Empowering School Communities: Fair Student Funding

• Fair Student Funding seeks to restructure the central office and empower schools by:
  ○ returning funds to schools so they can increase support and programming for students.
  ○ having central office provide guidance, "bounded autonomy" and support through network structure.
  ○ making sure parents and community partners are part of school-based teams to guide school-based decision-making.
  ○ increasing responsibility for outcomes by having those closest to the kids decide how to respond to their needs within a guided frame.
Empowering School Communities: Central Office Structure in Year 1

Consolidation

City Schools cut $40M and 300 FTEs from the central office

Decentralization

City Schools shifted ~$140M to school budgets

Restructuring

City Schools insisted that each department realign itself along new service-oriented goals and principles

Transformation

City Schools redesigned the remaining central office support staff to create a “network” structure that would provide support to schools
Transformation: In year 2, City Schools redesigned the remaining central office support staff to create a “network” structure to provide more direct support to schools.

Moving from a compliance-focused organization …

*Fragmented, often reactive support, far away from the work of schools*

…to a performance-driven organization that supports school-based decision-making:

*Problem-solving, focused teams closer to schools; flexible design to meet the individual needs of schools*
Streamlining the Central Office

34% Reduction in central office* FTEs since FY08

* The following positions are backed out of the central office roll-up above:
  - Certain school-based operations employees
  - School police
Shifting the Control of Dollars to Schools

School Based Funding $M

<table>
<thead>
<tr>
<th>Year</th>
<th>Flexible Dollars</th>
<th>Fixed Materials or Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 08</td>
<td>$20</td>
<td>$564</td>
</tr>
<tr>
<td>FY 09</td>
<td>$507</td>
<td>$218</td>
</tr>
<tr>
<td>FY 10</td>
<td>$599</td>
<td>$136</td>
</tr>
<tr>
<td>FY 11</td>
<td>$601</td>
<td>$136</td>
</tr>
</tbody>
</table>

Special Education unlocked $s drove majority of FY10 increase; summer school drove bulk of increase in FY11