



Budget Development Process

Meeting #2: Feb. 9th, 2022
Morningside Elementary



Norms

- This is a meeting of the GO Team. Only members of the team may participate in the discussion. Any members of the public present are here to quietly observe.
- We will follow the agenda as noticed to the public and stay on task.
- We invite and welcome contributions of every member and listen to each other.
- We will respect all ideas and assume good intentions.

Executive Summary

- This budget represents an investment plan for our school's students, employees and the community as a whole.
- The budget recommendations are tied directly to the school's strategic vision and direction.
- The proposed budget for the general operations of the school are reflected at **\$7,584,627**
- This investment plan for FY23 accommodates a student population that is projected to be 822 students, which is a **decrease of -83** students from FY22.

Fiscal Year	
2020	\$8,276,917
2021	\$8,000,103
2022	\$7,712,264
2023	\$7,584,627

FY23 Budget Development Process

Principal's Role

- Design the budget and propose operational changes that can raise student achievement
- Flesh out strategies, implement and manage them at the school level
- Focus on the day-to-day operations
- Serve as the expert on the school
- Hire quality instructional and support personnel

The GO Team's Role:

- Focus on the big picture (positions and resources, not people)
- Ensure that the budget is aligned to the school's mission and vision and that resources are allocated to support key strategic priorities

Mission: A community school where teachers plan intentionally to embrace academic excellence, and the community's values align with the school's.

SMART Goals

- Increase the % of students scoring proficient or above in Reading from 2021-22 to 25%
- Increase the % of students scoring proficient or above in Math from 14%

APS Strategic Priorities & Initiatives

- Fostering Academic Excellence for All**
Data
Curriculum & Instruction
Signature Program
- Building a Culture of Student Support**
Whole Child & Intervention
Personalized Learning
- Equipping & Empowering Leaders & Staff**
Strategic Staff Support
Equitable Resource Allocation
- Creating a System of School Support**
Collective Action, Engagement
& Empowerment

School Strategic Priorities

1. Focus on Reading & Math as a foundational skill
2. Ensure every student demonstrates content mastery
3. Ensure students are College & Career Ready
4. Improve teacher efficacy and growth-mindedness
5. Improve leadership capacity and opportunities
6. Build systems and resources to support the school's priorities
7. Inform and engage the school's families and community
8. Create a safe, nurturing, and caring culture for all students

Morningside Elementary School Strategic Plan (2022 - 2025)

Mission: With a culture of collaboration and high standards, all students will be nurtured and well-prepared for their future.

Vision: A high-performing community school where teachers inspire, families engage, and students excel.

SMART Goals

Increase the % of grades 2-5 students scoring proficient or above in reading from 79% to 84% on MAP Data from Fall to Spring administration 2021-2022. 55 Black or African American Students: 55% to 60%. 51 Hispanic Students: 57% to 62%. 18 SWD Students: 44% to 49%. 26 EL Students: 38% to 43%.

Increase the % of grades 2-5 students scoring proficient or above in math from 74% to 79% on MAP Data from Fall to Spring Administration 2021-2022. 55 Black or African American Students: 41% to 46%. 51 Hispanic Students: 49% to 54%. 18 SWD Students: 22% to 27%. 26 EL Students: 38% to 43%.

Decrease the number of unexcused student absences in our economically disadvantaged group by 5% from 89% to 94% (2018-19 Data).

Increase the number of students in the Distinguished performance area on MAP Scores for reading from 39% to 42% and math from 26% to 29%.

APS Strategic Priorities & Initiatives

Fostering Academic Excellence for All
Data
Curriculum & Instruction
Signature Program

School Strategic Priorities

1. Imbed a data-driven multi-tier system of support to improve individual as well as student group performance, focusing on both academic and social emotional learning outcomes.
2. Focus on eliminating academic achievement gaps among student groups, including African-American, Hispanic, and Special Education student groups.
3. Offer a rigorous and relevant curriculum for all students, supported by the focus of our new Signature Program (TBD, Cluster-Wide).

Building a Culture of Student Support
Whole Child & Intervention
Personalized Learning

4. Focus on individual student needs.
5. Strengthen our intervention and enrichment program.

School Strategies

- 1A: Use MAP data to strategically group students based on academic need.
1B: Implement Teacher Created Common Assessments across all grades in Reading/ELA and Math, 2 for the first semester and 3 for the second semester.
1C: Explore and implement additional best practices and strategies for a highly effective whole child program.
2A: Identify students at the threshold from Level 1-2, Level 2-3, and Level 3-4 and set specific goals for student MAP Growth.
2B: Expand root cause analysis of achievement gaps to include student, family and staff focus groups, identifying strengths to build upon as well as opportunities to increase achievements.
3A: Align curriculum within and across grades, identifying focus standards and learning targets.
3B: Integrate STEAM activities across all content and grades.
3C: Increase the amount of differentiated instruction, along with small groups to target struggling students and challenge average, above average, and distinguished learners.
3D: Integrate curriculum and activities related to our new Signature Program (TBD Cluster Wide) across grades and content areas.
- 4A: Ensure our existing school schedule supports students with increased student needs, to show outsized gains in MAP (Reading & Math) for these students.
4B: Provide customized learning strategies not only for students below standard, but students on or above grade level.
4C: Provide support based on individual student needs - could be time restructure/addition or personnel related.
5A: Enhance in-school enrichment opportunities and increase accessibility for all students.
5B: Track enrichment opportunities for all students and determine which students are not participating and why.

Morningside Elementary School Strategic Plan (2022 - 2025)

Mission: *With a culture of collaboration and high standards, all students will be nurtured and well-prepared for their future.*

Vision: *A high-performing community school where teachers inspire, families engage, and students excel.*

SMART Goals

Increase the % of grades 3-5 students scoring proficient or above in reading from 79% to 84% on MAP Data from Fall to Spring administration 2021-2022. 55 Black or African American Students: 55% to 60%. 51 Hispanic Students: 57% to 62%. 18 SWD Students: 40% to 48%. 26 EL Students: 38% to 43%.

Increase the % of grades 3-5 students scoring proficient or above in math from 74% to 78% on MAP Data from Fall to Spring Administration 2021-2022. 55 Black or African American Students: 43% to 46%. 51 Hispanic Students: 48% to 54%. 18 SWD Students: 27% to 37%. 26 EL Students: 38% to 43%.

Decrease the number of unexcused student absences in our economically disadvantaged group by 5% from 88% to 84% (2018-19 Data).

Increase the number of students in the Distinguished performance area on MAP Scores for reading from 35% to 42% and math from 26% to 29%.

APS Strategic Priorities & Initiatives

School Strategic Priorities

School Strategies

Equipping & Empowering Leaders & Staff

Strategic Staff Support
Equitable Resource Allocation

- 6. Attract and built capacity of talented and knowledgeable staff to meet student needs.
- 7. Create an environment that motivates and retains staff members and builds teacher leadership.
- 8. Provide resources to enhance teaching and learning.

- 6A: Recruit candidates through a rigorous process in which teacher leaders review, interview, and put forward nominees for further hire processes, increasing teacher involvement.
- 6B: Build staff proficiency with district- and school-provided programs, such as MAP, Foundations, Orton Gillingham strategies, etc..
- 6C: Increase the number of teachers with credentials or certifications for advanced and/or specialized learning strategies, such as Gifted Certification, ESOL Certification.
- 7A: Monitor and expand ways of increasing employee engagement, empowerment, and staff leadership opportunities.
- 7B: Maintain our Staff Development Committee, made of teacher leaders, for planning available professional development days and attendance at conferences and workshops.
- 8A: Analyze materials and on-line usage data, student results, and teacher input to solidify the resource purchase decision-making process.
- 8B: Monitor and expand professional learning opportunities to empower and equip teachers to work with our diverse population. Expand online professional tools and in-person opportunities for continued learning as requested by staff.

Creating a System of School Support

Collective Action, Engagement
& Empowerment

- 9. Create a welcoming, inclusive, and responsive culture that embraces all of our Morningside students and families.
- 10. Ensure that parents engaging in school-family activities reflect the diversity of our school.

- 9A: Implement activities both at the class level and school-wide that reflect all students' backgrounds and experiences.
- 9B: Expand and maintain our Cultural Diversity Committee, made of teacher leaders, for planning and executing student and school events and activities throughout the year.
- 9C: Create a New Parent Program to introduce families to the school and the district.
- 10A: Build a yearly Family Engagement Leadership Team, made up of parents, teachers and staff that coordinates, informs, and analyzes our family engagement and customizes to core groups if needed.

Morningside Strategic Priorities*

Fostering Academic Excellence for All Data Curriculum & Instruction Signature Program	1. Imbed a data-driven multi-tier system of support to improve individual as well as student group performance, focusing on both academic and social emotional learning outcomes. 2. Focus on eliminating academic achievement gaps among student groups, including African-American, Hispanic and Special Education student groups. 3. Offer a rigorous and relevant curriculum for all students, supported by the focus of our new Signature Program (TBD Cluster-Wide).
Building a Culture of Student Support Whole Child & Intervention Personalized Learning	4. Focus on individual student needs. 5. Strengthen our intervention & enrichment program.
Equipping & Empowering Leaders & Staff Strategic Staff Support Equitable Resource Allocation	6. Attract and build capacity of talented and knowledgeable staff to meet student needs. 7. Create an environment that motivates and retains staff members and builds teacher leadership. 8. Provide resources to enhance teaching and learning.
Creating a System of School Support Collective Action, Engagement & Empowerment	9. Create a welcoming, inclusive and responsive school culture that embraces all of our Morningside students and families. 10. Ensure that parents engaging in school- family activities reflect the diversity of our school.

GO Team Budget Development Process

YOUR SCHOOL STRATEGIC PLAN...

is your roadmap and your role. It is your direction, your priorities, your vision, your present, your future.



FY23 School Priorities

FY23 School Priorities	Rationale
Focus on eliminating academic achievement gaps among student groups, including African-American, Hispanic and Special Education student groups.	Baseline data from 21-22 show large gaps in achievement in reading and math.
Provide resources to enhance teaching and learning.	Teachers need additional time and resources to provide for increased student needs.
Create a welcoming, inclusive and responsive school culture that embraces all of our Morningside students and families.	We want to ensure broader representation of all families within our volunteer organizations as well as with parent input and participation through school activities, surveys and parent leadership.
Focus on individual student needs	Work to increase student achievement for all students: below, on or above standard

FY23 Priorities & SMART Goals

(From your Strategic Plan, insert your Top 2 Priorities & SMART Goals for FY23 here)

School Priorities

Focus on eliminating academic achievement gaps among student groups, including African-American, Hispanic and Special Education student groups.



SMART Goals

Utilize an instructional coach and a .5 additional EIP teacher to further work on each of our smart goals as listed on our strategic plan.

Provide resources to enhance teaching and learning.



Provide more planning or professional development time through the use of teacher release time to help achieve each of our smart goals as listed on our strategic plan.

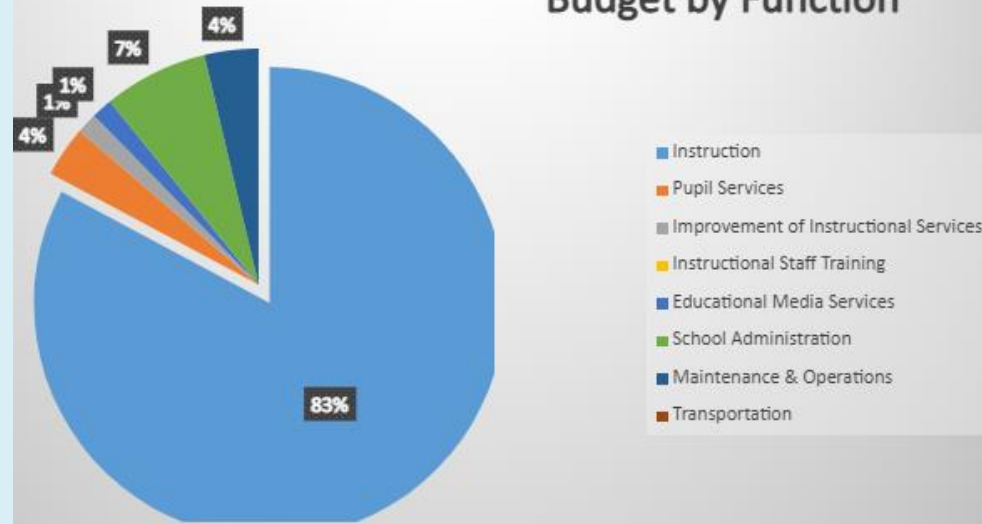
Description of Strategic Plan Breakout Categories

1. **Priorities**– FY23 funding priorities from the school's strategic plan, ranked by the order of importance.
2. **APS Five Focus Area**- What part of the APS Five is the priority aligned to?
3. **Strategies** – Lays out specific objectives for schools improvement.
4. **Request** – “The Ask”. What needs to be funded in order to support the strategy?
5. **Amount**- What is the cost associated with the Request?

FY23 Strategic Plan Break-out

Priorities	APS Five Focus Area	Strategies	Requests	Amount
Focus on eliminating academic achievement gaps among student groups, including African-American, Hispanic and Special Education student groups.	Data Curriculum & Instruction	Provide additional support to students, through additional core + reading and math teacher	.5 EIP Teacher 1 Teacher	\$46,890 \$93,780
Provide resources to enhance teaching and learning.	Data Curriculum & Instruction Signature Program Whole Child	Provide requested materials to teachers Pay teachers for work beyond the classroom.	Materials & Supplies for Classrooms Stipends for Teachers & Staff	\$52,918 \$14,000
Offer a rigorous and relevant curriculum for all students, supported by the focus of our new Signature Program (TBD Cluster-Wide). <i>* New Requirement for Position</i>	Whole Child Signature Program	Add new position as MES transitions to new signature program	Signature Program Specialist	\$106,578

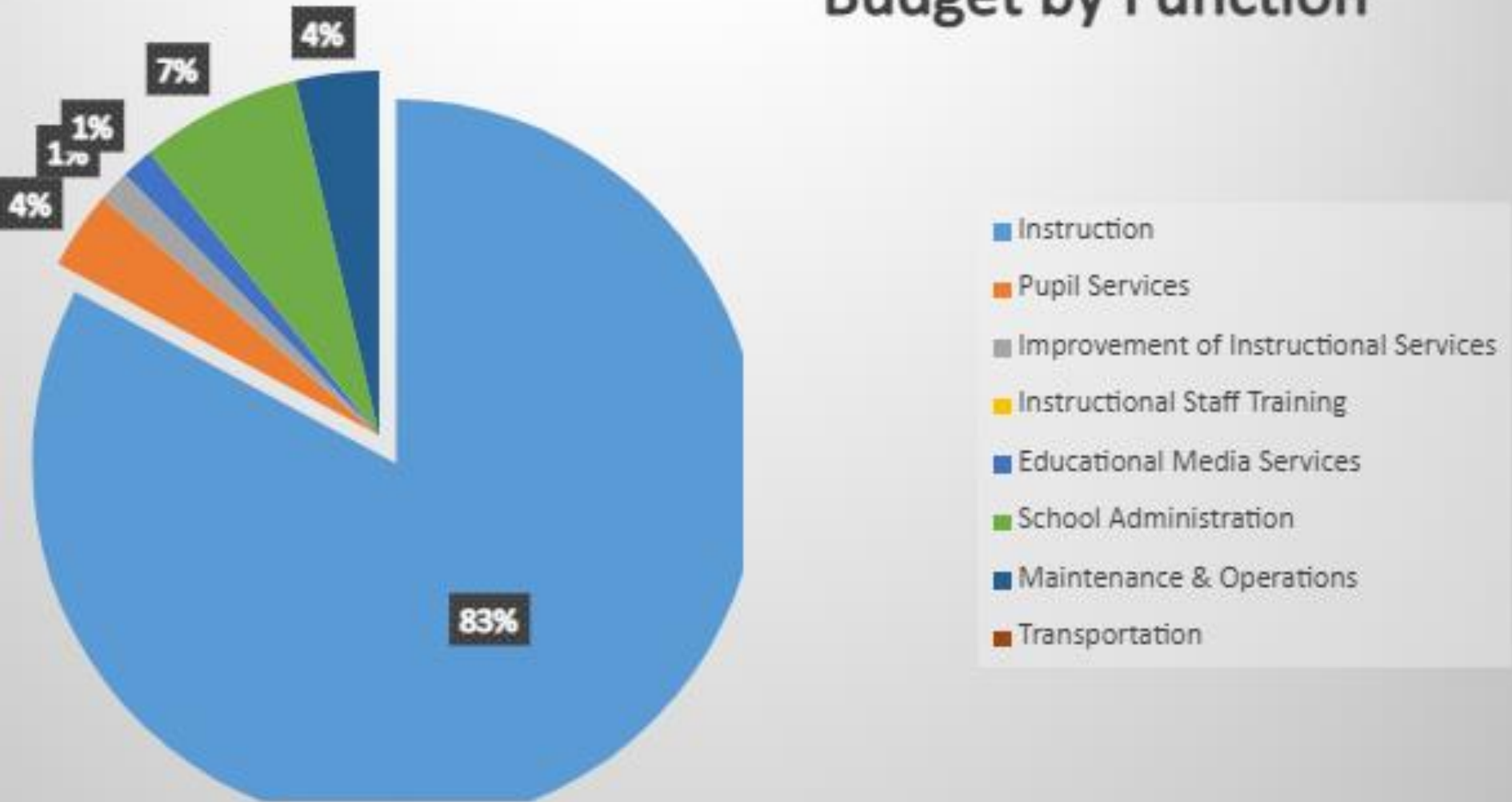
FY2023 Budget by Function



Account Description	FTE	Budget	Per Pupil
Instruction	66.60	\$ 6,188,937	\$ 7,529
Pupil Services	2.50	\$ 260,864	\$ 317
Improvement of Instructional Services	1.00	\$ 106,578	\$ 130
Instructional Staff Training	-	\$ -	\$ -
Educational Media Services	1.00	\$ 106,890	\$ 130
School Administration	5.00	\$ 534,658	\$ 650
Maintenance & Operations	5.00	\$ 277,026	\$ 337
Transportation	-	\$ -	\$ -
Total	81.10	\$ 7,474,953	\$ 9,094

FY2023

Budget by Function



Class Size Information

	Current Numbers 1/12/22	PROJECTION 22-23	Teacher Prediction	Class Size	Sofianos Projection	Teacher Prediction	Class Size
KG	138	166	7	23.7	155	7	22
1st	131	148	7	21.1	140	7	20
2nd	157	125	7	17.9	130	7	19
3rd	141	150	7	21.4	155	7	22
4th	132	118	5	23.6	125	5	25
5th	112	115	5	23.0	125	5	25
	811	822	38	21.8	830	38	22

*Will make final determination between additional teacher at 2nd OR 4th grade, dependent upon spring & early summer projections

For this chart, the example shows the placement in 2nd grade but this is not final.

Morningside FY23 CARES Allocation

\$195,125

School	Morningside Elementary School
Location	1664
Level	ES
Principal	Ms. Audrey Sofianos
Total Budget	\$ 195,125
Unallocated Balance	\$ 195,125

- In addition to a General Fund allocation, our school has been allocated CARES funding that must be used to support implementation of the school-based intervention block and other school-based needs as a result of the COVID-19 Pandemic.
- Once the support needed to implement our school-based intervention block/course has been fulfilled, we can use the remaining CARES funds to address other school-based needs that are a result of the COVID-19 Pandemic.

Plan for FY23 CARES Allocation

Priorities	APS Five Focus Area	Strategies	Requests	Amount
Focus on eliminating academic achievement gaps among student groups, including African-American, Hispanic and Special Education student groups.	Data	Additional support to assist in achieving our smart goals	Instructional Coach	\$105,151
	Curriculum & Instruction		Paraprofessional	\$43,699
	Whole Child & Intervention		Materials & Supplies	\$2,576
Provide resources to enhance teaching and learning.	Curriculum & Instructional	Provide release time to teachers to assist in achieving our smart goals	Para Professional / Building Substitute	\$43,699

CARES Allocations

Other allowable CARES expenditures include:

- **Technology Support:** Software, assistive technology, online learning platforms, subscriptions.
- **Mental and Physical Health:** Cover the costs of additional counseling, telehealth, therapeutic services, and wraparound services and supports (contracted hours, professional learning, programs)
- **Supplemental Learning:** Cover costs of remediation, and/or enrichment opportunities during the school year for students (afterschool programs, additional pay for teachers and staff, transportation).
- **Professional Development:** Cover costs of additional professional development for school leaders, teachers, and staff (trainings, extended professional development days, consultants, programs).
- **At-risk Student Populations:** Cover costs of school specific activities, services, supports, programs, and/or targeted interventions directly addressing the needs of low-income students, students with disabilities, racial and ethnic minorities, English Learners, migrant students, students experiencing homelessness, and children in foster care.
- **Continuity of Core Staff and Services.** Restore any potential LEA FY22 budget reductions due to decreased state and/or local revenue.

FY2023 TOTAL SCHOOL ALLOCATIONS			
School	Morningside Elementary School		
Location	1664		
Level	ES		
FY2023 Projected Enrollment	822		
Change in Enrollment	-83		
Total Earned	\$7,584,627		
SSF Category	Count	Weight	Allocation
Base Per Pupil	822	\$4,506	\$3,704,093
Grade Level			
Kindergarten	166	0.60	\$448,817
1st	148	0.25	\$166,729
2nd	125	0.25	\$140,819
3rd	150	0.25	\$168,982
4th	118	0.00	\$0
5th	115	0.00	\$0
Poverty	47	0.50	\$105,896
Concentration of Poverty		0.06	\$747
EIP/REP	105	1.05	\$496,808
Special Education	22	0.03	\$2,974
Gifted	222	0.60	\$600,225
Gifted Supplement	0	0.60	\$0
ELL	33	0.15	\$22,306
Small School Supplement	FALSE	0.40	\$0
Incoming Performance	0	0.10	\$0
Baseline Supplement	No		\$0
Transition Policy Supplement	No		\$0
Total SSF Allocation			\$5,858,395

School Allocation: Additional Earnings

Additional Earnings			
Signature			\$232,000
Turnaround			\$0
Title I			\$0
Title I Holdback			\$0
Title I Family Engagement			\$0
Title I School Improvement			\$0
Title IV Behavior			\$0
Summer Bridge			\$0
Field Trip Transportation			\$22,901
Dual Campus Supplement			\$244,473
District Funded Stipends			\$10,200
Reduction to School Budgets			\$0
Total FTE Allotments	14.50		\$1,216,658
Total Additional Earnings			\$1,726,232
Total Allocation			\$7,584,627

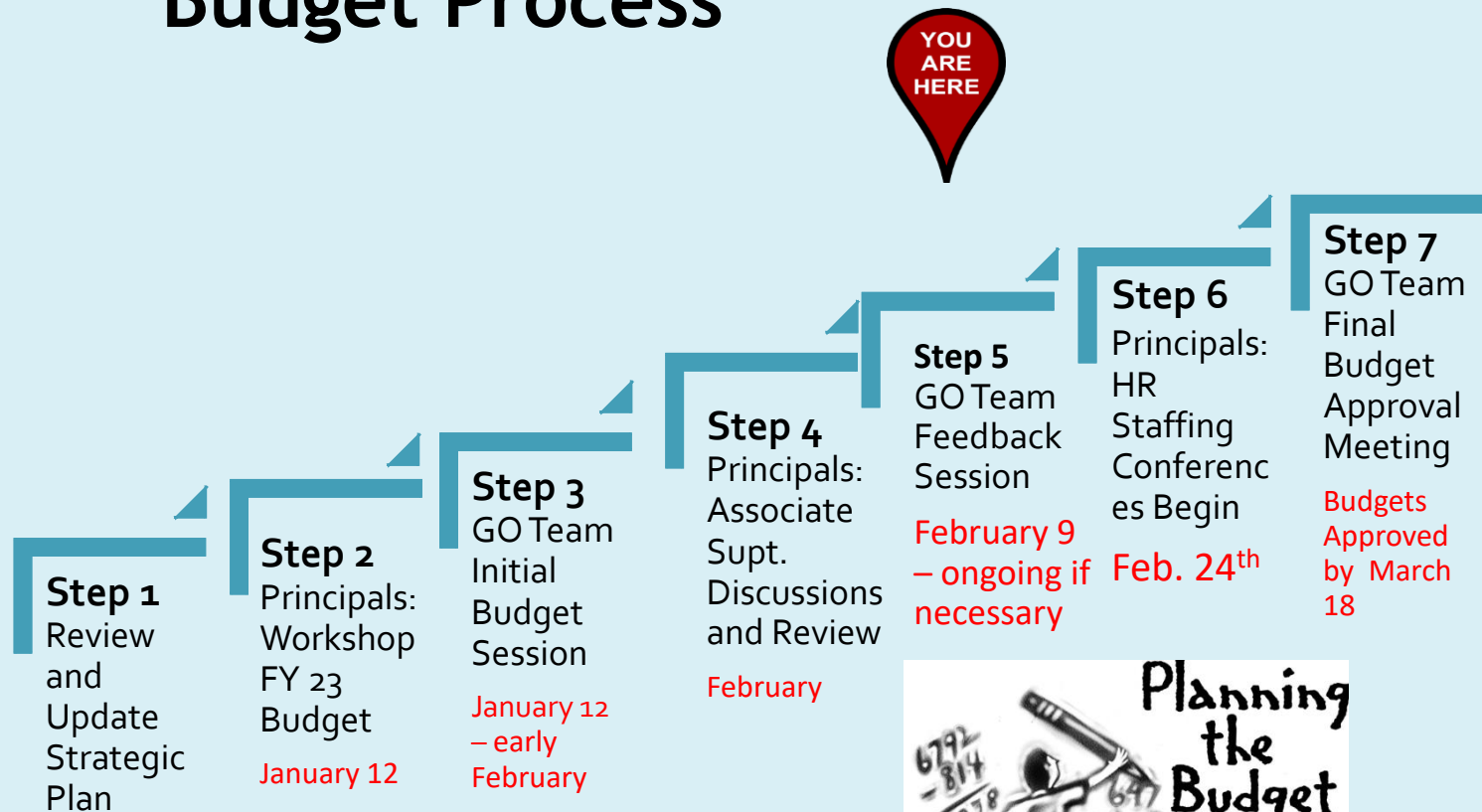
PREVIEW:

Plan for FY23 Leveling Reserve

\$117.168

Priorities	APS Five Focus Area	Strategies	Requests	Amount
Create a welcoming, inclusive and responsive school culture that embraces all of our Morningside students and families.	Whole Child	Work to increase family engagement	Parent Liaison	\$43,699
Focus on individual student needs	Data	Work to increase student achievement for all students: below, on or above standard	Paraprofessional	\$43,699
	Curriculum & Instruction		Materials & Supplies	\$29,770
	Whole Child			

Overview of FY '23 GO Team Budget Process



GO Teams are encouraged to have ongoing conversations!



Questions for the GO Team to Consider During the Budget Process

1. Will our school's priorities (from your strategic plan) be reflected in this budget?
 - a. Are new positions and/or resources included in the budget to address our major priorities?
 - b. Do we know (as a team) the plan to support implementation of these priorities beyond the budget (ex. What strategies will be implemented)?
 - c. What tradeoffs are being made in order to support these priorities?
2. How are district and cluster priorities reflected in our budget?
 - a. Cluster priorities- what staff, materials, etc. are dedicated to supporting our cluster's priorities?
 - b. Signature programs- what staff, materials, etc. are dedicated to supporting our signature program?
 - c. Are there positions our school will share with another school, i.e. nurse, counselor?

What's Next?

- January:
 - GO Team Initial Budget Session (Jan. 26, 2022)
- February:
 - One-on-one Associate Superintendent discussions
 - Cluster Planning Session (positions sharing, cluster alignment, etc.)
 - Program Manager discussions and approvals
 - GO Team Work Session (Feb. 7th)
 - GO Team Feedback Session (Feb. 9th)
 - HR Consultation (Feb. 10th)
 - HR Staffing Conferences (Feb. 24th)
- March:
 - Final GO Team Approval (AFTER your school's Staffing Conference- by March 18th)

Questions?



Thank you for your time and attention.