

2016-17 Budget Message

Budget committee, parents, students and members of our communities, it is my privilege to present to you the Bend-La Pine Schools' Proposed Budget for fiscal year 2016-17.

You will find my recommendation for a \$252 million investment into our communities' schools next year. These budget allocations reflect the priorities set by the Bend-La Pine Schools' Board of Directors and our staff, students, parents and community.

Implementation of the proposed budget will allow Bend-La Pine Schools staff to build upon recent strategic investments and to continue to ensure that great work continues in our classrooms and facilities today and into the future.

Bend-La Pine Schools is Oregon's fifth largest school district. Its student population has steadily increased annually by an average of 300 students for more than three decades. We anticipate this trend will continue and expect to educate more than 17,800 students during the 2016-17 school year. I believe the resources allocated in this budget will support the teaching and learning environments our students and staff deserve.

Strategic Plan

The 2016-2017 Proposed Budget continues to build focused and strategic forward momentum. We want every student to graduate future-ready with many options and prepared to:

KNOW: Master Content;

THINK: Creatively and Critically;

ACT: Self Direct and Collaborate;

GO: Navigate Locally and Globally*

The Board of Directors has provided clear direction and focus towards this effort through the development of the Board's Ends/Goals Policy and its Eight Key Measurements for Ensuring Student Success. This collaborative work between the Bend-La Pine Schools' Board of Directors and district leaders has defined a vision of success throughout our district. With eight clear and focused measurements, we have defined the outcomes we strive for at Bend-La Pine Schools and will align our efforts and resources accordingly. As a team of students, staff, parents, and community members, we are dedicated to all students' success.

Eight Key Measurements for Ensuring Student Success

1. Bend-La Pine Schools' students' academic achievement will show continuous improvement, as measured by the percent of 3rd-8th and 11th graders annually scoring 3 or higher on the Smarter Balanced State Assessments or by the percent of 9th-11th graders meeting ACT's

College and Career Readiness Benchmarks in reading, mathematics, writing, and science. (*Academic Excellence*)

2. Bend-La Pine Schools' annual progress in eliminating the achievement gap for all students will show continuous improvement, as measured by the percent of state or federally identified student populations in grades 3rd-8th and 11th annually scoring 3 or higher on the Smarter Balanced State Assessments or by the percent of 9th-11th graders meeting ACT's College and Career Readiness Benchmarks in reading, mathematics, writing, and science. (*Academic Excellence*)

3. Bend-La Pine Schools shall make continuous advancement toward on-time graduation, as measured by Bend-La Pine Schools' 4-year cohort graduation rate. (*Academic Excellence*)

4. Bend-La Pine Schools' students' demonstration of the essential skills and attributes of hope, engagement and well-being will show continuous improvement, as measured by the Gallup Student Poll of students in grades 5-12. (*Thriving Citizens*)

5. Bend-La Pine Schools' students' participation in extra and co-curricular activities will increase annually, as measured by the percent of secondary students participating in school-based extra- or co-curricular activities that are recorded in the district's student information system. (*Thriving Citizens*)

6. Bend-La Pine Schools' students' participation in advanced, career and technical, arts, world-language, and post-secondary courses shall increase annually, as measured by the average number of credits earned per secondary student, per year. This shall include high school credits earned while enrolled in middle school, college credits earned while enrolled in high school, technical and career ready coursework, Advanced Placement, International Baccalaureate, arts, world-language, and other advanced learning opportunities. (*Future Ready*)

7. Bend-La Pine Schools' students' use of the essential 21st Century skills of critical thinking, communication, creativity, and collaboration will show an increase, as measured by the BrightBytes Clarity Student Survey of students in grades 3-12. (*Future Ready*)

8. Bend-La Pine Schools shall show continuous advancement in the number of students entering post-secondary education, as measured by the percent of graduates entering 2- or 4-year colleges within 16 months of graduation. (*Future Ready*)

The proposed budget aligns our efforts and resources to ensure growth in these outcomes.

Proposed Budget

The 2016-17 budget totals \$252 million for all funds. The General Fund Operations budget totals \$160 million and incorporates resources available to the District including:

- \$7.4 billion State School Fund (SSF) level with a 49.2%/50.8% split over the biennium;
- Additional SSF for increasing enrollment of 1.5-2%;

- \$8.1 million carryover from the 2015-16 budget, with a portion is dedicated to PERS rate increases in the 2017-19 biennium.

The internal budget team built a comprehensive budget corresponding to the Board Ends/Goals, strategic measures, Bend-La Pine Schools' Board of Directors' policies and input from staff at all levels throughout our system. This process began with the current staffing and service levels from 2015-16. Strategic investments were made to balance to the new funding levels for 2016-17. These investments were identified by analyzing student data and reviewing strategic measures, determining where improvement is needed to align to the district's Strategic Plan and incorporating a set of strategic priorities to achieve Bend-La Pine Schools' purpose of *educating each student to be a thriving citizen*. And, as outlined in Executive Limitation 10 on Financial Planning and Budgeting, the general fund budgeted ending fund balance will be 5% of total resources.

The 2016-17 budget maintains current staff to student ratios and instructional days, continues universal full-day kindergarten and adds staff to accommodate increases in student enrollment.

Additionally, the internal budget team prioritized focused, strategic investments in the four key areas of **safety, options, world-class education, and system performance** to support Board of Directors goals, community expectations and values, and progress in meeting the Board of Directors' Eight Key Measurements for Ensuring Student Success.

These investments include the following priorities:

Safety

Bend-La Pine Schools is focused on ensuring physically and psychologically safe, healthy learning environments for all students and staff.

- Continue to build upon district-wide safety planning efforts through the use of high quality emergency operation plans, implementation of best practices and training;
- Increase district-wide safety and school psychologist positions;
- Add a district 6-12 behavior specialist position; and
- Continue facility safety upgrades.

Options

Bend-La Pine Schools is dedicated to ensuring a pioneering spirit in the realm of high quality learning options within - and throughout - our schools.

- Maintain digital conversion efforts in grades 3-12 that include new mathematics curriculum adoption; maintain Bend-La Pine Schools Online district options; expand Career Technical Education coursework; and enhance district-wide athletics and activities support;
- Increase magnet and choice option transportation services district-wide; and

- Sustainably support Advanced Placement, International Baccalaureate and AVID strategy trainings for all current school participants; and fully implement school design process in all schools.

World-Class Education

Bend-La Pine Schools' goal is to prepare students for the college or career path of their choice.

- Maintain current class size targets and targeted equity funding;
- Provide high quality professional learning for English language arts and math adoptions, and increase district-wide curricular/instructional teacher leadership capacity; and
- Maintain effective behavioral and instructional support systems, lower counseling ratios at the high school level, implement comprehensive counseling and guidance services model in all schools, adjust high school schedule for increased on-track graduation, and increase district-wide digital conversion support services.

System Performance

Bend-La Pine Schools is committed to defining and measuring what matters most.

- Maintain new teacher mentoring and induction program, maintain Instructional Coach/Curriculum Leader (ICCL) positions at each building, maintain dedicated school improvement professional learning time; and increase teacher evaluation and support services for building principals;
- Implement improved Data, Analysis, and Reporting Tool (DART 2.0) and develop multi-year financial planning process that includes ROI progress monitoring; and
- Increase mentoring support and implement Professional Advancement Support System (PASS).

Future Year Investments

In addition to the investments made for 2016-17, the Bend-La Pine Schools recognizes the need to plan for future investments if additional funding is made available during the 2016-17 school year or beyond. The internal budget team recommends that future year strategic investments consider:

- Increase life skills and continue to increase school psychologist positions across the district;
- Continue to increase high school counseling positions;
- Increase instructional coaching and mentoring positions;
- Increase support services positions for growth, especially in maintenance, custodial and information technology;
- Continue to enhance district-wide athletics and activities support;
- Add behavior specialist/counselor position at all large elementary and middle schools and add dean and campus monitor positions to all comprehensive large high schools;
- Resource new physical education instructional time requirements;

- Increase Advanced Placement, International Baccalaureate and AVID strategy trainings;
- Transition charter athletics/activities bus services to Bend-La Pine Schools fleet;
- Expand teacher preparation partnerships with area colleges and universities;
- Increase school resource officers; and
- Improve equity funding and reduce class size in 4th, 5th, and 9th-12th grades.

Conclusion

In closing, I want to thank the internal budget team and staff for the significant time and effort they put into preparing the 2016-2017 Proposed Budget. This budget proposal meets the requirements set forth by Bend-La Pine Schools' Board of Directors and reflects our purpose of *educating each student to be a thriving citizen*.

Together, through innovation and partnerships, we will ensure **all** students succeed.

Thank you for your consideration of the 2016- 2017 Proposed Budget.
Respectfully submitted,

Shay Mikalson, Superintendent

*Dr. David Conley, Educational Policy Improvement Center.