

# South Kingstown Schools



**TOWN COUNCIL AND  
SCHOOL COMMITTEE**

**2013-14 BUDGET  
DEVELOPMENT**

**DECEMBER 20, 2012**

**\*PRESENTED TO S/C ON 12-18-12**

# School Committee Budget Discussion



- November 27th Introductory School Committee Budget Discussions
- December 18th Budget Discussion and content of proposed presentation reviewed as an agenda item at a regular School Committee business meeting
- Discussed the following:
  - Enrollment
  - State of the District—Student Achievement
  - General Goals of Budget Preparation

# State of the District Student Achievement

(RIDE numbers as reported may not reflect most current information)



Most recent InfoWorks & UCOA data available:

- Strategic Plan 2010-15
- Theory of Action
- Demographics
- Achievement Data
- Performance Classifications
- Race to the Top and RIDE requirement data

# Mission

Identifies why the organization exists



**The mission of the South Kingstown School Department...in partnership with families and the entire educational community, is to educate and engage ALL of our students in the knowledge and skills necessary to ensure readiness and success in college**



# THEORY of ACTION



## HEDGEHOG CONCEPT INSTRUCTIONAL PRIORITIES





**There are only  
3 ways to  
improve the  
instructional  
core (Elmore)**

- You can raise the level of content that students are exposed to
- **You can increase the skill & knowledge that teachers bring to the teaching of that content**
- You can increase the level of student ACTIVE learning of that content.....That's it!



# Theory of Action (TOA) definition



- Set of beliefs, understandings, and assumptions about which improvement efforts will generate the desired changes and why.
- A mental map that shows the relationship between instructional strategies and intended results.

## Utility of a district TOA



- District Coherence and FOCUS
- “Connects the dots” among the work of all divisions of district
- Points the way to strategic decisions that align structures and resources
- The more clearly you can articulate your organizations theories about what leads to success, the more deliberate you can be about investing in the elements that are critical to that success (Kim, DH)

# Major Focus of SK TOA



- “Best practice” instruction district wide
- Consistent progress monitoring of benchmarked student achievement goals
- The ENTIRE educational community needs to take personal responsibility for achievement of all students....Hedgehog Concept “The Key is ME”
- Based on District strategic plan objectives (broad community stakeholders)

# What is a Hedgehog Concept?



- **Jim Collins, author of “Good to Great”**
- **Good is the enemy of great**
- **Confront the brutal facts but never lose faith**
- **Determine what you are deeply passionate about and create a unifying concept and visual that will unite the masses**





## Instructional Priorities



- **Ensure all students have access to the regular education curriculum**
  - ✦ Elimination of lower level classes
  - ✦ Increase collaborative classrooms
  - ✦ Increase supports to students & staff
- **Increase instructional rigor and best practice instruction**
  - ✦ Reading/Writing Workshop
  - ✦ Math Workshop
  - ✦ Technology
  - ✦ Pre-School
  - ✦ Alt HS & Credit Recovery
  - ✦ World Language early access
  - ✦ Algebra I early access
- **Ensure that all students are propelling forward**
  - ✦ Differentiated Instruction
  - ✦ Progress Monitoring, RTI
  - Specialized Leadership in STEM and Reading

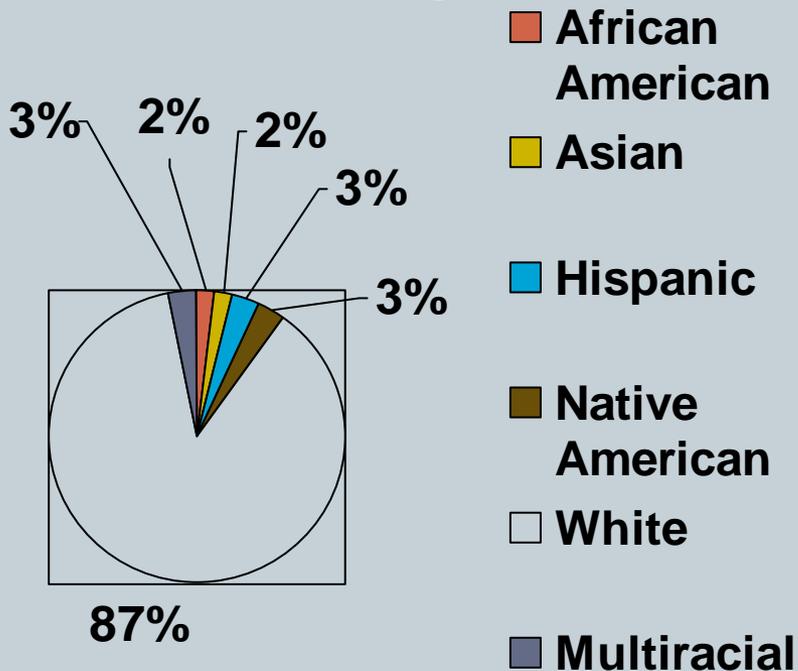
# District Demographic Indicators

InfoWorks 2011-12 & InSite

[www.ride.ri.gov](http://www.ride.ri.gov)

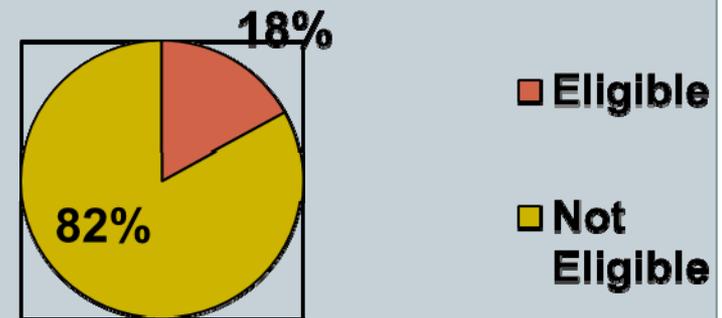


## Racial/Ethnic Backgrounds



Same from 2011

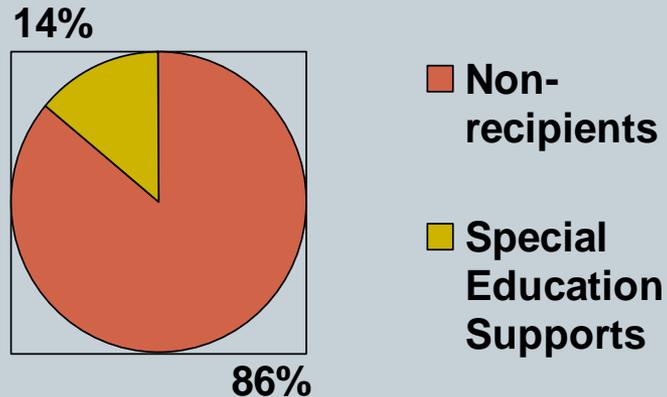
## Eligibility for subsidized lunch programs



Was 13% in 2009  
16% in 2010  
17% in 2011

# Special Populations

## Students receiving special education



Was 18% in 2009

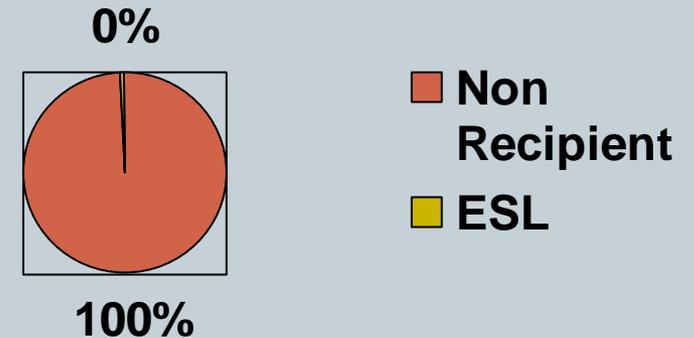
16% in 2010

14% in 2011

State of RI is 16%

Nation is 13.1%

## ELL Services



<1% in 2009, 2010 and 2011

# RIDE Infoworks Data by School



## • Poverty rate by School

|                     | 2011       | 2012       |
|---------------------|------------|------------|
| ○ Matunuck          | 14%        | 11%        |
| ○ Peace Dale 18%    | 17%        |            |
| ○ Wakefield         | 18%        | 19%        |
| ○ West Kingston     | 18%        | 17%        |
| ○ <b>Broad Rock</b> | <b>20%</b> | <b>21%</b> |
| ○ Curtis Corner     | 17%        | 19%        |
| ○ SK High School    | 14%        | 16%        |

## • Special Education

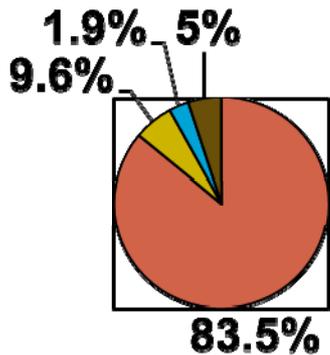
|                     | 2011       | 2012       |
|---------------------|------------|------------|
| ○ Matunuck          | 14%        | 10%        |
| ○ Peace Dale        | 14%        | 12%        |
| ○ <b>Wakefield</b>  | <b>16%</b> | <b>17%</b> |
| ○ West Kingston     | 12%        | 13%        |
| ○ <b>Broad Rock</b> | <b>11%</b> | <b>11%</b> |
| ○ Curtis Corner     | 13%        | 12%        |
| ○ SK High School    | 14%        | 12%        |

# High School Data

## cohort of grade 9 students entered 07-08



### SK Graduation Rate



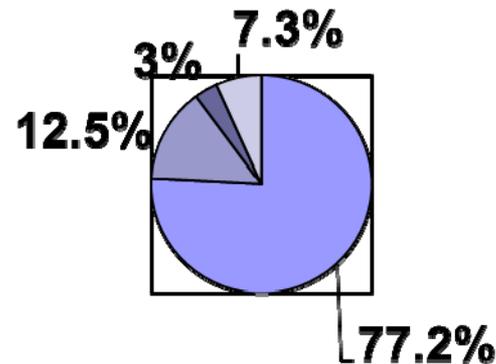
- 4 year grad
- Dropped Out
- GED
- Still in School

Was 86% in 2009

86.8% in 2010

86% in 2011

### RI Graduation Rate



- 4 year grad
- Dropped Out
- GED
- Still in School

Was 76% 2011

# SAT (2011-12)



## Math SATs 2010-11

| District | State | Nation |
|----------|-------|--------|
| 554      | 491   | 514    |

## Reading SATs

| District | State | Nation |
|----------|-------|--------|
| 542      | 490   | 496    |

## Writing SATs

| District | State | Nation |
|----------|-------|--------|
| 536      | 485   | 488    |

# AP Exams (2011-12)

## \*Awarded AP District Honor Roll 2012

|                                  | SK  | RI   |
|----------------------------------|-----|------|
| # Exams taken                    | 154 | 5709 |
| # Students taking Exams          | 90  | 3456 |
| #Exams Scored at College Mastery | 141 | 3264 |
| % Scored at college mastery      | 92% | 57%  |

South Kingstown public schools were selected for the 3<sup>rd</sup> annual AP District Honor Roll. A total of 539 school districts across the US and Canada were honored by College Board for simultaneously increasing access to Advanced Placement courses while maintaining or increasing the percentage of students earning scores of 3 or higher on AP exams.

Four districts in Rhode Island met the criteria to be placed on the AP Honor Roll this year.

# Race to the Top Requirements

| <b>MEASURE</b>                | <b>09-10<br/>Actual</b> | <b>10-11<br/>Actual</b> | <b>11-12<br/>Goal</b> | <b>11-12<br/>Actual</b> | <b>Met/Unmet</b> |
|-------------------------------|-------------------------|-------------------------|-----------------------|-------------------------|------------------|
| Gr4 Rdg Prof.                 | 81%                     | 82%                     | 83%                   | 90%                     | MET              |
| Gr4 R Poverty Gap             | 34                      | 27.68                   | 30                    | 23                      | MET              |
| Gr4 R IEP Gap                 | 56                      | 60.79                   | 52                    | 38                      | MET              |
| Gr4 Math Prof.                | 80%                     | 80%                     | 82%                   | 85%                     | MET              |
| <b>Gr4 M Poverty Gap</b>      | 29                      | 36.68                   | 26                    | 37                      | <b>UNMET</b>     |
| Gr4 M IEP Gap                 | 55                      | 51.61                   | 50                    | 37                      | MET              |
| Gr8 Rdg Prof.                 | 89%                     | 88%                     | 90%                   | 90%                     | MET              |
| Gr8 R Poverty Gap             | 22                      | 17.78                   | 19                    | 17                      | MET              |
| <b>Gr8 R IEP Gap</b>          | 54                      | 57.51                   | 50                    | 53                      | <b>UNMET</b>     |
| Gr8 Math Prof.                | 81%                     | 81%                     | 82%                   | 85%                     | MET              |
| <b>Gr8 M Poverty Gap</b>      | 23                      | 27.56                   | 20                    | 25                      | <b>UNMET</b>     |
| <b>Gr8 M IEP Gap</b>          | 45                      | 59.91                   | 40                    | 52                      | <b>UNMET</b>     |
| <b>HS graduation in 4 yrs</b> | 87%                     | 87%                     | 88%                   | 84%                     | <b>UNMET</b>     |

# ESEA Waiver/Flexibility Progress



- **Changes:**

- “N” size changes from 45 to 20 (meaning that more schools will be identified as having gaps)
- Collapse of ELL, IEP and Poverty category (meaning that the base will be larger than previous)
- Focus on proficiency AND improvement (formerly only proficiency)
- Focus on closing gaps
- Focus on HS graduation rates

- **Schools categorized by cut score (ranked order):**

- Commended (highest rating, beacon of success)
- Leading
- Typical
- Warning
- Focus
- Priority

All schools rated lower than typical will be subject to RIDE interventions/supports

# South Kingstown School Classifications

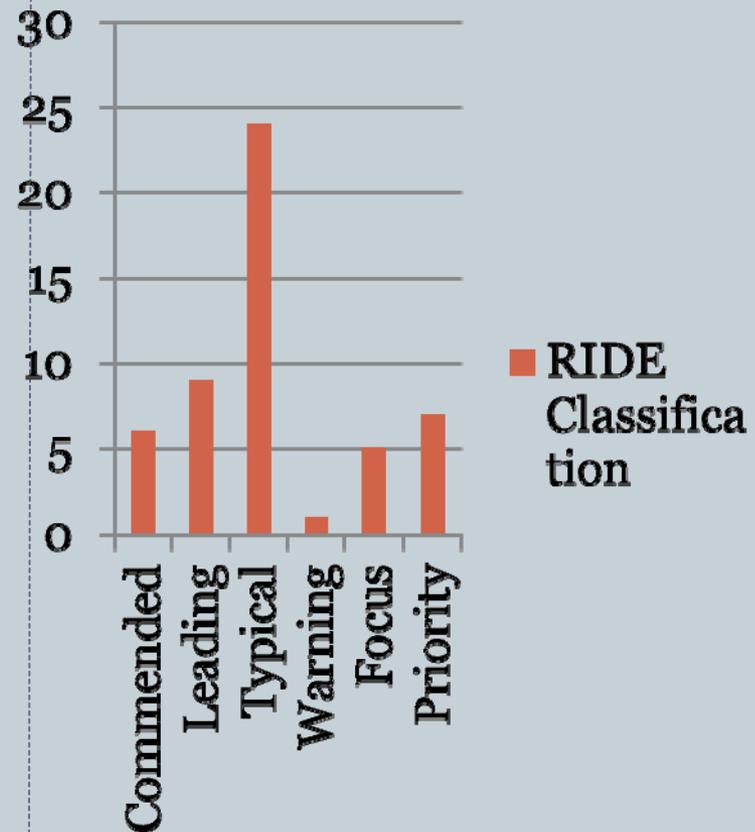


| SCHOOL        | Rating    | Comment                             |
|---------------|-----------|-------------------------------------|
| Matunuck      | Commended | 6/6 targets passed 89.83/100 points |
| Peace Dale    | Leading   | 8/8 targets passed 74.50/100 points |
| CCMS          | Typical   | 8/8 targets passed 69.67/100        |
| SKHS          | Typical   | 5/9 targets passed 66.17/100 points |
| BRMS          | Typical   | 8/8 targets passed 63.17/100 points |
| Wakefield     | Typical   | 7/8 targets passed 58.17/100 points |
| West Kingston | Typical   | 4/4 targets passed 56/100 points    |

# High Schools in RI (and cohorts)

- Commended (6)
- Leading (9) includes Chariho, Portsmouth & Lincoln
- Typical (24) includes SK and NK
- Warning (1)
- Focus (5)
- Priority (7)

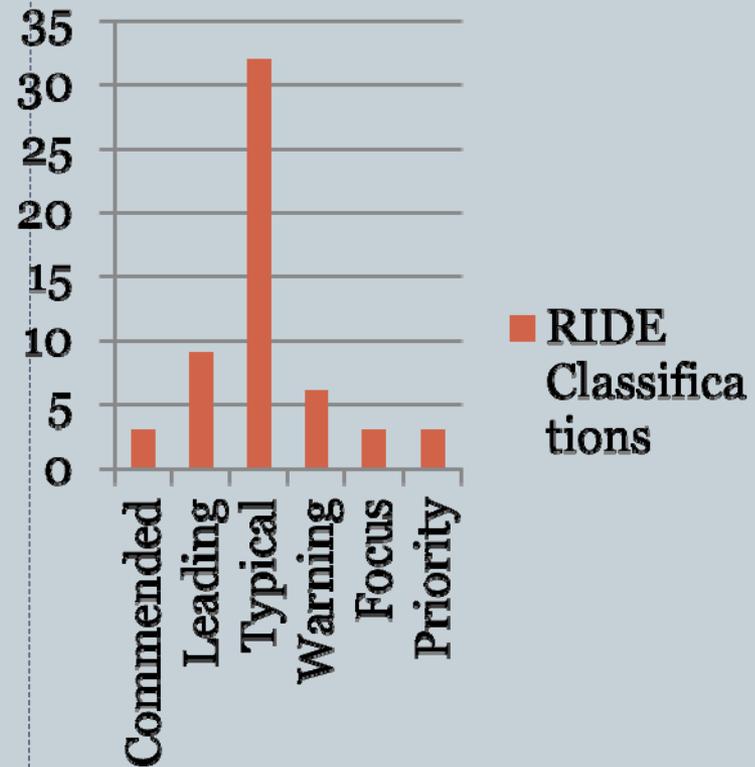
## RIDE Classification



# MS in RI (and cohorts)

- Commended (3)
- Leading (9) includes 1NK and Chariho
- Typical (32) includes 2SK, Portsmouth, 1NK and Lincoln
- Warning (6)
- Focus (3)
- Priority (3)

## RIDE Classifications

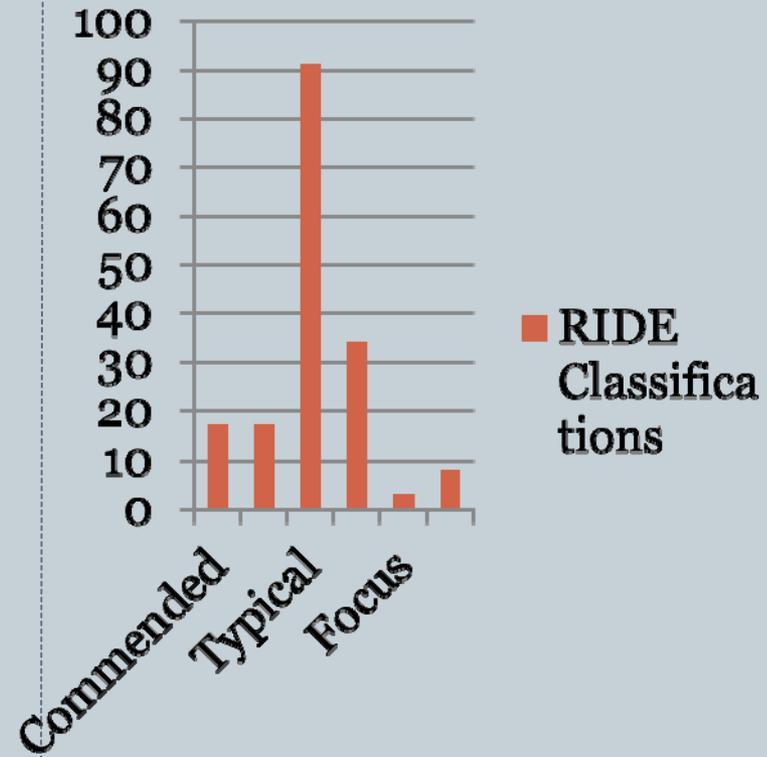


# Elementary Schools in RI (and cohorts)

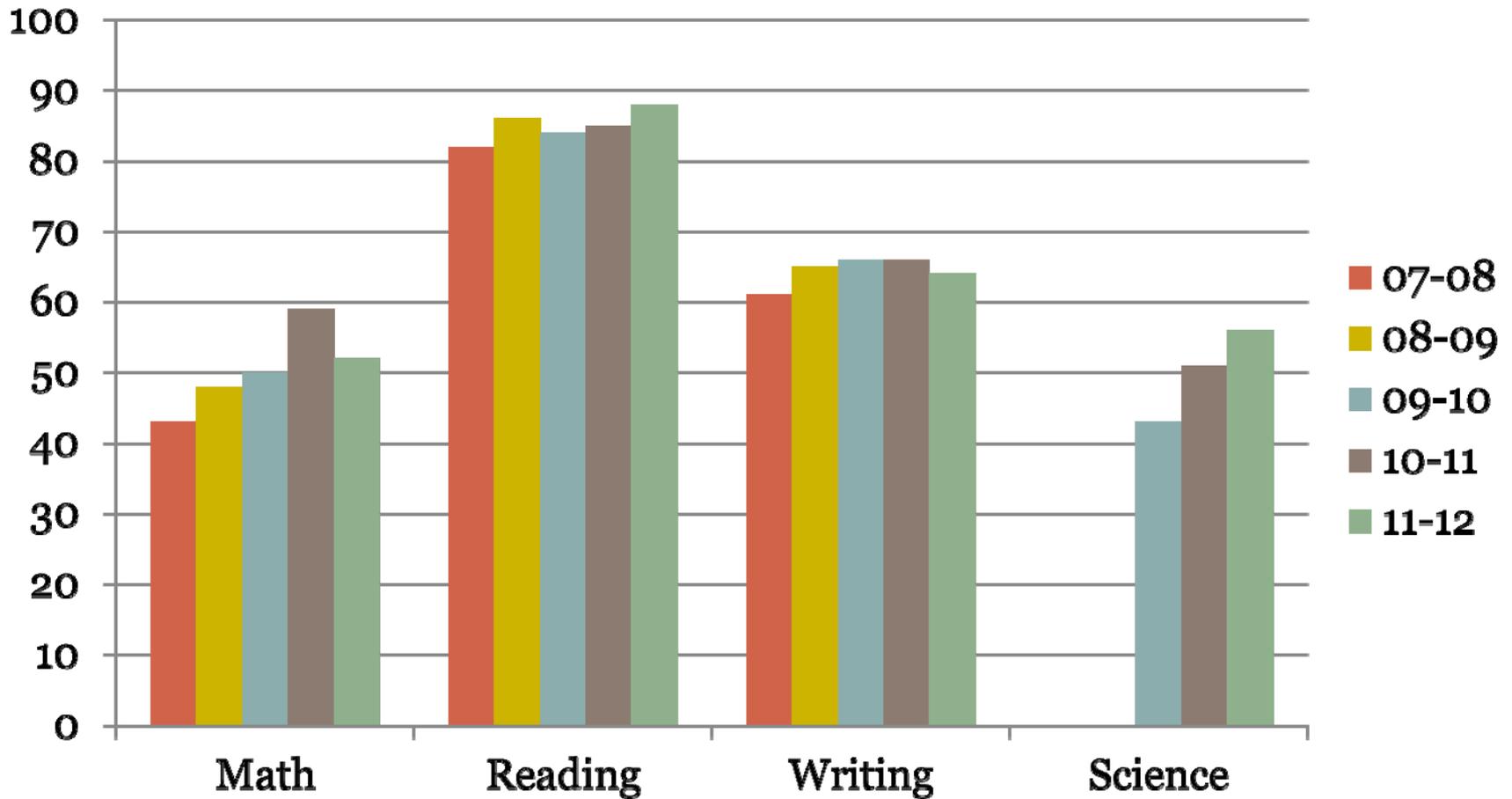
- Commended (17) including 1SK, 4Chariho, 1NK
- Leading (17) includes 1SK, 1NK, 1 Ports
- Typical (91) includes 2 SK, 1 Ports, 2NK
- Warning (34) includes 1 NK
- Focus (3)
- Priority (8)



## RIDE Classifications



# HS NECAP



# Accountability Sub-Committee Work



**EDUCATOR EVALUATION DATA  
PERSONNEL ASSIGNMENT TEAM (HC)**

# Educator Evaluation



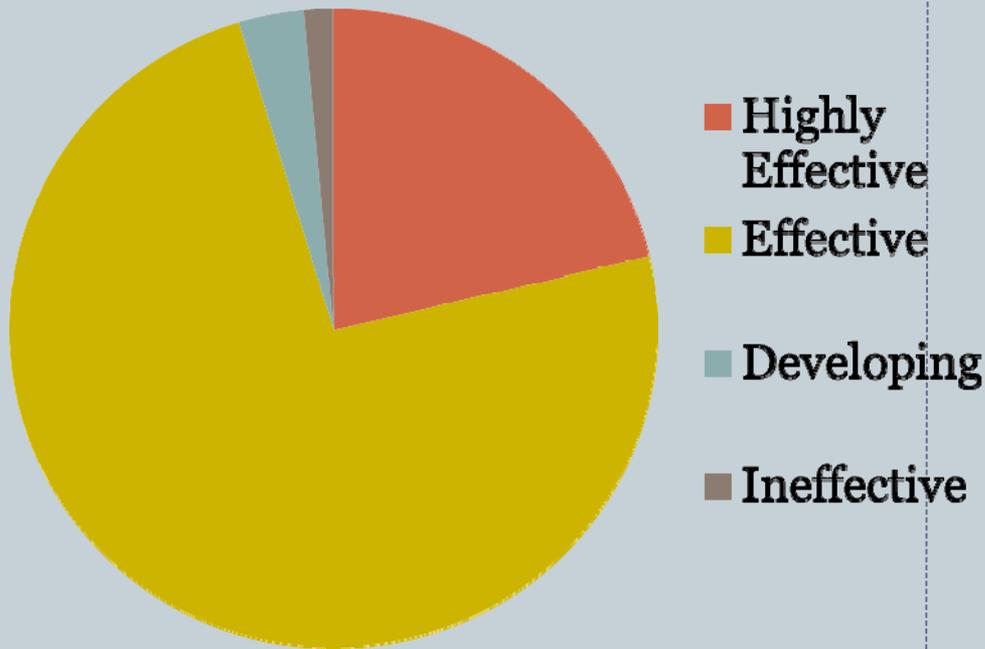
- Policy
- RI Model Educator Evaluation required by RIDE
- District Committee (shared leadership)
- Accountability sub-committee monitors quarterly action (by policy and timeline)

| <b>Oct 31</b> | <b>Nov 30</b> | <b>Dec 10</b> | <b>Jan 15</b> | <b>Feb 28</b> | <b>May 1</b> | <b>June 15</b> |
|---------------|---------------|---------------|---------------|---------------|--------------|----------------|
| Name of Eval  | PGP & SLO     | BOY confer    | Observ        | MYConf        | EOY conf     | Report in File |

# Educator Evaluation Results

## 2011-12

### Final Rating



- Highly Effective=59
- Effective=192
- Developing=9
- Ineffective=5

• **TOTAL 265**

- Not evaluated this year (Guidance, SNT, SLP, OT, PT, SW, Psych and teachers on leave)

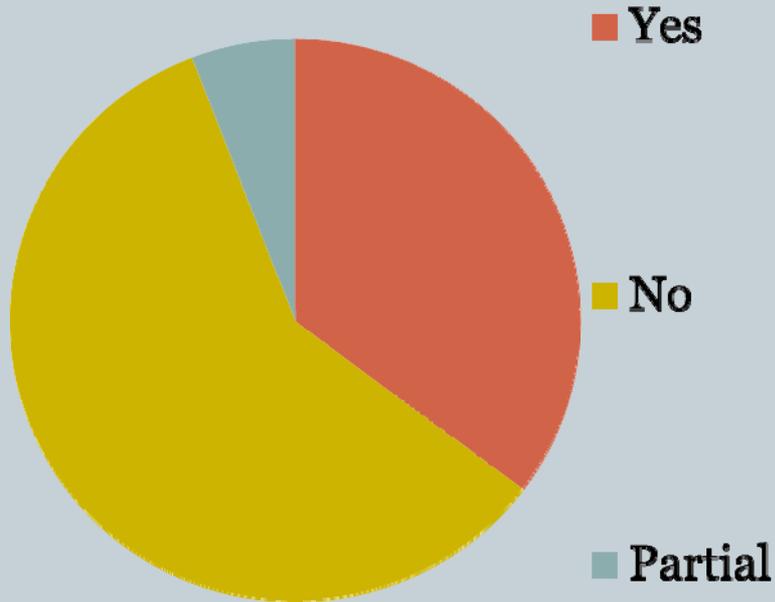
# Personnel Assignment



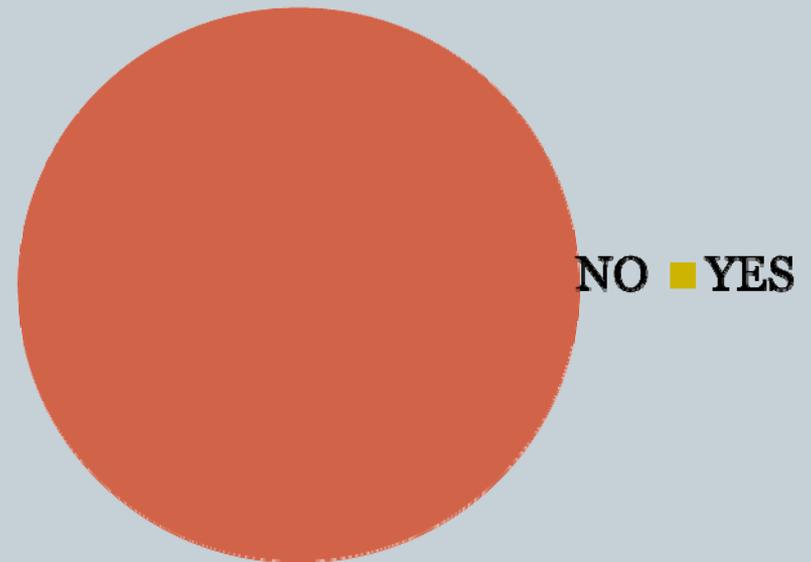
- **Policy**
- **District Committee (Shared Leadership)**
- **Accountability Sub-Committee monitored:**
  - Transition to new protocol for lay-off
  - Transition from job fair to interview
  - Transition from seniority based to best qualified per RIDE BEP

# Statewide Data

## Job Fair based on Seniority (2012)



## Job Fair based on Seniority (2013) projected



# General Goals of 2013-14 Budget Preparation

- 2014 Budget Parameters
- Expenditure Assumptions
- Revenue Assumptions
- Pension Rate
- District FTEs vs. Enrollment
- Federal Grants
- Turnover allowance
- Charter Enrollments
- Funding Formula
- State Aid Trend
- UCOA Information
- All open positions continue to be reviewed

# Pension Trend

\*projected



| Year      | Certified Rate | Non-Certified Rate |
|-----------|----------------|--------------------|
| 2003-2004 | 7.99%          | 0.0%               |
| 2004-2005 | 8.72%          | 0.32%              |
| 2005-2006 | 9.72%          | 3.06%              |
| 2006-2007 | 11.62%         | 4.82%              |
| 2007-2008 | 13.04%         | 6.68%              |
| 2008-2009 | 14.86%         | 7.81%              |
| 2009-2010 | 14.17%         | 6.92%              |
| 2010-2011 | 11.25%         | 6.20%              |
| 2011-2012 | 13.23%         | 8.59%              |
| 2012-2013 | 12.01%         | 11.41%             |
| 2013-2014 | 12.26%*        | 10.75%*            |

# RIDE Graduation by Proficiency

## (Dramatic Changes in requirements for High Schools)

### **High School Graduation 2001**

- 20 Carnegie Unit Credits only
- Requirements of 4 ELA and 4 PE/Health
- No Participation needed in state assessments in order to graduate

### **High School Graduation 2013 Requirements**

- Advisory
- Common Planning Time
- Completion of 2 Performance Assessments (Portfolio & End of Course Exams)
- Partial Proficiency in NECAP Math and ELA
- Enrollment in an “Approved Diploma System High School”
- Commissioner’s Review (2012)
- Common Core Requirements
- Multiple Pathways for ALL students
- At least 20 Carnegie including: 4 ELA, 4 math, 3 science, 3 SS, 4 PE/Health, Fine Arts and Technology

# Outcomes and Expense



## Anticipated Outcomes

- Improvement in graduation rate
- Improvement in NECAP scores
- Must close achievement gaps in poverty and SpN
- Must increase rigor and preparation for ALL
- Common Tasks
- Continuous Improvement
- Credit Recovery
- Universal student access to guaranteed, viable curriculum
- PARCC
- Common Core

## Expense

- Additional Staff and Programs:
  - PBGR Coordinator
  - SK101-104 Staff
  - Literacy Numeracy Staff
  - Portfolio Days
  - Portfolio Ramp Up Programs
  - Common Planning Time
  - Local Assessments
  - RTI supports and staff
  - At least 15 hours PD annually for all staff members
  - Specialized Leadership
  - Technology
  - DI Professional Development
  - Alternative HS coursework

# Middle School Requirements



**2001**

**No Requirements**

**2013**

- Personalized Learning focus
- Advisory
- Common Planning Time (regularly and weekly) for teams
- PLP (personal literacy plans)
- ILP (individual learning plans)
- Professional Development 15 hours for each staff member
- RTI staff and tiers of support
- Required early warning system no later than 6<sup>th</sup> grade (assessments)
- Researched-based interventions
- Ramp up programs

# Federal Grants

## Current Year 2011-12



- Title I (Disadv) \$ 363,864
- Title II (Teacher Qual) \$ 214,192
- IDEA (Special Education) \$1,209,851
- IDEA Pre-School \$ 23,839
- Total projected unknown until July
- ARRA funds disappeared entirely last year
- Race to the Top disappears

# Titles I, II, IV, IDEA and PS 2011



|                    |           |
|--------------------|-----------|
| Salary             | \$750,090 |
| Benefits           | \$367,380 |
| Purchased Services | \$506,972 |
| Supplies/Equip     | \$110,103 |
| Capital            | \$ 77,200 |

# Charter School Enrollments



| DATE  | TOTAL |
|-------|-------|
| 2004  | 120   |
| 2005  | 144   |
| 2006  | 153   |
| 2007  | 142   |
| 2008  | 122   |
| 2009  | 101   |
| 2010  | 108   |
| 2011* | 106   |
| 2012  | 103   |

\*Includes the Greene School which opened in Fall 2010, Kingston Hill and Compass School  
KH 65, Comp 29, Greene 9=103

# Enrollment vs. FTE Decline



|               | <b>2008-09</b> | <b>2009-10</b>  | <b>2010-11</b>  | <b>2011-12</b>  | <b>2012-13</b>  | <b>Net Change 2008-2013</b> | <b>% Change</b> |
|---------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------------------|-----------------|
| <b>Enroll</b> | 3591           | 3554<br>(37)    | 3508<br>(46)    | 3441<br>(67)    | 3391<br>(50)    | -200                        | -5.57           |
| <b>FTE</b>    | 589.6          | 567.1<br>(22.5) | 548.6<br>(18.5) | 536.7<br>(11.9) | 535.85<br>(.85) | -53.75                      | -9.12           |

# State Aid Trend

| Year                | State Aid  | % Budget                               |
|---------------------|--|--|
| 1996                |  \$7,433,939 | 28.90%                                 |
| 1999                |  \$7,925,315 | 25.30%                                 |
| 2002                | \$9,221,139  | 22.30%                                 |
| 2005                | \$9,766,903  | 20.20%                                 |
| 2006                | \$9,948,816  | 19.10%                                 |
| 2007                | \$10,428,698   | 18.80%                                 |
| 2008                | \$10,548,698   | 18.20%                                 |
| 2009                | \$9,514,430  | 15.89%                                 |
| 2010                | \$9,299,192  | 15.60%                                 |
| 2011                | \$9,182,426  | 15.66%                                 |
| 2012<br>(FF year 1) | \$8,457,470*   | 14.47%                                 |
| 2013<br>(FF year 2) | \$8,138,652*   | 13.97%                                 |
| 2014<br>(FF year 3) | \$7,813,652**  | Projection from RIDE as<br>of 12-14-12 |

\*excludes group home

\*\*projected – including jobs fund restoration but does not include group home aid.

# UCOA (Universal Chart of Accounts)



- **South Kingstown PPE (per pupil expenditure) \$17,377**
- **12<sup>th</sup> highest LEA (local educational agency) in RI**
- **RI average \$14,956**
- **Considerations: staffing, number of buildings, employee post employment benefits, economies of scale, contractual obligations, level of student activities, programs and courses, smaller class size and caseloads**
- **SK Special education PPE \$72,038**
- **8<sup>th</sup> highest LEA in RI**
- **RI average \$50,343**

# UCOA Spending Above the State Average

| <b>Area</b>                                    | <b>SK PPE</b> | <b>Average PPE</b> | <b>% above</b> |
|--|---------------|--------------------|----------------|
| Charters                                       | \$405         | \$150              | 170%           |
| ESY Spec. Educ.                                | \$54          | \$31               | 74%            |
| Clerical                                       | \$118         | \$69               | 77%            |
| Teacher Asst                                   | \$779         | \$484              | 61%            |
| Extra Curriculum (not academc)                 | \$213         | \$133              | 60%            |
| Transportation                                 | \$793         | \$545              | 46%            |
| Principals                                     | \$944         | \$646              | 46%            |
| Nurses   | \$443         | \$321              | 38%            |
| Therapists                                     | \$1085        | \$854              | 27%            |
| Teacher curriculum development                 | \$117         | \$96               | 22%            |
| Teachers                                       | \$8614        | \$7208             | 20%            |
| Library  | \$199         | \$185              | 8%             |
| Retiree benefits                               | \$307         | \$283              | 8%             |
| Guidance                                       | \$310         | \$300              | 3%             |
| Out of district placement (Sp. N & discipline) | \$1260        | \$1248             | 1%             |

# UCOA Spending Below the State Average



| <b>Area</b>              | <b>SK PPE</b> | <b>Average PPE</b> | <b>% below</b> |
|--------------------------|---------------|--------------------|----------------|
| Facility upkeep          | \$1112        | \$1143             | 3%             |
| District Management      | \$120         | \$128              | 6%             |
| Substitute teachers      | \$169         | \$200              | 16%            |
| Food Service             | \$294         | \$367              | 20%            |
| Professional Development | \$206         | \$282              | 27%            |
| Technology               | \$39          | \$157              | 75%            |
| Legal claims/settlement  | Less than \$1 | \$5                | 80%            |
| Assessments              | Less than \$1 | \$18               | 95%            |
| Community service        | Less than \$1 | \$22               | 96%            |
| Academic afterschool     | Less than \$1 | \$39               | 97%            |

# Revenue Assumptions



- **State Aid Projections (third year of funding formula)**
  - Reduction in funding formula**
  - Student enrollment decline**
  - Jobs Fund (estimated to be included)**
  - Group Home Aid (estimated to be included)**
- **Local revenues**
  - Budget assumption has not been determined**
- **Undesignated funds**
  - Estimated 25% of fund balance will be applied as revenue**
- **Medicaid reimbursement continues to drop**
  - 800K 2& 3 years ago....projecting 600K**

# Expenditure Assumptions



- **Current CBA terms**
  - **NEASK Wage freeze 3 years----Co-pay Steps 1-3 at 15%**  
**Steps 4-6 at 17% Steps 7-8 at 18% Steps 9-10 at 20%**  
**Salary increases are “Steps” Only**  
**CURRENTLY in NEGOTIATIONS**
  - **SKESP Wage freeze 3 years----Co-Pay 15% (NEGOTIATIONS)**
  - **Council 94 Wage freeze 3 years----Co-Pay 15%**
- **Level staffing, \$250,000 in turnover allowance (formerly 300K) Only 5% of teachers eligible to retire, but may not elect to**
- **Materials allowance level**
- **Insurance increase by 5%**
- **Utilities increase by 3%**
- **Health care increase working rate by 5% (estimate)**
- **Adjustments in rates for outside tuitions by 5% (Special Education, Chariho & Charter ) per formula for Chariho and Charter projected at \$12,233**
- **Capital plan as submitted**

# Proforma Budget 2014



- Revenue (state aid, group home aid, Jobs fund, tuition income, trust funds, designated funds, and anticipated medicaid)
- Property tax appropriation at 2%, 3% and 4% scenario estimate per school committee
- Expense statement assumes zero increase in salary (steps only) and revenue and expenditure assumptions as stated above.

# Proforma Budget Spreadsheet



| Detail            | Proforma 2014<br>with 2% PTT | Proforma 2014<br>with 3% PTT | Proforma 2014<br>with 4% PTT |
|-------------------|------------------------------|------------------------------|------------------------------|
| State/Fed Revenue | 8,188,652                    | 8,188,652                    | 8,188,652                    |
| Other Revenue     | 1,337,559                    | 1,337,559                    | 1,337,559                    |
| Property Tax App  | 49,331,442                   | 49,815,084                   | 50,298,725                   |
| GROSS REVENUE     | 58,857,653                   | 59,341,295                   | 59,824,936                   |
| Expenses          | 59,490,591                   | 59,490,591                   | 59,490,591                   |
| <b>Difference</b> | <b>-632,938</b>              | <b>-149,296</b>              | <b>334,345</b>               |

# Budget as a Process



- Tonight is the 1<sup>st</sup> joint budget conversation of the South Kingstown Budget Process and Cycle
- We have several more conversations ahead as this process unfolds
- Additionally we are in the midst of negotiating 2 contracts
- Goals for tonight include conversations about:
  - 2014 Budget Parameters
  - Revenue Assumptions
  - Questions to be answered
- Thank you for your support!