

SUPERINTENDENT'S COMMUNITY ADVISORY COUNCIL

FEBRUARY14, 2024

LAND ACKNOWLEDGEMENT

We acknowledge that we are on the indigenous land of the Coast Salish peoples who have reserved treaty rights to this land, specifically the Duwamish and Snoqualmie Tribes.

We thank these caretakers of this land who have lived and continue to live here since time immemorial. We reflect on the historic context that brings us to reside on this land and accept responsibility to interrupt erasure. We commit to an ongoing partnership with the Snoqualmie Tribe as we listen to, learn from, and lead with their guidance.

TODAY

1. **Breakout Groups Part 1**
   Community Roadmap for Big Decisions

2. **District Update**
   Budget parameters and planning

3. **Breakout Groups Part 2**
   Advice on engagement around future budget reductions

Pre-Reads

- Board Budget Development Guidelines
- Draft 2024-25 Budget Parameters
- Draft BSD Roadmap
- Draft Equity Driven Decision-Making
- Draft Community Engagement Guide

BREAKOUT GROUPS PART 1



COMMUNITY ROADMAP FOR BIG DECISIONS

PROMPTS

Does this reflect our discussions?

What resonates?

Is anything missing or confusing?

COMPASSION
Affirm. Inspire. Thrive.
EXCELLENCE
Affirm. Inspire. Thrive.

District Update: Last time (12/13/23)

- Reviewed community process and feedback from MS Consolidation Study
- Updated SCAC on *Budget Planning Team* progress
  - Analysis, Demographic Projections and Budget Scenario Development
  - Values and Decision-Making Criteria

- Planned Activity
  - Group A: If the recommendation is to find $7 - $10 million, including closing one middle school, effective fall 2024…
  - Group B: If the recommendation is to find $25 - 30 million over three years……

What should the sequence of engagement be, what groups and audiences should be prioritized, and what tactics should be employed? (in person, virtual, large groups, small groups, various communications channels, etc.)

*Never got to the activity: Extended Q and A

Since then…

- December 14th 2023: Dr. Aramaki announced that the District would be pausing the consideration of middle school consolidation for the next two years.
- Decision was based on:
  - Community feedback
  - 2023 Budget reductions - $24 million.
  - Enrollment was up. Driven by the enrollment of non-resident students and returning students
  - The projected decline in enrollment is not yet impacting middle schools

Waiting two years to consider this option will provide time to see if an increase in innovative programming, a potential post-pandemic enrollment rebound, and more affordable housing will reverse or minimize the projected enrollment decline.

- The work ahead of us is to shifts the community conversation to budget prioritization
  - Financial update to the Board on December 14, 2024, indicated a $10 million budget deficit for 2024-2025
  - Potential $15 million deficit in 2025-2026 and another potential $15 million in 2026-2027.
- The Budget Planning Team met on 12/14/23 and drafted a budget scenario of possible cuts ($12 million). The intent was a foundation to work from.
- 1/25/24 - Board finalized their Budget Development Guidelines and approved a set of Budget Parameters for 2024-25

Board Budget Development Guidelines

In delivering on our vision, mission, and values, the following are the year-over-year guidelines that drive BSD's annual budgeting process.

Equity Commitment & Equity-Driven Decision Making

- The budget starts with an understanding that to be equitable to our students and community we must **identify who is in need, what their needs are, and how best to address them**. This requires that we not assume that all needs are the same, nor treat such needs equally as equal treatment does not result in equitable outcomes.
- The budget provides adequate resources for implementing policies and programs that support equitable student outcomes identified in our strategic plans, annual plans, and school improvement plans.
- The budget process will be built on our commitment to **equity-driven decision making.**
- Equitable community engagement should be the foundation of the strategic plan's development, which should serve as the annual budget's foundation.
- In the event of **budget reductions**, we will provide equitable engagement of students, families, and staff, inclusive of those who have been historically marginalized and those who speak a language other than English.

Budget Drivers

- Given that our budget is primarily driven by student enrollment, the budget should include **contingencies** for unexpected enrollment fluctuations.
- Budgeting for staff compensation and benefits levels reflect the district's **collective bargaining agreements** (a component of which is not deviating materially from the local k-12 educator market to the extent district resources allow).

Financial Health Indicators

- Budgeted **reserves** should not dip below the 5-6% threshold and budgeted reserves should be allowed to fluctuate depending on the current financial position and needs of the district.
- If the Four-Year Budget Plan Summary forecasts any years with a **negative fund balance** in the General Fund, the current and future budgets will include proportional budgetary considerations that will avoid any projected negative fund balance.

Board Budget Development Guidelines

Strategic Plan Alignment

- The budget reflects the District's **Strategic Plan Priorities**, which should be evidenced by the alignment of resources to those priorities as directed by the annual plan.
- The budget includes sufficient research-based **training in effective strategic planning** for the Board and district staff when creating a strategic plan.
- The budget prioritizes goals and strategies specifically selected to close identified **opportunity gaps**.

Professional Development and Staff Collaboration and Supports

- The budget represents a strong commitment to hiring and retaining **diverse, high quality instructional staff**.
- The budget represents a strong commitment to a system of professional learning, training, and cross-training for educators, staff, and the school board to increase capacity and improve student learning.
- The budget includes necessary time for **staff collaboration and coordination** necessary to implement selected strategic goals.

Draft Budget Parameters for 24-25

Prioritize

Prioritize Each & Every Student

- Prioritize students and their educational experience; start with cuts **furthest from the classroom**
- Protect the **district's strategic priorities**, moving funds from other areas as needed
- Maintain **equitable support, services, and opportunities** to continue to close opportunity gaps and deliver on our Equity and Accountability commitments.

Reduce

Reduce Expenditures

- Find ways to reduce the budget by $10 million through **efficiencies and trimming**, versus elimination of programs or services
- Maintain **consistent and predictable operations and services**, while improving efficiency

Increase

Increase Revenue

- Advocate for **regionalization of the local levy** during this year's short legislative session
- Build on the educational excellence of BSD to **retain and attract** students
- Leverage **community partners**, including the Bellevue Schools Foundation and the City of Bellevue, to increase revenue through community donations
- Pursue **additional funding opportunities** locally and creative opportunities for cost-sharing, cost-cutting, increased efficiencies, and revenue generation.

Plan

Plan for the Long-Term

- Stabilize our **long-term financial picture**
- End the 2024 – 2025 school year with at least **$21.5 million in general fund reserves**
- Allocate resources to successfully **launch the new strategic plan**, including investing in new and innovative opportunities, using an intentional, multi-year, budget-responsible approach to program investments
- Develop a plan to address **district structural issues** that result in budget deficits

Hot off the press: Staff Communication 2/13/24

Key Parameters

- Prioritize students and their educational experience; start with cuts furthest from the classroom
- Find ways to reduce the budget by $10 million through efficiencies and trimming, versus elimination of programs or services
- Maintain equitable support, services, and opportunities to continue to close opportunity gaps and deliver on our Equity and Accountability commitment
- Build on the educational excellence of BSD to retain and attract students
- Partner with community partners, including the Bellevue Schools Foundation and the City of Bellevue, to increase revenue through community donations

Board Priorities

- Mental Health support
- Current Class Sizes (not raising them)
- Enrichment Opportunities for kids
- Preserving Educator Jobs

Preview of Cuts

- Decrease Central Spending
- MSOC Cuts (Materials, Supplies, and Operating Costs) Both at the schools and centrally
- Right-Sizing Staffing Based on Enrollment – Reduce school-based staffing to match the number of students
- Reduce Spending on Operations - Maintain quality service to schools and community through maximizing efficiencies.
- Reduce Contracted Paraprofessionals –Improve our recruitment and hiring of our own paraprofessionals.

TIMELINE

September 2023

Share process and timeline

Publicize opportunities for engagement

Solicit Superintendent Advisory Council (SCAC) membership

October 2023

Share demographer data and discuss implications with community

In-Person, Online, & with Language Accessibility

Data: Survey, E-mail, Group Feedback

November to December 2023

Equity-Driven Outreach to Students, Families, Community

Synthesize and communicate community feedback

*Decision made to not consolidate

January 2024

Board Study Session to develop budget guidelines, priorities and principles

February-March 2024

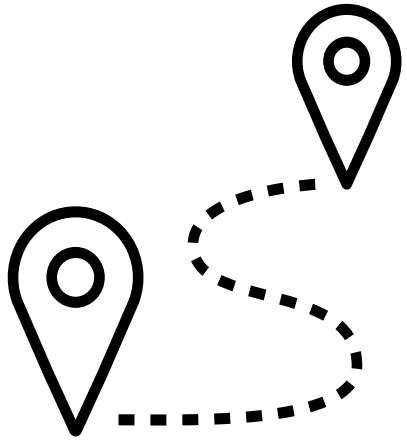
Superintendent Community Advisory Council Guidance on Community Engagement

WA Legislative Session

April 2024

Superintendent presents budget reduction proposal to school board

BREAKOUT GROUPS PART 2



Community Engagement on the

2024-25 Budget Reduction Parameters

PROMPTS

What are the most important considerations? (EDDM ?s)

What are the best methods of engagement?

What are the most important questions to ask?

EXCELLENCE
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