BAINBRIDGE ISLAND SCHOOL DISTRICT

District Budget Advisory Committee

Tuesday, February 28, 2017 5:30-7:30 pm District Board Meeting Room

AGENDA

- DBAC Mission, Membership, Roles and Responsibilities
- District Improvement Plan
- Budget Development Guidelines & Assumptions
- District Financial Data & Enrollment Projection

DBAC Meetings:

March 8 (Community Info Night)

March 14

March 21

March 28

April 11

BAINBRIDGE ISLAND SCHOOL DISTRICT

2016-17 District Budget Advisory Committee

Committee Members

Superintendent

Assoc. Superintendent of Curriculum & Instruction

Asst. Superintendent Administrative Services

Executive Director of Facilities & Capital Projects

Director of Business Services

Principal Representative

Principal Representative

Certificated Staff Representative

Certificated Staff Representative

Classified Staff Representative

Classified Staff Representative

Board of Directors Representative

Board of Directors Representative

Parent Representative

Parent Representative

Parent Representative (PTOCC)

Bainbridge Schools Foundation

Community Member

Peter Bang-Knudsen

Sheryl Belt

Erin Murphy

Tamela Van Winkle

Peggy Paige

Dave Shockley

Reese Ande

Larry Holland

Larry Fromana

Martha Wells

Sandy Van Eps

Mike McCloud

Tim Kinkead

Lynn Smith

Jennifer Pells

Tamara Colagrossi Turner

Heather Palmer

Mairead Shutt

Marina Cofer-Wildsmith

Bainbridge Island School District

District Budget Advisory Committee (DBAC) Mission, Membership, Roles and Responsibilities

<u>Mission</u>: To support and advise the Bainbridge Island School District Board of Directors, Superintendent, and other district staff and committees in the development, review, and revision of both short and long-term financial management plans that support the mission and priorities of the District.

Membership: The composition of the committee will be as follows:

- Superintendent (1)
- Associate Superintendent of Curriculum and Instruction (1)
- Assistant Superintendent of Administrative Services (1)
- Executive Director of Capital Projects (1)
- Director of Business Services (1)
- Principal Representatives (2)
- Certificated Representatives (2)
- Classified Representatives (2)
- Board of Directors Representatives (2)
- PTOCC Representative (1)
- Parents (2)
- Community Members (2)

Committee Roles and Responsibilities: The District Budget Advisory Committee...

- Functions in an advisory capacity, understanding that the responsibility for making district budgetary decisions rests with the Board of Directors.
- Works collaboratively to ensure appropriate and representative involvement in the district's budgetary decision-making process.
- Analyzes demographic and financial trends, projections, and results of prior budget decisions.
- Considers legal, financial, and educational requirements established by the state and federal government and the needs and priorities of students, staff, parents, and community.
- Formulates budget recommendations that promote student learning and are aligned with the educational goals and priorities established by the Bainbridge Island Board of Directors.
- Assists with the communication of DBAC deliberations and recommendations to respective constituents and the Board of Directors.

Guiding Beliefs and Principles: The District Budget Advisory Committee will...

- Ensure alignment of district educational priorities and goals with the allocation of resources.
- Utilize the District Improvement Plan 2016-2018 and the educational goals and priorities established by the Board of Directors as the primary tools for assessing budgetary priorities.
- Acknowledge the community's investment in and support of education, and honor their trust through accountability measures and transparency in communication.
- Conduct its deliberations in a manner that is open, honest, respectful and cooperative.
- Ensure development of a budget that balances projected revenues and expenditures and provides adequate protection against unforeseen future needs.
- Develop realistic recommendations, using all pertinent educational, financial and operational information.
- Adhere as closely as possible to established timelines for decision-making, providing sufficient time and opportunity for staff and community to review and respond to committee recommendations.

Bainbridge Island School District

District Improvement Plan 2016-2018

"Strong Minds, Strong Hearts, Strong Community"

Our mission as a learning organization is to ensure that every student is:

- Prepared for the global workplace,
- Prepared for college,
- Prepared for citizenship in a democratic society, and
- Prepared for personal success.

TARGETED OUTCOMES

In order to prepare students for future success, The Bainbridge Island School District is committed to achieving targeted outcomes in the areas listed below.

(Progress will be assessed using performance indicators to be determined following approval of the proposed outcomes and "theory of action.")

- Increasing readiness for career, college and citizenship
- Improving student achievement
- Ensuring academic growth for every student
- Closing opportunity gaps
- Providing safe and positive learning environments that support the social and emotional well-being of students.

THEORY OF ACTION

The District will implement the following strategies to achieve these goals:

- 1. <u>High quality instruction that ensures academic growth for every student</u>: The District will...
 - A. Continue to implement a multi-tiered system of support at each school focused on three tiers:
 - a. Tier I *Universal*: For all students;
 - b. Tier II Targeted: For students who need additional academic support or challenge;
 - c. Tier III Intensive: For students who require significantly greater levels of support.
 - B. Provide staffing, training, course offerings and services to address the needs of students who require additional academic support or challenge;
 - C. Support teachers in the implementation of new curriculum, classes and programs;
 - D. Enhance instructional support for classroom teachers by providing instructional coaches and intervention/differentiation specialists for grades K-12.

- E. Provide training for all teachers and school administrators who are responsible for ensuring alignment of instruction to Common Core Standards for Reading, Language Arts, and Mathematics and Next Generation Science Standards.
- F. Provide professional development to support teachers in designing lessons that incorporate digital tools and resources to promote student learning and creativity.

2. <u>High quality assessment and data collection tools to support student learning</u>: The District will...

- A. Develop and implement a robust assessment system to support differentiated instruction and a multi-tiered system of support that includes universal screening and progress monitoring;
- B. Ensure that each student makes at least 1 year of growth using multiple measures including classroom-based, district-wide and state-adopted assessment systems;
- C. Provide time for teachers to develop and administer formative and summative assessments in Gr. K-12, including common assessments for specific courses or subject areas;
- D. Continue to develop and utilize a data dashboard to collate and analyze assessment data;
- E. Utilize data to identify and serve students who need additional academic support, acceleration or challenge;
- F. Utilize formative and summative assessments to monitor and adjust classroom instruction;
- G. Provide staff training and time for collaboration to analyze and utilize assessment data; and
- H. Provide information to parents and students about potential benefits of participation in Smarter Balanced Assessment.

3. High quality curriculum that supports instructional goals: The District will...

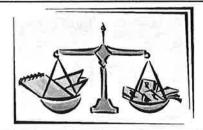
- A. Continue to identify and purchase materials to support a vertically aligned multi-tiered system of academic support;
- B. Analyze results of state and local assessments to determine strengths and areas of growth for the current English Language Arts and Mathematics programs; use Smarter Balanced Assessment (SBA) results as a baseline for reviewing curricular alignment with Common Core standards.
- C. Continue program review of K-8 Science in 2016-17 and implement recommendations approved by the Board of Directors;
- D. Complete program review of K-12 Counseling in 2016-17 and implement recommendations;
- E. Conduct program review for K-12 Health and Fitness in 2016-18, addressing new state standards including social-emotional learning goals;
- F. Expand secondary course offerings that emphasize college and career readiness in a variety of subjects including STEAM-related subjects, career-technical programs, and arts/humanities courses; and
- G. Provide course offerings and program services for students who need additional academic support or challenge.

4. High quality staff who promote student learning: The District will...

- A. Develop and implement strategies to attract, recruit and retain high quality staff;
- B. Implement a new teacher induction program to ensure understanding of curriculum, assessment, and instruction that increases student learning;

- C. Provide quality professional development and training that support and enhance district improvement goals;
- D. Support teachers in obtaining National Board Certification or participating in other high-quality, research based programs that support "best practice" and the district's instructional framework;
- E. Refine and implement evaluation systems that emphasize professional growth;
- F. Continue support of teachers and administrators in the evaluation systems to ensure understanding of and ability to apply evaluation criteria, frameworks, and relevant research; and
- G. Identify professional development needs of classified staff and develop annual plans for training and support aligned with those needs.
- **5.** <u>High quality environment that promotes safety and positive culture:</u> The District will provide safe and positive learning environments by...
 - A. Continuing district-wide efforts to create a positive and supportive culture at all schools with emphasis on promoting safe, respectful and responsible behavior;
 - B. Increasing support for safety, security and supervision at all schools;
 - C. Continuing district-wide_use of an electronic system for registering volunteers and visitors; and
 - D. Expanding opportunities for community partnerships that support student engagement and learning including: job shadows, guest speakers, internships, mentorships, tutoring, community service activities and youth advisories.

4/12/16



Balancing High Quality Education with Fiscal Sustainability

School	districts	like	BISD	are	funded
with:					

- Federal money
- State money
- Local levies and bonds
- Local non-tax sources such as The Bainbridge Schools Foundation & PTOs

BISD Revenue Sources



State Funds

■ Local Levies (EP&O,

Technology)

Federal Funds

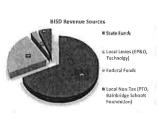
Local Non-Tax (PTO, Bainbridge Schools Foundation)

2016 - 17 Operating Budget:

\$44 million

(of which, almost ¼ is funded by local levy dollars)

State Funding is based on: • Enrollment



BISD allocates the majority of its dollars to its biggest asset:

- Teachers and support staff
 Salarles & benefits consist of
 86.5% of our operating budget



BISD Expenditures



- Salaries & Benefits+
- M Purchased services such as utilities, Insurance, etc. 9%
- Materials & supplies -4%
- Other such as equipment purchases, work-related travel 1%

General Fund vs. Capital Fund

General Fund (including EP&O Levy) pays for ... Capital Fund (bonds & capital





levies) pays for.....

- Technology (equipment & software)
 New construction à building renovation
 Major capital investments (roots, HVAC,
 infrastructure)
 Staff salaries directly related to funded
 projects (such as construction project
 managers)
 Funding Sources

 o Technology Levy
 Band massues for



Overview

- Known budget adjustments
- Unknown budget adjustments
- Budget adjustment options



BISD Known Budget Adjustments

- Decreasing enrollment (~94 students projected) \$600,000
- Recruiting and retaining high quality staff through competitive compensation (\$1,150,000)
- Programmatic growth in anticipation of McCleary funding, which has not yet occurred (\$600,000)



BISD Unknown Budget Adjustments & Projected Budgetary Impact

- Unclear levy lid capacity (28.9% to 24.9%)
- The total projected budgetary impact is:

\$2.1 to \$3.2 million dollars

Declining Enrollment Trend and Economies of Scale



Peak - October 2005
 Current - January 2017
 4067.42 FTE
 3724.66 FTE

Peak - October 2005
Current - January 2017
4223 Headcount 3774 Headcount

 Reduction of 342 76 FTE/449 headcount while still maintaining 7 physical facilities

Option 1

- Staffing to enrollment/contract dollars)
- Program/support services/elective reductions and or elimination

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Growth at a Time of Reduction

- · Stakeholder comments indicated significant interest in growth of our options and choice programs.
- Responsive programming that is fiscally responsible.
- Capacity for growth is limited in our current physical facilities.

Option 2

- •Staffing to enrollment/contract
- ·School and program consolidation / expansion of option programs
- •Program/support services/elective reductions and or elimination

Option 2 - Unpacked



- Odyssey 1-6 would move to Ordway
 Odyssey 7-8 would move to WMS
 Mosaic would move to a facility which is yet to be determined
 EHHS would move to the BHS campus
 Ordway preschool will move to Blakely
 Ordway LC (will split with one moving to Blakely and the other to
 Wilkes)
 Wilkes Multiage program would no longer be a district choice
 program.

Upcoming Dates: Staff presentations - February 15 and 16 Opportunities for feedback online - February 16 OBAC - starts on February 28 Options Programs Information Night - March 1 Community Budget Information Meeting - March 8 & March 22 School Board study sessions - starting in March Tentative School Board decision - April 13

GENERAL FUND Summary of Revenues & Expenses December 31, 2016

	Dec-16 Actual	% Incr/Decr	Dec-15 Actual	Annual Bud Budget	dget % YTD	Avg %
	YTD \$	prior year	YTD \$	Baagot	70 1115	,g ,.
Revenues - By Revenue Source		, ,				
Local Taxes	4,405,238	0.9%	4,366,462	9,653,043	45.6%	45.1%
Local Nontax	903,882	-26.0%	1,221,446	2,719,000	33.2%	38.7%
State, General Purpose						
Basic Education	7,901,885	8.8%	7,419,793	24,318,000	32.5%	32.4%
Special Education State, Special Purpose	171,305	7.0%	160,128	527,000	32.5%	31.7%
Special Education	988,892	7.2%	922,569	3,307,200	29.9%	28.4%
	,		,	-,,		
Transportation	367,608	-1.3%	372,340	1,130,000	32.5%	30.6%
Other	263,162	249.6%	75,282	1,076,170	24.5%	27.2%
Federal, Special Purpose	294,823	17.5%	251,017	1,342,800	22.0%	22.3%
TOTAL	15,296,795	3.4%	14,789,037	44,073,213	34.7%	35.1%
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	Actual	% Incr/Decr	Actual	Budget	% YTD	Avg %
	YTD \$	prior year	YTD \$			
Expenses - By program code						
Regular Instruction*	6 020 077	-0.6%	6,056,965	18,546,274	32.5%	34.5%
Teaching Principal	6,020,077 898,531	3.9%	864,816	2,770,185	32.5%	33.1%
Guidance/Counseling	463,601	7.2%	432,618	1,408,971	32.4%	32.3%
Learning Resources	325,649	14.2%	285,129	786,271	41.4%	39.1%
Extracurricular	396,821	9.4%	362,823	915,932	43.3%	37.1%
Other	436,142	8.1%	403,592	1,183,962	36.8%	32.5%
Total Regular (Basic) Ed.	8,540,820	1.6%	8,405,942	25,611,595	33.3%	34.4%
Special Education						
Teaching	1,612,895	1.7%	1,586,282	5,038,841	32.0%	32.5%
Other	620,851	1.5%	611,488	1,951,143	31.8%	33.8%
Total Special Ed.	2,233,746	1.6%	2,197,770	6,989,984	32.0%	32.8%
Vocational Education	740,751	35.9%	544,980	2,005,849	36.9%	28.9%
Compensatory Education	223,376	33.6%	167,236	790,087	28.3%	23.4%
Other Instruction	21,006	-85.8%	147,774	38,974	53.9%	33.6%
Support Services						
Transportation/Motor Pool	536,971	7.4%	499,964	1,606,266	33.4%	34.5%
Operation Buildings	559,817	3.9%	538,921	1,614,455	34.7%	33.1%
Utilities	347,570	26.0% 3.6%	275,750 328,664	1,160,000	30.0% 35.8%	23.6% 36.2%
Food Services Maint/Grounds	340,562 461,231	12.4%	410,287	952,052 1,241,755	37.1%	39.0%
Information Services	332,841	-19.0%	410,844	870,192	38.2%	51.4%
Central Office	551,217	-1.8%	561,266	1,647,139	33.5%	33.4%
Other	253,886	-3.2%	262,198	285,000	89.1%	83.7%
Total Support Services	3,384,095	2.9%	3,287,895	9,376,859	36.1%	36.5%
TOTAL	15,143,794	2.7%	14,751,597	44,813,348	33.8%	34.2%
Excess (Deficiency) of						
Revenues over Expenditures	153,001		37,440	(740,135)		

Revenue

- Total General Fund revenues, at \$15.3 million, are running below the expected average.
- Tax collections in line with average.
- Revenues from local non-tax revenues are under average.
 - o Currently rental revenues and lunch sales are below prior year.
- State revenues are based on budget estimates until January.
 - Enrollment decline will impact revenues from January to year end.
 - Special Ed is also based on budget until January.
- Transportation is based on prior year's revenue until February.
 - o At that time the allocation is recalculated based on ridership reports prior year spring and current year fall and winter.
- Federal revenues are based on actual reimbursement claims filed for the year.

Expenditure

Expenditures total \$15.1 million and are below the expected average. If our budget adjustments come in as estimated we should continue to see a downward trend in this percentage.

- Regular (Basic) Education below the average
 - Teaching & Principal are currently below the average
 - Timing of purchase of curriculum materials
 - o Copier expense down compared to prior year
 - o Extracurricular above due to change in payment of coaching contracts
- Total special education costs are currently below the average.
 - o Decrease in payments for outside contracted services but classified extra-time is up
 - Some of this may be offset with reduced spending in regular salaries
- CTE expense is running above the average
 - Some CTE expenditures had to be paid in this fiscal year due to date of delivery.
 - o Expenditures will be monitored to stay within total funding.
- Compensatory Education is above expected average.
 - o Under review to keep expense in alignment with grant revenues.
- Other Instruction reflects expenditures for Highly Capable and a small grant.
 - o Expenditures won't exceed funding.
- Total Support Services is currently below the average.
 - o Transportation/Motor Pool expenditures are below the average, primarily due to reduced expenditures for diesel.
 - Operations is above average.
 - Related to payments for extra time, substitute costs and vacation payoffs.
 - Utilities are above prior year due to the timing of payments.
 - Don't expect to see any significant capacity left in this area by year end.
 - Food Service is in line with the average.
 - Maintenance is below the average.
 - o Information Services is below average.
 - Additional purchases (funded by Tech Levy) planned for later this year.
 - Central Office expenditures are currently in line with the expected average

Cash Flow

Net cash outflow during December was \$283,627. Month end closing cash balance in the General Fund was \$2,909,732 million. Total ending fund balance is projected to be 5%.

10--General Fund-- FUND BALANCE -- AGENCY ACCOUNTS -- Revised -- BUDGET-STATUS-REPORT
Fiscal Year 2016 (September 1, 2016 - August 31, 2017)

For the BAINBRIDGE ISLAND SD #303 School District for the Month of December , 2016

	ANNUAL	ACTUAL	ACTUAL			
A. REVENUES/OTHER FIN. SOURCES	BUDGET	FOR MONTH	FOR YEAR	ENCUMBRANCES	BALANCE	PERCENT
1000 LOCAL TAXES	9,653,043	49,469.65	4,405,237.52		5,247,805.48	45.64
2000 LOCAL SUPPORT NONTAX	2,719,000	108,573.06	903,882.28		1,815,117.72	33.24
3000 STATE, GENERAL PURPOSE	24,845,000	2,235,652.72	8,073,190.40		16,771,809.60	32,49
4000 STATE, SPECIAL PURPOSE	4,885,870	405,089.64	1,440,965.68		3,444,904.32	29.49
5000 FEDERAL, GENERAL PURPOSE	0	.00	.00		.00	0.00
6000 FEDERAL, SPECIAL PURPOSE	1,342,800	77,479.24	294,822.68		1,047,977.32	21.96
7000 REVENUES FR OTH SCH DIST	0	.00	.00		.00	0.00
8000 OTHER AGENCIES AND ASSOCIATES	0	.00	.00		.00	0.00
9000 OTHER FINANCING SOURCES	627,500	178,696.68	178,696.68		448,803,32	28.48
Total REVENUES/OTHER FIN. SOURCES	44,073,213	3,054,960.99	15,296,795.24		28,776,417.76	34.71
B, EXPENDITURES						
00 Regular Instruction	25,646,534	1,967,373.34	8,540,820.46	14,925,821.77	2,179,891.77	91.50
10 Federal Stimulus	0	.00	.00	0.00	.00	0.00
20 Special Ed Instruction	6,988,477	522,437.38	2,233,746.03	4,287,681.61	467,049.36	93.32
30 Voc. Ed Instruction	2,005,851	167,535.63	740,750.98	1,218,332.86	46,767.16	97.67
40 Skills Center Instruction	0	.00	.00	0.00	.00	0.00
50+60 Compensatory Ed Instruct.	790,082	52,615.57	223,375.63	422,859.13	143,847.24	81.79
70 Other Instructional Pgms	38,973	1,128.26	21,006.02	0.00	17,966.98	53.90
80 Community Services	30,000	.00	.00	0,00	30,000.00	0.00
90 Support Services	9,313,400	552,406.87	3,384,094.84	5,530,540.12	398,765.04	95.72
Total EXPENDITURES	44,813,317	3,263,497.05	15,143,793.96	26,385,235.49	3,284,287.55	92,67
C. OTHER FIN. USES TRANS, OUT (GL 536)	0	, 00	.00			
D. OTHER FINANCING USES (GL 535)	0	.00	.00			
e. EXCESS OF REVENUES/OTHER FIN.SOURCES OVER (UNDER) EXP/OTH FIN USES (A-B-C-D)	740,104-	200,536.06-	153,001.28		893,105.28	120.67-
F. TOTAL BEGINNING FUND BALANCE	3,100,000		2,883,765.22			
G. G/L 898 PRIOR YEAR ADJUSTMENTS (+OR-)	xxxxxxxx		,00			
H. TOTAL ENDING FUND BALANCE (E+F + OR - G)	2,359,896		3,036,766.50			

Possible levy scenarios for 2018 -

28% w/ghost revenues - \$10.4 m (voter approved amount)

28% w/no ghost revenues - \$9.1 m

28% w/no ghost revenues & 2.2% PPI - \$9.3 m

24% w/ghost revenues - \$9.1 m

24% w/no ghost revenues & 2.2% PPI - \$8 m

24% w/no ghost revenues & 16.35% PPI - \$9.9 m

Current levy for 2017 - \$9.7 m (voter approved amount - LID is \$10.1 m)

Ghost revenues are predicted to go away for 2018.

Levy Base x [1 + (Per Pupil Inflator/0.55)] x Levy Lid Percentage = Levy Authority

PPI – per pupil inflator-a factor that impacts the levy base. As state funding increases, particularly for compensation and staffing units increase, there is a need to adjust local districts' levy authorities. This is currently achieved through the PPI adjustment. Per statute, the PPI is a number provided in the state omnibus appropriations act to represent the annual increases in state funding for K-12 education.

Historically the PPI was a calculated value based on the amount of per pupil funding in the year the revenues are generated for the levy base and the year the levy will actually be collected.

In the 2015-17 biennial budget, the legislature used the PPI solely as a mechanism for controlling LEA cost.

26 27 28 29 30 31 31 32 33 19 18 17 UI 4 23 22 21 20 16 15 14 13 10 38 39 40 41 42 43 43 37 36 35 34 25 4 4 4 5 mediate & Middle Total 9-12 Total K-4 Total 5-8 K-full Date: w N _ 72 7 00 7 6 cn ₽ Elementary High School DISTRICT ENROLLMENT BY GRADE 02/01/2017 1244.00 Head Head 340 305 315 284 Head B 601 301 347 72 71 63 SWW BHS 312.72 309.37 337.15 FTE 300.18 63.00 71.00 72.00 76.00 599,56 65.00 1245.57 286,33 FTE FIE 1.68 347 **Please use OSPI website for most current information. Head Head 382 105.00 Head 24 30 21 30 O 66 73 80 543 287 286.32 256 256.00 Wilkes 80.00 73.00 66.00 97.00 542.32 *Subject to revision 24.26 19.69 14.78 FTE FIE FTE 15.43 74.16 382 m Eagle Harbor HEAD Head 70 0.00 371 69 0 83 53 79 69 0 0 Ordway BHS 2016-2017 370.53 68.53 79.00 53.00 83.00 0.00 6 0.17 FTE 0.17 FTE 0.00 HEAD エ 0.00 0 0 SMM FIE 0.00 0.00 Mosaic 4 Head Head 0.00 26 ω 19 N 7 œ 45 Mosaic 듀 6.18 1.40 5.40 7.40 5.00 3.00 5.20 15.17 22.4 FTE 2.19 37.57 0.00 ᄌ Head 13 14 24 26 Head 0.00 46 ta | ± 12 15 0 123 77 Odyssey Odyssey 13.00 14.22 24.00 25.83 FTE 10.00 12.00 11.00 13.00 FTE 77.05 0.00 ₹ 46 123,05 0.00 HEAD Head Head Z 3.00 0 4 0 N N 00 wN 方 0 Student Svcs Student Svcs Student Svcs FIE 0.66 0.10 0.00 0.09 0.04 0.02 0.02 1.02 0.02 FTE 0.19 2.21 Dec-16 3.78 Oct-16 Nov-16 Jan-17 0 1.38 Head 277 309 329 329 Head 1180 206 229 210 273 262 Head 365 336 337 314 ъ 3776 동 1352 1244 0 0 3781 3783 3769 3774 3774 Total Total Total 308.40 271.42 258.91 207.22 228,02 274.50 1170.14 3735.34 3740.28 3723.67 3724.66 3730.07 324.17 301.76 1234,46 204.57 333.11 362.07 325.89 3725.71 0.00 1321.11 0.00 FTE 딞 Q, FTE FTE FTE 1211.00 3769.00 1243.65 283.00 235.00 323,25 330.80 350.85 279.00 302.00 215.00 201.00 356.65 311.80 303.65 Budget D 1314.35 0.00 S 죾 6 2 4 10 7 UI 9