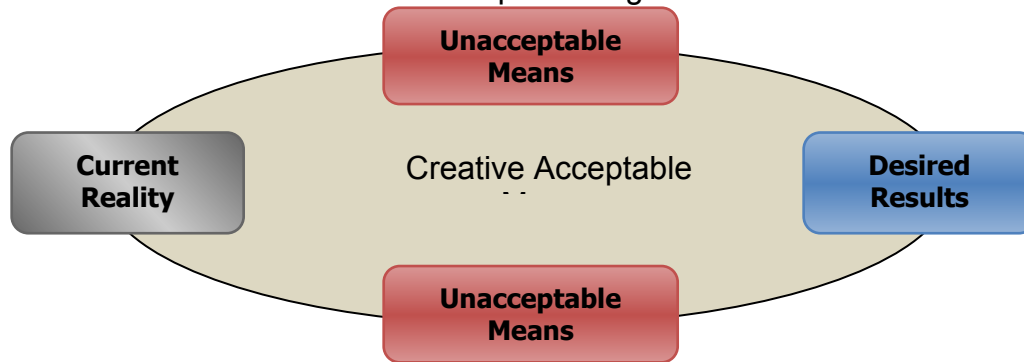


GUIDING CHANGE DOCUMENT

FY22 Adopted Budget



Driving Question(s): *Given ISD 191's strategic roadmap requires that the district optimizes resources for student learning; How will the budget for FY22 continue to support our mission and priorities, balance the budget and leverage every funding source available?*

Current Reality "The Why"	Unacceptable Means "The Not-How"	Desired Results "The What"
<p>The following realities necessitate discussion about the FY22 budget:</p> <ol style="list-style-type: none"> 1. Pre-K Pathways development has identified multi-year programmatic investments for full implementation. 2. Exploration of an online school is in development. 3. We are projecting a revenue decrease due to enrollment decline in the 2020-21 school year that may result in expenditures projected to exceed revenues. 4. 80% of costs are salaries and benefits. 5. State and federal funding is not keeping pace with program costs. 6. The school board's general fund unassigned fund balance policy requires a minimum of 8% at the end of each fiscal year. To ensure this minimum, it is anticipated budget adjustments will be necessary any year in which a decline in enrollment is projected. June 30, 2020 General fund unassigned fund balance is 8.07%. 7. Challenges posed by the pandemic continue to impact projections and how we conduct our work. 8. The make-up of the School Board will change in January 2021, and the new School Board will be responsible for approving the FY22 adopted budget. 9. The Current state budget forecast suggests a significant deficit. This challenging economic outlook will likely lead to limited increases in state funding for school in the next biennium and could include revenue shifts and or funding cuts. 	<p>It will be unacceptable to:</p> <ol style="list-style-type: none"> 1. violate laws, contracts, or agreements. 2. continue to fund initiatives or programs that do not support World's Best WorkForce and district priorities 3. not complete an annual programmatic, site, department level line item review of actual expenditures to make necessary adjustments. 4. invest short term in programs or initiatives that will result in the long term in creating further deficits. 5. develop a budget that creates greater systemic inequities. 6. fail to involve multiple voices in the process 7. fail to systematically and thoroughly review the budget for adjustments 	<p>The outcome of the budget process will result in a budget:</p> <ol style="list-style-type: none"> 1. aligned to strategic plan initiatives and equity goals. 2. designed to retain and recruit students. 3. balanced in projected revenues equal to projected expenditures acknowledging the anticipated decline in enrollment. 4. maintains a budget that follows board fund balance policy. 5. designed to retain and recruit students. 6. built to increase cross departmental collaboration. 7. built in a transparent budget process that includes constituents' perspectives and input. 8. approved by the School Board by June 30, 2021.

10. We are seeking legislation to allow for us to maximize use of property sale proceeds in general fund.

