East Lyme Public Schools
Budget Process Model

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

- **BOE**
  - 10 Members
  - (4-Year Terms)

- **FFO**
  - Finance, Facilities & Operations Committee

- **AAA**
  - Academics, Athletics and Activities Committee

- **Policy Committee**

- **Ad Hoc Committees used as needed**
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)**

- **Line item reductions**
- **Total amount reduction**

For information and comment
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 town's 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

- Superintendent
- Admin Team

Superintendent’s Budget Proposal to the BOE

Oct → Jan

Mar

May

April

BOE Budget Proposal to BOF

Board of Finance

Board of Ed

East Lyme Voters
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

Superintendent’s Budget Proposal to the BOE

BOE Budget Workshop #1
November 18, 2019

BOE Budget Workshop #2
December 16, 2019

Oct

Nov-Dec

Mar

May

Apr

BOE Budget Proposal to BOF

East Lyme Voters

Board of Finance

Board of Ed

Admin Team
Example:
District-Wide Software

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

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

BoE
Board of Ed

May

Apr

Nov-Dec

Mar

Oct
Example:
District-Wide Social Workers

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

Superintendent
Superintendent’s Budget Proposal to the BOE

BOE Budget Workshop #1
November 18, 2019

BOE Budget Workshop #2
December 16, 2019

Oct → Nov-Dec → Mar

East Lyme Voters

Board of Finance
Board of Ed

BOE Budget Proposal to BOF
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

Superintendent's Budget Proposal to the BOE

Superintendent
Admin Team

Oct → Nov-Dec

BOE Budget Workshop #1
November 18, 2019

BOE Budget Workshop #2
December 16, 2019

Mar

May ← Apr

BOE Budget Proposal to BOF

Board of Finance
Board of Ed

East Lyme Voters
### Established Budget Timeline

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>October 2019– November 2019</td>
<td>The Administrative Team meets to review the budget process to begin preparing budgets for the 2020-2021 fiscal year</td>
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<tr>
<td>November 18, 2019</td>
<td>Board of Education Special Meeting – Committee of the Whole Budget Workshop #1</td>
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<tr>
<td>November 21, 2019</td>
<td>All 2020-2021 budget data and supporting documentation shall be emailed to the Director of Finance.</td>
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<tr>
<td>December 16, 2019</td>
<td>Board of Education Special Meeting–Committee of the Whole Budget Workshop #2</td>
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<tr>
<td>January 2020 (TBD)</td>
<td>Superintendent’s Budget presentation to the Board- Regular Meeting</td>
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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