

Shrewsbury Public Schools



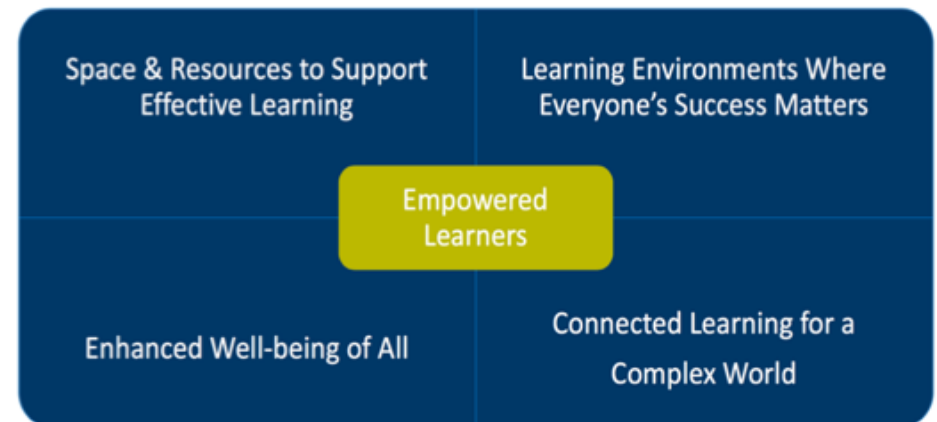
Fiscal Year 2019
Superintendent's Budget Recommendation
January 31, 2018

Major Topics

- About This Budget & Key Questions
- Level Services Budget Recap & Sources of Funds
- Financial & Enrollment Summaries
- Budgeted New Needs
- State Aid Information
- Indicators of Cost Efficiency & Value
- Meeting Community Expectations
- Recognitions of Success
- Key Points & the Essential Question
- Upcoming Budget Development Schedule

About This Budget

- Is in keeping with the District's
 - Mission
 - Core Values
 - Strategic Priorities
 - School Committee guidance and priorities for a “Level Services” Budget
 - Responsibility to provide mandated services



Key Questions

- 1) What resources are needed to:
 - a) maintain our current program,
 - b) meet mandates,
 - c) address enrollment growth and
 - d) achieve our new strategic priorities and goals?
- 2) What funding will be available to meet these needs?
- 3) What will we do when there is not enough funding?

The ABC's of How Massachusetts Public Schools Are Financed

Many sources are used:

A. General fund/Local Appropriation [aka Town Meeting approved budget]

1. **Local Contribution from town revenue**
2. **Chapter 70 State Aid**

B. Special Education Circuit Breaker

C. Federal & State Grants: [Targeted Funding for Specific Purposes]

D. Fee Revenue: [Optional programs or services [athletics, activities, some busing, music lessons, full-day kindergarten and preschool tuition, School Lunch, etc...]]

E. Private Gifts and Grants [Colonial Fund, Road Scholars etc...]

F. Student Activity Funds [Field Trips, Class Dues etc...]

All Sources of Funds

	FY16 Actual	FY17 Actual	FY18 Budget	FY19 Budget	FY19 Change	FY19 % Change	4 Year % Change
General Fund Appropriation							
Local Contribution	\$ 39,259,881	\$ 40,882,515	\$ 42,668,962	\$ 46,586,250	\$ 3,917,288	9.2%	18.7%
Chapter 70 State Aid	\$ 19,195,638	\$ 19,524,868	\$ 19,706,038	\$ 19,826,778	\$ 120,740	0.6%	3.3%
Total Town Appropriation	\$ 58,455,519	\$ 60,407,383	\$ 62,375,000	\$ 66,413,028	\$ 4,038,028	6.5%	13.6%
					\$ -		
Federal Grants	\$ 1,877,786	\$ 1,883,407	\$ 1,861,480	\$ 1,959,840	\$ 98,360	5.3%	4.4%
State Grants	\$ 69,680	\$ 5,455	\$ -	\$ -	\$ -	0.0%	-100.0%
State Special Ed. Circuit Breaker Reim.	\$ 3,469,072	\$ 3,472,019	\$ 2,964,714	\$ 2,769,934	\$ (194,780)	-6.6%	-20.2%
Special Revenue Funds	\$ 4,640,534	\$ 4,278,124	\$ 4,589,850	\$ 4,388,200	\$ (201,650)	-4.4%	-5.4%
Food Service Operation	\$ 1,550,185	\$ 1,781,401	\$ 1,570,000	\$ 1,750,000	\$ 180,000	11.5%	12.9%
Private Grants/Donations	\$ 224,621	\$ 211,575	\$ 275,000	\$ 250,000	\$ (25,000)	-9.1%	11.3%
Total Other Sources	\$ 11,831,878	\$ 11,631,981	\$ 11,261,044	\$ 11,117,974	\$ (143,070)		
Grand Total All Sources	\$ 70,287,397	\$ 72,039,364	\$ 73,636,044	\$ 77,531,002	\$ 3,894,958	5.3%	10.3%

Decreases or nominal increase on federal and state funding put pressure on local resources to finance the annual cost increases that come with normal inflationary pressure and the increasing demands for services based on growing enrollment and specialized services.

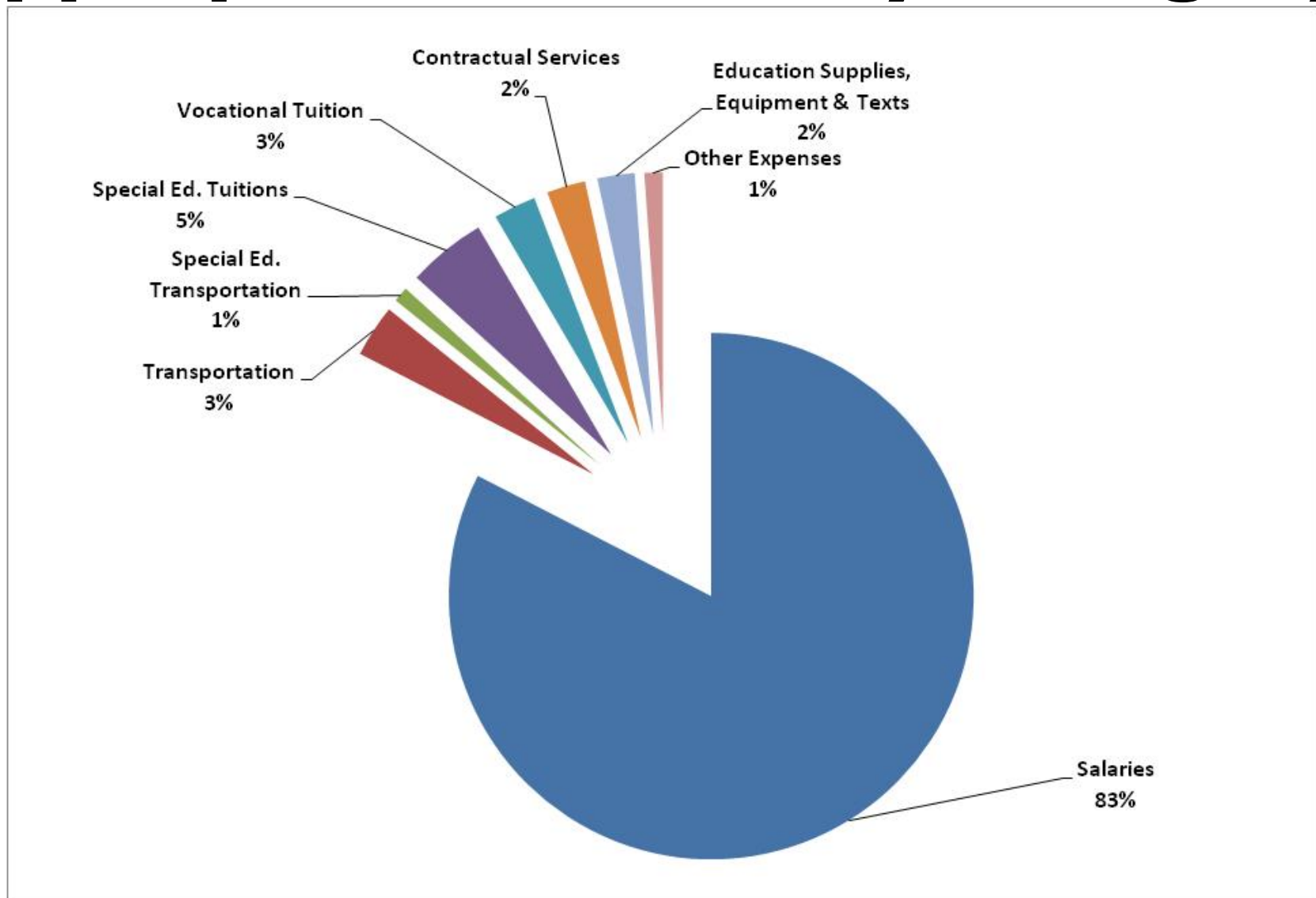
All Sources of Funds

	FY19 Budget	Percent of Total
General Fund Appropriation		
Local Contribution	\$ 46,586,250	60.1%
Chapter 70 State Aid	\$ 19,826,778	25.6%
Total Town Appropriation	\$ 66,413,028	85.7%
Federal Grants	\$ 1,959,840	2.5%
State Grants	\$ -	0.0%
State Special Ed. Circuit Breaker Reim.	\$ 2,769,934	3.6%
Special Revenue Funds	\$ 4,388,200	5.7%
Food Service Operation	\$ 1,750,000	2.3%
Private Grants/Donations	\$ 250,000	0.3%
Total Other Sources	\$ 11,117,974	14.3%
Grand Total All Sources	\$ 77,531,002	100%

Appropriated Budget Recap

- Total recommendation of \$66,413,028
- *\$4,038,028*
- *6.47%*
 - *FY16 increase = 2.20%*
 - *FY17 increase = 3.34%*
 - *FY18 increase = 3.26%*
 - *Three-year annual average = 2.93%*

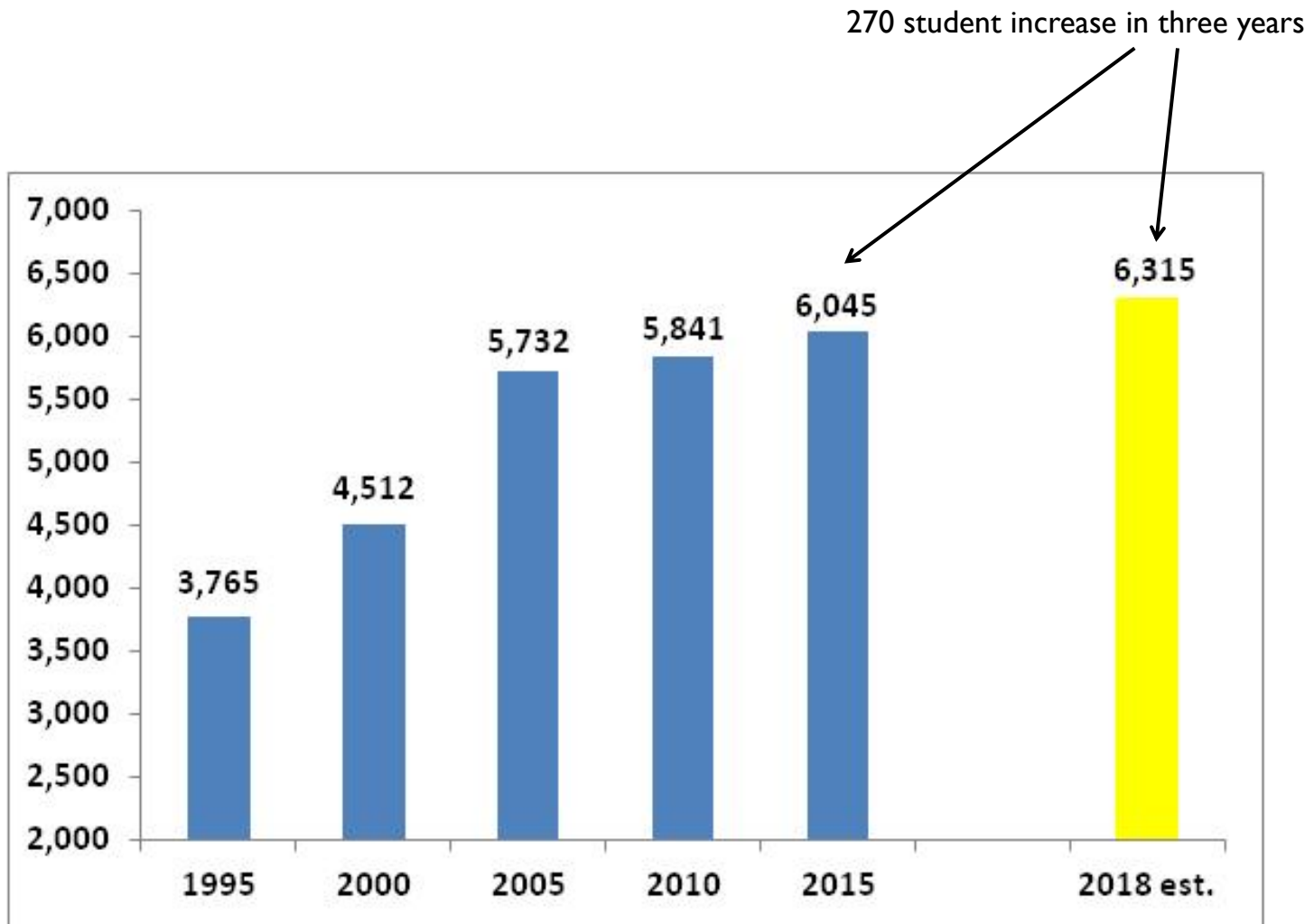
FY19 Investment of Appropriated Funds by Category



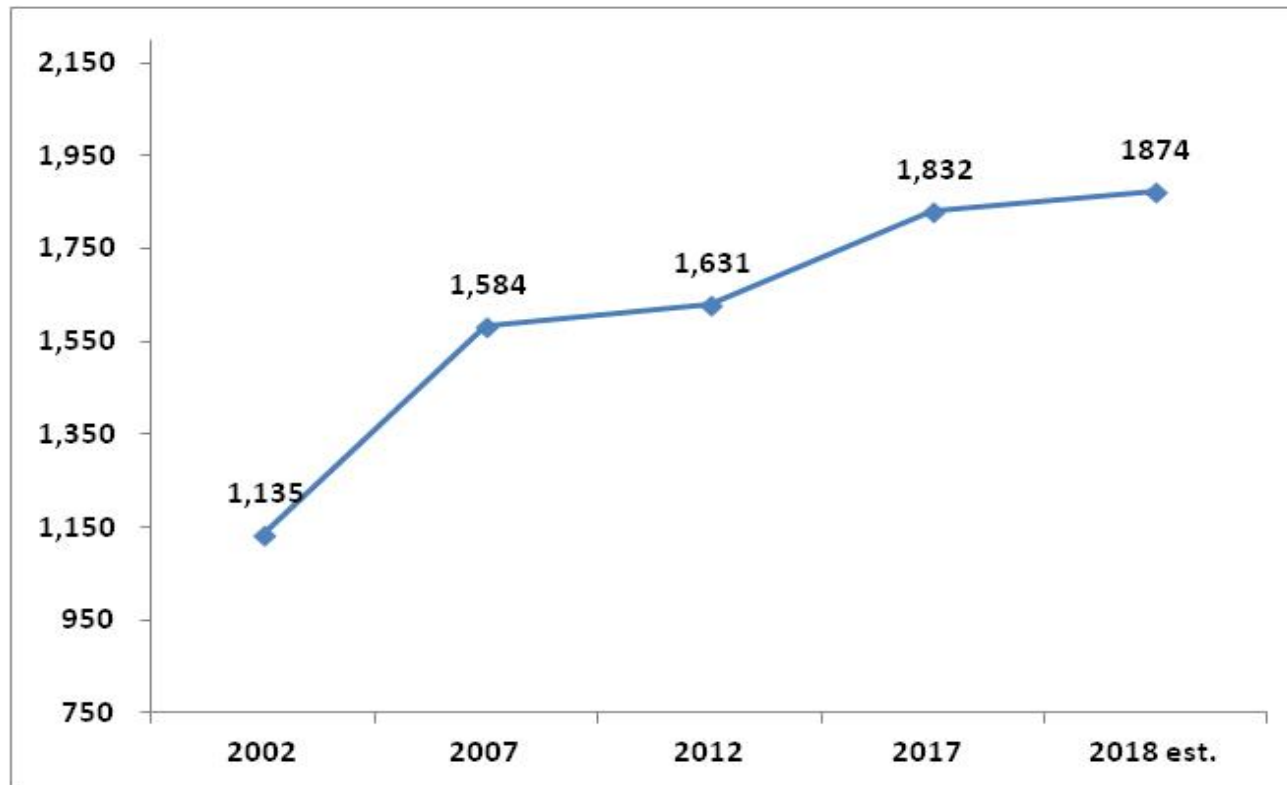
Appropriated Budget Recap: Category of Student Budget

Category	FY18 Budget	FY19 Budget	Diff.	% Change
Regular Education	\$ 40,871,767	\$ 43,144,591	\$ 2,272,824	5.6%
Special Education	\$ 18,756,655	\$ 20,205,428	\$ 1,448,773	7.7%
English Language Learner Education	\$ 965,604	\$ 1,147,207	\$ 181,603	18.8%
Vocational/Technical Education	\$ 1,780,974	\$ 1,915,802	\$ 134,828	7.6%
Totals	\$ 62,375,000	\$ 66,413,028	\$ 4,038,028	6.5%

Growing Enrollment



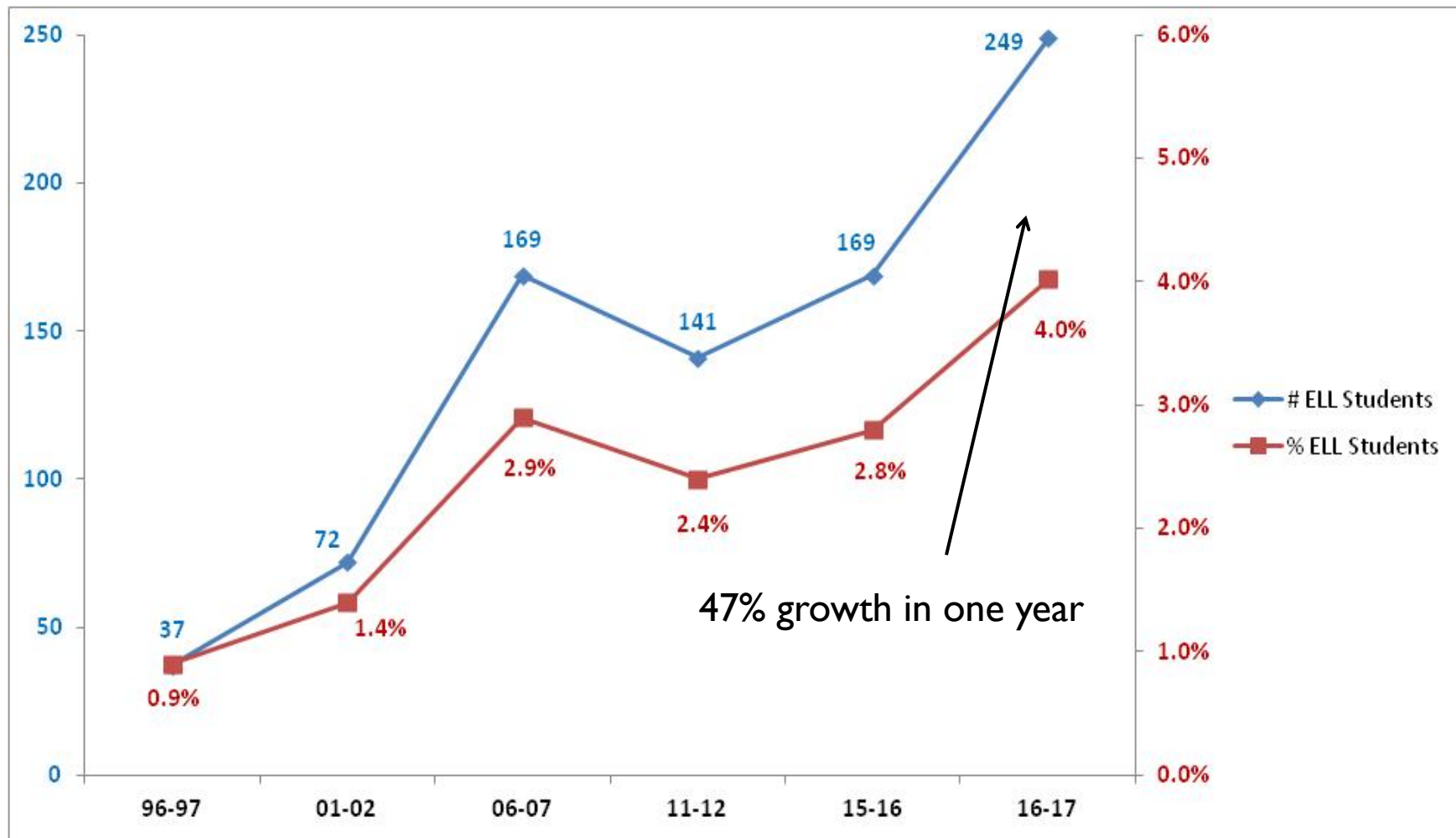
S.H.S Enrollment



Since the new high school opened in 2002:

- Enrollment increase of 739 students
- Enrollment increase of 65%

English Language Learner [ELL] Enrollment Trend



Projected Enrollment and Class Sizes

Grade Level	Proj. 2018-19	Beal			Coolidge			Floral Street			Paton			Spring St.		
		Students	Clsrms/Sect	Avg.	Students	Clsrms/Sect	Avg.	Students	Clsrms/Sect	Avg.	Students	Clsrms/Sect	Avg.	Students	Clsrms/Sect	Avg.
HDK	187	187	5/10	19												
FDK	210	84	4	21	42	2	21				42	2	21	42	2	21
Grade 1	414	73	4	18	91	4	23	109	5	22	75	4	19	66	3	22
Grade 2	450				114	5	23	197	9	22	64	3	21	75	4	19
Grade 3	450				76	4	19	218	9	24	80	4	20	76	4	19
Grade 4	500				101	4	25	203	9	23	93	4	23	103	4	26
Total K	397															
Total 1-4	1814	School Avg./Class		19	School Avg./Class		22	School Avg./Class		23	School Avg./Class		21	School Avg./Class		21
Totals	2,211	344	18		424	19		727	32		354	17		362	17	

-Generally used the higher amount projected between Town Manager and NESDEC

Beal: Increase HDK sections from 8 to 10. Decrease FDK sections from 6 to 4. Grade 1 classrooms increase from 3 to 4.

Coolidge: Decrease Grade 1 classrooms from 5 to 4 classrooms and Increase Grade 2 classrooms from 4 to 5 classrooms

Floral St.: Decrease Grade 1 classrooms from 6 to 5 classrooms; Increase Grade 3 classrooms from 8 to 9 classrooms

Paton: Increase Grade 1 from 3 to 4 classrooms. Decrease Grade 2 from 4 to 3 classrooms. Increase FDK from 1 to 2 classrooms

Spring St.: Decrease Grade 1 from 4 to 3 classrooms; Increase Grade 4 from 3 to 4 classrooms

School Committee class size guidelines:

Kindergarten guideline: 17-19

Grades 1-2 guideline: 20-22

Grades 3-8 guideline: 22-24

Projected Enrollment and Class Sizes

Grade Level	Proj. 2018-19	Sherwood Middle			Oak Middle			High School			Preschool Programs			
		Students	Sections	Avg.	Students	Sections	Avg.	Students	Sections	Avg.	Program	Students	CR/Sect.	Avg.
Grade 5	489	489	20	24										
Grade 6	479	479	20	24							Parker Rd.	155	6/14	11
Grade 7	517				517	20	26				Little Col. (SHS)	30	1/2	15
Grade 8	504				504	20	25				Wesleyan Ter.	56	2/6	9
Grade 9	475							475	NA	NA				
Grade 10	462							462	NA	NA				
Grade 11	511							511	NA	NA				
Grade 12	426							426	NA	NA				
		<i>School Avg./Class</i>		24	<i>School Avg./Class</i>		26	<i>School Avg./Class</i>		NA	<i>School Avg./Class</i>			11
Totals	3,863	968	40		1,021	40		1,874	NA	NA		241		

In-District Total K-12	6,074
In-District Total PreK-12	6,315

Town Manager Projection for K-12=5,995
 NESDEC Projection for K-12= 6,027, NESDEC Projection PreK-12=6,264

Budgeted New Staff & Equipment: Mandated Services

Description	FTE	Location	Budget
Special Education Teacher	1.0	High School	\$61,571
English Language Learner Teacher	1.0	Oak	\$35,739
<i>[Eliminate ELL tutor position]</i>			[Net additional cost]
English Language Learner Teacher	.6	High School	\$36,943
English Language Learner Teacher	1.0	Sherwood	\$35,739
<i>[Eliminate ELL tutor position]</i>			[Net additional cost]
Special Education Paraprofessionals	10.0	Across District	\$298,000
iPad Program for Grade 3			
1 iPad for every 2 students [1:2]		All Elementary Schools	\$120,000
Online MCAS testing requirement for Grade 3 is a driver for this investment.			
Totals	13.6 FTE		\$587,992

Budgeted New Staff: Enrollment Driven

Description	FTE	Location	Budget
Math Teacher	1.0	High School	\$61,571
Science Teacher	1.0	High School	\$61,571
Adjustment Counselor	.6	Oak Middle	\$42,204
Nurse	.5	High School	\$30,786
Nurse	.3	Floral Street	\$18,471
Technology Support	1.0	District	\$49,240
Admin./Secretarial Support * Transfer .5 from Beal to SHS to make a 1.0 position at S.H.S. Partial offset from Athletic Fee revenue	.5	High School	\$18,246
Admin./Secretarial Support *Student data and IT functions	1.0	District	\$53,703
Additional S.H.S. Freshman teams and Oak Middle Teams	NA	S.H.S. and Oak	\$0 [Cost borne by increase in Activity and Athletic Fees]
Totals	5.9 FTE		\$335,792

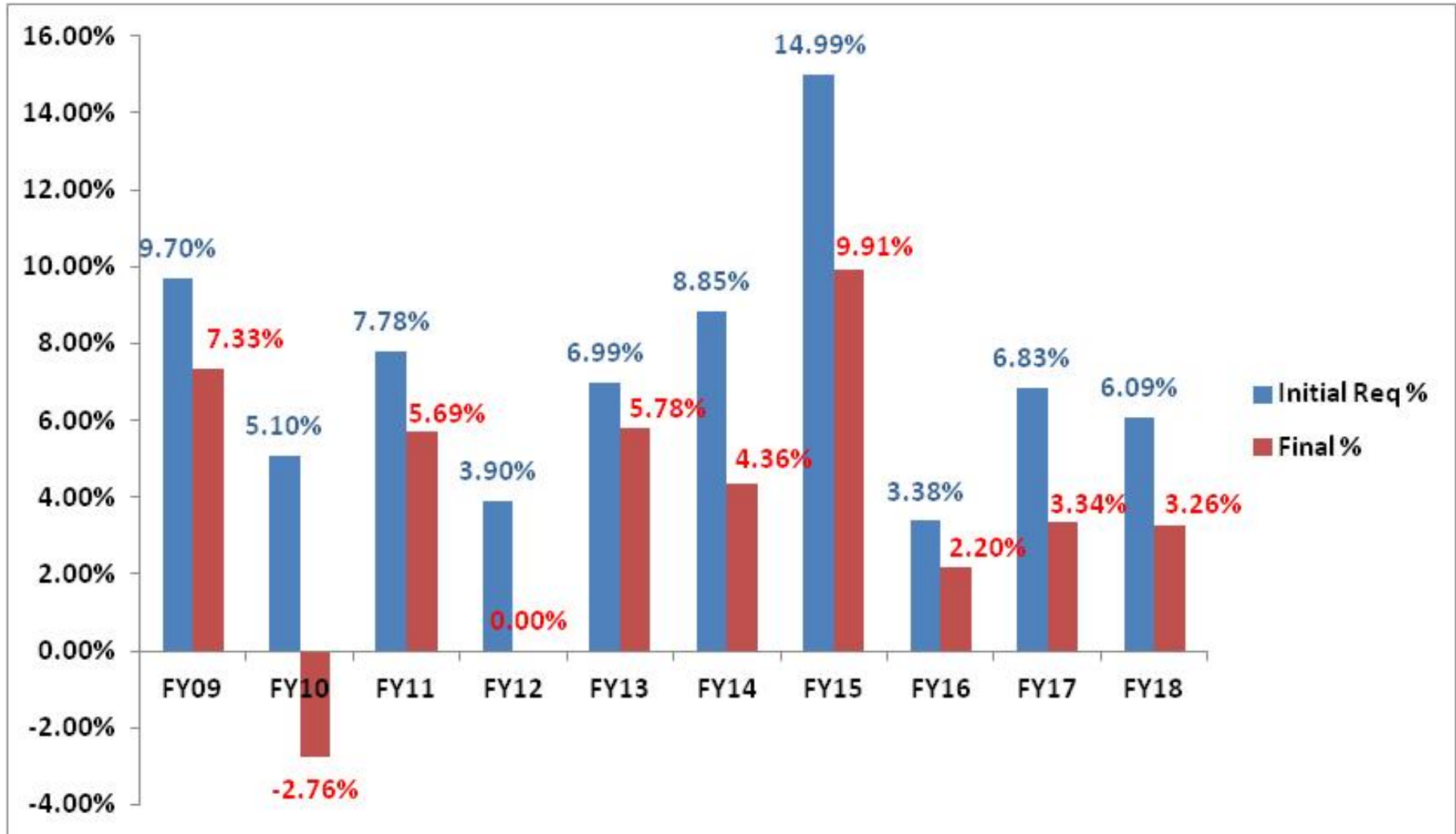
Budgeted New Investments: Strategic Priorities

Description	FTE	Location	Budget
<p>Additional Assistant Superintendent position.</p> <p><i>(Strategic Priorities related to community partnerships, family partnerships, alumni network, financial resource development, and student and staff well-being.)</i></p>	1	District	\$145,000
<p>Contracted Services and Stipends</p> <p><i>[Funds needed to advance ongoing curriculum and special education professional development. Known and expected loss of federal grant funds.]</i></p>	NA	District	\$ 80,000
Totals	1.0 FTE		\$225,000

Budgeted New Investments: Equipment

Description	Location	Budget
Replacement classroom projectors	High School	\$83,333
Replacement classroom projectors	Oak	\$83,333
Replacement classroom projectors	Elem. Schools-TBD	\$52,000
Totals		\$218,666

Budget History: Recommended v. Appropriated



FY19 Additional State Aid



per



for school year 2018-2019

$$\text{\$20} \times 6,037 = \text{\$120,740}$$

Based on Gov. Baker's FY19 Budget

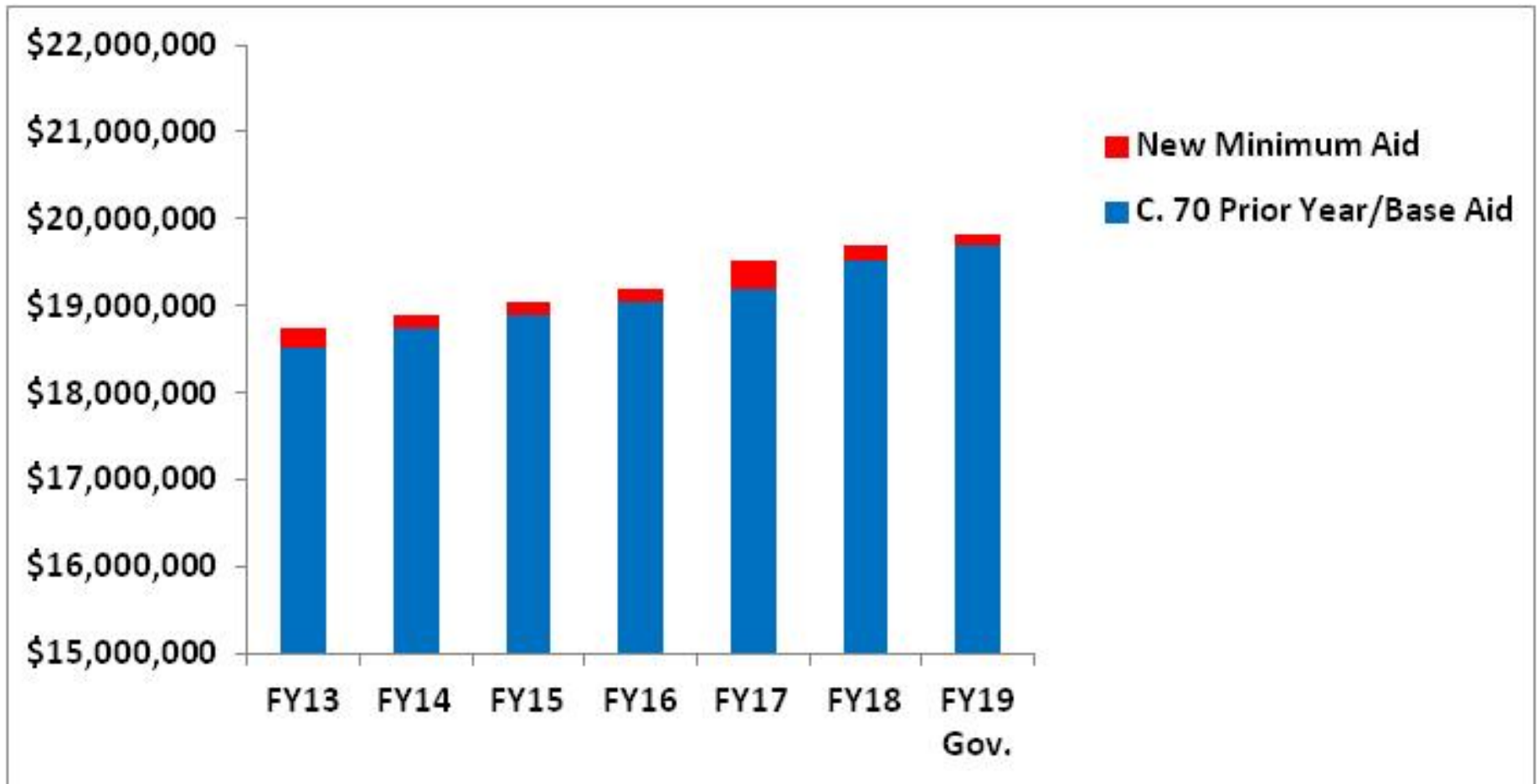
FY19 Additional State Aid: Some Perspective

Total FY19 Increase	\$ 4,038,028	
Allocation Local v. State	Dollars	Percentage
Estimated State Aid Increase [Governor's Budget]	\$ 120,740	3%
Required Local Contribution Increase	\$ 3,917,288	97%

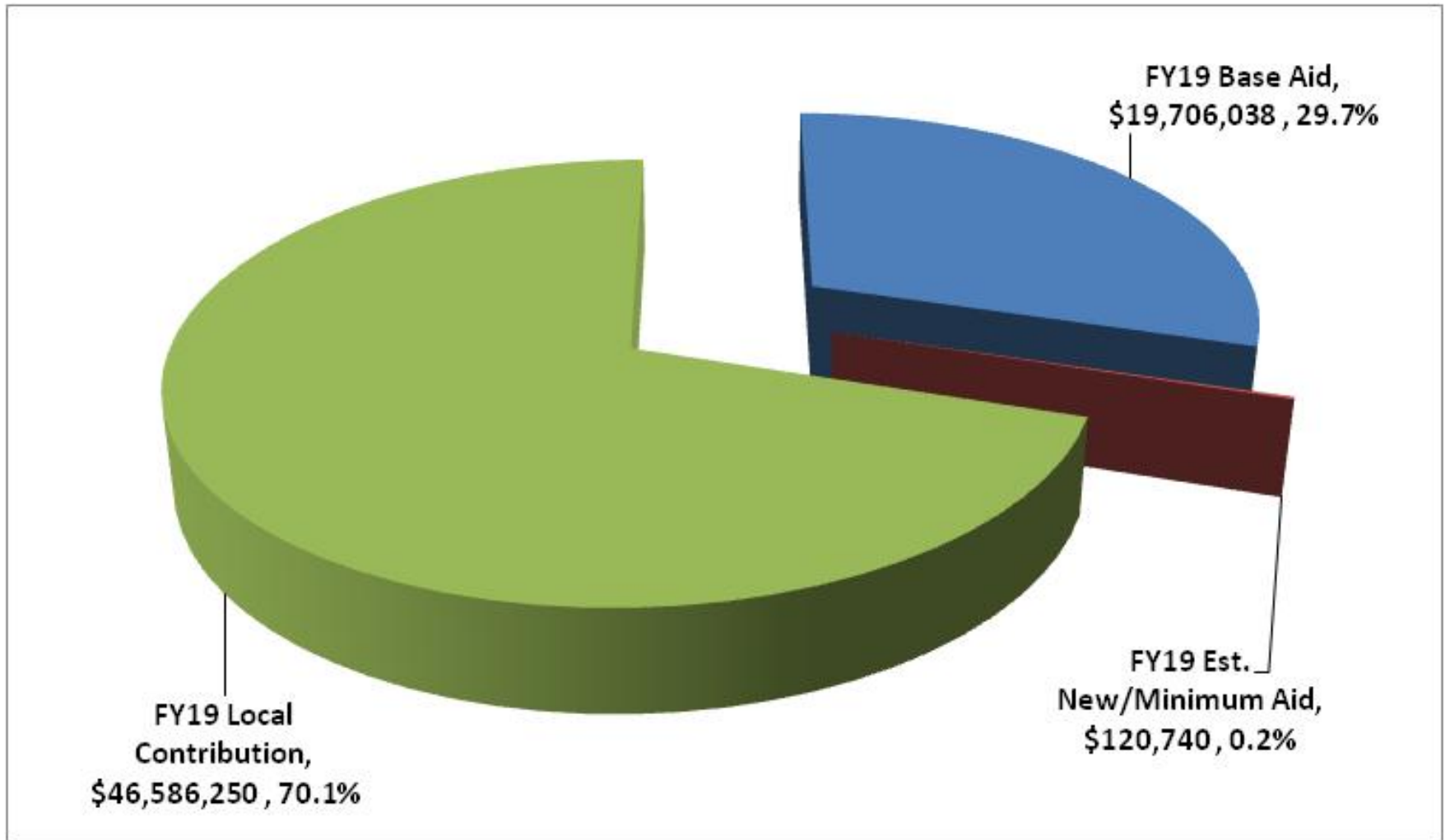
FY19 Additional State Aid: Some Perspective

- \$120,740 increase as a percentage
 - over FY18 C. 70 funding: **0.61%**
 - of our FY19 appropriations budget: **0.18%**
 - of our FY19, All Funds, budget: **0.15%**

C. 70 State Aid Increase Impact



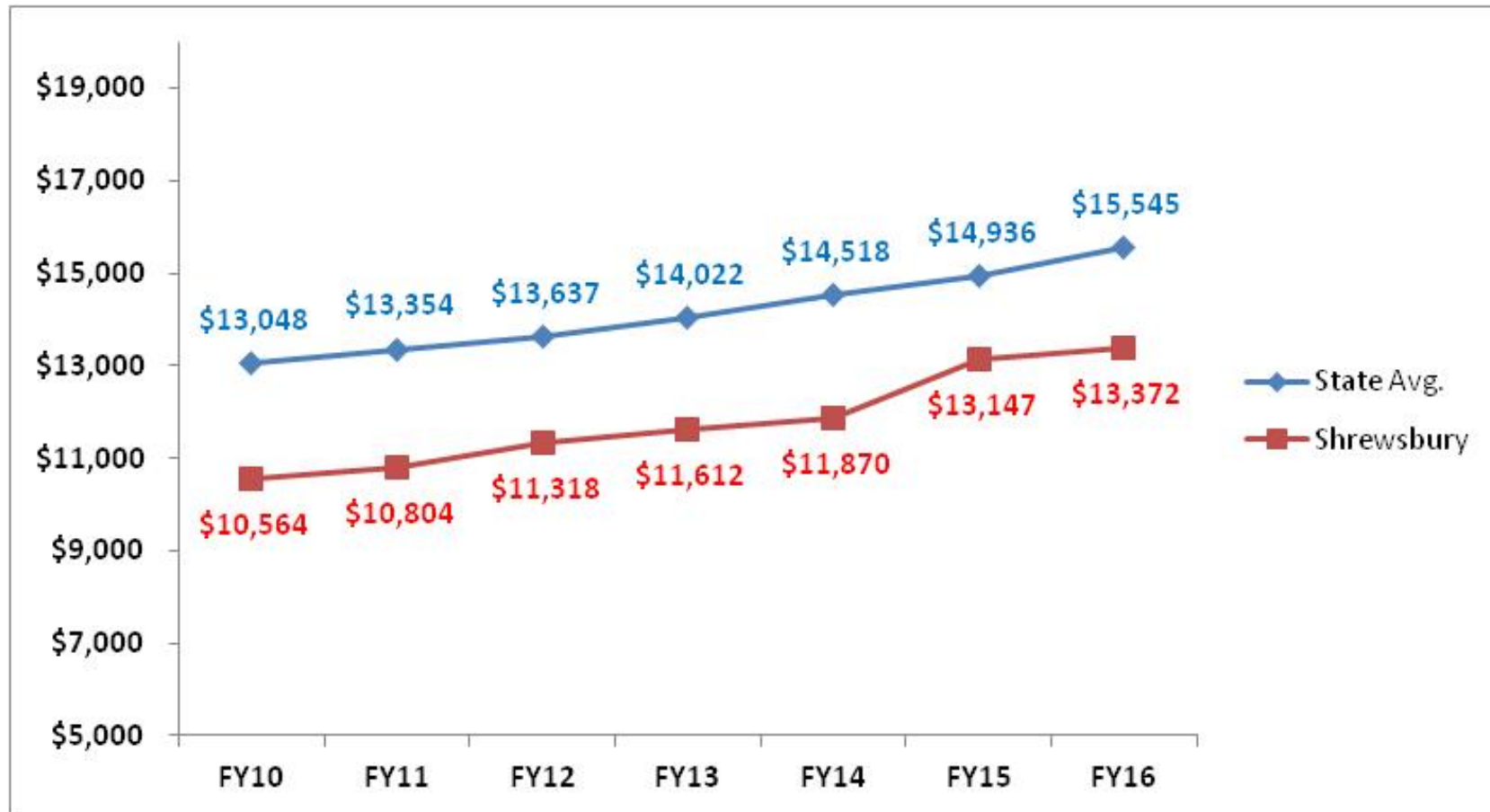
State v. Local Funding: FY19



Maximizing Revenue Opportunities

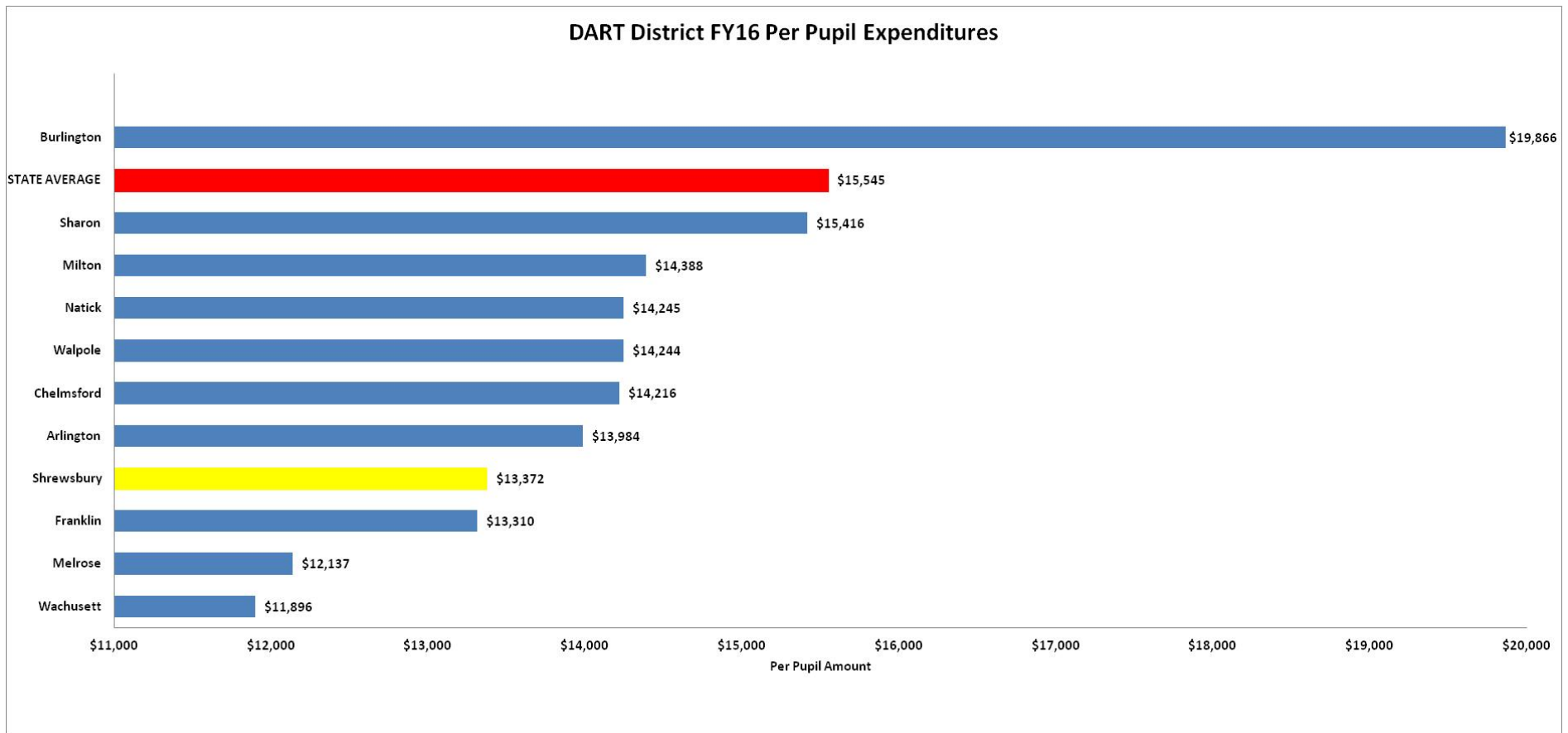
- Other revenue opportunities within our control have been maximized already:
 - **Implementation of fees** for busing, athletics, music lessons, preschool and full-day kindergarten tuition, student activities
 - Seeking **private grants & sponsorships**
 - Implementing small-scale, targeted **School Choice** enrollment [27 seats]

Efficiency & Value



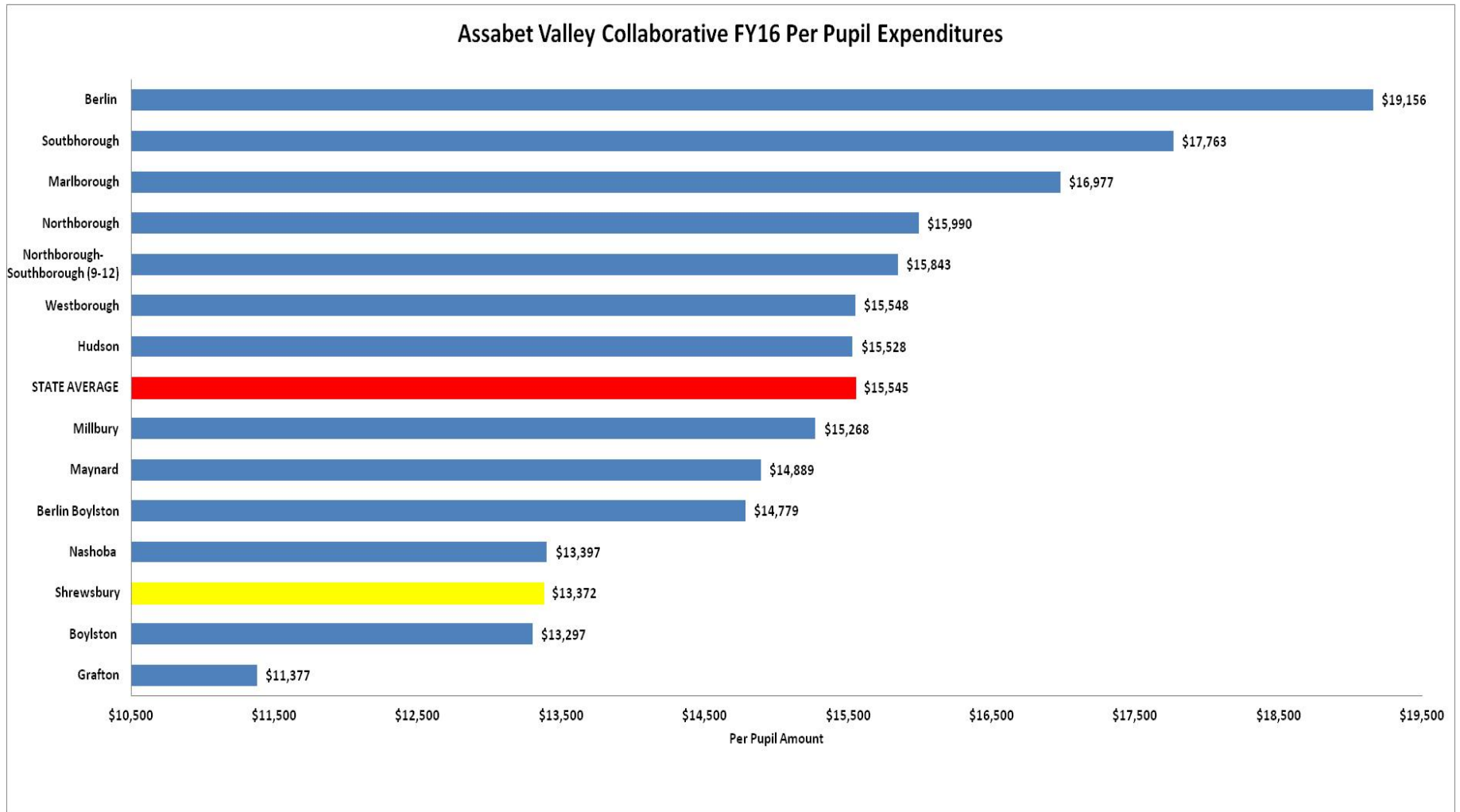
FY16 Per Pupil Expenditure per
MA DESE, All Sources of Funds
Rank 264 of 321 districts-bottom 20th percentile

Average Cost Per Pupil Comparison: Comparable Communities



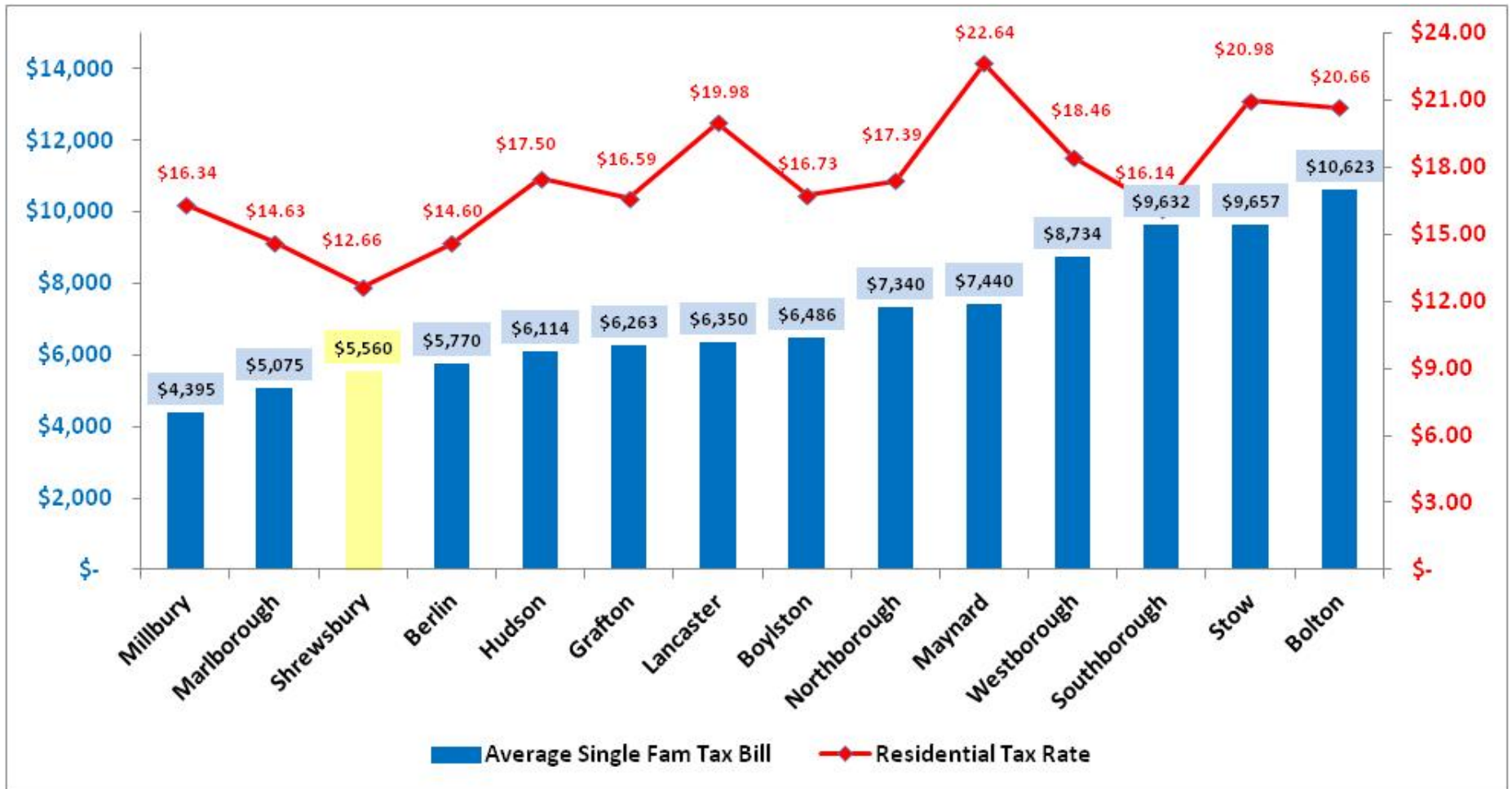
MA DESE determines comparable communities by district grades span, total enrollment, and special student populations.

Average Cost Per Pupil Comparison: Assabet Valley Collaborative Districts



Source: MA Department of Elementary and Secondary Education

Avg. Tax Bill and Tax Rate Comparison



Source: MA Department of Revenue- FY18 Data

Tax Levy as Percent of Town Budget

Municipality	Tax Levy	State Aid	Local Receipts	Other Revenue	Total Budget	Tax Levy % of Budget	State Aid % of Budget
Bolton	\$ 18,856,855	\$ 657,776	\$ 1,200,146	\$ 1,353,568	\$ 22,068,345	85.45	2.98
Stow	\$ 23,115,073	\$ 949,284	\$ 2,303,000	\$ 731,877	\$ 27,099,234	85.30	3.50
Berlin	\$ 9,407,360	\$ 825,492	\$ 1,011,995	\$ 700,614	\$ 11,945,461	78.75	6.91
Lancaster	\$ 15,542,905	\$ 1,049,696	\$ 3,185,030	\$ 1,150,272	\$ 20,927,903	74.27	5.02
Boylston	\$ 10,451,143	\$ 860,494	\$ 1,896,000	\$ 953,760	\$ 14,161,397	73.80	6.08
Southborough	\$ 35,966,237	\$ 5,446,142	\$ 5,383,680	\$ 2,268,017	\$ 49,064,076	73.30	11.10
Northborough	\$ 42,977,124	\$ 5,310,983	\$ 8,878,881	\$ 2,389,175	\$ 59,556,163	72.16	8.92
Westborough	\$ 63,887,161	\$ 8,910,573	\$ 21,956,784	\$ 1,890,541	\$ 96,645,059	66.10	9.22
Maynard	\$ 27,435,788	\$ 6,912,159	\$ 7,383,065	\$ 2,877,068	\$ 44,608,080	61.50	15.50
Grafton	\$ 35,492,115	\$ 12,258,757	\$ 7,009,620	\$ 3,976,725	\$ 58,737,217	60.43	20.87
Marlborough	\$ 88,678,940	\$ 25,459,747	\$ 26,437,000	\$ 9,742,353	\$ 150,318,040	58.99	16.94
Hudson	\$ 44,458,470	\$ 14,161,812	\$ 13,608,893	\$ 4,179,126	\$ 76,408,301	58.19	18.53
Shrewsbury	\$ 65,297,962	\$ 25,385,557	\$ 14,181,500	\$ 15,420,644	\$ 120,285,663	54.29	21.10
Millbury	\$ 22,337,009	\$ 8,704,942	\$ 8,349,780	\$ 1,915,628	\$ 41,307,359	54.08	21.07

Source: MA Department of Revenue-FY18 Data

Meeting Community Expectations



- Preparing students for college and career in a rapidly changing environment
- Responding to growing societal dilemmas such as an increase in mental health issues and an opioid crisis
- Providing challenging academics to a wide range of students
- Providing a wide array of co-curricular programs that allow students to excel in an area of their interest

Meeting Community Expectations

SHREWSBURY PUBLIC SCHOOLS PORTRAIT OF A GRADUATE



Massachusetts Public Schools: Education Reform Success!



#1 in the U.S. in reading and math on [NAEP](#), "The Nation's Report Card" (2015)

#1 in the world in reading on the [PISA](#) international assessment (2016)

#1 in [Advanced Placement](#) success in the country (2017)

Shrewsbury High School Ranking



S.H.S. was named a **Silver Medalist** in 2017 U.S. News & World Report high school ranking placing it in the **top 2.3% of the over 22,000 high schools in their study.**

Independent Recognitions of Success



Shrewsbury Public Schools



- *SPS is a national leader in "return on education investment": Our district is **among only 1.8% of K-12 districts** in the U.S. who received the highest ratings for cost effectiveness overall and also when controlling for economic and demographic factors.*

The Center for American Progress is a non-partisan educational institute.

Key Points

- 1) We need \$4 million in additional funding to maintain our current program and address mandates, enrollment growth, and strategic priorities.
- 2) There will be considerably less funding available to meet these needs.
- 3) The school district will create a cost reduction plan that will almost certainly result in changes to the educational program and fewer staff.

Key Questions

- 1) What resources are needed to:
 - a) maintain our current program,
 - b) meet mandates,
 - c) address enrollment growth and
 - d) achieve our new strategic priorities and goals?
- 2) What funding will be available to meet these needs?
- 3) What will we do when there is not enough funding?

The Essential Question

What will our community do to solve the structural funding dilemma that jeopardizes the future quality of public education in Shrewsbury?

Going Forward...

- The administrative team has begun preliminary planning on FY19 cost reductions
- The specific amount of cost reductions is unknown, but we know the Town Manager will release his initial FY19 budget recommendation on February 7th.

Going Forward...

- The structural revenue cap on a property tax levy base that accounts for 54% of overall town revenue, combined with flat or declining state aid/federal grants, will continue the pattern of creating a predictable gap between needs and available resources for School and municipal departments.

Schedule/Next Steps

Date	Event/Action
9/27/2017	Discuss Initial FY19 Budget Calendar.
September	Administration begins development of Level-Services Budget with known/estimated cost forecasting.
October 2017	Review Budget Development Timeline with SLT, DLT, School Councils
10/11/2017	Discussion: School Committee FY19 Budget Priorities and Guidelines
10/25/2017	Vote: FY19 Budget Calendar Vote School Committee Guidelines and Fiscal Policies
12/13/2017	Budget Workshop#1
1/24/2018	? Governor Baker Releases his State Budget Plan. State aid figures for Shrewsbury included. ? School Committee Budget Workshop#2
1/31/2018	Presentation of Superintendent's Budget Recommendation
February 7, 2018	Town Manager Releases Initial Town-wide Budget Recommendation
2/14/2018	Special Education Budget Presentation
2/28/2018	FY19 Budget Topics include: -Curriculum & Instruction Budget Presentation -Technology Budget Presentation -Public Hearing
3/17 2018	Finance Committee Hearing [Saturday morning]
3/14/2018	Vote on full-day kindergarten, preschool tuitions and school fee adjustments
April 2018	Budget Workshop#3, if needed
4/13/2018	House Ways & Means Committee budget released. Updated state aid figures to Shrewsbury.
4/19/2018	Finance Committee Public Hearing on ATM Warrant Articles and Operating Budget
4/24/2018	Board of Selectmen Vote on FY19 Budget
4/25/2018	School Committee Vote FY19 Budget Recommendation for Town Meeting
4/26/2018	Finance Committee Votes on ATM Warrant Articles and Operating Budget
5/17/2018	Pre-Town Meeting
May 21,23,24	Annual Town Meeting
July	State Legislature Finalizes State Budget-Final State Aid Figures Determined. Adjust budget plans as necessary.



Questions & Comments

