

How To **CRAFT** Your Budget

Context: What are the overall strengths and weaknesses of my school (based on Quality Review, Progress Report and other data)? What goals do I have for the coming year?

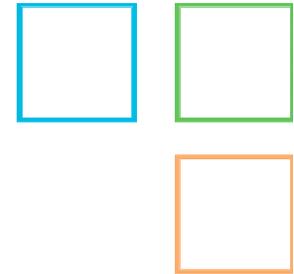
Required: What do I need to serve my students at a basic level?
What commitments has my school already made?

Account: How much money do I have left after meeting initial requirements?

FOCUS: What needs and priorities remain? What people, services and materials would I ideally purchase for my school?

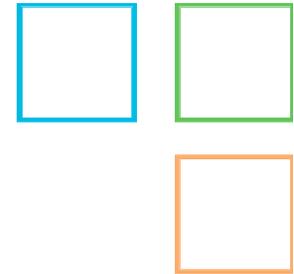
Trade-offs: What are the different ways I can meet my needs and priorities given the resources I have left to spend?

Context: School Demographics



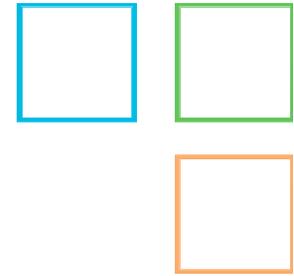
Key Demographics	2006-2007 Staff
<p>I.S. XYZ has 1,000 students</p> <ul style="list-style-type: none">▪ Middle School▪ 500 students were Level 1 or Level 2 in one subject area when they entered the school▪ 200 students are English Language Learners▪ 900 students receive free lunch, therefore school is eligible for Title 1▪ 4 “self-contained” classes serving 48 students. 1 inclusion class with 15 SPED students and 10 general education students.▪ Separate Gifted and Talented track for 50 students in the school	<p>Average Teacher Salary is \$60,000</p> <ul style="list-style-type: none">▪ 57 general ed teachers for core subjects▪ 6 special education teachers (4 self-contained, 1 inclusion, 1 SETTS)▪ 5 elective teachers for Art, Choral Music, Orchestra (for G/T students), Computer and Phys Ed. <hr/> <ul style="list-style-type: none">▪ 2 academic deans (teachers with reduced programs)▪ 2 assistant principals▪ 1 literacy coach and 1 math coach▪ 2 guidance counselors▪ 1 parent coordinator; 2 AIDP teachers

Context: Assess Strengths/Weaknesses



- Low achievement in 6th and 7th Grade Math and ELA
 - 50% of students are Level 1 or 2 in at least one subject. 30% of 8th grade students score Level 3 or above in Math.
- No glaring differences between the achievement of ELL and non-ELL students.
- 70% of teachers struggle with classroom management generally.
- 2 deans mainly assist individual teachers with individual student disruptions.
- Students love visiting the guidance counselors and social workers. It is unclear if these visits help with their focus in class.
- Community groups love the G+T Orchestra; their teacher just requested new violins.

*Your total school budget is **\$5,200,000** and includes FSF, all restricted programmatic allocations and categorical funding.*



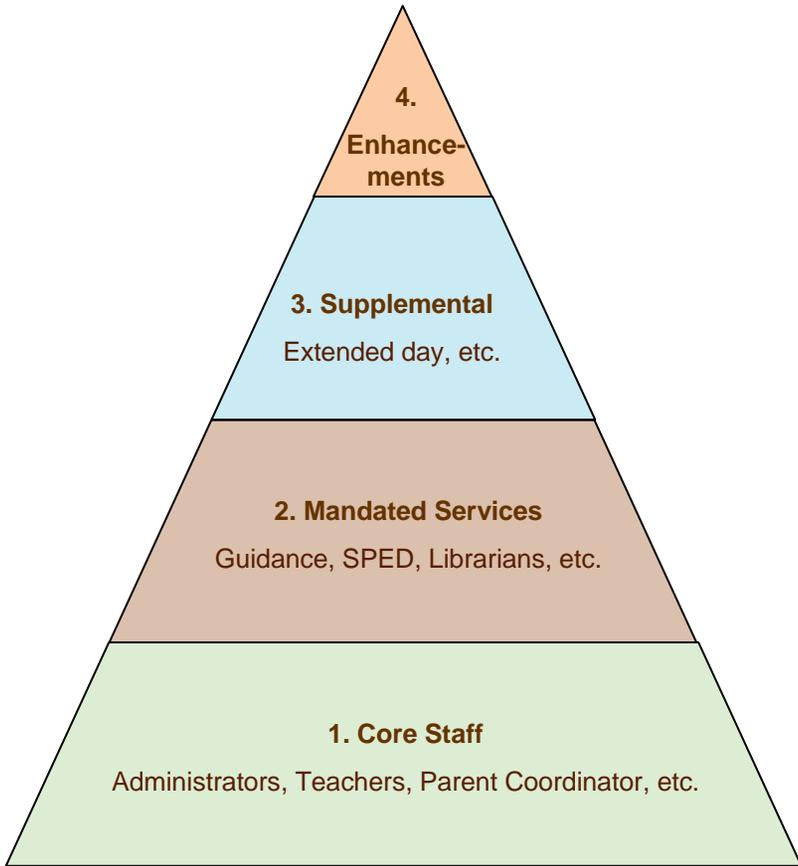
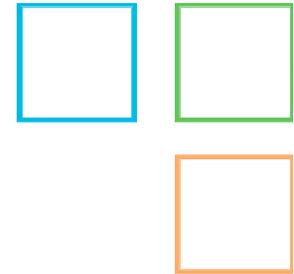
Context: **Use Accountability Tools to Set Goals**

After completing your Quality Review and using other internal assessments, you have chosen to focus your resources on improving the performance of students who:

- Scored a Level 1 on their ELA test.
- Scored a Level 1 on their math test.
- Attended school less than 85% of the school year.

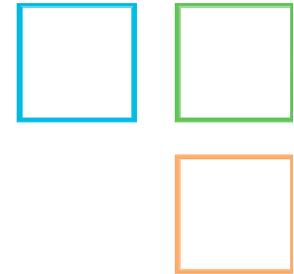
Some students may fall into multiple categories, but rather than target the intersecting population, you want to improve the overall instruction and practices within these areas.

Resource Matrix Outlines Vision



Level 1 ELA Improvement	Level 1 Math Improvement	Attendance Improvement	Multiple Uses

Required: Pay for Returning Staff



Your total school budget is \$5,200,000 to pay for the returning staff below. Your School Wide Average Teacher Salary is \$60,000.

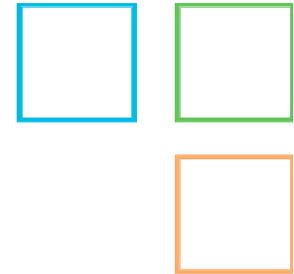
First, Budget for Returning Staff

- 1 principal
- 17 ELA teachers (1 is a dean)
- 10 social studies teachers
- 10 science teachers
- 16 math teachers (1 is a dean)
- 5 elective teachers*
- 5 special education teachers
- 2 assistant principals
- 1 parent coordinator
- 1 guidance counselor
- 1 librarian
- 2 AIDP workers
- 1 ELA Coach*

Account

*After budgeting for returning staff, you now have **\$665,000** remaining with an Average Teacher Salary of **\$60,000**.*

*Supplemental for purposes of this example



Required: Fill *Necessary Vacancies*

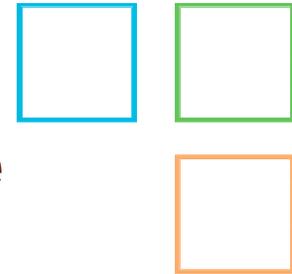
After accounting for your returning staff – taking into account mandated positions and current class size, as well as instructional needs – you have *chosen* to fill the following vacancies*:

Vacancies To Fill:

- 2 ELA teachers
- 3 math teachers
- 1 science teacher
- 1 special education teacher
- 1 guidance counselor

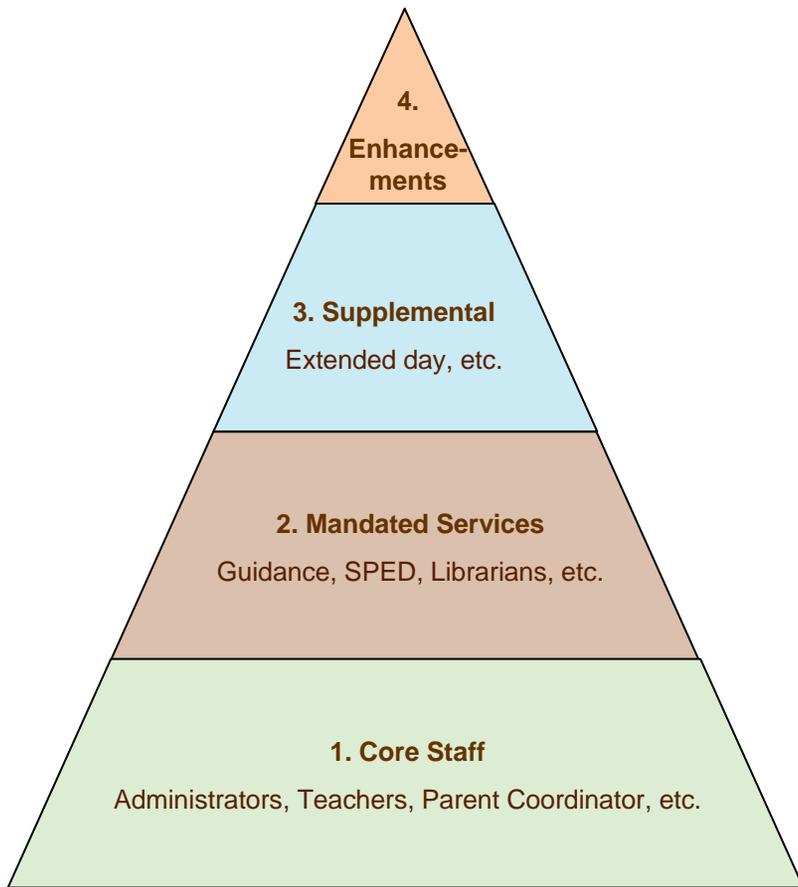
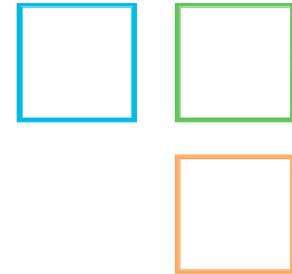
*Given the low ratios in this example, a principal may or may not choose to fill vacancies at all.

Teacher Vacancies filled at SW Average – But Be Mindful of Actual Salary



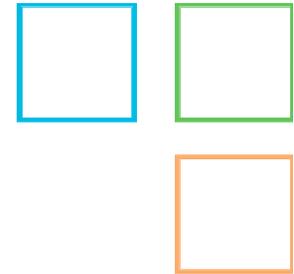
Position	This Year's SW Average Teacher Salary	Future Cost (Actual Salary Impacts FY09 Average)
ELA Teacher	\$60 k	
ELA Teacher	\$60 k	
Math Teacher	\$60 k	
Math Teacher	\$60 k	
Math Teacher	\$60 k	
Science Teacher	\$60 k	
Special Ed Teacher	\$60 k	
Math Coach	\$60 k	
Average Teacher Salary	\$60 k	

Resource Matrix Incorporates Returning Staff and Planned Vacancies



Level 1 ELA Improvement	Level 1 Math Improvement	Attendance Improvement	Multiple Uses
1 ELA Coach		1 Guidance*	5 elective tchs
Librarian			
			Basic classroom supplies* 1 SpEd tch*
17 ELA tchs 10 SS tchs	16 Math tchs 10 Sci tchs	1 Guidance 2 AIDP tchs	2 AP's Parent Coor 5 SpEd tchs
2 ELA tchs*	3 Math tchs* 1 Sci tch*		

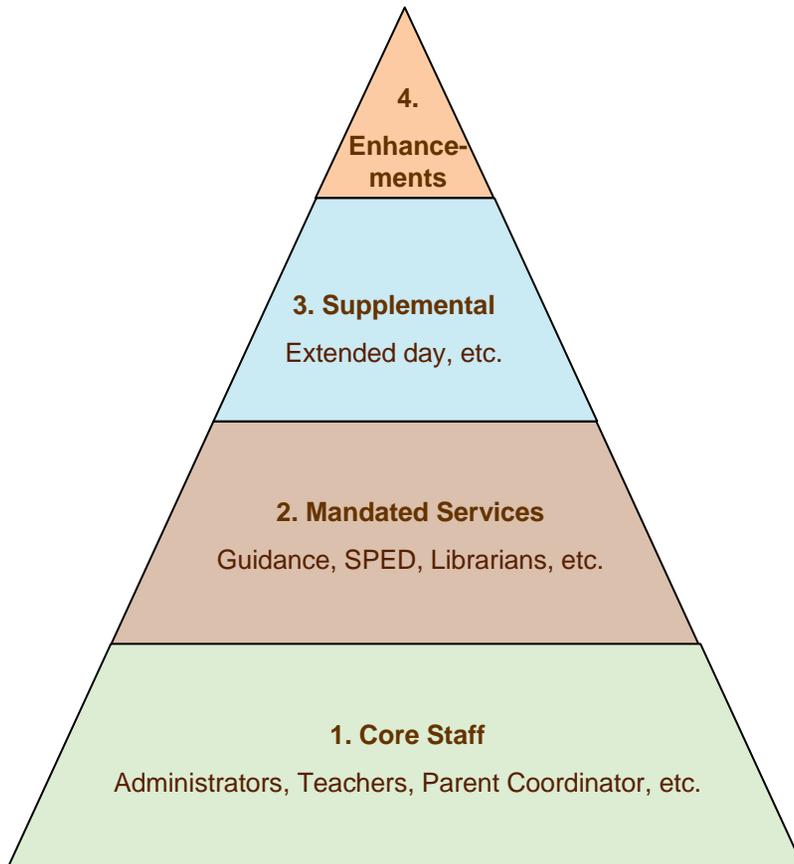
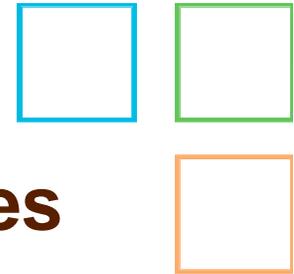
*New staff or other supports



Focus: Additional Priorities

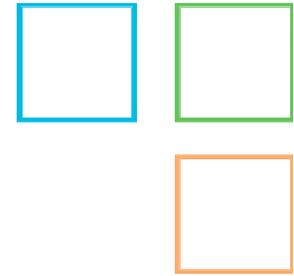
New Teachers and Supports You Decided On	Supplemental and Enhancement Priorities
<ul style="list-style-type: none">■ 8 vacancies: 7 teachers, and 1 guidance counselor■ Basic classroom and school materials■ Fund previously restricted categories (e.g. outstanding contracts)	<ul style="list-style-type: none">■ 1 Math Coach■ Additional faculty■ Supplemental materials (like violins, computers, library additions)■ Additional programs/staff<ul style="list-style-type: none">● During or after school● Academic Intervention

Trade-offs: Supplemental and Enhancement Priorities



Level 1 ELA Improvement	Level 1 Math Improvement	Attendance Improvement	Multiple Uses
Class Library Upgrade*	New Manipulatives* Afterschool Math Pgm*	Incentive System* Gym Equip*	Violins* New Computers*
1 ELA Coach 1 ELA tchr*	Math Coach* 1 Math tchr*	Afterschool Coor* 1 Guidance*	5 elective tchs
Librarian			
			Basic classroom supplies* 1 SpEd tch*
17 ELA tchs 10 SS tchs	11 Math tchs 10 Sci tchs	1 Guidance 2 AIDP tchs	2 AP's Parent Coor 5 SpEd tchs
2 ELA tchs*	3 Math tchs* 1 Sci tch*		

*New staff or other supports



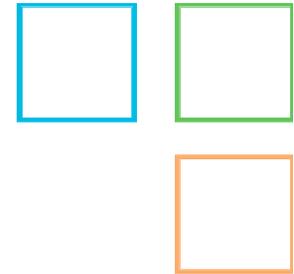
Crucial Concepts to Keep in Mind

Some recurring expenditures will have higher costs in future years

- Additional personnel (e.g. more teachers to reduce class size)
- Also, staff to fill vacancies who are more costly than their predecessors
 - Pay salary each year as well as future raises
 - Limited ability to remove teachers

School-Wide Average Teacher Salary is affected by the salaries of newly hired teachers as well as teacher attrition and retirement

- More costly hires drive up school-wide average salary
- Less costly hires drive it down and generate savings



Crucial Concepts to Keep in Mind

Create budget flexibility by using some money on one-time expenditures

- New computers, library upgrades, professional development

Think about your school budget holistically

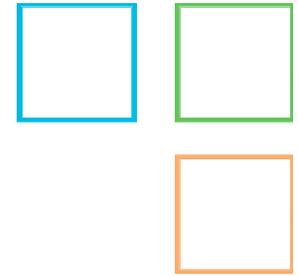
- Categorical and restricted programs are always subject to change.
- Additional School Supports - Remember what is provided or no longer provided given your selected SSO (e.g. Professional Development)

Think creatively while being methodical

- Consider new enhancements to meet school goals while accounting for core services

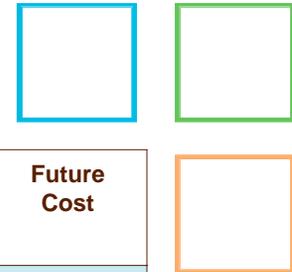
FSF Incremental funding must be scheduled in the following 5 categories

- Class Size Reduction
- Teacher and Principal Quality Initiatives
- Middle School and High School Restructuring Initiatives
- Full Day Pre-Kindergarten
- Increased Student Time on Task



Example Budget Scenarios

Budget #1:



Position	This Year's SW Average Teacher Salary	Future Cost (Actual Salary Impacts FY09 Average)	Position/Item	Cost	Future Cost
ELA Teacher	\$60 k	\$50 k	Guidance	\$70 k	\$70 k
ELA Teacher	\$60 k	\$50 k	Class Supplies	\$10 k	
Math Teacher	\$60 k	\$50 k	Class Library Upgrade	\$15 k	
Math Teacher	\$60 k	\$65 k	Attendance Incentive Program	\$15 k	
Math Teacher	\$60 k	\$70 k	Violins	\$30 k	
Science Teacher	\$60 k	\$50 k	Gym Equipment	\$10 k	
Special Ed Teacher	\$60 k	\$50 k	Math Manipulatives	\$15 k	
Math Coach	\$60 k	\$90 k	New Computers	\$20 k	
Average Teacher Salary	\$60 k	\$59.9 k			
Total	\$480 k	\$475 k*	Total	\$185 k	\$70 k*

Total Spend: \$665k; Recurring Spend: \$545k*

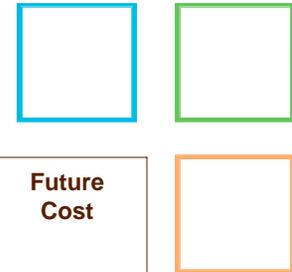
Student Achievement Goals

- High-quality, experienced math teachers can improve achievement of Level 1 students
- Math coach can support new teachers with Level 1 students
- Attendance Incentive Program addresses attendance

Fiscal Implications:

- Mix of new and veteran staff will keep average teacher salary lower (assuming no attrition)
- School can have discretionary funds in the future to cover rising salaries and replenish enhancement programs if necessary

Budget #2



Position	This Year's SW Average Teacher Salary	Future Cost (Actual Salary Impacts FY09 Average)	Position/Item	Cost	Future Cost
ELA Teacher	\$60 k	\$70 k	Guidance	\$70 k	\$70 k
ELA Teacher	\$60 k	\$70 k	Class Supplies	\$10 k	
Math Teacher	\$60 k	\$70 k	Class Library Upgrade	\$15 k	
Math Teacher	\$60 k	\$70 k	Violins	\$30 k	
Math Teacher	\$60 k	\$70 k			
Math/Science Teacher	\$60 k	\$70 k			
Special Ed Teacher	\$60 k	\$70 k			
Math Teacher	\$60 k	\$70 k			
Math Coach	\$60 k	\$90 k			
Average Teacher Salary	\$60 k	\$61.5 k			
Total	\$540 k	\$650 k*	Total	\$125 k	\$70 k*

Total Spend: \$665k; Recurring Spend: \$720k*

Student Achievement Goals

- Experienced Staff and Math Coach should increase achievement in both Math and ELA
- Class Library Upgrade should raise ELA scores
- No new structures or personnel for attendance

Fiscal Implications:

- Significant rise to ATS next year with unknown discretionary funds to pay for increased costs (assuming no attrition)
- Additional recurring costs of additional instructional staff (one more Math teacher and Math Coach) increase future costs