

SCHOOL DISTRICT OF SOUTH ORANGE AND MAPLEWOOD, NEW JERSEY
525 Academy Street, Maplewood, NJ 07040

Peter P. Horoschak, Ed.D.
Superintendent

973-762-5600 X 1821
FAX: 973-378-9464

M E M O R A N D U M

TO: Board of Education Members

FM: Peter P. Horoschak

DT: 27 January 2004

RE: December 8, 2003 Budget Development Report – Class Size/Enrichment/Project Ahead

The December 8, 2003 budget development report (attached) responded to a Board of Education request to consider an analysis of the relative cost efficiency of the current pullout model for Enrichment and Project Ahead in the elementary schools versus alternative models, as well as an analysis of the cost of reducing class size in the primary grades.

After a careful examination of the financial and space implications of the alternative models, we are unable to recommend any of these models at this time or come up with any other creative changes. The push-in models are more costly than our present model because they require additional staff. The extended day model is also more costly than our present model, and the Title I mandate does not permit substituting a before or after school program for a program offered during the regular school day. The other models that show various ways of reducing class size and providing Project Ahead and/or Enrichment in the regular classroom require more classroom space than we have available. Although a savings could be achieved with the elimination of the present Enrichment program, it does not seem prudent to cut this program without a viable option.

This year a total of \$144,254 in Title I funding was granted to Clinton and Seth Boyden schools, and \$149,209 in DEPA funding was granted to Seth Boyden School. This money is used to offset the salaries of approximately one Project Ahead teacher at Clinton School and three Project Ahead teachers at Seth Boyden School. If our ultimate goal is to reduce class size in the primary grades in our Title I schools to 15 students or less, as was done in the Cherry Hill School District, neither our funds nor our space is sufficient. Space does exist to create an additional grade 1 classroom in each of our Title I schools, Clinton and Seth Boyden, but at an additional cost of \$148,800 out of our general fund.

Because children come to school with very different skill levels, and because we are required to meet NCLB Adequate Yearly Progress goals, we need to continue to look for ways of impacting the classroom by redirecting our current resources in order to assist these children.

JGM/lb

Attachment

C: Pat Barker
Jim Corino
Marilyn Davenport
Jim Memoli

SCHOOL DISTRICT OF SOUTH ORANGE AND MAPLEWOOD

525 Academy Street, Maplewood, New Jersey 07040

James G. Memoli
Assistant Superintendent for Curriculum
and Instruction

(973) 762-5600 ext. 1823
fax (973) 378-9464
E-mail: jmemoli@somsd.k12.nj.us

TO: Peter P. Horoschak, Superintendent and Members of the Board of Education
FROM: Marilyn Davenport, Assistant Superintendent, Pat Barker, Director of Planning and Assessment,
Jim Memoli, Assistant Superintendent
RE: Budget Development Report
DATE: December 8, 2003

In preparation for upcoming budget discussions, the Board of Education requested the preparation of several budget related reports. The attached report is an analysis of the relative cost efficiency of the current pullout model for Enrichment and Project Ahead in the elementary schools versus alternative models, as well as an analysis of the cost of reducing class size in the primary grades. This information is reflected on the attached tables.

- Table 1 illustrates our current Project Ahead pullout model for grades 1-5.
- Table 1A illustrates our current Enrichment pullout model for grades 4-5.
- Tables 2 and 3 illustrate alternative models for grades 1-5 Project Ahead.
- Tables 4, 5, 6, 7, and 8 illustrate various models of reducing class size to 14-16 students in grades K-3 with modifications in our present Project Ahead and/or Enrichment Programs.
- Tables 9-12 illustrate various models of reducing class size to 14-16 students in grades K-3 **in Title I schools* only**
with modifications in our present Project Ahead and/or Enrichment Programs.
- Tables 13-17 illustrate various models of reducing class size to 14-16 students in grades 1-2 with modifications in our present Project Ahead and/or Enrichment programs.
- Tables 18-21 illustrate various models of reducing class size to 14-16 students in grades 1-2 **in Title I schools only** with modifications in our Project Ahead and Enrichment programs.

*Any dollar amounts pertaining to Title I schools reflect funding for two elementary schools.

Costs reflected on the following tables are approximate and are dependent on the total number of students within each grade and school. Research has shown that in order to make a difference in the instructional climate in a primary classroom, class size should fall below 16. For this reason, our alternative models were based on a class size of 14-16 students.

Any reduction of Project Ahead teachers in the elementary schools may require the reconfiguration of the position of assistant to the principal.

Comments, preferences, or questions about this report should be directed as soon as possible to Mr. Memoli in writing, by phone, or by e-mail.

c: Ms. Karla Milanette, Dr. James Corino

Table 1 illustrates our current pullout model of grades 1-5 Project Ahead.

TABLE 1

Current Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Pullout	1-5	30 minutes math 90 minutes language arts	8.7 (\$647,280)	6

Total Cost of Staff: \$647,280*

*** Funds available in 2003-2004 to offset total local cost of staff**

- **Title I Funding = \$169,710 (Clinton/Seth Boyden)**
- **DEPA Funding = \$171,590 (Seth Boyden)**
- **Class Size Reduction Funding = \$121,309 (Used in middle schools, could be reallocated to elementary schools in 2004-2005)**

Table 1A illustrates our current pullout model of grades 4-5 Enrichment.

TABLE 1A

Current Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Pullout	4-5	50 minutes math 50 minutes language arts	3.0	3

Total Cost of Staff: \$223,200

Tables 2 and 3 illustrate alternative models for grades 1-5 Project Ahead.

TABLE 2

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Push-in	1-5	30 minutes math 90 minutes language arts	13 (\$967,200)	N/A

Remarks: This is more costly than our current model.

Total Cost of Staff: \$967,200

TABLE 3

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Extended Day	1-5	Two one hour sessions	200 hours per week (\$7,000 per week)	N/A

Remarks:

- Under this model, a program must also be provided during the school day for **Title I students** who are not able to attend the after school program.
- This model has staffing limitations, as well as contractual, budget, transportation, and scheduling implications.
- This is more costly than our current model.

Total Cost of Staff: \$252,000 (\$7,000 x 36 weeks)

Additional costs will be incurred for a Project Ahead program during the school day. Title I mandates that such a program be available for those students who are unable to attend the after school program.

Tables 4, 5, 6, 7, and 8 illustrate various models of reducing class size to 14-16 students in grades K-3 with modifications in our present Project Ahead and/or Enrichment Programs.

TABLE 4

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	K-3	(See Remarks)	(See Remarks)	16-18

Remarks:

- The regular classroom teacher integrates Project Ahead services into the regular classroom instruction in grades 1-3.
- A Project Ahead pullout program continues in grades 4 and 5 with 3 Project Ahead FTEs offering 30 minutes of math and 90 minutes of language arts instruction in five schools resulting in a savings of 5.7 Project Ahead FTEs and a savings of \$424,080.
- Approximately 24 additional FTEs are needed to reduce class size K-3 at a cost of \$1,785,600.

Net staffing needed: 18.3 FTEs

Total Cost of Staff: \$1, 361, 520

Table 5 is identical to Table 4 but with the Project Ahead pullout program in grades 4 and 5 in Title I schools only.

TABLE 5

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	K-3	(See Remarks)	(See Remarks)	14-16

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-3.
- A Project Ahead pullout program continues in grades 4-5 in **Title I schools only** with 2 Project Ahead FTEs offering 30 minutes of math and 90 minutes of language arts instruction in three schools resulting in a savings of 6.7 Project Ahead FTEs and a savings of \$498,480.
- Approximately 24 additional FTEs are needed to reduce class size K-3 at a cost of \$1,785,600.

Net staffing needed: 17.3 FTEs

Total Cost of Staff: \$1,287,120

Table 6 offers no Project Ahead pullout program in grades 1-5 and a Project Ahead push-in program in grades 4 and 5 in Title I schools only.

TABLE 6

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	K-3	(See Remarks)	(See Remarks)	12-14

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 FTEs and a savings of \$647,280.
- A push in Project Ahead program would be offered in grades 4-5 in **Title I schools only** (30 minutes math and 90 minutes Language Arts). Three FTEs would be needed at a cost of \$223,200.
- Approximately 24 additional FTEs are needed to reduce class size K-3 at of cost of \$1,785,600.

Net staffing needed: 18.3 FTEs

Total Cost of Staff: \$1,361,520

Table 7 is identical to Table 6 but with the elimination of the Enrichment Program in grades 4 and 5.

TABLE 7

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	K-3	(See Remarks)	(See Remarks)	12-14

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 FTEs and a savings of \$647,280.
- A push in program would be offered in grades 4-5 in **Title I schools only** (30 minutes math and 90 minutes Language Arts). Three FTEs would be needed at a cost of \$223,220.
- The regular classroom teacher provides Enrichment instruction in the regular classroom in grades 4 and 5.
- **There is no Enrichment pullout program in grades 4 and 5 resulting in a savings of 3 FTEs and a savings of \$223,200.**
- Approximately 24 additional FTEs are needed to reduce class size K-3 at a cost of \$1,785,600.

Net staffing needed: 15.3 FTEs

Total Cost of Staff: \$1,138,320

Table 8 is identical to Table 7 but with a push-in Project Ahead and Enrichment program in grades 4 and 5 in all schools.

TABLE 8

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	K-3	(See Remarks)	(See Remarks)	12-14

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 FTEs and a savings of \$647,280.
- There is no Enrichment pullout program in grades 4 and 5 resulting in a savings of 3 FTEs and a savings of \$223,200.
- A push in Project Ahead and Enrichment program would be offered in grades 4-5. Six FTEs would be needed at a cost of \$446,400.
- Approximately 24 additional FTEs are needed to reduce class size K-3 at a cost of \$1,785,600.

Net staffing needed: 18.3 FTEs

Total Cost of Staff: \$1,361,520

Tables 9-12 illustrate various models of reducing class size to 14-16 students in grades K-3 in Title I schools only with modifications in our present Project Ahead and/or Enrichment Programs.

TABLE 9

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students in Title I Schools Only	K-3	(See Remarks)	(See Remarks)	8-9

Remarks:

- The regular classroom teacher integrates Project Ahead services into the regular classroom instruction in grades 1-3.
- A Project Ahead pullout program continues in grades 4 and 5 with 3 Project Ahead FTEs offering 30 minutes of math and 90 minutes of language arts instruction in five schools resulting in a savings of 5.7 Project Ahead FTEs and a savings of \$424,080.
- Approximately 12 additional FTEs are needed to reduce class size K-3 at a cost of \$892,800.

Net staffing needed: 6.3 FTEs

Total Cost of Staff: \$468,720

Table 10 is identical to Table 9 but with the Project Ahead pullout program in grades 4 and 5 in Title I schools only.

TABLE 10

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students in Title I Schools Only	K-3	(See Remarks)	(See Remarks)	7-8

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-3.
- A Project Ahead pullout program continues in grades 4 and 5 in **Title I schools only** with 2 Project Ahead FTEs offering 30 minutes of math and 90 minutes of language arts instruction in three schools resulting in a savings of 6.7 Project Ahead FTEs and a savings of \$498,480.
- Approximately 12 additional FTEs are needed to reduce class size K-3 at a cost of \$892,800.

Net staffing needed: 5.3 FTEs

Total Cost of Staff: \$394,320

Table 11 offers no Project Ahead pullout program in grades 1-5 and a Project Ahead push-in program in grades 4 and 5 in Title I schools only.

TABLE 11

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students in Title I Schools Only	K-3	(See Remarks)	(See Remarks)	6-7

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 FTEs and a savings of \$647,280.
- A push in program would be offered in grades 4 and 5 in **Title I schools only** (30 minutes math and 90 minutes Language Arts). Three FTEs would be needed at a cost of \$223,200.
- Approximately 12 additional FTEs are needed to reduce class size K-3 at of cost of \$892,800.

Net staffing needed: 6.3 FTEs

Total Cost of Staff: \$468,720

Table 12 is identical to Table 11 but with the elimination of the Enrichment Program in grades 4 and 5.

TABLE 12

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 students in Title I Schools Only	K-3	(See Remarks)	(See Remarks)	6-7

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 FTEs and a savings of \$647,280.
- A push in program would be offered in grades 4 and 5 in **Title I schools only** (30 minutes math and 90 minutes Language Arts). Three FTEs would be needed at a cost of \$223,200.
- The regular classroom teacher provides Enrichment instruction in the regular classroom in grades 4 and 5.
- **There is no Enrichment pullout program in grades 4 and 5 resulting in a savings of 3 FTEs and a savings of \$223,200.**
- Approximately 12 additional FTEs are needed to reduce class size K-3 at a cost of \$892,800.

Net staffing needed: 3.3 FTEs

Total Cost of Staff: \$245,520

Tables 13-17 illustrate various models of reducing class size to 14-16 students in grades 1-2 with modifications in our present Project Ahead and/or Enrichment programs.

TABLE 13

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	1-2	(See Remarks)	(See Remarks)	8-9

Remarks:

- The regular classroom teacher integrates project Ahead services into the regular classroom instruction in grades 1-2.
- A Project Ahead pullout program continues in grades 3-5 with 4 teachers offering 30 minutes of math and 90 minutes of language arts instruction in five schools resulting in a savings of 4.7 Project Ahead FTEs and a savings of \$349,680.
- Approximately 12 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$892,800.

Net staffing needed: 7.3 FTEs

Total Cost of Staff: \$543,120

Table 14 is identical to Table 13 but with the Project Ahead pullout program in grades 4 and 5 in Title I schools only.

TABLE 14

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	1-2	(See Remarks)	(See Remarks)	7-8

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-2.
- A Project Ahead pullout program continues in grades 3-5 in **Title I schools only** with 3 teachers offering 30 minutes of math and 90 minutes of language arts instruction in three schools resulting in a savings of 5.7 Project Ahead FTEs and a savings of \$461,280.
- Approximately 12 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$892,800.

Net staffing needed: 6.3 FTEs

Total Cost of Staff: \$468,720

Table 15 offers no Project Ahead pullout program in grades 1-5 and a Project Ahead push-in program in grades 3- 5 in Title I schools only.

TABLE 15

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	1-2	(See Remarks)	(See Remarks)	6-7

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 Project Ahead FTEs and a savings of \$647,280
- A push in program would be offered in grades 3-5 in **Title I schools only** (30 minutes math and 90 minutes Language Arts). Four FTEs would be needed at a cost of \$297,600.
- Approximately 12 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$892,800.

Net staffing needed: 7.3 FTEs

Total Cost of Staff: \$543,120

Table 16 is identical to Table 15 but with the elimination of the Enrichment Program in grades 4 and 5.

TABLE 16

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	1-2	(See Remarks)	(See Remarks)	6-7

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 Project Ahead FTEs and a savings of \$647,280.
- A push in program would be offered in grades 3-5 in **Title I schools only** (30 minutes math and 90 minutes language arts). Four FTEs would be needed at a cost of \$297,600.
- The regular classroom teacher provides Enrichment instruction in the regular classroom in grades 4 and 5.
- **There is no Enrichment pullout program in grades 4 and 5 resulting in a savings of 3 Enrichment FTEs and a cost of \$223,200.**
- Approximately 12 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$892,800.

Net staffing needed: 4.3 FTEs

Total Cost of Staff: \$319,220

Table 17 is identical to Table 16 but with a push-in Project Ahead and Enrichment program in grades 3-5 in all schools.

TABLE 17

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students	1-2	(See Remarks)	(See Remarks)	6-7

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 Project Ahead FTEs and a savings of \$647,280.
- A push in program would be offered in grades 3-5 in **Title I schools only** (30 minutes math and 90 minutes language arts). Eight FTEs would be needed at a cost of \$595,200.
- The regular classroom teacher provides Enrichment instruction in the regular classroom in grades 4 and 5.
- **There is no Enrichment pullout program in grades 4 and 5 resulting in a savings of 3 Enrichment FTEs and a cost of \$223,200.**
- Approximately 12 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$892,800.

Net staffing needed: 8.3 FTEs

Total Cost of Staff: \$617,520

Tables 18-21 illustrate various models of reducing class size to 14-16 students in grades 1-2 in Title I schools only with modifications in our Project Ahead and Enrichment programs.

(Cherry Hill High School followed a similar model by reducing class size in grade 1 to 15 students in Title I schools only).

TABLE 18

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students in Title I Schools Only	1-2	(See Remarks)	(See Remarks)	4-5

Remarks:

- The regular classroom teacher integrates project Ahead services into the regular classroom instruction in grades 1-2.
- A Project Ahead pullout program continues in grades 3-5 with 4 teachers offering 30 minutes of math and 90 minutes of language arts instruction in five schools resulting in a savings of 4.7 Project Ahead FTEs and a savings of \$349,680.
- Approximately 6 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$446,400.

Net staffing needed: 1.3 FTEs

Total Cost of Staff: \$96,720

Table 19 is identical to Table 18 but with the Project Ahead pullout program in grades 3-5 in Title I schools only.

TABLE 19

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 students in Title I Schools Only	1-2	(See Remarks)	(See Remarks)	3-4

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-2.
- A Project Ahead pullout program continues in grades 3-5 in **Title I schools only** with 3 teachers offering 30 minutes of math and 90 minutes of language arts instruction in three schools resulting in a savings of 5.7 Project Ahead FTEs and a savings of \$424,080
- Approximately 6 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$446,400.

Net staffing needed: .3 FTE

Total Cost of Staff: \$22,320

Table 20 offers no Project Ahead pullout program in grades 1-5 and a Project Ahead push-in program in grades 3- 5 in Title I schools only.

TABLE 20

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14-16 Students in Title I Schools Only	1-2	(See Remarks)	(See Remarks)	3-4

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 Project Ahead FTEs and a savings of \$647,280.
- A push in program would be offered in grades 3-5 in **Title I schools only** (30 minutes math and 90 minutes language arts). Four FTEs would be needed at a cost of \$297,600.
- Approximately 6 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$446,400.

Net staffing needed: 1.3 FTE

Total Cost of Staff: \$96,720

Table 21 is identical to Table 20 but with the elimination of the Enrichment Program in grades 4 and 5.

TABLE 21

Alternative Model	Grade Level	Weekly Time	Number of FTEs (1 FTE = \$74,400)	Number of Classrooms
Reduce Class Size to 14 -16 students in Title I Schools Only	1-2	(See Remarks)	(See Remarks)	3-4

Remarks:

- The regular classroom teacher provides Project Ahead instruction in the regular classroom in grades 1-5.
- There is no Project Ahead pullout program in grades 1-5 resulting in a savings of 8.7 Project Ahead FTEs and a savings of \$647,280.
- A push in program would be offered in grades 3-5 in **Title I schools only** (30 minutes math and 90 minutes language arts). Four FTEs would be needed at a cost of \$297,600.
- The regular classroom teacher provides Enrichment instruction in the regular classroom in grades 4 and 5.
- **There is no Enrichment pullout program in grades 4 and 5 resulting in a savings of 3 Enrichment FTEs and a savings of \$223,200.**
- Approximately 6 additional FTEs are needed to reduce class size in grades 1-2 at an extra cost of \$446,400.

Net staffing needed: 0 FTEs - This model represents a savings of 1.7 FTEs

Total Cost of Staff: \$0 – This model represents a savings of \$126,480