

HOUSTON INDEPENDENT SCHOOL DISTRICT

Fiscal Year 2018-19 Budget Workshop

Presented on February 1, 2018



Agenda

- 2019 Budget Outlook
- PUA Implication
- Proposed Full-Time Equivalent (FTE) Model Overview
- Proposed Department Reductions

2018-19 Budget Outlook

Potential 2018-19 Budget Cuts

| | | |
|------------------|-----------------------|-----|
| Departments | \$116,000,000 | 56% |
| Schools | \$ 92,800,000 | 44% |
| Total Cut | \$ 208,800,000 | |

Explaining the Reduction Plan

- **Step 1: Determine shortfall**
 - \$208M = Available funding - Budget Needs & Priorities
- **Step 2: Lessen impact on campuses**
 - 44% schools reduction
 - 56% department reduction
- **Step 3: Ensure reductions proportional to overall share of district budget**
 - Example: Business Operations
 - 29% share of department budget available to cut
 - 29% share of department reduction

2018-2019 Budget Issues

- **Possible additional enrollment decline in during the 2018-2019 school year**
 - Fewer students will impact funding for bilingual, career and technology (CTE), special education and state compensatory funding
 - No hold harmless on ADA or WADA
- **Harvey will most likely result in property value loss**
 - Unknown until April 2018
 - Property tax collection percentage will most likely decline
 - No current hold harmless by the state on property decline
 - Outcome of LOHE lawsuit, unknown
- **Board consideration of a Tax Ratification Election (TRE) for June 2018**
- **Method to “fill in” budget cuts if results are positive**

PUA Cut Examples

| School | PUA Budget Cut |
|---------------------|-----------------------|
| Elementary School A | \$ (475,943) |
| Elementary School B | \$ (374,790) |
| Elementary School C | \$ (391,716) |
| Elementary School D | \$ (204,321) |
| Elementary School E | \$ (427,986) |
| K-8 | \$ (321,997) |
| Middle School A | \$ (216,814) |
| Middle School B | \$ (685,503) |
| High School A | \$ (1,500,369) |
| High School B | \$ (359,476) |

Dollar amounts represent a \$403 Cut to PUA

Proposed Full-Time Equivalent (FTE) Model Overview

Full-Time Equivalent Model

- Centralized funding for schools and programs
- Schools provided with positions (FTEs) rather than dollars
 - Based on number of students

FTE Model Development

- Develop FTE Model
- Presented to Principal Advisory Committee
 - Received input from each group (Elementary, K-8, Middle and High)
 - Recommendations returned
- Finalize and present recommendations

2018-2019 FTE for Elementary

Elementary

| | | |
|---|-----|--------|
| Principal | | 1 |
| Teacher | PK | 24:1 |
| Teaching Assistant | PK | 24:1.5 |
| Teacher | K-4 | 22:1 |
| Teacher | 5 | 26:1 |
| Fine Arts Ancillary/ PE (min 2) | | 150:1 |
| Librarian | | 1 |
| Nurse | | 1 |
| Counselor, 10M (min 1) | | 500:1 |
| Administrative Assistant 12M | | 1 |
| Assistant Principal 11M | | 550:1 |
| Student Information Rep 11M | | 1 |
| Clerical (General Clerk II 11M) (min 1) | | 450:1 |

Non - Salary

| | |
|------------|-------|
| Elementary | \$ 32 |
|------------|-------|

Special Program Funding (GT, SCE, Bilingual) to meet State Minimum Spending

| | |
|-----------|---|
| GT | \$81 per GT count |
| SCE | \$87 per at risk count & \$87 per econ. disadvantaged count |
| Bilingual | \$168 per bilingual count |

2018-2019 FTE for K-8

| | | |
|---|-----|-------|
| Principal | | 1 |
| Teacher | PK | 24:1 |
| Teaching Assistant | PK | 24:5 |
| Teacher | K-4 | 22:1 |
| Teacher | 5 | 26:1 |
| Teacher | 6-8 | 30:1 |
| Fine Arts Ancillary/ PE (min 2) | | 150:1 |
| Librarian | | 1 |
| Nurse | | 1 |
| Counselor, 10M (min 1) | | 500:1 |
| Assistant Principal 11M | | 550:1 |
| Administrative Assistant 12M | | 1 |
| Student Information Rep 11M | | 1 |
| Data Clerk (General Clerk II 11M) | | 1 |
| Clerical (General Clerk II 11M) (min 1) | | 450:1 |

Non - Salary

| | |
|-----------------------|-------|
| Elementary and Middle | \$ 32 |
|-----------------------|-------|

Special Program Funding (GT, SCE, Bilingual) to meet State Minimum Spending

| | |
|----------------------|---|
| GT | \$81 per GT count |
| SCE | \$87 per at risk count & \$87 per econ. disadvantaged count |
| Bilingual Elementary | \$168 per bilingual count |
| Bilingual Middle | \$110 per bilingual count |

2018-2019 FTE for Middle

| | |
|---|---|
| Middle School | 6 - 8 |
| Principals | 1 |
| Teacher | 30:1 |
| Librarian | 1 |
| Nurse | 1 |
| Counselor, 11M (min 1) | 500:1 |
| Assistant Principal 11M | 550:1 |
| Administrative Assistant 12M | 1 |
| Student Information Rep 11M | 1 |
| Data Clerk (general Clerk II 11M) | 1 |
| Clerical (General Clerk II 11M) (min 1) | 450:1 |
| Non - Salary | |
| Middle School | 32.00 |
| Special Program Funding (GT, SCE, Bilingual, CTE) to meet State Minimum Spending | |
| GT | \$81 per GT count |
| SCE | \$87 per at risk count & \$87 per econ. disadvantaged count |
| Bilingual | \$110 per bilingual count |

2018-2019 FTE for High

| | |
|--|-------------|
| High School | 9-12 |
| Principals | 1 |
| Teacher | 33:1 |
| Librarian | 1 |
| Nurse | 1 |
| Counselor, 11M (min 2) | 500:1 |
| Assistant Principal 11M | 550:1 |
| Administrative Assistant 12M | 1 |
| Student Information Rep 11M | 1 |
| Registrar | 1 |
| IT Cust Service 12M | 1 |
| Clerical (General Clerk II 11M) (min 1) | 450:1 |

| | |
|---------------------|-------|
| Non - Salary | |
| High School | \$ 32 |

Special Program Funding (GT, SCE, Bilingual) to meet State Minimum Spending

| | |
|-----------|---|
| GT | \$81 per GT count |
| SCE | \$87 per at risk count & \$87 per econ. disadvantaged count |
| Bilingual | \$110 per bilingual count |

Note: CTE will become centrally allocated like Special Education, therefore it is not presented in the FTE Model.

Centralized Programs

- Substitutes
- Athletics and athletic stipends
- Copiers
- UIL academics
- Special education shared services
- Career Tech programs
- Campus stipends (e.g., lead teacher, department chair).
- International Baccalaureate costs (IB)

Proposed FTE Model

Principal Advisory Committee Recommendations

Meeting 1

Principal Proposals

- **Flexibility to convert positions for greater academic, student social and emotional support**
- **Teacher Ratio Adjustments**
- **Adjust Non-Salary Allocation Amount**
- **Change Contract Length for Some Positions**
- **New FTE Positions**
 - Teacher Assistants (K-5)
 - IT Support Position, Instructional Coordinator (Middle)
 - College Access Coordinator, Business Manager, Campus Instructional Tech, Testing Coordinator, PEIMS Coordinator, At-Risk Truancy Coordinator, Dean of Instruction, Associate Principal (High School)

Draft 1 Cost implication is \$111,262,895

Proposed Department Reductions & Implications

Department Reductions

| Chief_Rollup | Payroll & Benefits | Non-Salary | Total Budget | Budget Cuts | Percent Cut of Total Budget | Share of Budget Cut |
|--------------------------------------|-------------------------|-----------------------|-------------------------|-----------------------|-----------------------------|---------------------|
| Chief Academic Officer | \$ 26,865,688 | \$ 13,292,191 | \$ 40,157,879 | \$ 16,533,229 | 41.17% | 7.92% |
| Chief Audit Executive | \$ 1,519,570 | \$ 209,615 | \$ 1,729,185 | \$ 703,142 | 40.66% | 0.34% |
| Chief Communications Officer | \$ 2,776,767 | \$ 358,943 | \$ 3,135,710 | \$ 1,285,716 | 41.00% | 0.62% |
| Chief Development Officer | \$ 989,379 | \$ 97,447 | \$ 1,086,826 | \$ 427,333 | 39.32% | 0.20% |
| Chief Financial Officer | \$ 8,351,137 | \$ 357,137 | \$ 8,708,274 | \$ 3,496,802 | 40.15% | 1.67% |
| Chief Human Resources Officer | \$ 9,334,167 | \$ 1,991,079 | \$ 11,325,246 | \$ 4,581,355 | 40.45% | 2.19% |
| Chief of Police | \$ 13,700,616 | \$ 622,616 | \$ 14,323,232 | \$ 5,534,203 | 38.64% | 2.65% |
| Chief Operating Officer | \$ 126,333,690 | \$ 35,877,695 | \$ 162,211,385 | \$ 61,535,263 | 37.94% | 29.47% |
| Chief Student Support Officer | \$ 10,890,167 | \$ 8,734,624 | \$ 19,624,791 | \$ 8,041,379 | 40.98% | 3.85% |
| Chief Technology Information Officer | \$ 19,924,424 | \$ 8,159,310 | \$ 28,083,734 | \$ 11,488,681 | 40.91% | 5.50% |
| District-wide Operating | \$ 2,578,262 | \$ 3,577,449 | \$ 6,155,711 | \$ 1,542,770 | 25.06% | 0.74% |
| General Counsel | \$ 1,798,883 | \$ 228,000 | \$ 2,026,883 | \$ 830,128 | 40.96% | 0.40% |
| Schools | \$ 880,722,232 | \$ 133,801,332 | \$ 1,014,523,564 | \$ 92,800,000 | 9.15% | 44.44% |
| Grand Total | \$ 1,105,784,982 | \$ 207,307,438 | \$ 1,313,092,420 | \$ 208,800,000 | 15.90% | 100.00% |

The following will not be subject to budget reductions: Achieve 180 stipends and PD, Audit fees, Chapter 41 payment, Critical Shortage and Bilingual Stipends, Armored Cars, Crossing Guards, Election Costs, ERP Licenses and Maintenance fees, Gasoline, HCAD fees, Legal Fees, Pay as You Go, Power Up Lease, Property, Crime, Auto, and Bond Insurance, Special Education, Targeted Assistance, Testing Materials, Test Scoring, and Licenses, TIRZ, TRS On-Behalf, Transfers Out for Debt, and Utilities. **Total amount excluded from proposed budget cuts is \$675 million**

Business Operations

- Severe reduction in the following areas:
 - Custodial Services
 - Maintenance
 - Police Department
 - Transportation

This will affect services to campuses and departments

Academics

- District-wide campus resources – Naviance, APEX, Achieve 3000, and Renaissance Learning (Universal Screener)
- College Readiness/Assessment Opportunities – SAT, PSAT, AP

Communications

- Hinder our ability to provide centralized communications support and deliverables to our schools in communicating with parents, in multiple languages, regarding critical decisions, initiatives and changes that directly impact their child's education.
- Severely limit the department's ability to showcase to external stakeholders the positive things happening in our schools, with our 215,000 students and with our Board of Education through diverse multimedia platforms, including web, photography, video, TV, social media, publications, graphic design, marketing and media relations.

Communications

- Restrict the district's capacity to timely inform our nearly 30,000 employees about training, technology updates, and important information that affects their job.

Development

- Dramatically limits ability to create meaningful partnerships or secure financial investments from foundations and other philanthropic organizations, corporations and individuals
- We will have limited capacity to design and execute the type of events that raise funds which are invested back into campuses and teachers and inspire confidence in the community about our district.

Finance

- Budget services to campuses and departments will be diminished
- Accounting services to campus and departments will be diminished
- Processing of requisitions will take longer, delaying campuses and departments from receiving goods and services
- Paying vendors will take longer

Human Resources

- Limited capacity for recruitment, screening and applicant pool development for teachers, especially in critical need areas such as bilingual, math, science and special education resulting in vacancies at the start of the school year and throughout the school year.
- Delays in processing and hiring teachers for campuses. These delays may result in candidates selecting other districts. Campuses will experience longer wait time in receiving HR Support throughout the year.

Legal Services

- Reduced services to campus administrators and department managers including representing the district in level II employee grievances and parent complaints, providing professional development regarding relevant state and federal statutes and district policies to Principals, Assistant Principals, new Principal Cohorts, School Support Officers/ Area Superintendents to assist them in compliance matters, and appropriate decision making;
- Reduced capacity to respond by phone to campus and department situations as needed when situations having legal consequences for the district arise;

Legal Services

- Reduced capacity to service campuses in person at Admission, Review and Dismissal meetings (ARD), parent meetings when the parent brings an attorney; other campus-based needs
- Some services, of necessity, will be passed on to outside counsel at a cost to the district

Student Support Services

- It is impossible to reduce the camp budget by more than 40% and still provide any type of service to fifth grade students, therefore; all camps may be eliminated for next year.
- The progress that has been made through SEL, Student Assistance and Wrap Around Services in supporting students will be stalled or reduced for next year.

Technology

- Service response will increase to 10 days
- Current state will be the future state
 - No new hardware or software purchases
 - Laptops, carts, iPads, smartboards, laptop carts
 - No new infrastructure
 - Cabling, wireless, moves
 - No care and feeding of security profile
 - Dramatically increases risk (virus & hacking)
 - No enhancements or improvements to district software applications