

Appendix C

Budget and Program Fees

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Final – Summer School Budget Analysis

Prepared for Arlington Public Schools

May 2014



In the following report, Hanover Research presents and analyzes direct and indirect costs incurred by offices across Arlington Public Schools in support of Summer School programs and activities.

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EXECUTIVE SUMMARY AND KEY FINDINGS

INTRODUCTION

This report presents findings from the analysis of the Arlington Public Schools Summer School expenditure data reported by the various departments and offices that contribute to the implementation of the Summer School program. More specifically, this report seeks to shed light on the “hidden costs” associated with running Summer School by examining costs that are not included in the District’s annual Summer School budget.

KEY FINDINGS

- Arlington’s FY 2013 adopted budget allocated \$2,976,274 in funding for salaries, benefits, services, materials and supplies, and other operating costs associated with the Summer School program.¹ Our analysis finds that **offices throughout the District allocate an additional \$1,571,418 in funding for staff salaries, material costs, and other costs associated with the operation of Summer School.** Further, an additional 10,259.63 hours were spent supporting Summer School activities across all offices, on top of staff time covered by the Summer School budget.
- The majority of the *direct costs* expended by offices are associated with the Transportation (\$702,925) and Extended Day (\$589,970) offices, although it is important to note that Extended Day is self-supporting.² Maintenance and Facilities and the offices within the Department of Instruction also expend significant funds on Summer School activities each year: \$91,088 and \$62,460, respectively.
- **The majority of the *indirect costs* expended by offices are associated with the Human Resources Office (1,764) and the Transportation Office (1,246).** Further, individual schools incur substantial indirect expenses through the allocation of counselor (1,919) time toward Summer School activities.

¹ “FY 13 Summer School Budget Detail Sheet.” Arlington Public Schools, p. 217.

² Although the Extended Day office assumes direct costs associated with Summer School, this is a self-supporting program, meaning that costs do not affect Arlington Public Schools’ budget.

SECTION I: METHODOLOGY

In this section, Hanover Research presents our methodology for examining the direct and indirect costs that can be attributed to Summer School for each office and department across the District. For the purposes of our analysis, “direct costs,” which are indicated in dollar amounts, include costs that would disappear if Summer School no longer existed (e.g. materials/supplies, fuel, food, labor, etc.). By contrast, “indirect costs,” which are measured in terms of staff time, are those costs that would still exist if Summer School were no longer operational (e.g. salaries of full-time staff who simply assist in Summer School preparation activities).

For this analysis, APS provided offices throughout the District with a spreadsheet designed to collect information about the estimated direct and indirect costs incurred due to the Summer School program over the course of one year (September to August); the recorded costs were those that were *not* covered by the Summer School budget, but were instead covered by the departmental or office budget.

In addition, in January of 2014, APS administered surveys to elementary and secondary counselors and to elementary assistant principals. As part of these surveys, counselors and assistant principals were asked to note how much time they spent supporting various Summer School activities during the regular school year. Responses to these questions, which were recorded in *total hours spent*, are also included as indirect costs within our analysis. The Summer School office also provided an estimate of indirect costs for the secondary assistant principals who are located at the schools that will host the countywide middle and high summer school sites.

In all, 27 offices (including counselors and assistant principals) provided information about direct and indirect costs associated with Summer School. With the assistance of Arlington Public Schools, these offices were then grouped into departments, as follows in Figure 1.1.³

Figure 1.1: Departments Responding to the Summer School Cost Study, by Office

DEPARTMENTS	OFFICES
Administrative Services	Administrative Services
Facilities and Operations	Maintenance and Facilities
	Transportation
Finance and Management Services	Finance
	Purchasing
	Extended Day
Human Resources	Human Resources

³ Administrative Services and Secondary School Assistant Principals did not report costs associated with their office/position. Indirect costs associated with these categories were estimated by APS.

DEPARTMENTS	OFFICES
	Payroll
Information Services	Enterprise Solutions
	Instructional & Innovative Technologies
	Mail Room
	Telecom
	Technology Training Services
	Planning and Evaluation
Instruction ⁴	Department of Instruction (which includes costs common to all instructional offices, including: ESOL/HILT, English Language Arts, Health & PE, Science, Title I, Math, Social Studies, and Gifted Services)
	Title I
	Science
	ESOL/HILT
	Health and PE
	Language Services Registration Center (LSRC)
	English Language and Arts
	Math
	Social Studies
	Gifted Services
School and Community Relations	Print Shop
	School and Community Relations
Student Services	Special Education
Individual Schools	Counselors
	Elementary School Assistant Principals
	Secondary School Assistant Principals

Hanover then aggregated the data contained in these spreadsheets in order to develop and present a holistic understanding of the “hidden costs” associated with the District’s Summer School program.

NOTES ON THE DATA

Five of the offices listed in Figure 1.1 are treated as “special cases” in this analysis, based on the way in which the services these offices provide affect the APS budget. These special cases, which are discussed in detail below, are analyzed separately from their department of origin throughout our report.

⁴ The Department of Instruction filled out a separate spreadsheet that delineates costs shared by *all instructional offices* within the Department. For the purposes of this analysis, the Department of Instruction’s spreadsheet is treated as a separate office housed within the Department of Instruction to illustrate all costs associated with that Department. Select individual offices also filled out separate forms to indicate costs and/or tasks *unique* to their offices, and not covered under the umbrella Department of Instruction spreadsheet.

- **Extended Day:** Expenditures connected to Extended Day services have no impact on the APS budget since the program is self-supporting. However, expenditures related to these services have been included in the analysis as this program remains connected with Summer School.
- **Planning and Evaluation:** Summer testing would continue to take place regardless of whether or not Summer School existed. However, because testing remains an important part of Summer School, costs associated with this department have been included in our analysis as indirect costs.
- **Extended School Year (Special Education):** Students with disabilities who are eligible for Extended School Year (ESY) receive services in the summer, sometimes as part of Summer School and sometimes not. This is a cost that would continue to exist even if Summer School no longer took place. Costs related to ESY services have, however, been included in the analysis as this program remains an important offering associated with Summer School. Please note that direct and indirect costs associated with Special Education generally (i.e., non-ESY Special Education costs) are not considered special cases. Non-special-case Special Education costs are presented within the Department of Student Services, as indicated in Figure 1.1
- **Title I:** These costs do not impact the APS budget as they are covered by federal funding. Again, these figures have been included in our analysis to accurately reflect all costs associated with Summer School.
- **Science Outdoor Lab Support:** These costs, which include costs associated with support staffing, materials, and transportation for the Outdoor Lab, do not impact the APS budget as they are covered by camp tuition. These figures have been included in our analysis to accurately reflect all costs associated with Summer School. Please note that direct costs associated with the Science Office's full benefits employees are not considered special cases.

In addition, Hanover did not receive data from APS's Food Services office. However, like Extended Day, Food Services is a self-supporting office, meaning that its costs do not directly affect the APS budget.

SECTION II: ANALYSIS

In this section, Hanover presents information regarding the direct and indirect costs associated with Summer School incurred by departments and offices across the District. We first explore the direct costs (e.g. material and labor costs) incurred by each office in support of the Summer School program. We then analyze the indirect costs (e.g. staff time) expended by each office in support of Summer School.

DIRECT COSTS ANALYSIS

Direct costs refer to the material and labor costs that would not exist if Summer School no longer took place. Overall, approximately \$1,571,418 per year is spent on activities related to the maintenance and operation of Summer School. These costs are broken down by department and office in Figure 2.1. Additionally, these costs are broken down by department and activity type in Figure A.1, located in the Appendix.

Figure 2.1: Direct Costs Associated with Summer School, by Office

DEPARTMENT	OFFICE	FULL BENEFITS EMPLOYEES ⁵	NON-FULL BENEFITS EMPLOYEES ⁶	MATERIALS COSTS	OTHER COSTS	TOTAL
Administrative Services	Administrative Services	-	-	-	-	\$0.00
Facilities and Operations	Maintenance and Facilities	-	-	-	\$91,088	\$91,088.00
	Transportation	\$580,994.11	-	\$94,211	\$27,720	\$702,925.11
Finance and Management Services	Finance	-	-	-	-	\$0.00
	Purchasing	-	-	-	-	\$0.00
Human Resources	Human Resources	-	-	\$5,310	-	\$5,310.00
	Payroll	-	-	\$100	-	\$100.00
Information Services	Service Support Center	-	-	-	-	\$0.00
	Enterprise Solutions	-	-	\$500	-	\$500.00
	Instructional & Innovative Technologies	-	-	-	-	\$0.00
	Mail Room	-	-	-	-	\$0.00

⁵ To account for costs associated with the Federal Insurance Contributions Act (FICA), 33 percent was added to figures provided by APS offices for this category.

⁶ To account for costs associated with FICA, 7.65 percent was added to figures provided by APS offices for this category.

DEPARTMENT	OFFICE	FULL BENEFITS EMPLOYEES ⁵	NON-FULL BENEFITS EMPLOYEES ⁶	MATERIALS COSTS	OTHER COSTS	TOTAL
	Telecom	-	-	-	-	\$0.00
	Technology Training Services	-	-	-	-	\$0.00
Instruction	Department of Instruction	-	-	-	-	\$0.00
	Science	\$12,640.00	-	-	-	\$12,640.00
	ESOL/HILT	-	-	\$25,551.38	\$8,677.45	\$34,228.83
	Health and PE	\$462.84	-	\$787	-	\$1,249.84
	English Language Arts	-	\$11,841.50	\$2,500	-	\$14,341.50
	Math	-	-	-	-	\$0.00
	Social Studies	-	-	-	-	\$0.00
	Gifted Services	-	-	-	-	\$0.00
School and Community Relations	Print Shop	-	-	\$599.51	-	\$599.51
	School and Community Relations	-	-	-	-	\$0.00
Student Services	Special Education	-	-	\$10,325	-	\$10,325
Individual Schools	Counselors	-	-	-	-	\$0.00
	Elementary School Assistant Principals	-	-	-	-	\$0.00
	Secondary School Assistant Principals	-	-	-	-	\$0.00
Special Cases	Extended Day	\$56,342.79	\$421,358.25	\$30,144	\$82,125	\$589,970.04
	Title I	\$12,638.71	-	\$5,316	\$500	\$18,454.71
	Planning and Evaluation ⁷	-	\$21,008.97	-	-	\$21,008.97
	Extended School Year (Special Education)	-	-	-	\$29,503.19	\$29,503.19
	Science Outdoor Lab Support	-	\$29,318.36	\$6,860.00	\$2,995.00	\$39,173.36
Total		\$663,078.45	\$483,527.08	\$182,203.89	\$242,608.64	\$1,571,418.06
Total (Excludes all special cases)		\$594,096.95	\$11,841.50	\$139,883.89	\$127,485.45	\$873,307.79

⁷ Representatives from the Planning and Evaluation Office included a line item for \$20,000 if Summer School were discontinued. This figure is not included in our analysis.

As can be seen in the table above, the Transportation Office incurs a large expense each year in support of Summer School activities. The majority of the direct costs paid by the Transportation office are in the form of salaries and benefits paid to full-time employees. A large portion of the Office's costs are also allocated for fuel used to maintain the District's bus fleet (\$94,211).

The District's Extended Day Office also expends a high proportion of funding each year in support of Summer School activities. Again, the majority of these costs are associated with employee labor—the Extended Day Office allocates \$56,342.79 for full benefits employees and \$421,358.25 to non-full benefits employees each year for Summer School. However, we note again that these costs are fully covered by the Extended Day Office, which is entirely self-supporting.

Within the Department of Instruction, ESOL/HILT and ELA offices also budget substantial funds each year for Summer School activities. Similarly, all of the budgeted summer funding for the ELA Office goes toward support for the Earobics program. The ESOL/HILT office, by contrast, budgets primarily for scholarships (\$7,941) and for textbooks and other materials (\$25,519.56).

Finally, as can be seen in Figure 2.1, the direct costs incurred by all offices in support of Summer School can primarily be attributed to salaries and benefits for full benefits (\$663,078) and non-full benefits (\$483,527) employees. However, nearly all of the funds allocated for non-full benefits employees can be attributed to "special cases" (i.e. Extended Day, Planning and Evaluation, and Science Outdoor Lab Support). "Other" costs are also substantially reduced when these cases are removed, largely due to the \$82,125 Extended Day expends on field trips, entertainment, snacks, and overhead.

INDIRECT COSTS ANALYSIS

The following table displays the indirect costs associated with each office that participates in the Summer School Program.

Figure 2.2: Indirect Costs by Department and Office

DEPARTMENT	OFFICE	STAFF TIME (HOURS)
Administrative Services	Administrative Services	2
Facilities and Operations	Maintenance and Facilities	364
	Transportation	1,246
Finance and Management Services	Finance	144
	Purchasing	18
Human Resources	Human Resources	1,764
	Payroll	845

DEPARTMENT	OFFICE	STAFF TIME (HOURS)
Information Services	Service Support Center	68
	Enterprise Solutions	399
	Instructional & Innovative Technologies	72
	Mail Room	12
	Telecom	60
	Technology Training Services	580
Instruction⁸	Department of Instruction (ESOL/HILT, English Language Arts, Health & PE, Science, Title I, Math, Social Studies, Gifted Services)	890
	ESOL/HILT	111
	Health and PE	20
	Language Services Registration Center (LSRC)	200
	Science	No additional hours reported
	English Language Arts	No additional hours reported
	Math	No additional hours reported
	Social Studies	No additional hours reported
	Gifted Services	No additional hours reported
School and Community Relations	Print Shop	4
	School and Community Relations	40
Student Services	Special Education	332
Individual Schools	Counselors ⁹	1,918.63
	Elementary School Assistant Principals	461
	Secondary School Assistant Principals ¹⁰	40
Special Cases	Extended Day	None Reported
	Title I	None Reported
	Planning and Evaluation	669
	Science Outdoor Lab Support	None Reported
Total		10,259.63
Total (Excludes all special cases)		9,590.63

⁸ Specific office totals for the Department of Instruction represent *only* work that is *unique* to these offices. All other costs for offices in this department are included in the Department of Instruction row.

⁹ Forty-six respondents answered this question in the survey; however, the survey was distributed to 93 counselors. Total staff time reported by respondents was 949 hours. Averaged across all respondents, this amounted to 20.63 hours per staff member. This number was then multiplied by 93 to estimate total staff hours.

¹⁰ Hours were provided by the Summer School Office.

Overall, approximately 10,260 hours of staff time were spent on activities that can be attributed to the Summer School program across all APS Departments, although this time is not accounted for in the summer school budget. A breakdown of indirect costs expended by each Department is provided in the following subsections.

HUMAN RESOURCES DEPARTMENT

The Human Resources Department spends 2,609 hours per year on functions relating to Summer School. The majority of these hours pertain to activities arising from the hiring of new staff, including fielding calls from prospective clients, reviewing credentials, following up with applicants who are missing items and sending new hire letters. A breakdown of the specific activities related to Summer School that require HR staff time is included in the table below.

Figure 2.3: Human Resources Department, Indirect Costs

OFFICE	ACTIVITY	HOURS	TOTAL HOURS
Human Resources	Updating Substitute List	32	1,764
	Posting Vacancy Announcements	28	
	Track Staffing Allocations	275	
	Post Charts of Staff by Site	40	
	Field Calls from Prospective Applicants and Staff	375	
	Send Hire Letters	265	
	Follow-up with Applicants who are Missing Items	285	
	Review Credentials/Determine Eligibility	400	
	Train Summer Staff on Winocular	31	
	Provide IDs to new/non-APS Staff	33	
Payroll	Meet and Set Up Payroll for Employees	338	845
	Train Staff on Data Entry and SOL Registration	15	
	Update Timekeeper Manual	17	
	Answer Phone Calls from Summer School Employees	475	

DEPARTMENT OF INFORMATION SERVICES

Staff within the Department of Information Services spend approximately 1,191 hours each year in support of the Summer School program. Of these hours, most (580) are spent by staff within the Technology Training Services Office training staff on technology usage. The following table provides the breakdown of indirect costs associated with each office within the Department of Information Services.

Figure 2.4: Department of Information Services, Indirect Costs

OFFICE	ACTIVITY	HOURS	TOTAL HOURS
Service Support Center	Complete Novell Login Process	14	68
	Pack, Label, and Move Instructional Computers	36	
	Tech Walk-throughs	18	
Instructional and Innovative Technologies	MAC Laptop Computer for Development of Online Course	1	72
	Create Blackboard Parent Accounts	5	
	Enroll Students in Blackboard Online Course	1	
	Provide Instructional Design Support to Teacher	45	
	Provide Technical Support to Parents and Students	20	
Enterprise Solutions	Technology Support for Registration	179	399
	Generate and Print Report Cards	32	
	Set Up Student Information System	148	
	Support Reporting of Summer School Performance Data to Superintendent, Board, and Leadership Team	40	
Telecommunication	Tech Walk-throughs	8	60
	Program Summer Phones	52	
Technology Training Services	Prepare For and Work Late Registration	74	580
	Train/Support Secondary Site Coordinators on Data Entry and Schedules	156	
	Train and Support Staff on Master Schedule Process	28	
	Train Staff on Student Information System	39	
	Train and Support Staff on Enrollment Tracking	122	
	Train and Support Secondary School with Attendance Letters	20	
	Support Secondary Schools with Mid-term and Final Grades	36	
	Train and Support Driver's Ed. Registration and Scheduling	3	
	Train and Support Human Resources in Staff Allocation Charts	1	
	Train and Support Secondary Summer School Administrators in Tasks	3	
	Train and Support Central Office in Processing Refunds	1	
	Support Registrars in Correcting Errors	63	
	Prepare Registration Training Materials and Teacher Training Manuals	17	
	Support Reporting of Summer School Data to Superintendent, Board, and Leadership Team	11	
	Support Summer School Office in Updating Summer School Information	6	
Mail Room	Mail Welcome Letters, Transportation Letters, Schedules and Report Cards	12	12

DEPARTMENT OF INSTRUCTION

Staff members within the Department of Instruction spend approximately 1,221 hours working on Summer School related activities during the course of the year. Within the Department of Instruction, offices allocate approximately 890 hours per year on summer school-related activities ranging from curricular support and planning to summer school materials requisition.

The following table presents a breakdown of all indirect expenses incurred by the Department of Instruction in support of the Summer School program.

Figure 2.5: Department of Instruction, Indirect Costs

OFFICE	ACTIVITY	HOURS	TOTAL HOURS
Department of Instruction (ESOL/HILT, English Language Arts, Health & PE, Science, Title I, Math, Social Studies, Gifted Services)	Professional Development	64	890
	Attendance at Planning Meetings	98	
	Summer School Materials Requisition	477	
	Recruit Teachers	76	
	Curricular Support and Planning	167	
	Summer Vacancy Announcements	8	
ESOL/HILT	Process Scholarships	26	111
	Pre- and Post-Testing Reviews	20	
	Additional Professional Development	45	
	Preparation and Staffing of Late Registration	20	
Health and PE	Process Driver's Ed. Registrations	10	20
	Summer Driver's Ed. Meetings	10	
Language Services Registration Center (LSRC)	Translation and proofing of SS Catalogue	200	200
Science	-	-	No additional hours reported
English Language Arts	-	-	No additional hours reported
Math	-	-	No additional hours reported
Social Studies	-	-	No additional hours reported
Gifted Services	-	-	No additional hours reported

DEPARTMENT OF FACILITIES AND OPERATIONS

Each year, staff members in the Department of Facilities and Operations expend 1,610 hours in support of Summer School. Of this extra time, more than 500 hours are used by route planners to collaborate with special education coordinators in arranging special transportation for self-contained students with disabilities and students in county-wide programs. An additional 500 hours are used by route planners in developing bus schedules. The following figure presents all activities devoted to Summer School within this department.

Figure 2.6: Department of Facilities and Operations, Indirect Costs

OFFICE	ACTIVITY	HOURS	TOTAL HOURS
Facilities	Plan Building Usage	4	20
	Move and Unpack Materials	16	
Plant Operations	Clean Buildings on Compressed Schedules	336	336
Maintenance	Make Minor Repairs to Buildings	8	8
Transportation	Arrange Transportation for Self-Contained Students and Students in County-wide Programs	520	1,246
	Develop Bus Schedules	498	
	Produce Transportation Letters	60	
	Train Late Registration Workers	168	

OTHER DEPARTMENTS

The following table displays the indirect costs incurred by the remaining four departments included in our analysis. As demonstrated, staff within the Special Education Office spend dedicate a substantial amount of time recruiting teachers. In addition, staff within the Office of Finance and Management Services spend a large portion of their time each year engaging in activities such as reviewing the Summer School fee schedule and processing Summer School payments and refunds.

Figure 2.7: Other Departments, Indirect Costs

DEPARTMENT	OFFICE	ACTIVITY	HOURS	TOTAL HOURS
Administrative Services	Administrative Services	Plan Building Usage	2	2
School and Community Relations	Print Shop	Print Welcome Letters, Transportation Letters, Schedules and Report Cards	4	44
	School and Community Relations	Design Summer School Catalogue	40	
Finance and Management Services	Finance	Review Fee Schedule	54	162
		Process Payments and Refunds	86	
		Prepare For and Work Late Registration	4	

DEPARTMENT	OFFICE	ACTIVITY	HOURS	TOTAL HOURS
	Purchasing	Oversee Catalogue Bid Process	18	
Student Services	Special Education	Provide Professional Development	4	332
		Arrange Transportation for Self-Contained Students and Students in County-wide Programs	40	
		Attend Planning Meetings	44	
		Summer School Materials Requisition	55	
		Recruit Teachers	145	
		Send Acceptance Letters	10	
		Draft and Print Staff and Student Handbooks	10	
		Curricular Support and Planning	20	
		Review and Revise Summer Vacancy Announcements	4	

INDIVIDUAL SCHOOLS

In total, counselors and assistant principals across the District spend approximately 2,600 hours per year supporting Summer School. Counselors' time appears to be spent primarily on encouraging students to attend Summer School. Elementary assistant principals, who serve as summer school administrators if their site hosts a summer school program, participate in a variety of activities related to Summer School, including staff recruitment, planning, coordination, and other administrative tasks. The following table displays the total hours expended by counselors and assistant principals broken down by activity.

With the exception of the two assistant principals at the middle and high school that will host the countywide summer school sites, the secondary administrators are paid out of the summer school budget and therefore are not included in this analysis. The administrators for the countywide sites are also paid on a pre-summer contract during the spring to complete the master schedules, class lists, and welcome letters in addition to attending technology trainings and working at Late Registration.

As previously noted, staff time for counselors was calculated based on responses to surveys administered to this group. Hanover calculated the average number of hours reported by counselors that they spent on Summer School-related activities each year, and then multiplied this individual average by the total number of counselors (93) who assist with Summer School. Hours for secondary assistant principals were provided by the Summer School Office.

Figure 2.8: Individual Schools, Indirect Costs

OFFICE	ACTIVITY	AVERAGE HOURS	TOTAL HOURS
Counselors ¹¹	Advise and Encourage Students to Register for Summer School	1,018.96	1,918.63
	Follow Up with Students who Need Summer School based on Performance Data	899.67	
Elementary School Assistant Principals ¹²	Attend Regular Planning Meetings	86	641
	Collaborate with other Summer Administrators	78	
	Monitor Course Counts for Hiring Purposes	48	
	Recruit and Hire Summer School Staff	96	
	Draft Staff and Student Handbooks and Student Welcome Letters. Mail Letters to Students and Staff.	69	
	Receive and Store Deliveries of Summer School Materials	39	
	Plan and Conduct Staff Orientation	67	
	Coordinate with ESOL/HILT and Special Education Staff on Student Needs and Placements	43	
	Set up Master Schedules ¹³	60	
	Print Welcome Letters, Bus Routes, etc. ¹⁵	55	
Secondary School Assistant Principals ¹⁴	Planning Meetings	8	40
	Tech Walk-Throughs	4	
	Orientation	4	
	Other	24	

SPECIAL CASES

Finally, the table below lists all indirect costs associated with the “Special Cases” offices at APS. Staff members within the Planning and Evaluation office dedicate 669 hours per year to Summer School, most of which are used to support summer SOL testing. We note again, however, that these costs would continue to exist whether or not Summer School took place.

Figure 2.9: Special Cases, Indirect Costs

OFFICE	ACTIVITY	HOURS	TOTAL HOURS
Planning and Evaluation	Plan Test Schedule	12	669
	Provide SOL Training	6	
	Administer Summer SOL Testing	641	
	Score Reporting or Data Analysis	10	
Title I	-	-	None Reported
Extended Day	-	-	None Reported
Science Outdoor Lab Support	-	-	None Reported

¹¹ A total of 46 counselors provided information about hours spent supporting the Summer School program.

¹² A total of 11 elementary school assistant principals provided information about hours spent supporting the Summer School program.

¹³ Assistant Principals did not complete this task in 2013. Estimates are based on time spent on this activity during previous years.

¹⁴ These estimates were provided by the Summer School Office.

APPENDIX

Table A.1: Direct Costs by Department and Activity

DEPARTMENT	OFFICE	ACTIVITY	FULL BENEFITS EMPLOYEES	NON-FULL BENEFITS EMPLOYEES	MATERIALS COSTS	OTHER COSTS	TOTAL
Facilities and Operations	Maintenance and Facilities	Utilities	-	-	-	\$90,000	\$794,013.11
		Trash Collection	-	-	-	\$1,088	
	Transportation	Transportation Labor	\$580,994.11	-	-	-	
		Transportation Fuel	-	-	\$94,211.00	-	
		Transportation Maintenance	-	-	-	\$27,720.00	
Human Resources	Human Resources	ID Badge	-	-	\$118	-	\$5,410.00
		Fingerprints	-	-	\$4,366	-	
		Central Registry	-	-	\$826	-	
	Payroll	Paper and Office Supplies	-	-	\$100	-	
Information Services	Enterprise Solutions	Summer School Report Card Forms	-	-	\$500	-	\$500
Instruction	Science	Outdoor Lab Staff	\$12,640.00	-	-	-	\$62,460.17
	ESOL/HILT	Scholarships	-	-	-	\$7,941	
		Fuel	-	-	\$31.82	-	
		Textbooks/materials (Funding from Summer School Office)	-	-	\$22,384.72	-	
		Textbooks/materials (Funding from ESOL/HILT Accounts)	-	-	\$3,134.84	-	
		Printing	-	-	-	\$736.45	
	Health and PE	Driver's Ed. Materials Costs			\$787		
Summer Driver's Ed. Meetings – Payment for Teachers		\$462.84					

DEPARTMENT	OFFICE	ACTIVITY	FULL BENEFITS EMPLOYEES	NON-FULL BENEFITS EMPLOYEES	MATERIALS COSTS	OTHER COSTS	TOTAL
	English Language and Arts	Earobics	-	\$11,841.50	\$2,500	-	
	Special Education	Professional Development	-	-	\$10,325	-	
School and Community Relations	Print Shop	Summer School Printing	-	-	\$599.51	-	\$599.51
Student Services	Special Education	Professional Development	-	-	\$10,325	-	\$10,325
Special Cases	Planning and Evaluation	Testing Examiners	-	\$8,861.75	-	-	\$698,110.27
		Testing Coordinator	-	\$12,147.23	-	-	
	Title I	McKinney-Vento Scholarships	-	-	-	5,316.00	
		Summer School Reading Recovery	\$12,638.71	-	\$500	-	
	Extended Day	Extended Day Labor	\$56,342.79	\$421,358.25	-	-	
		Extended Day Other Costs (including field trips, entertainment, snack, and overhead)	-	-	\$30,144	\$82,125	
	Extended School Year (Special Education)	Extended School Year Hourly Staff	-	-	-	\$29,503.19	
	Science Outdoor Lab Support	Outdoor Lab Support Staff	-	\$29,318.36	-	-	
		Outdoor Lab Camp Food	-	-	\$4,900	-	
		Outdoor Lab Camp Supplies	-	-	\$1,960	-	
Transportation (Buses)		-	-	-	\$2,995		

PROJECT EVALUATION FORM

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Benchmarking Summer Program Fee Structures

Prepared for Arlington Public Schools

May 2014



In the following report, Hanover Research examines summer school program fee structures at Arlington Public Schools' national and regional peer public school districts.

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EXECUTIVE SUMMARY AND KEY FINDINGS

INTRODUCTION

This report examines summer school program structures at school districts similar to Arlington Public Schools. Specifically, we examine fee structures for summer remediation and enrichment courses, registration processes, and staffing makeup of summer school programs at each district. In conducting our research, Hanover Research contacted over 25 school districts through both phone and email over the course of two weeks. Ultimately, we were able administer the summer program survey to five school districts located in Virginia and in three school districts across the country. The following school districts are included in our analysis:

Virginia Peers

- Henrico County Public Schools
- Chesterfield County Public Schools
- Norfolk Public Schools
- Portsmouth Public Schools
- Prince William County Schools

National Peers

- Paradise Valley Unified School District (Phoenix, AZ)
- McKinney Independent School District (McKinney, TX)
- Racine Unified School District (Racine, WI)

Our report is divided into two sections. In the first section, we review survey responses provided by Virginia school districts, while in the second, we review survey responses provided by school districts located outside of Virginia. The key findings from our analysis are summarized below. Additionally, a summary table of key information collected through our primary research efforts is included on pages 6 and 7, following the key findings.

KEY FINDINGS

- **School districts in Virginia generally do not charge students for elementary or middle school summer remediation courses**, since the state of Virginia reimburses for all remediation courses that do not award credit at these levels. Some Virginia districts indicated that the state reimbursement covers their costs entirely, while others noted that the state reimbursements were insufficient to completely recover costs associated with these programs.
- **Most examined districts charge high school students for remediation courses, with fees ranging from \$200 to \$450 per credit.** A majority of high school summer school programs are self-supporting, and generate adequate tuition revenues to recover costs. Only one examined school district (Portsmouth Public Schools) provides summer high school remediation courses free of cost.
- **A vast majority of reviewed school districts charge tuition fees for summer enrichment programs.** These fees are usually set to help offset the costs of other summer programs that may not be fully covered by tuition fees or state or district subsidies.

- **Four school districts offer tuition assistance for low-income students.** For the most part, these districts provide scholarship funds to low-income students on a discretionary basis. Only one reviewed district (McKinney ISD) offers a sliding payment scale based on income, and Henrico County Schools is the only district to offer a payment plan for summer program tuition. None of the reviewed districts charge a registration fee in addition to program fees.
- **In general, summer school programs are staffed by existing, regular, full-time teachers.** All examined districts are typically able to fill their summer school positions without relying on large numbers of outside, contracted staff. Summer school teachers are paid a standard hourly rate regardless of experience or tenure, which ranges from \$25 to \$39 among reviewed districts.
- **Registration for summer school programs is primarily conducted on a decentralized basis, as this option is generally the most convenient for students and parents.** However, a few districts choose to offer a central registration process in addition to the standard decentralized model.

SUMMARY OF RESULTS

The table on the following page provides a visual summary of the results contained in the following report. Comprehensive information for each school district can be found in the survey response analysis that comprises the remainder of this report.

Figure 1: Summer Program Fee Structures

DISTRICT NAME	SUMMER PROGRAMS	FEES	ENROLLMENT DEADLINE	TUITION ASSISTANCE	REIMBURSED BY STATE	REGISTRATION	STAFF	PAY RATE
Arlington Public Schools (VA)	Remediation: K-12; Enrichment: K-8 and High School New Work for credit	Remediation: \$100 (\$56, reduced) for residents; \$1,110 for K-5 non-residents; \$903 for 6-8 non-residents; \$1319 for 9-12 non-residents Enrichment: \$546 (\$94, reduced) for K-8 residents; \$488 (\$70, reduced) for 9-12 residents; \$2,722 for non-residents (New Work for Credit only)	April for K-8 enrichment and HS New Work, May for Pre-K – 5 remedial, June for secondary remedial	Reduced fees for Arlington residents based on income	Yes for K-12 remedial programs (but reimbursement does not cover Arlington’s costs)	Mostly decentralized; however centralized secondary late registration and centralized for non-APS students	83% APS teachers, 17% contracted	Set hourly rate of \$32.50 (though APS teachers earn their individual hourly rate if higher than \$32.50)
Henrico County Public Schools (VA)	Remediation: 1 st -12 th Enrichment: K-8	Remediation: Generally no charge, though some programs cost \$180 for residents and \$430 for non-residents Enrichment: \$85-\$150	June	Yes, scholarship and payment plan	Yes	Decentralized	Almost all full-time staff	Set hourly rate
Chesterfield County Public Schools (VA)	Remediation: pre-k-12 th Enrichment: K-12	Remediation: \$250 for high school; all others free Enrichment: \$75-\$225	Late May – Mid June	Yes, scholarship	Yes	Decentralized	80% full-time staff, 15% contracted	Set hourly rate

DISTRICT NAME	SUMMER PROGRAMS	FEES	ENROLLMENT DEADLINE	TUITION ASSISTANCE	REIMBURSED BY STATE	REGISTRATION	STAFF	PAY RATE
Norfolk Public Schools (VA)	Remediation: 3 rd -12 th Enrichment: 3 rd -8 th	Remediation: \$200 for regular high school courses, \$50 for high school credit recovery; free for elementary/middle Enrichment: \$120-\$175	Mid to late June	Yes, scholarship	Yes	Decentralized	All full-time	Set hourly rate, \$28.56
Portsmouth Public Schools (VA)	Remediation: pre-K-12 th Enrichment: pre-K-8 th	Remediation: Free Enrichment: \$35	Late May to early June	No	Yes	Decentralized and centralized	All full-time	Set hourly rate, \$25
Prince William County Schools (VA)	Remediation: K-12 th Enrichment: 2 nd -8 th	Remediation: \$450 for high school, free for elementary Enrichment: \$200	June	No, working on policy	Yes	High school: centralized Elementary: decentralized	All full-time	Set hourly rate, \$39
Paradise Valley Unified School District (AZ)	Remediation: 9 th -12 th Enrichment: pre-k-8 th	Remediation: \$195 Enrichment: \$38 a day	May - June	No	No	Centralized	85% full time, 15% contracted	Set hourly rate
McKinney Independent School District (TX)	Remediation: 1 st -12 th Enrichment: 1 st -6 th	Remediation: \$50-\$220 for district students; \$500 for non-district students Enrichment: \$75-\$150	June	Yes, sliding scale based on income	No	Decentralized and centralized	All full-time	Set hourly rate, \$30
Racine Unified School District (WI)	Remediation: 1 st -12 th Enrichment: 1 st -8 th	Remediation: Free Enrichment: Free	June	N/A	Yes	Decentralized and centralized	98% full time, 2% contracted	Set hourly rate

SECTION I: VIRGINIA PEERS

HENRICO COUNTY PUBLIC SCHOOLS

Henrico County Public Schools (HCPS) in central Virginia enrolls nearly 50,000 students, approximately 2,200 of whom are English Language Learners. The district employs 2,619 teachers in 80 schools across the county.¹

Henrico County Public Schools offers remediation programs for students in 1st through 12th grade, along with enrichment programs for students in pre-kindergarten through 8th grade. Enrichment programs are primarily geared toward elementary school students; however enrichment programs are offered to middle school students through the district's career and technical education programming. The district does not offer enrichment programs for high school students.²

FEE STRUCTURE

John Carrol, Educational Specialist for Student Activities and Summer Programs at Henrico County Public Schools, indicates that the district **sets its fees for summer programs using historical fee levels**. Since all summer school programs are self-supporting—meaning that the district does not subsidize the costs required to run summer school programming—program fees must be set high enough to cover all program-related costs. As such, the summer school budgets are based on actual program costs (as opposed to budgeted costs). The budget for each year is projected using the previous year's budget, and by making necessary adjustments based on the number of students predicted to enroll and the number of free programs offered.³

Carrol feels that the current fee levels are appropriate, and are neither too high nor too low. He also indicates that cost has historically not deterred students and families from participating in summer programming, pointing to the fact that over 8,000 students participated in a summer program in the summer of 2013. The current fee schedule meets the district's needs by providing both high quality and accessible programs to its students.⁴

Fees for remediation courses depend on the student's grade level and on the reason for taking the course. Henrico County School District receives reimbursements from the State of Virginia instead of charging for remediation courses, though Carrol **does not believe that the reimbursement covers all costs associated with the programs**.⁵ Fees for remediation courses are set according to the following schedule:

¹ "Public School District Database." National Center for Education Science. <http://nces.ed.gov/ccd/schoolsearch/>

² Carrol, J. Educational Specialist for Student Activities and Summer Programs, Henrico County Public Schools. Telephone Interview. September 17, 2013.

³ Ibid.

⁴ Ibid.

⁵ Ibid.

- **Elementary school** remediation programs are designed to improve struggling students' SOL scores. These programs are provided free of charge to students who have been identified as needing additional instruction in core skills including reading, writing, and mathematics.
- **Middle school** remediation programs are offered both for free and at a set cost, depending on the type or remediation required. Free programs are offered to eligible students (identified by each school) in the areas of study skills and math supports. However, if students need to retake a course because they failed it in the regular academic year, then they must pay a fee of \$180.00 per course (for Henrico County residents), or \$430.00 (for a non-resident).
- **High school** remediation courses follow a similar fee structure to middle school courses.

The district does not use a sliding scale to set fees based on income; however, the central office does disperse scholarship funds to each school, which are then distributed to high-need students at the principal's discretion. Parents may also elect to use a payment plan to reduce the financial burden of taking a course.⁶

HCPS charges a flat rate of \$85 for most of its enrichment programs, though selected programs offered through the Career and Technical Center charge a fee of \$150.00. Scholarships are not typically provided for enrichment programs, but school principals may choose to use their school's summer program scholarship funds to cover a student's cost in special cases. Carrol is unsure of the percentage of students receive scholarships for either remedial or enrichment programs.⁷

REGISTRATION

Registration for summer school programs at HCPS is conducted on a decentralized basis, allowing parents to register their children for programs at their home schools instead of their district's central office. Parents typically have to register their children by the end of school in early June, though there are two late registration dates toward the end of the month. Carrol believes that a decentralized registration allows for an improved registration process; any issues or difficulties in the registration process are more easily handled since parents have an existing relationship with their child's school.⁸

STAFFING

Approximately 98 percent of all summer school instructors are regular school year teachers. The remaining two percent are only employed when the district cannot fill positions with its academic-year staff. Summer school teachers are paid using the same hourly rate regardless of experience, which is calculated as the average hourly rate for all teachers in the district.⁹

⁶ Ibid.

⁷ Ibid.

⁸ Ibid.

⁹ Ibid.

CHESTERFIELD COUNTY PUBLIC SCHOOLS

Chesterfield County Public Schools (CCPS) in central Virginia enrolls nearly 40,000 students, approximately 2,600 of whom are English Language Learners. The district employs 3,116 teachers in 65 schools throughout the county.¹⁰

The district currently offers summer programs for students in pre-kindergarten through 12th grade. The pre-K program, defined as “a school readiness program”, invites all children who score below a certain standard on the kindergarten readiness assessment to attend. The state of Virginia does not reimburse the district for this program.¹¹

Chesterfield County Public Schools offers remediation and enrichment courses for students in all grade levels K-12. Remedial programs for elementary and middle school students focus on the four core subject areas (science, English, math, and social studies), while high school students have the additional option of taking health and P.E. courses. The enrichment program offers courses in music and fine arts.¹²

Ceal Donohue, the Summer Session Program Manager, indicates that most students are enrolled in remedial programs to recover credits for a failed course. Approximately one-third of students at the high school level have elected to take a summer course to accelerate their studies.¹³

FEE STRUCTURE

The state of Virginia reimburses CCPS for all remediation programs for elementary and middle school students. The state does not reimburse for high school summer school remediation tuition, so fees for remedial programs at this level are set so as to recover program costs. High school summer school programs are generally self-supporting, but the district does subsidize any additional costs associated with educating special needs students. For instance, if a student with an IEP requires an aide, the district will cover the cost of the aide. Although IEPs are not enforced in the summer, the district further hires a special education consultant at each summer school location to implement limited accommodations for those students with special needs.¹⁴

Donahue reports that summer school program fees are set using both actual and budgeted costs, and refers to the process as an “inexact science.” Although most summer school courses are able to recover their costs only when 15 students per class are enrolled, CCPS will sometimes choose to offer a course to fewer students if those students are at risk of not graduating.¹⁵

¹⁰ “Public School District Database.” Op. cit.

¹¹ Donahue, C. Summer Session Program Manager, Chesterfield County Public Schools. Telephone Interview. September 16, 2014.

¹² Ibid.

¹³ Ibid.

¹⁴ Ibid.

¹⁵ Ibid.

As previously mentioned, elementary and middle school students from the district are not charged for summer school remediation courses as long as they qualify for the state reimbursement program. Qualified students are referred because they have either failed the state assessment or received a D or F average in a course. Elementary and middle school students who wish to take a remediation course and do not qualify for reimbursement are charged \$180 and \$225, respectively, although paying students constitute only a small portion of total enrollment. Since high school summer school tuition is not reimbursed by the state, those students are charged a tuition fee of \$250. Fees for enrichment programs can vary based on the length of the program and the number of hours per week the program is offered, and range from \$75 to \$225. There is **no registration fee** separate from tuition costs for any summer programs.¹⁶

The district does not adjust summer school prices based on family income, and does not offer a scholarship fund for low-income students. Donohue believes that with increased financial support, more students would participate in summer school programs. However, she still considers the fees to be too low, noting that the district summer programs currently operate at a loss.

REGISTRATION

Registration for summer school programs is held on a decentralized basis at 42 different program sites throughout the district. The approximate deadline for elementary and middle school is between late May and early June. Because high school students usually enroll in summer school when they learn they have failed a course, the deadline for high school student registration is the last day of school, which typically falls around mid-June. CCPS also offers two late registration days in the end of June when parents receive their students' report cards. Donohue believes that the current registration process generally works well, and notes that the most frequent issue occurs when parents forget to register their children before arriving for the first day of summer school. The registration process does not determine how the district determines its fee schedule.¹⁷

STAFFING

Regular teaching staff makes up approximately 80 to 85 percent of summer school teachers; the remaining positions are supplemented with short-term contracted staff. All teachers are paid the same hourly rate of \$25, which was determined several years ago based on the average market rate at the time.¹⁸

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ Ibid.

NORFOLK PUBLIC SCHOOLS

Norfolk Public Schools (NPS) in southeastern Virginia enrolls 33,787 students, approximately 600 of whom are English Language Learners. The district employs 2,081 teachers in 55 schools throughout the county.¹⁹

Norfolk Public Schools offers summer remedial programs for students in grades 3-12 and summer enrichment programs for students in grades 3-8. Elementary and middle school students are able to take remedial courses to assist with basic skill building. In addition, elementary and middle school students may also enroll in one of two enrichment programs: one for gifted and talented students and another for those wishing to study art. Programs for high school students include credit recovery, remediation, and an acceleration program for Advanced Placement courses.²⁰

FEE STRUCTURE

As with most other districts in Virginia, middle school and elementary school remediation programs are provided free of cost to students. High school students must pay a fee of \$200 for each traditional classroom course, and \$50 for credit recovery outside a traditional classroom setting. Debra Rocke, Summer School Coordinator at Norfolk Public Schools, feels that these fees are “just right,” and indicates that these fees are based on budgeted costs. The district also offers scholarship funds for high school summer school to assist to students in need, which are dispersed through the central office and are generally reserved for students at risk of not graduating. However, Rocke indicates that only around 1 percent of students receive the reduced rate. There are no separate registration fees for any summer programs, but the district does charge a late fee of \$50 for any students registering after the deadline. All high school summer school programs are self-supporting, as the district does not subsidize the cost.

The district receives reimbursement funds from the state of Virginia for its elementary and middle school remediation programs, which are typically enough to cover the costs of the program completely. Rocke indicates that the district chooses to receive reimbursement funds rather than charging for tuition because they do not wish to prohibit families from participating based on cost.

Fees for elementary and middle school enrichment courses are \$120 for the art program and \$175 for the gifted and talented camp. High school students are charged \$50 for the Advanced Placement acceleration program. These fees are not based on a sliding scale, and there are no scholarship funds available for enrichment courses.²¹

¹⁹ “Public School District Database.” Op. cit.

²⁰ Rocke, D. Summer School Coordinator, Norfolk Public Schools. Telephone Interview. September 19, 2013.

²¹ Ibid.

REGISTRATION

Summer school registration at Norfolk Public Schools is decentralized at individual schools in the district. The deadline for enrichment programs is typically in mid-June, while remedial deadline is extended until the first day of summer school (approximately mid to late June). The fee schedule does not impact the registration process, as the enrichment deadlines are designed primarily for organization and planning purposes. Rocke believes that the registration process works well, but notes that the district modified its registration process for elementary schools in the summer of 2012.²² Previously, students were directed to register at each of their home schools, each of which hosted their own summer program. In 2012, however, the district limited its programs (and registration sites) to just 14 locations to streamline the registration process and decrease costs associated with transportation.²³

STAFFING

The summer school staff at Norfolk consists entirely of existing regular school year teachers. All teachers are paid with the same hourly rate of \$28.56, which is often greater than the salary earned during the school year for many teachers.

PORTSMOUTH PUBLIC SCHOOLS

Portsmouth Public Schools (PPS) in southeastern Virginia enrolls over 15,000 students, approximately 51 of whom are English Language Learners. The district employs 768 teachers in 28 schools throughout the region.²⁴

Portsmouth Public Schools offers summer school programs from prekindergarten through 12th grade. Elementary and middle school students have access to both remediation and enrichment courses, while the high school program is limited to remediation.²⁵

FEE STRUCTURE

At Portsmouth Public Schools, nearly all remediation courses are provided to students free of charge. High school summer school is free for repeat subjects, but the district does charge a nominal fee for credit acceleration (students taking new subjects in the summer). Since the state of Virginia does not reimburse for credit-awarding classes at the high school level,²⁶ **the district subsidizes almost all of the costs associated with high school summer school.** Judith Eure, Adult Education coordinator at Portsmouth Public Schools, indicates that that district has chosen to subsidize the high school summer school costs to encourage students to participate in summer school and to improve graduation rates. The state of Virginia does reimburse the

²² Ibid.

²³ Ibid.

²⁴ "Public School District Database." Op. cit.

²⁵ Eure, J. Adult Education Coordinator, Portsmouth Public Schools. Telephone Interview. September 30, 2013.

²⁶ Eure clarifies that, by Portsmouth's interpretation of state regulations, neither "new" or "repeat" courses would be considered remedial "because if a student passes the class, they are awarded a unit of credit." Eure further notes that by her understanding of state regulations, "the state does not reimburse local divisions for any class that carries credit. Therefore, none of the high school classes we offer in Portsmouth receives state reimbursement."

district for elementary and middle school remediation. However, Eure indicates that the **reimbursements do not cover the total costs associated with running the program.**

The district charges students a nominal fee of \$35 for participation in its enrichment program in art and music. These fees are not set on either budgeted or actual costs. Instead, Eure chooses these costs based on a “gut feeling” of what she believes is affordable for the families in the district. The tuition fees do not completely cover the cost of the programs, which are also subsidized by the district.

There are no registration fees for any summer school course at Portsmouth County Schools, and there are no sliding scales for low-income students.²⁷

REGISTRATION

Registration for summer school programs is decentralized and held at individual schools. For elementary and middle school summer school, the district allocates a certain number of summer school spaces to each school. Schools then select the students from their school that qualify for and will attend summer school. This process typically takes place around the end of May through early in June.

High school registration consists of an early registration day in May at each high school, in addition to a one-day centralized registration day in June. Eure does not believe that the registration process impacts how it determines its fee schedule.²⁸

STAFFING

All summer school teachers at Portsmouth County Schools are regular full-time staff members who receive the same hourly pay rate of approximately \$25.

PRINCE WILLIAM COUNTY SCHOOLS

Prince William County Schools (PWCS) in northern Virginia enrolls nearly 80,000 students, approximately 13,447 of whom are English Language Learners. The district employs 4,141 teachers in 86 schools throughout the county.²⁹

Prince William County Schools offers remediation courses to students in grades K-12. In addition to remediation and credit recovery courses for all grade levels, the district also provides art enrichment courses for elementary and middle school students. Pre-kindergarten programs are not provided centrally through a district office; however, Renee Lacey, Director of Non-Traditional Education at Prince William County Schools, reports that a handful of schools have implemented their own pre-kindergarten programs.³⁰

²⁷ Ibid.

²⁸ Ibid.

²⁹ “Public School District Database.” Op. cit.

³⁰ Lacey, R. Director of Non-Traditional Education, Prince William County Schools. Telephone Interview. September 27, 2013.

FEE STRUCTURE

Prince William County Schools does not charge for elementary and middle school remedial courses, as these programs are supported by the state of Virginia. Fees for the high school courses are set entirely to recover costs, since this program is entirely self-supporting and does not receive financial subsidies from the district or state. Lacey indicates that the budgets for these programs are based on actual costs, meaning that she shapes the summer school program based on her anticipated revenue, which takes into account both the program fees and the total number of students.³¹

Although the high school programs are relatively expensive compared to other reviewed districts at \$450 per credit, Lacey still believes that the fees are slightly too low, and describes the current program as “bare bones.” However, Lacey also hesitates to tax her community by increasing costs. As an aside, Lacey also notes that **transportation expenses constitute a significant portion of the summer school budget.**

There are no scholarship funds available for high school summer school courses, and the district does not have a sliding payment scale based on income. However, the PWCS plans to offer support for low-income students in the future and is currently writing a policy to that effect.³²

Tuition fees for the art enrichment courses, which cover the cost of class and materials entirely, are \$200 for two weeks of instruction. No registration fees are charged in addition to program fees. These fees are not offered on a sliding scale based on income, nor does the district set aside scholarship funds from the central office to assist students in need. Instead, schools wishing to provide scholarships to low-income students must set aside funds from their own school budget. Although Lacey is unsure of the exact number of students on scholarships, she indicates that the number is likely below 5 percent.³³

REGISTRATION

Registration for high school summer school at Prince William County Schools is centralized at the district office, while elementary and middle school registration is decentralized. The deadline for summer school registration is typically the last day of school (usually in mid-June) for high school students, and in the beginning of June for elementary and middle school students. The office also offers a late registration day in the end of June for all students. Lacey does not believe that the registration process affects how the district determines its fee schedule, and believes that the current system works well because it is both organized and methodical.

³¹ Ibid.

³² Ibid.

³³ Ibid.

STAFFING

Summer school staff at Prince William County Schools is composed entirely of existing regular school year teachers. All teachers receive the same hourly rate of approximately \$39 an hour. All teachers are certified in the subject area and must have favorable evaluations to work in the summer school program.³⁴

³⁴ Ibid.

SECTION II: NATIONAL PEERS

PARADISE VALLEY UNIFIED SCHOOL DISTRICT

Paradise Valley Unified School District (PVUSD) in Phoenix, Arizona enrolls over 33,100 students, approximately 1,898 of whom are English Language Learners. The district employs 1,771 teachers in 48 schools across Phoenix and Scottsdale.³⁵

Summer programs at Paradise Valley are available for students at the pre-Kindergarten level through 12th grade. Summer enrichment courses are provided for elementary and middle school students, but only high school students receive remediation courses. Pre-K programs include a summer camp in addition to more academically-oriented jump start program for Kindergarten.³⁶

FEE STRUCTURE

Fees for enrichment programs are heavily influenced by local competition, as the district attempts to match its prices to area summer camps and classes. LeEllen Jordan, Community Education Tech III at Paradise Valley, indicates that the district is reluctant to raise prices, and tries to keep them consistent between years. Arizona does not allow districts the choice to be reimbursed for summer school. Although there is no sliding fee scale for families, parents do receive a reduced rate for any additional children they choose to enroll in summer school. There are no registration fees for either the enrichment or remedial summer school programs.³⁷

When asked whether the fees are determined using actual program costs or budgeted program costs, Jordan noted that the district's priority is to keep fees consistent; therefore, the budget is actually determined based on program fees. She generally feels the fees are fair; the enrichment programs cost around \$38 a day and provide up to 12 hours a day of childcare.

High school remediation courses cost \$195 for each course, whether students are taking the course voluntarily or to recover credit for a failed class. Certain courses may charge an additional fee for specialty equipment or laboratory expenses. The district does not offer scholarships, a sliding scale based on income, or a discount for additional children for remediation courses.

³⁵ "Public School District Database." Op. cit.

³⁶ Jordan, LeEllen. Community Education Tech III, Paradise Valley School District. Telephone Interview. September 17, 2013.

³⁷ Ibid.

REGISTRATION

Summer registration for all programs is **centralized through the district’s Community Education office**. Registration for enrichment opens the week before spring break and lasts until the first day of the program. Registration for high school summer school begins in February and continues through late May for (the first session) or late June (for the second session.)³⁸ The office also allows late registration for high school as long as there are available spaces.

The registration process at Paradise Valley **does impact when fees are assessed for enrichment courses**, as the district generally looks to set a similar timeline to local summer programs. When asked to rate the district’s summer program registration process, Jordan responded that the process works well, but notes that they always look to make improvements. In the past, these improvement efforts have mostly been focused on simplifying the experience for parents, including making paperwork available online and opening their offices on a Saturday.³⁹

STAFFING

For summer camp, half of the staff consists 12-month employees (staff members who are not certified teachers and work in the district or at schools 12 months out of the year), and the other half consists of 9-month contracted employees (including graduated high school seniors and classroom aides). Regular school year teachers make up 85 percent of the staff for all other enrichment courses, while the remainder consists of externally-contracted staff. All teachers for enrichment courses get the same pay rate, regardless of experience or status as a contracted or full-time district employee. High school summer school teachers are all regular, full-time teaching staff members who receive a standard hourly rate.⁴⁰

McKINNEY INDEPENDENT SCHOOL DISTRICT

McKinney Independent School District (MISD) enrolls over 24,422 students, approximately 2,084 of whom are English Language Learners. The district employs 1,688 teachers in 34 schools in McKinney, Texas.⁴¹

McKinney ISD offers remediation summer school programs at the elementary, middle, and high school levels. In addition, the district offers specialized summer camps for students ages 5-12. Optional academic courses are available for high school students and focus on standardized test preparation. In accordance with Texas state policy, McKinney is required to offer a remediation course for any student that does not meet the minimum standard on the standardized state exam. In addition to standards-related remediation, the district also provides opportunities for credit recovery and advancement.⁴²

³⁸ “2007 High School Summer School Registration Guide.” Paradise Valley School District. <http://www.pvschools.net/phs/Counseling/Summer%20School%20Registration%20Guide.pdf>

³⁹ Jordan, Op. cit.

⁴⁰ Ibid.

⁴¹ “Public School District Database.” Op. cit.

⁴² Oaxaca, H. Program Director of Student Support Services, McKinney ISD. Telephone Interview. September 16, 2013.

FEE STRUCTURE

At the elementary level, summer school students are selected for participation in remedial courses by their school principals; these students are not charged for their remediation courses. Secondary students are charged for remedial courses, but Oaxaca notes that the fees are assessed on a sliding scale: any student receiving free or reduced lunch or participating in the district's AVID college readiness program pays \$50 per credit, while all other students are charged \$220. Students from outside the school district are charged \$500 per credit. The elementary and middle school remediation programs are free and are available by invitation only for struggling students. There are no additional registration fees for any summer school courses.

Oaxaca indicates that **the district currently subsidizes approximately 30 percent of the total cost of remedial summer school** and that the fees for remediation are based on budgeted costs. Oaxaca feels that the fees are generally fair; however, he believes that the low-income fees are too low, while the traditional students are overcharged. Since the majority of students attending summer school are low-income students who pay a drastically reduced rate, the district is unable to sustain its summer programs without financial support from the central office. For this reason, **the district is moving toward a single flat rate in the coming years**. Finally, it should be noted that Texas does not reimburse districts for remedial summer school programs.

Enrichment summer camps generally cost a minimum of \$75, though longer camps can cost as much as \$150. These fees are the same for all students regardless of socio-economic status. There is no separate registration fee assessed for enrichment programs.⁴³

REGISTRATION

Registration at MISD is conducted on both a decentralized and centralized basis. Elementary and middle school students are selected for summer school through their home school, so registration for those groups is conducted using a decentralized model. High school students typically register for summer school at their home campus, however, the district also holds three registration days during the summer where students may register at the central program site. Parents must register their students for summer school prior to their child's arrival on the first day. Oaxaca believes that the registration process does not impact the fee schedule.

Oaxaca is content with the current registration process, but notes that there are some issues with the current system. For instance, parents occasionally complain that they aren't notified that their child has to take summer school until they have already made summer plans, expressing a need for earlier communication from the district. Moving forward, Oaxaca would like to see a better communication process with parents in addition to a more clearly defined registration process.⁴⁴

⁴³ Ibid.

⁴⁴ Ibid.

STAFFING

Only full-time teaching staff are permitted to teach in McKinney ISD’s summer programs; the district does not hire additional staff for summer school. All teachers receive the same hourly rate of \$30 per hour, regardless of experience.

RACINE UNIFIED SCHOOL DISTRICT

Racine Unified School District (RUSD) in Racine County, Wisconsin enrolls 21,100 students, approximately 2,106 of whom are English Language Learners. The district employs 1,394 teachers in 35 schools throughout the county.⁴⁵

RUSD primarily offers remedial summer programs for students in 1st through 12th grade. Enrichment courses are somewhat limited and consist of algebra acceleration courses for the elementary and middle school level. The district also has a pre-K program which looks to acclimate these students to the classroom environment.⁴⁶

FEE STRUCTURE

State policy in Wisconsin states that, in order to receive state funding for a summer school program, the summer school course in question must be part of the regular education program. In accordance with the policy, RUSD does not charge fees for any of its summer school programs, as nearly the entire cost of each remedial program is reimbursed by the state. The school district is responsible for any “above and beyond” services for which the state does not reimburse (e.g. school librarians). Racine does not charge tuition for students to recover additional costs, but Jeff Blaga, Director of Student Achievement & School Improvement, indicates that some other districts in Wisconsin may do so.⁴⁷

REGISTRATION

Summer school registration is conducted both at individual schools and in the central district office. Although the approximate deadline for all programs is in early June, Blaga notes that the district will accept late registration through the first day of summer school. In the future, Blaga hopes to move the district’s registration system online to increase the efficiency and convenience of the registration program.⁴⁸

STAFFING

Approximately 98 percent of summer school teachers at RUSD are regular staff members, and the remaining two percent are contracted staff. All teachers receive the same set hourly pay rate, regardless of experience or tenure.⁴⁹

⁴⁵ “Public School District Database.” Op. cit.

⁴⁶ Blaga, J. Director of Student Achievement & School Improvement, Racine Unified School District. Telephone Interview. September 27, 2013.

⁴⁷ Ibid.

⁴⁸ Ibid.

⁴⁹ Ibid.

APPENDIX

Hanover instructed all participants to complete a brief budget form outlining the summer school budgets for fiscal years 2012 and 2013. The appendix contains budget information for two examined districts that chose to share their budget information: McKinney ISD and Portsmouth Public Schools.

Figure A1: Portsmouth Public Schools Summer School Budget

SUMMER PROGRAMS EXPENSE CATEGORY	FY 2012 ADOPTED BUDGET*	FY 2012 ACTUAL BUDGET*	FY 2013 ADOPTED BUDGET*
All Salaries (<i>includes hourly employees</i>)	\$ 491,800	\$ 452,172	\$ 91,800
Employee Benefits (<i>includes health, other insurance, retirement, etc.</i>)	\$ 37,625	\$ 33,803	\$ 37,625
Materials & Supplies (<i>includes instructional materials, supplies, meals/snacks, etc.</i>)	\$ 37,500	\$ 28,111	\$ 25,937
Contractual Services (<i>if applicable</i>)	\$ -	\$ -	\$ -
Equipment (<i>if applicable</i>)	\$ -	\$ -	\$ -
Staff Development (<i>if applicable</i>)	\$ -	\$ -	\$ -
Other Operating Costs (<i>if applicable</i>)	\$ -	\$ -	\$ -
Total Summer Programs Budget	\$ 566,925	\$ 514,086	\$ 555,362

Source: Portsmouth Public Schools.⁵⁰

*Figures do not include transportation expenses.

⁵⁰ Eure, Op. cit.

Figure A2: McKinney ISD Summer School Budget

SUMMER PROGRAMS EXPENSE CATEGORY	FY 2012 ADOPTED BUDGET*	FY 2012 ACTUAL BUDGET*	FY 2013 ADOPTED BUDGET*
All Salaries <i>(includes hourly employees)</i> [^]	\$90,000.00	\$90,000.00	\$90,000.00
Employee Benefits <i>(includes health, other insurance, retirement, etc.)</i>	\$7,500	\$7,500	\$7,500
Materials & Supplies <i>(includes instructional materials, supplies, meals/snacks, etc.)</i>	\$5,000	\$5,000	\$5,000
Contractual Services <i>(if applicable)</i>	n/a	n/a	n/a
Equipment <i>(if applicable)</i>	n/a	n/a	n/a
Staff Development <i>(if applicable)</i>	\$21,600	\$21,600	\$21,600
Other Operating Costs <i>(if applicable)</i>	n/a	n/a	n/a
Total Summer Programs Budget	\$ 124,100	\$ 124,100	\$ 124,100

Source: McKinney ISD.⁵¹

*Numbers reflect only the high school summer school programs.

[^] This figure reflects only teacher salaries and does not include support staff such as bookkeepers, librarians, and technology support.

⁵¹ Oaxaca, Op. cit.

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