

BOARD OF EDUCATION
The School District of South Orange and Maplewood
525 Academy Street, Maplewood, NJ 07040

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November 15, 2010

MEMORANDUM

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

FROM: Karla Milanette, Business Administrator 

SUBJECT: BASELINE DATA FOR 2011-12 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 2011-12 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, 2010 data that the increase in enrollment growth in 2008 and 2009 did not signify a trend and enrollment has returned to a relatively stable period. The 4% increase at the elementary level was offset by the 4% decrease at the high school. The district will need to watch the elementary growth considering that full-day Kindergarten and preschool programs are increasing the demand for space at that level. There were 6,459 students on the roll, only 49 more than on the October 15, 2009 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
2001	2,874	0%	1,522	-0%	1,855	.%	139	32%	6,396	1%
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	-22.2%	6,459	0.7%

Special education in-district enrollment continues to fluctuate, decreasing 22.2% after increasing 6% in 2009 due to the creation of new classes for special needs students in the district's "stem the flow" initiatives. This is partially attributable to preschool enrollment which decreased from 76 (44 SE students) in 2009 to 44 (24 SE students) in 2010 when the program went from full-day to part-time and with the elimination of one pre-kindergarten class.. At the same time, the number of special education students (170) sent to out-of-district schools full-time and shared-time remains constant at 2% of the total resident enrollment for the past three years.

The annual Application for State School Aid details all resident students, those on the roll and sent out of district on October 15. The Fall Survey Enrollment Report which detailed a breakdown of in-district students by demographic categories is no longer produced. Copies of the Enrollment Summary and the ASSA report summary submitted to the state in October is provided as **Attachments A and B**.

Enrollment data has been provided to Sara Weissman, a professional demographer, 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 2010 (1,200) is a slight decrease of 23 students from 2009 and continues to represent about 19% of the total student population. The number of eligible students has remained about 16%-19% of the student population for the past several years. 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 2009-10 was 1.20 even though bus seats filled with courtesy students are considered empty. The increase 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). This is the first time the district has successfully met the state efficiency standard.

The district transports 1,981 students to and from school each day. Of the students transported, 963 are regular students transported to district schools, (530 of the 963 are transported as a courtesy due to policies regarding the Marshall-Jefferson school pairing, Seth Boyden

Demonstration school and hazardous walking routes), 734 are transported to non-public schools (or paid aid in lieu of transportation) and 284 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. As of October 15, the district employed 747.89 full-time equivalent certificated and non-certificated staff members including 689.89 members of South Orange and Maplewood Education Association (SOMEA), 33 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, 2009. Negotiations are currently underway for a succeeding contract. The Board of Education agreement with ASCA expired on June 30, 2010. Negotiations are also currently underway for a succeeding contract.

Benefits for all groups include group insurance, social security, unemployment compensation, workmen's compensation, health benefits, tuition reimbursement, and retiree unused sick-day reimbursement. The total benefit package is estimated to be approximately 26% of salaries.

A summary statistical report of Certificated Staff as of October 15 is provided as **Attachment E**. A summary chart of historical changes in staffing since 2004-05 is also provided as **Attachment F** that shows significant shifts in staffing over recent years such as a reduction of support staff due to contracting for services and increases in special education instructional staff due to the inclusion model.

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 G**. The Long Rang Facilities Plan provides for capital projects according to a schedule that attempts to maintain a level debt service.

The 2008 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. Heard from the auditing firm of Noke and Heard will be available to present the audit at the December 20 Board meeting to answer questions from members of the Board. A Synopsis of Audit will be available on-line at www.somds.k12.nj.us following the presentation.

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 1993-94 to 2008-09 is provided as **Attachment H**. It shows that the net unreserved general fund balance on June 30, 2009 was \$284,974. This is an amount equal to 0.3% of 2008-09 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. An amount of \$3,065,389 was legally reserved and appropriated toward the 2010-11 revenues. 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, 2009. This report will be updated to reflect the general fund balance at the end of 2009-10 when the audit is completed.

Budget Calendar and Priorities

The reports provided in this document represent the key information needed to build the 2011-12 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 I**.

The administration is scheduled to present a preliminary 2011-12 school budget to the Board of Education at its public meeting on Wednesday, January 19. The NJDOE has not yet provided the schedule for budget submission. It is anticipated that the Board of Education will approve a 2011-12 school budget for advertising by February 22. The Board of Education will then submit the approved budget to the Board of School Estimate to raise the taxes necessary to fund the budget tentatively scheduled for March 31, 2010. A copy of the DRAFT 2011-12 budget calendar is provided as **Attachment J**.

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

Enrollment Summary

As of 10/15/2010

Grade	Clinton	Jefferson	Marshall	Seth Boyden	South Mountain	Tuscan	Total
PK		20					20
KH							
KF	89		168	79	102	102	540
1	101		152	94	87	99	533
2	72		174	107	109	91	553
3	82	128		82	118	108	518
4	63	140		84	101	105	493
5	90	139		80	95	92	496
Sp. Ed.*	13	45	16		1		75
Total	510	472	510	526	613	597	3228

*Self-contained students only

Grade	Maplewood Middle	South Orange Middle	Total
5			
6	231	203	434
7	253	226	479
8	250	241	491
Sp. Ed.*		11	11
Total	734	681	1415

*Self-contained students only

Grade	Columbia
8	
9	516
10	482
11	385
12	401
Sp. Ed.*	32
Total	1816

*Includes self-contained and share-time students

Elementary Schools	Middle Schools	High School	District
3228	1415	1816	6459

Attachment B

***** Edits were Run and NO errors were detected *****
New Jersey State Department of Education
2011-2012 Application For State School Aid - Summary
ESSEX - SOUTH ORANGE-MAPLEWOOD

LOW INCOME

CATEGORY	Free Lunch ENROLLMENT # AGE 5-17	Reduced Lunch ENROLLMENT # AGE 5-17
Sent Priv Sch Disable	0.0	0.0
Sent to RDS	0.0	0.0
Sent to CSSD	0.0	0.0
Sent to OTHERS	0.0	0.0
Sent to Head Start PK	0.0	0.0
Sent to Provider PK	0.0	0.0
On Roll	891.5	286.5
TOTAL	891.5	278.5

LEP On Roll

CATEGORY	TOTAL
LEP On Roll - Regular	90.0
LEP On Roll - Charter	0.0
LEP On Roll - Choice	0.0
LEP On Roll - PreK	0.0
LEP On Roll - Adult & Post-Gra	0.0

REGIONAL/CONSOLIDATED ENROLLMENT BREAKDOWN

CONSTITUENT DISTRICT/MUNICIPALITY	ENROLLMENT
SOUTH ORANGE VILLAGE	2,170.0
MAPLEWOOD TWP	4,421.5
Non-Resident Students	1.0
TOTAL	6,592.5

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, 2006			October 15, 2007			October 15, 2008			October 15, 2009			October 15, 2010		
	#	% of Enr	% Chg	#	% of Enr	% Chg	#	% of Enr	% Chg	#	% of Enr	% Chg	#	% of Enr	% Chg
COLUMBIA															
Enrollment	1,939	100%	-3%	1,871	100%	-4%	1,856	100%	-1%	1,866	100%	1%	1,816	100%	-3%
Free	249	13%	-7%	277	15%	11%	277	15%	0%	322	17%	16%	314	17%	-2%
Reduced	92	5%	-13%	107	6%	16%	109	6%	2%	102	5%	-6%	99	5%	-3%
Total	341	18%	-9%	384	21%	13%	386	21%	1%	424	23%	10%	413	23%	-3%
MMS															
Enrollment	696	100%	-1%	704	100%	1%	707	100%	0%	735	100%	4%	734	100%	0%
Free	108	16%	21%	113	16%	5%	102	14%	-10%	116	16%	14%	131	18%	13%
Reduced	47	7%	-16%	47	7%	0%	55	8%	17%	54	7%	-2%	43	6%	-20%
Total	155	22%	7%	160	23%	3%	157	22%	-2%	170	23%	8%	174	24%	2%
SOMS															
Enrollment	675	100%	-5%	641	100%	-5%	660	100%	3%	674	100%	2%	681	100%	1%
Free	82	12%	-12%	86	13%	5%	83	13%	-3%	88	13%	6%	97	14%	10%
Reduced	26	4%	-24%	32	5%	23%	34	5%	6%	40	6%	18%	26	4%	-35%
Total	108	16%	-15%	118	18%	9%	117	18%	-1%	128	19%	9%	123	18%	-4%
MARSHALL															
Enrollment	433	100%	3%	446	100%	3%	443	100%	-1%	450	100%	2%	510	100%	13%
Free	17	4%	-11%	23	5%	35%	23	5%	0%	34	8%	48%	32	6%	-6%
Reduced	7	2%	17%	8	2%	14%	4	1%	-50%	15	3%	275%	9	2%	-40%
Total	24	6%	-4%	31	7%	29%	27	6%	-13%	49	11%	81%	41	8%	-16%
JEFFERSON															
Enrollment	367	100%	5%	379	100%	3%	418	100%	10%	433	100%	4%	472	100%	9%
Free	29	8%	-9%	24	6%	-17%	36	9%	50%	47	11%	31%	58	12%	23%
Reduced	9	2%	50%	12	3%	33%	13	3%	8%	17	4%	31%	14	3%	-18%
Total	38	10%	0%	36	9%	-5%	49	12%	36%	64	15%	31%	72	15%	13%
CLINTON															
Enrollment	461	100%	-1%	462	100%	0%	453	100%	-2%	483	100%	7%	510	100%	6%
Free	86	19%	-9%	91	20%	6%	83	18%	-9%	84	17%	1%	95	19%	13%
Reduced	23	5%	-4%	29	6%	26%	35	8%	21%	38	8%	9%	26	5%	-32%
Total	109	24%	-8%	120	26%	10%	118	26%	-2%	122	25%	3%	121	24%	-1%
SETH BOYDEN															
Enrollment	430	100%	-14%	430	100%	0%	482	100%	12%	525	100%	9%	526	100%	0%
Free	84	20%	-10%	81	19%	-4%	105	22%	30%	122	23%	16%	117	22%	-4%
Reduced	29	7%	-26%	32	7%	10%	31	6%	-3%	41	8%	32%	48	9%	17%
Total	113	26%	-14%	113	26%	0%	136	28%	20%	163	31%	20%	165	31%	1%
SOUTH MOUNTAIN															
Enrollment	549	100%	7%	589	100%	7%	578	100%	-2%	628	100%	9%	613	100%	-2%
Free	25	5%	0%	24	4%	-4%	21	4%	-13%	25	4%	19%	25	4%	0%
Reduced	10	2%	43%	6	1%	-40%	13	2%	117%	11	2%	-15%	9	1%	-18%
Total	35	6%	9%	30	5%	-14%	34	6%	13%	36	6%	6%	34	6%	-6%
TUSCAN															
Enrollment	550	100%	1%	575	100%	5%	591	100%	3%	620	100%	5%	597	100%	-4%
Free	49	9%	32%	31	5%	-37%	49	8%	58%	54	9%	10%	41	7%	-24%
Reduced	16	3%	-47%	27	5%	69%	23	4%	-15%	13	2%	-43%	16	3%	23%
Total	65	12%	-3%	58	10%	-11%	72	12%	24%	67	11%	-7%	57	10%	-15%
DISTRICT															
Enrollment	6,100	100%	-2%	6,097	100%	0%	6,188	100%	1%	6,414	100%	4%	6,459	100%	1%
Free	729	12%	-3%	750	12%	3%	779	13%	4%	892	14%	15%	910	14%	2%
Reduced	259	4%	-16%	300	5%	16%	317	5%	6%	331	5%	4%	290	4%	-12%
Total	988	16%	-7%	1,050	17%	6%	1,096	18%	4%	1,223	19%	12%	1,200	19%	-2%

Source: District Records: State Fall Reports

Nov-10

New Jersey Department of Education
DRTRS Summary Report
School Year 2010-2011

Page 1 Attachment D

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10/29/2010

COUNTY : 13 - ESSEX
DISTRICT: 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...	433.0
3 - Vocational School Students	5.0
4 - Charter School Students	0.0
5 - CSPP Charter School Students	0.0
6 - Transported Non-Public School Students	321.0
7 - AIL Non-Public School Students	413.0
8 - Special Education Public School Students ...	37.5
9 - Special Education Charter School Students ...	0.0
10 - Private School for the Handicapped Students .	0.0
11 - Total Students	1209.5
12 - Total Mileage	7255.4
13 - Average Home to School Mileage	6.0
14 - Total Mileage Excluding Grade PK	7255.4
15 - Average Home to School Mileage Excluding Grade PK	6.0

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	112.5
2 - Charter School Students with Special Transportation Needs	0.0
3 - Private School for the Handicapped Students with Special Transportation Needs	72.0
4 - Total Special Education Students with Special Transportation Needs	184.5
5 - Total Mileage for Special Education Students with Special Transportation Needs	1680.1
6 - Out-of-District Public School Students without Special Transportation Needs	21.0
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 ..	36.0
9 - Total Out-of-District Special Education Students without Special Transportation Needs ...	57.0
10 - Total Mileage for Out-of-District Special Ed. Students without Special Transp. Needs ..	875.0
11 - Total Special Education Students	241.5
12 - Total Special Education Mileage	2555.1
13 - Average Home to School Mileage	10.6

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10/29/2010

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

C - Courtesy Students

1 - Total Elementary School Students	487.0
2 - Total Elementary School Student Mileage ...	692.6
3 - Total Secondary School Students	43.0
4 - Total Secondary School Student Mileage	84.8
5 - Total Courtesy Students	530.0
6 - Total Courtesy Student Mileage	777.4
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: 207

New Jersey Department of Education
Report of Certificated Staff as of October 15, 2010
Statistical Report

ESSEX - SOUTH ORANGE-MAPLEWOOD
District Summary Report

Certificated Staff in FTE **

Major Assignment Categories -----	FTE -----
Administrators/Supervisors	38.0
Administrators	5.0
Principals	19.0
Supervisors	13.0
Coordinators	0.0
Directors	1.0
Classroom Teachers	463.2
Elementary	224.9
Middle	11.1
Art	21.4
Business and Office	2.8
English	38.5
World Language	21.6
Health/Phys Ed	33.3
Home Economics	2.0
Industrial Arts	1.0
Math	32.6
Music	18.0
Science	24.7
Soc Studies	31.3
Supplemental	50.4
Vocational Ed	2.0
Educational Support Services Personnel	80.5
Special Ed	520.6
Non Certificated Staff	0.0

Staffing Characteristics

Classroom Teachers per Administrator/Supervisor:	12.2 : 1
Edu. Sup. Services Personnel per Administrator/Supervisor:	2.1 : 1
Professional Staff (Classroom Teachers and Edu. Sup. Services Personnel) per Administrator/Supervisor:	14.3 : 1
Classroom Teachers per Edu. Sup. Services Personnel:	5.8 : 1

New Jersey Department of Education
Report of Certificated Staff as of October 15, 2010
Statistical Report

ESSEX - SOUTH ORANGE-MAPLEWOOD
District Summary Report

Certificated Staff by Demographic Factors in Headcounts **
Major Assignment Categories

Demographic Factors	Administrators/ Supervisors (JC 0102-0599)	Classroom Teachers (JC 1000-2722)	Educational Support Services (JC 3100-4001)	Total
-----	-----	-----	-----	-----
Status				
Full-Time *	38 100.0%	512 97.0%	78 95.1%	628 96.9%
Part-Time	0 0.0%	16 3.0%	4 4.9%	20 3.1%
Total	38	528	82	648
Sex				
Male	14 36.8%	134 25.4%	12 14.6%	160 24.7%
Female	24 63.2%	394 74.6%	70 85.4%	488 75.3%
Race				
White	25 65.8%	433 82.0%	69 84.1%	527 81.3%
Black	12 31.6%	53 10.0%	12 14.6%	77 11.9%
Hispanic	1 2.6%	2 0.4%	1 1.2%	4 0.6%
Asian	0 0.0%	1 0.2%	0 0.0%	1 0.2%
Am. Ind/Alas Nat	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Hawaiian/Paci. Is.	0 0.0%	1 0.2%	0 0.0%	1 0.2%
Other	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Degree				
No Degree	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Bachelors	1 2.6%	261 49.4%	9 11.0%	271 41.8%
Masters	33 86.8%	261 49.4%	70 85.4%	364 56.2%
Doctorate	4 10.5%	6 1.1%	3 3.7%	13 2.0%
Other	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Average Experience				
District	11	8	9	8
New Jersey	18	11	12	11
Total	18	11	13	12
Average Age	41	33	38	34
Salaries				
Total	4,798,483	35,189,252	6,164,316	46,152,051
% of Total ***	10.4%	76.2%	13.4%	100.0%
Average	126,276	66,646	75,175	71,222

* Full-time count of classroom teachers includes permanent substitutes.

** Staff figures in FTE and headcount may differ. While FTE counts include the proportion of time expended by staff who are employed in more than one major assignment category for each category, headcounts require that these staff members be counted only in the one category with the greatest FTE.

*** Percentages are of the total for the three major assignment categories.

Historical Changes in Staffing

Category	Actual FTEs 2004-05	Actual FTEs 2005-06	Actual FTEs 2006-07	Actual FTEs 2007-08	Actual FTEs 2008-09	Actual FTEs 2009-10	Actual FTEs 2010-11
Central Office Administration							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Superintendent for Curriculum & Instruction	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Superintendent for Elementary & MS Education	1.00	1.00	1.00	----	----	----	----
Assistant Superintendent for Administration & HR	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Administrator/Board Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Business Administrator/Asst. Board Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Director of Planning & Assessment	1.00	1.00	0.50	0.50	----	----	----
Chief Information Officer	----	----	----	----	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
In-House Counsel	1.00	1.00	1.00	1.00	1.00	1.00	1.00
SUB TOTAL	9.00	9.00	8.50	7.50	8.00	8.00	8.00
Building-Level Administration							
Principals	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Principal on Special Assignment	----	----	1.00	1.00	----	----	----
Assistant Principals	7.00	7.00	6.00	6.00	7.00	10.00	10.00
Assistants to the Principals	4.70	4.70	4.70	5.30	6.00	3.00	3.00
K-12 Directors (H&PE/MT/FineArts/WL/Guid/Athl)	6.00	6.00	5.00	6.00	6.00	6.00	6.00
CHS Deans (Non-Adm/Supervisor Certificated)	2.00	2.00	3.00	3.00	3.00	3.00	3.00
CHS Alternative Program Supervisor-Montrose Campus	0.60	0.60	0.60	0.60	0.60	0.60	0.00
K-5 Supervisor of Curriculum & Instruction	1.00	1.00	1.00	1.00	1.00	2.00	2.00
6-12 Supervisors (LA/M/SCI/SS)	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SUB TOTAL	34.30	34.30	34.30	35.90	36.60	37.60	37.00
Support Services - Regular							
Librarians/Media Specialists	12.20	12.30	12.00	12.10	12.10	12.50	11.50
Guidance Counselors	12.00	12.20	12.20	12.40	12.60	12.60	12.60
Behaviorist	----	----	1.00	1.00	1.00	1.00	1.00
Nurses	11.00	11.00	11.00	12.00	12.00	12.00	12.00
Social Workers (Non-CST)	4.00	4.00	5.80	5.80	6.00	6.00	6.00
Crisis Intervention Counselor	1.00	1.00	1.20	1.40	1.40	1.40	1.40
Student Assistance Counselor (SAC)	2.00	2.00	2.00	2.00	2.00	2.00	2.00
SUB TOTAL	42.20	42.50	45.20	46.70	47.10	47.50	46.50
Support Services - Special							
Director	0.00	1.00	0.50	0.50	1.00	1.00	1.00
Supervisor of Special Services	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Child Study Teams							
LDTC	6.00	6.00	7.00	7.00	7.00	9.00	9.00
Psychologists	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Social Workers	6.00	6.00	7.00	7.00	7.00	7.00	7.00
Speech/Language Specialists	8.40	8.40	9.40	8.40	8.40	8.40	8.40
SUB TOTAL	28.40	29.40	32.90	31.90	32.40	34.40	34.40
Special Education Teachers							
Special Ed Resource Room Teachers	49.72	56.24	65.72	62.84	69.64	55.86	55.86
Special Ed Self-Contained Classroom Teachers	15.00	14.00	16.00	19.00	21.20	15.00	14.00
Special Ed Inclusion Teachers	----	----	----	----	----	43.00	34.00
Special Ed Read 180 Teachers	----	----	----	----	----	3.00	3.00
SUB TOTAL	64.72	70.24	81.72	81.84	90.84	116.86	106.86
High School Teachers							
English	24.40	24.00	24.00	22.20	21.00	21.00	20.00
Read 180	----	----	----	----	----	2.00	2.00
Social Studies	18.20	18.00	17.80	17.00	16.40	18.00	17.00
Science	21.00	21.00	21.00	21.20	20.00	20.25	19.05
Mathematics	26.60	26.60	25.70	24.90	24.70	24.98	23.58
Business/Industrial Arts	3.40	3.40	3.40	3.80	3.80	3.80	3.80
TV Arts	2.00	2.00	2.00	2.00	2.00	2.00	2.00
SUB TOTAL	95.60	95.00	93.90	91.10	87.90	92.03	87.43
Middle School Teachers							
Language Arts	16.80	16.80	16.00	16.00	16.00	13.00	13.00
Read 180	----	----	----	----	----	4.00	4.00
Social Studies	13.00	13.00	13.00	13.00	13.00	12.00	12.00
Mathematics	16.20	14.84	15.80	15.80	16.00	16.00	16.00
Science	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Grade 6 Transition (LA/SS)	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Grade 6 Transition (Math/Sci)	5.00	4.20	4.00	4.00	4.00	4.00	4.00
SUB TOTAL	67.00	64.84	64.80	64.80	65.00	65.00	65.00
PreSchool Teachers							
PreSchool	----	----	2.00	2.00	1.00	2.00	0.00
SUB TOTAL	0.00	0.00	2.00	2.00	1.00	2.00	0.00
Elementary School Teachers							

Historical Changes in Staffing

Category	Actual FTEs	Actual FTEs	Actual FTEs	Actual FTEs	Actual FTEs	Actual FTEs	Actual FTE's
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Kindergarten	11.50	11.50	11.00	12.50	21.00	25.00	25.00
1st Grade	23.00	19.00	21.00	23.00	23.00	26.00	26.00
Multi-Age (1st/2nd)	4.00	5.00	4.00	4.00	6.00	4.00	4.00
2nd Grade	22.00	22.00	19.00	21.00	21.00	24.00	25.00
3rd Grade	21.00	23.00	24.00	20.00	23.00	23.00	25.00
4th Grade	22.00	20.00	20.00	23.00	19.00	21.00	22.00
5th Grade	22.00	21.00	19.00	19.00	20.00	20.00	22.00
SUB TOTAL	125.50	121.50	118.00	122.50	133.00	143.00	149.00
Others							
Art	18.70	17.60	17.70	18.10	18.70	19.50	19.50
Music	18.25	17.00	17.00	17.00	17.40	18.00	18.00
World Language/ESL	33.00	32.10	30.30	28.50	28.42	28.80	28.40
Health & Physical Education	33.40	31.40	31.40	30.48	32.10	34.30	33.90
Reading Specialist	----	----	2.00	2.60	2.00	2.00	2.00
Math Specialist	----	----	----	----	----	1.00	1.00
Enrichment	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Project Ahead	8.60	8.60	9.60	9.00	----	----	----
Accademic Intervention Teacher	----	----	----	----	6.40	6.70	6.70
Home Economics	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Athletic Trainer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
SUB TOTAL	117.95	112.70	114.00	111.68	111.02	116.30	115.50
Business Office							
Supervisor of Payroll	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Network Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
AV Tech	----	2.00	2.00	2.00	2.00	2.00	2.00
Telecommunications Specialist	1.00	----	----	----	----	----	----
Supervisor of Buildings & Grounds	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Asst. Supervisor Buildings & Grounds	----	----	----	----	1.00	1.00	1.00
Maintenance Workers	7.00	8.00	8.00	8.00	8.00	8.00	7.00
Supervisor of Food Service	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Custodial Supervisor	1.00	1.00	----	----	----	----	----
Custodians	48.00	22.00	----	----	----	----	----
Supervisor of Transportation	1.00	----	----	----	----	----	----
Transportation Coordinator	----	1.00	1.00	1.00	1.00	1.00	1.00
Bus Drivers	10.80	10.80	10.80	8.80	8.50	8.50	8.50
Bus Aides	5.80	5.80	5.80	6.10	6.10	6.10	6.10
School District Physician	1.00	1.00	1.00	----	----	----	----
Treasurer of School Monies	1.00	1.00	1.00	1.00	1.00	1.00	1.00
SUB TOTAL	80.60	56.60	33.60	30.90	31.60	31.60	30.60
Technology							
Information Systems Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Network Manager	1.00	1.00	1.00	1.00	1.00	1.00	----
Data Entry Manager	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Technology Facilitators	6.00	6.00	----	----	----	----	----
Technology Trainer	----	----	3.00	3.00	3.00	3.00	3.00
ETTC	1.00	1.00	----	----	----	----	----
SUB TOTAL	10.00	10.00	7.00	7.00	7.00	7.00	6.00
Secretarial Staff							
Confidential Secretaries	11.00	10.00	10.00	9.00	9.00	9.00	8.00
Secretaries	49.00	46.00	44.00	43.00	43.00	45.00	45.00
Clerical Aides	4.80	4.60	5.60	5.60	5.60	5.60	6.60
SUB TOTAL	64.80	60.60	59.60	57.60	57.60	59.60	59.60
Security							
Security Guards at CHS	7.00	10.00	----	----	----	----	----
SUB TOTAL	7.00	10.00	0.00	0.00	0.00	0.00	0.00
Aides							
Instructional Aides							
Special Education	50.00	61.00	67.00	72.00	74.00	70.00	----
Medical Aide	----	----	1.00	1.00	1.00	----	----
Regular Education	5.20	3.00	5.00	3.00	3.00	4.00	----
504 Aides	----	----	----	4.00	3.00	7.00	----
ESL Aides	3.30	3.90	1.90	1.50	1.50	2.00	----
Title I Aides	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Lunch Aides/Breakfast Aides	88.00	93.00	----	----			
SUB TOTAL	147.50	162.90	76.90	83.50	84.50	85.00	2.00
GRAND TOTAL	894.57	879.58	772.42	774.92	793.56	845.89	747.89

Form M-1

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

County	Essex	Current Area Cost Allowance per SF	\$ 143.00
District Name	So. Orange Maple	District contact name	Cheryl Schneider
District Number	4900	District contact phone	973-762-5600 ext 1806
Filing Date	11/15/2010	District contact e-mail	cschneid@somds.k12.nj.u

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 11-12	Anticipated Budget for FY 11-12
Maintenance Building	0	6,596	\$ 943,228	\$ 65,614	\$ 1,886	\$ 8,797
Administrative Building	170	27,989	\$ 4,002,427	\$ 436,573	\$ 8,005	\$ 55,903
Columbia High School	030	341,209	\$ 48,792,887	\$ 5,489,512	\$ 97,586	\$ 603,921
Montrose	110	32,117	\$ 4,592,731	\$ 297,795	\$ 9,185	\$ 38,666
Underhill Field	030	4,314	\$ 616,902	\$ 281,747	\$ 1,234	\$ 12,326
Maplewood Middle School	040	144,980	\$ 20,732,140	\$ 2,042,589	\$ 41,464	\$ 239,730
South Orange Middle School	050	157,112	\$ 22,467,016	\$ 2,618,361	\$ 44,934	\$ 258,814
Clinton	060	63,071	\$ 9,019,153	\$ 936,141	\$ 18,038	\$ 107,500
Jefferson	090	71,293	\$ 10,194,899	\$ 870,081	\$ 20,390	\$ 141,085
Marshall	100	53,297	\$ 7,621,471	\$ 824,246	\$ 15,243	\$ 90,057
John Boyden	130	80,116	\$ 11,456,588	\$ 1,312,794	\$ 22,913	\$ 128,308
South Mountain	140	56,414	\$ 8,067,202	\$ 857,175	\$ 16,134	\$ 99,827
South Mountain Annex	140	19,930	\$ 2,849,990	\$ 338,858	\$ 5,700	\$ 34,479
Tuscan	150	67,235	\$ 9,614,605	\$ 1,147,660	\$ 19,229	\$ 129,938
New Field House	0	3,156	\$ 451,308	\$ 10,387	\$ 903	\$ -
			\$ -	\$ -	\$ -	
			\$ -	\$ -	\$ -	
District Total		1,128,829	\$ 161,422,547	\$ 17,529,533		
Min. Required amount for FY 11-12					\$ 322,845	
Anticipated Budget amount for FY 11-12						\$ 1,949,351

Prepared by:		Max. Maintenance Reserve Amount (4% of column D)	\$ 6,456,902
District School Business Administrator		Current District Maintenance Reserve Amount	\$ -
Print	Karla Milanete	Date	11/15/2010
Sign			

South Orange Maplewood

Essex County - County Code 4900

Comprehensive Maintenance Plan

Actual Fiscal Year 2009-2010-- Budget Fiscal Year 2010-2011-- Planned Fiscal Year 2011-2012

Building Name	Actual 2009-2010	Budget 2010-2011	Planned 2011-2012
Columbia High School	\$524,558 Repair section of gym floor. Refinish B wing science room work tables. Paint selected rooms. Install air conditioning in music suite. Install new fire alarm panel. Replace 5% of water fountains. Replace library rug. Miscellaneous locker repair as needed. Partial abatement of clock tower. Install one pool heater. Repair damaged sidewalk. Remove selected trees. Annual lawn treatment on Ritzer Field.	\$603,919 Repair flat roof on A-wing. Replace interior pool doors. Paint selected rooms. Install one pool heater. Remove selected trees. Repair damaged sidewalk. Annual lawn treatment on Ritzer. Abate four bathrooms. Refinish main entrance doors. Repair section of gym floor. Install new doors to girls locker room. Replace pool chlorine holding tank and pool circulating pump. Pave audio visual parking lot.	\$603,921 Repair flat roofs on A and B wings. Paint selected rooms. Abate asbestos in the clock tower. Provide water treatment for heating system. Replace selected rugs. Sidewalk repairs. Reseal hall windows D-wing. Install roof ladders to gyms and wrestling room. Install erosion barrier to edge of Ritzer Field. Replace lockers in girls locker room. Annual lawn treatments. Upgrade B-wing lighting. Refinish gym floors. Parking lot repairs
Montrose School	\$48,609 Partial roof replacement as needed. Paint selected classrooms. Refinish gym floor. Install new fire alarm panel. Remove selected trees.	\$38,666 Paint selected classrooms. Pave parking lot. Remove selected trees. Repair selected portions of the roof. Pave parking lot. Fire prevention treatment to stage curtains.	\$38,666 Paint selected classrooms. Repair selected sidewalks. Refinish gym floor.
Maplewood Middle	\$148,198 Convert science wing to hot water heat. Paint selected rooms.. Remove selected trees. Abate selected areas in school. Remove old hot water storage tank. Repair hall lockers. Remove selected rugs. Repair flat roofs. Install motors to improve air flow to guidance offices.	\$239,730 Paint selected classrooms. Abated section of boiler room. Replace library rug. Provide water treatment for heating system. Repair selected wall lockers. Remove selected rugs. Repair two boilers. Survey roof for load carrying capability. Repair library roof. Fire prevention treatment to stage curtains.	\$239,730 Paint selected rooms. Repair selected roof sections. Provide water treatments for heating systems. Remove selected trees. Convert section to addressable fire alarm system. Remove selected rugs. Begin work to improve auditorium air flow. Create storage area in girls' locker room.

South Orange Maplewood

Essex County - County Code 4900

Comprehensive Maintenance Plan

Actual Fiscal Year 2009-2010-- Budget Fiscal Year 2010-2011-- Planned Fiscal Year 2011-2012

Building Name	Actual 2009-2010	Budget 2010-2011	Planned 2011-2012
South Orange Middle	\$211,230 Paint selected rooms. Repair auditorium heating system. Repair holes in driveway. Refinish gym floor. Provide boiler treatment. Remove trees from courtyard. Remove selected rugs. Repair selected sidewalk sections. Improve heating system waste water disposal.	\$258,814 Paint selected rooms. Refurbish fitness room. Repair first floor lockers. Replace library rugs. Repair first floor lockers. Replace library rugs. Repair holes in parking lot. Repair selected windows. Remove selected rugs. Apply boiler water treatment. Repair leaking toilets. Repair selected sidewalk sections. Remove dead trees. Extend handicap entrance to girls' locker room. Repair foundation in office area.	\$258,814 Paint selected rooms. Repair damaged storm drain lines. Repair damaged roof sections. Replace selected air conditioners. Repair auditorium ventilation system. Repair holes in parking lot. Repair damaged front entry steps. Apply boiler water treatment. Expand air flow in library. Remove dead trees. Repaint fire lane markings.
Clinton ES	\$106,182 Paint selected areas in school. Replace floor coverings in selected rooms. Repair damaged portable classroom. Repair selected playground equipment. Apply boiler water treatment.	\$107,500 Paint selected rooms. Replace floor coverings in selected areas. Remove selected trees. Apply boiler water treatment. Install new fire alarm panel. Repair partitions between two class rooms. Repair holes in parking lot. Replace damaged univents. Fire prevention coating for stage curtains.	\$107,500 Paint selected rooms. Replace floor coverings in selected areas. Repair selected playground equipment and replace mulch. Prune selected trees. Replace library air conditioner. Apply boiler water treatment. Remove dead trees. Install new kitchen line.
Jefferson ES	\$87,628 Paint selected areas in school. Replace floor coverings in selected rooms. Replace front hall rug. Remove selected floor coverings. Installed new cafeteria equipment. Apply boiler water treatment.	\$141,086 Paint selected areas in school. Replace floor coverings in selected rooms. Repair selected playground equipment and replace mulch. Fire prevention coating for stage curtains. Repair/replace broken water line.	\$141,085 Paint selected areas in school. Replace floor coverings in selected rooms. Apply boiler water treatment. Repair and refinish gym floor. Repair selected playground equipment. Remove selected trees. Repair selected univents.

South Orange Maplewood

Essex County - County Code 4900

Comprehensive Maintenance Plan

Actual Fiscal Year 2009-2010-- Budget Fiscal Year 2010-2011-- Planned Fiscal Year 2011-2012

Building Name	Actual 2009-2010	Budget 2010-2011	Planned 2011-2012
Marshall ES	\$100,052 Paint selected areas in school. Replace floor coverings in selected rooms. Apply water boiler water treatment. Remove selected trees. Replace playground mulch. Refinish gym floor. Repair selected univents.	\$90,057 Paint selected areas. Replace selected floor coverings. Remove selected trees. Apply water boiler treatment. Mulch playground Repair selected playground equipment. Line driveway. Refinish gym floor. Repair water line to portables. Repair selected univents.	\$90,057 Paint selected areas in school. Replace selected floor coverings. Apply boiler water treatment. Refinish gym floor. Repair roof leaks. Repair selected sidewalks. Repair univents. Mulch playgrounds.
Seth Boyden ES	\$193,665 Paint selected areas in school. Replace floor coverings in selected rooms. Apply boiler water treatment. Replace termite damaged floor in music room. Repair roofs on portable classrooms. Improve lighting in entrance hall. Repair playground equipment.	\$128,308 Paint selected areas in school. Replace floor coverings in selected rooms. Apply boiler water treatment. Repave side parking lot. Replace termite damaged floors. Install addressable fire alarm panel. Install heating control system. Install cafeteria cabinets.	\$128,308 Paint selected areas in school. Replace floor coverings in selected rooms. Apply boiler water treatment. Mulch playground. Repair selected water boiler sections. Replace selected sidewalks. Prune and remove trees. Improve auditorium ventilation
South Mountain ES	\$273,802 Paint selected areas. Replace selected floor coverings. Apply boiler water treatment. Repair selected sidewalks. Repair sewer lines & underground water retention system. Repair fence. Remove trees. Refinish gym floor.	\$99,827 Paint selected rooms. Install addressable fire alarm heads on two floors. Replace sidewalk sections as needed. Boiler water treatment. Replace playground mulch. Boiler maintenance.	\$99,827 Paint selected areas in school. Replace floor coverings in selected rooms. Apply boiler water treatment. Refinish gym floor. Remove selected rugs. Repair selected sections of sidewalk.
South Mountain Annex	\$62,860 Paint selected areas in school. Replace floor coverings in selected rooms Apply boiler water treatment. Prune selected trees. Replace selected water fountains.	\$34,479 Paint selected areas in school. Replace selected floor coverings. Apply boiler water treatment. Prune selected trees. Replace selected water fountains.	\$34,479 Paint selected areas in school. Replace floor coverings in selected rooms. Apply boiler water treatment. Repair roof leaks as needed.

South Orange Maplewold

Essex County - County Code 4900

Comprehensive Maintenance Plan

Actual Fiscal Year 2009-2010-- Budget Fiscal Year 2010-2011-- Planned Fiscal Year 2011-2012

Building Name	Actual 2009-2010	Budget 2010-2011	Planned 2011-2012
Tuscan ES	\$162,348 Paint selected areas in school. Replace floor coverings in selected rooms. Apply boiler water treatment. Replace selected plumbing fixtures. Repair leaks in roof. Refinish gym floor. Replace front door.	\$129,938 Paint selected areas. Replace selected floor coverings. Apply boiler water treatment. Remove dead trees as needed. Refinish gym floor. Repave the parking lot.	\$129,938 Paint selected areas. Replace selected floor coverings. Apply boiler water treatment. Remove dead trees as needed. Refinish gym floor. Repave the parking lot.
Underhill Field	\$32,421 Paint bleachers. Paint concession stand and old field house. Repair animal damage to old field house. Build new storage rooms under bleachers. Build batting cage.	\$12,326 Paint selected room in new field house. Remove dead trees. Repair fencing. Repair fire alarm system in new field house. Replace rear walking gate. Perform boiler maintenance. Paint storage building. Paint bleachers.	\$12,326 Paint bleachers. Paint storage sheds. Prune trees as needed. Paint exterior of new field house. Replace rear drive thorough gate.
Administration Bldg	\$55,984 Paint selected rooms. Repair boilers. Upgrade lighting in district meeting room. Replace selected carpets.	\$55,903 Provide fire prevention coating for stage curtains. Paint portable storage building. Paint selected rooms. Renovate chair lift. Install boiler water treatment. Replace selected carpets. Repair selected sidewalks. Repair glass windows as needed.	\$55,903 Paint selected rooms. Install new fire alarm panel. Repair selected sidewalks.
Maintenance	\$2,046 Paint selected offices. Build map room storage. Repair underground fuel storage tank.	\$8,797 Paint break room. Reorganize supply storage room. Reorganize plumbing shop.	\$8,797 Paint main machine shop and offices. Repair roof as needed.
Total	\$2,009,583	\$1,949,350	\$1,949,351

COMPARISON OF CHANGES IN GENERAL FUND FREE BALANCE

General Fund* Free Balance	1993-1994	1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Beginning Balance (7/1)	2,788,435	2,940,097	2,567,285	3,563,828	4,408,526	5,609,561	7,115,036	9,348,104	7,236,763	4,133,305	4,116,862	4,106,098	3,621,361	5,896,125	5,653,972	8,516,414
Plus: Revenues																
State Aid	5,024,123	3,679,943	4,574,281	3,952,583	4,013,812	4,703,730	5,535,408	4,193,427	4,510,119	4,782,967	5,559,600	5,888,789	5,943,758	6,060,927	6,319,328	8,448,548
Taxes	36,694,416	39,495,784	41,552,354	43,727,433	46,408,516	49,253,260	52,126,140	56,012,410	58,619,379	63,836,172	68,166,201	72,998,938	76,068,980	81,911,476	86,724,181	90,709,873
Tuition	125,234	83,383	54,189	62,032	51,353	33,326	78,974	96,279	109,880	79,402	22,894	26,514	113	0	30,579	22,720
Misc	569,475	1,134,652	824,646	1,405,582	1,080,527	817,344	855,688	1,319,485	524,488	323,770	216,146	401,006	975,948	1,095,572	839,798	672,803
Adjustments	**									***	***	***	***	***	***	(1,932,986)
Less: Contractual Orders	(42,261,586)	(44,766,574)	(46,008,977)	(48,302,932)	(50,353,173)	(53,302,185)	(56,363,142)	(63,732,942)	(66,867,324)	(68,714,856)	(73,626,226)	(79,245,698)	(80,666,886)	(88,934,221)	(90,962,211)	(96,480,048)
Appropriation fr Cap Res												(500,000)	0	(325,000)	0	0
Ending Balance (6/30)	2,940,097	2,567,285	3,563,828	4,408,526	5,609,561	7,115,036	9,348,104	7,236,763	4,133,305	4,116,862	4,106,098	3,621,361	5,896,125	5,653,972	8,516,414	9,957,324
Change in Free Balance	151,662	(372,812)	996,543	844,698	1,201,035	1,505,475	2,233,068	(2,111,341)	(3,103,458)	(16,443)	(10,764)	(484,737)	2,274,764	(242,153)	2,862,442	1,440,910
Reserved for following year																
Approp to Capital Reserve	(1,387,104)	(1,437,520)	(1,315,591)	(675,029)	(515,895)	(640,035)	(988,531)	(1,194,503)	(572,068)	(372,133)	(350,084)	(352,427)	(2,624,993)	(963,650)	(1,953,856)	(2,848,438)
Approp of Excess Surplus					(372,138)	(387,806)	(1,247,731)	(1,298,801)	(959,591)	(967,656)	(971,853)	(483,237)	(493,901)	(179,849)	(187,018)	(669,936)
Approp of Excess Surplus					(835,321)	(865,016)	(2,024,048)	(1,706,005)	0	0	(802,239)	(1,432,981)	(634,861)	(1,250,623)	(1,709,145)	(3,088,587)
Unreserved Free Balance	1,552,993	1,129,765	2,248,237	3,733,497	3,886,207	5,222,179	5,087,794	3,037,454	2,601,646	2,777,073	1,981,922	1,352,716	891,747	1,550,705	1,577,808	284,974
Free Balance as a percent of Expenditures	3.67%	2.52%	4.89%	7.73%	7.72%	9.80%	9.83%	4.77%	3.89%	4.04%	2.69%	1.70%	1.11%	1.74%	1.73%	0.30%
Excess Surplus (amount exceeds 6% of prior year budget)				835,321	865,016	2,024,048	1,706,005	(786,523)	(1,410,394)	(1,345,819)	(2,435,652)	(3,402,026)	(3,948,266)	(3,785,348)	(3,879,925)	(5,503,829)

* General Fund (FUND 10) includes Current Expense (FUND 11) and Capital Outlay (FUND 12). The Special Revenue Fund (FUND 20) accounts for restricted grants. It does not have a reserve.

** Beginning 7/1/93, the basis of accounting was changed from cash to accrual (GAAP).

*** Final State Aid payment deferred; not recognized on GAAP basis

(General Fund: Historical Actual to Original Budget)

Revenue Rate	101.06%	100.44%	100.84%	100.77%	101.22%	101.22%	102.80%	101.77%	100.29%	100.17%	101.10%	101.46%	101.65%	102.16%	101.23%	100.95%
Expenditure Rate	98.19%	98.18%	96.14%	97.34%	97.56%	95.90%	95.80%	97.00%	97.83%	97.74%	99.52%	99.56%	98.41%	101.46%	98.27%	97.66%
																12-Nov-10

2010-11 District Goals

Vision

The South Orange-Maplewood School District will be the top-performing diverse suburban school district in the nation.

Our Mission

The South Orange-Maplewood School District will prepare each and every student for postsecondary educational success in the 21st century. We will educate our students to be responsible members of society at large:

- caring, collaborative and ethical people
- critical thinkers and problem solvers
- effective writers and speakers
- lifelong learners

Core Values

Every student is worthy of intellectual respect

Great teaching matters

Quality education demands genuine appreciation of differences

We are all learners and leaders

Parents and guardians are our partners

Preamble

These *district goals* establish the ends by which the district's success in fulfilling its mission of educating students shall be measured in 2010-14. 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, budget allocations and collective-bargaining objectives in 2010-11. 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 occur through a de-emphasis of the arts 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.

Goal One: Student Learning

The South Orange-Maplewood Public Schools will promote the intellectual growth of all students.

Objective A: The student body in South Orange-Maplewood will demonstrate postsecondary readiness in grades 11-12 and proficiency on key benchmarks to readiness in earlier grades equal to or better than peer districts as grouped socioeconomically by the state (District Factor Group "I").

Indicator 1: Student performance comparisons, for both proficiency and advanced proficiency, to the DFG-I on an aggregated student-population basis, district-wide, on state assessments in language arts, math and science for each grade tested.

Milestones:¹

2010-11	2011-12	2012-13	2013-14
Narrow the existing gap between SOMSD and DFG by 20%. (The goal is to cut 20% of the gap, not to gain 20 points.)	Same-narrow gap by an additional 20%.	Same-narrow gap by an additional 20%.	Same-narrow gap by an additional 20%.

Indicator 2: Participation and success in Advanced Placement courses in the high school.

Milestones:

- For 2011-12 schedules, increase the percentage of the high school student body in AP courses by 5% and the percentage of black students enrolled in AP courses by 10%.
- Increase the number of 2010-11 AP scores 3 or higher by 5%.

Objective B: Black students in the district will increasingly perform at a level comparable to their white peers.

Indicator 1: Performance comparisons between white and black students, on a disaggregated basis.

Milestones:

2010-11	2011-12	2012-13	2013-14
Narrow the existing gap between white and black students on all assessments by 10%. (Example: If 95% of whites in a subject/grade are proficient and 75% of blacks are proficient, there is a 20-point achievement gap. Narrowing this gap by 10% would be equivalent to reducing the gap to 18 points.)	Same-narrow achievement gap by an additional 10%.	Same-narrow achievement gap by an additional 10%.	Same-narrow achievement gap by an additional 10%.

¹This same methodology (narrowing gap vs. DFG) will be used on a school-by-school basis for the purposes of calculating performance bonuses for administrators covered by the district's performance compensation plan. In cases where district schools already exceed the DFG on state assessments, the superintendent shall set appropriate milestones for higher absolute performance on the state assessments in lieu of a DFG-gap closing goal.

Objective C: Effective parent/guardian engagement in students' education.

Indicator 1: High-quality parent contacts with teachers.

Milestones:

- Two or more "quality" contacts with homeroom teachers for parent(s)/guardian(s) of 95% of K-5 students during 2010-11.
- Gather baseline data during 2010-11 on teachers' and parent/guardians' use of the Gradebook feature in PowerSchool.
- Beginning in September 2011, 95% of teachers, and 65% of parent/guardians, will be using the Gradebook feature.

Objective D: Rigorous curricula and the creation of expanded learning opportunities to enable the district to meet its goals.

Indicator 1: A consistently implemented and thoroughly articulated K-12 standards-based core curriculum reflecting world class standards and 21st century skills.

Milestones:

Core Area	2010-2011
English Language Arts	Implement revised K-10 curriculum. Develop revisions for grades 11-12.
Mathematics	

Media/Educational Technology	Develop revised curriculum for grades 3-12. Develop middle-school technology curriculum for 2011-12.
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Indicator 2: Comprehensive improvement plans in place at Columbia High School and both middle schools, articulating the strategies by which improved curricula, expanded learning opportunities, technology deployment, professional development and teacher evaluation will lead to improved teaching and learning.

Milestones: Development during 2010-11 of five-year improvement plans for each of the three secondary schools.

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: A performance evaluation and compensation system 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.

2010-11 Milestone: One hundred percent district-wide use of:

- Coaching and evaluations system based on the Danielson framework for all teachers and staff;
- Evaluation and compensation for all principals, supervisors and directors (ASCA members) based on district goals and personal performance development plans; and
- Evaluation and compensation for all senior leaders based on district goals.

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

Indicator 1: Number of national board certified teachers.

2010-11 Milestone: Ten additional staff members initiate the process.

Objective C: Recruitment and hiring of qualified and diverse professional staff.

Indicator 1: Hiring of highly qualified and diverse applicants.

2010-11 Milestones:

- Exceed 75% "top choice" hires for 2010-11.
- 20% increase in applicants identifying themselves as minorities.
- One hundred percent of hires made according to district practices—including use of Danielson framework 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).

Goal Three: Engagement and Outreach

The South Orange-Maplewood Public Schools will engage parents and students to be partners with staff in facilitating learning both in and out of school.

Objective A: Outstanding customer service provided to students and parents by teachers, administrators and other staff.

Indicator 1: Parent and student satisfaction ratings gathered through annual survey(s) on the effectiveness of teacher, school and district communications—both in regard to the needs of individual students and to the sharing of school or district news.

2010-11 Milestones: Achieve minimum 10% gains in applicable satisfaction ratings compared with 2009-10 ratings. Achieve 75% "good" or better ratings with regard to customer satisfaction with PowerSchool implementation.

Objective B: Regular use of a variety of communications tools to proactively share school and district news with students and parents, with expanded emphasis on celebrating students' academic and extracurricular achievements.

Indicator 1: Comprehensive communications strategy in place, addressing tools including the district website, email communications, written publications and external media relations.

2010-11 Milestone: Development and implementation of a district communications strategy.

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 transparent, efficient budget that aligns with and supports the attainment of district goals and that reins in spending on budget categories that are rising at a faster rate than the cost of living.

Indicator 1: Timely approval of the district budget aligned to district goals and responsive to taxpayer burden.
2010-11 Milestone: Approved 2011-12 budget with a year-over-year tax impact not greater than the allowable cap.

Indicator 2: Rate of growth in health-insurance costs.
2010-11 Milestone: Increase by 50% the number of employees with dual coverage who opt out of district coverage.

Indicator 3: Rate of growth in energy consumption.
2010-11 Milestone: Reduce consumption 5% or more at each district location.

Indicator 4: Rate of growth in special education costs.
2010-11 Milestone: Pass a 2011-12 budget that maximizes efficiencies in the delivery of special education.

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

Indicator 1: Feedback from parents, students, administrators and teachers on quality of facilities.
2010-11 Milestone: Improved stakeholder satisfaction rates, as measured by surveys regarding cleanliness and condition of facilities.

DRAFT 2011-12 BUDGET CALENDARTentative (subject to change)**

<u>Date</u>	<u>Activity</u>
Monday, September 20, 2010	BOE meeting • 2011-12 Budget Preview: Strategies being Explored for Reducing Expenses and/or Increasing Revenues • BOE requests for Budget Analyses • Receive 2011-12 Budget Calendar
Monday, October 18, 2010	BOE meeting:
Monday, November 15, 2010	BOE meeting: • Receive baseline data (10/15 reports): ○ Enrollment projections (ASSA) ○ Free/reduced lunch eligible ○ Transportation (DRTRS) report; ○ Comp. Maintenance Plan
December ##, 2010	Maplewood Township meeting:
November ##, 2010	South Orange Village meeting: • Present audit report, data, calendar • Invite BSE members to January 19 Budget presentation
Monday, December 20, 2010	BOE meeting: • Refresher on legal constraints • Update status of funding formula (if available) • Present requested Budget Analyses • Receive 2009-10 CAFR and MD&A (audit report)

December 24-January 2 - Holiday Recess

Wednesday, January 12, 2011	Superintendent's State of District Address
Wednesday, January 19, 2011	BOE meeting: Present Superintendent's 2011-12 Preliminary Budget ** BSE members comment and public input
Wednesday, February 16, 2011	BOE meeting: Discuss 2011-12 Preliminary Budget

February 21-February 25 – Winter Recess

Thursday, February 24, 2011	Last date to submit Preliminary Budget to Executive County Superintendent if requesting a waiver.
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Monday, March 7, 2011	BOE Budget Public Workshop: 2011-12 Preliminary Budget
Tuesday, March 15, 2011	Governor's State Budget Message (<i>authorized by P.L. 2009, c.269</i>)
Thursday, March 17, 2011	State Aid Notices
Monday, March 21, 2011	BOE meeting: Discuss and adopt final 2011-12 Budget to be submitted to the Executive County Superintendent and the BSE.
Monday, March 21, 2011	Last date to submit final 2011-12 Budget to Executive County Superintendent (<i>March 4th each year changed pursuant to 18A:7F-5, 18A:7F-6</i>)
Wednesday, March 23, 2011	BSE & BOE Workshop to establish understanding of 2011-12 proposed Budget
Thursday, March 25, 2011	Proposed Budget advertised in <i>News Record</i> (<i>notice published at least 4 days prior to public hearing date</i>)
Wednesday, March 30, 2010	BSE Public Hearing and Action to levy 2010-11 school tax (<i>public hearing must occur between March 28 and April 2; Action required not later than April 7th</i>).
<i>April 18 - 22 Spring Recess</i>	
Monday, April 25, 2011	BOE meeting: Adopt 2011-12 Budget and Action by BSE
Wednesday, April 27, 2011	BOE Election (<i>3rd Tuesday in April; changed pursuant to N.J.S.A. 19:60-1</i>)
Monday, May 2, 2011	BOE Reorganization (<i>Any day of the first or second week following the annual school election</i>)

*** 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.*