

BUDGET ADVISORY TASK FORCE



March 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



Timeline & Meeting Revisions

- Budget Community Forum scheduled for Feb 28 at Post MS – Rescheduled to tomorrow, Wednesday – March 8, 6-7:30 at Post MS
- BATF meeting scheduled for March 28th has been moved to March 21
- Budget Community Forum scheduled for April 11 at Eagle Creek has been rescheduled to March 28
- Draft Resolution to Board March 27
- Proposal for Approval of Resolution to Board April 10

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Overview of Timeline



Jan 2023 – Board approval of enrollment for 2023-24



April - Resolution for Reduced Educational Programs



Feb/Mar 2023 – Staff plans, prioritization of resources



Non-renewal notifications on or before May 15




April 23, 2023 Legislative Session Ends









July 2023 – Draft Budget
August 2023 – Board Budget Hearing and Approval

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Process Overview

 <p>Learn about school district funds</p>	 <p>Learn more about funding challenges</p>
 <p>Learn about timing of budget development</p>	 <p>Review enrollment and staffing projections</p>
 <p>Help identify priorities</p>	 <p>Provide feedback to superintendent to help inform decision making</p>


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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 key take-aways from last meeting, more learning, reflection on historical enrollment and staffing levels
- Jan 17
 - Key ideas from last meeting, enrollment projection, staffing process for next year, feedback activity: worries, values, priorities, hopes, ideas, questions
- Feb 7
 - Feedback notes from last meeting's activity, discussions about solving the \$5+ million puzzle, staff costs, expenditures by activity, materials, supplies, services puzzle piece, revenues puzzle piece, review of survey sample



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Survey Activity



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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

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Looking at Areas for Reduction

Staffing (Cert, class, admin) Costs

Services, Subscriptions, utilities

Materials, supplies, curriculum

Travel & Equipment

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

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Enrollment data for reference

- Enrollment history

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		High		Low	
			23-24 April Roll-up	Difference from 22-23 Budget	23-24 Weighted Average	Difference from 22-23 Budget	23-24 Cohort Survival	Difference from 22-23 Budget
K-5	2,358.00	2,330.46	2,274.28	(83.72)	2,327.33	(30.67)	2,221.00	(137.00)
6-8	1,252.00	1,299.88	1,245.79	(6.21)	1,256.40	4.40	1,240.00	(12.00)
9-12	1,776.00	1,689.90	1,753.01	(22.99)	1,804.04	28.04	1,720.00	(56.00)
Open Doors	41.00	44.00	41.00	0.00	41.00	0.00	41.00	0.00
K-12 Subtotal	5,427.00	5,364.24	5,314.08	(112.92)	5,428.77	1.77	5,222.00	(205.00)
Running Start	73.00	59.47	59.47	(13.53)	59.47	(13.53)	59.47	(13.53)
Total	5,500.00	5,423.71	5,373.55	(126.45)	5,488.24	(11.76)	5,281.47	(218.53)

- Enrollment projection for 2023-24: 5,373.55

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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,

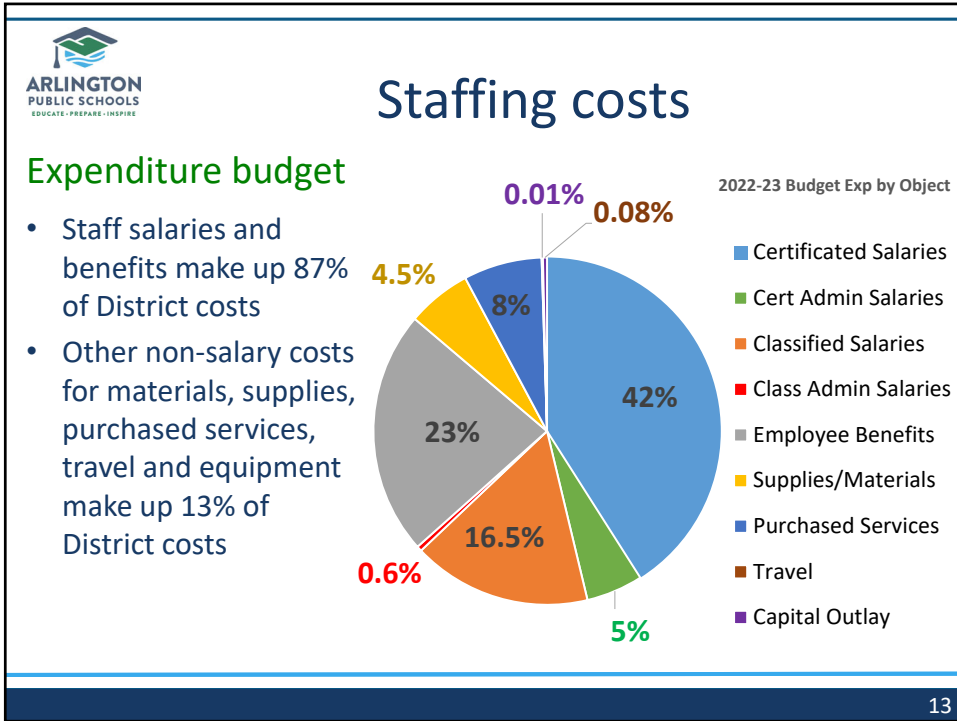


Higher levels of services/staffing

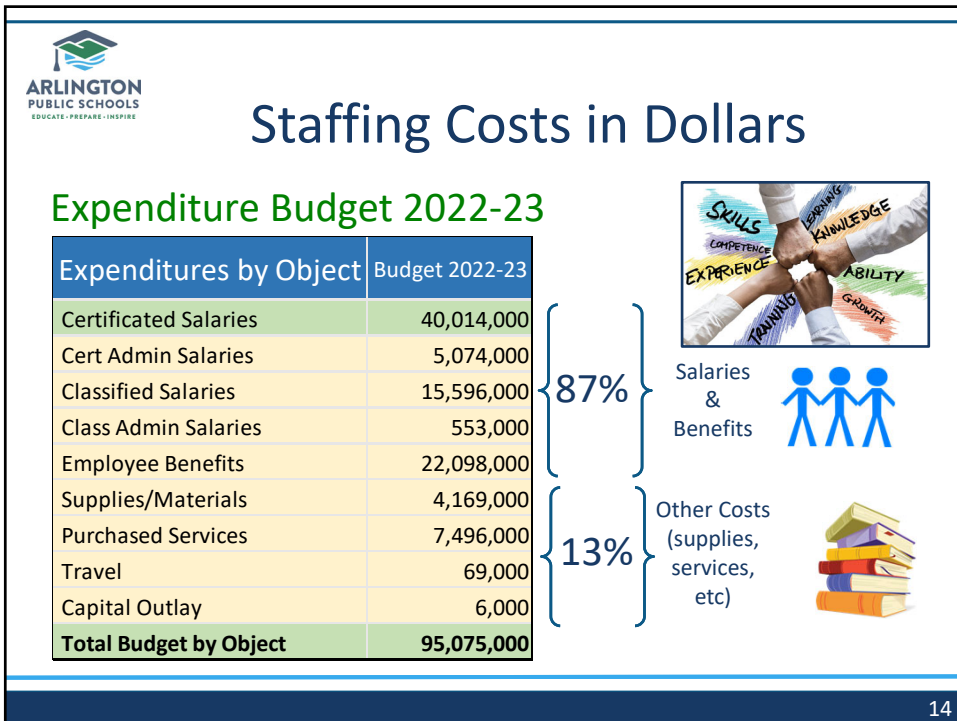
Staff Full-Time-Equivalent (FTE)							
Staff FTE	2016-17	2017-18	2018-19	2019-20	2020-21 ^[a]	2021-22	2022-23
<i>Source: OSPI 1801 Reports</i>							
Cert Instructional Staff	310.629	314.403	332.918	341.874	344.402	350.167	349.108
Classified Staff	178.800	180.623	187.068	203.443	175.891	211.856	215.467
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



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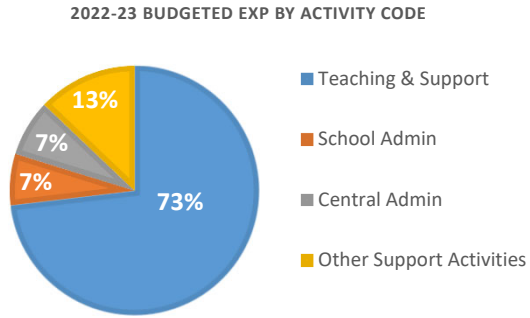


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Expenditures by Activity

- 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.



Expenditures by Activity

Expenditures by activity	Budget 2022-23
Teaching & Support	69,520,000
School Admin	6,332,000
Central Admin	6,969,000
Other Support Activities	12,254,000
Total Budget by Activity	95,075,000



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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Materials & Supplies Puzzle Piece

- Discontinue providing student classroom supplies \$87,000

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Program Offerings

- 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)

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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
 - Athletic participation fees \$100,000
 - Summer school tuition \$30,000

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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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QUESTIONS?

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Thank you!

Gina Zeutenhorst,
Executive Director of
Financial Services

Next Meeting:

Tuesday
March 21, 2023
6-7:30pm

Budget Community Forum:

March 8, 2023
6-7:30pm
Post Middle School

