



SYSTEMS AND RESOURCES ...

We will improve efficiency (productivity, cost, etc.) while also making decisions (including resource allocations) that are grounded in a strategic academic direction and data.

FY2018 Budget Development

BFAC

December 15, 2016

Agenda



SYSTEMS AND RESOURCES ...

- FY2018 Budget Process (25 minutes)
- Investing in Transformation for Students (20 minutes)
- Per Pupil Funding (10 minutes)
- What's Next? (5 minutes)

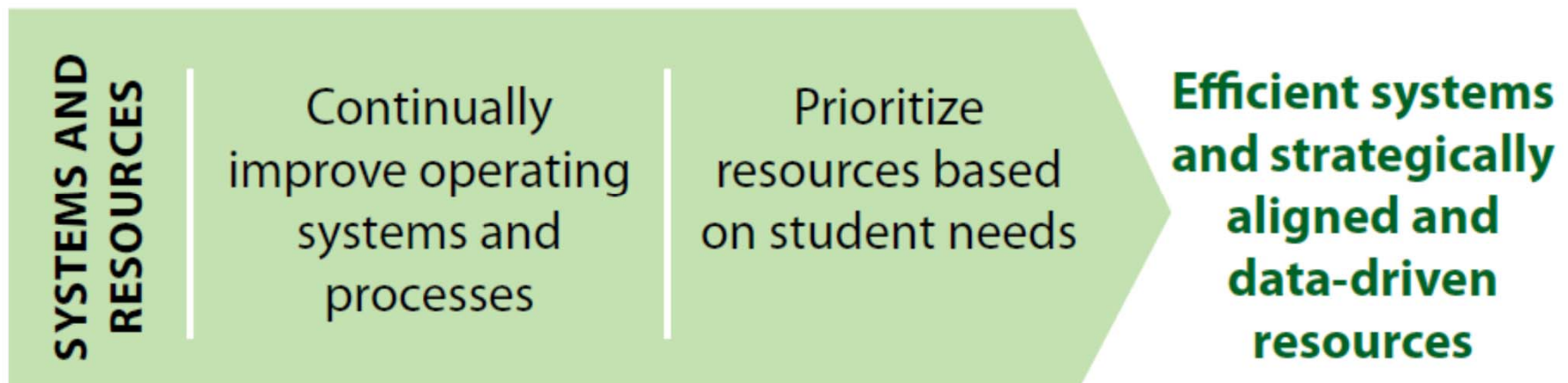
Purpose



SYSTEMS AND RESOURCES ...

- **Purpose of the Budget & Finance Advisory Committee**

- Review the parameters that guide budget development, including revenue assumptions, fund balance targets, and expenditure goals
- Identify process and presentation recommendations that provide transparency in linking goals, outcomes and district spending plans
- Develop monitoring procedures that hold the district accountable for executing the budget plan





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FY2018 Budget Process Update

Upcoming Calendar



SYSTEMS AND RESOURCES ...

- Enrollment Projections
 - December 12th
- Principal Feedback Deadline
 - December 16th
- Board Approves School Allotments
 - January 9th
- Principals Receive Budgets
 - January 10th

FY2018 Budget Process



SYSTEMS AND RESOURCES ...

- Employee Feedback Meeting
 - Central office considerations
 - Major program changes
 - Flexibility and autonomy
 - School allotment guidelines
 - Signature programs
 - Compensation and personnel
- Looking for ways to close the FY2018 budget gap



Ways to Close the Gap



SYSTEMS AND RESOURCES ...

Proposal	Average
Focus on turnaround strategies that produce the most results	3.66
For instructional/behavioural staff, cut role redundancies	3.49
Cut CLL strategically (limit outsourcing, review contracts/temp staff)	3.47
Give turnaround schools a menu of options	3.45
Merge school flex & cluster funds (sweep unused funds in March)	3.40
Phase in model based on need for signature programs	3.29
Only a 1.5% COLA	3.12
Only a step increase for FY2018	2.98
Merge base flex & cluster (cut the additional flex funds allocation)	2.93
Merge flex funds & cluster funds (allocate with weighted per pupil)	2.93
Increase the funding class size (only grades 1, 2, 6, and 7)	2.93
1% cut to non-personnel & cut new initiatives by 10%	2.89
Phase in model based on need for signature (focus on IB candidacy)	2.88

Ways to Close the Gap



SYSTEMS AND RESOURCES ...

Proposal	Strongly agree	Strongly Disagree
Focus on turnaround strategies that produce the most results	45	1
For instructional/behavioural staff, cut role redundancies	36	2
Cut CLL strategically (limit outsourcing, review contracts/temp staff)	36	2
Give turnaround schools a menu of options	39	2
Merge school flex & cluster funds (sweep unused funds in March)	41	6
Phase in model based on need for signature programs	38	7
Only a 1.5% COLA	29	9
Only a step increase for FY2018	23	7
Merge base flex & cluster (cut the additional flex funds allocation)	27	11
Merge flex funds & cluster funds (allocate with weighted per pupil)	28	13
Increase the funding class size (only grades 1, 2, 6, and 7)	28	14
1% cut to non-personnel & cut new initiatives by 10%	20	10
Phase in model based on need for signature (focus on IB candidacy)	25	14



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Investing in Transformation for Students

Unfunded Components of Transformation



SYSTEMS AND RESOURCES ...

- Additional investments in arts and athletics to complete focus on whole-child development.
- Reducing the barriers for accelerating educational outcomes by investing in early childhood programming and critical wrap-around supports for kids and families.
- Investing in strategies that prepare students more effectively for the workforce.
- Strengthening support for students who are underserved in traditional educational settings by:
 - Investing in the redesign of alternative programming, and
 - Redesigning summer school and summer enrichment programs

Board Retreat Recap



SYSTEMS AND RESOURCES ...

PUBLIC FUNDING & PARTNERSHIPS

1. Early Childhood: Public Funding and Partnerships
2. Reading: Public Funding and Partnerships
3. SEL, Arts, Athletics: Public Funding and Partnerships
8. Talent Development: Public Funding and Do Differently
5. Career Readiness: Public Funding, Partnerships and Do Differently

PARTNERSHIPS & DO DIFFERENTLY

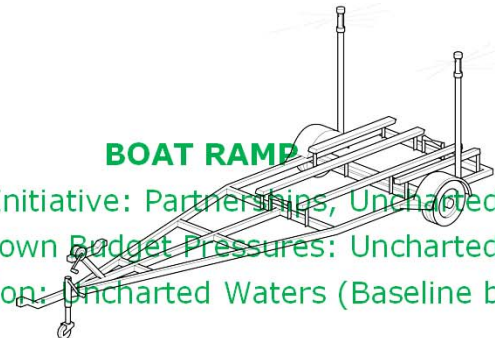
4. Summer School: Partnerships and Do Differently
7. Alternative Programs: Partnerships and Do Differently
10. Revitalization: Partnerships and Uncharted Waters
6. Turnaround: Partnerships and Waterfall

UNCHARTED WATERS & DO DIFFERENTLY

9. Family and Alumni: Uncharted Waters and Do Differently
11. Fund Balance: Uncharted Waters and Waterfall
12. Pension: Uncharted Waters and Waterfall
13. Special Investigations: Waterfall (Baseline budget?)
14. Flex Funds: Waterfall

BOAT RAMP

African American Boys Initiative: Partnerships, Uncharted Waters
Unknown Budget Pressures: Uncharted Waters
Fidelity of Implementation: Uncharted Waters (Baseline budget?)





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Per Pupil Funding



Per Pupil Funding

- BFAC led discussion
- Continued review of central office per pupil expenditure
 - How can APS utilize this information for strategic decision making?
 - How can principals measure the value of the services they receive?
 - Does flexibility increase cost through loss of economies of scale?
 - Do principals have the capacity to assume additional functions?
 - Where are there opportunities for real cost savings?



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What's Next?

Upcoming Calendar



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- Board Meeting
 - January 9th
- Budget Commission
 - January 19th
- BFAC: Next Meeting
 - January 19th