



**Finance and Operations Committee
March 20, 2023
Staffing Guidelines Presentation**

Dr. Iline Tracey, Superintendent
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Core Values

We believe...

- 1 Equitable opportunities** create the foundation necessary for every child to succeed
- 2 A culture of continuous improvement** will ensure that all staff are learners and reflective practitioners
- 3 High expectations** and standards are necessary to prepare students for college and career
- 4 Collaboration** and partnerships with families and the New Haven community will enhance learning and achievement



Mission

To provide all students in New Haven Public Schools with personalized, authentic, and engaging learning experiences through creativity, exploration, innovation, critical thinking, problem-solving, and high quality instruction. To foster a culture of continuous improvement through collaborative partnerships with staff, families, and the New Haven community. To support students' growth and development by utilizing the Whole Child Framework.

Vision

Our vision is to be a premier urban school district that ensures access to equitable opportunities and successful outcomes for all students as they prepare for college, career, and life.

Priority Areas for 2020-2024

- | | |
|--|--------------------------------|
| 1 Academic Learning | 2 Culture & Climate |
| 3 Youth & Family Engagement | 4 Talented Educators |
| 5 Operational Efficiencies | |

Forty-Three Positions Examined



NEW HAVEN PUBLIC SCHOOLS

| | | |
|--|--|--|
| Principal | Speech/Language | Nurse |
| Assistant Principal | Psychologist | Restorative Practice Coach (Non-Certified) |
| Classroom Teachers | School Counselor | School Climate Culture Specialist (Teacher) |
| Unified Arts | Multilingual Coaches | Youth Development Coordinator (Non-Certified) |
| Physical Education | Bilingual Classroom Teachers | Behavioral Specialist (Registered Behavioral Technician Certificate) |
| Literacy Coach | ESOL Teachers, Dual Language Program | In-House Suspension Worker (Non-Certified) |
| Mathematics Coach | ESOL Teachers, ESL Program | Student Retention Specialist |
| Technology Facilitator/Technician (Non-Certified) | Magnet Coaches (Magnet Resource)/Theme Coaches | Family Resource Coordinator/Parent Liaison |
| Librarian Media Specialist | Lead Teachers/Instructional Coaches | Drop-out Prevention Worker |
| STEM Teacher | Reading Interventionists | School Community Care Coordinator |
| Special Education (Resource) | Math Interventionists | Custodian |
| Special Education (self-contained) | Building Substitutes | Administrative Assistant |
| PPT Facilitator | Paraprofessionals | Security |
| BCBA (Board Certified Behavior Analyst) | Paraprofessionals (SPED) | |
| Social Worker | Paraprofessionals (self-contained) | |

Staffing Guidelines



NEW HAVEN PUBLIC SCHOOLS

| Position | Elementary Guidelines | High School Guidelines |
|---------------------|--|--|
| Principal | 1.0 FTE Per School | 1.0 FTE Per School |
| Assistant Principal | Staffing is based on enrollment. Schools with 300-600 students will receive 1 assistant principal, 601 – 1,050 students will receive 2 assistant principals, and schools with 1,051 – 1,400 students will receive 3 assistant principals. | Staffing is based on enrollment. Schools with up to 300-600 students will receive 1 assistant principal, 601 – 900 students will receive 2 assistant principals, schools with 901 – 1,200 students will receive 3 assistant principals, 1,201-1,500 students will receive 4 assistant principals, and 1,501 – 1,800 will receive 5 assistant principals. |
| Classroom Teachers | Classroom teacher are assigned on a ratio of 1 teacher for every 20 students in Pre Kindergarten, 1 teacher for every 26 students in Kindergarten thru grade 2, and 1 teacher for every 27 students in grades 3-8. | Classroom teachers are assigned on a ratio of 1 teacher for every 125 students in grade 9 –12. The number of students required to enroll in a specific course may impact staffing ratios. |
| Unified Arts | Class sizes may exceed the stated maximum in special or experimental teaching situations (band, choral, music, art etc.). Classes shall not exceed 40 pupils. *The ratio of 1 teacher to 30 students shall be maintained and exceptions shall be made where special teaching programs prevail. | Class sizes may exceed the stated maximum in special or experimental teaching situations (band, choral, music, art, etc.). Classes shall not exceed 40 pupils. *The ratio of 1 teacher to 30 students shall be maintained and exceptions shall be made where special teaching programs prevail. |
| Physical Education | Class sizes may exceed the stated maximum in special or experimental teaching situations (PE). Classes shall not exceed 40 pupils. *The ratio of 1 teacher to 30 students shall be maintained and exceptions shall be made where special teaching programs prevail. | Class sizes may exceed the stated maximum in special or experimental teaching situations (PE). Classes shall not exceed 40 pupils. *The ratio of 1 teacher to 30 students shall be maintained and exceptions shall be made where special teaching programs prevail. |
| Literacy Coach | 1.0 FTE per School 0-699 and 2.0 FTE per school 700 - 1000 | 0.0 FTE Per School |
| Mathematics Coach | 1.0 FTE per School 0-699 and 2.0 FTE per school 700 - 1000 | 0.0 FTE Per School |

Staffing Guidelines



NEW HAVEN PUBLIC SCHOOLS

| Position | Elementary Guidelines | High School Guidelines |
|--|--|---|
| Technology Facilitator/Technician (Non-Certified) | Staffing is based on enrollment. Schools with 300-600 students will receive 0.5 FTE, 601 – 1,200 students will receive 1.0 FTE, and 1,200 students will receive 2.0 FTE | Staffing is based on enrollment. Schools with 300-600 students will receive 0.5 FTE, 601 – 1,200 students will receive 1.0 FTE, and 1,200 students will receive 2.0 FTE |
| Librarian Media Specialist | 1.0 FTE per school based on enrollment. Support Staff for schools 601 – 1,200 students will receive 0.5 FTE | 1.0 FTE per school based on enrollment. Support Staff for schools with 300-700 students will receive 0.5 FTE, 701 – 1,200 students will receive 1.0 FTE |
| STEM Teacher | 1.0 FTE per school | |
| Special Education (Resource) | Special education teachers are assigned on a ratio of one teacher for every 20 students. The number of required hours based off the IEP may influence this ratio. | Special education teachers are assigned on a ratio of one teacher for every 20 students. The number of required hours based off the IEP may influence this ratio. |
| Special Education (self-contained) | Self-contained special education teachers are assigned on a ratio of one teacher for every 10 students. Alternative learning locations provided in school when ratios exceed 10. 2 Paraprofessionals are assigned per classroom and 3 paraprofessionals per autistic classroom. | Self-contained special education teachers are assigned on a ratio of one teacher for every 10 students. Alternative learning locations provided in school when ratios exceed 10. 2 paraprofessionals are assigned per classroom and 3 paraprofessionals per autistic classroom. |
| PPT Facilitator | 1 FTE per school with adjusted caseload to accommodate for those extra responsibilities. | 1 FTE per school with adjusted caseload to accommodate for those extra responsibilities. |
| BCBA (Board Certified Behavior Analyst) | 1 FTE for every 3 specialized classrooms that program for students with disabilities | 1 FTE for every 3 specialized classrooms that program for students with disabilities |
| Social Worker | 1 FTE for Elementary/Prek-8 Schools, 1.5 FTE for schools 600+ | 1 FTE for every 250 students |

Staffing Guidelines



NEW HAVEN PUBLIC SCHOOLS

| Position | Elementary Guidelines | High School Guidelines |
|--|--|--|
| Speech/Language | Speech/Language pathologists are assigned on a ratio of one Speech/Language pathologist for every 45 students. The number of required hours based off the IEP may influence this ratio. When ratios are exceeded, district will consider utilizing contractual services. | Speech/Language pathologists are assigned on a ratio of one Speech/Language pathologist for every 45 students. The number of required hours based off the IEP may influence this ratio. When ratios are exceeded, district will consider utilizing contractual services. |
| Psychologist | Psychologists are assigned a ratio of one psychologist for every 45 students. The number of required hours based on the IEP may influence this ratio. When ratios are exceeded, district will consider utilizing contractual services. | Psychologists are assigned a ratio of one psychologist for every 45 students. The number of required hours based on the IEP may influence this ratio. When ratios are exceeded, district will consider utilizing contractual services. |
| School Counselor | 1 FTE for Elementary/PreK-8th School, 1.5 FTE for schools 600+ | 1 FTE for every 250 students |
| Multilingual Coaches | 1 per school with over 20% of the student population identified as MLs. | 1 per school with over 20% of the student population identified as MLs |
| Bilingual Classroom Teachers | 1:26 / 1:27 ratio, according to teachers' contract | 4:125 ratio for core subject areas of Language Arts, Math, Science, and Social Studies |
| ESOL Teachers, Dual Language Program | 1:65 ratio | 1:50 ratio |
| ESOL Teachers, ESL Program | Staffing is based on students' grade level and level of English proficiency (see Time Allocations for ELD Instruction Per Week Chart). The teacher-to-student ratio is a maximum of 1:50. One additional teacher should be assigned when there are more than 40 newcomer students. | Staffing is based on students' grade level and level of English proficiency (see Time Allocations for ELD Instruction Per Week). The teacher-to-student ratio is a maximum of 1:50. One additional teacher should be assigned when there are more than 30 newcomer students. |
| Magnet Coaches (Magnet Resource)/Theme Coaches | 1.0 FTE per school | 1.0 FTE per school |

Staffing Guidelines



NEW HAVEN PUBLIC SCHOOLS

| Position | Elementary Guidelines | High School Guidelines |
|-------------------------------------|---|--|
| Lead Teachers/Instructional Coaches | | Lead Teacher 1.0 FTE per content area with reduced case load. |
| Reading Interventionists | 1.0 FTE K-5 1.0 FTE 6-8 | 1.0 FTE per 600 students |
| Math Interventionists | 1.0 FTE K-5 1.0 FTE 6-8 | 1.0 FTE per 600 students |
| Building Substitutes | Add a permanent union substitute(s) 1.0 FTE; assign two permanent substitutes to two building schools such as Worthington Hooker and Brennan Rogers | Add a permanent union substitute(s) FTE 1.0 or more based on student enrollment plays a significant role on the number of permanent substitutes assigned |
| Paraprofessionals | 1.0 FTE for every K-1 class. 1.0 FTE in grade 2 and 1.0 FTE in grade 3. 2.0 FTE in each pre-k class. | Per IEP recommendations |
| Paraprofessionals (SPED) | 3.0 FTE to cover K-2, 3-5, and 6-8. | 4.0 FTE to cover grades 9-12. |
| Paraprofessionals (self-contained) | 2.0 FTE are assigned per self-contained classroom and 3.0 FTE per autistic classroom. | 2.0 FTE are assigned per self-contained classroom and 3.0 FTE per autistic classroom. |
| Nurse | 1.0 FTE per school; if 750 students or more will receive additional support | 1.0 FTE per school; if 750 students or more will receive additional support |

Staffing Guidelines



NEW HAVEN PUBLIC SCHOOLS

| Position | Elementary Guidelines | High School Guidelines |
|--|---|---|
| Restorative Practice Coach (Non-Certified) | 0.25 FTE per school. Each Restorative Coach will work with leadership and will be trained in Restorative Practices and the Comer Pathways. 0.5 FTE per school for schools with 600 or more students. 1.0 FTE for schools with 1,000 or more students. | 0.25 FTE per school. Each Restorative Coach will work with leadership and will be trained in Restorative Practices and the Comer Pathways. 0.5 FTE per school for schools with 600 or more students. 1.0 FTE for schools with 1,000 or more students. |
| School Climate Culture Specialist (Teacher) | 1.0 FTE per school who is trained in Restorative Practices and the Comer Pathways. This person will work on developing schoolwide programs for positive climate which includes, restorative practices, managing affect within the building and planning activities and events that include families. This person will also assist teachers in supporting positive climate within the classroom. 2.0 FTE per school for schools with 600 or more students. | 1.0 FTE per school who is trained in Restorative Practices and the Comer Pathways. This person will work on developing schoolwide programs for positive climate which includes, restorative practices, managing affect within the building and planning activities and events that include families. This person will also assist teachers in supporting positive climate within the classroom. 2.0 FTE per school for schools with 600 or more students. |
| Youth Development Coordinator (Non-Certified) | 0.25 FTE per school. 0.5 FTE per school for schools with 600 or more students. 1.0 FTE for schools with 1,000 or more students. | 0.25 FTE per school. 0.5 FTE per school for schools with 600 or more students. 1.0 FTE for schools with 1,000 or more students. |
| Behavioral Specialist (Registered Behavioral Technician Certificate) | 1.0 FTE per school based on needs | 1.0 FTE per school based on needs |
| In-House Suspension Worker (Non-Certified) | 1.0 FTE per school and 2.0 FTE for schools with 600 or more students | 1.0 FTE per school, 2.0 FTE for schools with 600 - 1000 students, and 3.0 FTE for 1,000 or more students |
| Student Retention Specialist | 1.0 FTE per school and 2.0 FTE for schools with 600 or more students | 1.0 FTE per school, 2.0 FTE for schools with 600 - 1000 students, and 3.0 FTE for 1,000 or more students |
| Family Resource Coordinator/Parent Liaison* | 1.0 FTE per school | 1.0 FTE per school |
| Drop-out Prevention Worker | Each school receives 1.0 FTE. Staffing may increase based on the number of students chronically absent. | Each school receives 1.0 FTE. Staffing may increase based on the number of students chronically absent. |
| School Community Care Coordinator | 1.0 FTE per school | 1.0 FTE per school |

Staffing Guidelines



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| Position | Elementary Guidelines | High School Guidelines |
|--------------------------|--|---|
| Custodian | 1.0 FTE Building Manager during the day and 1.0 FTE Evening Assistant Manager. | 1.0 FTE Building Manager during the day and 1.0 FTE Evening Assistant Manager. |
| Administrative Assistant | Staffing is based on enrollment. Schools with 0-400 students will receive 1.0 FTE 12-month administrative assistant, 400 – 800 students will receive 2.0 FTE 12-month administrative assistants, and 800 or more students will receive 3.0 FTE 12-month administrative assistants. | Staffing is based on enrollment. Schools with 0-400 students will receive 1.0 FTE 12-month administrative assistant, 400 – 800 students will receive 2.0 FTE 12-month administrative assistants, and 800 or more students will receive 3.0 FTE 12-month administrative assistants. |
| Security | Staffing is based on enrollment and need. Schools with 0-600 students will receive 1.0 FTE security guards, 601 – 1,000 students will receive 2.0 FTE security guards. | Staffing is based on enrollment and need. Schools with 0-500 students will receive 2.0 FTE security guards, 501 – 750 students will receive 3.0 FTE security guards, 751 - 1,000 will receive 4.0 FTE security guards, 1,001 - 1,250 students will receive 5.0 FTE security guards, 1,251 - 1,500 students will receive 6.0 security guards, and 1,501 - 1,750 students will receive 7.0 security guards. |

Staffing Guidelines



NEW HAVEN PUBLIC SCHOOLS

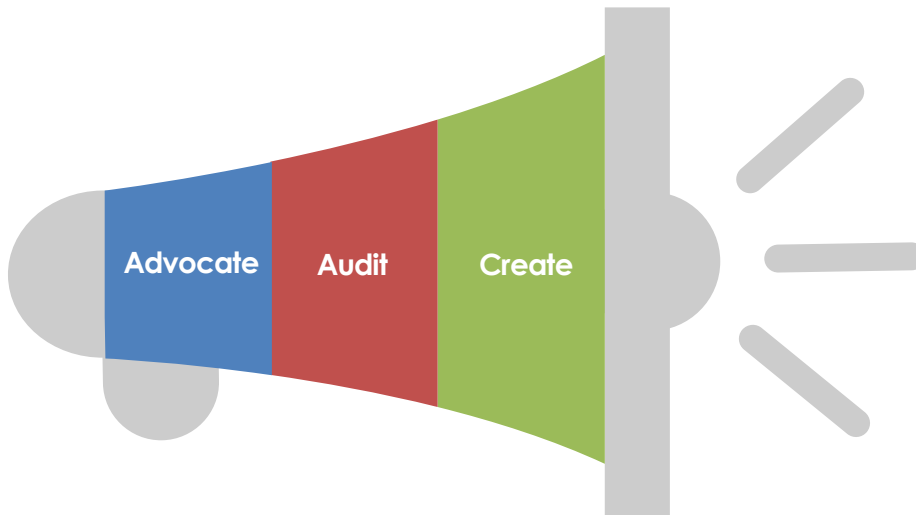
Total Need: 709 Staff Salaries: \$39,226,995 Benefits: \$15,922,282 Total Cost: \$55,149,277

| Position | Need | Cost | Position | Need | Cost |
|--|------|----------------|--|------|-----------------|
| Principal | 0 | \$0 | Magnet Coaches (Magnet Resource)/Theme Coaches | 25 | \$ 1,625,000.00 |
| Assistant Principal | 0 | \$0 | Lead Teachers/Instructional Coaches | 0 | \$0 |
| Classroom Teachers | 0 | \$0 | Reading Interventionists | 41 | \$2,665,000.00 |
| Unified Arts | 0 | \$0 | Math Interventionists | 41 | \$2,665,000.00 |
| Physical Education | 0 | \$0 | Building Substitutes | 41 | \$2,665,000.00 |
| Literacy Coach | 0 | \$0 | Paraprofessionals | 60 | \$1,500,000.00 |
| Mathematics Coach | 1 | \$65,000.00 | Paraprofessionals (SPED) | | |
| Technology Facilitator/Technician (Non-Certified) | 26 | \$1,300,000.00 | Paraprofessionals (self-contained) | 65 | \$1,625,000.00 |
| Librarian Media Specialist | 13 | \$845,000.00 | Nurse | 0 | \$0 |
| STEM Teacher | 35 | \$2,275,000.00 | Custodian | 0 | \$0 |
| Special Education (Resource) | | | Administrative Assistant | 25 | \$1,100,000.00 |
| Special Education (self-contained) | | | Security | 8 | \$ 312,000.00 |
| PPT Facilitator | 30 | \$2,250,000.00 | Restorative Practice Coach (Non-Certified) | 14 | \$ 910,000.00 |
| BCBA (Board Certified Behavior Analyst) | | | School Climate Culture Specialist (Teacher) | 49 | \$3,185,000.00 |
| Social Worker | 16.5 | \$1,155,000.00 | Youth Development Coordinator (Non-Certified) | 14 | \$ 672,000.00 |
| Speech/Language | 20 | \$1,400,000.00 | Behavioral Specialist (Registered Behavioral Technician Certificate) | 20 | \$1,300,000.00 |
| Psychologist | 6 | \$ 420,000.00 | In-House Suspension Worker (Non-Certified) | 30 | \$1,500,000.00 |
| School Counselor | 11 | \$ 715,000.00 | Student Retention Specialist | 0 | \$0 |
| Multilingual Coaches | 17.5 | \$1,137,500.00 | Family Resource Coordinator/Parent Liaison | 0 | \$0 |
| Bilingual Classroom Teachers | | | Drop-out Prevention Worker | 21 | \$1,050,000.00 |
| ESOL Teachers, Dual Language Program | | | School Community Care Coordinator | 41 | \$2,050,000.00 |
| ESOL Teachers, ESL Program | 38 | \$2,400,000 | | | |

Next Steps



NEW HAVEN PUBLIC SCHOOLS



- **Advocate**
Advocate for additional funding at the federal, state, and local levels
- **Audit**
Audit current positions for impact and redundancy of duties
- **Create**
Create a 5-year phase-in plan



Thank You!

Keisha Redd-Hannans, Lead

| | | | |
|---------------|----------|-----------|----------------|
| Christie-Lynn | Beaton | Typhanie | Jackson |
| Leslie | Blatteau | Gemma | Joseph-Lumpkin |
| Michele | Bonanno | Pedro | Mendia |
| Jamie | Coady | Kristin | Mendoza |
| Viviana | Conner | Marquelle | Middleton |
| Michael | Finley | Kim | Rogers |
| Lisa | Flegler | Stephen | Siena |
| Rosalind | Garcia | Paul | Whyte |
| Jenn | Graves | Hyclis | Williams |
| Linda | Hannans | | |