

AUSTIN INDEPENDENT SCHOOL DISTRICT FY 2011-12 PRELIMINARY BUDGET

Presentation to the AISD Board of Trustees

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February 28, 2011



FY2012 Preliminary Budget Overview of Expenditures by Funds

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FUND	FY2011	FY2012	\$ CHANGE	% CHANGE
General	\$844,230,727	796,243,743	(\$47,986,984)	-5.68%
Food Service	\$38,708,409	\$39,849,762	\$1,141,353	2.95%
Debt Service	\$91,058,764	\$95,406,909	\$4,348,145	4.78%
Sub-total	\$973,997,900	\$931,500,414	(\$42,497,486)	-4.36%
*Special Revenue	\$114,581,234	\$80,000,000	(\$34,581,234)	-30.18%
*Construction	\$107,855,000	\$64,000,000	(\$43,855,000)	-40.66%
TOTAL	\$1,196,434,134	\$1,075,500,414	(\$120,933,720)	-10.11%

These amounts reflect the estimated budget for the Special Revenue Fund is usually not available until at the time of adoption since grant awards are not finalized until June. The Construction Fund represents the unspent balances of the previous year.

Preliminary Budget Assumptions

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- State cuts of \$79,118,408
 - Enrollment increase of 687 students.
 - Collectability rate remains at 97.8%.
 - No salary increases. Possible two-day unpaid furlough for all employees.
 - Implements the savings/reductions from “Option 4” that total \$62.8 million to close the gap and increases support for various mandatory or critical programming associated with the strategic plan.
 - Maintains full day Pre-k and an eight course schedule at the secondary level.
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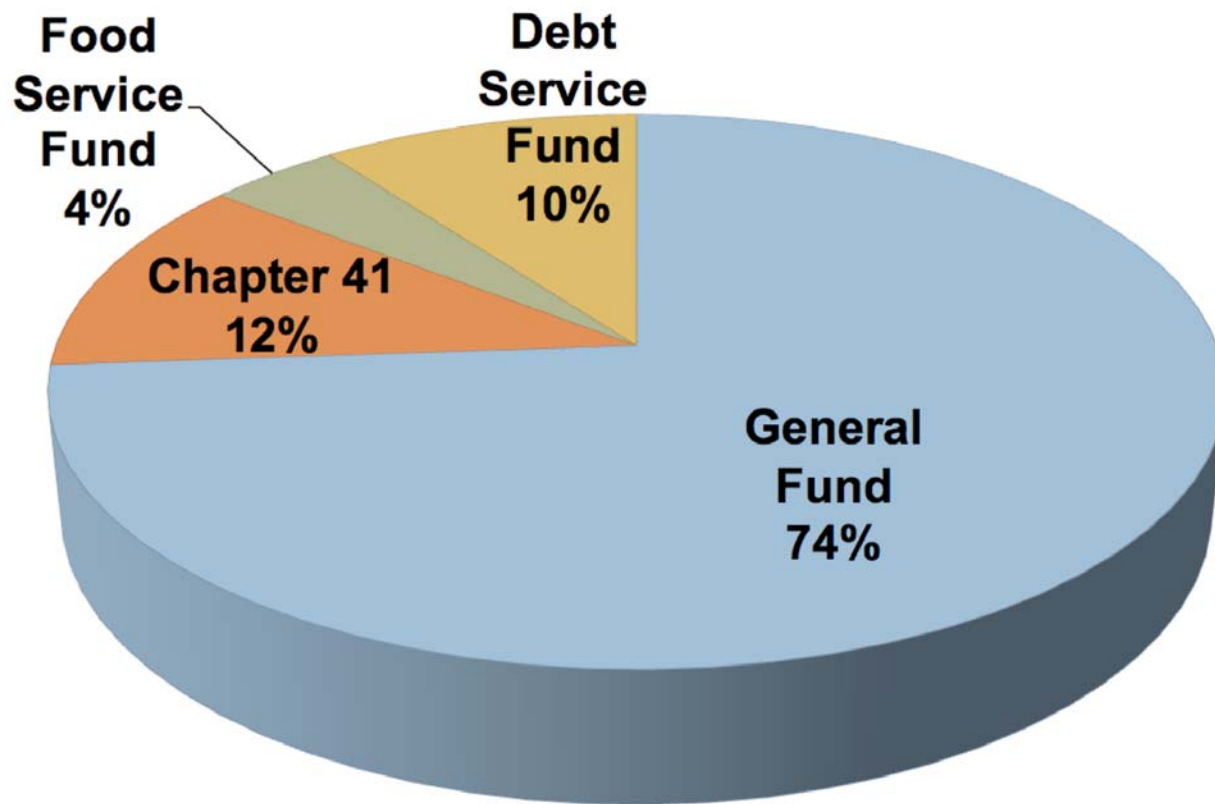
Preliminary Budget Assumptions cont.

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- Decrease in Net Taxable Value of 1% from 2010 to 2011.
- M & O tax rate remains at \$1.079/\$100 taxable value.
- I & S tax rate increase of one and half cents: \$0.163/\$100 taxable value.
- Local Option- Maintain the local over 65 exemption of \$25,000 in addition to the State required \$10,000
- Disabled Exemption- Maintain the local disabled exemption of \$15,000 in addition to the State required \$10,000
- Historical Designated Property Exemption- Due to minimal impact to district after recapture, possible restoration of the historical exemption:
 - Owner Occupied: partial exemption of 50% of the structure and 25% of the land with a cap of \$2,000 or 50% of the District levy, whichever is greater.
 - Income Producing: partial exemption of 25% of the structure and 12½% of the land with no cap.

Budget Basics: Overview of Funds 2011/12 (Including Chapter 41)

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Budget Overview:

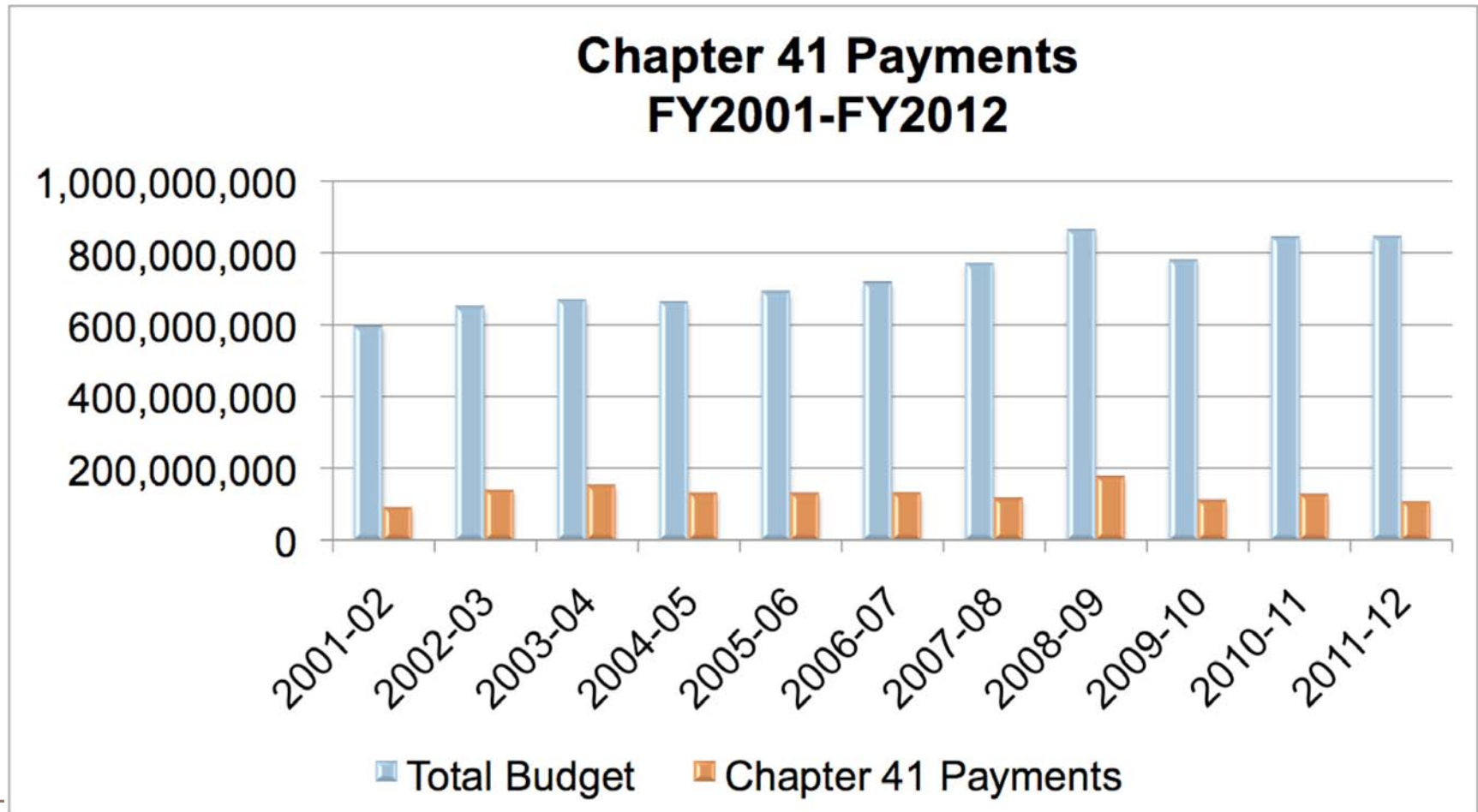
General Fund Expenditure Budget

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	<u>2010 - 2011</u> <u>Adopted Budget</u>	<u>2011-2012</u> <u>Preliminary</u> <u>Budget</u>	<u>Difference</u>	<u>% Change</u>
Total Revenues	837,974,727	752,873,635	-85,101,092	-10.16%
Less: Recapture	(\$127,815,376)	(\$107,884,251)	\$19,931,125	-15.59%
Net Revenue	\$710,159,351	\$644,989,384	(\$65,169,967)	-9.18%
Total Expenditures	716,415,351	688,359,492	-28,055,859	-3.92%
Net Other (Sources) Uses	-44,000	-30,000	14,000	-31.82%
Total Expenditures and Other (Sources) Uses	\$716,459,351	\$688,389,492	(\$28,069,859)	-3.92%
Net Change in Fund Balances	(\$6,300,000)	(\$43,400,108)	(\$37,100,108)	588.89%

AISD Has Paid \$1.3 Billion to State in Chapter 41 Payments Since 2000/01

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Budget Overview: General Fund Revenue

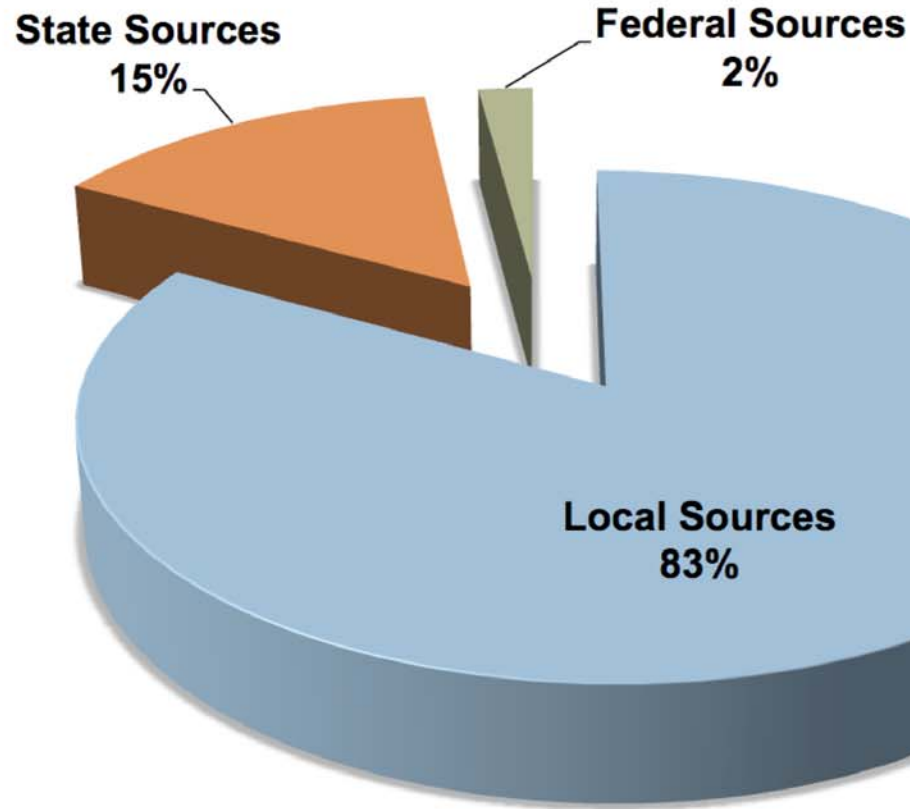
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Revenue Source	FY 2011 Adopted Budget	Preliminary FY2012 Budget	\$ Change	% Change
Local	628,727,327	626,307,193	(2,420,134)	-0.38%
State	172,890,382	111,279,442	(61,610,940)	-35.64%
Federal	36,357,018	15,287,000	(21,070,018)	-57.95%
Total	837,974,727	752,873,635	(85,101,092)	-10.16%
Less:				
Recapture	127,815,376	107,884,251	(19,931,125)	-15.59%
Operating Revenue	710,159,351	644,989,384	-65,169,967	-9.18%

Budget Basics: FY 2011-2012

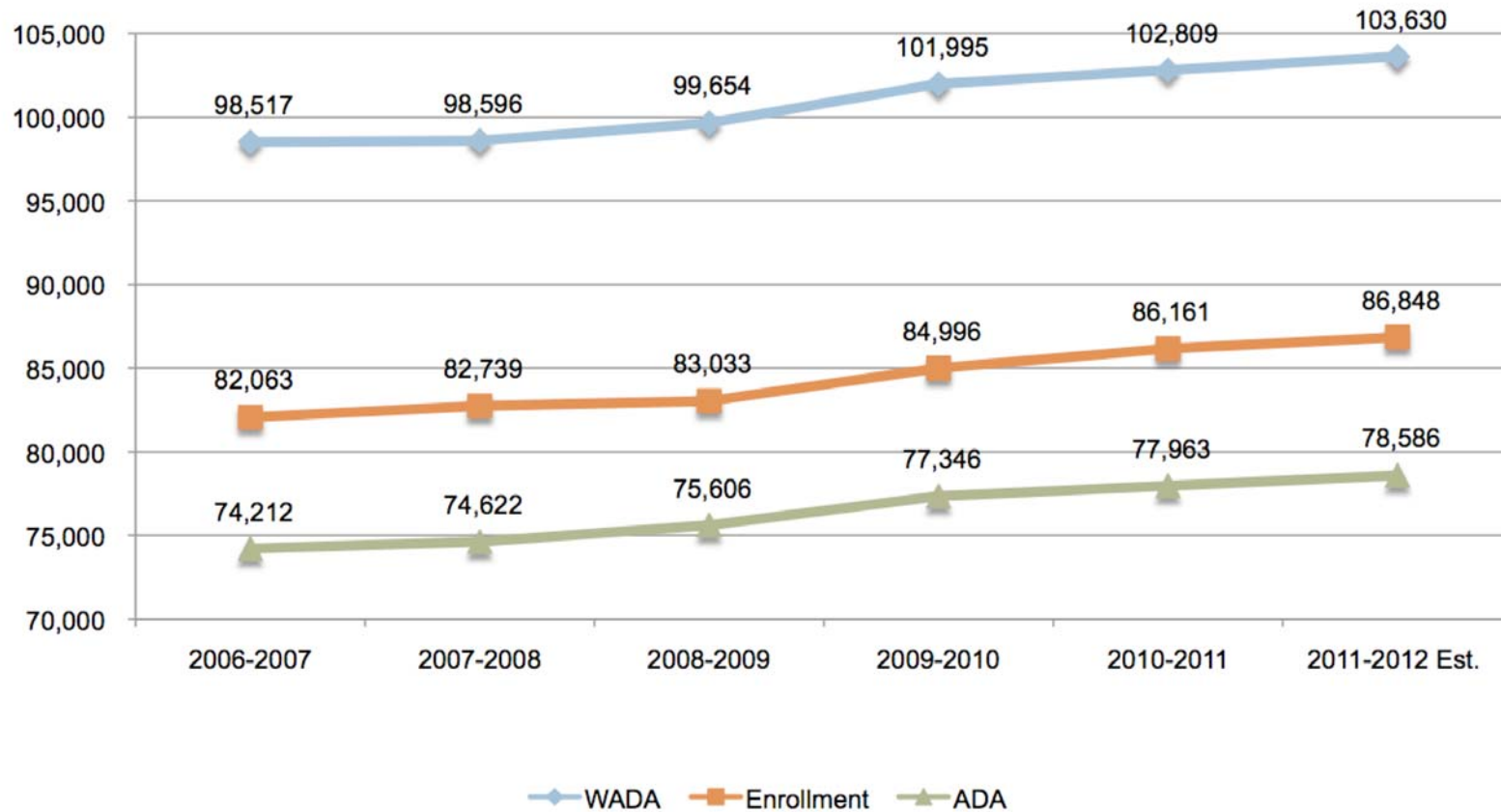
General Fund Revenue (*Includes Chapter 41*)

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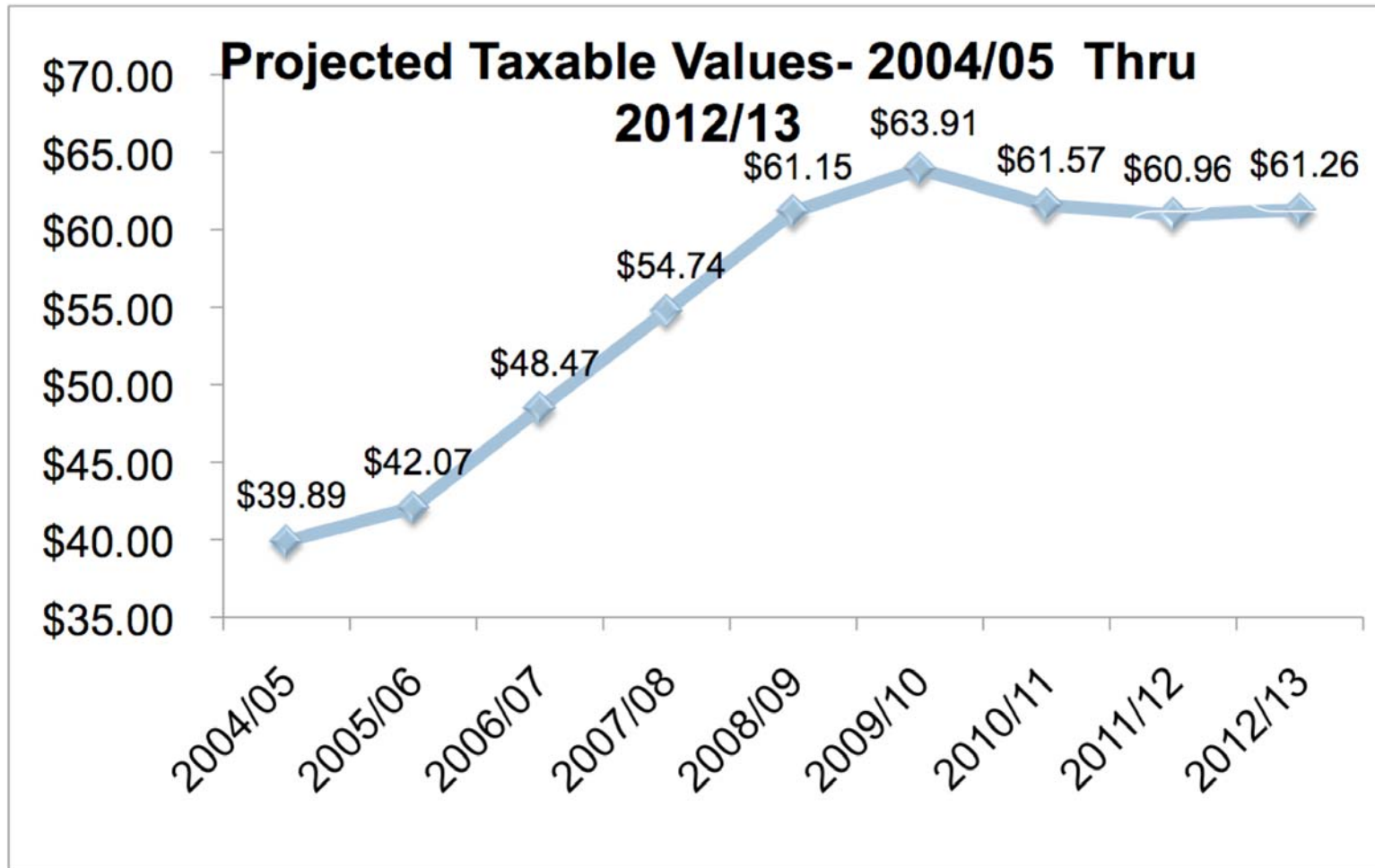
FY2012 Preliminary Budget Assumes Modest Growth in Enrollment

Historical and Estimated Enrollment, ADA, and WADA



Limited Growth in Property Taxable Values

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FY2012 Preliminary Budget Proposed Tax Rates

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	FY2011 M&O	FY2012 Preliminary M&O	FY2011 I&S	FY2012 Preliminary I&S
Rates	\$1.079	\$1.079	\$0.148	\$0.163
One Cent Yields	\$5.8 million	\$5.7 million	\$5.8 million	\$5.7 million

- Note: Recapture claims approximate 40% of M&O taxes above \$1.06. Any increase in M&O requires voter approval.

Maintenance & Operations Tax Rate

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\$1.00	=	Compressed rate
0.04	=	Golden pennies
		<ul style="list-style-type: none">• no voter approval required• not subject to recapture
0.02	=	Silver Pennies
		<ul style="list-style-type: none">• voter approval required• not subject to recapture
0.11	=	Copper pennies
		<ul style="list-style-type: none">• voter approval required• subject to recapture
\$1.17		Max. Rate Allowed

Where the Tax Money Goes: General Fund Expenditures (*Less Chapter 41*)

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Functional Area	FY 2012 Preliminary Budget	% of Budget
Instruction	406,216,915	59.0%
Instructional Resources & Media Services	11,305,346	1.6%
Curriculum & Staff Development	15,213,631	2.2%
Instructional Administration	8,763,708	1.3%
School Administration	46,541,443	6.8%
Guidance & Counseling Services	19,065,887	2.8%
Attendance & Social Work Services	3,156,238	0.5%
Health Services	5,947,967	0.9%
Pupil Transportation	24,301,216	3.5%
Co-Curricular Activities	13,263,004	1.9%
Subtotal Instruction and Student Support	553,775,355	80.4%

Where the Tax Money Goes: cont...

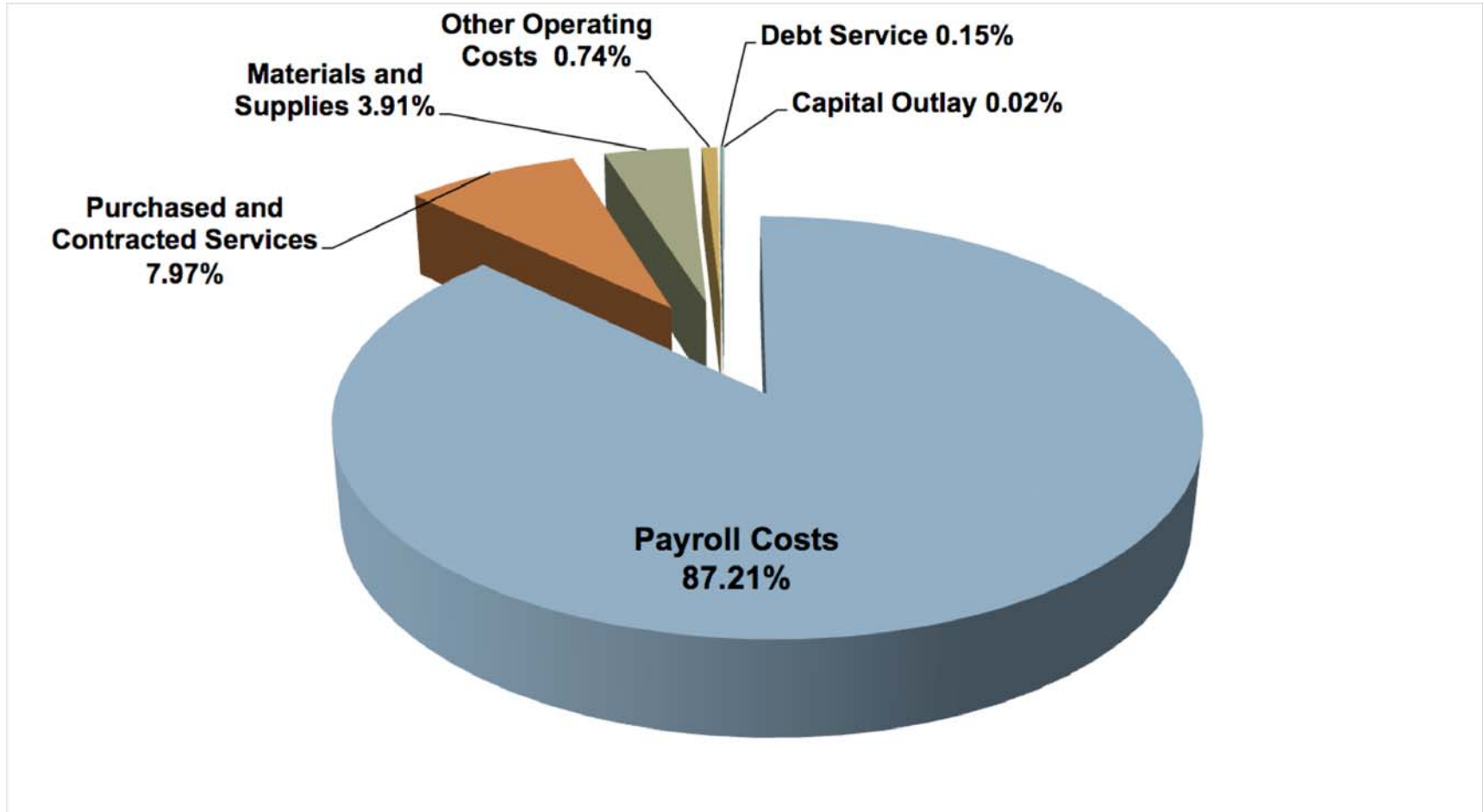
General Fund Expenditures (*Less Chapter 41*)

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Functional Area	FY 2012 Preliminary Budget	% of Budget
General Administration	17,336,384	2.5%
Community Services	4,433,664	0.6%
Subtotal Central & Community Services	21,770,048	3.2%
Plant Maintenance	77,478,180	11.3%
Security & Monitoring Services	9,858,914	1.4%
Data Processing Services	17,158,446	2.5%
Facilities Acquisition & Construction	1,320,204	0.2%
Payments-Shared Services Arrangements	1,233,902	0.2%
Debt Services	1,046,903	0.2%
Other Intergovernmental Charges	4,717,540	0.7%
Subtotal Operations & Infrastructure	112,814,089	16.4%
Grand Total	688,359,492	100.0%

Budget By Object (less recapture)

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Closing the Budget Gap

FY2012 Budget Crisis

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- Budget shortfall currently projected at \$94.4 million
 - Depending on the methodology, State cuts to AISD could increase the \$94.4 million deficit for AISD by \$45M to \$103M depending on the methodology used by the State
 - AISD is Proposing reductions/savings that total \$ \$62,849,533
 - AISD is exploring all options to close the remaining gap of \$31.5M, and to realize savings from the gap closing actions not yet actualized in the budget which total \$10.4M
 - Budget crisis is due to lower local property taxes, loss of one-time federal funding, and potentially up to \$10 billion less in state funding
 - Budget crisis will continue for at least a biennium or two according to experts on State funding
 - District is maintaining a strong focus on classroom instruction and student success
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The Impact of State Budget Cuts

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	State Cuts to Education \$2 Billion	State Cuts to Education \$4 Billion	State Cuts to Education \$5 Billion
Projected Expenditures	\$842,252,602	\$842,252,602	\$842,252,602
Projected Revenue	\$830,870,300	\$830,870,300	\$830,870,300
Shortfall	(\$11,382,302)	(\$11,382,302)	(\$11,382,302)
Projected State Cuts	(\$39,558,345)	(\$79,118,408)	(\$98,898,010)
Required Increases	(\$3,871,304)	(\$3,871,304)	(\$3,871,304)
Deficit	(\$54,412,924)	(\$94,372,014)	(\$114,151,616)

AISSD is preparing a FY2012 preliminary budget assuming a deficit of \$94.4 million.

assuming a deficit of \$114.2 million.

It Still Could be Worse: State Methods to Cut

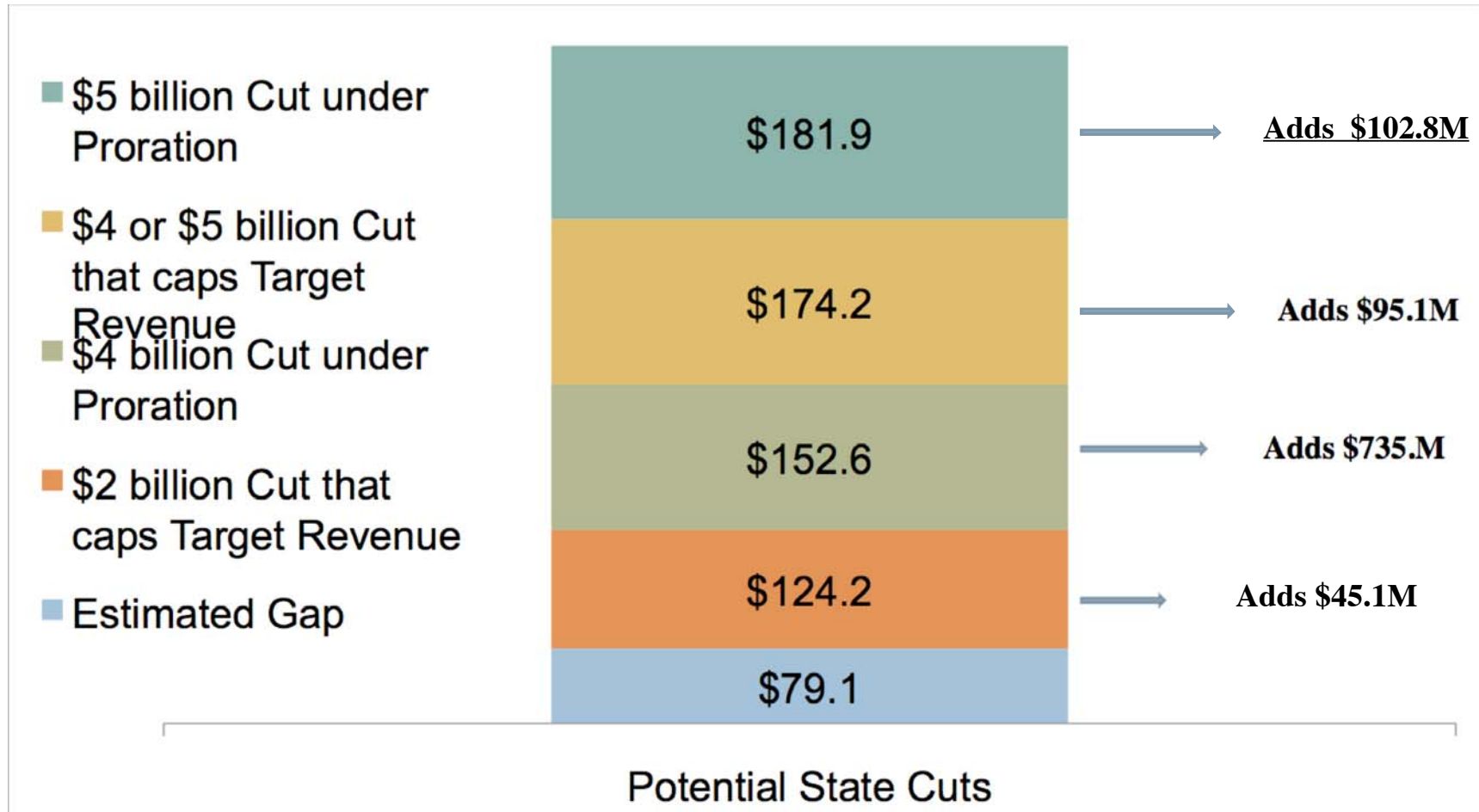
19

	Proportional Cut to all School Districts (Best Case Scenario)	No ASATR /Hold Harmless (Target Revenue is capped)	Proration
\$2 Billion	\$39,558,345	\$124,191,179	\$73,123,805
\$4 Billion	\$79,118,408	\$174,195,628	\$152,561,567
\$5 Billion	\$ 98,898,010	\$174,193,767	\$181,879,037

AI SD is preparing a FY2012 preliminary budget assuming State reductions of \$79.1 million.

The State Funding Crisis

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Proposed Options to Close the Gap

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- Proposed reductions/savings total \$ \$62,849,533, when the use of \$15M in fund balance is excluded
- Reductions will affect virtually every area of the system
- Leverages recommendations from both the budget survey and the recommendations from the TASB staffing review
- Attempts to realize greater efficiencies in staffing; and areas like fuel, energy facilities and transportation
- The Board is scheduled to take action on the Declaration of Financial Exigency on Feb 28th to effectuate a Reduction In Force of 1,153 FTEs as a result of gap closing actions and expiring Grant funds
- Reductions will need to be implemented over the next two years as Austin cannot absorb reductions beyond \$75M in a single fiscal year

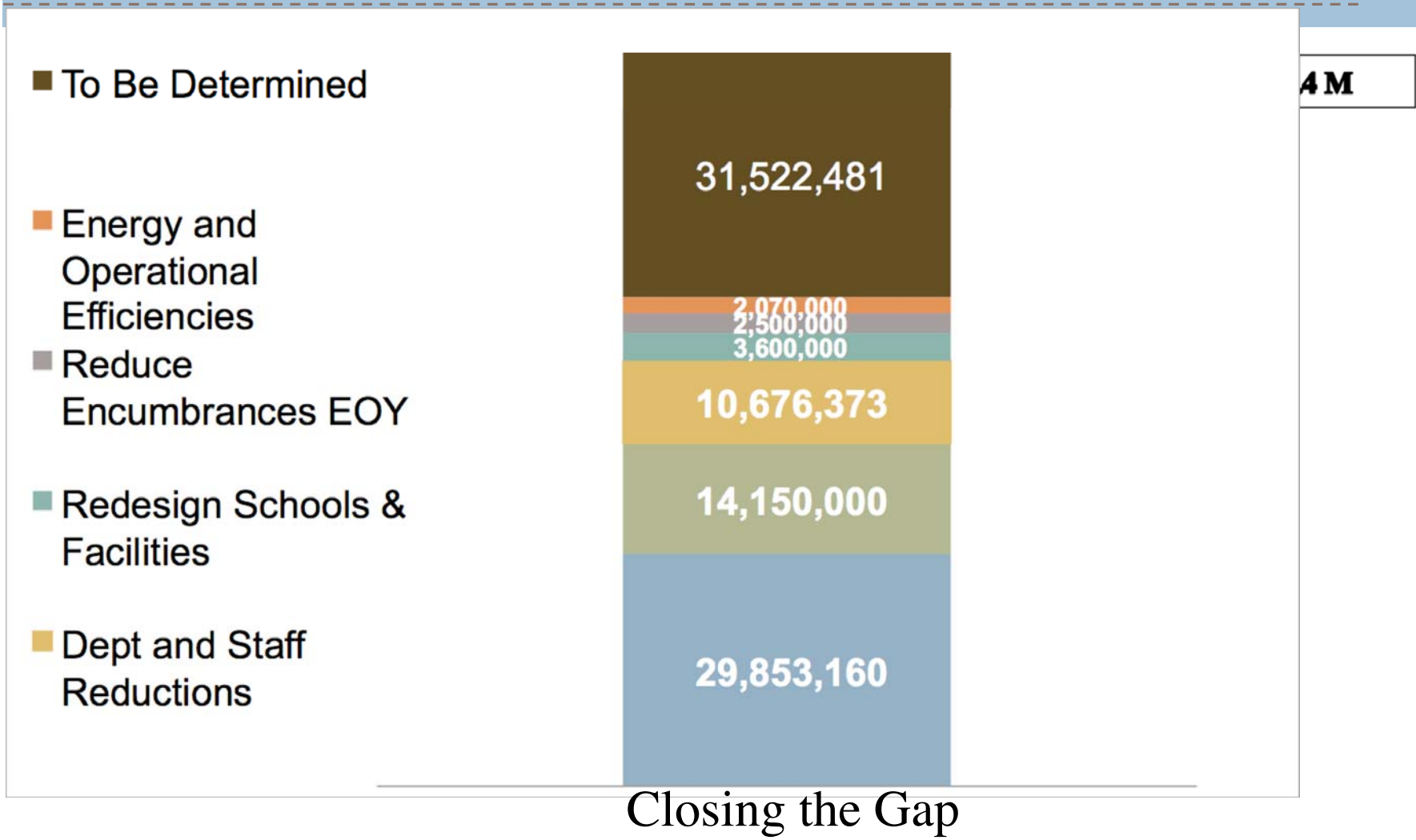
Highlights of Affected Areas

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- Class sizes/Workload/Program Design:
 - Class size increase by two pupils in grades Pre-k thru 4th
 - Teacher workload increase to 174 at secondary campuses
 - Reduction of Parent Support Specialists (shared service model)
 - Changing the model for Librarians at secondary campuses
 - Programmatic Reductions:
 - Reducing summer school programming to mandatory requirements
 - Reading and transition programs for at-risk students
 - Reducing interventions for struggling schools
 - Athletics reduction of 5%
 - Reducing Professional Development days
 - Employees will share the burden as we could face higher contributions for health, two unpaid furlough days, a reduction in leave days and elimination of bonuses
-

Managing the State Funding Crisis and Closing the Gap

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Gap Closing Plan Actions that Can't be Counted in the Bottom Line of the Preliminary Budget

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Item		Amount
*Two unpaid Furlough Days	Pending State action	\$4,200,000
*Reduction in Leave by two days	Pending Board action	\$750,000
*Redesign up to five schools and two vertical teams, accelerate closures (up to 3), consolidations and boundary adjustments to improve quality of educational programs	Affected budgets not yet identified and pending Board action	\$3,000,000
Reduce Encumbrance Carryover	Encumbrances will be identified at year-end	\$2,500,000
	Total Not Counted	\$10,450,000
*Represents dependent actions that require State legislative and Board approval. Authority to increase class by 2 pupils also requires State approval to save \$9.8M	Total with Dependencies that Require Legislative or Board Action	\$14,760,000

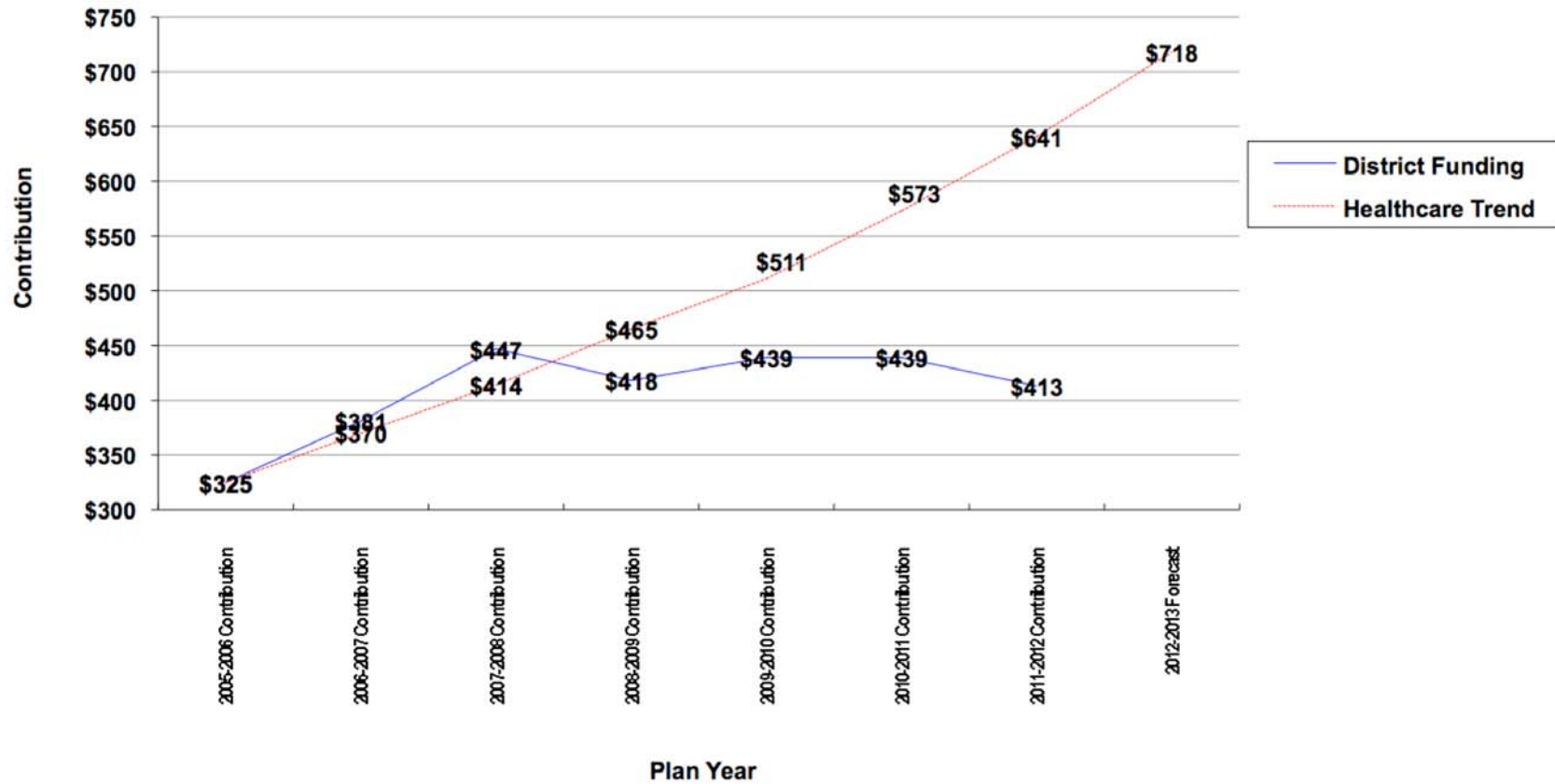
Gap Closing Plan Cost Avoidance Actions

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Item	Savings
Fixed pricing for fuel	\$400,000
Projected Energy increases	\$1,570,000
Health Benefits increases	\$6,250,000
Holding custodial supply allocation flat	\$250,000
Total	\$8,470,000

AUSTIN INDEPENDENT SCHOOL DISTRICT

DISTRICT CONTRIBUTION INCREASES AND HEALTHCARE TREND COMPARISON September 2005 to September 2012



Health Plan Design Changes

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- Healthcare Reform Changes Effective September 1, 2011 – Estimated increase in claims of \$690,000
- Based upon the current experience calculation and continuance of the current plan design, increases for all 3 PPO plans range from 3.8% - 8.5%
- Contribution Design Changes
 - Continue PPO 1, PPO 2 and PPO 3 (HSA) plans
 - District currently funds 100% of the single rate of PPO 1 for all plans.
 - Effective 9/1/2011, change contribution from \$439.46 to \$413.19
 - Members will “buy-up” to the richer PPO 1 plan.
- Additional Plan Designs to Consider for FY2013 – Estimated Claims Savings - \$3.2 million
 - PPO 1 Add \$500 Individual Deductible In Network; Add \$1500 Family Deductible In Network; Change Specialist Copay from \$20 to \$40 (except OBGYN)
 - PPO 2 Increase Individual Deductible from \$500 to \$1000; Increase Family Deductible from \$1500 to \$3000; Change Specialist Copay from \$25 to \$50 (except OBGYN); Change Prescription Drug Copays to \$15 Generic / \$35 Brand / \$50 Non-Preferred Brand (Mail Order Copays would be 2x retail copays)

Summary of Staffing Reductions- Local Funds

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POSITIONS RELATED TO DISTRICT SAVINGS

Reason for Reduction	Schools		Central Office	
	#	Savings (Millions)	#	Savings (Millions)
Formula Driven	567	\$27.42	0	0
Program Change	108	\$5.42	49	\$2.90
TOTAL	675	\$32.84	49	\$2.90

POSITIONS RELATED TO REORGANIZATION

Reason for Reduction	Schools		Central Office	
	#	Value (Millions) *	#	Value (Millions) *
Reorganization	0	0	88	\$6.04

* Value: the approximate cost of the positions that will be used to fund reorganization at Central Office.

Proposed Program Changes and Budget Increases

Baseline Budget Increases

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The following baseline budget increases are needed to maintain continuity of current operations.

Item	Amount
Allocation for enrollment growth	\$3,500,000
Net increase for full day Pre-k	\$4,225,000
Start-up costs for Linder Early Childhood	\$250,000
Tax collection and appraisal fees	\$300,000
Natural Gas increases	\$400,000
TOTAL	\$ 8,675,000

Required and/or Critical Budget Increases

<u>Item</u>	<u>Amount</u>
Fund Project Lead the Way Programs at Ann Richards	\$ 25,500
Partially fund four person PPCD year round evaluation team	\$ 100,650
Meet mandatory requirements with IDEA part B and C for increasing auditory impaired students population	\$ 137,842
English Language Development Academy for Webb and Garcia Middle School. This program was previously funded by ARRA Funds	\$ 500,000
Transition to the one-way dual language program model at 70 out of 80 elementary campuses	\$ 189,997
Funds for retakes for students that fail end-of-course assessment	\$ 194,250
Sustain Gang Specialist School Resource Officer after grant funding ends in August 2011	\$ 64,149
Funds to support Title V losses for Alternative Academic Counselor, Invest and Positive Families Program, Palmer Drug Abuse Program	\$ 134,209
Mandatory Instructional Requirements for Education Services Provided in a Juvenile Residential Facility	\$ 110,000
Early College & Early College Start at LBJ	\$ 760,000
Funds to continue AVID program after ARRA expires	\$ 870,000
Development of new software tool to replace the impact system for drop-out prevention	\$ 120,000
Funds to support the Laying the Foundation Program as per Dell grant requirements	\$ 150,000
Support for expiring ACCESS grant to continue School to Community Liaisons and youth services mapping.	\$ 215,680
Maintenance Fee for curriculum and assessment mapping system	\$ 163,974
Seton Hall Nursing Services Increase	\$ 135,053
Total	\$ 3,871,304

Out-Year Challenges Ahead

AUSTIN INDEPENDENT SCHOOL DISTRICT

General Fund

Forecast For School Year 2011-2012 through 2013-14

Combined Statement of Revenues, Expenditures by Function, and Changes in Fund Balance

	<u>2010 - 2011</u> Adopted	<u>2011-2012</u> Preliminary Budget	<u>2012-2013</u> Forecast	<u>2013-2014</u> Forecast
Total Revenues	837,974,727	752,873,635	\$746,461,189	\$750,265,506
Less: Recapture	(\$127,815,376)	(\$107,884,251)	(\$96,316,930)	(\$96,316,930)
Net Revenue	\$710,159,351	\$644,989,384	\$650,144,259	\$653,948,576
Total Expenditures	716,415,351	688,359,492	\$688,359,288	\$688,559,288
Net Other (Sources) Uses	(44,000)	(30,000)	(\$44,000)	(\$44,000)
Total Expenditures and Other (Sources) Uses	\$716,459,351	\$688,389,492	\$688,403,288	\$688,603,288
Net Change in Fund Balances	(\$6,300,000)	(\$43,400,108)	(\$38,259,029)	(\$34,654,712)
Reduce Encumbrance Carryover		\$2,500,000		
Fund Balances - September 1 (Beginning)	\$172,135,096	\$165,835,096	\$124,934,988	\$86,675,959
Fund Balances - August 31 (Ending**)	\$165,835,096	\$124,934,988	\$86,675,959	\$52,021,247
Less Reserved Fund Balance	(\$25,768,806)	(\$26,000,000)	(\$26,000,000)	(\$26,000,000)
Ending Fund Balance - Unreserved	\$140,066,290	\$98,934,988	\$60,675,959	\$26,021,247

Managing Out-Year Gaps and Needs

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- Estimated \$40 million shortfall in FY2013
 - Implement remaining expenditure reductions
 - ▣ Transition to seven course day-\$8.6M
 - ▣ Possible Health Plan changes-\$2.1M
 - ▣ Transition to a community based Pre-k model-\$TBD
 - Implement Fiscal Year Changes to replenish Fund Balance
 - ▣ One time restoration of fund balance only, does not close outyear budget gap
 - Call for Tax Ratification Election (TRE)
 - ▣ How much: A five cent increase generates \$15.5M net recapture, a nine cent increase would generate \$27M net recapture.
 - ▣ When: June/Aug 2012, Bond Election May 2013
 - ▣ What: Determine priorities that will be supported by TRE
 - Advance Resource Development and Investment Strategy
 - ▣ Strategic Priorities Target- \$10-\$13.5 million for FY2012
 - ▣ \$33 million over the next three years
-

Budget Milestones Going Forward

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- Community Conversations (March)
 - March 24th, Reagan HS
 - March 31th, Bowie HS
 - April 11th Revised Budget Presentation to Board
 - April 25th Public Hearing on the Revised Budget
 - May 30th End of Regular Legislative Session
 - June 6th Recommended Budget Presentation to Board
 - June 13th Public Hearing on the Recommended Budget
 - June 20th Board Adopts 2011-2012 Budget
 - Aug 30th Board Adopts Tax Rate and FY2012 Budget Amendments
-

Proposed Board Resolution Declaring a
Financial Exigency and Need for
Program Change and Reorganization
(Reduction in Force) Affecting
Employment Areas

Proposed Employment Areas and Positions Recommended for Elimination

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SCHOOLS	Local Funds	Non-Local Funds	Total All Funds
# ADMINISTRATORS	19	4	23
# TEACHERS	473	95	568
# PROFESSIONALS	28	60	88
# CLASSIFIED	155	62	217
TOTAL	675	221	896
SALARY COST W/BENEFITS (MILLIONS)	\$32.84	\$11.17	\$44.01

CENTRAL OFFICE	Local Fund	Non-Local Fund	Total All Funds
# ADMINISTRATORS	19	16	35
# TEACHERS	0	3	3
# PROFESSIONALS	48	64	112
# CLASSIFIED	70	37	107
TOTAL	137	120	257
SALARY COST W/BENEFITS (MILLIONS)	\$8.94	\$7.39	\$16.32

GRAND TOTAL FOR DISTRICT	Local Fund	Non-Local Fund	Total All Funds
# ADMINISTRATORS	38	20	58
# TEACHERS	473	98	571
# PROFESSIONALS	76	124	200
# CLASSIFIED	225	99	324
TOTAL	812	341	1153
SALARY COST W/BENEFITS (MILLIONS)	\$41.78	\$18.56	\$60.34

- * Approximately 2/3 of the positions are locally funded.
- * Approximately 1/3 of the positions are non-locally funded.
- * 571 teaching positions would be eliminated.

Proposed Staffing Reductions by Category

	Action/Proposed Adjustments	FTE Impact
1	Staffing Formula (Campus): On January 24, the Board approved staffing formulas, which are used to develop campus allocations. The administration projected that the FTE impact of these staffing formulas would be a reduction of 485 FTE's. This estimate assumed that proposed changes to class size rations would lead campuses to reduce the number of teacher positions. As we explained at that time, the staffing formulas do not take into account non-local and grant-funded positions.	+485
2	Librarians: The current list of Positions Recommended for Elimination does not include 22 secondary librarian positions, which that were reinstated as part of the January 24 Board approval of staffing formulas. The Board is scheduled to take action on this revision to the staffing formulas at the February 28 Regular Board Meeting. The current list of Positions Recommended for Elimination includes 35 FTE's--librarians/clerks/assistants. This modification is cost neutral, maintaining \$1.3 million in targeted savings.)	+13
3	Special Education Teaching Assistants: The current list of Positions Recommended for Elimination was developed based on having one Teaching Assistant for every three Resource or Inclusion teachers. This ratio was changed to one TA for every four Resource or Inclusion teachers. As a result of this change, five positions were added to the list of Positions Recommended for Elimination. The Board is scheduled to take action on this revision to the staffing formulas at the February 28 Regular Board Meeting.	+5
4	LBJ Assistant Principal: The current list of Positions Recommended for Elimination does not include one AP due to increased enrollment. This adheres to the existing staffing formula. The Board is scheduled to take action on this revision to the staffing formulas at the February 28 Regular Board Meeting.	-1
5	Central Office Reductions-Gap Closing Plan (Option 4) and Reorganization: The current list of Positions Recommended for Elimination identifies 137 Central Office positions that were not included in the January 24 Board action because they are not part of the staffing formulas. The savings from eliminating these 137 positions would total \$8,936,362. Of the 137 central positions, 88 positions have been identified for inclusion in the central office reorganization plan. The total cost of these positions is \$6,027,518. The net savings resulting from central office reductions is \$2,908,844, which would affect 49 positions.	+137
6	Expiring Grants: Nearly a third of the current RIF list includes positions resulting from expiring grant funds. In the future, more grant-related positions are likely to be proposed for elimination, because, at the Federal level, substantial budget reductions have been proposed to the Title I and Title III programs. In anticipation of these reductions, campuses and central office staff are in the process of building contingency budgets, which may identify additional positions that can no longer be supported by the reduced grant amounts.	+341
7	Local Campus Decisions – Program Change: When the administration presented the possible FTE impact of the staffing formulas, it was based on the assumption of the average salary cost for one teaching position. Subsequently, many campuses elected to reduce the number of non-teaching positions in an effort to preserve teachers. Additionally, schools made staffing decisions based on campus needs i.e. bilingual teachers, instructional specialists, less administrators.	+108
8	Staffing Formula: The administration projected that the FTE impact of these staffing formulas would be a reduction of 485 FTE's. The actual staffing formula reductions included an additional 65 FTE's.	+65
	TOTAL	1,153

Summary of Staffing Formula Reductions

	FTE:	CHANGES
<u>ELEMENTARY:</u>		
Staff P-Kindergarten Teachers at 20:1	23	23
Staff Regular Ed. at 24:1 (158) - Creates Special Area Teacher Reduction (19)	177	177 + 18 = 195
Special Ed. Teacher Case Load of 15:1 for Resource and Inclusion	20	20 + 12 = 32
Library Option /Librarians (reduce 52 librarians; add 79 library clerks) REMOVED 1-24-11	-52	
Assistant Principals		11
<u>SECONDARY:</u>		
Staff Teachers at 174:1 (6/8 periods)	157	157
Additional Teacher Scheduling Efficiencies	40	40 + 4 = 44
Library Option/Librarians (+ 22 Librarians and - 35 assistants/clerks/librarians)	22	13
Reduce One Assistant Principal at Reagan	1	1
Reduce One Assistant Principal at LBJ REMOVED	1	-1
Reduce .5 Administrative Supervisor at Homebound	0.5	0.5
Reduce One Assistant Principal at International High School	1	1
Reduce One Clerk at International High School	1	1
Reduce One Teaching Assistant at International High School	1	1
Reduce One Career Training Specialist at Garza High School	1	1
Reduce Fine Arts Teachers from 87.8 to 83.6	4.2	4.2
<u>ALL LEVELS:</u>		
Reduce 35 Parent Support Specialists	35	35
Special Education Teaching Assistants		5
Program Change		108
Other Classified Employees (Clerks, Custodians, TA's)		43
	<u>TOTAL:</u>	
	432.7	
REVISED TOTAL 1-24-11	484.7	
REVISED TOTAL 2-28-11		675

Summary of Positions for Elimination Local Funds

POSITIONS RELATED TO DISTRICT SAVINGS

Reason for Reduction	Schools		Central Office	
	#	Savings (Millions)	#	Savings (Millions)
Formula Driven	567	\$27.42	0	0
Program Change	108	\$5.42	49	\$2.90
TOTAL	675	\$32.84	49	\$2.90

POSITIONS RELATED TO REORGANIZATION

Reason for Reduction	Schools		Central Office	
	#	Value (Millions) *	#	Value (Millions) *
Reorganization	0	0	88	\$6.04

* Value: the approximate cost of the positions that will be used to fund reorganization at Central Office.