



5 Year Strategic Plan (5YSP)

Community Survey Qualitative Data Analysis
and
Employee Survey Analysis

Presentation to the Glen Rock Board of Education

November 21, 2016

Eileen Hillock, 5YSP Chairperson Glen
Rock Board of Education

Dr. Paula Valenti, Superintendent



5 Year Strategic Plan (5YSP)

Community Survey
Qualitative Data Analysis



5 Year Strategic Plan (5YSP)

Community Survey Qualitative Data Analysis

SUMMARY

Community Survey Qualitative Data Analysis

SUMMARY

Indicate Top Priority for Use of District Resources

DEMOGRAPHIC GROUP (as of September 2016)	GROUP 1 * One or more children (Pre-K-12) in GRPS	GROUP 2 # One or more children (Pre-K-12) in GRPS	GROUP 3 @ One or more children (Pre-K-12) in GRPS & One or more children (Pre-K-12) school other than GRPS	GROUP 4 ^ Children in household not yet old enough to attend school; including pre-school	GROUP 5 ~ Household is adult only - over age 18	GROUP 6 + Other	TOTAL
Air Conditioning	235	22	46	21	108	5	437
Media Center Cosmetic	48	1	3	2	11	1	66
Media Center Renovation	77	4	5	2	45	2	135
1 to 1 Laptops	150	6	6	6	46	3	217
Field House	2	0	0	0	5	1	8

Community Survey Qualitative Data Analysis

SUMMARY

Initiatives not included that residents believe should be considered

- More STEM, coding pre-engineering, computer programming, robotics and HS computers
- Elementary World Language - restore Spanish; upgrade World Language offerings
- Enhance Computer Labs
- Recognize academic clubs / Science & Math Competitions
- Enhance music / art program districtwide
- Improve Guidance and Counseling services
- Full Day Pre-K
- Invest in Teachers / Teacher Bonuses
- Eliminate Teachers Union
- Improve lunch offerings, healthier choices and longer recess, more MS lunch activities, lunchroom at Coleman
- Solar Panels/energy
- Light lower soccer field, upgrade fields
- Bus students at Elementary level
- Renovate: HS gymnasium, MS weight room, Central auditorium, library, elementary bathrooms, playgrounds

Community Survey Qualitative Data Analysis

SUMMARY

Recommendations for Elimination/Reduction of Programs & Cost Savings Measures

Eliminate/Reduce	Cost Savings Measures	Other
Administrative costs	Merge Elementary Schools/Districts	Lease fields, charge for field use
Salaries, Benefits, Bonuses	Better HVAC energy management	Outsource Special Services
Tenure, Positions, Car Allowances	Fundraisers/alternate funding/grants	Increase class size
Sports, Football Support	Solar Panels	
Reduce World Language	Fewer Initiatives and do them better	
Activity Fees	Shared Services	
Out of District Services	Revisit Activity Fee	
Full Day Kindergarten	Charge for use of fields / lease	
Inservice days during school year and conferences on teaching days	Rent/Lease laptops	

Community Survey Qualitative Data Analysis

SUMMARY

Additional Comments related to 5YSP or Potential Initiatives

5YSP Initiatives	Other
Air Conditioning	Rent Facilities/Use in Summer
1 to 1 / Networking required, BYOD	Seek alternate funding/Grants/0% Budget increase
Cut Administration at MS/HS, too much spent on salaries, bonuses	Merge library and schools
Keep up with Technology	Shared Services
Budget out of control, air conditioning expensive, budget stretching seniors, GR unaffordable to empty nesters, pay down present debt	Taxes are too high/unaffordable



5 Year Strategic Plan (5YSP)

Qualitative Data Analysis

APPENDIX

Demographic Group #1

150/589 Respondents

Household will have one or more children (PreK-12) in GRPS in SY2016-2017

Q4 Comment on an initiative not included that you believe should be considered

- More STEM, coding pre-engineering, computer programming, robotics and HS computers
- Elementary World Language - restore Spanish; upgrade World Language offerings
- Recognize academic clubs
- Prep for ACT/SAT in curriculum
- More Orton Gillingham trained teachers across the district
- Build music program districtwide, add HS level strings program
- Improve Guidance and Counseling services, run mental health groups regularly
- Career choices program
- HS mentorships/internships
- Highly visible drug prevention program
- Meditation and mindfulness for all students
- Later start time for MS/HS
- MS/HS behavior therapists
- Smaller class sizes
- More consistency between grammar schools
- Improve lunch offerings, healthier choices and longer recess, more MS lunch activities, lunchroom at Coleman
- Improve playgrounds
- Cosmetic maintenance to elementary
- Renovate elementary bathrooms
- Water filtration systems
- Light lower soccer field, upgrade soccer fields
- Safety in schools, radon testing in schools with basements
- Corporate sponsorships
- Needs assessment for varsity coaches through athletic program
- Combine district with Ridgewood
- Reduce taxes

Demographic Group #1

512/589 Respondents

Household will have one or more children (PreK-12) in GRPS in SY2016-2017

Q5 Indicate Top Priority for Use of District Resources

Air Conditioning	235
Media Center Cosmetic	48
Media Center Renovation	77
1 to 1 Laptops	150
Field House	2

Demographic Group #1

175/589 Respondents

Household will have one or more children (PreK-12) in GRPS in SY2016-2017

Q8 Recommendations for Elimination/Reduction of Programs and Cost Savings Measures

Eliminate/Reduce		Cost Savings Measures	
Administrative costs	Sports	Merge elementary schools/districts	Distance Learning
Positions	Eliminate car allowances	Better HVAC energy management	Lease Fields
Eliminate tenure	Proposed capital projects	Fundraisers/alternate funding	Scaling back summer programs
Common Core	Close school on hot days	Change food service vendor	Other
Constant curriculum review		Fewer initiatives and do them better	Enhance Guidance
Reduce WL		Pro Management of capital projects	Add communication class
Band		Outsource Special Services	Bring back Home Economics
Reduce electives		Shared services	Tutoring
Activity fees		Rent/Lease laptops	Later school start times

Demographic Group #1

121/589 Respondents

Q9 Share additional Comments related to 5YSP or Potential Initiatives

5YSP Initiatives	Other	
		Look to HSAs for donations
Air Conditioning - 5	Rent Facilities	Private tutors for kids
1 to 1 - 11	Seek alternate funding	Principals are never out among parents/children
BYOD	Pay down present debt	Less red tape for teachers
Keep up with Technology	Cust Adm staff as MS/HS	Water and Air quality tests
Media Center Cosmetic - 0	Enrichment for Kids	Lunch room at all schools
Media Center Renovation - 1	Maintain Facilities - Light Tennis courts	Central Auditorium
Field house - 0	Process for Anonymous comments	Improve STEM
Hire independent cost analysis company	Merge Borough/County library with schools	DO NOT charge parents for Field Trips
Window AC units	Reinstate IEP summer busing	More emphasis on alternate activities other than sports

Demographic Group #2

10/44 Respondents

Household will have one or more children (PreK-12) in a school/schools other than GRPS in SY2016 17

Q4 Comment on an initiative not included that you believe should be considered

- Full day Pre-K
- Foreign language/dual language program
- Chromebooks - 3 thru 12
- Enhance computer labs
- Science/independent research classes
- Improve food options

Demographic Group #2

33/44 Respondents

Household will have one or more children (PreK-12) in GRPS in SY2016-2017

Q5 Indicate Top Priority for Use of District Resources

Air Conditioning	22
Media Center Cosmetic	1
Media Center Renovation	4
1 to 1 Laptops	6
Field House	0

Demographic Group #2

11/44 Respondents

Household will have one or more children (PreK-12) in GRPS in SY2016-2017

Q8 Recommendations for Elimination/Reduction of Programs and Cost Savings Measures

Eliminate/Reduce		Cost Savings Measures
Special Education Costs	Sports	
Salaries	Out of District Services	
Benefits	Fixed Costs	

Demographic Group #2

6/44 Respondents

Household will have one or more children (PreK-12) in GRPS in SY2016-2017

Q9 Share additional Comments related to 5YSP or Potential Initiatives

5YSP Initiatives	Other
Networking infrastructure needed for 1:1	
Too much money is spent on salaries, bonuses	
0% increase in budget	

Demographic Group #3

19/63 Respondents

Household will have one or more children (PreK-12) in GRPS & one or more PreK-12 in a school other than GRPS in SY2016-2017

Q4 Comment on an initiative not included that you believe should be considered

- Pre-K head start
- Science Fair and Math competitions
- MS laptops
- More STEM competitions
- G&T for grades K -3
- More art programs
- Pick-up/drop off Central School
- More World Language
- Anti-bully initiatives
- MS weight room
- Athletic field improvements
- Renovate Central auditorium
- Renovate Central library
- Cafeterias at elementary school 2
- Bus students at elementary level

Demographic Group #3

60/63 Respondents

Household will have one or more children PreK-12 in GRPS & one or more PreK-12 in a school other than GRPS in SY2016-2017

Q5 Indicate Top Priority for Use of District Resources

Air Conditioning	46
Media Center Cosmetic	3
Media Center Renovation	5
1 to 1 Laptops	6
Field House	0

Demographic Group #3

18/63 Respondents

Household will have one or more children (PreK-12) in GRPS & one or more PreK-12 in a school other than GRPS in SY2016-2017

Q8 Recommendations for Elimination/Reduction of Programs and Cost Savings Measures

Eliminate/Reduce		Cost Savings Measures
Reduce # AP courses students can take	8th Grade Trip	Revisit Activity Fee
FDK	Taxes	Charge Sports Organizations for Use of Fields
Bonuses		If AC - Use Buildings in Summer for Camps
Administrative costs		Hockey Should Pay
Support of football		Have Staff Pay Health Benefits
Football		Give Bonuses to Teachers
Less fields		Enrichment Activities at Elementary After School

Demographic Group #3

7/63 Respondents

Household will have one or more children PreK-12 in GRPS & one or more PreK-12 in a school other than GRPS in SY2016-2017

Q9 Share additional Comments related to 5YSP or Potential Initiatives

5YSP Initiatives	Other
Provide laptops to kids	
Science and math fairs competition	
Technology should be added - update equipment- 1 to 1 laptop	
Air Conditioning is unnecessary	
Air Conditioning is a must to be installed	
0% tax increase for Air Conditioning	
1 - 5% tax increase for G&T	

Demographic Group #4

7/42 Respondents

Children in household not yet old enough to attend school; including pre-school

Q4 Comment on an initiative not included that you believe should be considered

- Stand up desks
- Add busing to/from school; especially elementary level
- Invest in teachers
- Eliminate teacher union

Demographic Group #4

31/42 Respondents

Children in household not yet old enough to attend school; including pre-school

Q5 Indicate Top Priority for Use of District Resources

Air Conditioning	21
Media Center Cosmetic	2
Media Center Renovation	2
1 to 1 Laptops	6
Field House	0

Demographic Group #4

37/42 Respondents

Children in household not yet old enough to attend school; including pre-school

Q8 Recommendations for Elimination/Reduction of Programs and Cost Savings Measures

Eliminate/Reduce	Cost Savings Measures
Teacher union	Leverage students from other towns
Pension	
Sports	
Bonuses	

Demographic Group #4

7/42 Respondents

Children in household not yet old enough to attend school; including pre-school

Q9 Share additional Comments related to 5YSP or Potential Initiatives

5YSP Initiatives	Other
Make FDK start earlier	
Provide Pre-K services for kids under K age	
Bus elementary school children	
Provide comfortable learning environment	
Eliminate teacher union	

Demographic Group #5

58/318 Respondents

Household is adults only - over age 18

Q4 Comment on an initiative not included that you believe should be considered

- Solar energy
- Move pensions to 401(K) equivalent
- Tighten up administrative positions (3)
- Vocational training (3)
- Reduce benefit costs
- Increase special services
- Improve/expand foreign language studies (2)
- STEM (2)
- Enhance/expand performing arts and related infrastructure (3)
- Environmental education
- Increase Guidance in elementary schools
- Guidance - career mentoring in High School
- Healthier meal options
- Consolidation with other schools
- Rent out district facilities (2)

Demographic Group #5

210/318 Respondents

Household is adults only - over age 18

Q5 Indicate Top Priority for Use of District Resources

Air Conditioning	108
Media Center Cosmetic	11
Media Center Renovation	45
1 to 1 Laptops	46
Field House	5

Demographic Group #5

126/318 Respondents

Household is adults only - over age 18

Q8 Recommendations for Elimination/Reduction of Programs and Cost Savings Measures

Eliminate/Reduce		Cost Savings Measures	
Eliminate middle school sports (6)	Administrative salaries & positions (38)	Increase employee contribution to health care benefits (9)	Sell naming sponsorship rights for football, track, soccer & baseball fields
Reduce spending on all sports (11)	No in service days during school year	Grant money	Host alumni events before or after games - have fundraising events, galas
Increase activity fees for sports (5)	No attending conferences on teaching days	Only provide computers to families that cannot afford their own (5)	Sell GR merchandise in local stores
ESL	Less use of substitutes	Shared services with town	Use more solar panels
Eliminate elementary World Language program	Regulate temperatures better in the schools all year	Combine with other districts	No HS class with less than 18 students
No Full Day Kindergarten		Consolidate elementary schools and principals	No elementary class with less than 15 students
Eliminate activity fee		Have GR Boosters fundraise for new fieldhouse	Charge for use of fields for boro sports

Demographic Group #5

67/318 Respondents

Household is adults only - over age 18

Q9 Share additional Comments related to 5YSP or Potential Initiatives

5YSP Initiatives		
Families affording iphones for kids can afford own computers. (2)	GR will most likely be unaffordable to empty nesters	Has there been a full evaluation of geothermal possibilities
Students need strong technology skills	School budget is out of control	The budget is too focused on sports facilities and maintaining them
Cost factor of air conditioning in all elementary schools would stretch the budget of seniors	Merge schools with neighboring towns	Guidance is weak; monitor closely
Air Conditioning too expensive (5)	Not enough info was provided on media center reno to make an educated decision	Appreciate BOE issuing this survey - thanks for giving the citizens of this town a venue for comment
Consider window Air Conditioning units	Longer school hours - devoted to math and science	Grants from computer companies to help with media center
Short term five year plan is short sighted - immediate gratification initiatives.	More emphasis on geography in curriculum	
Would like to see complete list of 5 year strategic plan	No research shows FDK has any educational significance in MS/HS	
Board must decide priority/timing over 5 years - use staggered approach	Make teachers top priority	

Demographic Group #6

4/16 Respondents

Other

Q4 Comment on an initiative not included that you believe should be considered

- Renovate HS gymnasium
- Solar panels on MS/HS
- Arts more of a priority

Demographic Group #6

12/16 Respondents

Other

Q5 Indicate Top Priority for Use of District Resources

Air Conditioning	5
Media Center Cosmetic	1
Media Center Renovation	2
1 to 1 Laptops	3
Field House	1

Demographic Group #6

9/16 Respondents

Other

Q8 Recommendations for Elimination/Reduction of Programs and Cost Savings Measures

Eliminate/Reduce	Cost Savings Measures
Sports -4	Several respondents were not familiar enough with the listed items to provide comment
Staff	
Non-teaching staff	
Administration	
Cut top salaries, athletics; especially football	

Demographic Group #6

6/16 Respondents

Other

Q9 Share additional Comments related to 5YSP or Potential Initiatives

5YSP Initiatives	Other
Take closer look at contractors hired; no surprises in end	
1:1 is ridiculous	
Media Center needs to be equipped with up to date technology, along with Air Conditioning	
More focus on arts	
Taxes are too high for new families	
Field house - make it happen; consolidate resources	



5 Year Strategic Plan (5YSP)

Employee Survey

Employee Survey

103 Respondents

Q1 Rate the initiatives using Likert Scale 1 - 5

	Do Not/Not Entirely Supportive	Neutral	Somewhat/Totally Supportive
Air Conditioning	8.74% (9)	6.8% (7)	84.4% (87)
Media Center Cosmetic	47.52% (48)	25.74% (26)	26.73% (27)
Media Center Renovation	32.03% (33)	17.48% (18)	50.66% (52)
1 to 1 Laptops	19.42% (20)	6.8% (7)	73.78% (76)
Field House	45.53% (47)	35.92% (37)	18.45% (19)

Employee Survey

42/103 Respondents

Q2 Comment on an initiative not included that you believe should be considered

- ChromeBooks (2) Laptop Carts (8) Computer Labs - no laptops (6), Update art wing computers
- Interwrite boards in all classrooms
- Online courses
- Paper & pencil - skip computers
- Committee monitor fo CC - PARCC
- Writing across curriculum
- Writing lab at lunch time
- Literacy workshops
- Teacher Professional Development
- World Language teacher at elementary schools
- MS Basic Skills classes - math
- Guidance Counselors participate in lunch duty - know students
- HS Supervisors (2)
- HS teacher offices - add windows
- Health concerns - MC (3) Water/air quality
- Maintain current renovations, repair broken things in HS, repair track/field - to hold meets
- Before/After care need more space
- Parking at Byrd School, repave Central parking lot
- Update elementary schools
- Theater sound system
- F&P Arts storage
- Charge for facility use

Employee Survey

94/103 Respondents

Q3 Indicate Top Priority for Use of District Resources

Air Conditioning	50
Field House	2
Media Center Cosmetic	2
Media Center Renovation	5
1 to 1 Laptops	35

Employee Survey

19/103 Respondents

Q4 Glen Rock Residents Only: How much school tax bill increase would you be willing to take on to subsidize your top rated initiative in Q3?

0% (no tax increase)	26.32% (5)
1 to 5% increase	47.37% (9)
6 to 8% increase	10.53% (2)
9 to 10% increase	0.00% (0)
Whatever it Takes > 10%	15.79% (3)

Employee Survey

103/103 Respondents

Q5 Are you aware that approximately 95% of the school budget is for fixed costs (i.e. salaries, benefits, administration, utilities, etc.)?

Yes	84.47% (87)
No	15.53% (16)

Employee Survey

35/103 Respondents

Q6 Are there existing programs, services, activities the BOE should consider eliminating/reducing as it strives to balance the budget? Are there cost saving measures you would like to recommend?

Eliminate/Reduce	Cost Savings Measures
Adm bonuses (16)	Retirees to cover teacher duties- PT pay less
Eliminate MS principal, Less administrators (AD makes more than Chief GRPD)	Don't buy new texts every 5 years (2)
Assign teachers less preps - same subject	Eliminate small classes sizes
7th grade writers workshop ineffective - no supervisors to oversee discussion	Make Physical Education elective for kids in sports
Rosetta Stone (2)	Go paperless (2)
Merge Guidance and Special Services	Review scheduling
6 or 7 year curriculum cycles(2)	Sponsorships of sports programs
Clubs that don't meet minimum enrollment	Pass more sport costs on to players
Look at athletics (2)	Rent facilities/charge fees
Abolish football	Wasted lights on in buildings
Cap field renovations	No water fields when raining

Employee Survey

25/103 Respondents

Q7 Share additional comments related to 5YSP process and/or potential initiatives

- Permit elementary teachers to brainstorm ways to provide more plan time
- Add supervisors to MS (Humanities/Sciences)
- New computers in art wing
- BYOD
- Train HS teachers for 1 to 1
- 1 to 1 - serious consideration - would great benefit to special education
- GR is behind in technology compared to other BC schools: add tablets, chromebooks, google
- Curriculum has technology content but not enough technology to utilize it
- 4 hour days if no air conditioning installation
- Air conditioning - wall units - ductless
- Improve air quality in MS/HS
- No full renovation of media center - just cosmetic
- Communicate more
- Speak directly to people involved in any proposed plan
- Crowding schools
- Visit elementary schools - cramped space - BOE out of touch
- Reinstate fee to play