



AUSTIN ISD

# BUDGET



Budget Stabilization Task Force

8-29-2018

# Agenda: Budget Stabilization Task Force



**Wednesday, August 29, 2018**

- I. Call to Order – 5:30 pm
- II. Review Task Force Agreements– 5:35 pm
- III. Citizen Communication – 5:40 pm
- IV. Approval of Minutes – 5:55 pm
- V. Restate Charter Deliverables – 6:00 pm
- VI. Revisit Criteria and Guiding Principles – 6:20 pm
- VII. Clarify Scope – 6:40 pm
- VIII. Explanation of how recommendations will be vetted through the district – 6:50 pm
- IX. Closure, Homework, Next Steps – 7:00 pm
- X. Adjourn – 7:20 pm



# Tonight's Objectives



- Reestablish focus of Task Force and its role
- Review Criteria, Guiding Principles, process and scope of work



# Agreements



- Be succinct with comments
- Be respectful of others' time (be on time)
- “Stay above the line”
- Be honest
- Do the right thing
- Use simple declarative sentences
- Allow an idea to be developed before expressing an adverse comment
- Let others finish speaking before talking
- Work toward consensus
- but allow room for dissent/be mindful of the validity of minority opinions
- We are here to understand, not just be heard
- Speak your truths and believe others' truths
- Try not to attribute motives
- Ask clarifying questions
- Ask for examples
- That we adopt an equity lens







# Citizen's Communication





# Approval of Minutes



# BSTF Charge



## Section I:

- *Review and carefully consider broad stakeholder input.*
- *Review and carefully consider pertinent data and information.*
- *Discuss a broad range of possible actions to stabilize the district's budget.*
- *Develop recommendations to enable the district to meet all of its financial obligations, and remain in alignment with its stated priorities and strategic direction.*

## Section II: Responsibilities

The BSTF shall provide its recommendations to the Superintendent. The Superintendent shall have opportunity to review the task force recommendations. The Superintendent shall report the task force recommendations, along with any comments the Administration may have, to the Board for consideration.



# Public Communication



The preliminary scope of work will include:

- Evaluating the alignment of budgetary investments and potential divestments with the district's Strategic Plan.
- Analyzing the Academic Return on Investment study to consider sunseting programs/initiatives.
- Discussing potential effects of resource reallocations and increased efficiencies.
- Exploring ways to maximize district employee benefits and compensation
- Exploring district revenue options.

*From: <https://www.austinisd.org/advisory-bodies/bstf>*



# BSTF Criteria



**Impact on Student Achievement**



**Financial Impact**



**Impact on Equity**



**Impact on Enrollment**



**Impact on Recruitment & Retention of Highly Qualified Staff**



# Additional Criteria for District Consideration



**Administrative  
Feasibility**



**Political Feasibility**



# BSTF Guiding Principles



- Reflect core mission of educating students and align to the strategic plan
- Move the district in a more equitable direction, ensuring that each child receives what he or she needs to develop his or her full academic and social potential
- Invest in priorities with the greatest AROI (ask teachers what works and measure authentic, holistic learning, not just standardized test results)
- Maintain focus on options the district can effectuate and not allow politics to limit options
- Engage a suitable partner or entity to provide services that fall inside and/or outside the classroom (students and staff)
- Vet and obtain staff and local community input and support the district in doing so
- Minimize cuts to the instructional core to protect the integrity of student learning and sustain/increase student achievement
- Plan with a 5-10 year outlook





# Scope of Work





# Austin ISD Strategic Plan

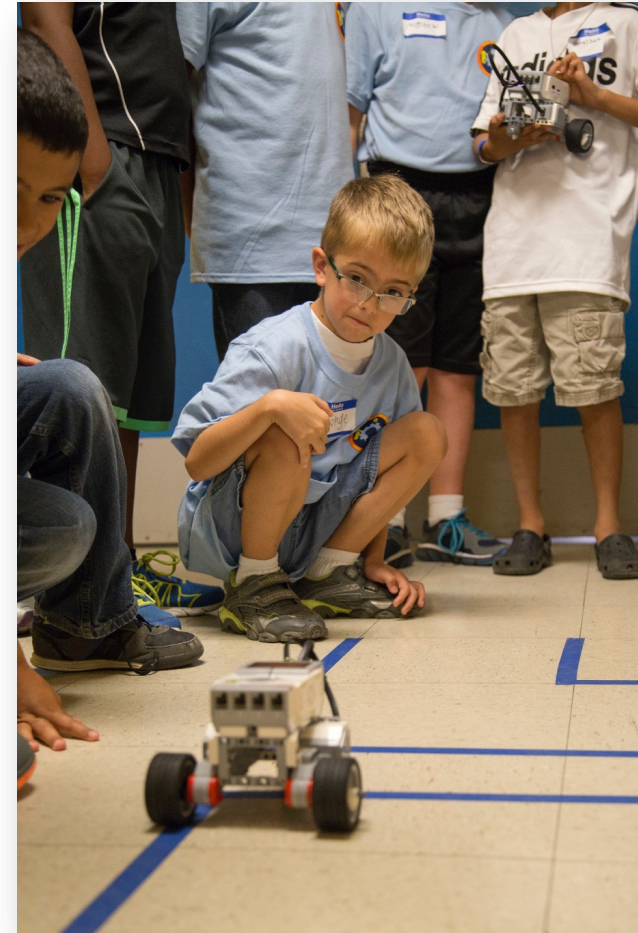


## Vision

- Reinvent the Urban School Experience

## CORE BELIEFS

- All students will graduate college-, career-, and life-ready.
- We will create an effective, agile, and responsive organization.
- We will create vibrant relationships critical for successful students and schools.



# Changing Student Expectations



Collaboration



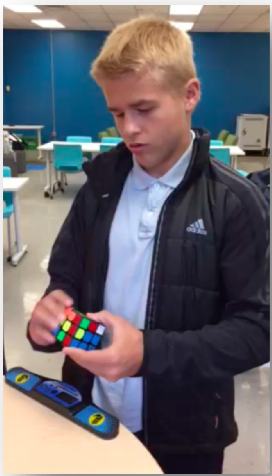
Connection



Creativity



Communication



Critical Thinking



Cultural Proficiency





# Changing Pedagogy - What do we expect?



Past

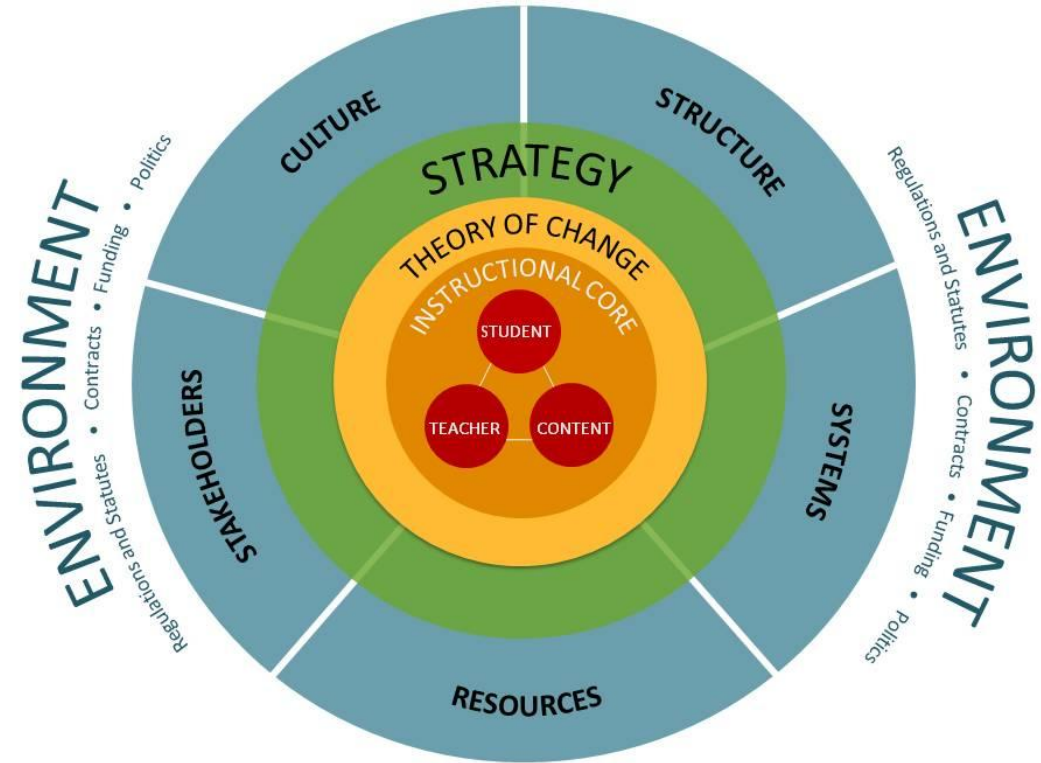


Future



# Keep in mind . . .

Schools are the unit of change



# Key Issues

- We have experienced declining enrollment over several years.
- Recapture payments are projected to continue to rise above \$670M.
- We have achievement gaps.
- New programming is necessary with changing student expectations.

**So what are new approaches?**



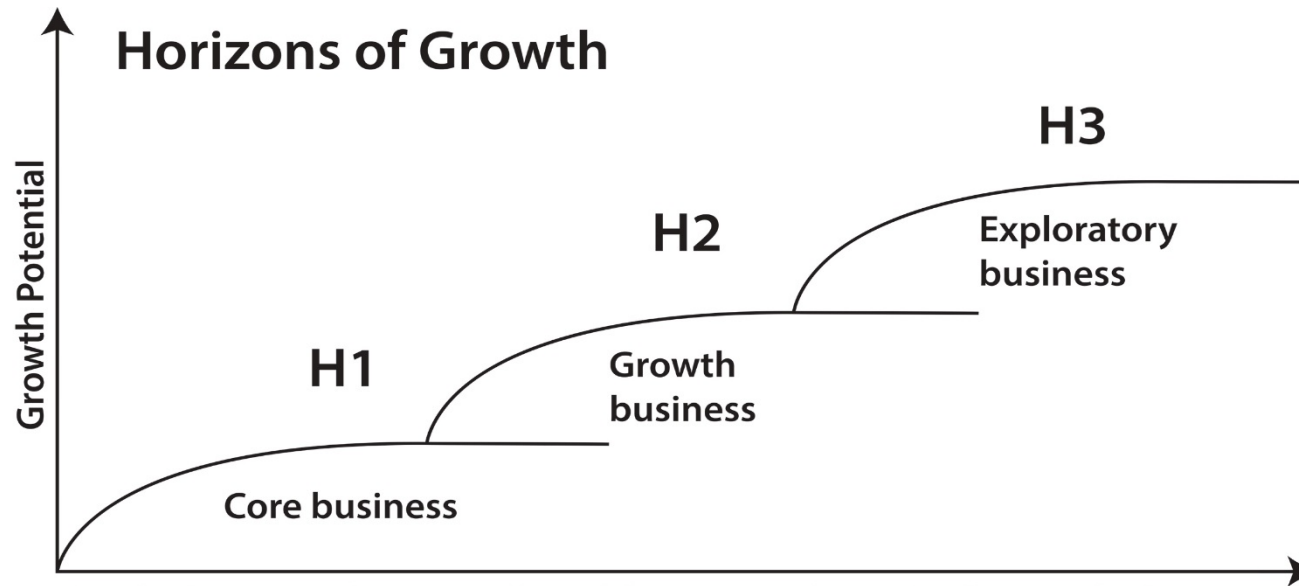
OLD WAY



NEW WAY



# Strategy - Horizons of Growth



## Horizon One- Core Business

- Literacy Development
- BOLT
- Aligned Curriculum

## Horizon Two- Growth Business

- BLEND
- Talent Management
- Bond Projects
- Early College High School
- Project Based Learning
- Standards-Based Grading

## Horizon Three- Exploratory Business

- Health Professions School
- Career Launch
- New Ed Specs
- Transformation Zone
- SB 1882





**Where does the BSTF fit in?**





# Multi Year Stabilization Planning



## Framework Steps



Plan and Prepare



Set Instructional  
Priorities



Pay for Priorities



Implement Plan



Ensure Stability



# AISD Engages Budget Stabilization Task Force



Plan and Prepare



Set Instructional Priorities



Pay for Priorities

- **Partnerships**
- Principles and Policies
- Analyze Student Learning
- **Communication**



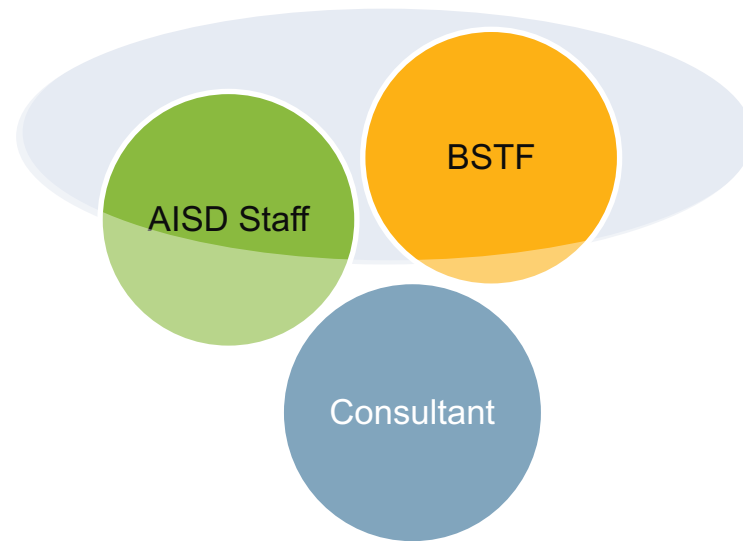
- Smarter Goals
- Identify Root Cause
- Develop Priorities
- Select Priorities



- Apply Cost Analysis
- **Prioritize Expenditures**



# Many inputs for Leadership and Superintendent to Consider



Stabilized Budget



# What might a recommendation look like?



## BSTF Recommendation Example

Consider moving AISD staffing averages to more closely match peers

BSTF Ranks

- Eliminate 6 of 8
- Create larger class sizes
- Consolidate Schools

## Budget and Planning Works With Leadership

Academics and School Leadership

Human Resources

Research and Evaluation

Community Engagement

AISD Reviews Impact

- Students
- Staff
- Community

## Leadership and Superintendent review recommendations

Implement Recommendation in Budget

Monitor Impact on Student Performance



# AISD has started monitoring the 2019 budget development process



Implement Plan

- Strategic Financial Plan
- Plan of Action
- Allocate to Campuses
- Budget Document



Ensure Stability

- Progress Monitoring
- Identify Milestones
- Quick Wins



## A list of 30 potential opportunities can help reveal opportunities otherwise overlooked

### Reducing operational costs

1. Can the district free up funds from **general education transportation**?
2. Can the district free up funds from **energy expenditures**?
3. Can the district free up funds from **maintenance services**?
4. Can the district free up funds from **custodial services**?
5. Can the district free up funds from **food services**?
6. Can the district free up funds from **classroom and other instructional technology**?

### Rethinking service delivery models for students who struggle

7. Can the district address **mild special needs** differently?
8. Can the district free up funds from **paraprofessional positions**?
9. Can the district free up funds by increasing the impact of **intervention teaching positions**?
10. Can the district free up funds from **special education teaching positions**?
11. Can the district free up funds from **speech and language therapist positions**?
12. Can the district increase the impact of **Title I spending**?
13. Can the district free up funds by reducing reliance on **out-of-district special education placements**?
14. Can the district free up funds by reducing its reliance on **alternative schools** for students with behavioral challenges?

### Maximizing revenue

15. Can the district increase federal **Medicaid** reimbursement for health-related student services?

### Boosting the impact and cost-effectiveness of professional development for teachers

16. Can the district free up funds from **professional development expenditures**?
17. Can the district provide **more professional development opportunities** for core teachers at little or no additional cost?
18. Can the district **increase the impact of the coaching model** at little to no additional cost?
19. Can the district free up funds from **instructional coaching positions**?



# A list of 30 potential opportunities can help reveal opportunities otherwise overlooked cont.

## Examining staffing levels of non-instructional staff

- 20. Can the district free up funds from **central office spending**?
- 21. Can the district free up funds from **school-based administrator positions** and/or increase the impact of existing positions?
- 22. Can the district free up funds from **clerical support positions**?
- 23. Can the district free up funds from **library/media specialist positions** and/or increase the impact of existing positions?
- 24. Can the district free up funds from **guidance counselor positions**?

## Using instructional time more cost-effectively

- 25. Can the district free up funds associated with **teacher absences**?
- 26. Can the district free up funds from **extended school day and/or year** programs?
- 27. Can the district free up funds from **blended learning and/or online classes** and/or increase the impact at little or no additional cost?

## Managing class size

- 28. Can the district free up funds by managing class sizes differently at the **elementary schools**?
- 29. Can the district free up funds by managing class sizes differently at the **middle schools**?
- 30. Can the district free up funds by managing class sizes differently at the **high schools**?

*This list is not meant to be comprehensive, but these 30 ideas can help your identify opportunities that may have otherwise not been considered.*

# Key Questions



**Charge: Advocate for our students and staff by helping the district wisely spend over \$800 million.**

Knowing you are a team of advisors in this process...

How can we work as a group to ensure that we are being successful advocates for all of our students?

