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**POCANTICO HILLS CENTRAL SCHOOL  
DISTRICT**

**2013-2014 Draft School Budget**

February 12, 2013  
Board of Education Meeting

# Pocantico Hills Central School District

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## **Administration**

Valencia F. Douglas, Superintendent

Jay Scotto-Friedman, Assistant Superintendent for Finance and  
Support Services

Stanley Steele, Principal

Adam Brown, Supervisor of Curriculum & Technology, CIO

## **Board of Education**

John Conrad, President

David Wilens, Vice President

Joan Cusanelli, Trustee

Fred Rickles, Trustee

Emily Segal, Trustee

# 2013-2014 Draft School Budget

## The Budget Process

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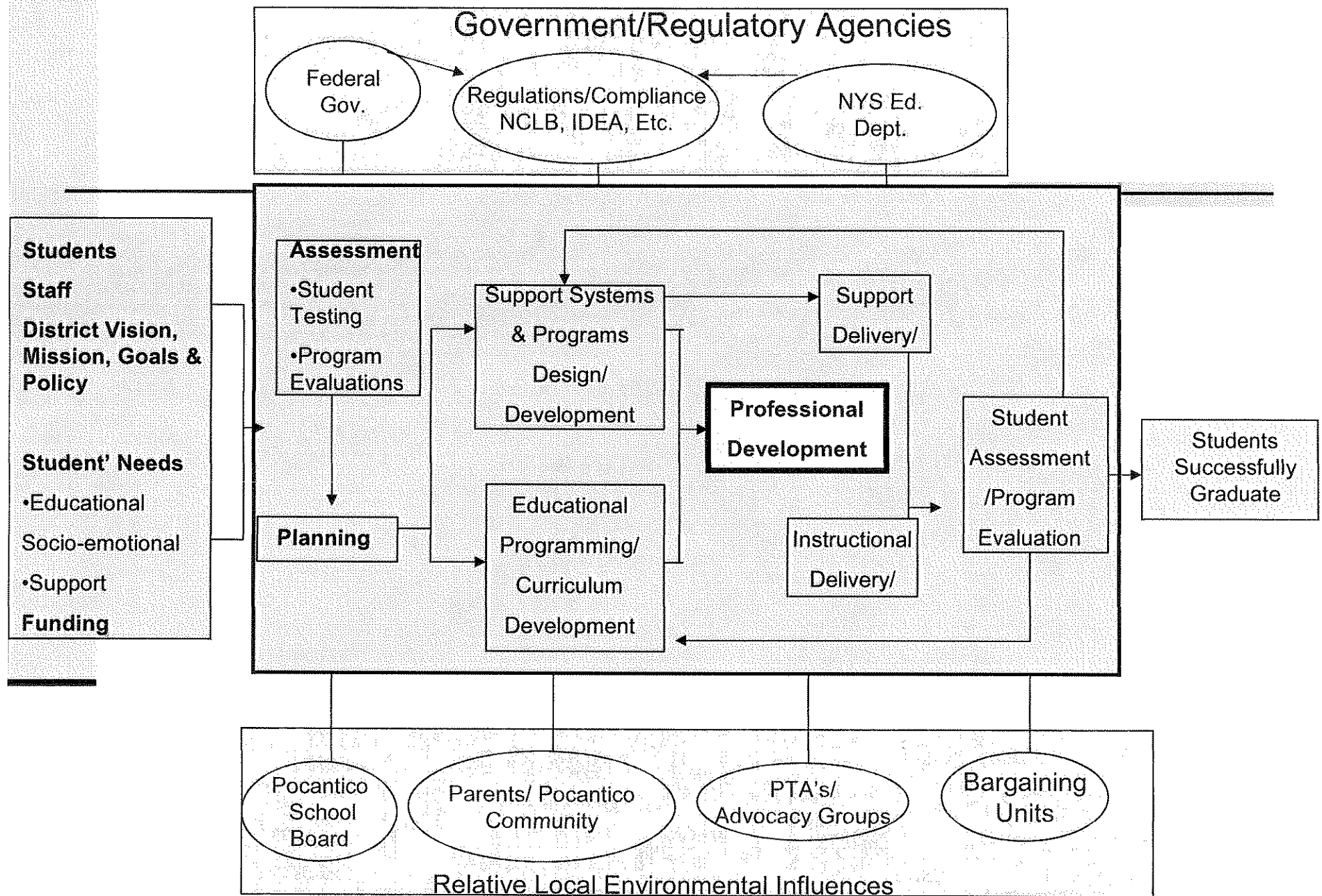
- The Budget Process ensures the equitable distribution of all resources based upon student needs. Central Office develops and defines the budget process based upon the direction of the Board of Education.
- The Board of Education approves the budget to be placed before the registered voters of the District.

# 2013-2014 Draft School Budget

## Budget Development Principles

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1. In order to fulfill the organizational goal of the District, the District will need to improve and streamline all of the District's organizational systems and structures to ensure efficient and effective operation of the District in meeting the District's goals and the needs of the students, staff, parents and the community.
2. To prepare our students to access rigorous learning at our three public high schools or private high schools of their choice.
3. To ensure that all resources, human and material are organized in the most efficient and effective manner possible to enable us to deliver a high quality educational experience to our students.



# 2012-2013 Update: Ongoing Initiatives

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## **Curriculum:**

- Updated Social Studies 7-8: *One book for both grades*
- Reading Street, PK-6: *Used throughout the ELA block, for differentiating instruction and Rtl support*
- Science 21, K-6: *Used 3-5 times per week; specialized PD offered at PNWBOCES (SMART Boards, Kids and Nature, NextGen Science Standards)*
- Science 6-8: *Collaboration with Briarcliff on a multi-year progression; resource-sharing throughout the year*

# 2012-2013 Update: Ongoing Initiatives

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## **Curriculum (cont'd):**

- **STEM:** *Engineering is Elementary; Snap Circuits; Scratch/Scratch Jr; LEGO Mindstorms and Green Cities; Computer Science Unplugged*
- **FACS:** *Consumerism; Financial Literacy; Health; Adolescent Development and Choices; Cooking and Wellness; Textiles and Design; Careers*
- **Instructional Tech/Research**  
*Research Skills and Information Literacy Continuum being developed*

# 2012-2013 Update: Ongoing Initiatives

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## **Professional Development:**

- **Differentiation:** *Implementation through APPR mandates, and supported through MAP's Descartes Learning Continuum – Day 2 of training (“Stepping Stones to Data” is upcoming)*
- **Rtl Tier I Interventions:** *New Rtl pre-meeting expectations of data from classroom interventions*
- **Lesson Planning:** *Tied to Charlotte Danielson's Domains*
- **APPR:** *SLOs and Designing Quality Measures*
- **Data Analysis:** *LHRIC; SLO development; AIMSweb charts and data meetings; MAP in-service Day 2: “Stepping Stones to Using Data” upcoming, classroom data*



# 2012-2013 Update: Ongoing Initiatives

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## **Professional Development (cont'd):**

- **Instructional Technology:** *Technology Committee set to reconvene and address school needs*
- **Science:** *Specialized PD and inter-District collaboration*
- **Common Core:** *Transitioning to the Common Core; The Reading and Writing Project; Helping Kindergarteners Meet the Common Core; Teaching the Core of History; Mathematical Problem Solving; Math Forum; Math in the City and Lesson Modeling*

*Mr. Steele and Mr. Brown are leading a book group exploring best practices described in Pathways to the Common Core, by Lucy Caulkins.*

# 2012-2013 Initiatives

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## **Curriculum:**

### ■ Anti-Bullying

*We are implementing Olweus, an anti-bullying program, PK-8. All staff members have been trained and first class meetings are scheduled to begin after the February Break.*

### ■ Targeted Curriculum Mapping (SS)

*Middle school social studies teachers met over the summer to begin the process of mapping targeted units.*

# 2012-2013 Initiatives

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## **Search and Evaluation:**

### ■ Math Program Evaluation

*A Math Program Committee will be established after the February Break. The charge is to identify a K-6 math program and related resources that meet our expectations, including challenges connected to the Common Core, as well as Pre-Algebra in 7<sup>th</sup> grade and "Algebra for All" in 8<sup>th</sup> grade.*

***Briarcliff: Singapore Math – Primary Mathematics***

***Pleasantville: Singapore Math – Math in Focus***

***Tarrytown: TBD***

# 2012-2013 Initiatives

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## **Using Data to Inform Instruction:**

- *MAP training in the fall and upcoming this winter*
- *AIMSweb, state testing data, and classroom data*
  - *We utilize this data to inform differentiated instruction*

## **Framework Development:**

- **RTI Protocols and Resources**

*We have developed and are supporting a comprehensive RTI Plan, including new referral forms combining data and narratives.*

# 2012-2013 Initiatives

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## **Framework Development (cont'd):**

### ■ PH Principles Vision Committee

**(as per Five-Year Strategic Plan)**

*Work will be completed in late March/early April*

- Defining Principles
- Essential Skills
- Implications for Teachers, Students, and Parents.

*This document will serve as our compass for change going forward.*

# 2012-2013 Initiatives

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## **Instructional Alignment: Partner Districts**

We have continued to work with our partners to ensure our students arrive to thrive.

- *Relationships developed last year continue (science; English; math)*
- *Outreach to Tarrytown and Pleasantville will expand*
- *Professional development opportunities being shared (Common Core; Singapore Math; more to come)*
- *Future visitations are being scheduled (social studies; elementary grades; related arts)*

# 2012-2013: Deferred Initiatives

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## **Professional Development:**

### ■ Formal Curriculum Mapping PK-8

*APPR guidelines stress the importance of lesson planning and reflective practice, and Common Core mandates and SLOs have led to ongoing curricular realignments. In light of the new APPR requirements, on top of other initiatives and upcoming curriculum reviews, we have chosen to defer this District-wide initiative.*

# Five Year Strategic Plan Goals

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- In order to move efficiently and quickly to the next level of excellence, beginning in 2012-2013 Pocantico Hills School District focused on three primary goals.

## 1. **Student Growth & Achievement**

- Challenge each student to grow and reach his/her highest potential as a total individual (i.e., academic, creative, physical, emotional).



# Five Year Strategic Plan Goals

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## **2. Fiscal Responsibility**

- Continue to improve the District's operating and financial efficiency in a way that is supportive of student growth and achievement and stakeholder communications.

## **3. Stakeholder Communications**

- Continue to improve how the District and its stakeholders communicate and work together to achieve District goals (e.g., parents, community, staff, students).

# Five Year Strategic Plan Strategies

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## ■ **Student Growth & Achievement**

1. Re-evaluate/adopt 2-3 partner high schools from current and new districts.
2. Develop/adopt Pocantico Standards for 21st Century skills and more rigorous subject matter curricula.
3. Build community partnerships to generate academic programs, financial support and career services.

# Five Year Strategic Plan Strategies

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## ■ **Fiscal Responsibility**

4. Re-engineer budget in light of tax cap law.
5. Develop Master Plan for facilities (short & long term).

## ■ **Stakeholder Communications**

6. Develop communication plan for Pocantico stakeholders and NYS legislators relative to a series of new initiatives (e.g., tax cap, Strategic Plan, 2012 Annual Budget, etc.).
7. Identify new, community-based approaches to communicate with and involve stakeholders.

# Five Year Strategic Plan Recommendations - Summary

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- **Taken together, the Strategic Plan goals/strategies are transforming the Pocantico Hills School District.**

# Five Year Strategic Plan: Recommendation #1

## Re-evaluate/Adopt Partner High Schools

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### ■ **Planning Approach**

- Stakeholder committee March-October 2012 chaired by Dr. Valencia Douglas.

### ■ **Implementation Milestone/Expected Outcome**

- August 2012 announcement of partner high school selected.
- *The School Board approved the committee's recommendations at the October 9, 2012 Board of Education meeting to maintain our current partner high schools – Briarcliff, Pleasantville and Sleepy Hollow.*
- Improve high school success rate for Pocantico students and reduce Pocantico District operating costs. *Ongoing (we are in the process of identifying data with our partner high schools to implement this recommendation).*

## Five Year Strategic Plan - Recommendation #2: Develop/Adopt Pocantico Hills Standards for 21<sup>st</sup> Century Skills

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### ■ Planning Approach

- Stakeholder Committee March-November 2012, chaired by Adam Brown/Stam Steele.
- ***The committee met beginning in November 2012, and renamed itself the Principles Vision Committee. It is anticipated that the committee will make recommendations for principles to the School Board in the spring. Committee chaired by Valencia Douglas/Adam Brown.***

### Implementation Milestone/Expected Outcome

- December 2012 publish Pocantico Standards and announce an implementation schedule.
- Increase growth and achievement for all children (e.g., intellectual and social growth, state test scores).
- ***It is anticipated that the Board will approve recommendations from the Principles Committee at a spring meeting.***

## Five Year Strategic Plan - Recommendation # 3: Build Community Partnerships to Generate Academic Programs, Financial Support and Career Services

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### ■ **Planning Approach**

- Stakeholder committee September 2012-January 2013 chaired by Dr. Valencia Douglas.
- *Stakeholder committee anticipated date is now April 2013-September 2013, and will be chaired by Dr. Valencia Douglas and Stan Steele.*

### ■ **Implementation Milestone/Expected Outcome**

- January 2013 announcement of community partnership plan. *Anticipated date is now September 2013.*
- Increase academic and financial resources for Pocantico District. *Ongoing.*

## Five Year Strategic Plan – Recommendation #4: Re-engineer Budget in Light of Tax Cap Law

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### ■ **Planning Approach**

- Investigate regulations, complete financial analysis and recommend preferred plan by February 2012 (Jay Scotto-Friedman).
- *Ongoing.*

### ■ **Implementation Milestone/Expected Outcome**

- February 2012 announcement of 2012 Annual Budget for various voting approaches (simple majority, super majority, contingency). *The School Board approved a super majority budget in May 2012; the community approved the budget for 2012-2013 school year.*
- Allows Pocantico District to be successful in new “tax cap” environment.



## Five Year Strategic Plan – Recommendation #5: Develop Master Plan for Facilities

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### ■ Planning Approach

- Analyze options and recommend optimal facility renovation plan by August 2012 (Jay Scotto-Friedman). Then form committee.
- ***A committee was formed and reviewed facilities needs. Made a recommendation to the School Board at the January 8, 2013 Board of Education meeting.***

### ■ Implementation Milestone/Expected Outcome

- August 2012 announcement of preferred plan for facility renovations. Assemble Committee September-December 2012.
- Allows Pocantico District to make necessary renovations that support the student achievement goal of Strategic Plan.
- ***The Board of Education is reviewing their options and will revisit the recommendations from the Facilities Committee in the Spring of 2013.***

## Five Year Strategic Plan – Recommendation #6 Develop Communication Plan for Pocantico Stakeholders (e.g. tax cap, Strategic Plan, 2012 Annual Budget, etc.)

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### ■ **Planning Approach**

- Plan developed by Dr. Valencia Douglas and committee for first half 2012. *Ongoing in process.*

### ■ **Implementation Milestone/Expected Outcome**

- February 2012 initiate communication plan through June 2012. *Completed.*
- Increase the awareness and involvement of stakeholders and NYS legislators. *In process.*
- *Superintendent participated in various meetings with county legislators throughout the region beginning in 2012-2013 school year.*

## Five Year Strategic Plan - Recommendations # 7: Identify New Community-Based Approached to Communicate with and Involve Stakeholders

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### ■ **Planning Approach**

- Stakeholder committee September 2012-January 2013, chaired by Dr. Valencia Douglas and Stan Steele.
- *New timeline: May 2013-September 2013*

### ■ **Implementation Milestone/Expected Outcome**

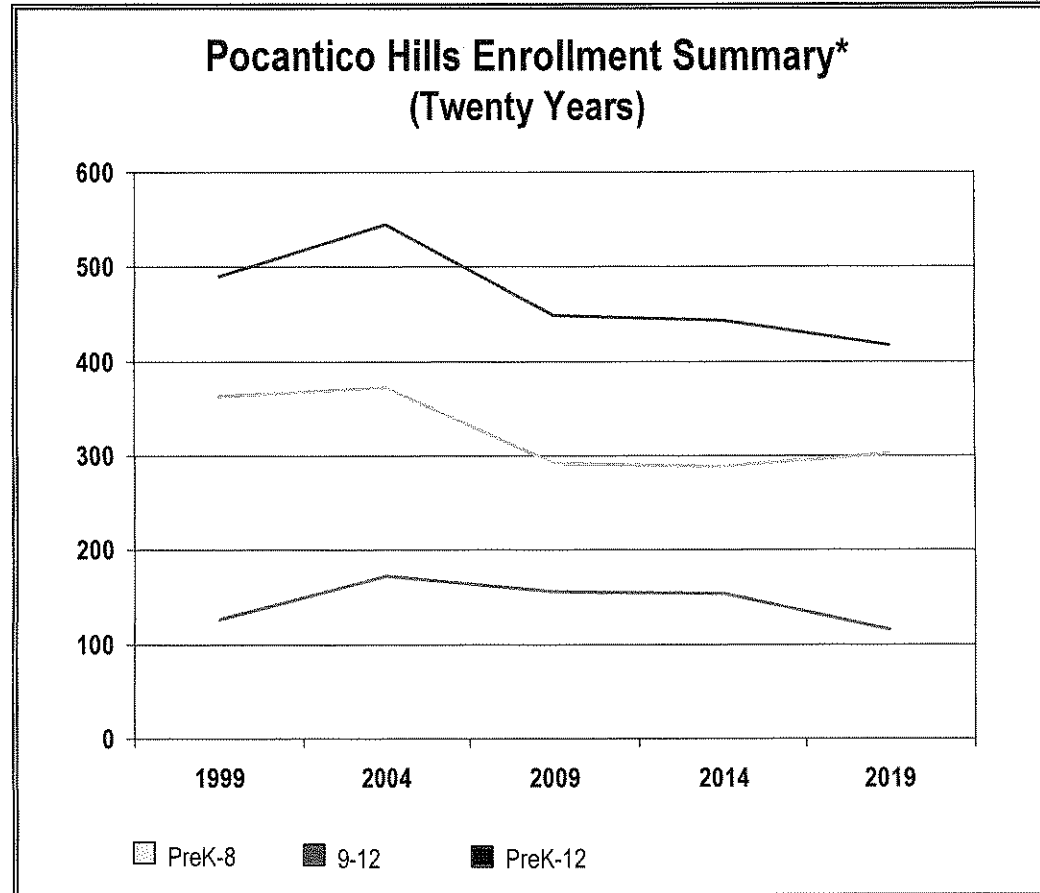
- February 2013 announcement of communication plan.  
*New timeline: September 2013.*
- Increase the awareness and involvement of stakeholders.

# Declining Enrollment

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- In order to fulfill the organizational goal of the District, the District will need to improve and streamline all of the District's organizational systems and structures to ensure efficient and effective operation of the District in meeting the District's goals and the needs of the students, staff, parents and the community.

# Declining Enrollment (continued)



\*Data table in Appendix B (combination of actuals and BOCES March 2010 enrollment forecast study).

# Declining Enrollment (continued)

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- After an increase in the 1999-2004 period, Pocantico Hills enrollment has been declining since 2004 and is forecast to stabilize at the PreK-8 grades and continue to decline at high school grades.
- Over the twenty year period of 1999-2019, total enrollment is decreasing.
- For PreK-12, the reduction is 73 students or 15%, from 490 to 417 students.

# Declining Enrollment (continued)

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- For PreK-8, the reduction is 61 students or 17%, from 363 to 302.
- Just focusing on the 2011-2019 enrollment forecast, there will be a sizeable reduction in high school students and the PreK-8 students will stabilize around 300 students.
  - 9-12 from 159 to 105
  - PreK-8 from 308 to 302
- Currently, there are 24 students living in the Pocantico Hills District that attend private schools.

# Declining Enrollment (PK-8)

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- 2002-2003: 353
- 2003-2004: 367
- 2004-2005: 367
- 2005-2006: 370
- 2006-2007: 366
- 2007-2008: 354
- 2008-2009: 325
- 2009-2010: 297
- 2010-2011: 303
- 2011-2012: 316
- 2012-2013: 309

*Projected*  
*2013-2014: 284*  
*(Pre-K estimate: 25)*



# Declining Enrollment (continued)

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- The type of educational program is significantly impacted by declining enrollment.
- Personnel decisions are impacted.
- For example, 2012-2013 enrollment including Pre-Kindergarten is 309 students. Projected enrollment for 2013-2014 without Pre-Kindergarten is 259 students.

# Recommendations

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- The District needs to develop short and long term plans to address declining enrollment.
  - Recommendation: Form a committee, chaired by the Superintendent, composed of stakeholders to identify options and make recommendations to the Board of Education.
  - Work with BOCES to conduct a new ten-year study of student population projections.
  - Timeline: September 2013-January 2014

# Recommendations (continued)

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- The committee would review options such as:
  - Tuition paying students
  - Reorganization of all personnel, administration, teachers, support staff, clerical, etc.
  - Reduction of personnel based on a year by year student population
  - Special education programs
  - Retirement programs

# 2013-2014 Draft School Budget Development Timeline

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February 7	Preliminary Budget Sent to Board of Education
February 12 & 26	Board Discussion on Significant Budgetary Considerations
March 5	Board of Education Meeting/Review of Preliminary Budget
TBD	PTA Meeting/Review of Preliminary Budget
March 19	Board of Education Meeting/Review of Preliminary Budget

# 2013-2014 Draft School Budget Development Timeline

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|-----------------------|---|
| April 5, 18/May 2, 16 | Legal Ads for Budget Notice   |
| April 1               | Deadline for Transportation Requests<br>for Private/Parochial Schools                   |
| April 9               | Board of Education Meeting/Review of<br>Preliminary Budget                              |
| April 22              | School Board Petitions Due by 4:30 p.m.   |
| April 23              | Board of Education Meeting/Review of<br>Preliminary Budget, Board<br>Adoption of Budget |
| April 16              | Last Day to File Petitions for Board<br>Election and Propositions                       |

# 2013-2014 Draft School Budget Budget Development Timeline

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April 25      Budget Newsletter Mailed to Residents

May 7      Budget Statement Available

May 14      Board Meeting-Public Hearing on Proposed  
Budget

May 15      School Budget Notice Mailed to Residents

May 21      2013-2014 Budget Vote

*TBD      Neighborhood Meetings/Meet the Candidates  
Night*

# 2013-2014 Draft School Budget Communication Plan

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1. A DVD presentation providing information on the new Tax Cap Legislation was created and posted on the District's web site in February 2012.
2. There will be one budget newsletter, three neighborhood budget workshops, and two Superintendent community updates.
3. The instructional staff, student government, School Foundation and PTA will be provided with a budget presentation.

# 2013-2014 Draft School Budget Communication Plan

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4. The Tax Cap Presentation on DVD, Budget Newsletter, Neighborhood meetings, and the Superintendent's updates are intended to generate community input prior to the Board's adoption of the budget.
5. A special e-mail address has been maintained to provide an avenue for community residents to pose questions and/or comments, and receive a response from the Assistant Superintendent – [budgetinfo@pocanticohills.org](mailto:budgetinfo@pocanticohills.org)
6. A special e-mail address has been established to provide residents an avenue to pose questions about the new Tax Cap Legislation, and receive a response from the Assistant Superintendent - [taxcap@pocanticohills.org](mailto:taxcap@pocanticohills.org)



# 2013-2014 Draft School Budget Communication Plan

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7. Budget information will be posted to the District's website throughout the budget development process beginning February 2013.
8. Reminder to Vote telephone chains will be employed to encourage community members to vote on May 14, 2013.
9. The Connect Ed. system will be used periodically to remind all who have registered to attend the budget workshops.

# 2013-2014 Draft School Budget Development Process

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- Budget Availability - May 7: The budget document shall be complete and available upon request to residents within the district (7) days before the budget hearing and fourteen (14) days before the annual meeting/vote date.
- Budget Presentation - May 14: The budget must be presented at the budget hearing, not less than seven (7) or more than fourteen (14) days prior to the annual meeting/budget vote date.

# 2013-2014 Draft School Budget Development Process

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- Annual Meeting and Election: The annual meeting and election must be held on the third Tuesday of May.  
(May 21, 2013)
- Three-Part Budget: Districts are required to prepare a three-part budget containing administrative, program, and capital components.



Thank You