

Budget Development Update

January 16, 2018



BURLINGTON
SCHOOL DISTRICT

Input Process

- 4 Community forums have been held
 - One forum focused on new American families
 - Two forums focused on families of students with special needs
- Public comment at Board meetings
- Staff strategic planning priorities
- Principal recommendations
- Director recommendations
- Student board member input
- Online input



Consultation Themes

Energy efficiency

Better use of technology

Reduce “play” opportunities

Reduce central office staff

Promote dual enrollment

Partner with UVM, other institutions

Public/private partnerships

Review Advisory and YES program

Reduce mailings

Improve communications

Bilingual schools

Supports for all tiers of learners

EL supports

Programs for high academic achievers

New foreign languages

Add staff (such as K paras)

Full BHS schedules

Improve accessibility

Online classes

Social work supports

Classroom supplies

Professional development

Budget Requests (~\$6 million)

Proficiency coordinator
PLP coordinator
Flexible Pathways
position
BHS push-in EL teachers
BHS Spec. Ed lead
Shift MLL to general fund
EL teaching staff
Restorative practices
Inclusive Strategies conf.
Parent University
Data systems staff

Early Ed classrooms
Early Ed support staff
Elementary school
supplies
Middle school supplies
High school supplies
Trauma training
Achievement gap PD
New phonics curriculum
Tech integration supplies
First call crisis resource
Unified sports

Middle school UA staff
Design-Tech equipment
Grant-loss contingency
Records tech investment
Diverse hiring investment
EMS Makerspace
HMS guidance staff
HMS locker replacement
District substitute staff
Transportation contracts
Bus staff

Other Budget Pressures

Capital Infrastructure: High school renovation/rebuild under development

Salaries & Benefits: Collective bargaining salary settlements in the 2% to 2.75% range. 10% health insurance cost increase.

Health Reimbursement Arrangements: New HRA benefit cost will depend on use. No previous experience basis for estimate.

Legislative Environment: \$50m Education Fund deficit and Year 2 of health insurance reduction.

Other Budget Pressures

Retirement: City & teacher pension plans likely to require an increased contribution.

Universal Preschool: 2.8% increase in state-mandated payment rate.

Student Support Services: Increasing need for a variety of social & emotional supports, as well as special education services.

Elementary Supervision: New restrictions on use of teacher time for student supervision may require additional supervision staff.

Example of State Formula that Hurts BSD

Special Education Block Grant: State allocates special education block grant based on the average wage for special education teachers in the state. Because Burlington pays almost \$10,000 more per teacher for these positions, the grant fails to cover over \$300,000 of our projected spending.

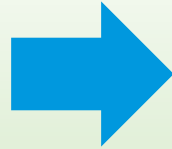
	Eligible FTE	Wage	Grant Amount
Avg BSD Wage	34.57	\$ 72,500	\$ 2,506,325
Avg State Wage	34.57	\$ 63,016	\$ 2,178,463
Difference		\$ 9,484	\$ 327,862
FY17 Amounts for illustration			

Strategic Budget Goals

- ❑ Invest in Strategic Goals/Priorities
Sustainable Finance and Facilities - Equitable Climate and Culture - Inclusive Teaching and Learning
- ❑ Invest in System Assets - Strategic Priorities
Students- Staff - Programs- Capital Facilities
- ❑ Sustain and Support Future
- ❑ Multi-Year Strategic Planning Approach
- ❑ Data Informed Decisions
- ❑ Equity lens and metrics

Budget Development Process

**Adjustments to
Reduce
Spending**



**Investments &
Reallocations
based on
Strategic Plan**



**Viable Programs
and
Balance Budget**

Prior Year Central Office Reductions

\$450,000 reduction in FY17

Superintendent Office

School Board

Property Services

Information Technology

Business Office

Human Resources

Diversity & Equity Office

Curriculum Department

\$150,000 reduction in FY18

Superintendent Office

School Board

Property Services

Information Technology

Business Office

Human Resources

Diversity & Equity Office

Required Spending Increases

Certain expenditures will increase in FY19 as a result of factors beyond the District's control

Wages

Benefits

Universal preschool payments

Teacher OPEB Charge

Column movement (salary)

City retirement

Utilities

Debt service (on existing debt)

Multilingual liaisons (in GF)

Priority Spending Areas

These areas are likely to receive additional investment

- Maintain class sizes within AOE Education Quality Standards
- Increase social/emotional supports
- Maintain Multilingual liaison staff
- Targeted achievement gap investments
- Restorative practices

High School Enrollment

	FY17	FY18	FY19
Budgeted	986	986	986
Actual / Est.	946	937	964

Note: 2.0 FTE teaching positions were added to BHS in FY18.

K-8 Enrollment

	FY17	FY18	FY19
Middle	803	800	829
Elementary	1,755	1,693	1,635

NOTE: Elementary count excludes preschool classrooms located at elementary schools.

Example of Equity Allocation Approach

	Projected Enrollment	Core Teachers	EL Count	Poverty Count	IEP Count	Equity Needs Count	Equity Share
EMS	414	17	48	111	64	233	39%
HMS	415	17	78	183	86	347	61%

Step 1: Determine number of core teachers required by class size limits

Step 2: Distribute additional resources on basis of equity share

Step 3: Principal review of feasibility of allocation (ex: space constraints may not allow for the implementation of the mathematically derived scenario)

Recapture Savings= Maintained Investment

Examples of investments that will not be repeated

Bus Replacement, website, projection equipment, time clock, temporary staff

Examples of investments that will be maintained

Special Education Supports, Academic Interventions, Special Educator

Tax Variables



Awaiting Data

Key Variables

Status

Education spending

Under development

Equalized pupil count

4,099.67 (negligible decline)

Homestead dollar yield

\$9,842 (3.13% decline)*

Common level of appraisal

79.42% (3.6% decline)*

*Declining values put upward pressure on the tax rate.

Baseline Tax Scenarios

	Change from Baseline	Tax Rate Change
Baseline Budget (0.6% increase)		+ 7.81%
No Budget Increase	- \$ 369,236	+ 7.17%
6% tax increase scenario	- \$1,038,419	+ 6.00%
4% tax increase scenario	- \$2,188,419	+ 4.00%
2% tax increase scenario	- \$3,333,419	+ 2.00%
Baseline + \$1.1m Enhancements	+ \$1,102,000	+ 9.73%

Note: All scenarios presume the use of surplus funds. Tax rates would be higher without applying the surplus.

Sustainable Finance and Facilities



2019 Budget Priority:

Invest in Facilities and Budget Stability

Rationale:

- The capital planning process, including a facilities condition assessment, revealed the need for significant investment in our facilities.
- Establishing partnerships and initiatives that are revenue generating to sustain programming.

Sustainable Finance and Facilities

Library Maker Space Pilot (supported by grant funds)	\$ 75,000
Special Education Bus Driver and Aid	\$ 75,000
International Students Program (future revenue)	\$ 7,000
Community Partnership - Lake Semester Project (includes significant community investment)	\$ 6,000

Capital Plan Impact

Year 1 of voter-approved Capital Plan Investments (Edmunds cafeteria, Preschool center(s), IAA design, HMS lockers)	\$ 350,000
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Equitable Climate and Culture



2018 Budget Priority:

Psychological and Behavioral Supports: Improving Student Access to Education

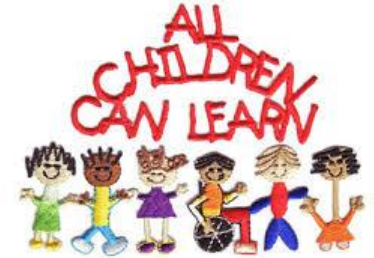
Rationale:

Behavioral and social skills interventions as well as greater flexibility to meet student emotional needs. Additional resources will provide the ability for earlier intervention and augmented instruction, intended to reduce student behavior referrals and loss of instruction. Improve school inclusive climate. Focus on building capacity in district schools to meet the needs of all students.

Equitable Climate and Culture

Multilingual Liaisons (due to loss of federal funding)	\$ 155,000
Special Education Supports	\$ 100,000
Social Workers at Middle Schools	alternative funding
Equity Recruitment & Hiring Initiative	\$ 40,000
Restorative Practices Training	\$ 40,000
Summer School SOAR/MS	alternative funding
Equity & Diversity Initiatives	\$ 30,000
Transition to in-house teacher substitutes	\$ 20,000
TalentED/Records Software	\$ 10,000

Inclusive Teaching and Learning



2019 Budget Priority:

Academic Interventions: Closing the Achievement Gap and Raising the Bar

Rationale:

Academic interventions are additional instruction and supports that supplement the general curriculum (regular classroom instruction) and are necessary to improve academic performance for students based on data. A successful academic intervention process includes providing quality instruction with interventions matched to student need, and monitoring progress frequently to make decisions about changes in instruction and appropriate interventions.

Inclusive Teaching and Learning

	alternative funding
Achievement Gap Initiatives - PD	
Achievement Gap Data Staff 1.0 FTE	\$ 50,000
EL Staffing 1.0 FTE	\$ 80,000
Middle School Electives 0.5 FTE	\$ 40,000
BHS World Languages	\$ 20,000
Jolly Phonics Curriculum	\$ 40,000
Paraeducator PD/ School Use	\$ 30,000
Powerschool Module	\$ 17,000
Non Instructional Supervision	\$ 10,000
French Dual Language Exploration Partnership	\$ 7,000

Reallocations and Reductions - Philosophy

- Maintain class sizes within AOE Education Quality Standards
- Increase social/emotional supports
- Preserve special education supports
- Preserve EL supports
- Maintain Multilingual liaison staff
- Targeted achievement gap investments
- Restorative practices

Central Office: Reallocations & Reductions

Prior Year Central Office Reductions

Over \$600,000 of position and operational reductions during prior two years will remain in effect for the FY19 budget, including district leadership positions that will not be restored:

- Sr. Director of Student Support Services eliminated
- Diversity Education Director eliminated
- Director of Human Resources eliminated

Central Office: Reallocations & Reductions

FY19 reductions proposed in the following areas:

- Sr. Director of Infrastructure & Technology eliminated
- Painter position eliminated
- Grounds Foreman position eliminated
- Principal Substitute position eliminated
- Additional operational budget reductions

Estimated Savings: \$540,000

Ratios & Context

Contracted Teachers ratio	9.9:1
Elementary Classroom	19:1
MS Classroom	23:1
BHS Classroom	17:1 to 21:1

Why the difference? Teachers such as librarians, nurses, special educators, English Language, school psychologists, and guidance counselors are included in the overall ratio but are not counted in the classroom ratios.

BHS/BTC: Reallocations and Reductions

FY19 reductions proposed in the following areas:

1.0 FTE Business	Low student interest
1.0 FTE PE	Provide PE credit for participation in athletics.
1.0 FTE BTC	Low enrollment. Only need 1 instructor.
Golf/Alpine	Students can participate without BSD support

Estimated Savings: \$197,000

Middle School: Reallocations & Reductions

No Reductions.

Enrollment projected to increase.

Estimated Savings: \$0

Elementary: Reallocations & Reductions

Analysis:

Elementary enrollment analysis reveals the opportunity to eliminate 7.0 teacher positions while remaining within class size guidelines.

- Current elementary homeroom ratio: 19.0
- AOE guidelines are 22 to 25 depending on grade

Proposal:

3.0 reductions are proposed (details in following slide)

- Proposed elementary homeroom ratio: 19.9

Estimated Savings: \$210,000

Elementary: Reallocations & Reductions

1.0 Flynn Reduction of 3 teachers to 2 teachers for 2nd grade
Need only 2 teachers to serve 44 projected students
AOE guideline: 22 students

1.0 SA Reduction of 4 teachers to 3 teachers for 1st & 2nd grade
Need only 3 teachers to serve 60 projected students
AOE guideline: 22 students

1.0 Smith Reduction of 3 teachers to 2 teachers for 5th grade
Need only 2 teachers to serve 46 projected students
AOE guideline: 25 students

Other Areas: Reallocations & Reductions

6.0 FTE Interventionists

Reduce this centrally-assigned support role from 12 FTE to 6 FTE.
Refocus remaining positions on Achievement Gap objectives.

Estimated Savings: \$420,000

Position Reduction Strategy

- Natural attrition (retirement, turnover) will likely minimize involuntary separations.
- Teacher contract requires the issuance of RIF notices until retirement & voluntary departures are confirmed.
 - This is difficult for impacted staff, but is an unavoidable consequence of the contract language.

Baseline Expenditures

FY19 General Fund Baseline Expenditures	\$74,038,378
Enhancements	\$852,000
Reductions	\$1,367,000
Revised FY19 General Fund Expenditures	\$73,523,378

Baseline Assumptions

Funds all contractually required increases

Includes state health insurance recapture
(\$173,010)

Funds new debt service for capital
improvements (\$350,000)

Various non-instructional reductions

Application of FY17 Surplus

Applying the \$1,093,027 audited surplus from FY17 will reduce the tax impact by about 2 percentage points from whatever spending amount is adopted.

This is recommended in order to reduce the tax impact and avoid additional programmatic reductions.

Tax Impact of Using Surplus

	Before Use of Surplus	After Use of Surplus
Total Budget	\$83,605,971	\$83,605,971
General Fund Budget	\$73,523,378	\$73,523,378
Education Spending Change	\$947,263	-\$145,764
Tax Impact	8.82%	6.92%

We've Done Our Part

This budget, with the application of surplus funds, would result in a tax cut of -0.20%, but for the impact of variables unrelated to school spending (Dollar Yield & CLA).

City Collaboration Update

BSD proposed the following collaborations that comply with AOE restrictions and ease pressure on the school budget.

- \$275,000 of support for after school recreational activities

- \$16,000 of support for allowable transportation costs

- \$60,000 of support for restorative practices

- \$100,000 of support for mental health services

The City pay for these supports with PILOT revenues or another source.

The City was only willing to commit to the transportation collaboration (\$16k) and a small increase (\$30k) in existing recreational supports.

Next Steps

Board:

Discussion and community input
on budget recommendation

Administration:

Prepare ballot question



Budget Development Timeline

- 10/19 Launch of online form for budget input
- 11/14 School Board meeting
- 12/11 School Board meeting
- 12/20 Special School Board meeting
- 1/9 School Board meeting
- 1/16 Special Board meeting
- 1/23 Special Board meeting**
- 3/6 Town Meeting Day budget vote



Full budget timeline available at: <http://www.bsdt.org/district/budget/>