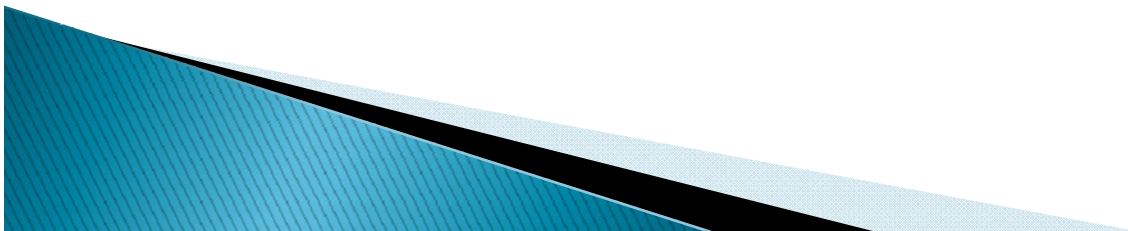


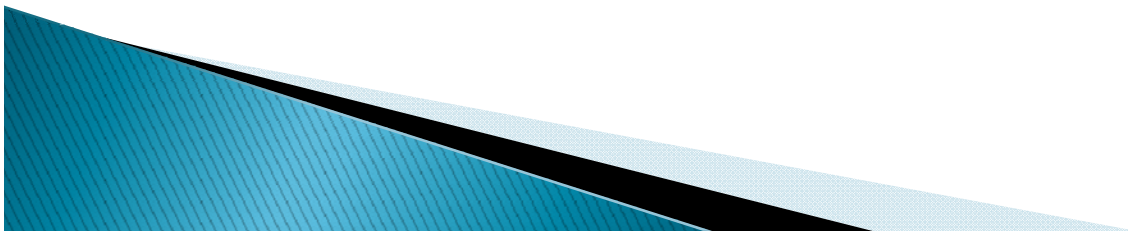
St. Lawrence–Lewis BOCES Study

- ▶ Shared Services
- ▶ Regional High Schools
- ▶ School District Reorganization



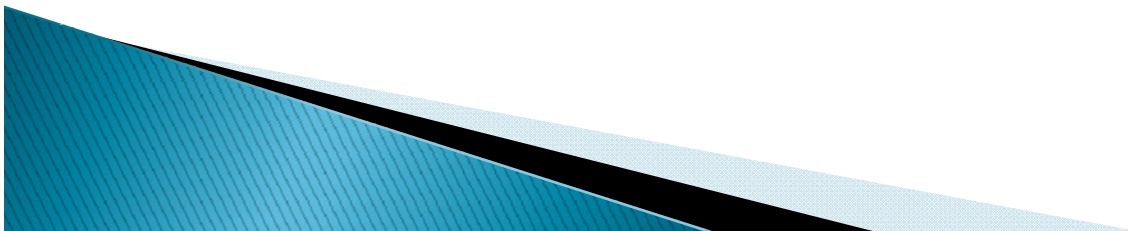
Why Conduct a Study?

- ▶ Decrease in student enrollment
- ▶ Decrease in financial support from New York State
- ▶ Increased expectations for educational excellence
- ▶ Increased reliance on property tax revenue
- ▶ Proposed tax cap

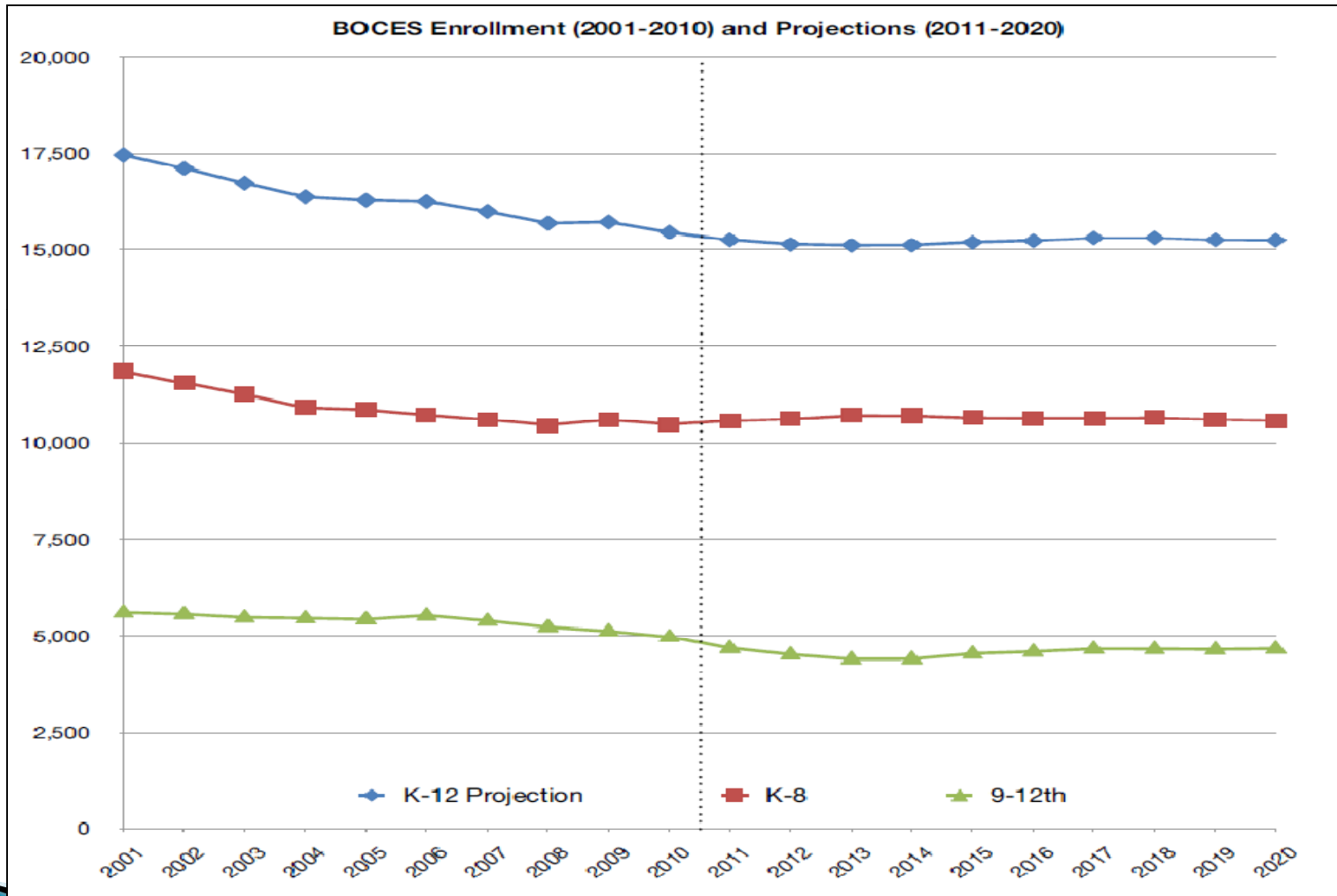


Charge to the Study Team

Conduct a broad based needs assessment to determine opportunities for increasing shared services among school districts, options for establishing regional high schools and possibilities for school district reorganization.



Enrollment History and Projection



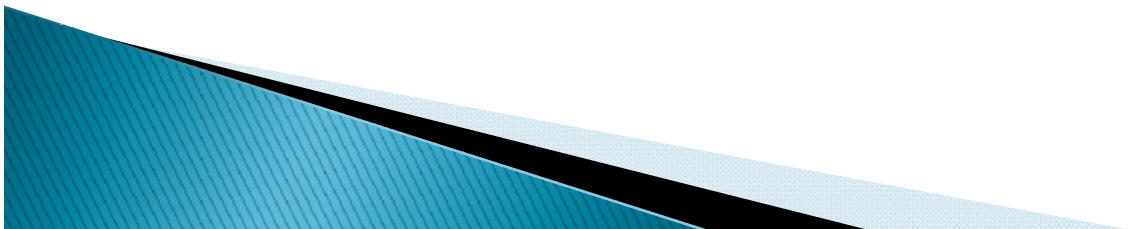
Enrollment History

- ▶ Loss of 2000 students 2001–02 to 2010–11
- ▶ Largest declines: Percentage of enrollment

Colton–Pierrepont (25%)

Edwards–Knox (25%)

Ogdensburg (21%)



Enrollment Projections (Ten Years)

Modest Loss

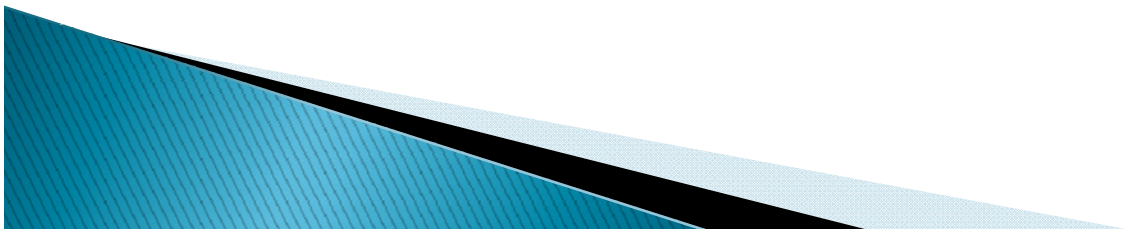
Colton–Pierrepont
Gouverneur
Parishville–Hopkinton

Edwards–Knox
Harrisville
Heuvelton

Little Change

Canton
Norwood–Norfolk

Ogdensburg
Brasher Falls



Modest Enrollment Gain

Hermon–Dekalb

Potsdam

Lisbon

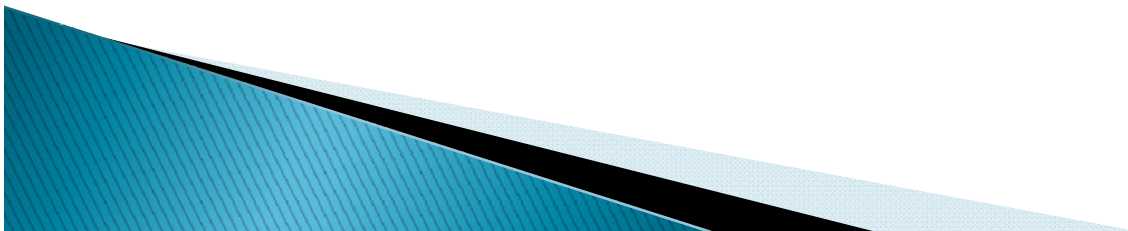
Madrid–Waddington

Morristown

Hammond

Clifton–Fine

Massena

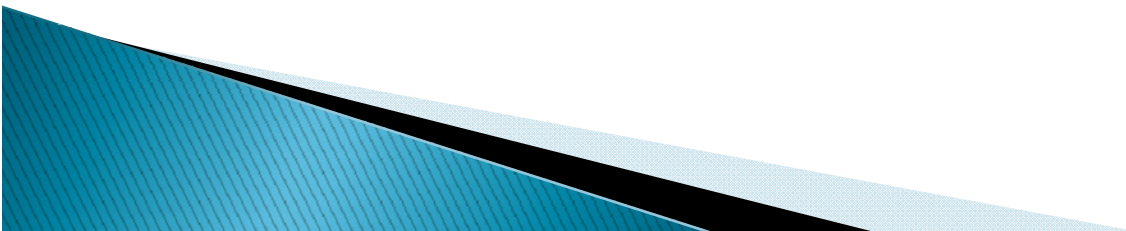


St. Lawrence Lewis BOCES Birth Rate

School District	2002	2003	2004	2005	2006	2007	2008
Brasher Falls	70	63	73	69	70	54	79
Canton	118	95	90	89	112	94	96
Clifton -Fine	25	23	18	23	27	21	24
Colton-Pierrepont	19	26	22	26	33	16	23
Edwards-Knox	39	36	40	28	39	34	30
Gouverneur	149	136	139	155	149	149	158
Hammond	14	15	20	15	20	26	27
Harrisville	22	29	22	20	19	21	18
Hermon-Dekalb	29	43	36	36	38	43	44
Heuvelton	63	55	57	68	64	43	51
Lisbon	48	45	51	42	35	53	56
Madrid-Waddington	51	52	47	52	53	51	39
Massena	183	194	198	193	191	210	196
Morristown	29	30	46	42	37	34	42
Norwood-Norfolk	87	84	90	87	92	82	91
Ogdensburg	125	134	143	129	145	171	140
Parishville-Hopkinton	35	32	37	36	39	29	28
Potsdam	98	109	91	111	113	109	107
TOTAL	1204	1201	1220	1221	1276	1240	1249

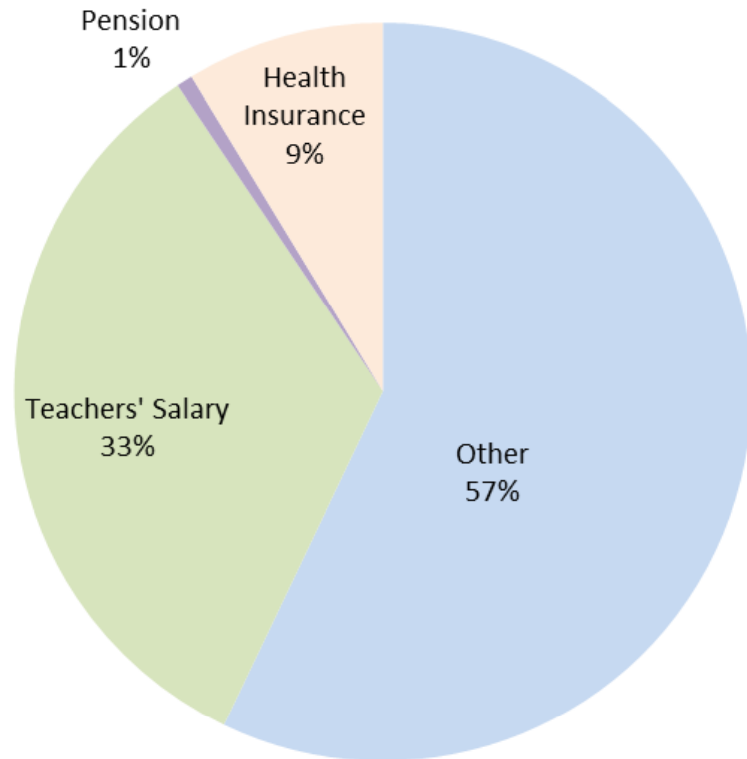
Financial Factors

- ▶ 10 yr Expenditure Comparison
- ▶ School District Wealth Measure
- ▶ Expense Per Pupil
- ▶ True Tax Rates



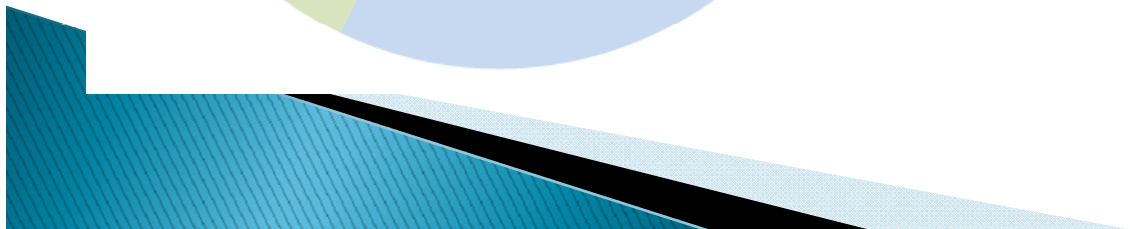
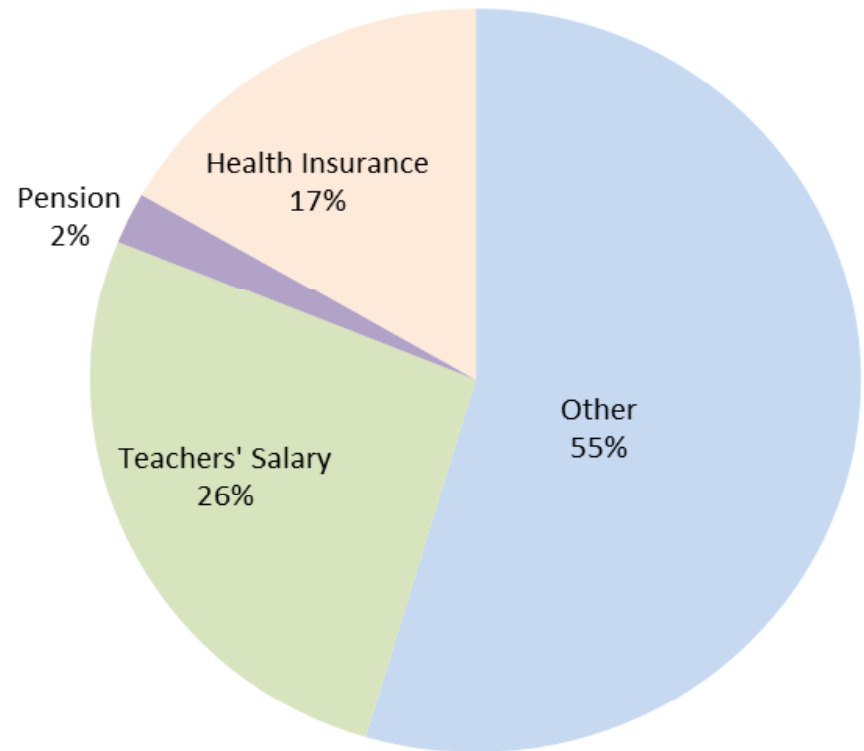
**St. Lawrence–Lewis BOCES
Component Districts
1999–2000 Expenditures
\$204,306,788**

2000



**St. Lawrence–Lewis BOCES
Component Districts
2008–09 Expenditures
\$290,800,156**

2009



Combined Wealth Ratio

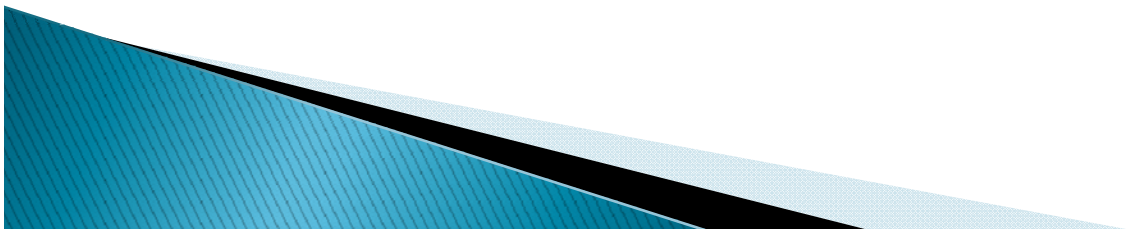
School District	1999-2000	2008-09
Brasher Falls	.366	.298
Canton	.476	.452
Clifton-Fine	.865	.870
Colton-Pierrepont	.994	1.135
Edwards-Knox	.305	.305
Gouverneur	.372	.292
Hammond	.635	.579
Harrisville	.554	.444
Hermon-DeKalb	.387	.378
Heuvelton	.366	.350
Lisbon	.369	.439
Madrid-Waddington	.435	.422
Massena	.613	.457
Morristown	.635	.501
Norwood-Norfolk	.430	.351
Ogdensburg	.436	.373
Parishville-Hopkinton	.563	.477
Potsdam	.608	.502

School District	2010-2011 Student Enrollment	2010-11 Expense/Pupil	2010-11 True Value Tax Rate
Colton-Pierrepoint	306	\$30,147	\$12.90
Hammond	311	\$19,611	\$12.21
Clifton-Fine	333	\$26,743	\$11.03
Hermon-Dekalb	352	\$25,123	\$18.01
Morristown	365	\$22,644	\$13.76
Harrisville	394	\$22,098	\$16.13
Parishville-Hopkinton	473	\$19,820	\$12.22
Heuvelton	539	\$21,953	\$19.84
Edwards-Knox	569	\$21,332	\$10.58
Lisbon	566	\$18,824	\$16.94
Madrid-Waddington	717	\$18,657	\$17.04
Norwood-Norfolk	949	\$20,278	\$23.45
Brasher Falls	1050	\$17,938	\$20.07
Canton	1232	\$19,185	\$17.96
Potsdam	1333	\$19,869	\$22.27
Gouverneur	1578	\$19,336	\$11.94
Ogdensburg	1621	\$19,721	\$23.79
Massena	2779	\$16,184	\$17.99

Shared Services

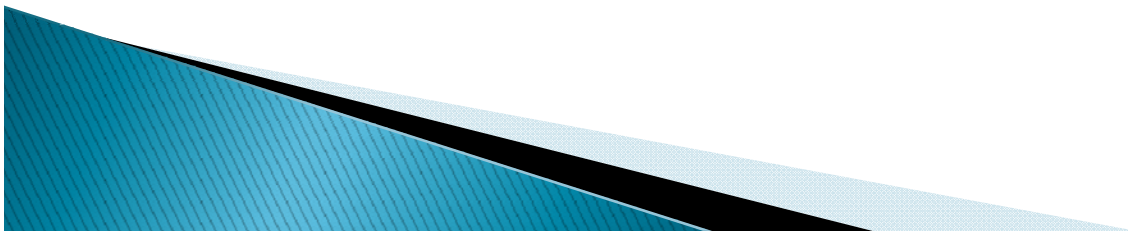
St. Lawrence–Lewis BOCES has a history of significant participation in shared services

- ▶ Cooperative Purchasing
- ▶ Energy Purchasing
- ▶ Central Business Offices
- ▶ Human Resources
- ▶ Technology
- ▶ Special Education
- ▶ Career and Technical Education



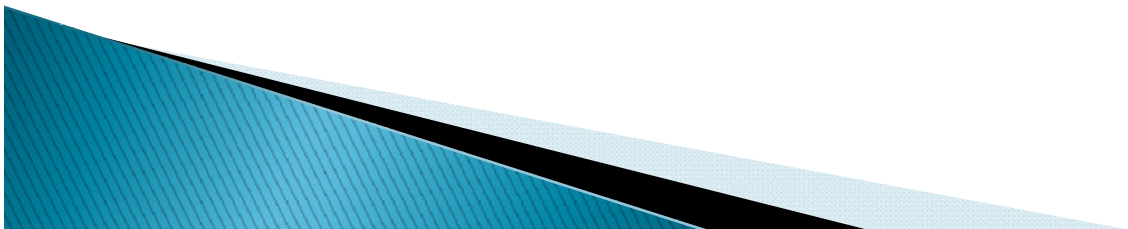
Central Business Office Findings

- ▶ Current CBO consumers are very satisfied with the service.
- ▶ Significant savings have been realized from the use of CBO services.
- ▶ Recommended expansion of the services with potential savings over \$1 million.



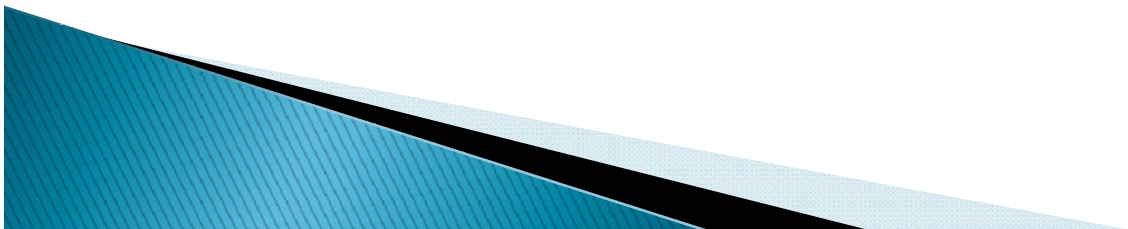
Food Service, Transportation, Operations & Maintenance and Energy: Findings

- ▶ Significant potential to reduce costs in food service using effective models implemented in other BOCES.
- ▶ A detailed regional study is recommended to realize additional savings in transportation.
- ▶ There is some potential for savings in operations and maintenance.
- ▶ Present purchase of electricity, natural gas, propane and heating oil is advanced and pricing is very competitive.



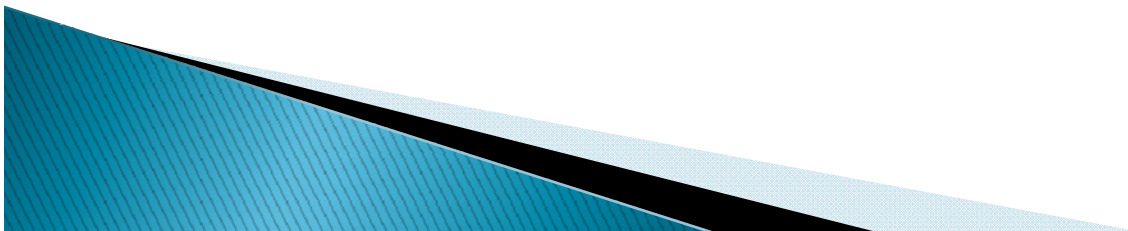
Technology: Findings

- ▶ 2010–11 BOCES contracted shared services of \$4,914,501 from component schools
- ▶ E-rate funding should be maximized
- ▶ Distance learning technologies evolving; work with DANC (Development Authority of the North Country)
- ▶ Continue implementation of Managed IT Service COSER



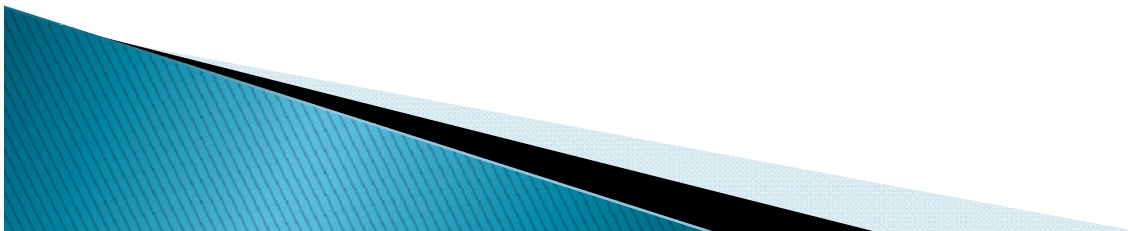
Instruction Grades 9–12

Study focused on instruction in grades 9–12 because of concern for program erosion as high school populations in the St. Lawrence–Lewis BOCES declined and program costs increased.



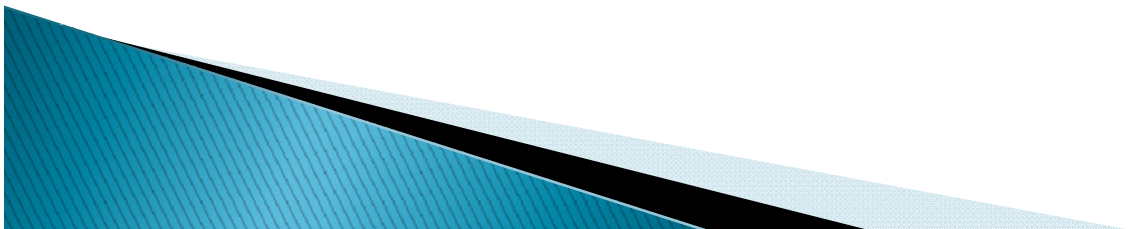
Current High School Results Findings

- ▶ The 2009–10 Regents and Local Diploma Rate was 72.7%. The New York State Rate (excluding New York City) was 71.8%.
- ▶ Regents Diploma with Advanced Designation High School size appears to be a factor.

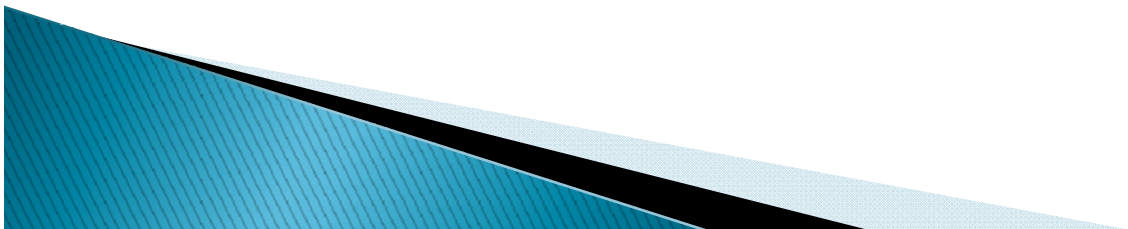


Course Offerings

- ▶ In general, the number of high school program offerings increases with the size of the district.
- ▶ The larger schools in the study offer more advanced courses, defined as college and AP/IB courses than the smaller schools in the study.
- ▶ Largest districts offer more music, art and LOTE (Languages other than English) courses than do smaller districts.

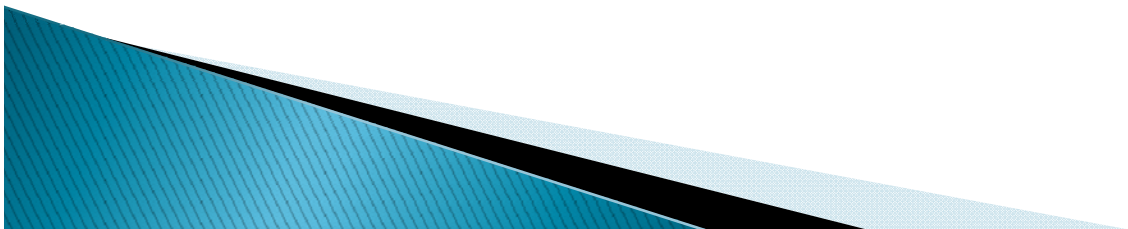


- ▶ Seven of the ten school districts participating in Distance Learning have 9–12 enrollments under 200 pupils.
- ▶ There is collaboration with area colleges and universities so that students can earn dual credit (high school and college) for course work.
- ▶ Over 1000 juniors and seniors attend Career And Technical Education Programs. This is over 45% of the enrolled students in these grades.



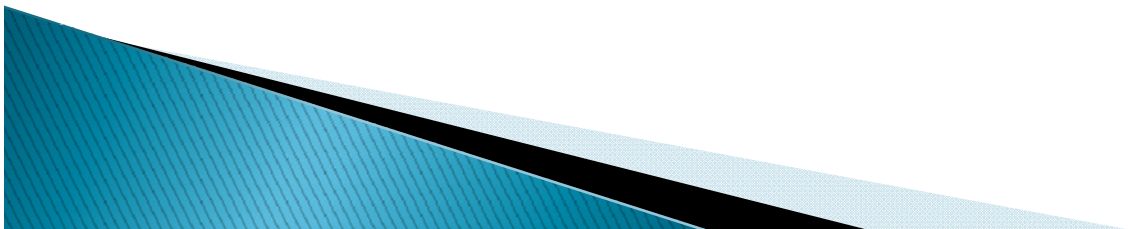
Interscholastic Athletics and Extracurricular Activities

- ▶ Larger high schools offer a more extensive set of interscholastic athletic offerings than smaller school districts do.
- ▶ There is no significant difference in the number of extracurricular clubs and activities offered by large or small high schools.



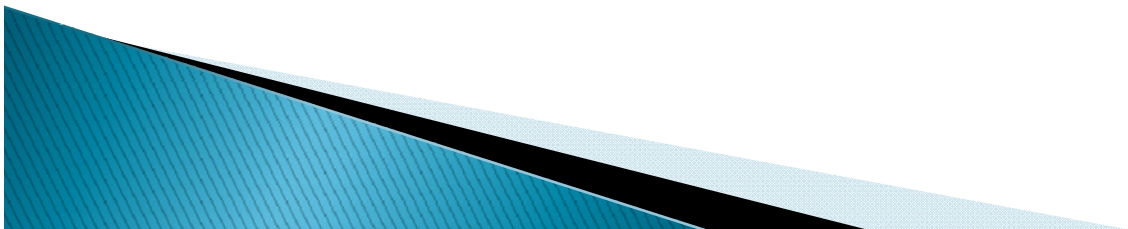
Regional High School What and Why?

- ▶ It is a facility that serves high school students who attend from a geographic area that would be larger than the school district in which the high school is located.
- ▶ Larger high schools can usually offer a more comprehensive program at a lower cost than those of smaller high schools.
- ▶ More attention has been paid to this concept recently as 9–12 enrollments have declined and course offerings reduced.

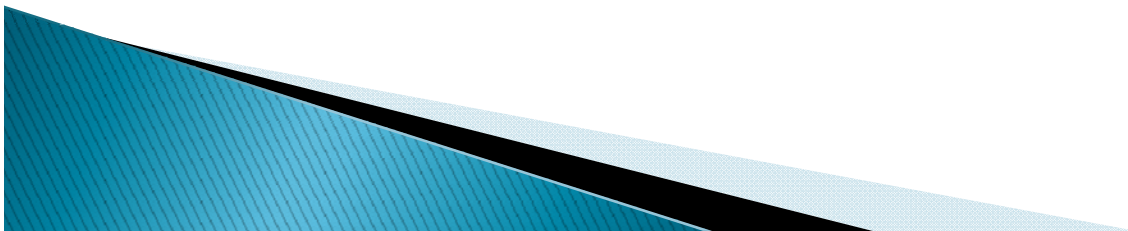


Tuitioning

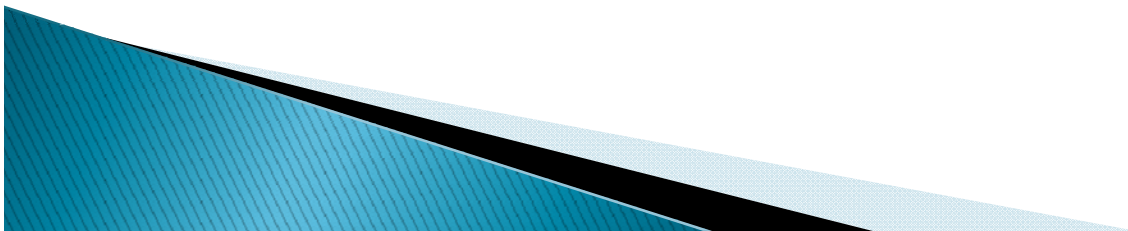
- ▶ District may contract to send students to another district for a period of 2–5 years.
- ▶ The sending district is vested with the authority to select one or more districts to receive the students.
- ▶ Once a district has entered into a contract, it may not refuse tuition students from another district.



- ▶ Tuition rate is set by state formula.
- ▶ Transportation is the responsibility of the sending district.
- ▶ The choice of schools and the process to change placement is covered by local board policy.
- ▶ Tuitioning requires an affirmative vote of the sending school district residents.
- ▶ School Districts must be contiguous.

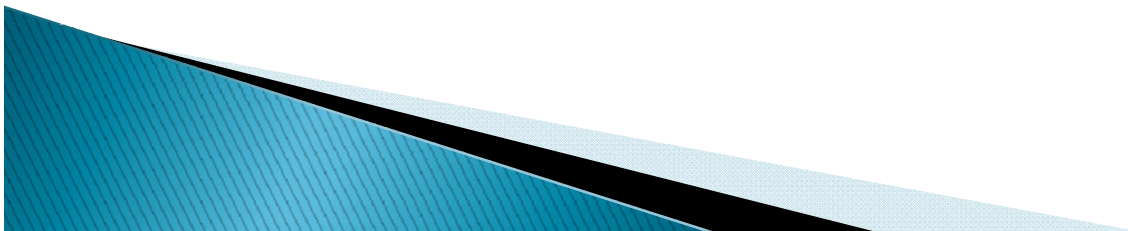


The tuitioning option is feasible legally, but not practical presently as the Foundation Aid Formula for distributing state aid has been frozen for several years. The receiving school in the previous description would be unable to collect additional state aid for the students attending a regional high school.

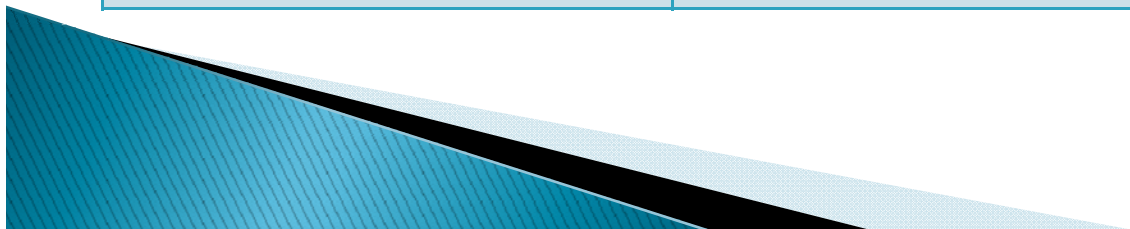


Criteria For Creating Regional High Schools

- ▶ Available space for 9–12 students
- ▶ Program Options increased (Course Offerings, Extracurricular and Interscholastic Athletics)
- ▶ Cost
- ▶ Travel Time
- ▶ Size of Student Enrollment



Regional High School Options (2014-15)		
Site	Capacity	
Canton	800	361
Lisbon		145
Hermon-Dekalb		98
Madrid-Waddington		214
Total		818
Gouverneur	592	492
Harrisville		116
Total		608
Edwards-Knox	280	175
Clifton-Fine		101
Total		276

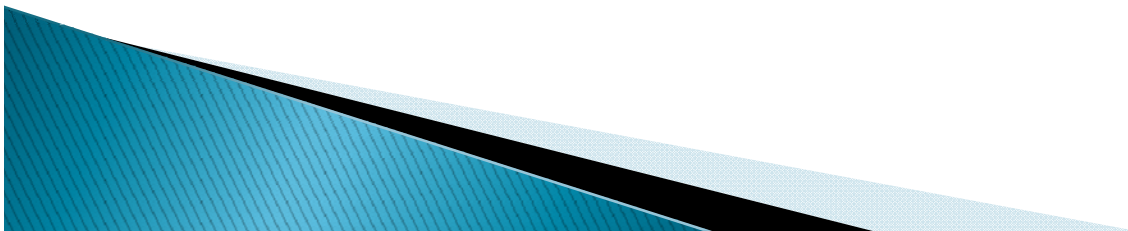


Regional High School Options (2014-15)

Site	Capacity	
Massena	1670	870
Norwood-Norfolk		271
Brasher Falls		348
Total		1489
Potsdam	680	431
Parishville-Hopkinton		127
Colton-Pierrepont		100
Total		658
Ogdensburg	860	480
Heuvelton		171
Morristown		103
Hammond		97
Total		851

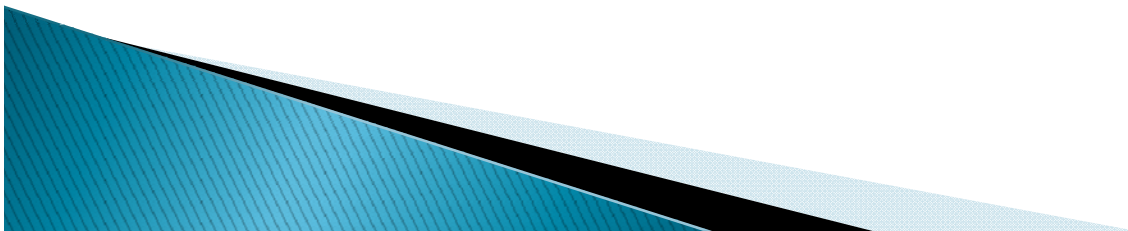
Regional High School Findings

- ▶ Existing space available
- ▶ Travel distances possible
- ▶ Cost: slight savings
- ▶ Program offerings increased
- ▶ Size could be a concern



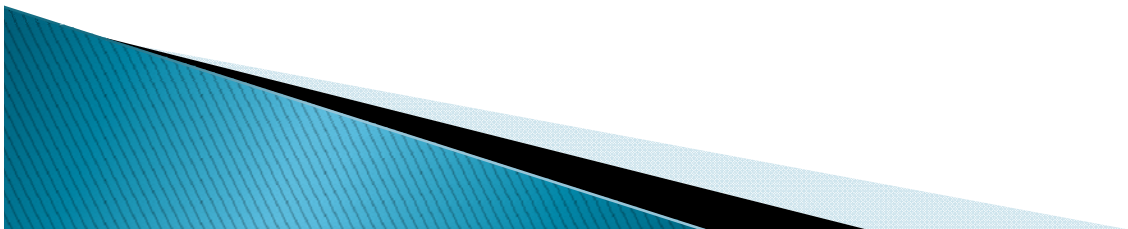
Future of Regional High Schools

- ▶ Need for state legislation
- ▶ Need to develop community understanding of this option
- ▶ Need for common high school schedules
- ▶ Need to consider short term financial incentives



Criteria For School District Reorganization

- ▶ Cost Savings
- ▶ Program Improvement (Course Offerings, Extracurricular and Interscholastic Athletics)
- ▶ Additional Aid
- ▶ Travel Time
- ▶ Tax Rate Differential



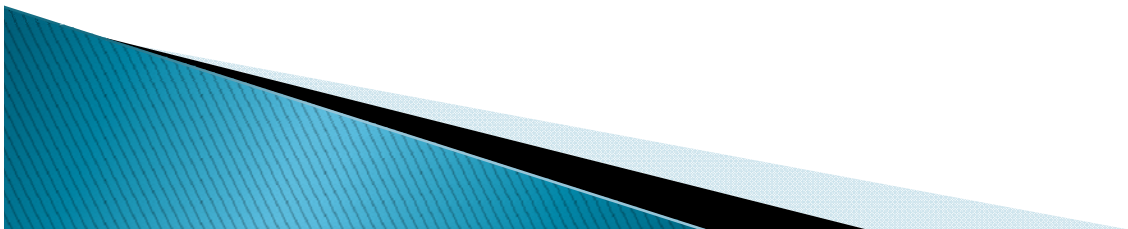
School District Mergers

- ▶ NYSED requires a study
- ▶ Two or more districts go out of business (Annexation is different)
- ▶ New District is formed
- ▶ New Superintendent is Selected
- ▶ Merger Incentive Aid – 40% increase in operating Aid the first five years; 4 % less each year for the next 9 years
- ▶ Up to 30% additional Building Aid–not to exceed 95% on a project



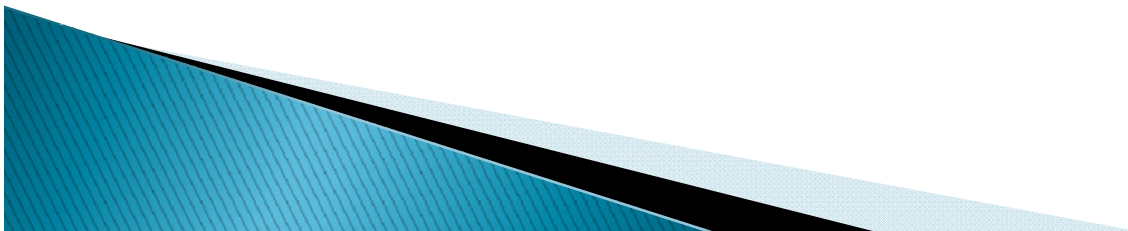
Reorganization Savings

- ▶ Duncombe and Yinger Study suggest:
 - Savings of 27% per pupil for school districts under 300 students (9% used in the study)
 - Savings of 9% per pupil for school districts over 1500 students (3% used in the study)



School District Reorganization Options

- ▶ New York State Master Plan
- ▶ Two district reorganizations
- ▶ Multiple district reorganization options



Merger Options (* NY State Master Plan) School District	2010-11 Enr.	K-12 Merged Enr.	Incentive Aid (14 Yr Total)	Estimated Merger 14 Years Total (% of 2010—11 budget)	2010-11 Full Value Tax Rate
*Hammond	311	676	\$3,428,687	\$7,684,852	\$12.21
*Morristown	365		\$4,860,077	\$10,413,746	\$13.76
Total (14 years)			\$8,288,764	\$18,098,598	
*Lisbon	616	1333	\$7,907,247	\$4,474,750	\$16.94
*Madrid- Waddington	717		\$11,556,847	\$5,618,228	\$17.04
Total (14 years)			\$19,464,094	\$10,092,978	
*State Master Plan					

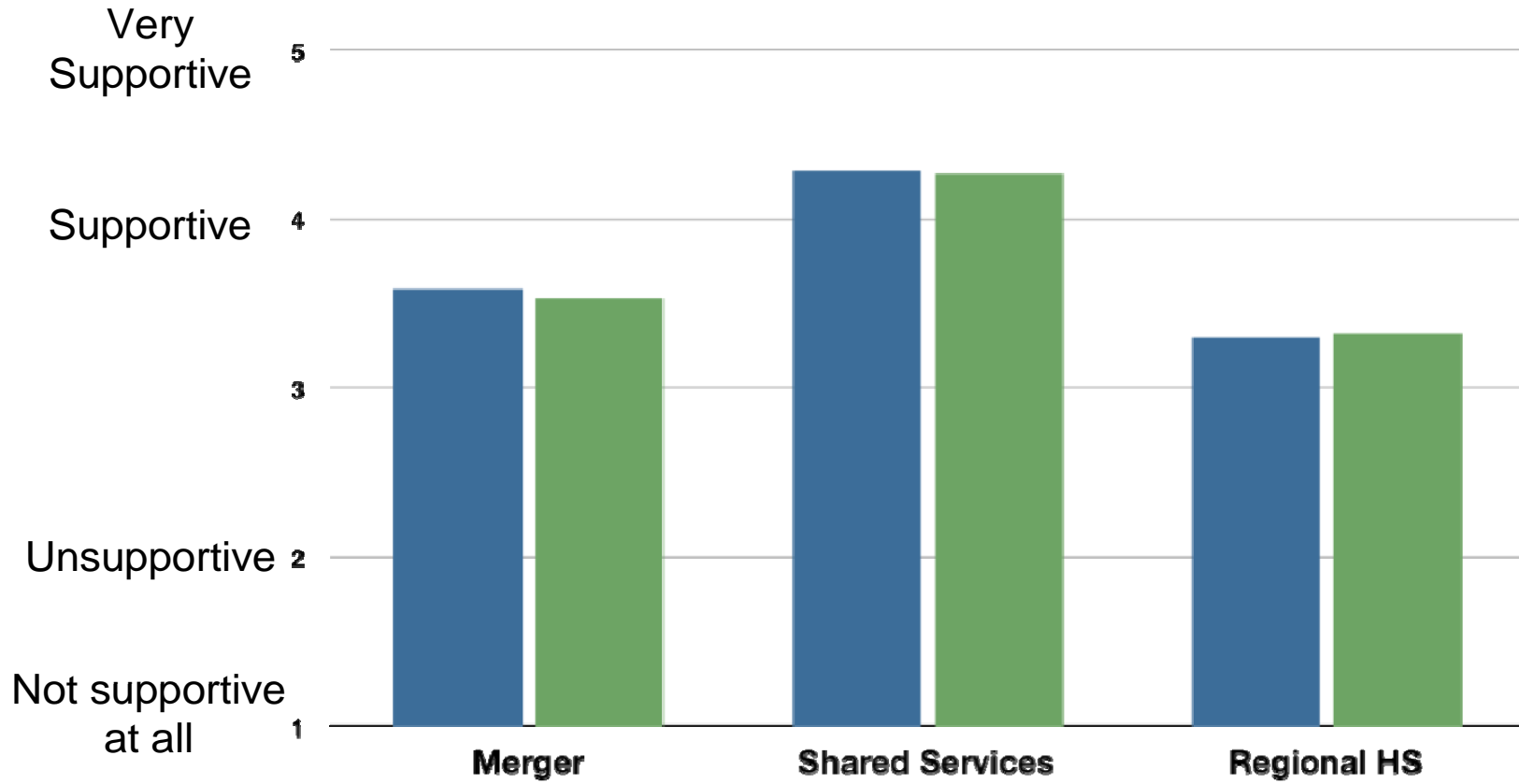
Additional Two District Merger Options

School District	2010-11 K-12 Enr.	K-12 Merged Enr.	Incentive Op. Aid (14 Yr Total)	Estimated Merger Savings (14 Years Total) (% of 2010-11 Budget)	2010-11 Full Value Tax Rate/1000
Colton-Pierrepoint	306		\$2,204,598	(9%) \$11,623,500	\$12.90
Parishville-Hopkinton	473	779	\$6,182,220	(9%) \$11,187,570	\$12.22
			\$8,386,818	\$22,811,070	
Hermon-Dekalb	352		\$6,561,309	(9%) \$11,188,114	\$18.01
Heuvelton	588	940	\$10,939,778	(3%) \$6,389,640	\$19.84
			\$17,501,087	\$17,577,754	
Brasher Falls	1050		\$18,434,071	(3%) \$7,910,700	\$20.07
Norwood-Norfolk	949	1999	\$19,605,383	(3%) \$8,082,270	\$23.45
			\$38,039,454	\$15,992,970	
Gouverneur	1578		\$30,557,946	(3%) \$12,815,348	\$11.94
Harrisville	394	1972	\$5,467,669	(9%) \$10,970,330	\$16.13
			\$36,025,615	\$23,785,678	
Clifton-Fine	333		\$2,479,363	(9%) \$11,222,890	\$11.03
Edwards-Knox	569	902	\$11,906,948	(3%) \$5,097,890	\$10.58
			\$14,386,311	\$16,320,780	

Merger Options: School District	2010-11 K-12 Enr.	K-12 Merged Enr.	Incentive Op. Aid (14 Year Total)	Estimated Merger Savings (14 Years Total) (% of 2010-11 Budget)	2010-11 Tax Rate
Gouverneur	1578		\$30,557,946	(3%) \$12,815,348	\$11.94
Harrisville	394		\$5,467,669	(9%) \$10,970,330	\$16.13
Clifton-Fine	333		\$2,479,363	(9%) \$11,222,890	\$11.03
Edwards-Knox	569	2874	\$11,906,948	(3%) \$5,097,890	\$10.58
Canton	1232		\$18,591,936	(3%) \$9,926,882	\$17.96
Hermon-DeKalb	352		\$6,561,309	(9%) \$11,188,114	\$18.01
Lisbon	566		\$7,907,247	(3%) \$4,474,750	\$16.94
Madrid-Waddington	717	2867	\$11,556,847	(3%) \$5,618,228	\$17.04
Heuvelton	539		\$10,939,778	(3%) \$6,389,640	\$19.84
Lisbon	616		\$7,907,247	(3%) \$4,474,750	\$16.94
Hermon-Dekalb	378		\$6,561,309	(9%) \$11,188,114	\$18.01
Morristown	365		\$4,860,077	(9%) \$10,413,746	\$13.76
Hammond	311	2209	\$3,428,687	(9%) \$7,684,852	\$12.21

Merger Options: School District	2010-11 K-12 Enr.	K-12 Merged Enr.	Incentive Op. Aid (14 Year Total)	Estimated Merger Savings (14 Years Total) (% of 2010-11 Budget)	2010-11 Tax Rate
Potsdam	1333	2112	\$16,658,613	(3%) \$11,123,896	\$22.27
Parishville-Hopkinton	473		\$6,182,220	(9%) \$11,187,570	\$12.22
Colton-Pierrepont	306		\$2,204,598	(9%) \$11,623,500	\$12.90
**Ogdensburg	1621		\$28,055,931	(3%) \$13,426,252	\$23.79
Lisbon	616		\$7,907,247	(3%) \$4,474,750	\$16.94
Heuvelton	539		\$10,939,778	(3%)\$6,389,640	\$19.84
Morristown	365	3141	\$4,860,077	(9%) \$10,413,746	\$13.76
Massena	2779		\$34,462,957	(3%) \$18,895,772	\$17.99
Norwood-Norfolk	949		\$19,605,383	(3%) \$8,082,270	\$23.45
Brasher Falls	1050	4778	\$18,434,071	(3%)\$7,910,700	\$20.07
** Annexation Only Option					

How supportive would you be of...



■ If Improves Program ■ If Decrease Taxes

1956 Respondents across 18 School Districts

(Standard Error < .04)

