


FACING OUR FUTURE

EAST ALLEN COUNTY SCHOOLS



September 21, 2010

Board of School Trustees
New Haven, IN

Karyle M. Green
Superintendent of Schools



EAST ALLEN COUNTY SCHOOLS

RECOMMENDATION FOR REDESIGN



What We Know

- It is expected that East Allen County Schools provide a quality education for all students who attend our schools.
- People in East Allen do not want the State to take over our underperforming schools.



What We Know

- People want the Board to make a decision and begin implementation of a district redesign believing these discussions have gone on far too long creating instability within the communities continually “targeted for closing.”



What We Know

- East Allen is a great place to live and raise a family. Support for our schools will enable us to continue that tradition.
- The State expects us to do more for all students in the way of program offerings and student achievement (but does not financially provide for these expectations).



What We Know

- The revenue East Allen County Schools receives from the basic funding formula is less than we received in 2006 and is expected to decrease even more.
- The impact of the homestead deduction and circuit breaker tax credits on revenue received to our Capital Projects Fund has decreased more than \$1.36 million since 2008.



What We Know

- The operating balance for EACS has decreased by \$3.8 million since 2008.
- In 2010, EACS the operating balance is projected to decrease an additional \$3 million.
- In 2011, without the consolidation of schools, a decrease of \$8.7 million is projected. This would create an insolvency within East Allen County Schools by 2013.



What We Know

- East Allen County Schools has made reductions to the General Fund budget by more than \$1.6 million in 2005, \$1.5 million in 2009 and \$3.8 million in 2010.
- We no longer have the financial means to maintain the operations of 18 schools.



What We Know

- We must enhance our educational program to provide the best education for all of our students.



What We've Heard

- It is important that East Allen County schools spend tax dollars efficiently.
- It is important that East Allen County Schools provide a quality education to all children.



What We've Heard

- It is important that East Allen County Schools build a district to where people will move because of the reputation of our schools.
- It is important to provide an infrastructure to support 21st Century educational technology.



What We've Heard

- It is important to offer more electives at the high school.
- It is important to offer more extracurricular opportunities at all levels.



What We've Heard

- We must maintain communities.
- Keeping five high schools is most important to maintaining communities.
- Maintain school choice.



Continue the Tradition

- 5 Communities
- 5 High schools



Heritage Attendance Area

K – 12

in a campus setting



Leo Attendance Area

K-3 Cedarville Elementary

4-6 Leo Elementary

7-12 Leo Jr./Sr. High School



New Haven Attendance Area

- PK – 2 Early Childhood Academy
(Highland Terrace)

- 3 – 6 New Haven Intermediate
(North side of Lincoln Highway)

- 7 - 12 New Haven Jr./Sr. High School



Paul Harding Attendance Area

PK - 2 Early Childhood Academy
(Southwick)

3 - 6 Prince Chapman Intermediate

7 - 12 Paul Harding CCA
College & Career Academy



Woodlan Attendance Area

K – 12

in a campus setting



Corporation Facilities

- 2 K-12 Facilities
- 2 Jr./Sr. High Schools (7-12)
- 1 College & Career Academy (7-12)
- 2 Intermediate Schools (3-6)
- 2 Early Childhood Academies (PK-2)
- 1 K-3
- 1 4-6



School Closures

Harlan Elementary

Hoagland Elementary

Meadowbrook Elementary

Monroeville Elementary

Village Elementary

Woodburn Elementary



Renovation/Rehab/Construction

Heritage

K-12

New Haven

Early Childhood Academy

Intermediate Complex

Jr./Sr. High School

Paul Harding

Early Childhood Academy

Harding College & Career Academy

Woodlan

K-12



Strength of Program

- A focus on early childhood programming.
- Integrating Early Childhood Special Education.
- Improving RtI, academic interventions, and acceleration (extensions).



Strength of Program

- Longer elementary day.
- Consolidating intense intervention programs thereby increasing opportunities for special needs students.
- Improve vertical articulation across the district.



Strength of Program

- Alignment of secondary program with 7 period day and 2 semesters (7-12).
- Focus on educational program for all students K-12.
- Expand program options at all levels.



Strength of Program

- Align secondary program with community needs.
- Structure of grade levels across the district adds consistency in what we're doing for all students.



Strength of Program

- New Paul Harding College & Career Academy.
- Restart with State (local control).



Facility/Operation Advantages

- Reduced facility costs.
- Community focus.
- Ability to maintain buildings with Capital Projects Funding.



Facility/Operation Advantages

- Upgraded facilities in each community.
- Improve accessibility in buildings (ADA).
- Long term solution to 20 year issue.



Facilities

	<u>Built</u>	<u>Additions/Renovations</u>	<u>Age</u>	<u>Plan Age</u>
■ Cedarville	1997	N/A	13 Years	16 Years
■ Harlan	1955	1968; 1987	55 Years	----
■ Highland Terrace	1967	1996	43 years	46 Years
■ Hoagland	1927	1957; 1974; 1996	83 years	----
■ Leo	1932	1958; 1965; 1979	78 years	81 Years
■ Meadowbrook	1961	1965	49 years	----
■ Monroeville	1913	1927; 1957; 1977	97 years	----
■ New Haven	1964	N/A	46 years	----
■ Southwick	1966	1967; 1996	44 years	47 Years
■ Village	1953	1954; 1955; 1957; 1972; 1992	57 years	----
■ Woodburn	1973	1996	37 years	----
■ New Haven	1954	1958; 1964; 1977	56 years	56 Years
■ PCA	2002	N/A	8 years	11 Years
■ Heritage	1968	1976; 2004	42 years	45 Years
■ Leo	1953	1967; 1979; 1982; 1998	57 years	60 Years
■ New Haven	1977	N/A	33 years	36 Years
■ Harding	1973	N/A	37 years	40 Years
■ Woodlan	1958	1968; 1999	52 years	55 Years
■ Park Hill	1947	1964; 1980	63 years	----
■ Service Center	1985	N/A	25 years	28 Years
■ Administration	1960	1982	28 years	----
■ Heritage	N/A	N/A	----	0
■ Woodlan	N/A	N/A	----	0
■ North New Haven	N/A	N/A	----	0
■ Buildings & Average Age			21; 48 Years	15; 35 Years



Facilities – Current CPF Costs

	School	Cost
Elementary	Cedarville	\$38,425
	Harlan	\$285,000
	Highland Terrace	\$384,000
	Hoagland	\$2,840,000
	Leo	\$500,000
	Meadowbrook	\$540,000
	Monroeville	\$265,000
	New Haven	\$1,079,200
	Southwick	\$520,000
	Village	\$920,590
	Woodburn	\$600,000
	Secondary	New Haven
Prince Chapman Academy		\$0
Heritage		\$914,500
Leo		\$1,080,000
New Haven		\$6,080,000
Paul Harding		\$6,997,900
	Woodlan	\$345,000
TOTAL		\$30,649,615



Facilities – Utilization

School	Number of Students	Current Capacity	Projected Capacity	Requirements
<u>Heritage Attendance Area</u>				
Heritage [K-12]	1,214	928	1,400	K-12 Facility
<u>New Haven Attendance Area</u>				
Early Childhood Academy [PK-2]	622	600	650	Possible Classroom Addition (Qty 2)
New Haven Intermediate [3-6]	740	n/a	800	New Facility
New Haven [7-12]	1,852	1,333	2,000	Addition and Renovation
<u>Paul Harding Attendance Area</u>				
Early Childhood Academy [PK-2]	576	600	600	ADA
Prince Chapman [3-6]	641	1,071	1,000	No Change
Paul Harding [7-12]	728	1,190	1,000	Renovation
<u>Woodlan Attendance Area</u>				
Woodlan [K-12]	1,274	1,285	1,400	K-12 Facility



Facilities – Plan Costs

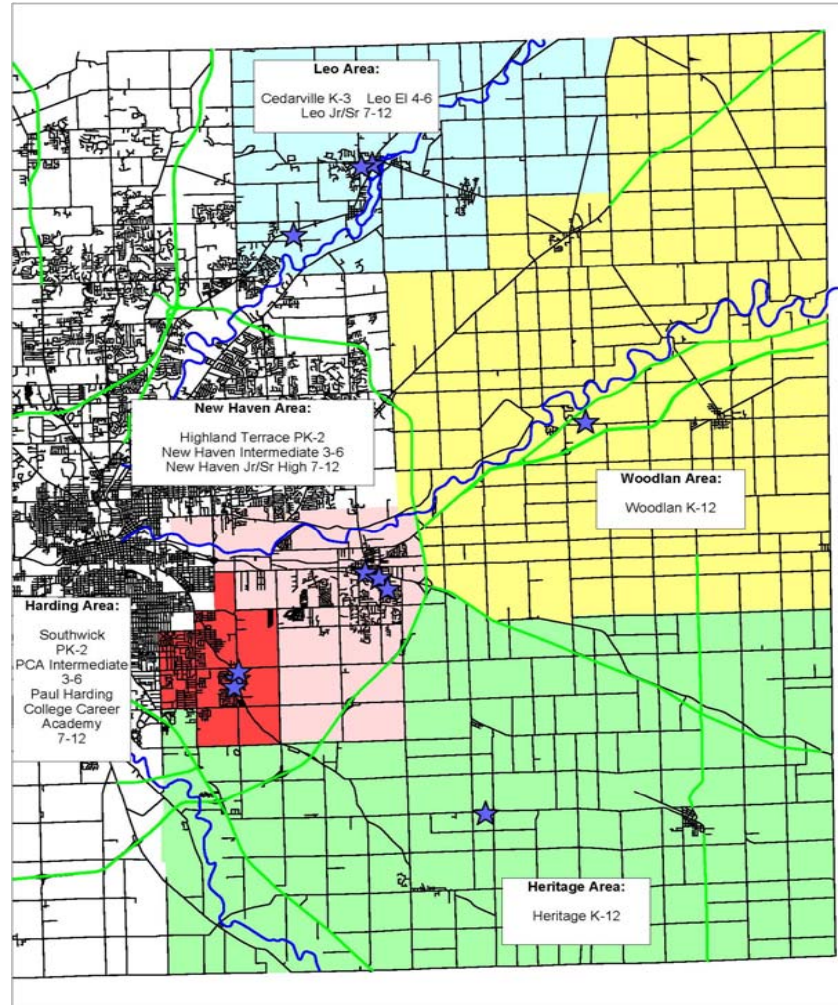
	School	Cost / Funding Source
Heritage Attendance Area	Heritage [K-12]	\$16,000,000 / Bonding & CPF
New Haven Attendance Area	Early Childhood Academy [PK-2]	\$ / Capital Projects
	New Haven Intermediate [3-6]	\$16,000,000 / Bonding & CPF
	New Haven [7-12]	\$21,600,000 / Bonding & CPF
Paul Harding Attendance Area	Early Childhood Academy [PK-2]	\$ / Capital Projects
	Prince Chapman 13-6]	\$ / Capital Projects
	Paul Harding [7-12]	\$11,997,900 / Bonding & CPF
Woodlan Attendance Area	Woodlan [K-12]	\$16,000,000 / Bonding & CPF
SUBTOTAL		\$81,597,900 / Bonding & CPF
Current Renovation Needs [10 Yrs]	Existing Buildings	\$4,321,925 / Capital Projects
Intermediate Steps	Existing Buildings	\$4,750,000 / Capital Projects
Possible Demolition Costs	Existing Buildings	\$1,618,132 / Capital Projects



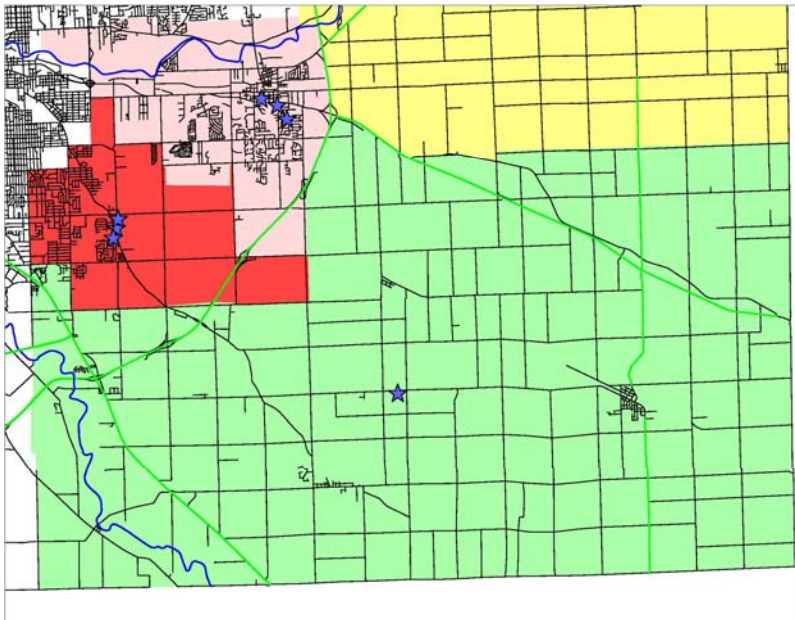
Facility – Related Costs

Current Structure	Facility Costs
Current Annual Debt Service Payment	\$5,917,195
Current Tax Rate (with Excise Taxes]	0.2296
Outstanding Debt Service Payments	\$45,743,526
- Series 2000 [PCA] – ends in 2020	
- Series 2002 [QZAB] – ends in 2015	
- Series 2003 {HEHS] – ends in 2021	
- Series 2005 [REF] – ends in 2017	
Annual CPF Shortfall [Building Needs]	\$1,700,000
Recommendation	
Utilities	-\$301,400
Operational Costs	-\$1,875,611
Construction/Bonding	\$81,597,900
Yearly Debt Service Payment (23 years)	\$6,101,357
Average Long Term Tax Rate (w/o Excise Taxes)	0.2740

Boundary Map

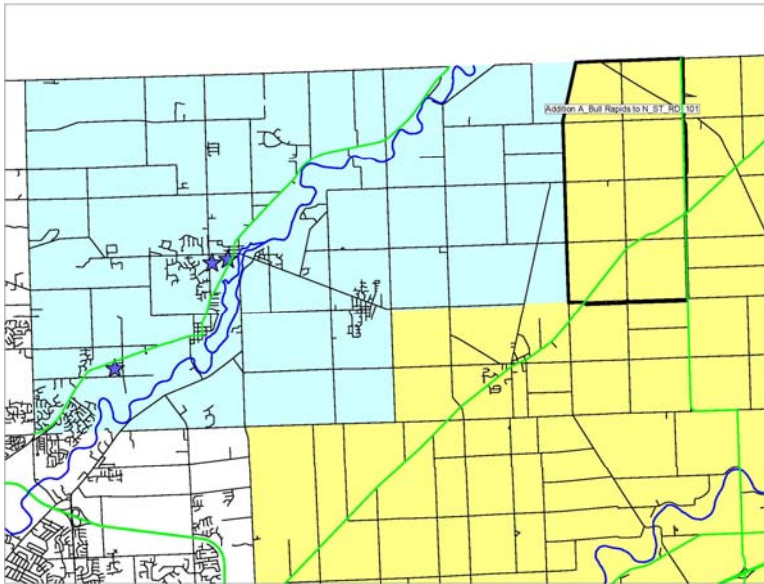


Transportation



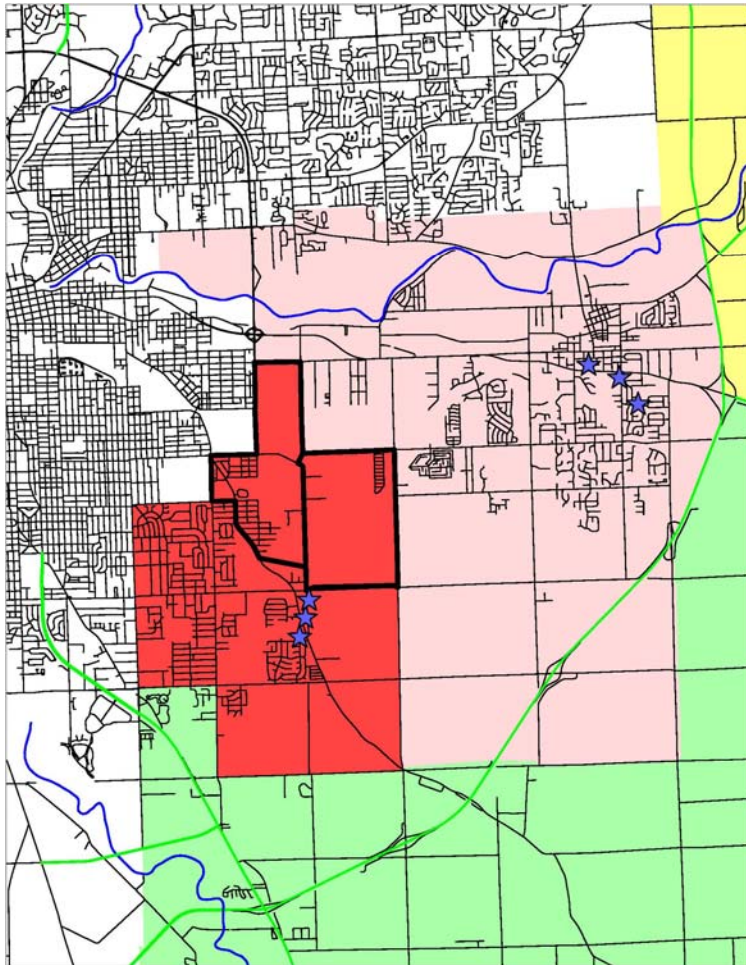
- Heritage K – 12
- Currently use 1 tier a.m., 2 tier p.m., with 22 buses.
- Anticipate 1 tier with 21 buses.
- No shuttles.

Transportation



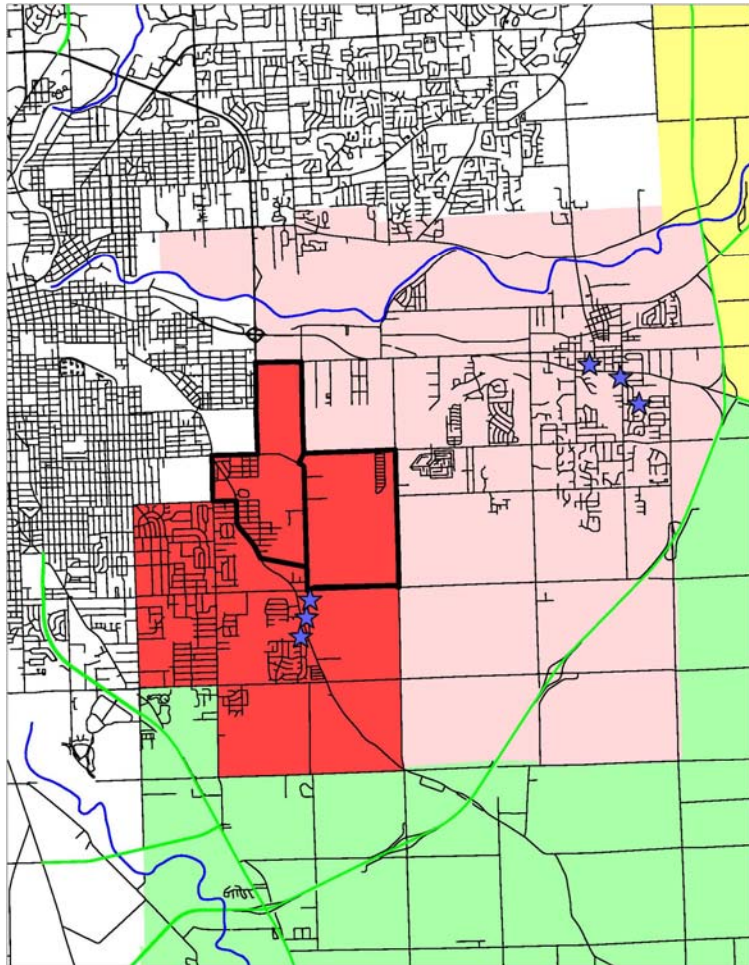
- Leo Area
- Eastern 8 square miles boundary moves to Woodlan.
- Currently use 2 tier with 19 buses.
- Anticipate 2 tier with 21 buses (2 from former Harlan EI).

Transportation



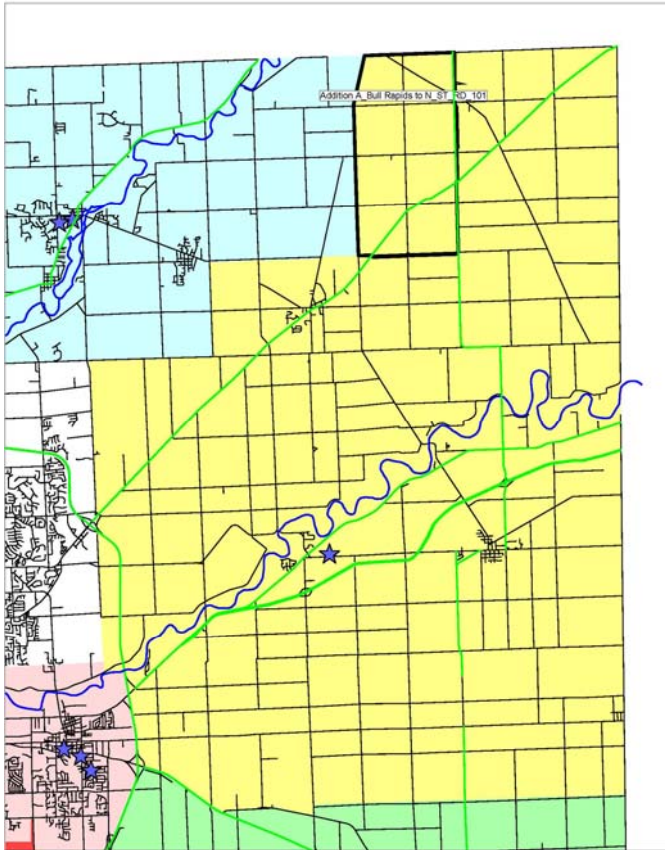
- New Haven Area
- Currently use 2 tier with 15 buses.
- Anticipate 2 tier with 24 buses (10 from Harding).
- K – 6 busing less complicated.
- May be able to use 3 tier to reduce busing needs.

Transportation



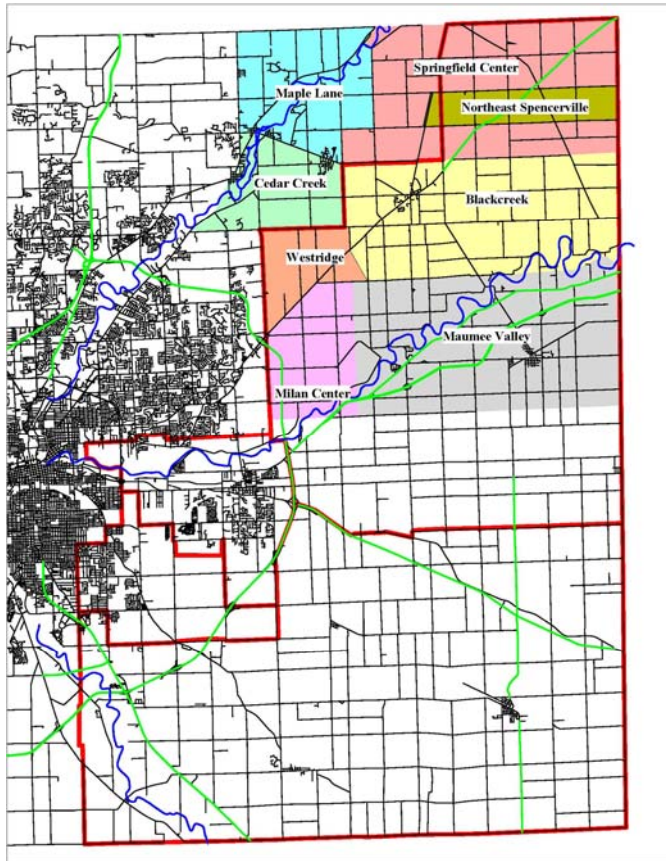
- Paul Harding Area
- Currently use 2 tier with 20 buses.
- Anticipate 2 tier with 13 buses (remaining buses to New Haven).
- May be able to use 3 tier to reduce busing needs.

Transportation



- Woodlan K – 12
- Currently use 1 tier a.m., 2 tier p.m., with 14 buses.
- Anticipate 1 tier with 19 buses (5 from Harlan EI).
- Eastern 8 square miles boundary from Leo.
- No shuttles.

Transportation



- Private Schools
- Shuttle system in Heritage, New Haven and Woodlan still intact (419 students).
- 2 tier system for Amish schools in Leo area (220 students).
- Creates issues in Woodlan area for Amish schools (500 students).



Transportation

- Advantages to Redesign
 - Independent bell times for each attendance area increasing flexibility for transportation.
 - Boundaries aligned K – 12 (Reduces fragmented boundaries).
 - Eliminates shuttles.
 - Broader range of daycare options for parents.
 - Better driver/student/parent relationships decreasing disruptive behavior.



Transportation

- Costs
 - 385 additional students to be bused
 - 4 routes added for private/parochial busing (\$120,000)
 - 4 routes added for EACS busing (\$120,000)
 - \$11,500 saved with elimination of shuttles



Academic Program

- Enhance the Education
- Continue the Tradition



What We Know

- Nearly $\frac{1}{2}$ of all new jobs in the next 10 years will require some college.
- Only 30% of students who take a remedial course in college earn a degree in 6 years.



What We Know

- In the workplace, over ½ of all new jobs by 2014 will require some college.
- Estimates are that as high as 45% of high school graduates don't possess the skills necessary to advance beyond entry level work.



What We Know

- The math and reading skills needed by electricians, plumbers, etc., etc., etc. are the same as those required to succeed in college.
- Graduates lacking skills are relegated to marginal employment and citizenship opportunities.



What We've Heard

- Community members and parents demand increased rigor in our high school curricula.
- Our high schools are our community centers and serve as the impetus for our pathways for students.



The Research Says . . .

- The best predictor of student success in college and in the workplace is the RIGOR of the high school's curriculum.
- This RIGOR begins in Kindergarten.



Academic Program

- Seven Keys
to College and Career Readiness



Academic Program

- Key 1
 - Read at advanced levels in Grades K – 2.
- Key 2
 - Score Pass+ in Language Arts in Grades 3 – 8.
- Key 3
 - Complete Algebra I by Grade 8 and Algebra II by Grade 10 with a grade of “B” or better.



Academic Program

- Key 4
 - Complete an advanced science course (physics or chemistry) by Grade 11 with a grade of "B" or better.
- Key 5
 - Score 3 on an AP Exam or complete dual credit courses with a "B" or better.



Academic Program

- Key 6
 - Score 1650 on the SAT or 24 on the ACT.
- Key 7
 - Complete an advanced technology class with a grade of "B" or better.



Academic Program

- Key 1: Reading at an advanced level in Grades K – 2.
- Students who are reading level C books by the end of the school year in kindergarten are more likely to read at advanced levels in the later grades.



Academic Program

- Key 2: Pass+ on Language Arts ISTEP in Grades 3 – 8.
- Students who score Pass+ on the ISTEP demonstrate more complex reading, writing, thinking, and creative problem-solving skills.



Academic Program

- Key 3: Complete Alg. I by Grade 8/Alg. II by Grade 10 with a grade of "B" or better.
- Students are more likely to perform better on SAT or ACT.
- Students are less likely to need remedial math in college.
- Students are better prepared for college entrance exams and success in both college and the workplace.



Academic Program

- Key 4: Complete an advanced science course by Grade 11 with a “B” or better.
- Physics promotes logical thinking and encourages students to think differently to understand the world around them.
- Chemistry is the study of the manner in which chemical and elements interact with each other.
- Students are less likely to need remedial science in college.



Academic Program

- Key 5: Score 3 on AP exam or complete dual credit class with “B” or better.
- Students may earn advanced standing in college with AP exam score of 3.
- Students leave high school with college credit with dual credit class(es).



Academic Program

- Key 6: Score 1650 on SAT or 24 on ACT.
- Greater chance of college admission at first choice of schools.
- Opens the door to academic grants and scholarships.
- Allows greater opportunity in workplace or military.

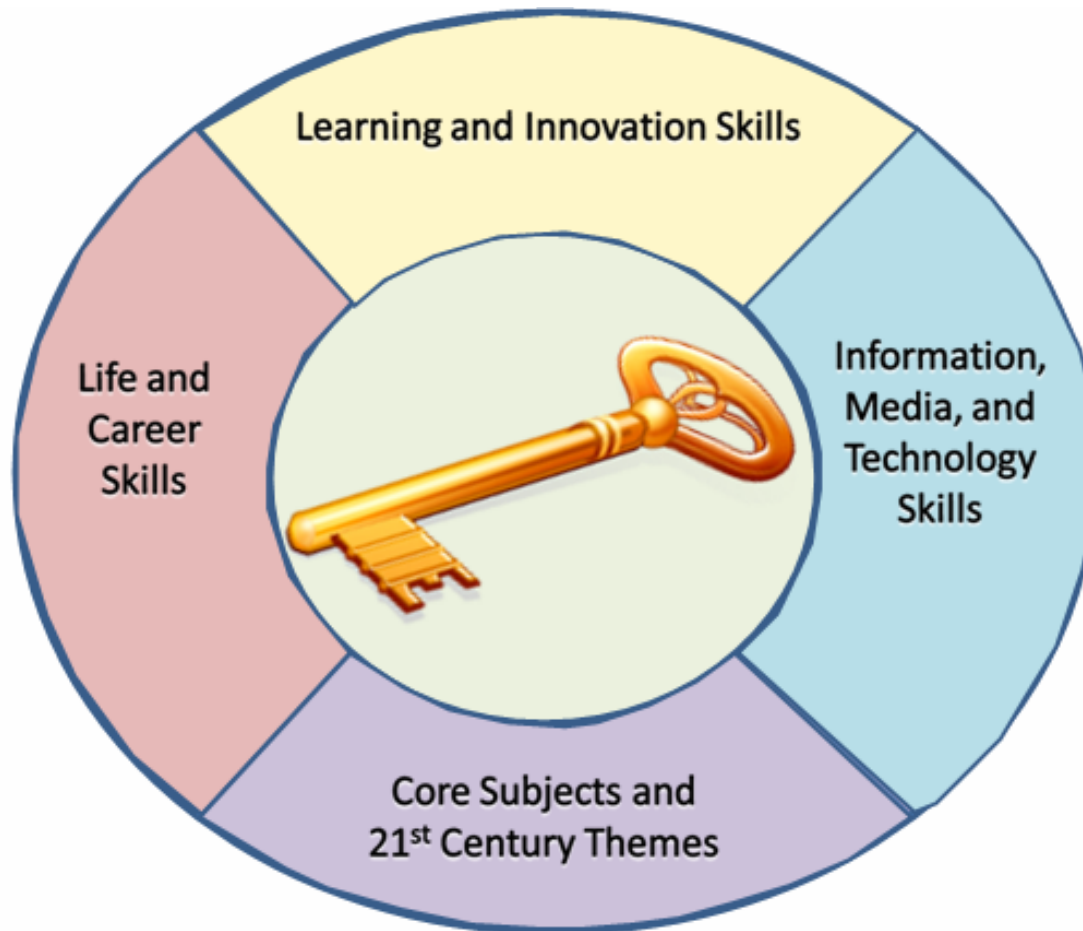


Academic Program

- Key 7: Complete an advanced technology class with a grade of “B” or better.
- New and ever evolving skills in technology are necessary for all students.
- Technology motivates our students particularly in later years.
- Students must be able to master a range of functional and critical thinking skills in technology to compete for college entrance and for high level career employment.
- Technology has embedded itself in all career fields and occupations.

Academic Program

An East Allen Graduate will have these skills...





Academic Program

- K – 12 campus settings
- Increased articulation between grade levels.
- High acceleration through advanced pathways.
- Increased interventions for remediation.
- Community resources for support.



Academic Program

- 7 – 12 Jr./Sr. High School settings
- Increased collaboration for advanced courses.
- Increased opportunities for internships and service learning projects.
- Every teacher on teams for collaborative inquiry.



Academic Program

- Paul Harding College and Career Academy
- Models 7 Keys philosophy with a targeted goal of 100% of students going to college.
- Students may earn college credit in high school.
- Project based learning.
- Intentional internships and partnerships with community businesses & colleges.
- Targeted college counseling with graduation coach.



Academic Program

- Grades 3 – 6 Intermediate Schools
- Focused instruction on comprehension, writing, and language development through EACS curriculum.
- Concentration of resources to provide enrichment or remediation based on student need.
- Pathways to success in mathematics and reading/writing with acceleration options.
- Effective interventions for students having difficulty.



Academic Program

- PK – 2 Early Childhood Centers
- Expanded opportunities for high quality learning in pre-school.
- Advanced reading proficiency before Grade 3.
- Seamless movement between grade levels allowing for targeted remediation and enrichment/acceleration.
- Enhanced parent involvement.
- Community resources for support.



Academic Program

- District-wide benefits
- PL 221 school improvement consequences are eliminated.
- Title 1 school improvement consequences are eliminated.
- Title 1 resources are reallocated to early childhood intervention and to areas of greatest need.



Special Education Services

- East Allen County Schools Redesign will REFOCUS on the needs of special learners.



Special Education Services

- Early Childhood Special Education Services
 - Services will be located in one or both Early Childhood Academies.
 - Integration with typically developing preschool peers will be possible.
 - Access to general education preschool curriculum and instruction will be available.



Special Education Services

- Mild Intervention Services
 - Services will be delivered in all K – 12 campus settings.
 - Students will have access to inclusion with general education peers, targeted interventions, general education curriculum, and the 7 Keys to College and Career Readiness.



Special Education Services

- Intense Intervention Services
- Services will be delivered in two cluster programs with smooth articulation across K – 12 campus settings.
- Programs will be divided with a developmental focus on Primary, Intermediate, Jr. High and High School.
- Young Adult Services will be developed for 18-22 year olds with an emphasis on transition to career and adult services.



Special Education Services

- Emotional Intervention Services
- Services will be delivered within a K – 12 campus setting.
- Program will be divided with a developmental focus on Primary, Intermediate, Jr. High and High School.
- Students will have increased access to targeted behavioral and academic interventions, general education curriculum and 7 Keys to College and Career Readiness.



Special Education Services

- Speech and Language Services
- Speech and Language Services will be available to children in all schools per their IEP's.



Special Education Services

- Related Services
 - OT, PT, APE, Vision and Hearing services will be available to children in all schools per their IEP.



Special Education Services

- LINX: Special Education Alternative to Expulsion
 - Expanded to include Grades 7 – 12.
 - Emphasize academic and behavioral skill development.
 - Expect successful transitions back to home school.



Special Education Services

- Advantages for those with Special Needs
 - Focus on developmental levels.
 - Smooth transitions.
 - Improved tracking of student academic and behavioral skills from K – 12.
 - Less travel time for related service staff and more service time for students.
 - Emphasis on 18-22 year olds career and adult preparation.



Special Education Services

- Advantages for those with Special Needs
 - Focus on curriculum.
 - Focus on interventions.
 - Skill building for success.
 - Linking education to 7 Keys to College and Career Readiness.
 - Community-based instruction.



Transition - Heritage

- August 2011

- Move students from Monroeville and Hoagland to the Heritage Campus.



Transition – New Haven

- August 2011
 - New Haven Elementary becomes a Freshman Academy including PHHS freshmen.
 - Elementary students transferred to Highland Terrace or Meadowbrook.



Transition – New Haven

- August 2011
- New Haven HS holds Grades 10 – 12 including PHHS students.



Transition – Paul Harding

- August 2011
 - High School students go to New Haven Freshman Academy or New Haven HS.
 - 7th and 8th Grades from PCA move to Paul Harding HS.



Transition – Paul Harding

- August 2011
 - Prince Chapman Academy houses Grades 3 - 6.
 - Village elementary closes.
 - Southwick becomes an Early Childhood Academy.



Transition – Woodlan

- August 2011
 - Move students from Harlan and Woodburn to the Woodlan Campus.



Referendum

- Support operational costs not reduced by closing a high school.
- Preschool – training, curriculum, staff.
- Concentrated interventions, particularly in reading and math.
- Acceleration (extensions) for mathematics pathway in Grades 3 – 12.



Referendum

- Expanded summer school options.
- Added SAT classes for college preparation at each high school.
- Increased dual credit and AP class offerings.
- Expanded technology course offerings.
- Service learning requirement for every high school student.



Referendum

- Digital student portfolio for every high school student.
- Increased extra curricular opportunities.
- High quality professional development for skilled, diagnostic interventions K – 12 such as project based learning, Restorative practices, STEM.
- District-wide alternative programming.



Referendum

- Advanced utilization of technology across the district.
- Improvement of student/teacher ratio.
- Maintenance of effort upon the elimination of ARRA stimulus funding.



Referendum

- Compensation for further reduction in revenue from the State of Indiana.
- Commitment to not exceed an increase of 37.09 cents per \$100 assessed valuation for any General Fund Referendum and Capital Referendum combined.



East Allen County Schools Redesign

- Enhance the Education
- Continue the Tradition