

# Program Review in Preparation for the 2011-12 Budget Development

Board of Education Meeting  
November 8, 2010



# Tonight's Agenda

- Presentation summarizing online report
- Q & A session for one hour
- Board discussion
- Public forum on agenda items
- Committee reports on progress
- Public forum on other than agenda items
- Board forum



# Revenue for our Budget

- State Aid
- Local Taxes
- Miscellaneous

# History of State Aid

Year	Students	Aid	Per Student
2000-01	4,265	\$3,262,754	\$765
2001-02	4,491	\$3,340,623	\$744
2002-03	4,752	\$3,340,623	\$703
2003-04	5,002	\$3,340,623	\$668
2004-05	5,172	\$3,340,623	\$665
2005-06	5,336	\$3,391,222	\$636
2006-07	5,429	\$3,383,092	\$623
2007-08	5,513	\$3,490,044	\$633
2008-09	5,615	\$4,239,718	\$755
2009-10	5,692	\$3,011,893	\$529
2010-11	5,660	\$835,265	\$148

# What we lost recently...

- \$1.6 million state aid last year (had to dip into surplus)
- \$3.9 million state aid this year (cut budget and increased taxes)
- \$800,000 tax levy following budget defeat (cut budget)

# Local Taxes

- Increase over prior year tax levy has been capped at 4%.
- The average increase over the prior year tax levy for our last three budgets is \$3,043,600.
- For next year the tax levy increase is capped at 2% which translates to \$1,458,214.....**only half the revenue we would have otherwise had.**

# 11 - 12 Budget Assumptions

- State Aid Flat (Jobs Money?)
- Local Levy at a 2% Increase (Health Benefits Excepted?)
- Miscellaneous Revenue Flat
- Total General Fund Revenue: **\$79,573,668**
- Zero Based Budget Expenses: **\$81,014,070**
- **SHORTFALL OF \$1,440,403**

# What we reviewed...

- High school schedule
- Middle school team model and schedule
- Kindergarten
- Guidance
- Curricular programs
- Administration
- Operations
- Clubs and sports
- Late busing

# What we've done so far...

- Eliminated K-8 enrichment (4.4 positions) \$180,000
- Reduced supervisors/elementary asst. principals to 10 months \$54,000
- Eliminated Guidance Director \$139,000
- Eliminated several middle/high school clubs \$21,000
- Eliminated elementary Spanish (4 positions) \$120,000
- Eliminated 24 aide positions \$326,000
- Eliminated assistant principal and guidance positions WAMS \$105,000
- Intramurals – now parent paid \$99,000
- Eliminated 8 assistant coaching positions \$40,000
- Canceled curriculum reviews/delayed textbook adoptions \$276,000
- Increased K-12 class size \$60,000
- Eliminated additional 10.6 teaching positions \$342,000
- Increased class size 6-12 \$400,000

# Non-academic Changes

- Energy usage – cut budget \$268,000
- Changed brokerage fees, method of payment \$175,000
- Joint Insurance Fund
- Phone audit
- Transportation, operations, food service privatized
- Purchasing through county cooperatives



# Exploring...

- ‘Branding’ of certain athletic facilities
- Additional shared services with township
- Shared IT services with other districts
- Consolidation of voice and data services
- County wide special education transportation



# Program Review

High school schedule

Team model/middle school schedule

Kindergarten

Administrative organization

Special education models

Guidance



# Benchmark Districts

Seven districts, comparable DFG, achievement

- Somerset Hills
- Tenaflly
- Princeton
- West Windsor
- Hopewell Valley
- Montgomery
- Chatham
- Also Bridgewater (largest high school in county)

# High School Schedule

- Somerset Hills, Bridgewater, Hopewell Valley, Montgomery, Tenafly, Princeton, Ridge - - 8 instructional periods
- West Windsor - - 6 one-hour periods, rotating schedule dropping two each day, mandatory study hall
- Chatham – 8 classes, over 4 days, each class meets 3 times @ 57 minutes each

# High School Other

- All have college prep, honors, AP  
(Chatham – 2 additional levels for classified or struggling students)
- Honors criteria – 3 open enrollment with contract, 3 teacher recommendations
- World languages – 4 offer Mandarin, 2 phasing out low-enrollment languages

# High School Class Size

High School	Average 9 <sup>th</sup> Grade 2008-09
Bridgewater	25.3
Ridge	23.2
Hopewell Valley	22.8
West Windsor	22.7
Princeton	21.9
Chatham	21.4
Montgomery	20.6
Somerset Hills	19.0
Tenaflly	17.4

## **7 Instructional period day 7:35 start**

Period 1	7:35 – 8:25 (50)
Period 2	8:29 – 9:19 (50)
Period 3	9:23 – 10:13 (50)
Period 4/5	10:17 – 11:07 (50) (Period 4 lunch = 30 min.)
Period 5/6	10:52 – 11:42 (50)
Period 6/7	11:12 – 12:02 (50) (Period 6 lunch)
Period 7/8	11:47 – 12:37 (50)
Period 8/9	12:07 – 12:57 (50) (Period 8 lunch)
Period 9/10	12:42 – 1:32 (50) (Period 10 lunch)
Period 11	1:35 – 2:25 (50)

# 7 instructional period day – “A” schedule

Period 1	7:35 – 8:25 (50)
Period 2	8:29 - 9:19 (50)
Period 3	9:23 – 10:13 (50)
Period 4	10:17 – 10:47 (Lunch A = 30 minutes)
Period 5	10:52 – 11:12 (20)
Period 6	11:12 – 11:42 (30)
Period 7	11:47 – 12:07 (20)
Period 8	12:07 – 12:37 (30)
Period 9	12:42 – 1:02 (20)
Period 10	1:02 – 1:32 (30)
Period 11	1:35– 2:25 (50)

## 7 instructional period day – “B” schedule

Period 1	7:35 – 8:25 (50)
Period 2	8:29 - 9:19 (50)
Period 3	9:23 – 10:13 (50)
Period 4	10:17 – 10:47 (30)
Period 5	10:47 – 11:07 (20)
Period 6	11:12 – 11:42 (Lunch B = 30 minutes)
Period 7	11:47 – 12:07 (20)
Period 8	12:07 – 12:37 (30)
Period 9	12:42 – 1:02 (20)
Period 10	1:02 – 1:32 (30)
Period 11	1:35 – 2:25 (50)

## 7 instructional period day – “C” schedule

Period 1	7:35 – 8:25 (50)
Period 2	8:29 - 9:19 (50)
Period 3	9:23 – 10:13 (50)
Period 4	10:17 – 10:47 (30)
Period 5	10:47 – 11:07 (20)
Period 6	11:12 – 11:42 (30)
Period 7	11:42 – 12:02 (20)
Period 8	12:07 – 12:37 (Lunch C = 30 minutes)
Period 9	12:42 – 1:02 (20)
Period 10	1:02 – 1:32 (30)
Period 11	1:35 – 2:25 (50)

## **7 instructional period day – “D” schedule**

Period 1	7:35 – 8:25 (50)
Period 2	8:29 - 9:19 (50)
Period 3	9:23 – 10:13 (50)
Period 4	10:17 – 10:47 (30)
Period 5	10:47 – 11:07 (20)
Period 6	11:12 – 11:42 (30)
Period 7	11:42 – 12:02 (20)
Period 8	12:07 – 12:37 (30)
Period 9	12:37 – 12:57 (20)
Period 10	1:02 – 1:32 (Lunch D = 30 minutes)
Period 11	1:35 – 2:25 (50)

# **SAMPLE SCHEDULE**

<b><u>Pd.</u></b>	<b><u>M</u></b>	<b><u>T</u></b>	<b><u>W</u></b>	<b><u>R</u></b>	<b><u>F</u></b>
<b>1</b>	<b>AP Physics</b>	<b>AP Physics</b>	<b>AP Physics</b>	<b>AP Physics</b>	<b>AP Physics</b>
<b>2</b>	<b>AP Phy Lab</b>	<b>PE</b>	<b>PE</b>	<b>PE</b>	<b>AP Chem Lab</b>
<b>3</b>	<b>AP Chem</b>	<b>AP Chem</b>	<b>AP Chem</b>	<b>AP Chem</b>	<b>AP Chem</b>
<b>4</b>	<b>Lunch</b>	<b>Lunch</b>	<b>Lunch</b>	<b>Lunch</b>	<b>Lunch</b>
<b>5/6</b>	<b>Contemp Lit</b> ----->				
<b>7/8</b>	<b>US History</b> ----->				
<b>9/10</b>	<b>Spanish V</b> ----->				
<b>11</b>	<b>AP Calc</b> ----->				

# **SAMPLE SCHEDULE**

<u>Pd.</u>	<u>M</u>	<u>T</u>	<u>W</u>	<u>R</u>	<u>F</u>	
1	Biology	-----	-----	-----	-----	→
2	English 9 Honors	-----	-----	-----	-----	→
3	Int. Spanish	-----	-----	-----	-----	→
4/5	Orchestra	-----	-----	-----	-----	→
6/7	World History	-----	-----	-----	-----	→
8	Lunch	-----	-----	-----	-----	→
9/10	Geometry	-----	-----	-----	-----	→
11	PE	-----	-----	-----	-----	→

# NJ Graduation Requirements

- Option I - - traditional, 120 credits
- Option II - - alternative in-depth experiences - independent study, magnet programs, internships, exchange programs, extracurricular activities

# State of NJ

- *N.J.A.C. 6A:8-5.1* requires district boards of education to develop, adopt, and implement requirements for a State-endorsed diploma.
- Local boards establish the number of credits, over and above State requirements, that students need in order to graduate.
- The regulations permit district boards of education to offer graduation credit through an Option II program.

# What is Option II (alternate pathways)?

- Online high school courses – Educere
- Online college courses
- Independent studies/internships
- PE exemptions

11<sup>th</sup>/12<sup>th</sup> grade students participating in school sponsored NJSIAA athletic programs, or any student who is involved in a full year physical activity as approved by the principal -- mandatory full year study hall with health required

# How Will It Work

- Complete application
- Principal's Option II Committee review
- If accelerating, - must receive B- or better on Ridge exam
- Outside coursework – pass/fail, will not count toward GPA, listed on transcript if B- or better on Ridge exam

# Use of Option II

- West Windsor - outside coursework can satisfy practical art requirement
- Montgomery – math acceleration, district exam, also phys. ed. exemption
- Hopewell, Chatham, Ridge – phys. ed. Exemption
- Princeton, Somerset Hills – online if not offered in district

## What Else Those Districts Are Considering

- 8 period day
- Freshmen sports
- Mandatory online electives
- Half-day senior year, only required courses offered to seniors
- Reducing all social studies/world language in-class support
- Fine arts exemption – after school music
- Lab fees
- Eliminating subs – send students to study hall

# Middle School Schedule

- All districts use team model – school within a school, not a junior high
- None considering change at this time; possible in the future
- Most had 8 period day (Tenafly 11 periods)
- Bridgewater, Somerset Hills and Annin – English **and** Communication Arts/Reading
- 2 districts – world language every other day
- 4 districts – students cannot choose which electives
- Others only one Integrated Language Arts
- Lunches varied from 23 – 43 minutes

# Middle School Class Size

- Range - Bridgewater 27, Chatham 20
- Annin – adds 1 teacher per subject, per team, per grade to lower class size (5 subjects X 3 teams X 3 grades = 45 classes)
- 45 classes / 5 classes per teacher = 9 teachers in extra sections ‘off team’
- With extra sections – class size 24 - 26
- Without these extra sections – class size 27 - 32

# Guidance

- 5 of 8 reporting districts had Guidance Directors
- Ridge student/counselor ratio 3<sup>rd</sup> lowest
- Annin student/counselor ratio 2<sup>nd</sup> highest
- All districts have elementary counselors, varying configurations

# Special Education

- Must implement IEP
- Every district is a little different
- In-class support, resource room, special class
- State-mandated class sizes
- Out of district placements

# Autistic Program

- Began program 1999
- Program evolved
- Applied Behavior Analysis (ABA) – only research based model
- Board Certified Behavior Analyst (BCBA)
- Goal: increase independence, transition from ABA into other classes
- Fewer aides needed through transition

# Out of District Placements

District	Classified Students #	Classified Students %	Out of District Placements #	Out of District Placements %
Bernards	872	15.0%	39	0.528%
Somerset Hills	242	11.5%	33	1.114%
Tenaflly	644	17.5%	91	1.213%
West Windsor	1,210	12.0%	107	0.897%
Montgomery	539	10.0%	53	0.867%
Chatham	702	17.0%	52	1.000%
Bridgewater	1,435	16.0%	79	0.862%

# Kindergarten

- Not mandated in New Jersey
- 28 districts (top 25 in NJ Monthly plus 3)
- 39% full time, 61% part time
- Of the 8 reporting districts 38% full time, 62% part time
- Bernards – part time, then extended time, then full time in 2002-03

# Research

- Little written about extended programs
- Most research shows full time has positive effect on achievement by end of kindergarten, yet the gain disappears by third grade
- Low-income, urban students retain positive effects
- Some research shows full time detrimental to math scores by fifth grade
- 28 districts – NJASK 8 scores – more proficient students in reading and math from part time kindergarten than full time kindergarten.

# Part Time Kindergarten

- 13 of 17 part time districts offer wrap-around at parental expense
- Some are before/after care, some curricular, some enrichment
- 3 are on-site programs, remainder off-site



# YMCA Enrichment Program

## Sample Daily Schedule

- 9:00 – 9:15 Morning meeting
- 9:15 – 9:45 Reading & writing projects
- 9:45 – 10:15 Enrichment activity (e.g. dance, fine art)
- 10:15 – 11:15 CATCH program (music & movement)
- 11:15 – 11:30 Prepare for lunch
- 11:30 – 12:30 Lunch/play/dismiss to kindergarten class

Certified teachers, qualified assistants, \$310 per month

# Administrative Organization

- All districts similar configuration, grade levels varied (K-12 vs. K-6 and 7-12 supervisors)
- All had assistant superintendents, Tenafly and West Windsor have 3, Princeton has 2
- District reduced curriculum supervisors and elementary assistant principals to 10 months 2009-10 budget

# Administrative Recommendations

- Return to 8 period day at Ridge, expand use of Option II
- Keep the team model at Annin, increase class size
- Offer part time kindergarten, offer Y supplemental program
- Reorganize administrative structure, consider elimination of 5 positions over 3 years (17%)
- Use in-class support instead of pull-out for science/social studies in grades 6-8
- Transfer high school guidance position to middle school

# Savings Assumptions

- The reduction of a teaching staff member generates estimated savings as follows:
  - Year 1: Save \$60,000 on salary/benefits, budget \$30,000 on unemployment, net savings of \$30,000
  - Year 2: Assume that half of the reduced staff obtain employment, budget \$15,000 for unemployment, net savings of \$15,000
  - Year 3: Assume that unemployment benefits have ended, budget \$0 for unemployment, net savings of \$15,000

# First Year Savings from Recommendations

	11-12 Forecast
<b>Shortfall</b>	<b>\$1,440,403</b>
<b>Savings Strategies:</b>	
8 HS Staff (9 to 8 pds)	\$240,000
9 MS Staff (No extra sections)	\$270,000
8 ES Staff (Reduce KG)	\$240,000
5 SE Staff	\$150,000
Curriculum Writing	-\$16,440
Additional Transportation	-\$125,000
Administration	\$110,000
<b>Total of Savings Strategies:</b>	<b>\$868,560</b>
<b>Additional Cuts Needed:</b>	<b>\$571,843</b>

# Future Year Assumptions\*

	11-12 Forecast	12-13 Forecast	13-14 Forecast
<b>REVENUE</b>	<b>\$79,573,668</b>	<b>\$80,637,432</b>	<b>\$81,654,558</b>
		+2%	+2%
<b>EXPENSE</b>	<b>\$79,573,668</b>	<b>\$81,165,141</b>	<b>\$82,250,180</b>
<b>Shortfall**</b>	<b>\$0</b>	<b>\$527,710</b>	<b>\$595,622</b>

\*This model assumes 11-12 is balanced, 12-13 and 13-14 follow 11-12's revenue pattern and that each year's expenses grow at a rate of 2% more than the prior year's REVENUE.

# Future Years' Savings

(as unemployment is phased out)

	12-13 Forecast	13-14 Forecast
<b>Shortfall</b>	<b>\$527,710</b>	<b>\$595,622</b>
<b>Savings Strategies:</b>		
8 HS Staff (9 to 8 pds)	\$120,000	\$120,000
9 MS Staff (No extra sections)	\$135,000	\$135,000
8 ES Staff (Reduce KG)	\$120,000	\$120,000
5 SE Staff	\$75,000	\$75,000
Curriculum Writing	\$0	\$0
Additional Transportation	\$0	\$0
Administration(-2 in year 1)	\$30,000	\$30,000
Administration(-1 in year 2)	\$55,000	\$15,000
Administration(-2 in year 3)	\$0	\$110,000
<b>Total of Savings Strategies:</b>	<b>\$535,000</b>	<b>\$605,000</b>
<b>Additional Cuts Needed:</b>	<b>-\$7,290</b>	<b>-\$9,378</b>



# We Must Resize Our Program

If we can contain costs in future budgets within the 2% tax levy cap, budgeting should stabilize without further programmatic cuts.



# GOING FORWARD...

- Details will need to be worked out.
- There will be unintended consequences.
- There will be lots of questions.
- There is a lot of work still to be done.