



# East Lyme Public Schools Budget Process Model

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Presented by:  
East Lyme Board of Education  
Superintendent Jeffrey Newton  
Assistant Superintendent Amy Drowne

# Welcome to East Lyme!

Population: 18,645

Area: 42.0 Square Miles

Total Annual Budget: \$74,187,708

- Town Operating: \$18,516,733
- BOE Operating: \$49,247,250
- Debt: \$5,599,145
- Total Revenue: \$74,187,708

Current Debt: \$56,701,980



# East Lyme Public Schools

## Students & Schools

Total # of Students: 2687

- Integrated Preschool: 50

Three Elementary Schools

- Niantic Center: 232
- Lillie B Haynes: 310
- Flanders: 284

Middle School: 789

High School\*: 996

- Coastal Connections 16
- AIM 10

\*East Lyme/Salem  
Cooperative Agreement

## Staff

Teachers: 273

TA/IA/Tutors: 121

Administrators: 16.5

Directors: 4

Other: 115

(Administrative  
Assistants/Food  
Service/Safety &  
Security/Custodial &  
Maintenance)

Total Staff: 529

## 2019-2020 Budget

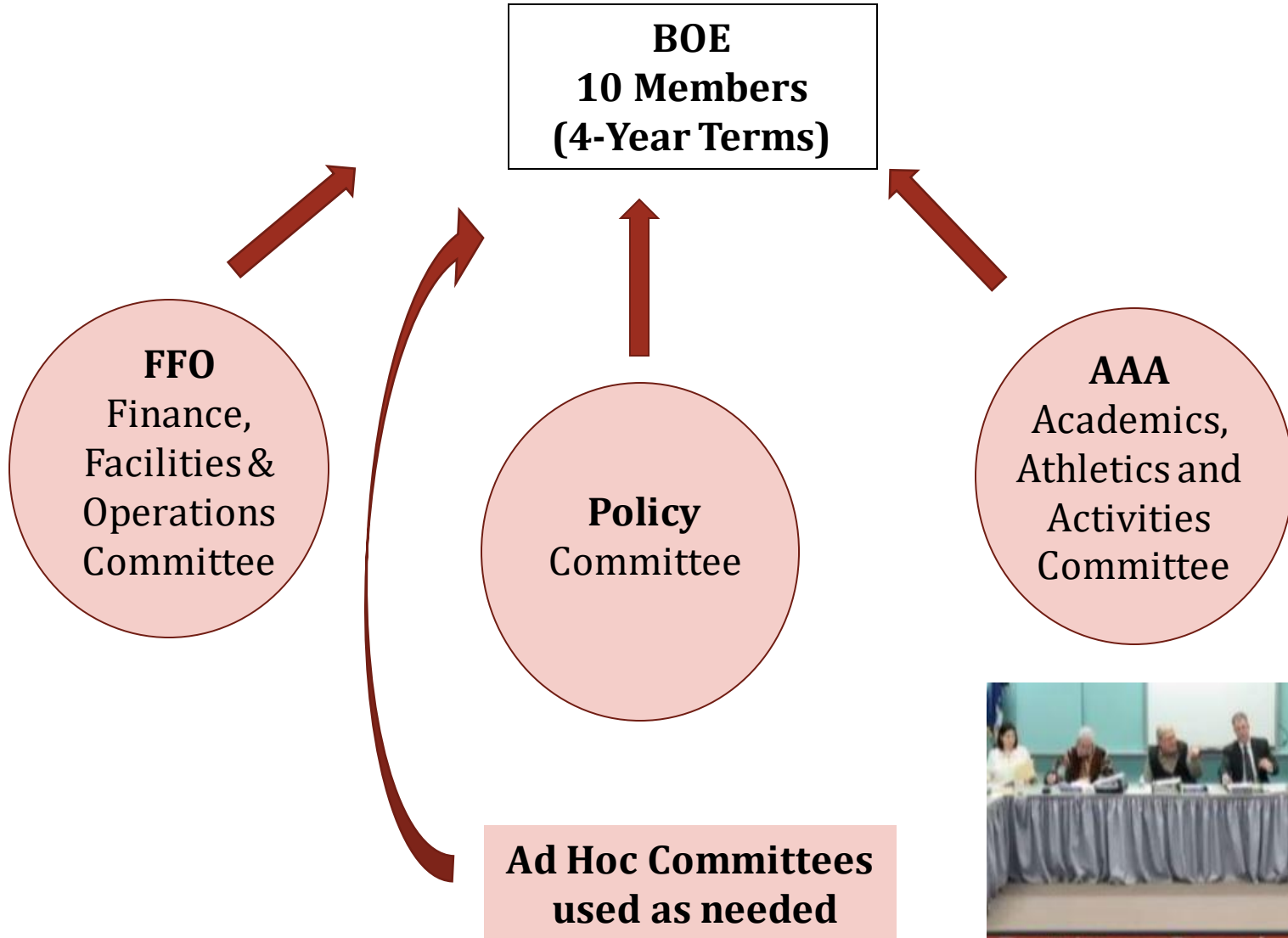
Total: \$49,257,250

- Salaries: \$30,395,185
- Benefits: \$8,625,223
- Transportation:  
\$2,070,315
- Tuition: \$963,122
- Supplies: \$797,232
- Utilities: \$1,800,767





# Board of Education and Committee Structure



# East Lyme Town Governance for Annual Budget Adoption

## Board of Selectmen

- Town Operating Budget, Debt Service, and Revenues Recommendation

## Board of Education

- ELPS Operating Budget Recommendation

## Board of Finance

- Integrated Budget Recommendation for Referendum

**Annual Town Budget  
Referendum (Vote)**

*For information and comment*

*Line item  
reductions*

*Total amount  
reduction*



# Effective Town Budget Governance

## Essential Question:

### Discuss your town structure.....

## How Can We Learn From One Another?

#### **Quick Write:**

Use the graphic organizer to create talking points to share with a colleague from another district about your towns fiscal structure.

#### **Partner Discourse:**

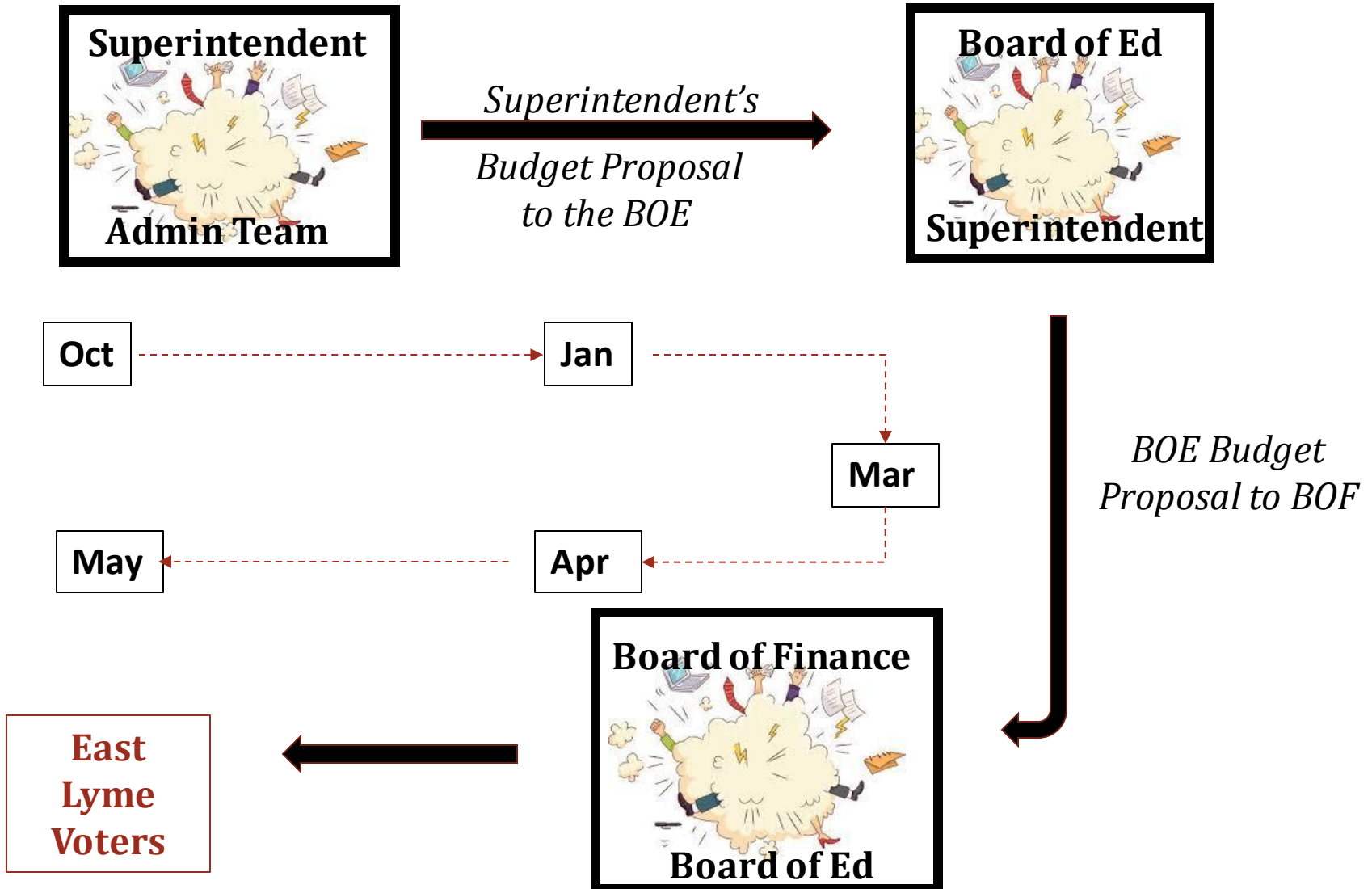
Find a colleague from another district and discuss your talking points.

#### **Whole Group Discourse:**

1 Minute share out per person-We will hear from three districts total.

"We are all in this together"

# PAST Board of Education Budget Development Process



# PAST Board of Education Budget Development Process

## Good Points:



## Problems:

- **Lack of collaboration, transparency, and teamwork leading to poor understanding**
- **Positions are taken without dialog creating defensive behavior**
- **Inefficient and time consuming leading to frustration**
- **Run out of time at the end which undermines trust**
- **The Superintendent is consumed with the debate for 6 months**



# CURRENT Board of Education Budget Development Process

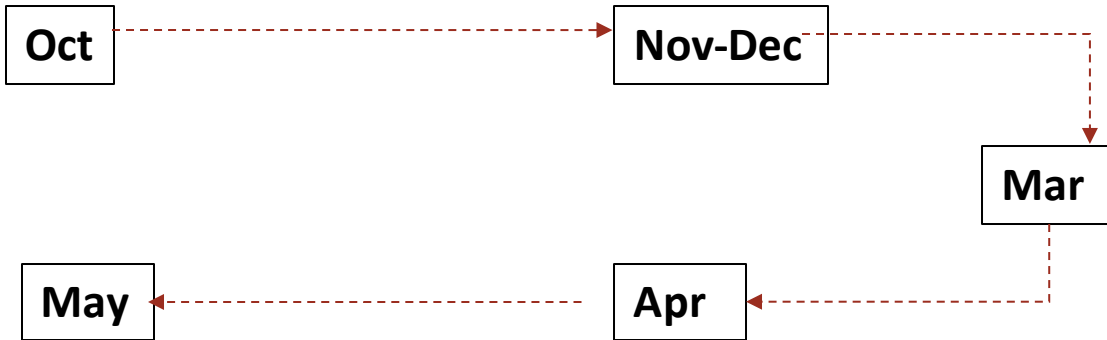
**Superintendent  
Admin Team**



*Superintendent's  
Budget Proposal  
to the BOE*

**BOE Budget  
Workshop #1  
November 18,  
2019**


**BOE Budget  
Workshop #2  
December 16,  
2019**



*BOE Budget  
Proposal to BOF*

**East  
Lyme  
Voters**

**Board of Finance  
Board of Ed**



# BUDGET PROPOSAL

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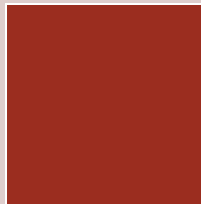
Example:  
District-Wide  
Software



**ZERO BASED BUDGETS**

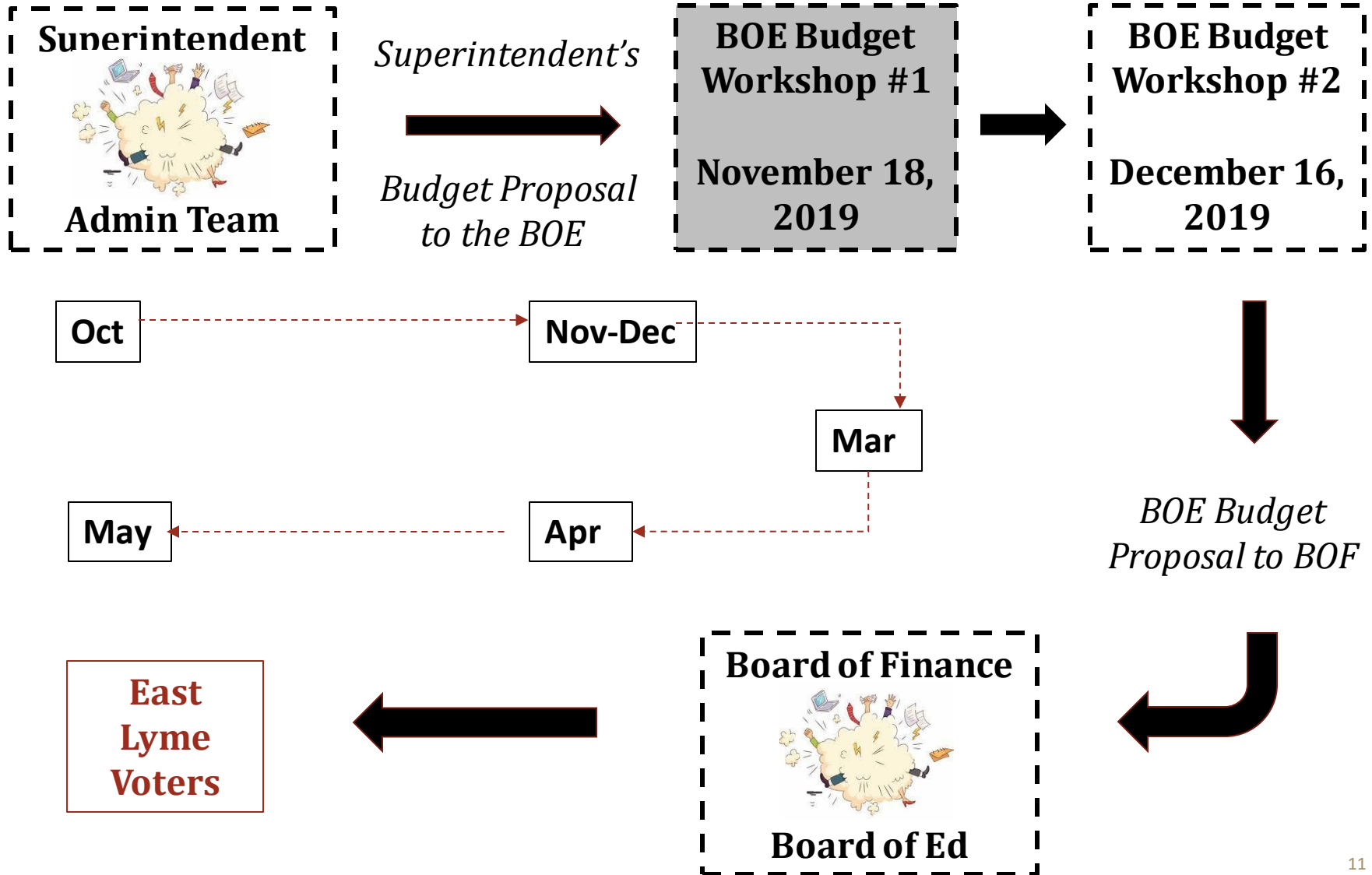


District Administration and School  
Administration



School Administrative teams and District  
Administrative teams meet to dialogue  
about budgetary needs for the next school  
year. District Administration collaborates  
and provides feedback to School  
Administration over several weeks.

# CURRENT Board of Education Budget Development Process



# BUDGET WORKSHOP #1

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Example:  
District-Wide Social  
Workers



## BRAINSTORM AND DISCUSSION

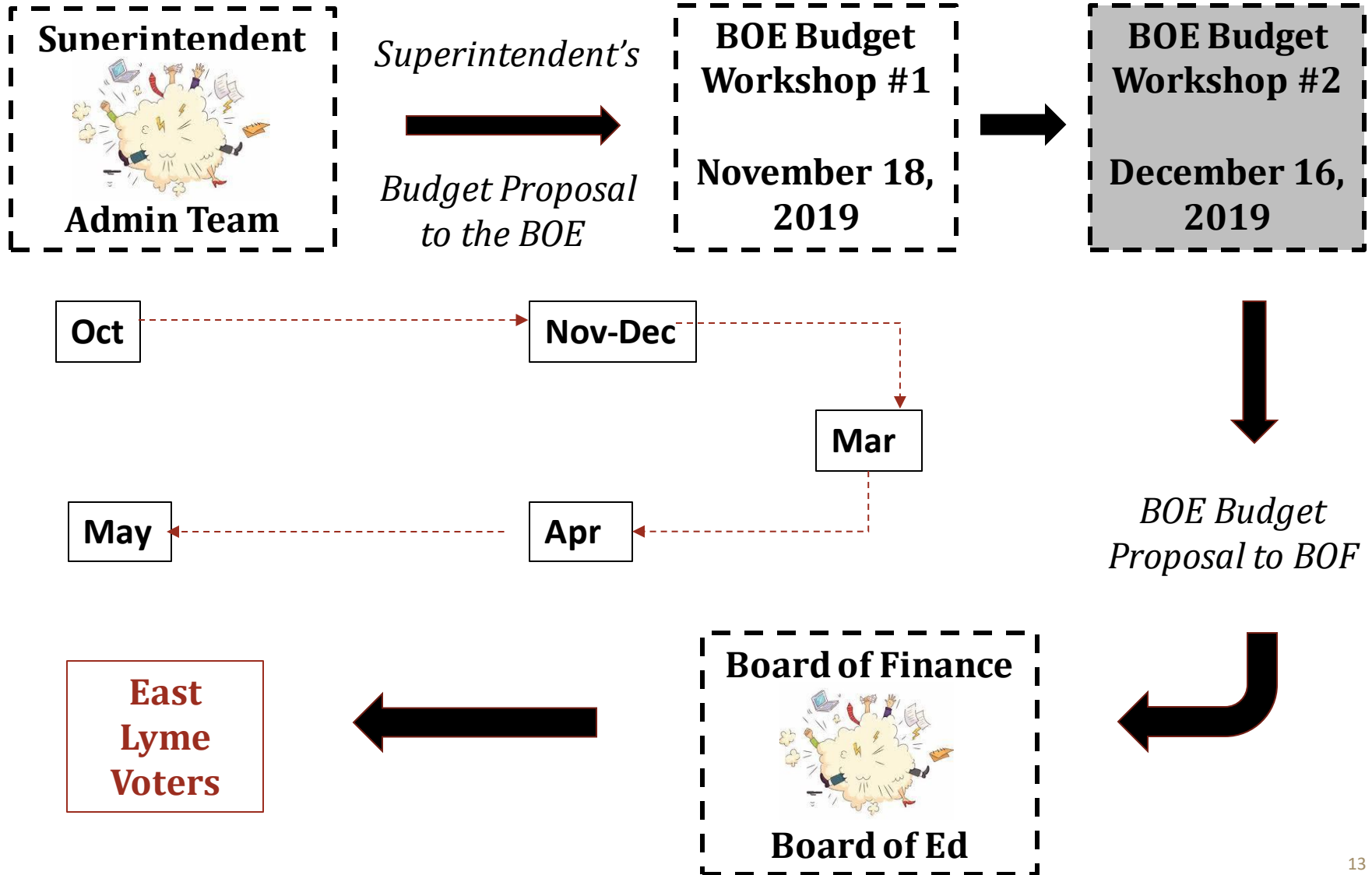


Board of Education Members,  
District Administration, School  
Administration and Board of  
Finance Members



Discussion around budgetary needs  
aligned to the district long range  
plan. Board members and  
administration engage in open  
conversation.

# CURRENT Board of Education Budget Development Process



# BUDGET WORKSHOP #2

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## REVIEW AND INQUIRE

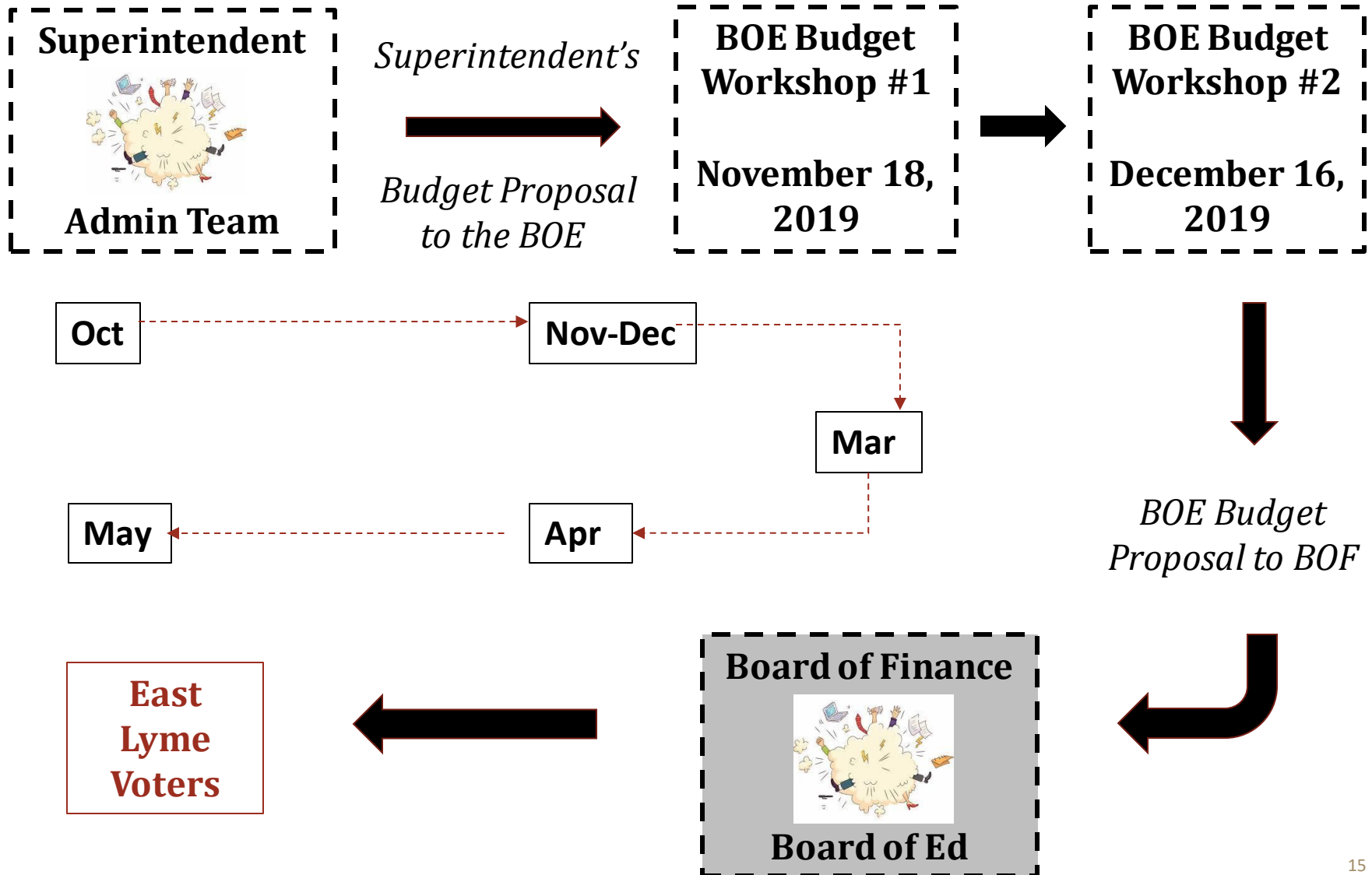


Board of Education Members,  
District Administration and School  
Administration



Review draft of all associated costs  
in relation to school/district based  
initiatives. Proposed draft of budget  
increase over current fiscal year is  
discussed.

# CURRENT Board of Education Budget Development Process





# Established Budget Timeline

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October 2019– November 2019

The Administrative Team meets to review the budget process to begin preparing budgets for the 2020-2021 fiscal year

November 18, 2019

Board of Education Special Meeting –  
Committee of the Whole Budget Workshop #1

November 21, 2019

All 2020-2021 budget data and supporting documentation shall be emailed to the Director of Finance.

November 2019- December 2019

Superintendent conducts budget deliberations with Principals and Administrators. Business Office completes the data entry of the FY 2020-2021 budget and prepares the **draft** budget document for review.

December 16, 2019

Board of Education Special Meeting–Committee of the Whole Budget Workshop #2

January 2020 (TBD)

Superintendent's Budget presentation to the Board- Regular Meeting



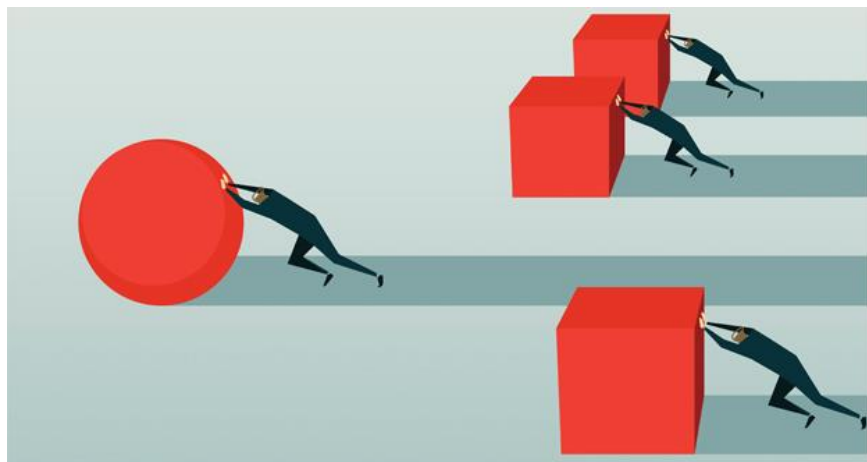
# CURRENT BOARD OF EDUCATION BUDGET DEVELOPMENT PROCESS-POSITIVES



- Builds collaboration, transparency, and teamwork leading to clearer understanding of the overall recommended budget
- Allows for discourse and dialogue between BOE members and administration
- Builds trust between BOE, superintendent, and administration
- Develops positive working relationships throughout the process
- Clarifies the balance of work and responsibility between BOE and administration



# CURRENT BOARD OF EDUCATION BUDGET DEVELOPMENT PROCESS-CHALLENGES



- Ongoing work with BOF and their involvement with the process
- Consistency in building the practice
- BOE/BOF/BOS Turnover
- Creating a budget that aligns with the Long-Range Plan
- Uncertainty with State funding and revenues



## **PART 2: Effective Town Budget Governance**

### **Essential Question:**

**What is working in your district/town?**

**How can we learn from one another?**

#### **Partner Discourse:**

Continue discussion with colleague from another district (same person you worked with before) and add to your discussion based on the new information we just provided. Be sure to highlight effective practices from your district so that we can all learn from you.

#### **Whole Group Discourse:**

1 Minute share out per person-We will hear from 3 districts.

"We are all in this together"



Thank You!

Questions?

# Capital Improvement Planning

- Connect CIP with the budget process and budget workshops
- Ensure transparency is in place
- Bring forth clarity regarding capital needs and associated costs
- Movement to a 10-year capital plan from a previous 3-year plan

