students.
- Develop and implement, before the winter break in December 2013, a communications strategy to introduce 5th and 8th grade parents, respectively, to the Middle Schools and the High School.

Goal Four: Resource Management

The South Orange–Maplewood Public Schools will pursue and achieve Goals 1-3 while slowing the rate of increase in operating expenditures.

Objective A: A budget that supports the attainment of district goals, reins in spending on budget categories that are rising at a faster rate than the cost of living and is produced in an efficient and transparent manner.

Indicator 1: Timely approval of a district budget aligned to district goals, responsive to taxpayer burden, and articulated in the context of a 5-year budget forecast.

Milestone 2013-14:

- Approve 2014-15 operating budget with a year-over-year tax impact not greater than 2% for the operating budget. Should, after exhausting all feasible options to reduce costs, it be impossible to limit the tax impact to 2% without substantially impeding the district's ability to meet its goals, banked cap may be used.
- 5-year budget forecast projecting trends in revenues, expenses and tax levies and identifying opportunities for short and long term cost savings.

Indicator 2: Hold or reduce rate of growth in energy consumption.

Milestone 2013-14:

- Conduct an energy audit which will, through a thorough review of each facility, identify specific energy conservation measures that can be undertaken to yield reduced energy use.

Milestone 2014-15

- Align and implement specific energy conservation projects in a cost effective manner.

Objective B: Well-maintained and safe facilities that enable focused and effective teaching and learning, and that are repaired and updated in a fiscally responsible manner that is architecturally sensitive.

Indicator 1: A capital plan that extends to 2025.

Milestone 2013-14:

- Refine priorities and projects within phases for the capital plan,
- Support public engagement, and
- Gain BSE approval for the first phase

Indicator 2: Feedback from parents, students, administrators and teachers on quality of facilities and solicitation of facility needs.

Milestone 2013-14 and 2014-15:

- Improved stakeholder satisfaction rates, as measured by surveys regarding cleanliness and condition of facilities.
- Public forums, as deemed necessary, to provide information on and generate feedback for large scale projects in next phase of capital plan

Objective C: The State of New Jersey announced all standardized testing will be conducted electronically beginning in the 2014-2015 school year. This presents an opportunity to leverage the required equipment purchases to pilot one to one computing programs. One to one computing means that every student and teacher is provided a computer device and software to enhance instruction.

Indicator 1: Pilot one to one computing programs.

Milestone 2013-14:

- For every school that participates on standardized assessments, select one or more teachers to pilot a one to one computing program.

Indicator 2: Evaluate the one to one computing pilots.

Milestone 2014-15:

- Prior to finalizing the budget for the 2015-16 school year, create a report on the district's experience and findings of the one to one computer pilots to inform the benefits of one to one computing towards instruction and the costs of pursuing a one to one initiative district wide.

DRAFT 2014-15 BUDGET CALENDARTentative (subject to change)**

<u>Date</u>	<u>Activity</u>
Monday, September 16, 2013	BOE meeting • BOE requests for Budget Analyses • Capital Plan Discussion
Monday, October 21, 2013	BOE meeting: • Capital Plan Discussion • Comprehensive Maintenance Plan • Energy Consumption – Written Report
Thursday, October 24, 2013	Community Forum – CHS Capital Plan
Monday, November 18, 2013	BOE meeting: • Receive baseline data (10/15 reports): ○ Enrollment projections ○ Free/reduced lunch eligible ○ Transportation (DRTRS) report; ○ Comp. Maintenance Plan • Receive 2012-13 CAFR and MD&A (audit report) • Discussion: CHS capital improvements
Monday, December 16, 2013	BOE meeting: • Present requested Budget Analyses • Enrollment Projections (demographer) • Capital plan – approval for BSE bonding request
December 19, 2013	BOE/BSE capital workshop
<i>December 23- January 1 Holiday Recess</i>	
Thursday, January 2, 2014	BOE Reorganization Meeting
Wednesday, January 8, 2014	Superintendent's State of District Address
January XX, 2014	Board of School Estimate meeting – capital funding
Monday, January 27, 2014	BOE meeting: • Budget Discussion
<i>February XX, 2014</i>	<i>Budget Community Forum</i>
Monday, February 24, 2014	BOE meeting: Budget Discussion (tentative to adopt preliminary 2014-15 budget to be submitted)

Tuesday, February 25, 2014

Governor's State Budget Message

Thursday, February 27, 2014

State Aid Notices

Monday, March 3, 2014
(if necessary)

Additional Board of Ed meeting:
Discuss and adopt preliminary 2014-15
Budget to be submitted to the Executive
County Superintendent

Last date to submit 2014-15 Budget to Executive County Superintendent
(March 4th each year pursuant to 18A:7F-5, 18A:7F-6)

Thursday, March 13, 2014

Proposed Budget advertised in News Record
(notice published at least 4 days prior to public
hearing date)

Monday, March 17, 2014

BOE meeting:

Monday, March 24, 2014

BOE Public Hearing and Action to levy
2014-15 school tax (public hearing must occur
between March 22 and March 29; Action required
not later than April 8th).

April 18 - 25 Spring Recess

Monday, April 28, 2014

BOE meeting:
• Organizational resolutions

*** All dates following the introduction of the preliminary budget are estimates and depend upon NJDOE guidance and requirements. Historically, issuance of state aid figures and CAP calculations follow the Governor's budget address and thus budget submission and approval deadlines may be extended.*