



LONG TERM FINANCIAL PLANNING AT BOSTON PUBLIC SCHOOLS

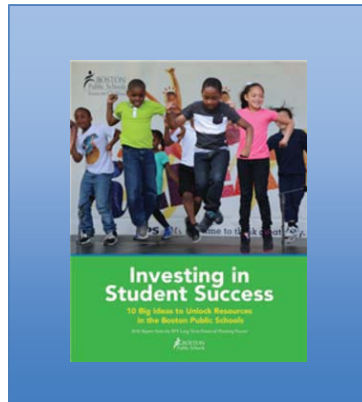
Aspen CFO Network
April, 2018

Contents

- Context: what we did in our first two years of planning
- Update: where we are now

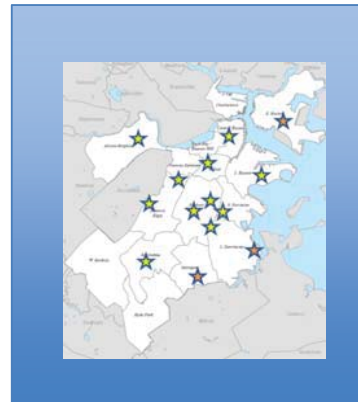
The Long Term Financial Planning Process

We released a report with “10 Big Ideas” to free up resources...



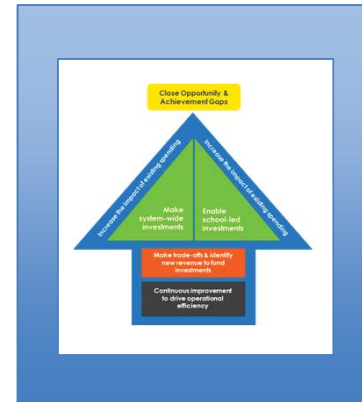
October 2016

...we solicited input across the community...



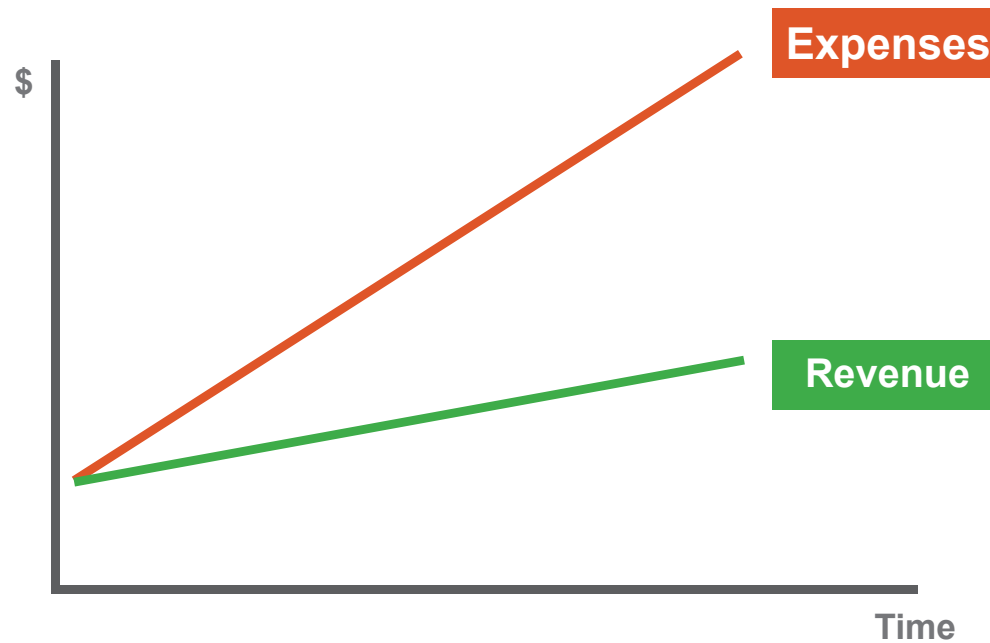
Winter 2016 / Spring 2017

...and engaged with a Budget Equity workgroup to draft an investment framework.

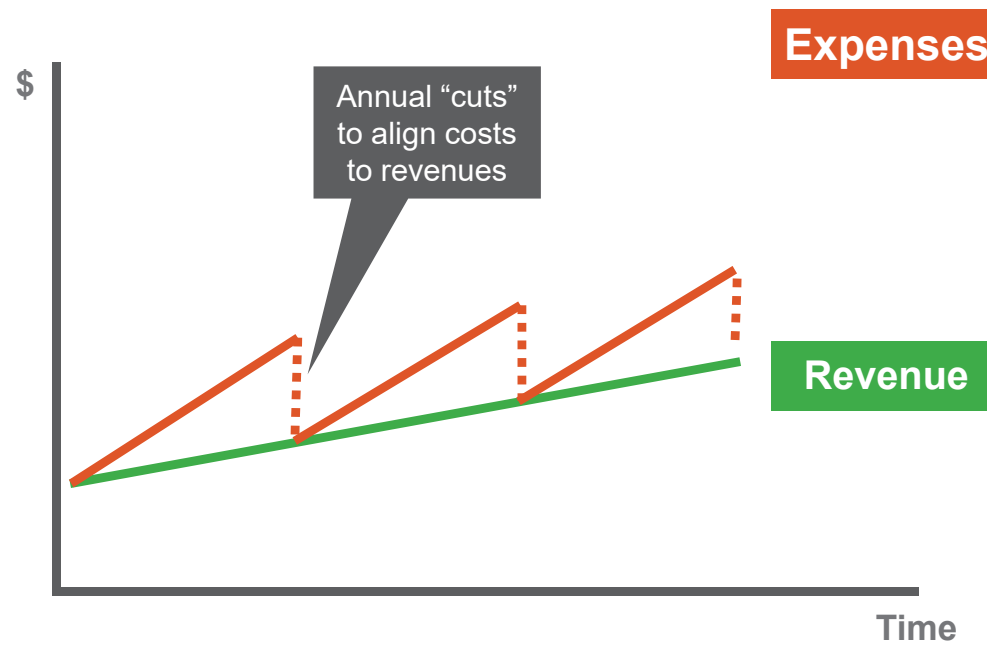


Summer-Winter 2017

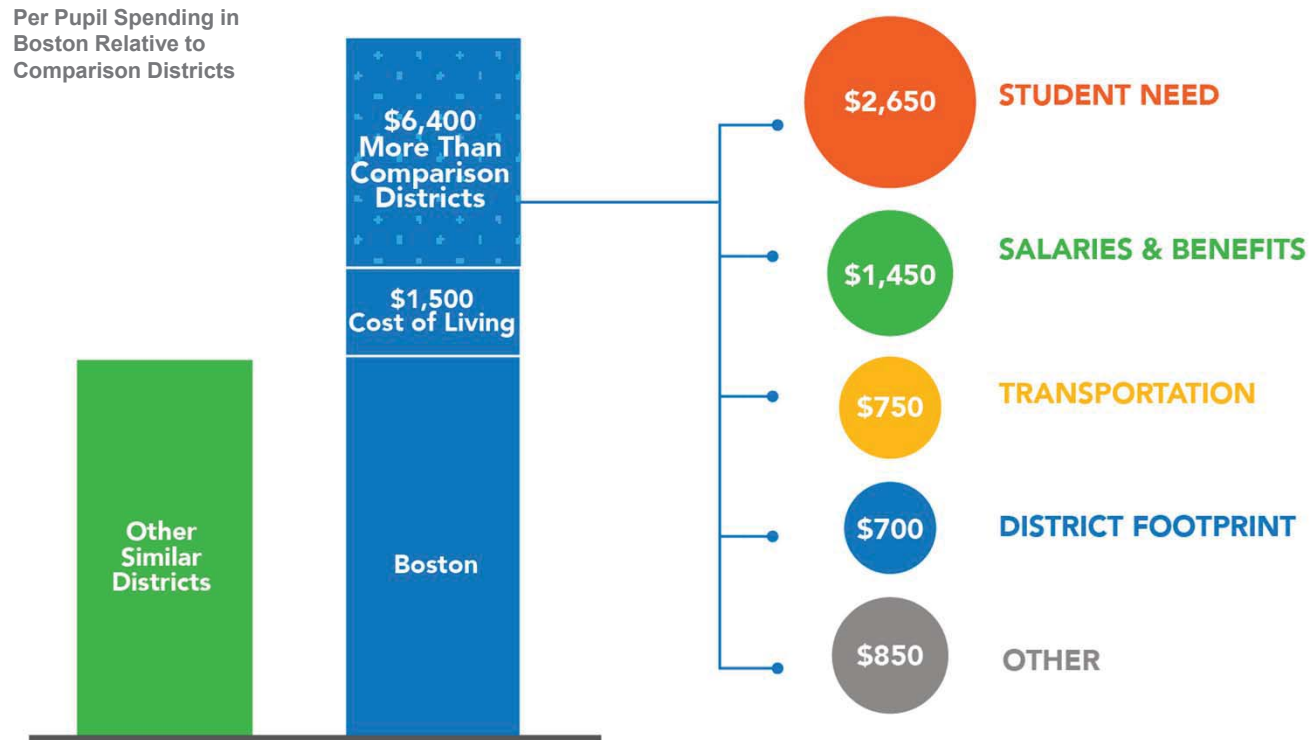
Challenges of a structural budget deficit



Challenges of a structural budget deficit



Where does the additional money BPS spends go?

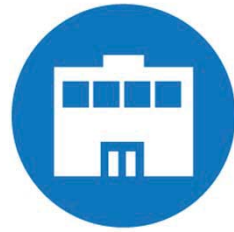


Source: Boston Public Schools analysis of Education Resource Strategies report, December 2015

Five focus areas



TRANSPORTATION



**DISTRICT
FOOTPRINT**



**SALARIES &
BENEFITS**



**STUDENT
NEED**



**REVENUE &
LEGISLATION**

Process for generating ideas and moving to action

GENERATE MANY DIFFERENT IDEAS FOR CONSIDERATION



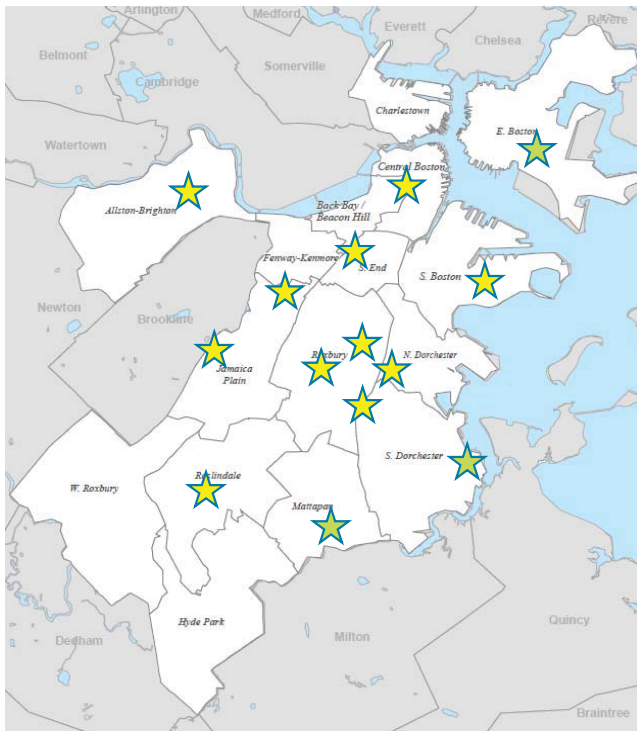
BEGIN IMPLEMENTATION





Summary of 10 Big Ideas

- 1 Reduce long-distance BPS transportation by adjusting student assignment policies
- 2 Adopt State-Mandated Transportation-Eligibility Distances
- 3 Maximize Efficiencies in Transportation
- 4 Reconfigure the District's Footprint
- 5 Examine Teacher Wages and School Day Length
- 6 Advocate for legislative changes related to teachers in Suitable Professional Capacity roles
- 7 Ensure Special Education Identification and Administration Support Students Appropriately
- 8 Streamline Central Office
- 9 Advocate to Realign State Education Formulas
- 10 Advocate to Give Boston More Flexibility to modify its Revenue Structure

Community engagement



-  Hosted LTFP Event
-  Planned LTFP Event

We had a robust **digital presence**:

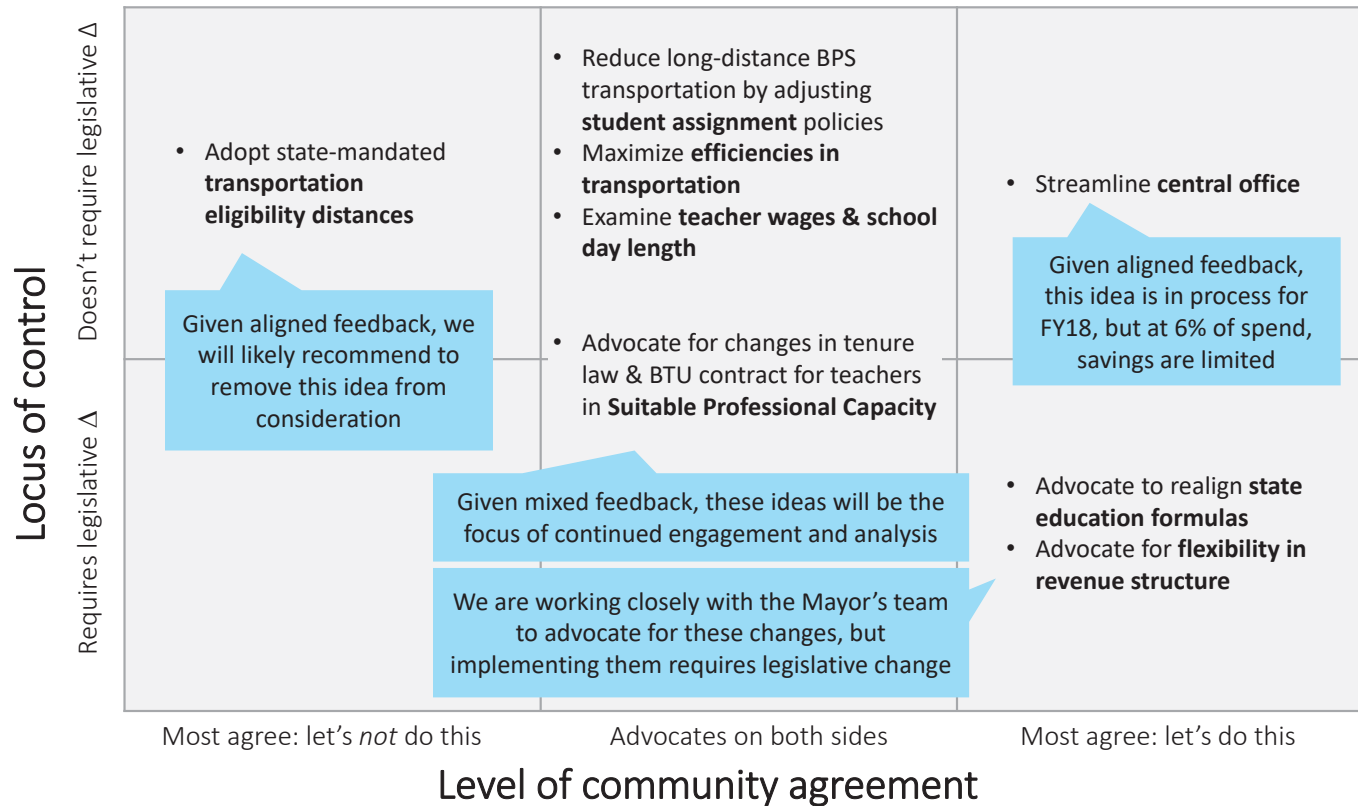
- Our website received over ~2,800 page views
- On Facebook, we engaged ~10,500+ people
- Our feedback form has received over 85 responses

We hosted, presented-at, or attended over **15 in-person meetings attended by over 300 individuals across Boston** – including groups such as:

- **BPS Advocacy Groups**, including the City Wide Parent Council, Boston Student Advisory Committee, SPEDPac, and BPS Principals
- **School Site Councils and Communities** including those at the Curley K-8 School and Orchard Gardens
- **Neighborhood Groups** including the South Boston Neighborhood House and Sociedad Latina

Alongside these meetings, we handed out **over 100 copies** of the LTFP Report and the LTFP Summary – **the summary has additionally been translated into eight different languages**

Community feedback varied across the 10 ideas



*People want more information about ideas related to footprint and special education before forming an opinion on them

Contents

- Context: what we did in our first two years of planning
- Update: where we are now

Current Status of 10 Big Ideas

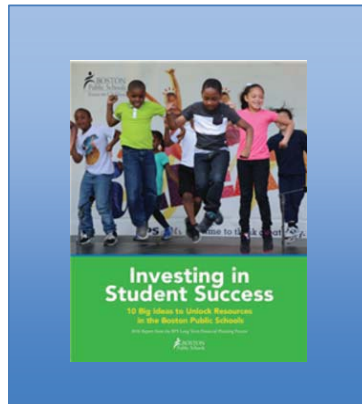
Category	Big Idea	Current status
Transportation	Reduce long-distance BPS transportation by adjusting student assignment policies	Will consider this, but after squeezing all the juice from efficiencies
	Adopt state-mandated transportation-eligibility distances	Removed from consideration
	Maximize efficiencies in transportation	Progress made for FY18 and FY19 in bus route consolidation and reducing routed non-riders; the work here continues
Footprint	Review the number of classrooms & programs in the district	Progress made for FY18 and FY19 in improved projections and planning process
	Review the number of schools in the district	BuildBPS process in place
Compensation	Examine teacher wages and school day length	Entering negotiations now; focus is on reasonable, high-impact reforms and reasonable salary growth
Suitable Professional Capacity	Advocate for legislative changes related to teachers in Suitable Professional Capacity roles	Attempts made to influence this, but it remains a third rail issue
Special Education	Ensure Special Education identification and administration support students appropriately	Investment made in MTSS in FY18 and FY19; goals set to reduce potential inequities in identification rates
Central office	Streamline central office	Small but meaningful reductions made in FY18 and FY19 to central office
Revenue	Advocate to realign state education formulas	Supporting Mayor's related legislation
	Advocate to give Boston more flexibility to modify its revenue structure	Supporting Mayor's related legislation

What worked well:

- Naming and prioritizing the challenge
- Investing in expertise to solve the challenge
- Finding mutually beneficial solutions

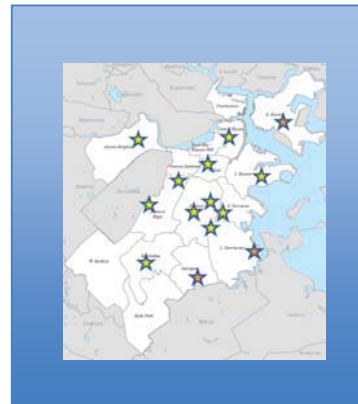
The Long Term Financial Planning Process

We released a report with “10 Big Ideas” to free up resources...



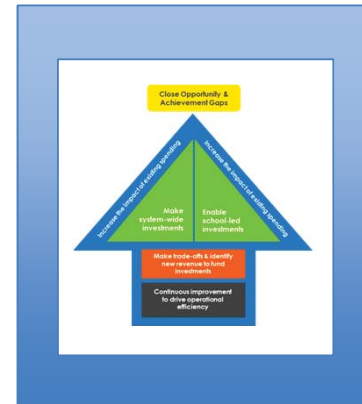
October 2016

...we solicited input across the community...



Winter 2016 / Spring 2017

...and engaged with a Budget Equity workgroup to draft an investment framework.



Summer-Winter 2017

Budget Equity Working Group Members

Goal: to craft a set of equity-driven principles and investment priorities that will ultimately guide the creation of the Boston Public Schools budget

BPS Staff

- **Colin Rose**, Assistant Superintendent for Opportunity and Achievement Gaps (BPS)
- **Eleanor Laurans**, Chief Financial Officer (BPS)
- **Erika Giampietro**, Managing Director of Long Term Planning (BPS)

OAG Task Force

- **Alexandra Oliver-Dávila**, Executive Director of Sociedad Latina and member of the BPS School Committee
- **Ayele Shakur**, Regional Executive Director of BUILD Greater Boston, former chair of the NAACP Education Committee, current co-chair of the Opportunity and Achievement Gap Task Force
- **Samuel Acevedo**, Executive Director of Boston Higher Education Resource Center, current co-chair of the Opportunity and Achievement Gap Task Force
- **Adrienne Level**, Vice-President of Black Educators Alliance of Massachusetts (BEAM)
- **Carline Pignato**, Principal of William E. Channing Elementary School
- **Jennifer Aponte**, Sheltered English Immersion Teacher at the David A. Ellis Elementary School
- **Sherman Zemler Wu**, BPS parent and School Site Council member at the Mather Elementary School

LTFP Adv. Comm.

- **Maria Dominguez Gray**, BPS parent and Executive Director of the Phillips Brooks House Association
- **Will Thomas**, Headmaster of Charlestown High School

