Scarsdale Public Schools



2019-20 Staffing Affirmations

January 28, 2019

Presentation Focus

- 1. 2019-20 Draft Budget Overview
- 2. Affirmation of Staffing Requests for 2019-20 Budget
- 3. Budget Development Timeline

2019-20 Draft Budget January 28, 2019

2019-20 Draft Budget:*		\$ 162,966,242
Budget to Budget Increase:		3.24%
Projected Increase in Tax Lev	y:	3.17%
Projected Tax Levy Limit:		3.87%
Amount <u>Below</u> the Projected	Limit:	\$ (1,014,372)
Projected Tax Rate Increase:		
The equalization rate, as determined by NYS, has increased for the Town of Scarsdale in comparison to Mamaroneck thus increasing the	Town of Scarsdale	2.52%
share of tax levy to Mamaroneck.	Town of Mamaroneck	6.49%

*IMPORTANT: Please note that the 2019-20 budget numbers represented in this table are in draft form only and are subject to change once TRS rates are released and other parts of the budget finalized.

Staffing Affirmations

Guiding Principles for Budgetary Staffing Decisions

Our decision-making with respect to staffing flows from:

Student Educational Outcomes and Achievement (SET 2.0)

□ SET 2.0 lays out the priorities for student learning and a focus to program improvement efforts.

District Goals and the Transition Plan

□ The Transition Plan prioritizes goals designed to achieve SET 2.0. An updated strategic plan is currently in development.

Mandates and Best Practices

Mandates and Best Practices inform the implementation of the plan goals and sub-goals, and also provides context for decisions.

2018-19 Budget to Actual Staffing Summary

Location	BUDGET 2018-19 FTE	ACTUAL 2018-19 FTE	INCREASE (DECREASE)
Elementary Schools	195.3	191.2	(4.1)
Middle School	108.4	107.5	(0.9)
High School	155.2	155.0	(0.2)
Sub-Total	458.9	453.7	(5.2)
District-wide	17.4	18.4	1.0
Civil Service	148.2	147.2	(1.0)
Total	624.5	619.3	(5.2)

2019-20 Staffing Requests in Support of District Goals

2019-20 Staffing Requests - High School

District Goal: STEAM and SET 2.0

Request: 1.00 FTE STEAM Teacher (Math)

Rationale: This position is needed to reduce class size in mathematics classes and provide teaching power for innovative electives in mathematics as well as increased enrollment in STEAM courses and a potential new STEAM elective.

The Honors Math 454 Interdisciplinary course did not run this year due to staffing. We anticipate having to run one additional section of BC Calculus; this year there are two sections with 26 and 27 students. We have 58 students in High Honors Pre-calculus now who will likely roll over into BC in addition to those who place in via the placement test.

More sophomores (+12) in first-year STEAM this year will likely need more second-year courses next year. The dep't is also hoping to expand its course offerings with an App Development course in line with SET 2.0. Also, if the same proportion of second-year STEAM students enroll in AT Entrepreneurship, we will likely need add'l sections of the AT course.

Estimated Cost: \$110,000

2019-20 Staffing Requests in Support of Anticipated Enrollment

2019-20 Staffing Requests - High School

District Goal: Class Sizes & Enrollments

Request: 1.00 FTE Science Teacher

Rationale: This additional position in Science is needed to accommodate Research and AT program expansion and to reduce class size in AT and accelerated courses. Currently, the Science Research program is close to capacity and with a small group of seniors, the possibility exists that an additional "pod" may need to be created. The additional position would also allow for a single lead teacher for Science Research, rather than dividing the assignment between two teachers; this is preferable since the program requires several administrative tasks. Another factor is enrollment in AT science courses; this year we were fortunate and were able to run fewer, albeit large, sections of our AT offerings (AT Bio and AT Physics each have sections with 28 students). Additional sections of AT courses would be absorbed through this position. Finally, Biology 513 is averaging 28.6 students per section and Physics 513 is averaging 27.3; these are lab based courses with large enrollments.

Estimated Cost: \$110,000

2019-20 Staffing Reduction–District-wide

Best Practice: Class Size & Special Education Guidelines and Enrollments

Possible Need: 2.00 FTE Elementary Teachers 1.00 FTE Special Education ICT/Other

Rationale: The 2018-19 Budget included staffing for up to 108 sections, inclusive of 2 contingent sections. Current sections are 103. Special Education/Integrated Co-Teaching (ICT) sections were budgeted at 10, but enrollment required 11. This budget recommendation includes funding for 2 contingent sections above the enrollment projection (per normal practice), along with an additional 1.0 contingent position to account for anticipated ICT enrollment or other unanticipated enrollment driven course requests. The total budget to budget net staffing decrease in this category is as follows:

Budget	2018-19	2019-20	District-wide Contingent	2019-20 Total	Net Difference
General Ed	108	103	2	105	(3)
Special Ed	10	11	1	12	2
Totals	118	114	3	117	(1)

Budget to Budget Savings: <u>\$110,000</u>

2019-20 Staffing Requests in Support of Mandates or Best Practice

2019-20 Staffing Requests - High School

District Goal: In Support of Best Practice

Request: 1.00 FTE Academic (pre-referral) Support

Rationale: The position would allow additional students who are not classified to receive needed building-level supports. Students transitioning from SMS do not have the option of being scheduled to ASC upon entering the HS. This is due to the high demand on ASC time. These students must experience difficulty and be brought before the Pupil Study Team prior to being considered. With added staff in the program, entering freshman could be assigned to ASC, which would allow for the front-loading of services and hopefully the ability to remove that service during the student's high school career. This earlier service could reduce the number of new student classifications in the Special Ed program. In addition to entering freshmen, the new position will allow the teachers servicing ASC more opportunity to collaborate with the student's classroom teachers and deepen the level of service each student receives. Co-taught classes fluctuate depending on the staffing needed for other Special Ed programs, especially LRC. The additional FTE will allow us to maintain greater consistency in which courses are co-taught in the high school curriculum. **Estimated Cost:** \$110,000

2019-20 Staffing Requests – District-wide

District Goal: In Support of Best Practice

Request: 1.0 FTE School Psychologist

Rationale: Psychologists are the most effective school-based practitioners to intervene with students who are experiencing social, emotional or behavioral issues in a school setting. In the current structure, their direct counseling role is often in reaction to an incident/event that requires intervention, during the more skills-based groups. This is a function of their Administrative responsibilities outside of the direct service realm. The request for an additional (shared) psychologist will allow for more "preventative direct service" by removing some of the testing responsibilities from the building level psychologists. With this additional time, the buildings would develop specific services for students experiencing social, emotional or behavioral issues that would not currently rise to the level of direct psychological intervention.

Estimated Cost: \$110,000

2019-20 Staffing Requests – District-wide

District Goal: In Support of Best Practice

Request: 1.00 FTE Technical Support Specialist

Rationale: The expansion of the technology resources at the Middle School, driven primarily by the 1:1 iPad program, requires a change in the staffing configuration for technical support in the building. The proposal is to replace one computer aide and one summer tech intern with a full-time Technical Support Specialist. The cost for this proposal will be mostly offset by the existing aide salary plus the hourly salary of the summer intern.

Estimated Cost: \$30,750

2019-20 Staffing Requests - Athletics

District Goal: In Support of Best Practice

Request: 0.28 FTE Office Assistant (Athletics)

Rationale: Since 2015, the interscholastic athletics and intramural programs have grown. The Athletic Office now reviews and routes all "gold cards", return to play protocols, team rosters, athletic exemptions and incident reports. In addition, the Athletic Office provides support for the middle school's ever-growing athletic program. In addition, they manage all credentialing, continuing education, and renewals of licensure. Required professional development and training will be added for the 2019-20 school year and will continue. An additional .28 increase in Office Assistant will allow for: 1) incident reports to managed and routed electronically; 2) Google calendars to more accurately reflect practices and contests, 3) transportation waivers for parents taking their own children to be processed electronically and 4) projects (updates to forms, handbooks, websites, calendars and other publications) to be fully completed during the summer.

Estimated Cost: \$15,800

2019-20 Total Staffing Request Summary

Location	FTE	Net Cost
Elementary Schools	(1.00)	(\$110,000)
Middle School	0.00	\$0
High School	3.00	\$330,000
District-wide (net)	2.28	\$146,550
Totals	4.28	\$366,550

2019-20 Projected Budget Staffing Summary

Location	BUDGET 2018-19 FTE	ACTUAL 2018-19 FTE	PROJECTED 2019-20 FTE
Elementary Schools	195.3	191.2	194.3
Middle School	108.4	107.5	107.5
High School	155.2	155.0	158.0
Sub-Total	458.9	453.7	459.8
District-wide	17.4	18.4	19.4
Civil Service	148.2	147.2	148.5
Total	624.5	619.3	627.7

2019-20 Budget Discussion Timeline

Dates	Focus
Regular Board Meeting – December 17th	2018-19 Year End Projections and Budget Assumptions
Regular Board Meeting - January 14 th	Presentation of Staffing Recommendations
Regular Board Meeting - January 28 nd	Staffing Affirmations and Budget Update
Budget Session #1 - February 4 th	2019-20 Budget Plan, Budget Drivers, Debt Service, Transportation, Employee Benefits and Security
Budget Session #2 - February 11 th	2019-20 Budget Plan Update, Department Budget Presentations including Instruction, Facilities, Special Education, Athletics and Technology
Budget Session #3 - March 11 th	2019-20 Budget Plan Update and Full Budget Presentation
Board of Education Meeting - March 25 th	Budget Forum & Review
Budget of Education Meeting - April 1st	If required, to further discuss proposed budget
Regular Board Meeting - April 8 th	Board of Education Adopts Budget

Budget Vote Date - May 21st

Questions

Appendix

Historical District-wide Staffing*



^{*}does not include part-time civil service staff

Historical District-wide Certified Staff



2019-20 Staffing Request Summary Goals-Based

Location	FTE	Positions	Net Cost
Elementary Schools	0.00	N/A	\$0
Middle School	0.00	N/A	\$0
High School	1.00	1.0 FTE STEAM Teacher	\$110,000
District-wide	0.00	N/A	\$0
Totals	1.00		\$110,000

2019-20 Staffing Request Summary Enrollment Driven

Location	FTE	Positions	Net Cost
Elementary Schools	(1.00)	N/A	(\$110,000)
Middle School	0.00	N/A	\$0
High School	1.00	1.0 FTE Science Teacher	\$110,000
District-wide	0.00	N/A	\$0
Totals	0.00		\$0

2019-20 Staffing Request Summary Mandate and Best Practice Based

Location	FTE	Positions	Net Cost
Elementary Schools	0.00	N/A	\$0
Middle School	0.00	N/A	\$0
High School	1.00	1.0 FTE Academic Support Teacher	\$110,000
District-wide	2.28	1.0 Psychologist, 1.0 Technical Support and 0.28 Office Assistant	\$146,550
Totals	3.28		\$256,550

SCHOOL or DEPARTMENT: HS SCIENCE	PROGRAM:	BUDGET YEAR 2019-20
RECOMMENDATION: ADDITION CHANGE in CONFIGURATION SUBSTITUTION (replacing something) REDUCTION WHAT'S DRIVING THE RECOMMENDATION? Enrollment changes Program expansion Program restructuring, reorg., or redesign Response to a new mandate or initiative ESTIMATED COST OF ADD or (REDUCTION)? Year 1 = \$110,000 Year 2 = Recurring Year 3 = Recurring	position would also allow for a single lead teacher for Science Research, rather than dividing the assignment between two teachers; this is preferable since the program requires several administrative tasks. Another factor is enrollment in AT science courses; this year we were fortunate and were able	
 CURRENT PROGRAM STAFFING The Science Department currently has 22.6 FTEs (.6 Department Chair). 	 ASSOCIATED IMPACTS (i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?) Math department staffing would be impacted due to a teacher currently teaching in both departments. 	HOW WILL THE CHANGE BE MONITORED FOR IMPACT? • Enrollment numbers

SCHOOL or DEPARTMENT: HS STEAM/MATH	PROGRAM:	BUDGET YEAR 2019-20
RECOMMENDATION: ADDITION CHANGE in CONFIGURATION SUBSTITUTION (replacing something) REDUCTION WHAT'S DRIVING THE RECOMMENDATION? Enrollment changes Program expansion Program restructuring, reorg., or redesign Response to a new mandate or initiative ESTIMATED COST OF ADD or (REDUCTION)? Year 1 = \$110,000 (1.0 FTE) Year 3 = Recurring	The Honors Math 454 Interdisciplinary course did not run this year because of staffing. We anticipate having to run one additional section of BC Calculus; this year there are two sections with 26 and 27 students. We have 58 students in High Honors Precalculus now who will likely roll over into BC in addition to those who place in via the placement test.	
 CURRENT PROGRAM STAFFING STEAM has 2.0 FTEs The Math Department has 16.6 FTEs (.6 Department Chair; .6 Computer Science; .2 Student Activities; .2 Science Research). 	 ASSOCIATED IMPACTS (i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?) A possible decrease in other electives, but not enough to rationalize a reduction in staff elsewhere. Enrollment in all elective programs will need to be assessed. 	HOW WILL THE CHANGE BE MONITORED FOR IMPACT? • Enrollment numbers

SCHOOL or DEPARTMENT: HS SPECIAL ED	PROGRAM:	BUDGET YEAR 2019-20
RECOMMENDATION: ADDITION CHANGE in CONFIGURATION SUBSTITUTION (replacing something) REDUCTION WHAT'S DRIVING THE RECOMMENDATION? Enrollment changes Program expansion Program restructuring, reorg., or redesign Response to a new mandate or initiative ESTIMATED COST OF ADD or (REDUCTION)? Year 1 = \$110,000 Year 2 = Recurring Year 3 = Recurring	 BACKGROUND AND RATIONALE We wish to add 1.0 FTE to Special Education to add capacity to the Academic Support Center to meet student need and to maintain consistency and increase the number of co-taught classes. Current structure for Academic Support Center (ASC) and Therapeutic Intervention Program (TIP): ASC - Currently, there is a single teacher facilitating the Support Center. This is a pre-referration service that is assigned through the Pupil Study Team (PST). These students often have academic, executive functioning or motivational difficulties but do not have an identifiable disability. Additionally, many of these students participated in the TAS program at the middle school. ASC offers 2 support periods weekly. The support focuses on helping students navigate their curriculum and provides help with executive functioning. The current staffing lovel requires the teacher to most with students participated accent day to maximize the support focuses on helping students and provides help with executive functioning. 	
	Rationale: The new position would allow additional students who are in building-level supports. Students transitioning from SMS do ASC upon entering the HS (even if they participate in TAS.) time. These students must experience difficulty and be bro- being considered. With added staff in the program, entering which would allow for the front-loading of services and hope during the student's high school career. Potentially, the ear new student classifications in the Special Ed program. In a position will allow the teachers servicing ASC more opportu- classroom teachers and deepen the level of service each st fluctuate depending on the staffing needed for other Special additional FTE will allow us to maintain greater consistency school curriculum.	o not have the option of being scheduled to) This is due to the high demand on ASC ught before the Pupil Study Team prior to g freshman could be assigned to ASC, efully the ability to remove that service rlier service could reduce the number of addition to entering freshmen, the new unity to collaborate with the student's tudent receives. Co-taught classes I Ed programs, especially LRC. The

 CURRENT PROGRAM STAFFING The Special Education Department currently has 11.4 FTEs (.6 Department Chair). AIS - 1.0 AIS - 1.0 ASC8 TIP2 Co-teaching - 1.8 LRC - 6.6 SSP - 1.0 	 ASSOCIATED IMPACTS (i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?) Potential impact on the number of skills level sections run Total number of students being served should increase 	 HOW WILL THE CHANGE BE MONITORED FOR IMPACT? Progress monitoring for students in the program Classification numbers Enrollment numbers
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SCHOOL or DEPARTMENT: Tech Services	PROGRAM: Instructional Technology Support	BUDGET YEAR 2019-20
RECOMMENDATION: □ ADDITION ✓ CHANGE in CONFIGURATION □ SUBSTITUTION (replacing something) □ REDUCTION	The expansion of the technology resources at the Middle School, driven primarily by the 1:1 iPad program, requires a change in the staffing configuration for technical support in the building. The proposal is to replace one computer aide and one summer tech intern with a full-time Technical Support Specialist. The cost for this proposal will be mostly offset by the existing aide salary plus the hourly salary of the summer intern.	
 WHAT'S DRIVING THE RECOMMENDATION? □ Enrollment changes ✓ Program expansion □ Program restructuring, reorg., or redesign □ Response to a new mandate or initiative ESTIMATED COST OF ADD or (REDUCTION)? Year 1 = +\$45,000 - \$27,725 (Computer Aide, Summer Intern) \$30,750 total addition Year 2 = contractual increases TBD Year 3 = contractual increases TBD		
 Three 25-hr/week computer aides supported by summer interns 	ASSOCIATED IMPACTS (i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?) • N/A	HOW WILL THE CHANGE BE MONITORED FOR IMPACT? • N/A

SCHOOL or DEPARTMENT: Athletics	PROGRAM: Phys. Ed., Health & Athletics	BUDGET YEAR 2019-20
RECOMMENDATION: ✓ ADDITION □ CHANGE in CONFIGURATION □ REDUCTION	BACKGROUND AND RATIONALE Historically, the Interscholastic Athletics Office employed 1 Office Clerk and 2 Teacher Aides to manage administrative tasks. These individuals worked 17.5 hours per week, 4 days per week, with rotating hours and days off.	
 WHAT'S DRIVING THE RECOMMENDATION? □ Enrollment changes ✓ Program expansion ✓ Program restructuring, reorg., or redesign □ Response to a new mandate 	Since 2015, the interscholastic athletics and intramural the office is staffed with 1.0 Administrative Assistant and office now reviews and routes all "gold cards", return to athletic exemptions electronically. Incident reports are e electronically.	d .72 Office Assistant. In addition, the play protocols, team rosters, and
ESTIMATED COST OF ADD or (REDUCTION)? Year 1 = \$15,800 Year 2 = recurring Year 3 = recurring	= \$15,800In addition, the Athletic Office provides support for the middle school athletic program. This has been necessary as the program continues to become more comprehensive.	

CURRENT PROGRAM STAFFING	ASSOCIATED IMPACTS (i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?)	HOW WILL THE CHANGE BE MONITORED FOR IMPACT?
.72 Office Assistant	Director of Physical Education, Health and Athletics will develop, edit and disseminate seasonal newsletters with the latest, relevant research and current, relevant information to students, families and the broader Scarsdale Community.	 The greatest impact will be demonstrated in the: reduced time to complete current tasks. Increase ability to serve students. Ability to proactively and effectively communicate departmental initiatives & programs. Ability for the Director to focus on district-wide physical education and health.

SCHOOL or DEPARTMENT: Student Services PROG	RAM: School Psychology	BUDGET YEAR 2019-20
 ADDITION CHANGE in CONFIGURATION REDUCTION CUrrent admisting the changes Program expansion Program restructuring, reorg., or redesign Response to a new mandate ESTIMATED COST OF ADD or (REDUCTION)? Year 1 (annual) cost = 1 FTE (recurring) Year 2 = Year 3 = Rational Psychological and the psychological and	GROUND AND RATIONALE thy the Elementary school Psychologists are res- ative functions in their schools. Service: Mandated Counseling Non-mandated Counseling Classroom instruction of social-emotional/chara- grade In the moment intervention of students in acute Social skills intervention group (lunch bunches- strative Functions: 504 coordinator and chairperson for the building CSE coordinator for the buildings - Chairing and reviews and participating in Initial Meetings CST - coordinate and participate in the assigning most schedule and record the process in our tr Testing for students needing Initial and Trienni- requires 3-4 hrs of actual testing and additional al: ologists are the most effective school-based pro- te experiencing social, emotional or behavioral is the their direct counseling role is often in reaction- thion, during the more skills-based groups. This isbibilities outside of the direct service realm. Ma- proviewed into the fabric of how the school serves rofessionals. The request for an additional psy and central office) will allow for more "prevent esting responsibilities from the building level psi- nal time, the buildings would develop specific se- nal or behavioral issues that would not currently- ntion. Unlike the current social skills groups or occus specifically on coping strategies, understa	acter education curriculum in each e distress/need , mandated groups etc.) Ig nuals, finalizing IEPs, holding program ng of RTI and student support services, racking systems al reviews (Psychological testing I hours to analyze and write the reports) ractitioners to intervene with students ssues in a school setting. In the current on to an incident/event that requires s is a function of their Administrative any of these non-direct responsibilities s students and could not be done by chologist (shared between elementary ative direct service" by removing some cychologists. Specifically, with this ervices for students experiencing social, y rise to the level of direct psychological lunch bunches, the proposed groups

	age-appropriate peer to peer relations. These groups would help provide interventions to "at-risk" students prior to the need for intervention once a student is in crisis. A small portion (approx .2) of this position would absorb the SAT/ACT specialized testing responsibilities in order to allow our District Psychologist to focus more on her direct counseling responsibilities at the HS and maintain the case management duties for outside and parentally placed families effectively.	
CURRENT PROGRAM STAFFING 1 Psychologist at each Elementary 2 Psychologists at SMS and SHS respectively 1 Psychologist at SHS for Scarsdale Support Prg. 1 Psychologist at District level (shared with SHS for direct service Approx2FTE) Total Psychologists in District - 11 Youth Services Project -Certified Social Workers (CSW) provided to the school through Scarsdale Edgemont Family Counseling. 2 CSW @ SHS 2.5 CSW @SMS	ASSOCIATED IMPACTS (i.e., when elementary class sections are added, is there a concomitant staffing impact on specials?) There should not be associated impacts with staffing.	HOW WILL THE CHANGE BE MONITORED FOR IMPACT? As students are identified as "at risk" sooner, we can track outcomes and the overall need for therapeutic placements or acute services such as hospitalization or Intensive Day Treatment.