

# Superintendent's 2012-2013 Operating Budget Request: “Excellence is the Point”

**Winifred Hamilton, Ph.D.**

**Interim Superintendent of Schools**

**January 17, 2012**

**[www.stamfordpublicschools.org](http://www.stamfordpublicschools.org)**



**Stamford Public Schools**

EXCELLENCE IS THE POINT.

# 2012-13 Operating Budget: Strategic District Improvement Plan

## CURRICULUM, INSTRUCTION & ASSESSMENT

*Vision:* By 2014, SPS will provide a viable, K-12 standards-based curriculum, vertically and horizontally aligned, for all students with built in supports and opportunities for acceleration and a balanced assessment system.

## DE-TRACKING/INSTRUCTIONAL GROUPING

*Vision:* By 2014, SPS will eliminate low-level non-standards-based instruction to ensure that all students are prepared for success in higher education and the 21<sup>st</sup> century.

## PROFESSIONAL LEARNING COMMUNITIES/DATA TEAM PROCESS

*Vision:* By 2014, SPS teachers and administrators will participate in high-functioning data-driven Professional Learning Communities and School and District Data Teams in a process of continual, instructional improvement.

## SCHOOL CULTURE

*Vision:* By 2014, SPS will ensure a safe, orderly and positive social and emotional culture for all students, staff and families in every school.

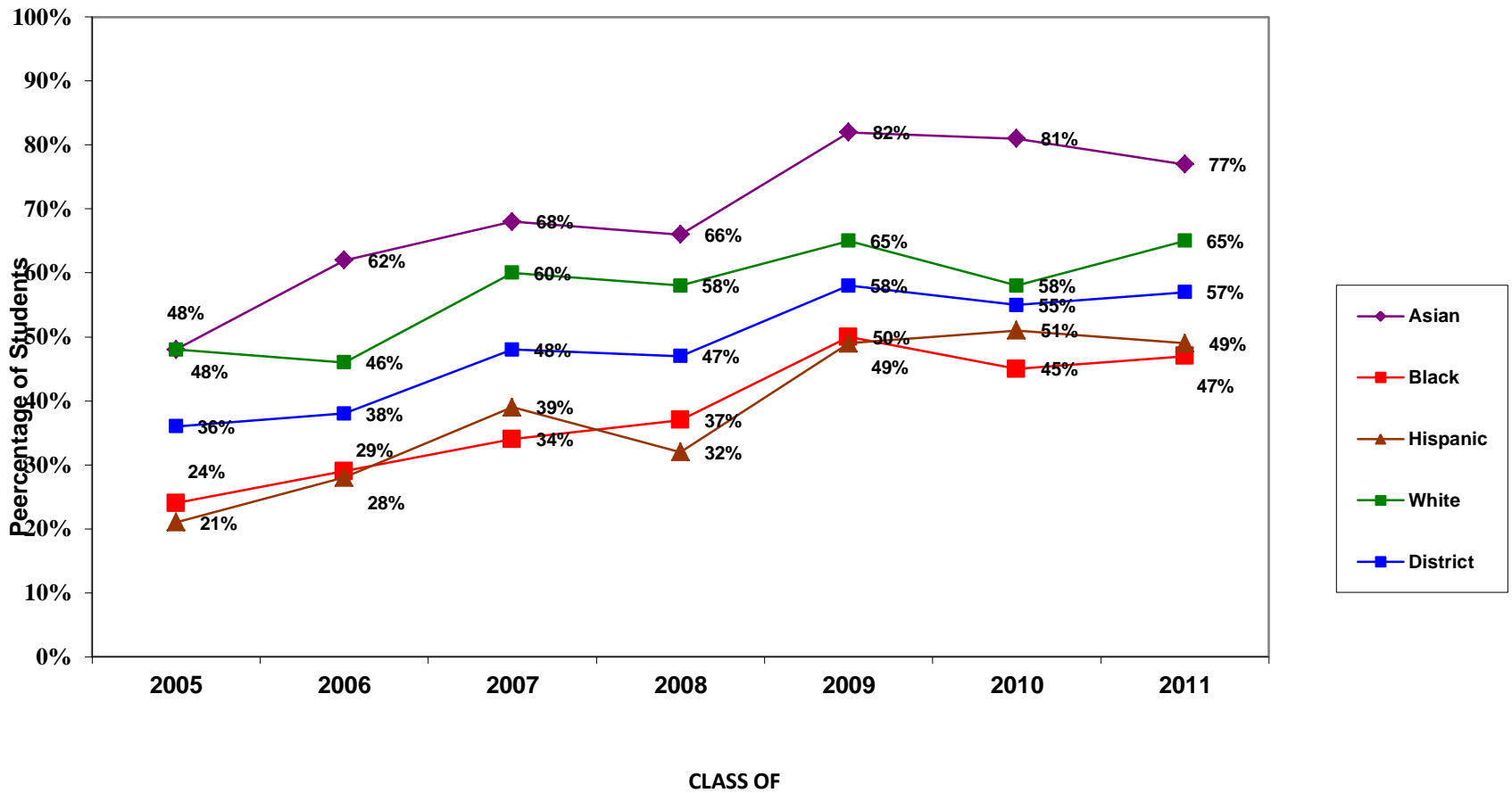
---

# How Are We Doing?

## What Are Our Result Indicators?

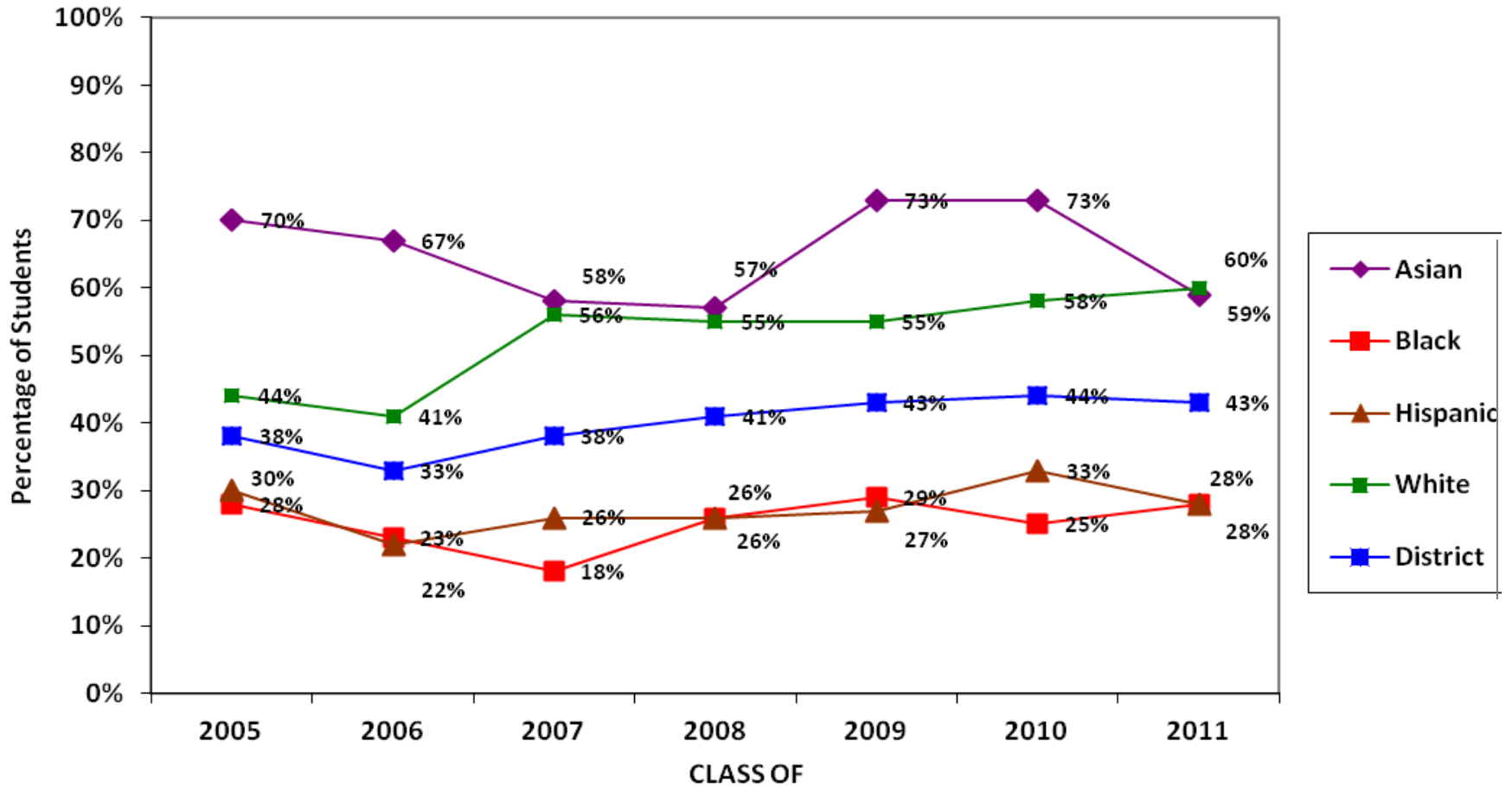
- High School
- Middle School
- Elementary School

# Percentage of SPS Students Taking Four Years of Math\*



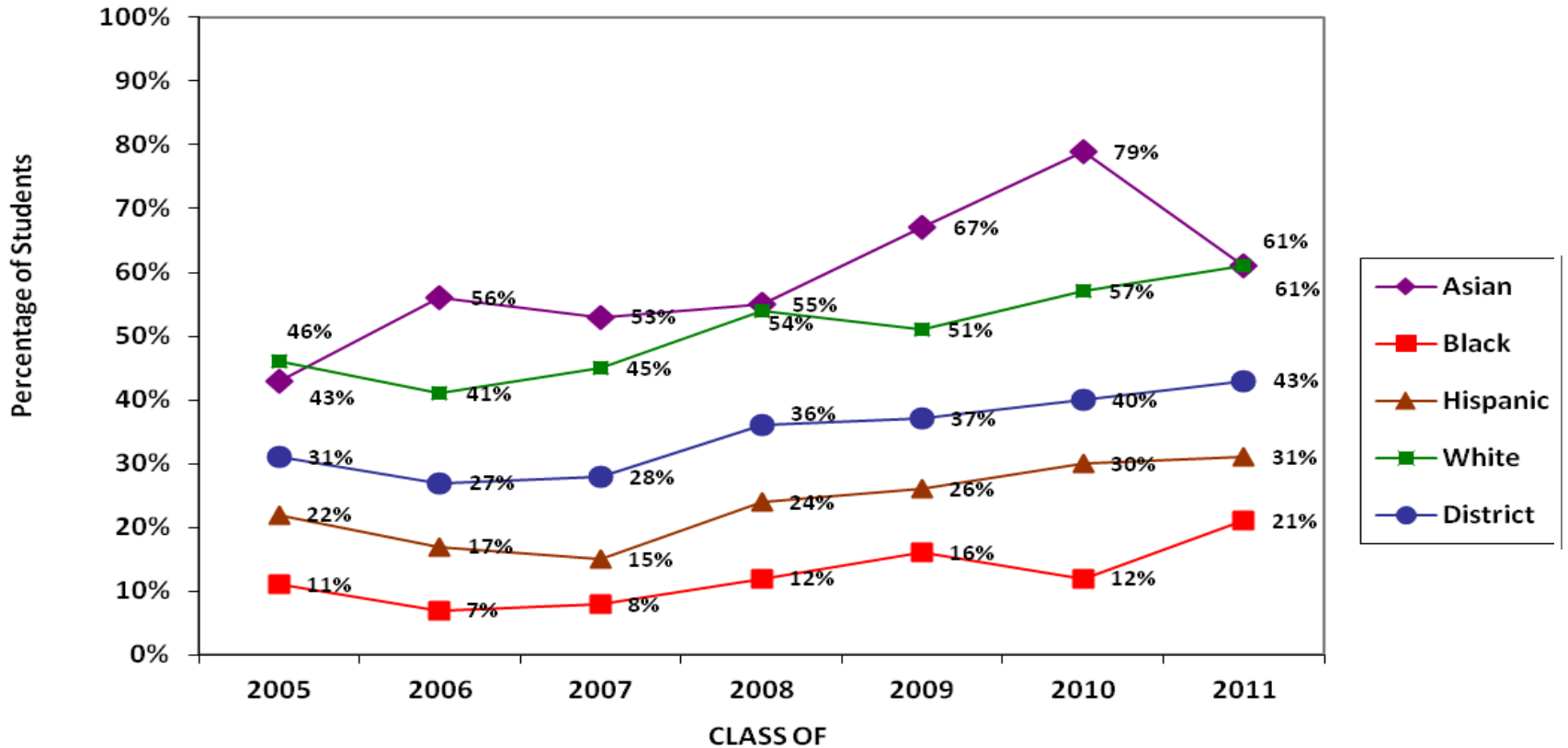
\*Includes students who passed four years of math. Current requirements for graduation include three years of math.

# Percentage of SPS Students Taking Four Years of Science\*



\*Includes students who passed four years of science. Current requirements for graduation include two years of science.

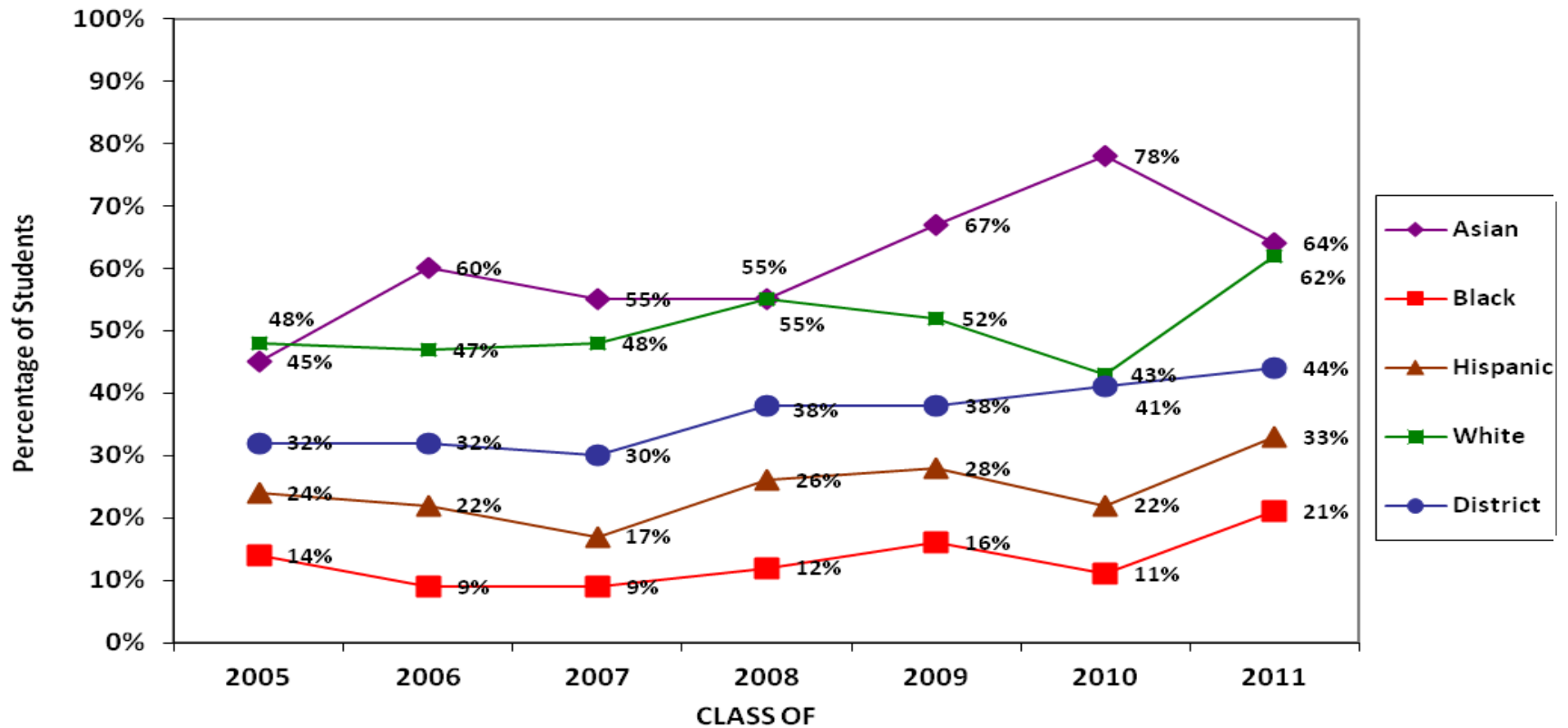
# Percentage of SPS Students Eligible\* for College Credit\*\*



\*Requirements to receive credit vary by institution.

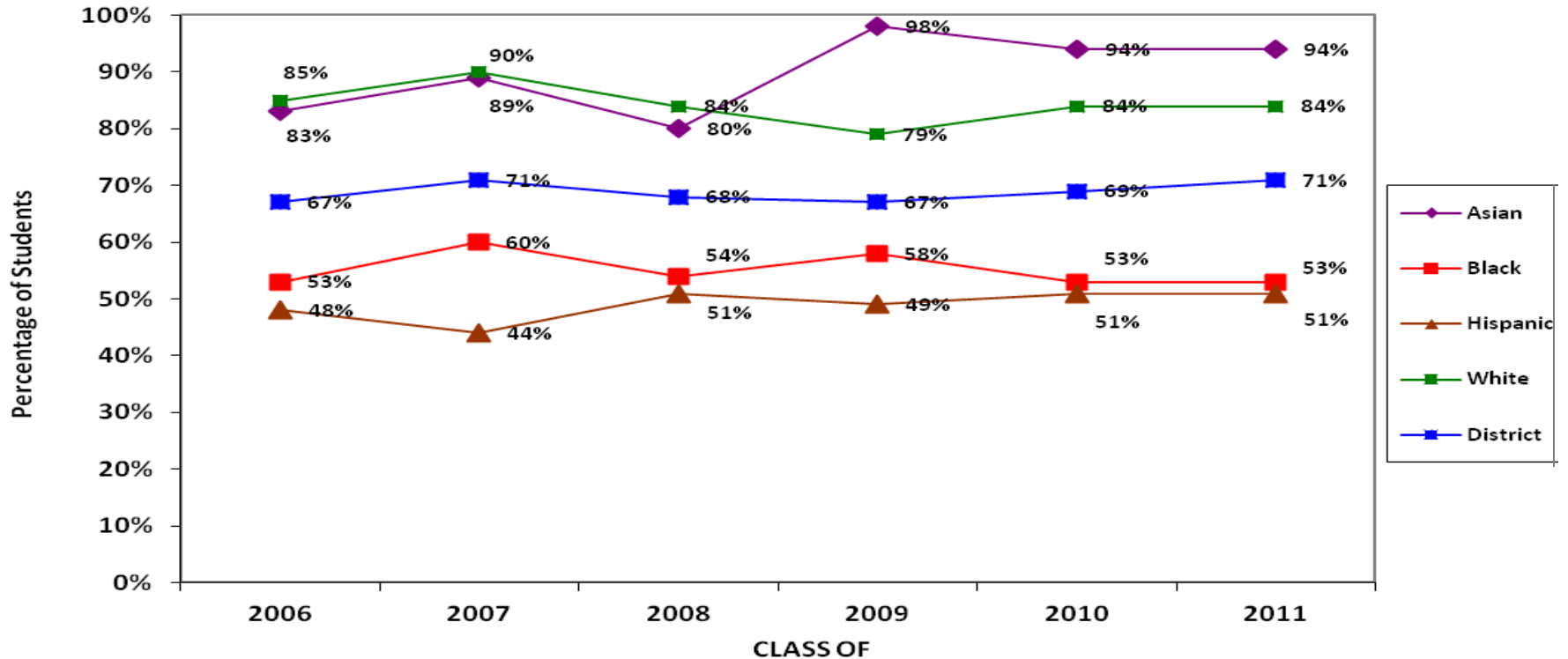
\*\*Data based on students who took one or more AP courses, one or more AP exams and passed one or more AP courses.

# Percentage of SPS Students Enrolled in Advanced Placement (AP) Courses\*



\*Includes all students who had an AP final grade recorded.

# Percentage of SPS Students Taking the SAT\*

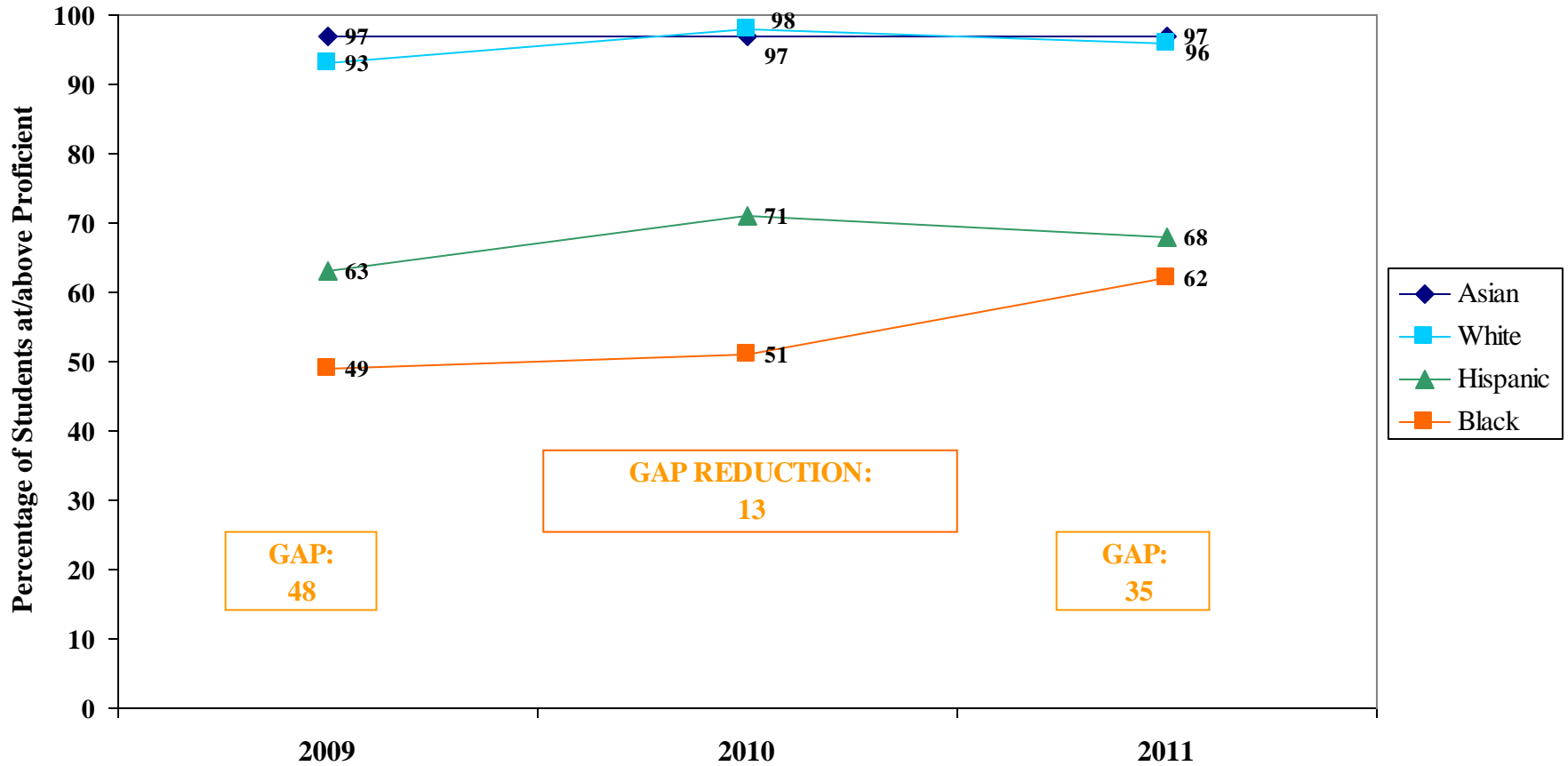


\*Includes grade 12 participation in the SAT among students who graduated.

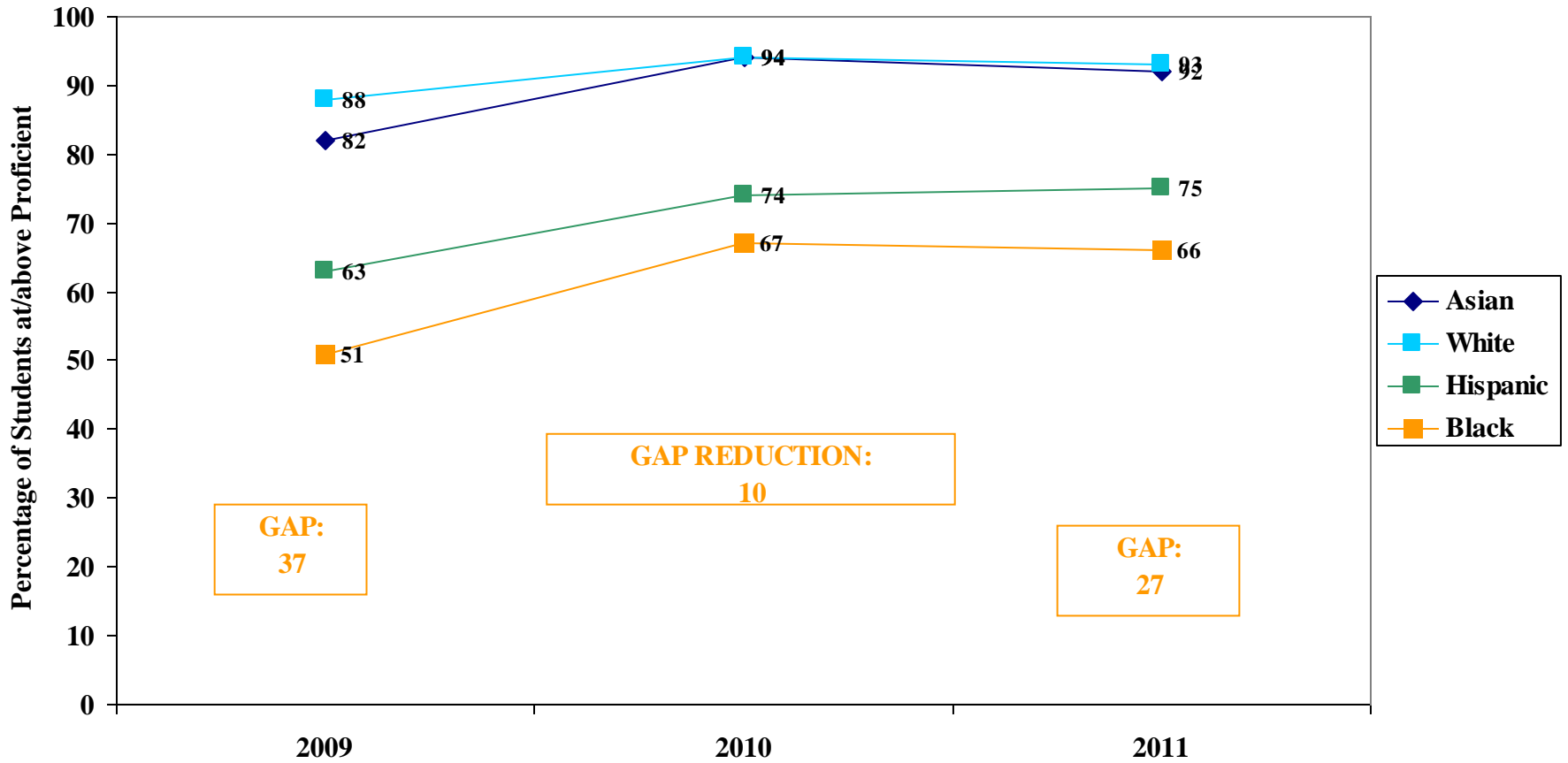
# Increasing Rates of Middle School Students Scoring at/above Proficient on CMT

	GRADE 6 2009 AND GRADE 6 2011						GRADE 7 2010 AND GRADE 7 2011					
	MATH		READING		WRITING		MATH		READING		WRITING	
	Gains from		Gains from		Gains from		Gains from		Gains from		Gains from	
	2009 to		2009 to		2009 to		2010 to		2010 to		2010 to	
	Gains from	2011	Gains from	2011	Gains from	2011	Gains from	2011	Gains from	2011	Gains from	2011
2009 to	Exceed	2009 to	Exceed	2009 to	Exceed	2010 to	Exceed	2010 to	Exceed	2010 to	Exceed	
2011	State	2011	State	2011	State	2011	State	2011	State	2011	State	
Asian	-	-	✓	✓	-	-	✓	✓	✓	✓	✓	✓
Black	✓	✓	✓	✓	✓	-	✓	✓	✓	✓	-	-
Econ. Disadv.	✓	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	-
ELL	✓	✓	✓	✓	-	-	-	-	✓	✓	-	-
Hispanic	✓	✓	✓	-	-	-	✓	-	✓	✓	-	-
Students w/Disab.	✓	-	✓	✓	-	-	-	-	-	-	-	-
White	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

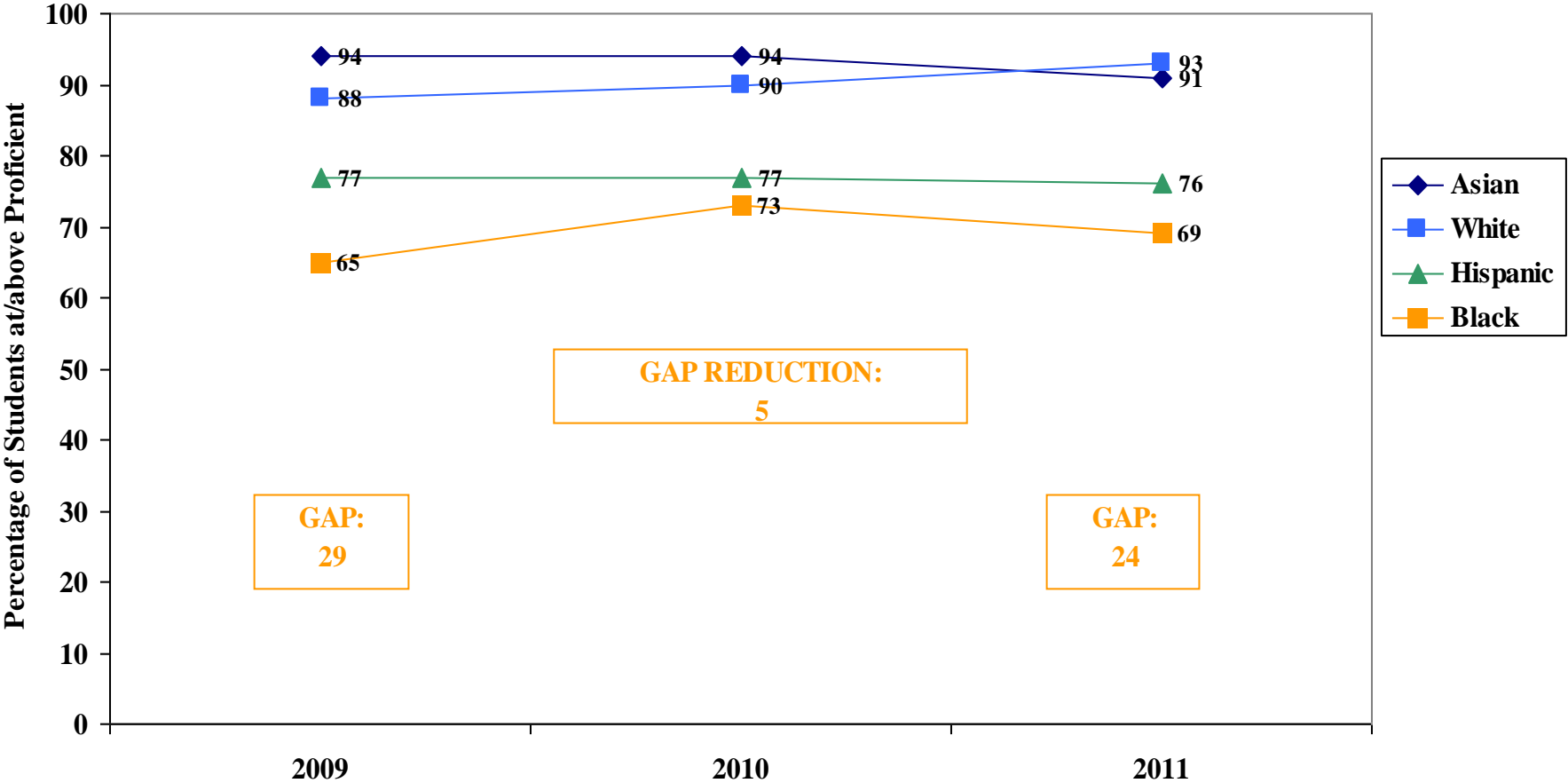
**Percentage of Students Achieving at/above PROFICIENT on the CMT  
in MATH, by NCLB Category  
Grade 6 2009, 2010, and 2011**



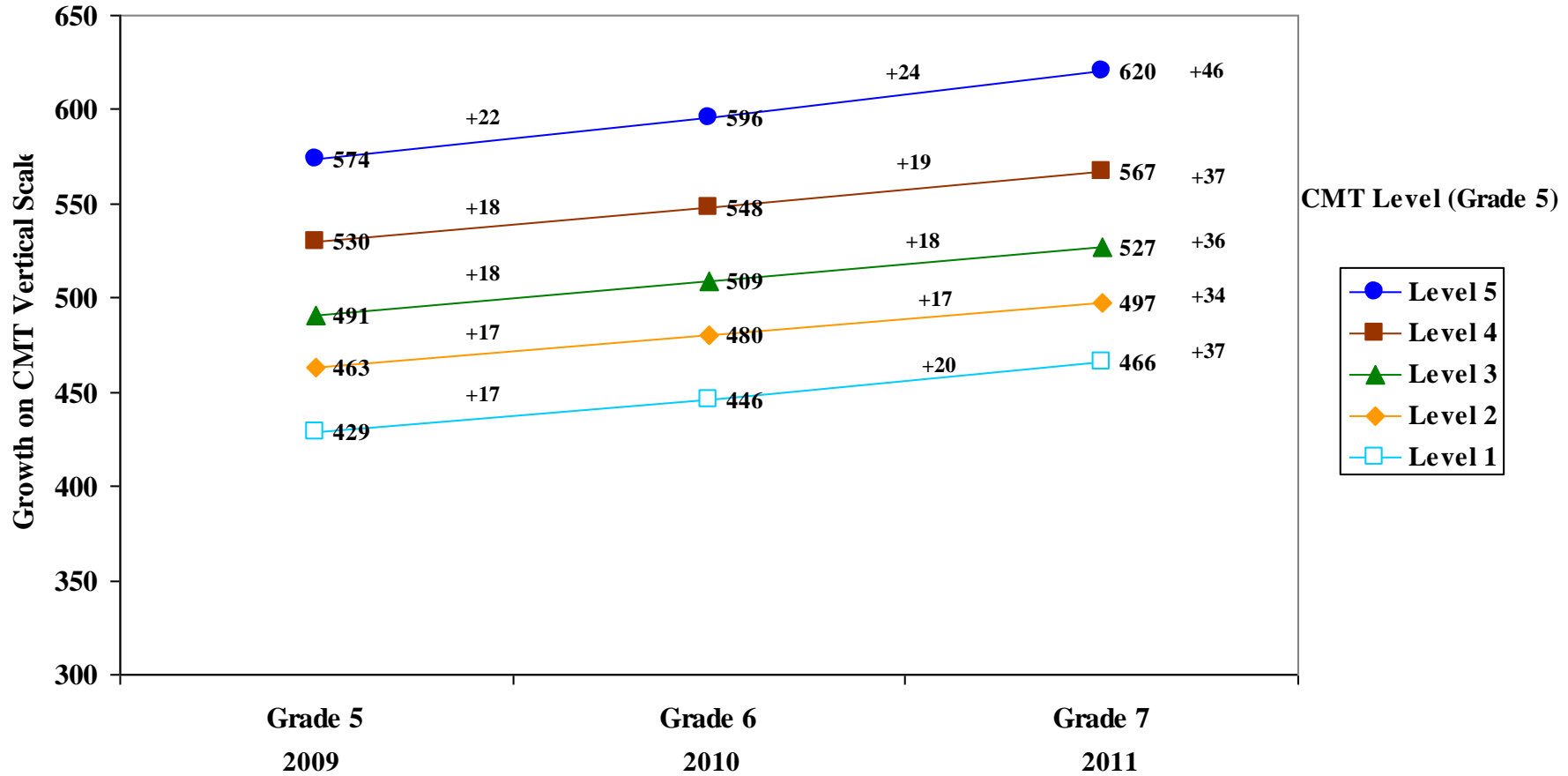
**Percentage of Students Achieving at/above PROFICIENT on the CMT  
in READING by NCLB Category  
Grade 6 2009, 2010, and 2011**



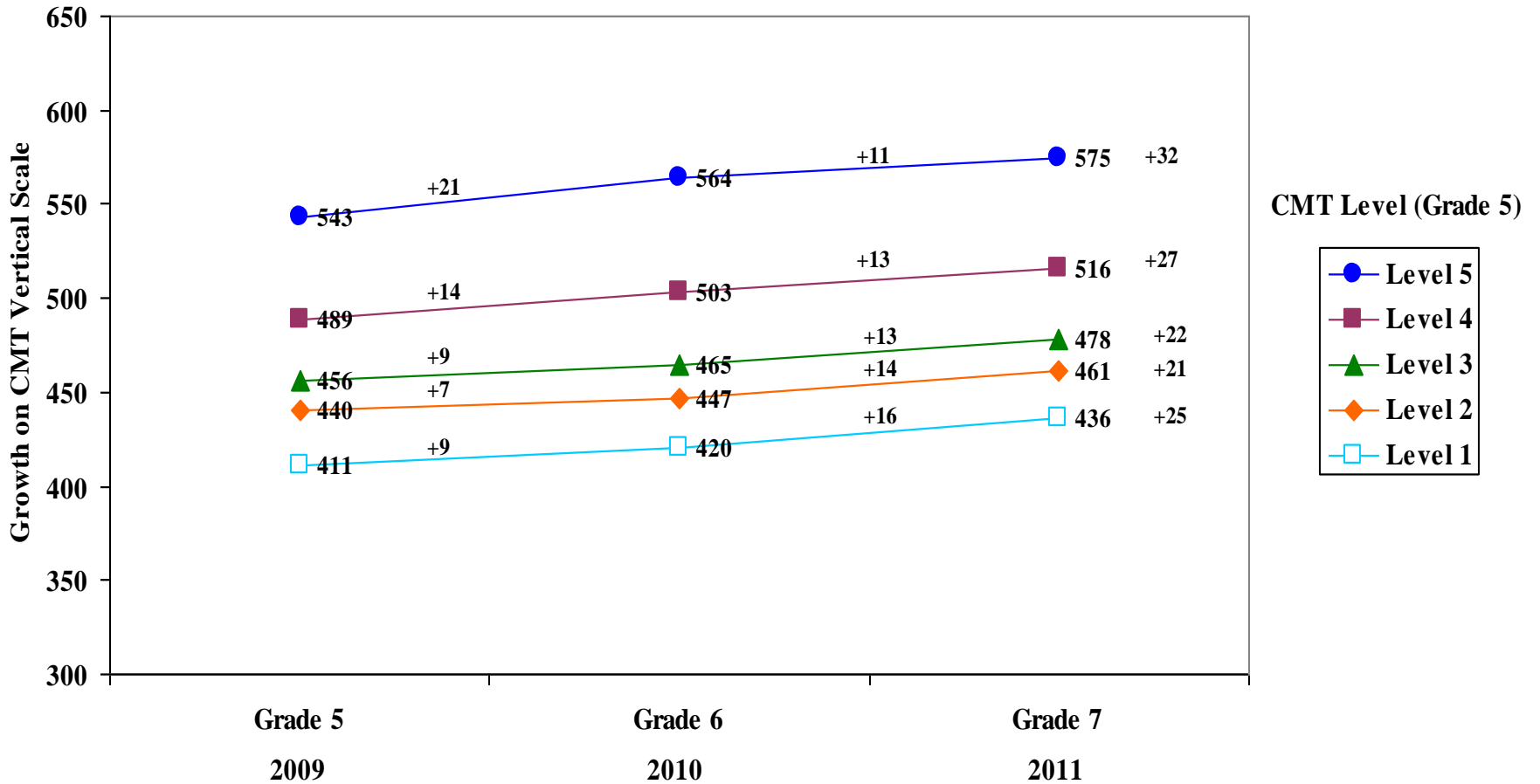
**Percentage of Students Achieving at/above PROFICIENT on the CMT  
in WRITING by NCLB Category  
Grade 6 2009, 2010, and 2011**



**Growth on the CMT Vertical Scale to MATH from Grade 5 (2009) to Grade 6 (2010) to Grade 7 (2011)  
by CMT Level in MATH, Grade 5 (2009)**

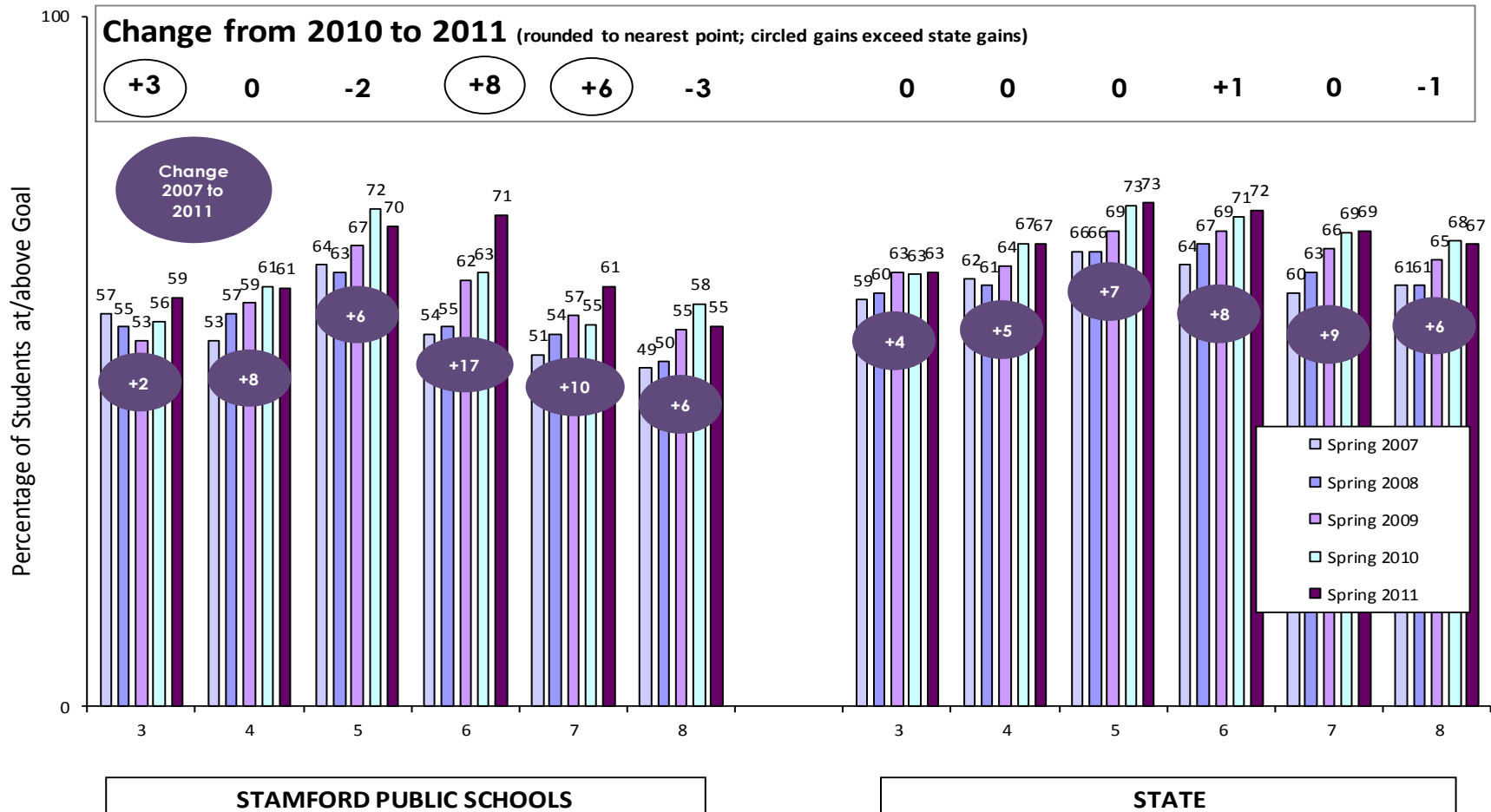


**Growth on the CMT Vertical Scale in READING from Grade 5 (2009) to Grade 6 (2010) to Grade 7 (2011)  
by CMT Level in READING, Grade 5 (2009)**



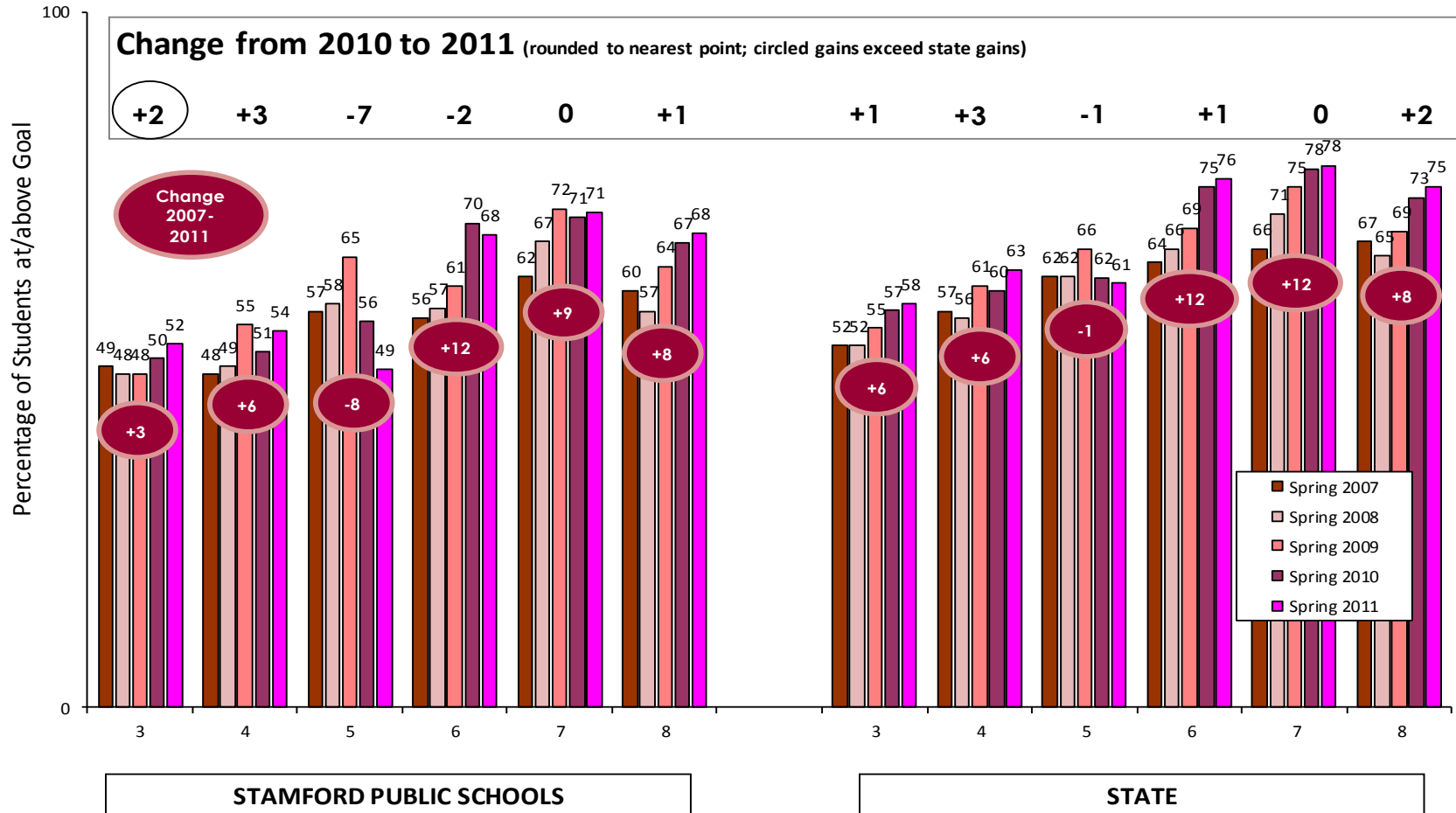
# SPS and State CMT Comparison, Grades 3-8 in MATH, 2007 through 2011 percentage of students at/above goal

## MATH



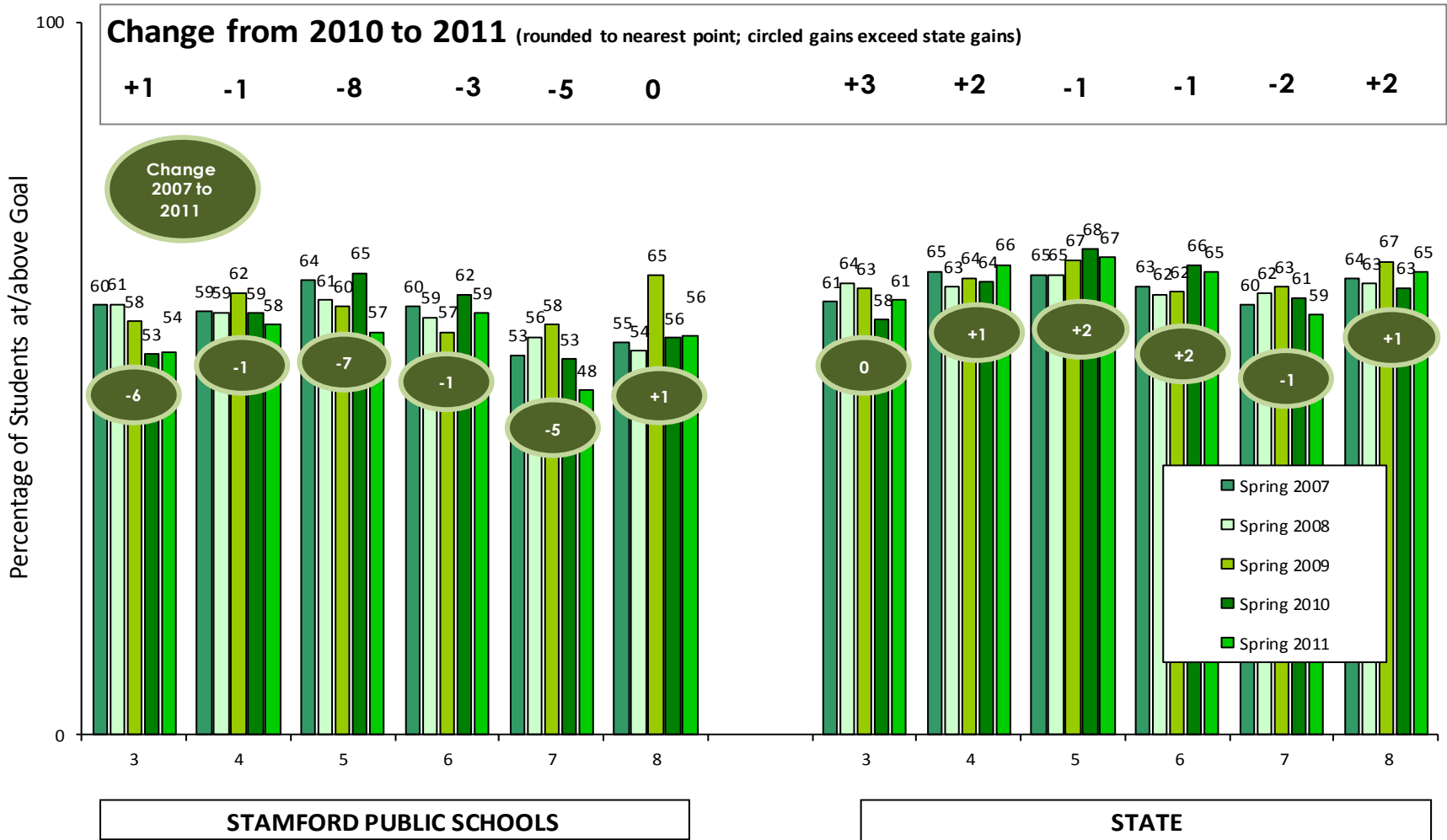
# SPS and State CMT Comparison, Grades 3-8 in READING, 2007 through 2011 percentage of students at/above goal

## READING



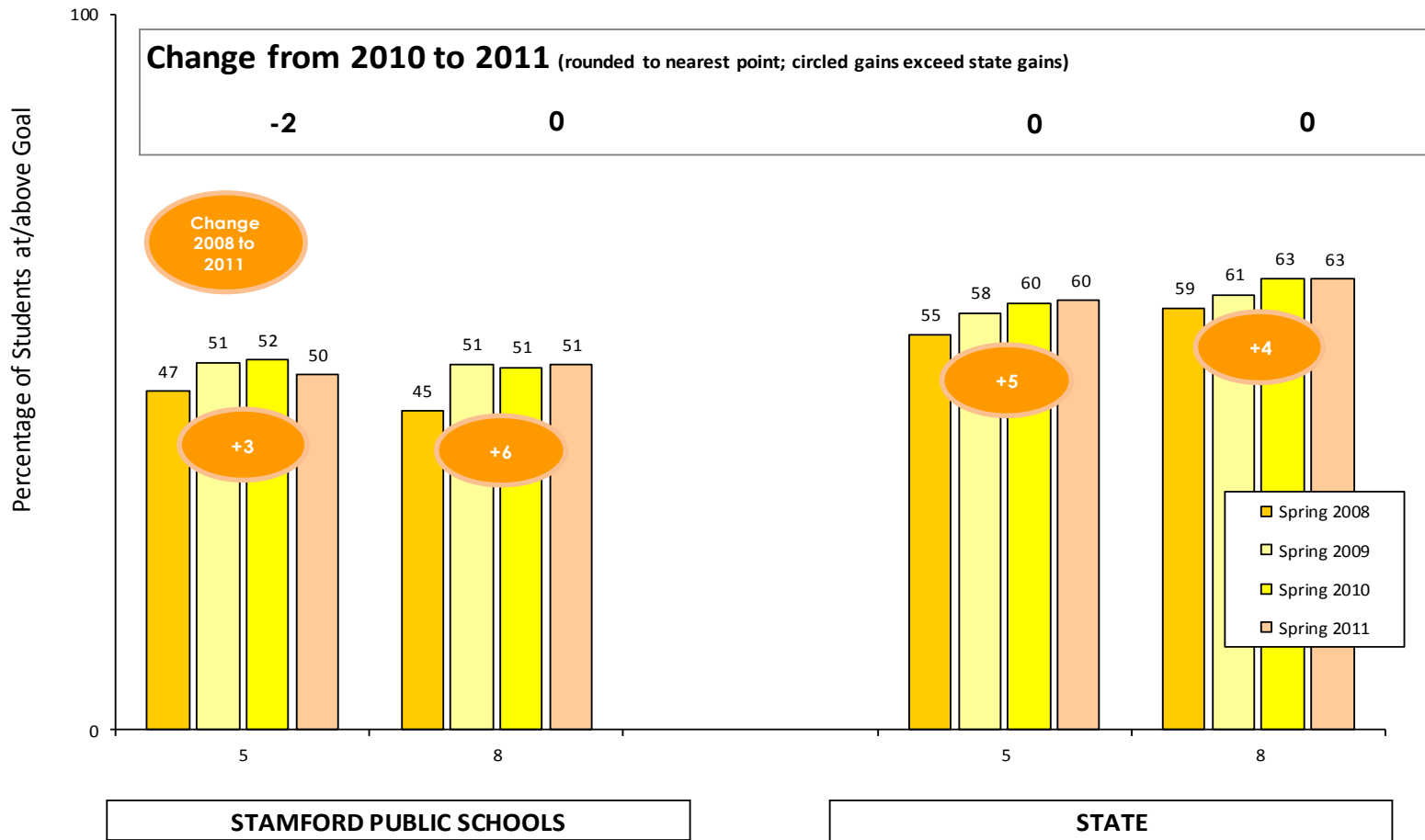
# SPS and State CMT Comparison, Grades 3-8 in WRITING, 2007 through 2011 percentage of students at/above goal

## WRITING



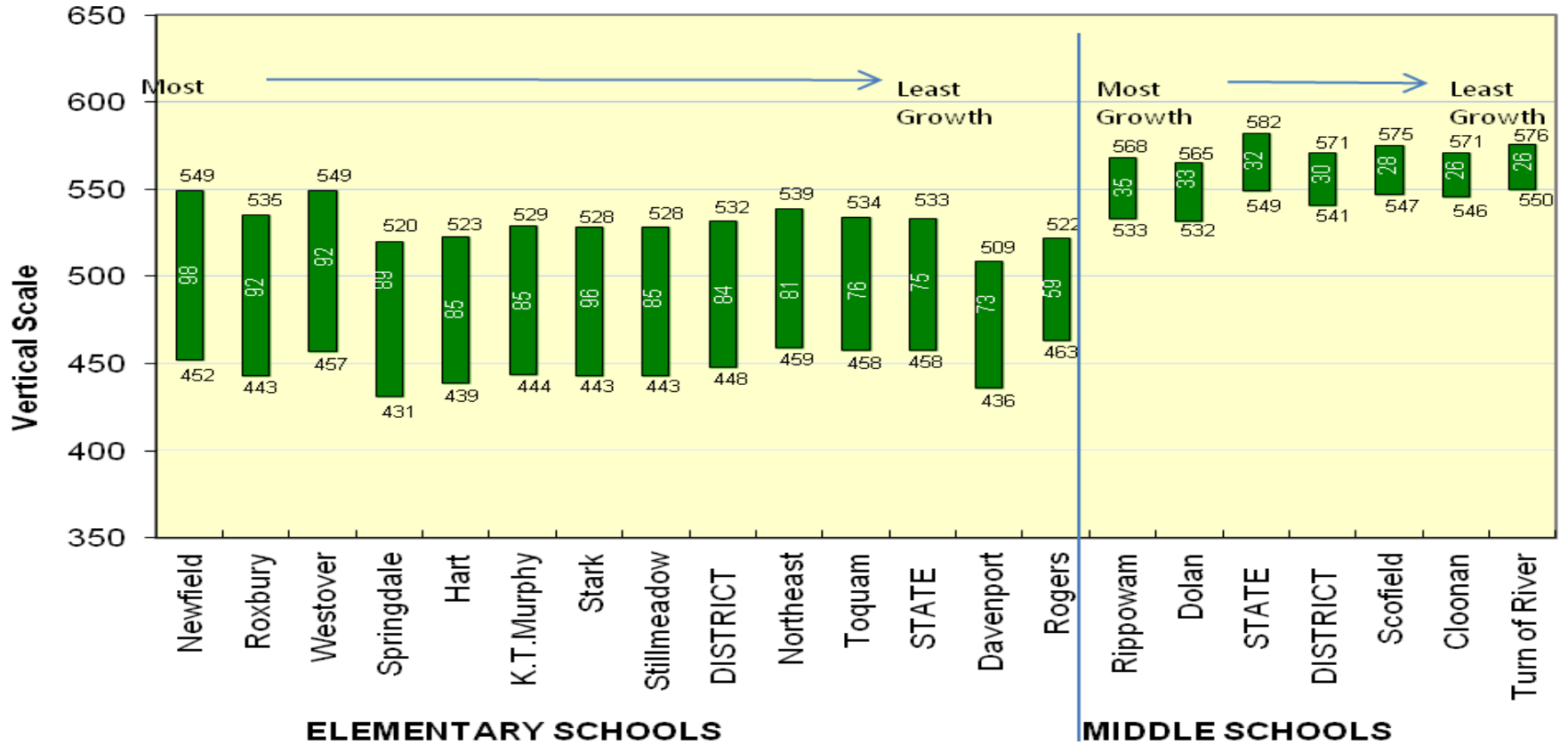
# SPS and State CMT Comparison, Grades 3-8 in SCIENCE, 2007 through 2011 percentage of students at/above goal

## SCIENCE



# MATH-Average Vertical Scale Score Growth 2009-2011\*

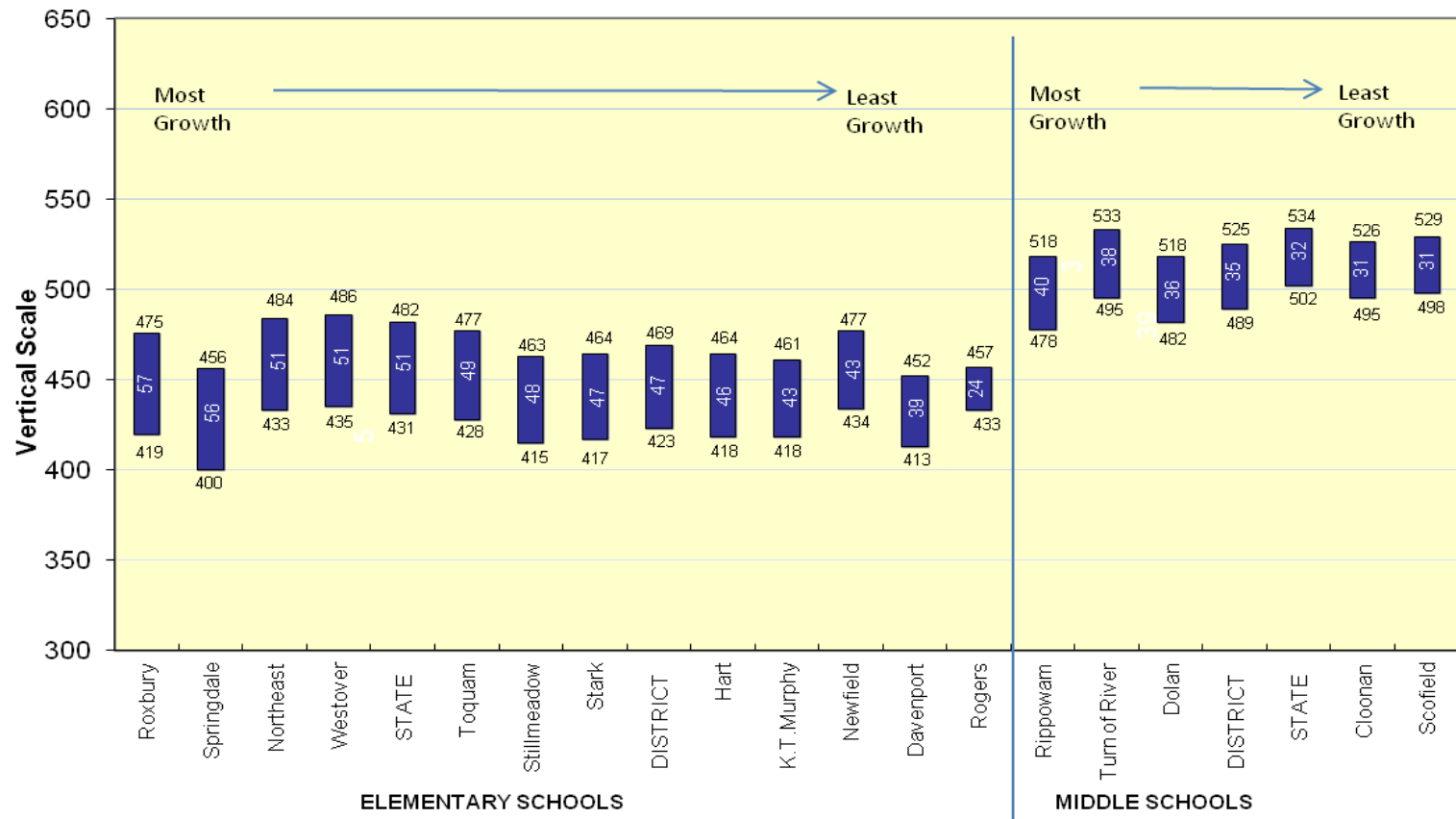
\*The difference between 2011 and 2009 vertical scale scores has been rounded



SPS Elementary and Middle Schools Compared to District and State

# READING - Average Vertical Scale Score Growth, 2009 to 2011\*

\*The difference between 2011 and 2009 vertical scale scores has been rounded



SPS Elementary and Middle Schools Compared to District and State

# Operating Budget:

## Ongoing Operational and Fiscal Improvements

### FISCAL

- Special Education Management Analyst, revenue increases of up to \$600,000 in 2010-11 and \$1,000,000 in 2011-12. Cost reductions of 10 positions in 2010-11 and savings of over \$250,000 in recent RFPs.
- Opportunities Task Force continues to identify and suggest possible efficiencies to be considered.
- District policies resulting in continued savings on student activity accounts, budget transfers, School Building Use Fund, and transportation.
- Custodial contract allowing outsourcing of part time employees
- Position control efficiencies in managing 2,094 positions.
- Meal programs increased participation by 2% and profitability by 66%.
- SAU Administrator Contract settlement resulting in 0% increase (Year 1) and phase out of “pre-normal retirement” payout.
- Enrollment reductions of 90 retired teachers, produced budgetary savings of \$500,000 in 2011-12 and \$1,000,000 in 2012-13 plus reductions in Other Post Employment Benefit (OPEB) liability.

# Operating Budget: Operational and Fiscal Improvements

## TRANSPORTATION

- New contract negotiations with anticipated savings of up to \$500,000.
- Bus “on-time” rate of 99.0%.
- Cameras and GPS tracking to be installed on **all** buses for 2012-13 rollout.

## MAINTENANCE

- Cap on PTO-related custodial overtime saving the district over \$100,000 annually.
- Energy saving initiatives resulting in over \$381,000 (22.0%) in gas heat savings.
- Converted to new cost-saving “Green Cleaning” program in all schools

# Operating Budget:

## Operational and Fiscal Improvements

### FACILITIES

- Reducing energy consumption by maintaining a system-wide temperature set point, limiting run-times of heavy equipment, and educating building manager on proactively embracing sustainable practice.
- Purchasing commodities by monitoring energy markets, re-evaluating commodity risk and purchasing strategies, locking in low electric rates and reinvesting in equipment.

### SAFETY

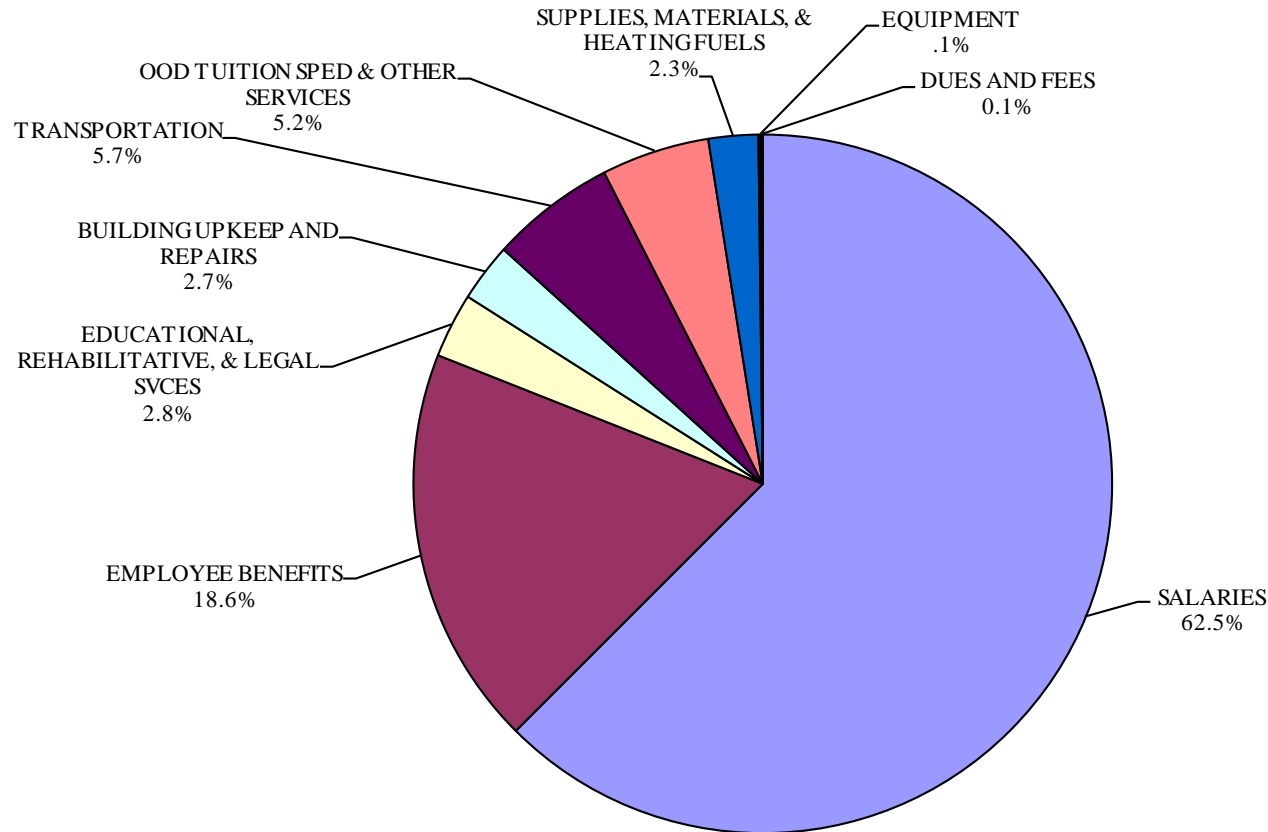
- 100% compliance with mandatory emergency drill requirements.
- Continuing employee training in AED/CPR, First Aid, or “Slip, Trip, Fall” Prevention Training.
- Certifying all security officers with the State of the Connecticut including security ID cards through an eight hour course in security basics.
- All school safety committees use a common checklist to ensure building safety are quickly identified and corrected.
- Security officer training on timely topics such as restraint training, gang identification, de-escalation and bullying.

# Special Education Opportunities Review: Opportunities for Improvement

1. Design/Development of In-District Programs Based on Best Practice.
2. Five RFP's issued with estimated annual savings of over \$250,000.
3. Analysis of "Excess Cost and Agency Placement Grant" submission resulting in increased revenue of close to \$600,000 in 2010-11 and \$1,000,000 in 2011-12.
4. First web-based training module completed by Shipman & Goodwin on common understanding of the law and consistent communication to staff and parents.
5. Evaluation of scheduling software to increase consistency and productivity across all therapy modalities.

# 2012-13 Operating Budget: Overview

## Where Does the Money Go?



How much do we spend per pupil? \$16,300\*

# 2012-13 Operating Budget: Major Drivers

## Mandated Benefits

- Pension costs for non-certified staff reduced from 27% increase last year to 10% in 2012-13.
- OPEB contributions reduced from 70% to 60% of annual cost by Board of Reps
- Limited health benefit cost increase from 6.9% increase last year to 5.4% in 2012-13 due to cost saving measures

## Positions

- Projected enrollment increase of 1.9%
- 20.1 positions due to grant reductions (or level funding): Title IIA, IDEA 611, Medicaid, GEDF, ARRA Education Job Fund, Priority School District

# CBAC Recommendations - December 5 & 12, 2011

## Class Size Elementary

- Research out-of-district students
- Give large classes a quality trained paraeducator rather than create an additional class
- Do not increase class size
- If classes are large, possibly use “district volunteers”; provide training
- Have more magnet schools

## Class Size Secondary

- Multi-year planning; rotation of subject areas
- Continue with Student Success Plans Limit small classes
- Offer alternatives such as college courses
- Partner with colleges
- Make courses available online

## Special Education/Pupil Services

- Largest contract is OT/PT- utilize appropriately (good scheduling)
- Transportation In-District or Out-of-District – can we reduce?
- OOD Students - Can we educate in Stamford? Can we start program in Stamford?
- Equipment for sped student should travel with student
- Chase down Medicaid reimbursement
- Social Workers/ILNCs - central office training once per week- better to keep in buildings.

## Building Utilization

- Possibly move Adult Ed to Rippowam to save on rent
- Consolidate office space at the Government Center; move from 2 floors to 1 floor

## Supplies/Materials/Equipment

- Do we purchase different technology to save supplies?
- Solar energy panels 7 year payback
- Maintenance supplies; can we restock supplies?
- Still need to prepare students
- Already cuts in the past
- Does technology help teachers?
- What expenditures will save money in the future?

## Specialists

- Increase the class size in art, music, and media
- What are “best practice” ratios?
- What is effective use of teachers? Can we allocate better?
- Don’t want to cut program but how to use effectively.
- Can media specialist be volunteer?

## Health Insurance

- Increase bargaining unit contribution; can’t change during contract period
- Longer-term changes; private industry = 40% co-pay
- Move premium contribution by 2% per year
- Retiree health insurance 60% of the cost; shift more to the retiree
- Self-insurance – cooperative with other districts on admin cost?

Pink – In Place

Green – Work in Progress

Blue- To be considered

# 2012-13 Operating Budget: Guiding Principles

- Continue focus on implementing Strategic District Improvement Plan (SDIP)
- Maintain programs and services
- Implement Special Education Opportunities Review Recommendations
- Absorb grant position where grant awards have been eliminated, reduced or level funded
- Incorporate feedback from Board of Ed, Superintendent's Cabinet, the Citizens' Budget Advisory Committee (CBAC), which consisted of teachers, administrators, parents, elected officials and Stamford citizens.

# 2012-13 Operating Budget: Overview

- **4.7%** Predicted 2012-13 budget increase from 2011-12 three year plan.
- **3.9%** The increase needed for 2012-13 to maintain current level of services and programs (initial estimate Oct 2011).
- **3.49%** Aggressive budget analysis by staff allowed us to further reduce this requested amount.

# Grants Positions Absorbed in Operating Budget

<b>Grant Name</b>	<b>Grants Budget Reductions</b>	<b>Operating Budget</b>
<b>Ed Jobs Fund (1 CO TOSA to building vacancy)</b>	<b>-5.3</b>	<b>+4.3</b>
<b>GEDF CIO</b>	<b>-.3</b>	<b>+.3</b>
<b>GEDF Literacy Coaches</b>	<b>-5</b>	<b>+5</b>
<b>GEDF Science Coach (6-8)</b>	<b>-1</b>	<b>+1</b>
<b>GEDF Science TOSA</b>	<b>-1</b>	<b>+1</b>
<b>IDEA 611 (retired psychologist)</b>	<b>-4</b>	<b>+3</b>
<b>Medicaid</b>	<b>-1.5</b>	<b>+1.5</b>
<b>Secondary Math TOSA</b>	<b>-1</b>	<b>+1</b>
<b>Title IIA</b>	<b>-1</b>	<b>+1</b>
<b>Total positions</b>	<b>-20.1</b>	<b>+18.1</b>

# Operating Budget:

## Overview of Program Increases & Initiatives

### Operating Budget Increases

Elementary classroom teachers-enrollment	2
Teacher contingency position	2
Para-educators contingency	5
Total	9

### Budget New Initiatives

District-wide health teacher – state compliance	1
Elementary world language teachers	3
Student support service position-Rogers	1*
Pre K & kindergarten summer school	*
Summer planning for in-sourcing SPED outplacements	*
	4 Operating
	1* Grants

# 2012-13 Operating Budget: Savings/Reductions

58% of the budget line items have been reduced or level- funded

Adult Ed	(50,000)	Excess fund balance
Adult Ed Lease Holy Name	(100,000)	Relocated to Rippowam
C&I Program 11 (Literacy)	(365,000)	Moved to GEDF grant
C&I Program 12 (Math)	(103,000)	Moved to GEDF grant
C&I Program 15 (Science)	(73,000)	Moved to GEDF grant
C&I Program 32 (Central)	(10,000)	Moved to GEDF grant
Copy Paper	(100,000)	Restock in spring 2012
E – Rate	(50,000)	Efficiencies
HR Recruitment	(2,400)	Database
LAS Scoring	(20,000)	Grant funded
Maintenance/Utilities	(300,000)	Efficiencies
OPEB	(220,235)	Shift retirees to state plan
OT/PT Services	(167,000)	New contract
PR Community Report	(10,000)	In-house production
Prescription Drug /ERRP	(200,000)	Rebates
SPED Tuition	(315,000)	Increased state revenue & in-house savings
Supplies	(150,000)	10% reduction in site budgets
Tetra Data Contract	(45,000)	New database-DASH
Transportation	(200,000)	New contract
<b>Total Reductions</b>	<b>(2,480,635)</b>	

# 2012-13 Operating Budget: Summary

- 1.95% of 3.49% budget increase is to maintain existing programs and services
- 1.54% of 3.49% budget request is due to:
  - ❑ Loss of grant funds (move positions to operating budget)
  - ❑ Early retirement incentive (June 2010)
  - ❑ Enrollment increases of 1.9%
  - ❑ State mandated health education program
  - ❑ Elementary World Language (new initiative)

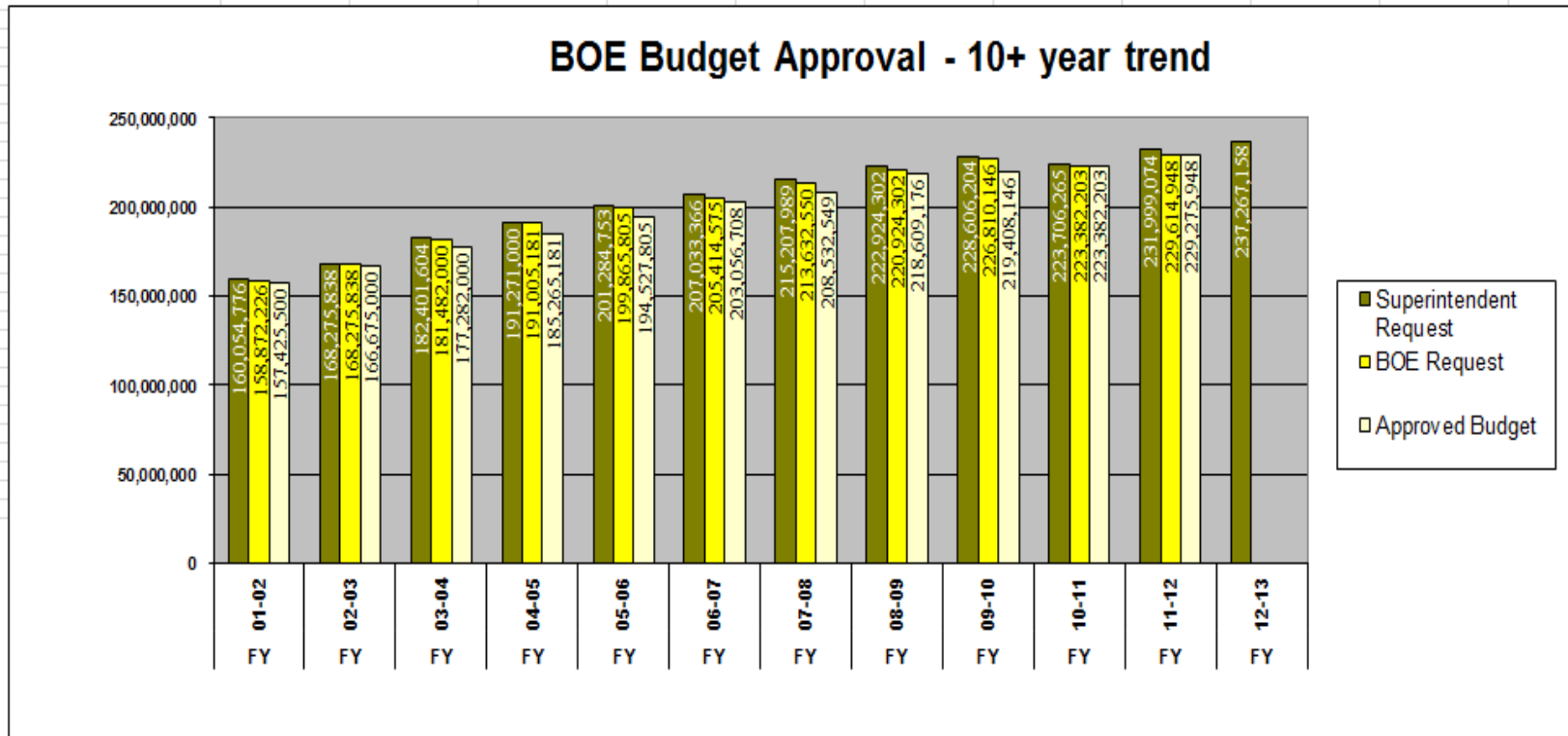
# 2012-13 Budget: Summary

Budget	Dollar Request
2012-13 Operating Budget	\$237,267,158 (3.49%)
2012-13 Grants Budget	\$ 25,128,022

Budget	Positions
Operating Budget	1,935.4
Grants Budget	158.6
Total number of positions	2,094

# Operating Budget 10 Year Highlights

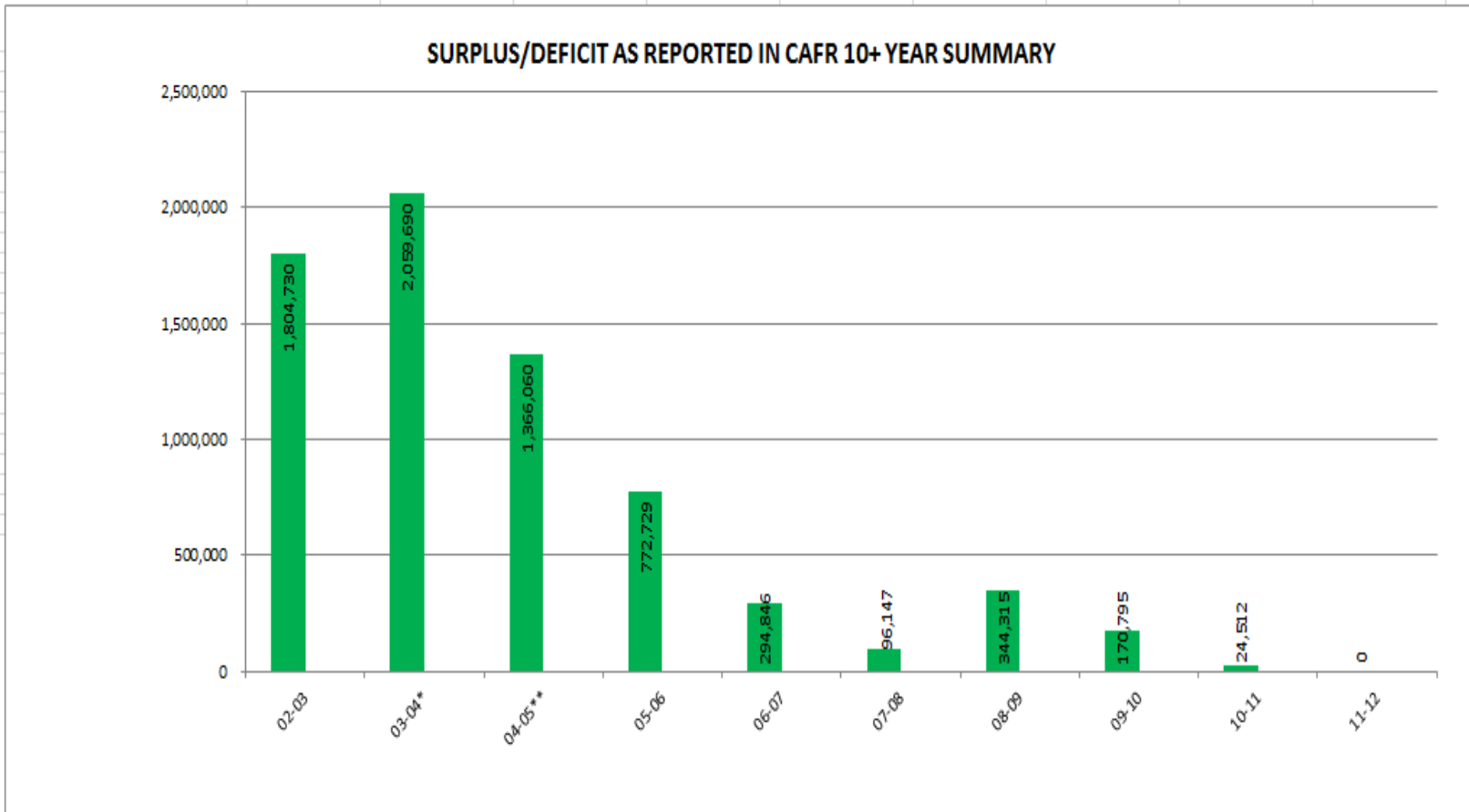
In the last ten years this is the second lowest requested percentage increase



	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Superintendent Request	160,054,776	168,275,838	182,401,604	191,271,000	201,284,753	207,033,366	215,207,989	222,924,302	228,606,204	223,706,265	231,999,074	237,267,158
BOE Request	158,872,226	168,275,838	181,482,000	191,005,181	199,865,805	205,414,575	213,632,550	220,924,302	226,810,146	223,382,203	229,614,948	0
Approved Budget	157,425,500	166,675,000	177,282,000	185,265,181	194,527,805	203,056,708	208,532,549	218,609,176	219,408,146	223,382,203	229,275,948	0
Change Super Request	(1,182,550)	0	(919,604)	(265,819)	(1,418,948)	(1,618,791)	(1,575,439)	(2,000,000)	(1,796,058)	(324,062)	(2,384,126)	
Change BOE request	(1,446,726)	(1,600,838)	(4,200,000)	(5,740,000)	(5,338,000)	(2,357,867)	(5,100,001)	(2,315,126)	(7,402,000)	0	(339,000)	
Percent incr. Super requested	8.33%	6.89%	9.44%	7.89%	8.65%	6.43%	5.98%	6.90%	4.57%	1.96%	3.86%	3.49%
Percent incr. BOE requested	7.53%	6.89%	8.88%	7.74%	7.88%	5.60%	5.21%	5.94%	3.75%	1.81%	2.79%	
Percent Increase approved	6.55%	5.88%	6.36%	4.50%	5.00%	4.38%	2.70%	4.83%	0.37%	1.81%	2.64%	

# Operating Budget 10 Year Surplus Highlights

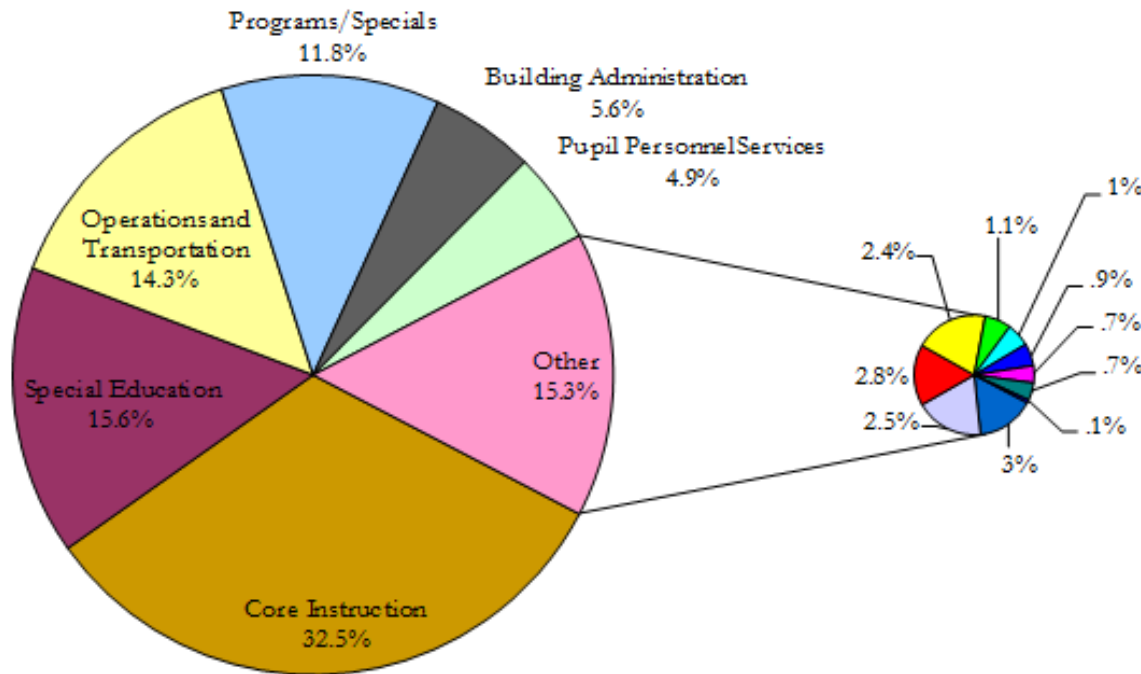
## Recent budgets have been close to projections



	FY 02-03	FY 03-04*	FY 04-05**	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Revised Budget	167,125,834	177,282,000	186,508,251	194,527,805	203,056,708	208,532,549	218,845,176	219,408,146	223,382,203	229,275,948
Actual Expenditures	165,321,104	175,222,310	185,142,191	193,755,076	202,761,862	208,436,402	218,538,659	219,237,351	223,357,691	229,275,948
\$ Surplus/Deficit	1,804,730	2,059,690	1,366,060	772,729	294,846	96,147	344,315	170,795	24,512	0
Percent	1.08%	1.16%	0.73%	0.40%	0.15%	0.05%	0.16%	0.08%	0.01%	0.00%

# 2012-13 Operating Budget

## Distribution of Operating Expenditures, 2012-13



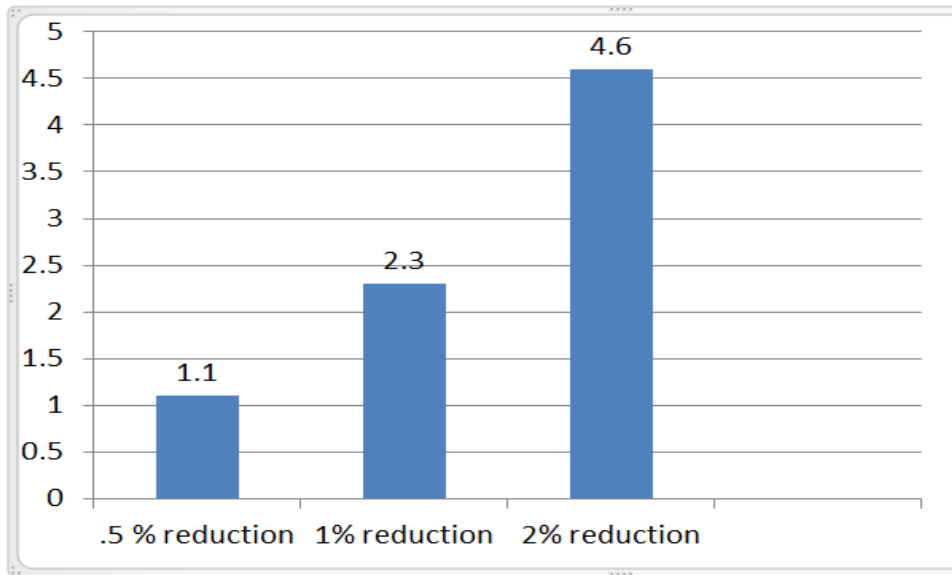
### Other:

Non-SPS Programs	2.4%
ELL	2.8%
Central Office	2.5%
Medical/Personnel	3.0%
ARTS	0.9%
Non-Medical Insurance	1.1%
C&I Improvement	1.0%
Sub Coverage	0.7%
Interscholastic Athletics	0.7%
OFCE	0.1%

The latest overall cost per student is \$16,300.

# Budget Realities

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



■ \$ value millions

.5% increase/ decrease = \$1.1 m  
1% increase/ decrease = \$2.3 m  
2% increase/ decrease = \$4.6 m

# Next Steps

- Board of Education fiscal meetings – January 17<sup>th</sup> through February  
Check website for meeting updates: [www.stamfordpublicschools.org](http://www.stamfordpublicschools.org)
- Public hearing – Feb. 2<sup>nd</sup> at Westover School
- Board vote on budget – Feb. 16, 2011
- Budget goes to Mayor on Feb. 29<sup>th</sup>
- Boards of Finance and Representatives review
- Final vote by BoF in April (TBD) and BoR in May (TBD)
- Board of Education reallocation by late May

# Excellence is the Point!

