



# Budget Development Process

## E. Rivers Elementary



Strong Students | Strong Schools | Strong Staff | Strong System

# 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.

# *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.



Step 1: Data Review



Step 2: Strategic Plan Review



Step 3: Budget Parameters



Step 4: Budget Choices



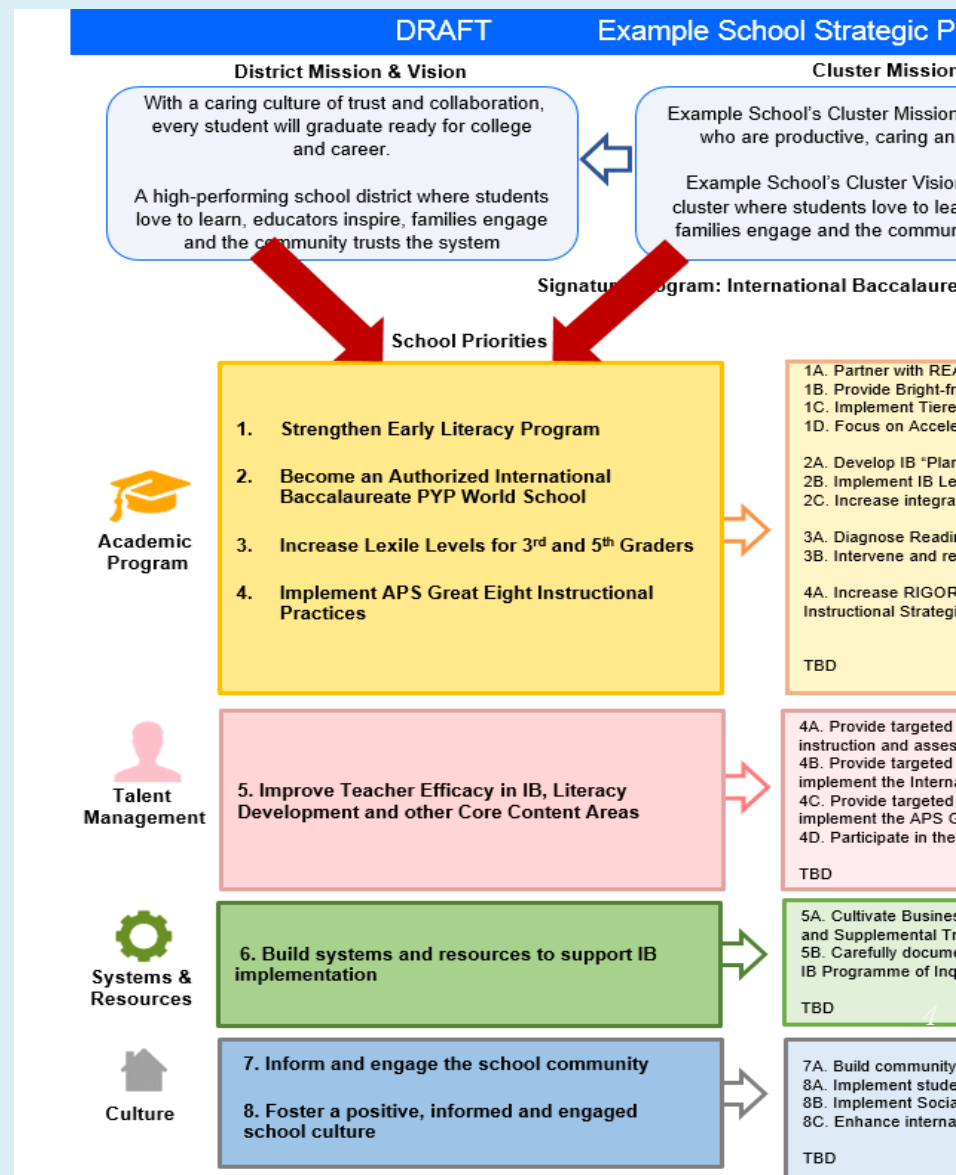
# FY21 Budget Development Process

## 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



# North Atlanta Cluster Plan

## North Atlanta Cluster

### Vision:

*A high performing cluster where every student where students, educators and families work together to create a better and more peaceful world through intercultural understanding and respect graduates with college and career.*

### Mission:

*The NAHS Cluster will implement IB with depth and fidelity for all students in order to develop inquiring, knowledgeable and caring young people who will graduate ready for college and career.*

### Signature Program:

*International Baccalaureate (IB)*



## Academic Program

### Priority 1: Improve Student Mastery of Literacy and Math

Strategy 1: Enhance vertical k-5 alignment

Strategy 2: Intentionally focus on writing

Strategy 3: Target K-2 literacy and math

Actions: Implement structured literacy block; implement structured math block

### Priority 2: Provide support and services to targeted subgroups

Strategy 1: Identify and deliver instructional strategies and support services to ESOL

Strategy 2: Identify and deliver instructional strategies and support services to Students with Disabilities

Strategy 3: Identify and deliver instructional strategies and support services to economically-disadvantaged students

Strategy 4: Identify and deliver instructional strategies and support services to Hispanic students

### Priority 3: Provide rigor to all students

Strategy 1: Expanded advanced coursework in middle and high school

Strategy 2: Focus on inquiry-based learning

Strategy 3: Provide intentional differentiated supports for the varied needs of students

### Priority 4: Create a focus on biliteracy through the implementation of dual immersion

Strategy 1: Implement a pilot dual immersion program at two schools

Strategy 2: Expand dual immersion

Strategy 3: Coordinate world language offerings vertically and horizontally

### Priority 5: Focus on college and career exploration and opportunities

Strategy 1: Implement the IB Career Programme

Strategy 2: Develop career exploration and exposure opportunities K-12

Strategy 3: Develop college exploration and exposure opportunities K-12

### Priority 6: Focus on community service for all students

Strategy 1: All students in every grade level will identify and implement a community service project

Strategy 2: Implement vertical mentoring and support (eg. high school mentoring to elementary school students)

Strategy 3: Integrate community service into the curriculum

## Talent Management

### Priority 1: Build teacher capacity

Strategy 1: Provide targeted professional learning opportunities focused on Literacy and Math

Strategy 2: Implement on-going IB specific professional learning opportunities

Actions: IB 101, inquiry-based learning, trans-disciplinary instruction, consistency of instruction

Strategy 3: Increase ESOL and gifted endorsements

Strategy 4: Expand professional learning on culturally-responsive instructional strategies

### Priority 2: Expand teacher and school collaboration opportunities

Strategy 1: Implement intentional vertical alignment and collaboration

Strategy 2: Implement intentional horizontal alignment and collaboration

Strategy 3: Focus collaboration on transition years (5<sup>th</sup> to 6<sup>th</sup> grade; 8<sup>th</sup> to 9<sup>th</sup> grade)

Strategy 4: Use collaborative teamwork as leadership development opportunities

## Systems and Resources

### Priority 1: Build systems and resources to support the Cluster Plan, to include IB implementation

Strategy 1: Ensure schools have the resources, budget, and flexibility to support an IB curriculum

Action: IB Coordinators, staffing, advisement, instructional technology

Strategy 2: Ensure schools have the resources, budget, and flexibility to support targeted subgroups and advanced students

Action: advanced coursework materials, ESOL liaisons

Strategy 3: Ensure the necessary technology infrastructure and equipment is available in all schools

Strategy 4: Expand the school's flexibility to support the cluster plan

Action: master schedule, staffing

## Culture

### Priority 1: Develop a positive, informed, and engaged school community

Strategy 1: Expand parent education and awareness of IB

Actions: IB profile/attitudes/trans-disciplinary instruction, Approaches to Learning

Strategy 2: Ensure all schools are consistent with the IB brand

Strategy 3: Target transition years parents (5<sup>th</sup> to 6<sup>th</sup> grade; 8<sup>th</sup> to 9<sup>th</sup> grade)

Strategy 4: Support ESOL parents



# E. Rivers Strategic Plan

## E. Rivers Elementary School (North Atlanta Cluster)

### District Mission & Vision

With a caring culture of trust and collaboration, every student will graduate ready for college and career.

A high-performing school district where students love to learn, educators inspire, families engage and the community trusts the system

### Cluster Mission & Vision

To implement IB with depth and fidelity in order to develop inquiring, knowledgeable and caring young people who will graduate ready for college and career.

A high-performing cluster where students, educators and families work together to create a better and more peaceful world through intercultural understanding and respect.

### School Mission & Vision

Develop confident, resourceful, and respectful global learners through its tradition of achievement and excellence

To build acceptance and confidence through collaboration and inquiry where all students thrive in a respectful environment

### Signature Program: International Baccalaureate School Strategies

### School Priorities



Academic Program

1. Improve student mastery of literacy and math
2. Provide rigor to all students
3. Extend focus on bi-literacy through the implementation of dual immersion language and oral proficiency based World Languages program



Talent Management

4. Build teacher capacity in literacy and math
5. Expand teacher collaboration opportunities
6. Intentionally recruit and retain high quality bi-literate teacher candidates for dual immersion program



Systems & Resources

7. Build systems, resources to support Cluster Plan to include IB implementation



Culture

8. Foster a positive, informed and engaged school culture
9. Inform and engage the school community

- 1A. Provide remediation and acceleration as indicated by data
- 1B. Implement O-G methodology using Foundations & Just Words resources
- 1C. Administer Star and BAS assessment as ongoing growth measure and progress monitoring
- 1D. Implement Lucy Calkins Units of Study for Reading and Writing
- 1E. Focus on Accelerated Reader to create culture of reading
- 1F. Off-site tutorial for targeted populations
- 1G. Provide for low teacher-student ratios
- 2A. Implement IB framework through units of inquiry that are rigorous, real-world interdisciplinary projects and units
- 2B. Integrate technology throughout the curriculum
- 2C. Implement Compass Learning individual learning paths in reading and math
- 2D. Administrator/coaching walkthroughs and feedback on rigor and relevance
- 2E. Implement Eureka math with fidelity
- 3A. Expand and support of DLI program (to include for support personnel)

- 4A. Provide targeted professional learning opportunities focused on the implementation of IB, DLI, gifted endorsements, GA Standards of Excellence, OG, Eureka, LC Units of Study, and PLCs.
- 4B. Fund School Business Manager and half-time AP so admin can lead instruction, support students, and develop talent.
- 4C. Grade level teams to set reading, math, and IB goals/instructional focus
- 4D. Hire Master Teachers in Math & Literacy to provide job-embedded support
5. Implement intentional vertical and horizontal alignment collaboration opportunities throughout school (PLCs, Strategy Shares, and C&I Teams)
- 6A. Network with Coordinator of World Languages, local universities and HR to onboard best candidates in Spring of 2020
- 6B. Host student teachers in DLI from GA State University

- 7A. Implement cluster-based, IB-related, collaboration opportunities for teachers and cluster coordinators to align IB training/program across all schools
- 7B. Complete IB Self-Study to identify strengths and growth areas of program
- 7C. Utilize Visible Thinking strategies in order to teach for understanding and strengthen IB implementation

- 8A. Implement Social/Emotional Learning and develop communication/leadership skills of staff and students
- 8B. Incentivize positive student behavior and attendance
- 9A. Build community awareness, knowledge and support of IB and other instructional initiatives (LC Units of Study, DLI and share through parent workshops and communication tools
- 9B. Provide translation and support services for ESOL families

### Key Performance Measures

- Increase % of students scoring at Proficient or Distinguished in Reading/ELA and Math in Milestones
- Increase the % of students who meet or exceed typical growth on STAR and Milestones
- Increase % of English Learner students moving performance bands on ACCESS annually
- Increase % of students achieving Lexile level => than 650 (Third Grade), 750 (Fourth Grade), 850 (Fifth Grade) on the GMA

# *FY21 Budget Parameters & Rationales*

Strategy	Rationale
1. Improve student mastery of literacy and math	Based on data, we identified these two area to prioritize. We must be intentional in our efforts.
2. Provide rigor to all students	Our teachers will monitor student data in order to plan academic challenge for all students.
3. Extend focus on bi-literacy through the implementation of dual immersion language and oral proficiency based world language program	As an IB school, all students participate in world language instruction or dual language immersion.
4. Build teacher capacity in literacy and math	As teachers refine their practice and expand their professional knowledge, student achievement increases.
5. Expand teacher collaboration opportunities	Teachers commit to sharing best practices with each other in order to meet the diverse learning needs of their students.
6. Intentionally recruit and retain high-quality bi-literate teacher candidates for DLI	Teacher attrition necessitates building capacity to staff the DLI program.
7. Build systems, resources to support Cluster Plan to include IB implementation	Decisions at our school should not be made in isolation, for they have impact throughout the cluster.
8. Foster a positive, informed, and engaged school culture	Teachers and students do their best when they work and study in a positive environment.
9. Inform and engage the school community	We acknowledge the need to inform parents & the community about curriculum, programs, and events.

Red indicates three priority areas as identified by GO Team in Fall 2019.

# **Discussion of Budget Summary**

## **(Step 4: Budget Choices)**



# *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 **\$7,164,311**.
- This investment plan for FY21 accommodates a student population that is projected to be **731** students, which is a decrease of **27** students from FY20 projection.

## FY2021 TOTAL SCHOOL ALLOCATIONS

School	Rivers Elementary School
Location	1066
Level	ES
FY2021 Projected Enrollment	731
Change in Enrollment	-27
Total Earned	\$7,164,311

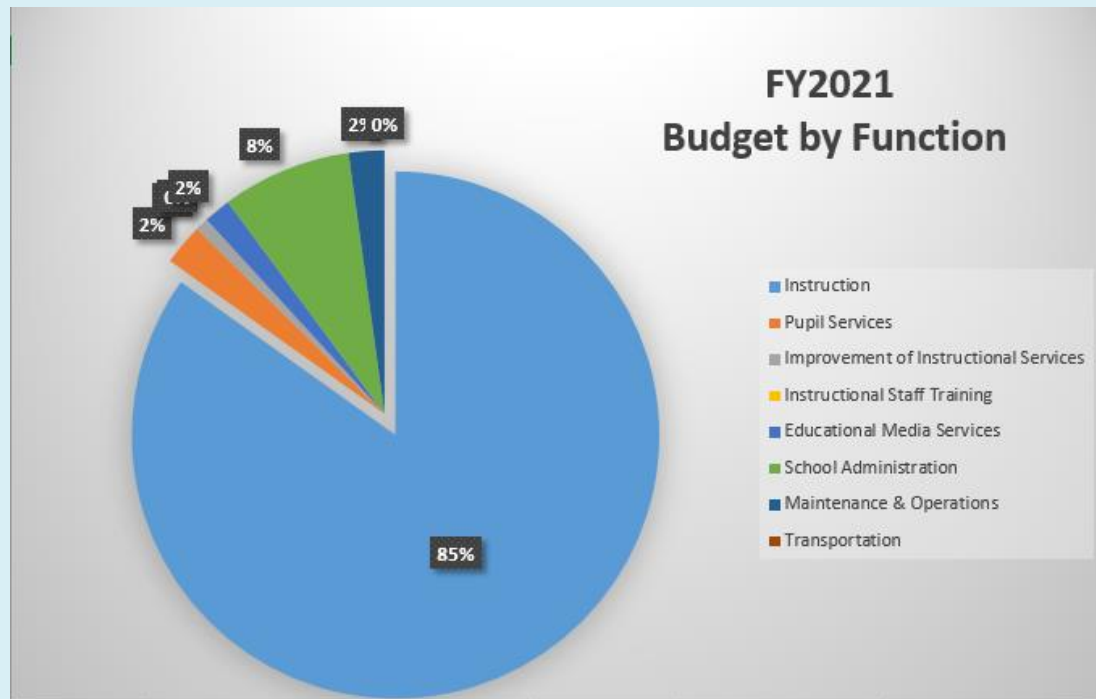
SSF Category	Count	Weight	Allocation
Base Per Pupil	731	\$4,586	\$3,352,363
<b>Grade Level</b>			
Kindergarten	143	0.60	\$393,478
1st	151	0.25	\$173,121
2nd	119	0.25	\$136,433
3rd	115	0.25	\$131,847
4th	95	0.00	\$0
5th	108	0.00	\$0
6th	0	0.12	\$0
7th	0	0.07	\$0
8th	0	0.07	\$0
9th	0	0.07	\$0
10th	0	0.07	\$0
11th	0	0.07	\$0
12th	0	0.07	\$0
Poverty	147	0.50	\$337,071
Concentration of Poverty		0.06	\$5,135
EIP/REP	84	1.05	\$404,485
Special Education	73	0.03	\$10,043
Gifted	104	0.60	\$286,166
Gifted Supplement	0	0.60	\$0
ELL	123	0.15	\$84,612
Small School Supplement	FALSE	0.40	\$0
Incoming Performance	0	0.10	\$0
Baseline Supplement	No		\$0
Transition Policy Supplement	No		\$0
<b>Total SSF Allocation</b>			<b>\$5,314,755</b>

<b>Total SSF Allocation</b>			<b>\$5,314,755</b>
<b>Additional Earnings</b>			
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
Field Trip Transportation			\$18,880
Dual Campus Supplement			\$0
District Funded Stipends			\$11,200
Reduction to School Budgets			\$0
Total FTE Allotments	20.50		\$1,587,475
<b>Total Additional Earnings</b>			<b>\$1,849,555</b>
<b>Total Allocation</b>			<b>\$7,164,311</b>

# Budget by Function

Account	Account Description	FTE	Budget
1000	Instruction	68.50	\$ 6,078,793
2100	Pupil Services	1.70	\$ 181,417
2210	Improvement of Instructional Services	0.50	\$ 57,653
2213	Instructional Staff Training	-	\$ -
2220	Educational Media Services	1.00	\$ 119,314
2400	School Administration	4.50	\$ 569,162
2600	Maintenance & Operations	3.00	\$ 156,971
2700	Transportation	-	\$ -
<b>Total</b>		<b>79.20</b>	<b>\$ 7,163,311</b>

Obligated Reserve = \$106,295



# Non-Staffing Budget

Description	Total
Reserve	\$ 106,295
Teacher Stipends	
Secretary Overtime	
Contracted Services for Instruction	
Contracted Services for Professional Development	\$ 5,500
Student Transportation-Charter Buses, Breeze Cards	
Postage	
Web-based Subscriptions and Licenses	
Computer Software	
Instructional Employee Travel	
Administrative Employee Travel	
Signature Programming Travel	
Mileage	
Student Transportation-APS Buses	
District Funded Field Trips	
Teaching/Other Supplies, Student Incentives	\$ 30,039
Instructional Equipment/Furniture	
Computer Equipment	
Media Supplies	
Book Other Than Textbooks for Instruction	
Book Other Than Textbooks for PD	
Textbooks	\$ 30,000
Digital/Electronic Textbooks	
Dues & Fees (Instructional Staff)	
Dues & Fees (Administrative Staff)	
Dues & Fees (Signature Programs)	
Student Admissions	
Other Stipends (Please specify)	\$ 4,000
<b>Stipends</b>	
Academic Stipends	\$ 9,000

# Non-Staffing Budget (cont.)

Substitutes	
Teacher Subs	\$ 66,768
Principal/AP/Clerical Subs	\$ -
Media Specialist Subs	\$ 312
Counselor Subs	\$ -
Paraprofessional Subs	\$ 5,824
Substitute FICA	\$ 1,057
Hourly Staff	
Office Clerks, Café Monitors, Bookkeeper, Media Clerk, Parent Liaison	\$76,337
<b>TOTAL</b>	<b>\$ 336,223</b>



# Key Proposals

- DLI expansion to 5<sup>th</sup> grade requires the hiring of additional Spanish partner teacher
- Maintenance of small class sizes – additional homeroom in kindergarten (without paraprofessional), shift an allotment from fourth to first
- Reduction in ESOL allotment, from 3.5 to 3.0, shift funding to DLI homeroom
- Keep allotments for direct teacher and curriculum support -- for Master Teacher Leader (0.5 for math & 0.5 for reading) and 0.5 IB Coordinator
- Shift in gifted models: pull-out in grades 4-5 and cluster at 1-3
- Maintenance of parapros for media and 1<sup>st</sup> grade DLI
- Rely on hourly support staff for cost efficiency
- Provide for four new teacher stipends

# Key Proposals

- maintain use of EIP & ESOL funding for HR teachers to lower average class size

Grade Level	Projected # of Students	# of HRs (2020-2021)	Avg. Class Size	# of HRs (19-20)
K	143	7	20 (1 HR w/out para = 14; 20 non-DLI )	6
1	151	7	22 (20 non-DLI)	6
2	119	6	20 (17 non-DLI)	6
3	115	6	19 (17 non-DLI)	6
4	95	5	19 (16 non-DLI)	6
5	108	5	22	5
Totals	731	36	20	35

# Focus Area Descriptors

Strategic Plan Categories	District Descriptions of Categories
Academic Program	Our students will be well-rounded individuals who possess the necessary academic skills and knowledge and are excited about learning.
Talent Management	We will retain an energized and inspired team of employees who are capable of advancing ever-increasing levels of achievement for students of all backgrounds.
Systems & Resources	We will improve efficiency (productivity, cost, etc.) while also making decisions (including resource allocations) that are grounded in a strategic academic direction and data.
Culture	We will build trust with the community, and we will have engaged stakeholders ( <i>employees, students, parents, community members, partners, etc.</i> ) who are invested in the mission and vision and who support the creation of student-centered learning communities.

# FY21 Strategic Plan Break-out

Priorities	Focus Area	Strategies	Requests	Amount
<p>Extend focus on bi-literacy through the implementation of dual immersion language and oral proficiency based World Languages program;</p> <p>Build system, resources to support Cluster Plan to include IB implementation</p>	Academic Program	monthly vertical planning for DLI team; strategic scheduling;	Expand DLI into 4 <sup>th</sup> grade; maintain support of para-professionals in K and 1; 12 Teachers; 3 Paraprofessionals	\$1,243,326
<p>Extend focus on bi-literacy through the implementation of dual immersion language and oral proficiency based World Languages program</p> <p>Build system, resources to support Cluster Plan to include IB implementation</p>	Academic Program	90 minutes weekly of Spanish for non-DLI 2-5; 45 minutes weekly for K-1 and DLI	2 Teachers	\$186,246
<p>Improve student mastery of literacy and math</p> <p>Provide rigor to all students</p>	Academic Program	Differentiated, academically challenging, standards-based instruction	36 homeroom teachers	\$3,352,428

# FY21 Strategic Plan Break-out

Priorities	Focus Area	Strategies	Requests	Amount
Improve student mastery of literacy and math  Provide rigor to all students.	Academic Program	Implementation of IEPs for students with disabilities	4 Interrelated Teachers; 1 SpEd Lead Teacher; 3 Autism Teachers; 4 SpEd Paras; 1 SLP	\$1,002,368
Improve student mastery of literacy and math  Build teacher capacity in literacy and math	Academic Programs  Talent Management	Provide high-quality, engaging, standards-aligned learning resources; teacher training for resources	Eureka math and reading resources;	\$30,000
Improve student mastery of literacy and math;  provide rigor to all students.	Academic Program	Provide targeted supports and instruction for English Language Learners	3.0 Teachers (2 for non-DLI, 1 for DLI)	\$279,370
Provide rigor to all students	Academic Program	Gifted resource model for grades 4-5; gifted collaboration and cluster model for grade 1-2;	1.5 Teachers	\$139,685

# FY21 Strategic Plan Break-out

Priorities	Focus Area	Strategies	Requests	Amount
Provide rigor to all students	Academic Program	Provide 45 minutes weekly for science inquiry and connections to IB planners	1 teacher for science lab	\$93,123
Build system, resources to support Cluster Plan to include IB implementation	Systems & Resources			
Build system, resources to support Cluster Plan to include IB implementation	Systems & Resources	Provide high-quality arts and PE programs	2 PE Teachers & 2 Arts Teachers	\$372,492
Improve student mastery of literacy	Academic Program;	Increase circulation rates in media center; increased use of school technology;	1 Media Specialist & 1 hourly para-pro	\$119,043
Foster a positive, informed, and engaged school culture	Culture			
Build teacher capacity in literacy and math	Talent Management	HR teacher with release time to coach teachers & teams in order to improve school-wide instruction and student outcomes	Master Teacher Leader (.5 – Math; .5 – reading)	\$93,123



# FY21 Strategic Plan Break-out

Priorities	Focus Area	Strategies	Requests	Amount
Foster a positive, informed, and engaged school culture  Provide rigor to all students	Culture  Academic Programs	Maximize para support with students	2 hourly café monitors	\$11,610
Inform and engage the school community	Culture	Hourly, bilingual parent liaison to assist with communication and outreach	20 hours a week	\$9,720
Inform and engage the school community  Improve student mastery in math and reading  Build system, resources to support Cluster Plan	Culture; Academics Systems & Resources	Provide wrap around services; focus on student attendance; Partner with cluster schools to provide social work services; maintain full-time counselor;	.20 Social Worker for cluster & 1 Counselor	\$129,539

# Plan for FY 21 Reserve

- Current Holdback = \$106,295
  - Priority 1 – funds for any “payback” required at leveling due to under-enrollment from projection
  - Priority 2 – funds for instructional support staff (i.e., to deliver student interventions in math and/or reading)
  - Priority 3 – funds for instructional materials and teaching supplies

# Questions?



Thank you for your time and attention.

# What's Next?

- January:
  - GO Team Initial Budget Session (Jan. 21)
- February:
  - One-on-one Associate Superintendent discussions
  - Cluster Planning Session (positions sharing, cluster alignment, etc.)
  - Program Manager discussions and approvals
  - GO Team Feedback Session / Proposed Budget (Feb. 18)
  - HR Staffing Conferences (Feb. 27)
- March:
  - Final GO Team Approval (March 10)