

BUDGET ADVISORY TASK FORCE



February 7, 2023

Dr. Chrys Sweeting, Superintendent

Gina Zeutenhorst, Executive Director of Financial Services

Budget Advisory Task Force

- Rafael Carranza – Community Parent
- Erika Coghill – Community Parent
- Mike Cross – Community Parent
- Darlene Fulfs – APS Classified Staff – Bus Driver
- Angie Hansen – APS Principal Representative
- Mikaela Harrington – Student Haller MS
- Crystal Henderson – Community Parent
- Scott Hodgson - Community Parent
- Nanci Johnson – APS PSE President/Nurse Staff
- Matt Jurick – APS Director of Technology
- Michael Kingman – School Board Director
- Michelle Kinney – APS Classified Staff - Fiscal Secretary
- Jason Klein – APS AEA President/Teacher
- Alyson Kleinman – Student Haller MS
- Britt Kleinman – Community/ACE Chair, Parent
- Mariska Lebahn – Student Arlington High School
- Lamar Lindsay – Community Parent
- Mark McDougall – APS Classified Staff – Security
- Verlaine Meyers – APS Certificated Staff - Teacher
- Debbie Montgomery – APS District Office Support
- Virginia Muniz – APS Classified Staff - Librarian
- Courtney Normand – Community Parent
- Trent Olson – Community Parent
- Mike Ray – APS School Board Director
- Erica Rose – Community Parent
- Marc Rosson – Community Former School Board Member
- Rebecca Sahlin Lyons – Community Parent
- Chad Schmidt – Community Parent
- Kyle Schroeder – Student Arlington High School
- Chrys Sweeting – APS Superintendent
- Maegan Voorhies-Oestreich – Community Parent
- Jamie Wilson – APS AEA Representative/Teacher
- Gina Zeutenhorst – APS Executive Director of Financial Services

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General (Operating) Fund

Capital Projects Fund

Transportation Vehicle Fund

Debt Service Fund

Associated Student Body Fund

Capital Projects Fund, Transportation Vehicle Fund, Debt Service Fund, and Associated Student Body Fund = Restricted funds

FOCUS ON GENERAL FUND FOR ALL OPERATIONS

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Key Ideas from Last Meetings

- Nov 8
 - Introductions, charter, task force purpose, detailed learning about school district funding, & challenges
- Dec 6
 - Review of last meeting key take-aways, new information and more learning, reflection on historical enrollment levels compared to historical staffing levels
- Jan 17
 - Key ideas from last meeting and revisit purpose, enrollment projection for next year, staffing process, feedback activity: worries, values, priorities, hopes, ideas, questions

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Process Overview



Learn about school district funds



Learn more about funding challenges



Learn about timing of budget development



Review enrollment and staffing projections



Help identify priorities



Provide feedback to superintendent to help inform decision making



Identifying Priorities

Consider

- Strategic Plan Goals
- Vision Aligned Budgeting
- Impact to student learning, safety, legal compliance, required, essential, discretionary, community expectations





Values that Guide Budget Decisions

- Align resources (people, time, money & property) to support the District’s mission
- Remain student focused by using an equity lens and responding to areas of greatest need, using data, research and feedback
- Value smaller class-sizes, especially for our youngest learners, and protect classroom programs as much as possible in times of reductions
- Prioritize a safe learning and working environment for students and staff
- Foster a culture that supports academic, behavioral, social and emotional health
- Invest in appropriate internal controls over financial operations and maintain compliance with board policy for minimum fund balance, while also allowing for flexibility in times of emergency
- Honor taxpayers investment in District infrastructure: facilities, grounds, technology and other assets
- Utilize resources to promote student learning and efficient operations in ways that are timely, practical, and sustainable
- Maintain competitive salaries to attract and retain excellent staff
- Evaluate impacts of decisions over time and consider future year projections



Key Ideas from Jan 17 Meeting

- Enrollment projections

| Student Full-Time-Equivalent & Increase or Decrease in Student FTE | | | | | | | | |
|--|---------|---------|---------|---------|------------|---------|----------|-----------|
| Student Enrollment | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21[a] | 2021-22 | *2022-23 | Total Chg |
| Total Student FTE | 5290 | 5402 | 5506 | 5585 | 5154 | 5263 | 5373 | |
| Increase or decrease in FTE | 1 | 112 | 104 | 79 | -431 | 109 | 110 | 84 |

[a] 2020-21 school closures, hybrid, enrollment decreased by 8%

*22-23 Average FTE as of January 2023, not including running start FTE

| Arlington Public Schools Enrollment Projection 2023-2024 As of: 1/9/2023 | | | | | | | | | | |
|--|-----------------|-----------------|------------------------------|-----------------|------------------------------|-----------------|------------------------------|-----------------|------------------------------|--|
| Grade | 22-23 Budget | | 22-23 Projected AAFTE | | Medium 23-24 April Roll-up | | High 23-24 Weighted Average | | Low 23-24 Cohort Survival | |
| | | | Difference from 22-23 Budget | | Difference from 22-23 Budget | | Difference from 22-23 Budget | | Difference from 22-23 Budget | |
| K-5 | 2,358.00 | 2,330.46 | (27.54) | 2,274.28 | (83.72) | 2,327.33 | (30.67) | 2,221.00 | (137.00) | |
| 6-8 | 1,252.00 | 1,299.88 | 47.88 | 1,245.79 | (6.21) | 1,256.40 | 4.40 | 1,240.00 | (12.00) | |
| 9-12 | 1,776.00 | 1,689.90 | (86.10) | 1,753.01 | (22.99) | 1,804.04 | 28.04 | 1,720.00 | (56.00) | |
| Open Doors | 41.00 | 44.00 | 3.00 | 41.00 | 0.00 | 41.00 | 0.00 | 41.00 | 0.00 | |
| K-12 Subtotal | 5,427.00 | 5,364.24 | (62.76) | 5,314.08 | (112.92) | 5,428.77 | 1.77 | 5,222.00 | (205.00) | |
| Running Start | 73.00 | 59.47 | (13.53) | 59.47 | (13.53) | 59.47 | (13.53) | 59.47 | (13.53) | |
| Total | 5,500.00 | 5,423.71 | (76.29) | 5,373.55 | (126.45) | 5,488.24 | (11.76) | 5,281.47 | (218.53) | |

- Feedback notes from last meeting - compiled

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Staffing
(Cert, class, admin)
Costs

Services,
Subscriptions,
utilities

Travel
&
Equipment

Materials,
supplies,
curriculum

More Revenue?
state funds?
levy funds?
tuition/fees

SOLVING THE \$5 MILLION +? PUZZLE

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Staffing Puzzle Piece

- **Staffing**
 - Tied to enrollment
 - Continuing positions not tied to enrollment but still subject to review for potential reductions
 - District office centered positions, district-wide support positions
 - Positions allocated on a per building basis, not tied to enrollment
 - Positions allocated on operational labor hours needed to deliver the service (kitchen workers, bus drivers, custodial, maintenance, grounds) Tipping point where service is un-doable, unsafe, uncompliant, without certain level of labor hours.
 - Special programs staffing
 - Special education, student support advocates, learn-2-return positions, LAP/Title funds, transportation department,

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Higher levels of services/staffing

| Staff Full-Time-Equivalent (FTE) | | | | | | | |
|----------------------------------|---------|---------|---------|---------|------------------------|---------|---------|
| Staff FTE | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 ^[a] | 2021-22 | 2022-23 |
| <i>Source: OSPI 1801 Reports</i> | | | | | | | |
| Cert Instructional Staff | 310.629 | 314.403 | 332.918 | 341.874 | 344.402 | 350.167 | 349.108 |
| Classified Staff | 178.800 | 180.623 | 187.068 | 203.443 | 175.891 | 211.856 | 215.467 |
| Administrators | 27.938 | 27.654 | 27.173 | 25.200 | 25.988 | 26.915 | 28.937 |
| Total Staff FTE | 517.367 | 522.680 | 547.159 | 570.517 | 546.281 | 588.938 | 593.512 |

| Staff FTE | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 ^[a] | 2021-22 | 2022-23 | Total Chg |
|-----------------------------|---------------|--------------|---------------|---------------|------------------------|---------------|--------------|---------------|
| Certificated change in FTE | 6.078 | 3.774 | 18.515 | 8.956 | 2.528 | 5.765 | -1.059 | 44.557 |
| Classified change in FTE | 15.819 | 1.823 | 6.445 | 16.375 | -27.552 | 35.965 | 3.611 | 52.486 |
| Administrator change in FTE | -0.062 | -0.284 | -0.481 | -1.973 | 0.788 | 0.927 | 2.022 | 0.937 |
| Total Staff FTE | 21.835 | 5.313 | 24.479 | 23.358 | -24.236 | 42.657 | 4.574 | 97.980 |

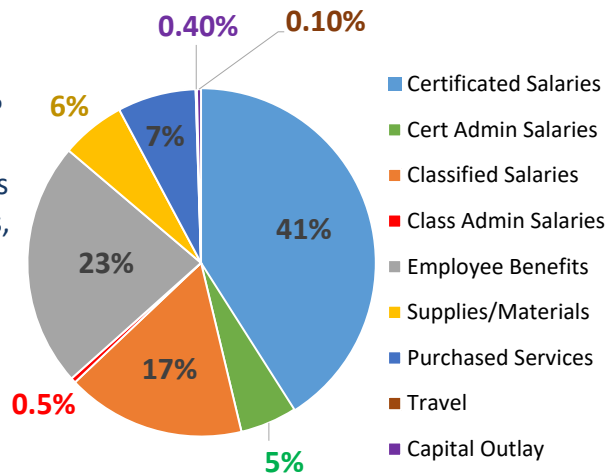
^[a] 2020-21 school closures, hybrid, enrollment decreased by 8%, staff furloughs, decreased FTE but did not reduce jobs
22-23 Actual FTE as of January 2023



Staffing costs

Expenditure budget

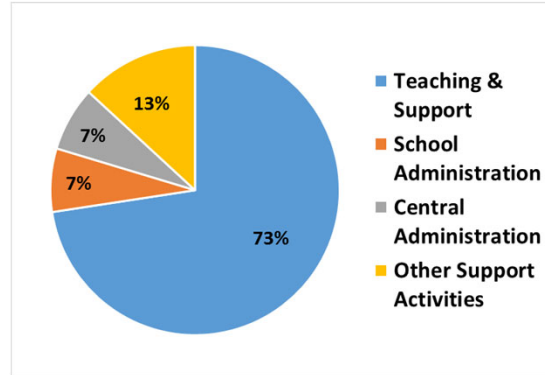
- Staff salaries and benefits make up 87% of District costs
- Other non-salary costs for materials, supplies, purchased services, travel and equipment make up 13% of District costs





Expenditures by Activity

- How the money is used can also be described as **'expenditures-by-activity'**. Expenditures by activity is a state required term that refers to the kind of work done in a school district.



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Expenditure by activity code

- Teaching & teaching support** – make up 73 percent of district expenditures. It includes teachers, para educators, librarians, counselors, psychologists, speech and health services, security officers, coaches, and activity advisors as well as the things that support learning, like teaching supplies, textbooks, curriculum implementation, and professional development.

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Expenditure by activity code

- **School administration** – 7 percent, and includes principals, assistant principals, and office staff (registrars, secretaries), as well as all costs within that office or activity; materials, supplies, equipment, contractual services, professional development, in addition to salary & benefits
- **Central administration** – 7 percent, and includes the superintendent, board of directors, executive directors, department directors/supervisors, board of directors, human resources, financial services, and other support services supervision (transportation, child & nutrition services, maintenance) as well as all costs within that office or activity; materials, supplies, equipment, contractual services, professional development, in addition to salary & benefits.

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Expenditures by activity code

- **Other support activities** – the costs to keep school buildings running, 13 percent, including building maintenance, grounds-keeping, custodial services, food services, technology support, and data processing, as well as property and casualty insurance, utilities, transportation and cleaning supplies.

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Materials & Supplies Puzzle Piece

- Curriculum, textbooks, workbooks, and more
- Paper & toner
- Classroom supplies
- Individual student classroom supplies
- Cleaning supplies
- Food for student lunch/breakfast program
- Fuel (bus & maintenance vehicles)

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Services & Other Costs Puzzle Pieces

- Services – copier leases, printing, property leases, software licenses, utilities, audit services, election service costs, registrations, memberships, subscriptions, other contractual services, special education service providers on contract (non-employee), professional development speakers/presenters, consultants, permits, annual fire testing, elevator testing, services, insurance
- Travel –mileage reimbursement, very limited travel, professional development, slight reductions can be made
- Capital equipment – items with a unit value of \$5,000 or more, with a service life of greater than one year. Very small budget piece, more affiliated with maintenance dept (industrial size floor scrubbers, tractor/mowers), child & nutrition services (dishwashers), technology (network servers) but occasionally a school program may have large purchase (CTE medical class – anatomage table \$90K)

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Revenues Puzzle Piece

- **Re-instate or increase – tuition, fees, rentals**
 - Athletic participation fees (fees were discontinued in 2019-20. Previously approx \$100,000 in annual revenues were collected to help offset costs of athletic program)
 - Summer school tuition – reinstate tuition, at what rate? (program costs about \$60,000 to \$80,000, has not been self supporting in the past, and there is no state funding)
 - Facility rentals
 - School supplies

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Revenues Puzzle Piece

- **Athletics: \$661,000 General Fund (over-all athletic program is also supplemented by ASB & Booster funds). Middle \$98,000 x 2 and HS \$465,000**
- **Activities: HS \$156,000, MS \$16,000 x 2, Weston HS \$5,000 (program offerings also supplemented by ASB & Booster)**
- **School supplies: Approx \$87,000 (Value/priority, cost/benefit? community expectation, prior board commitment, impact to # of students)**

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Revenues Puzzle Piece

- State Funds – Legislative action? More funds?
- Levy Funds – More levy authority from voters?
Would not help for 2023-24
 - Feb 2024 replacement levy election? Would start work on new levy information communication during summer/fall 2023, leading to Feb 2024 election. If passed, new levy would be assessed with collections to begin in 2025.

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Survey Activity








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Overview of Timeline

| | |
|--|---|
|  <p>Jan 2023 – Board approval of enrollment for 2023-24</p> |  <p>April 24/May 8 Board Resolution for Reduced Educational Programs</p> |
|  <p>Feb/Mar 2023 – Staff plans, prioritization of resources</p> |  <p>Non-renewal notifications on or before May 15</p> |
|  <p>April 23, 2023 Legislative Session Ends</p> |  <p>July 2023 – Draft Budget August 2023 – Board Budget Hearing and Approval</p> |

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QUESTIONS?

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Thank you!

Gina Zeutenhorst,
Executive Director of
Financial Services

Next Meeting:

Tuesday
March 7, 2023
6-7:30pm

Budget Community Forum:

February 28, 2023
6-7:30pm
Post Middle School

