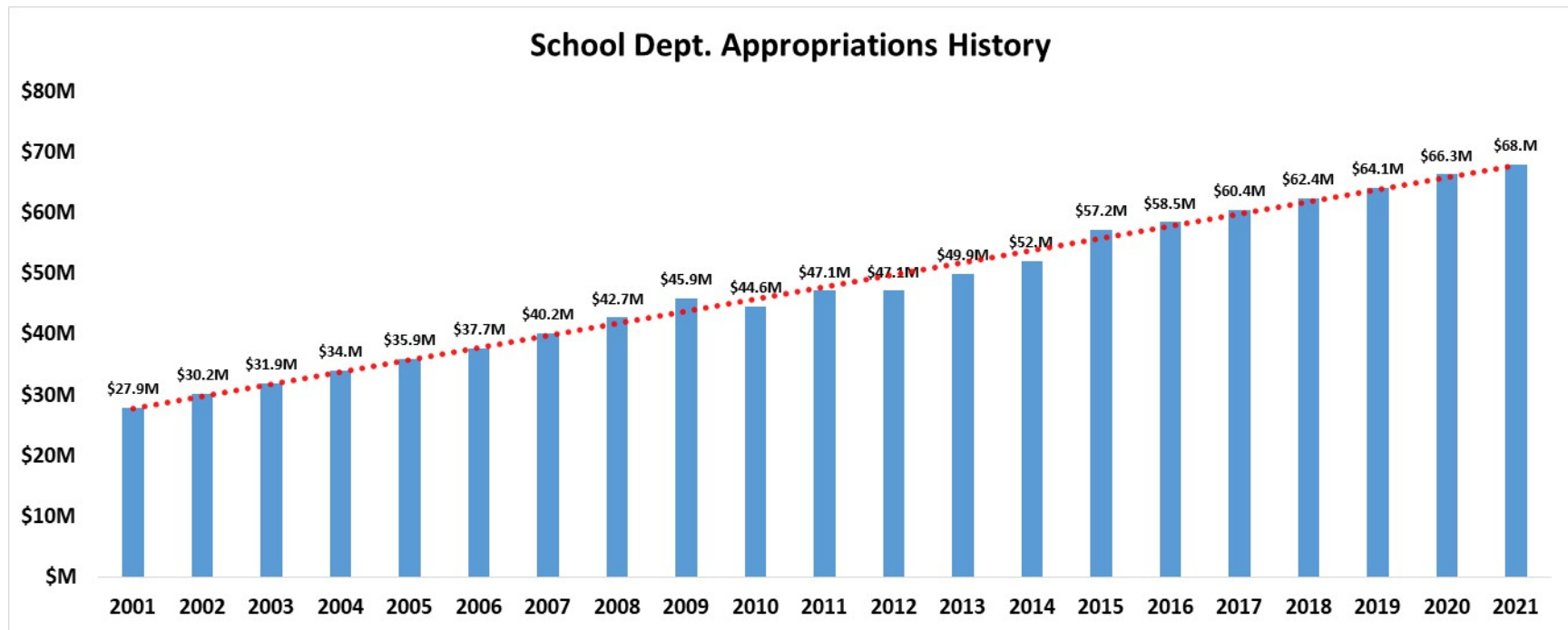


Shrewsbury Public Schools

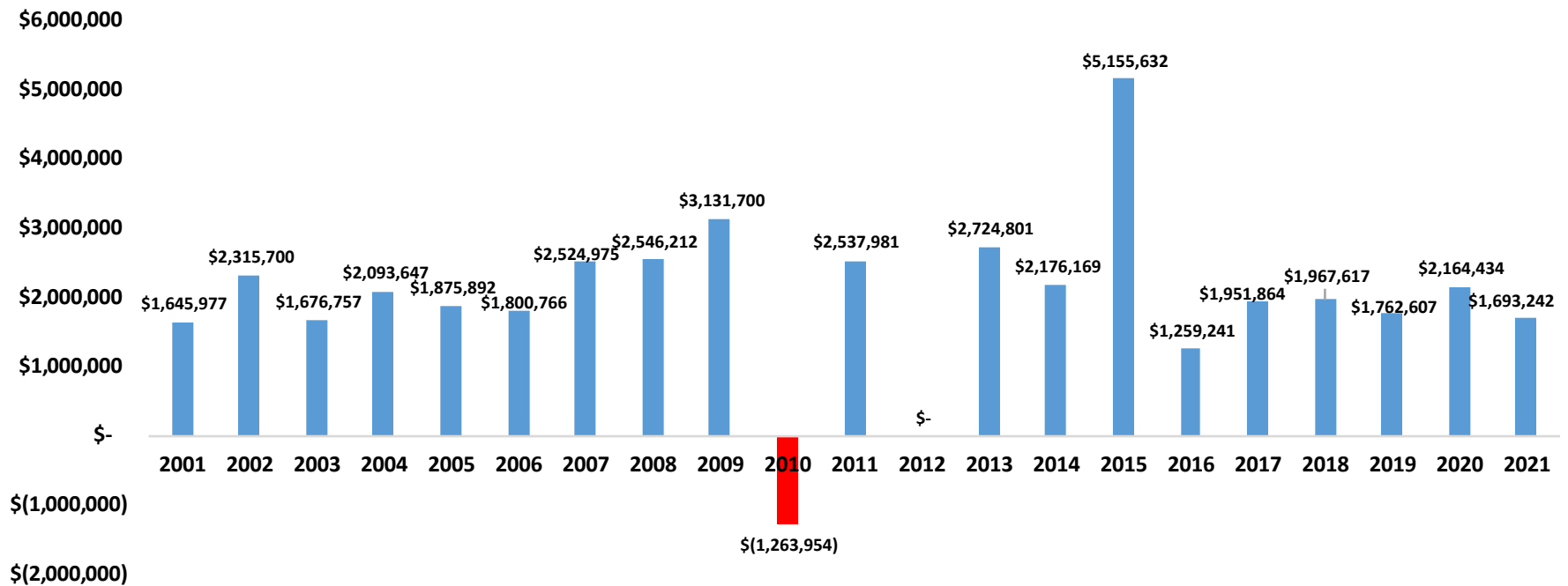
Five Year Fiscal Projection

December 2020

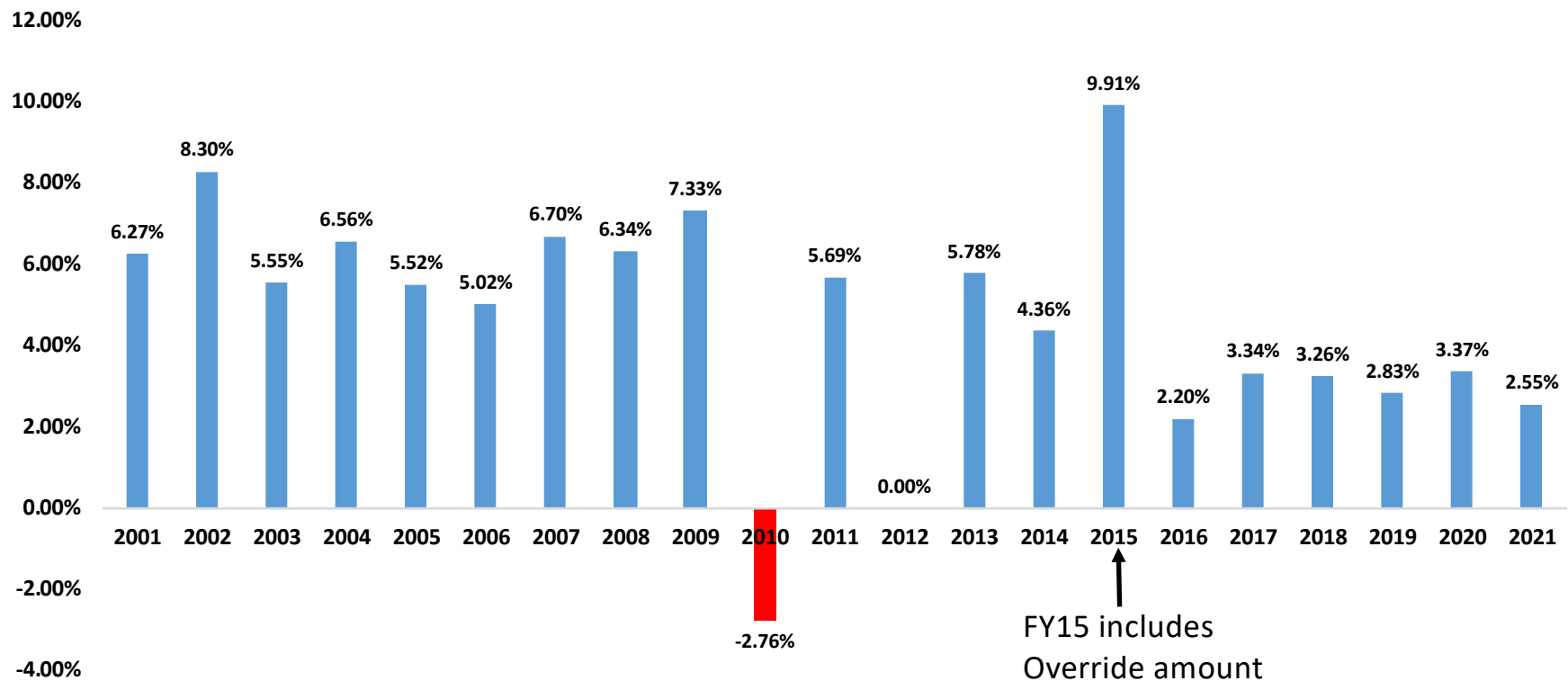
Long Term History [20 year]: School Department Budget



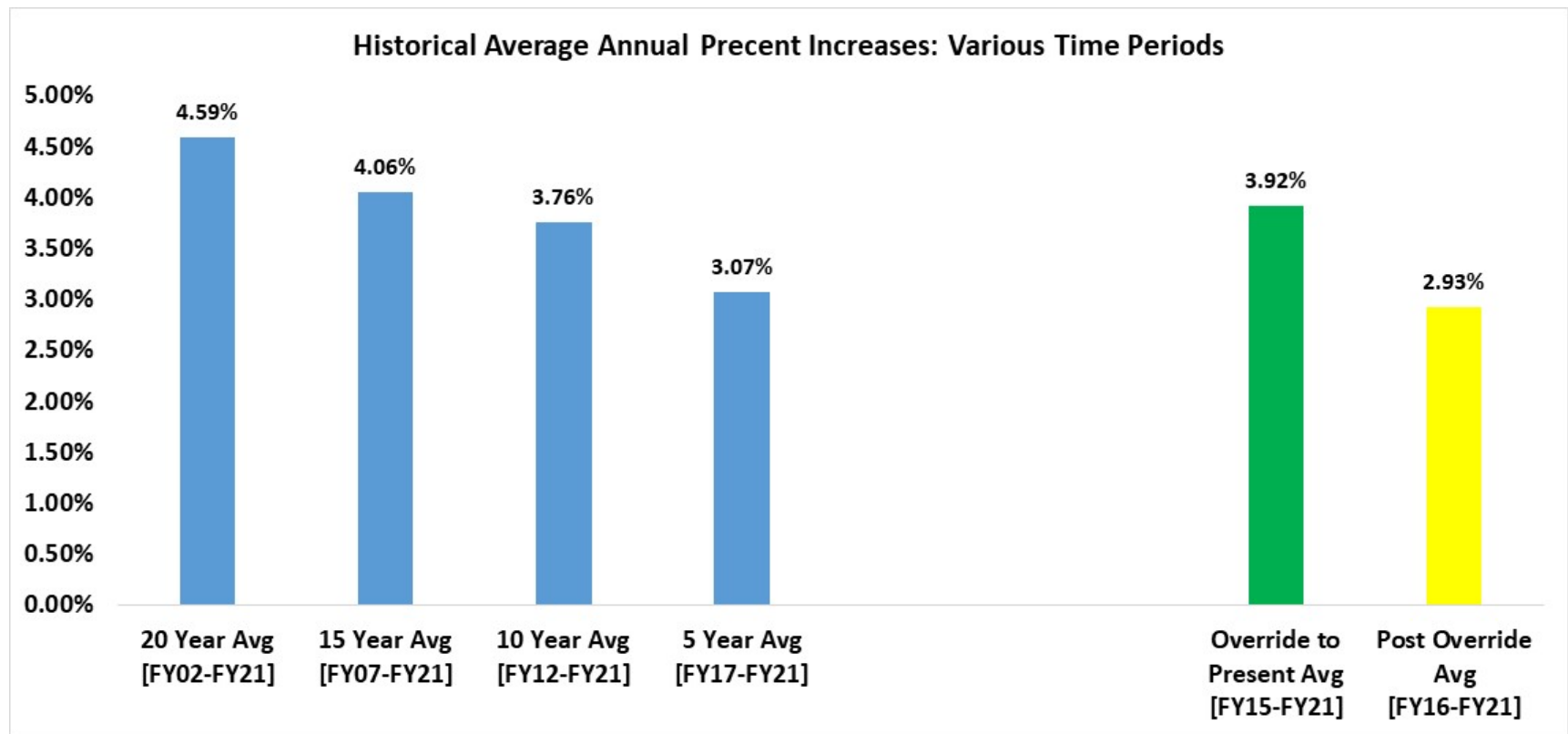
Annual School Budget Appropriations: Historical Amount Increase/Decrease



Annual School Budget Appropriations: Historical Percent Increase/Decrease



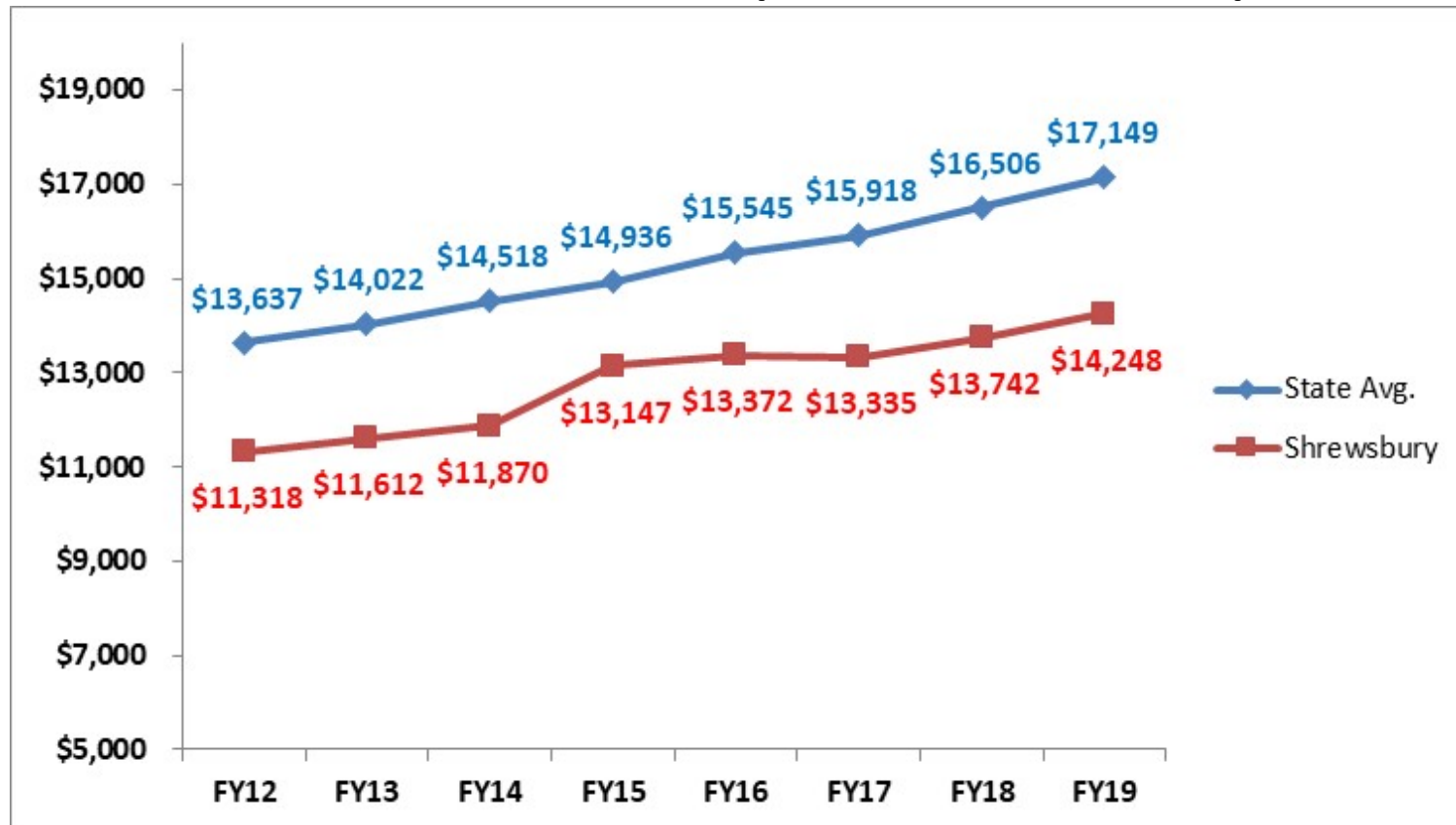
Trend Analysis: Various Time Periods



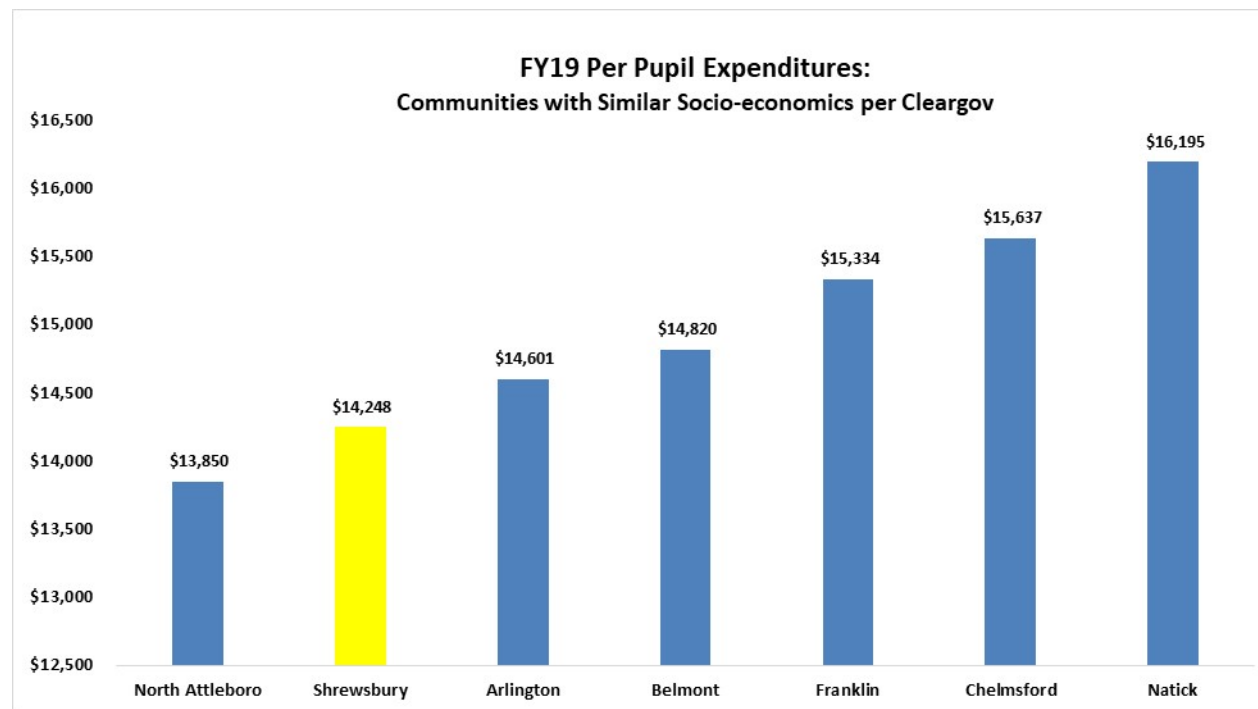
20 Year Range of Budget Changes

Fiscal Year	Percent Change		
2015	9.91%	High	Override
2002	8.30%		
2009	7.33%		
2007	6.70%		
2004	6.56%		
2008	6.34%		
2001	6.27%		
2013	5.78%		
2011	5.69%		
2003	5.55%		
2005	5.52%	Median	
2006	5.02%		
2014	4.36%		
2020	3.37%		
2017	3.34%		
2018	3.26%		
2019	2.83%		
2021	2.55%		
2016	2.20%		
2012	0.00%		
2010	-2.76%	Low	Great Recession

Spending Efficiency in Context of Relevant Comparison Groups



Spending Efficiency in Context of Relevant Comparison Groups



Shift to Future Projections

- Using the past to inform the future
- Factoring known and upcoming major costs or expectations into the projections [i.e. opening New Beal School]
- Planning for achievement of Strategic Priorities, not annual degradation of quality nor elimination of programs/educational supports

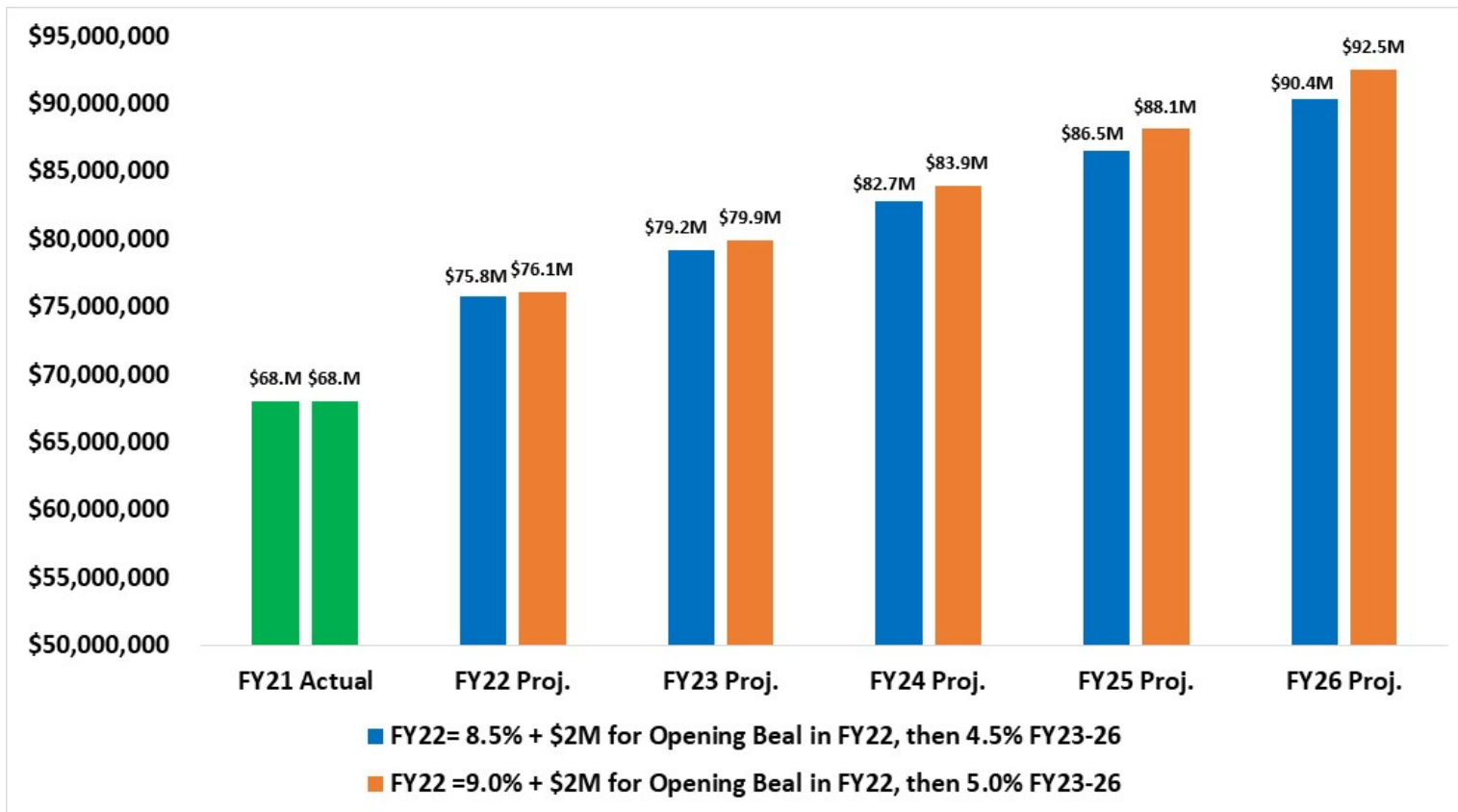
Assumptions

- Cost Assumptions:
 - Labor agreements settle near recent COLAs
 - Out of district placement costs rise with inflation
 - PreK- 12 Enrollment is nearly flat over next five years
 - Transportation cost escalation follows economic pattern
- Revenue Assumptions:
 - Federal and state grants remain flat
 - State Circuit-Breaker funding persists in the 70-75% range
 - Full-day kindergarten tuition eliminated in FY22
 - Fees have annual and incremental increases each year

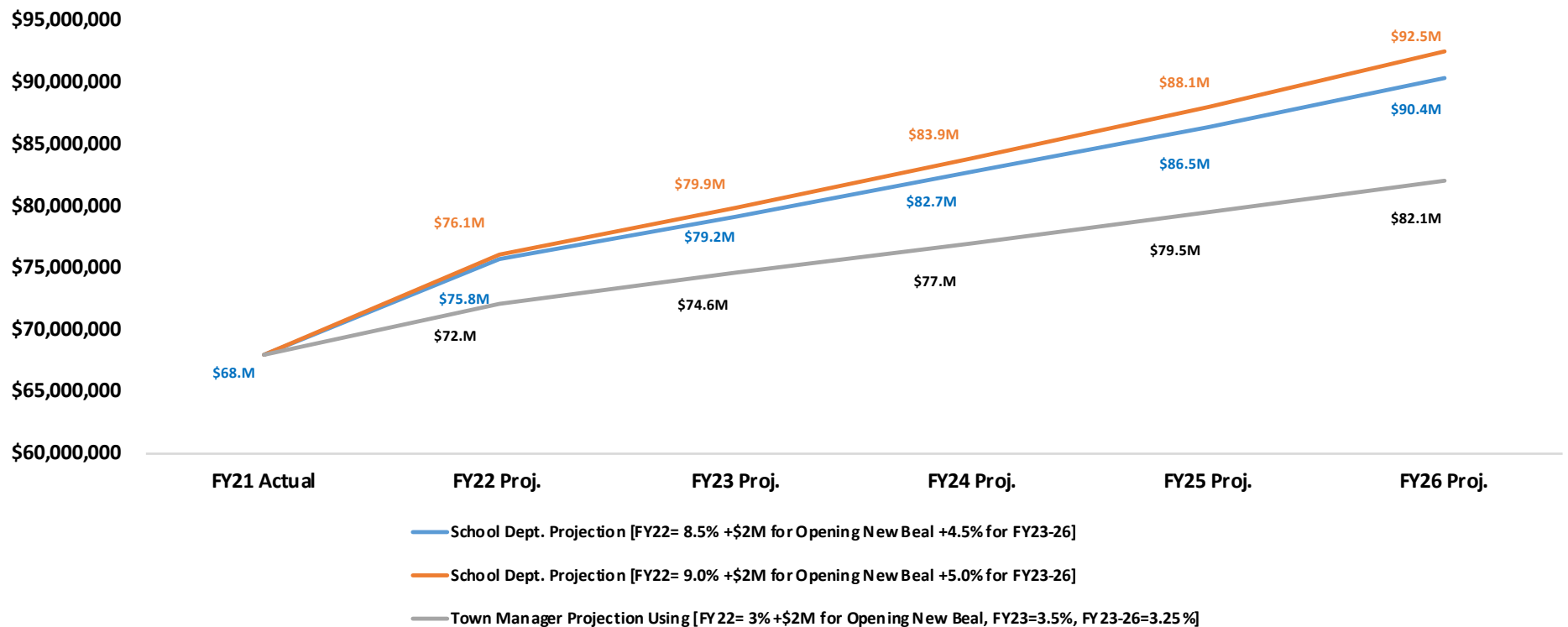
Projections

- Based on the assumptions on the previous, and the history of actual School Department increases, the five-year projection model shows two different scenarios:
 1. An assumption of 4.5% yearly increases on average to maintain programming
 2. An assumption of 5.0% yearly increases on average to maintain programming and make some strategic investments each year
- Projection for Fiscal Year 2022 is for 8.5% increase to maintain programming, plus an additional \$2 million to open the new Beal School. Higher than usual increase to maintain current services is due to one-time 'survival tactics' employed in FY21 that create the need for larger increases in FY22, such as \$1.1 million reduction in salary costs due to union contract renegotiations and use of savings from FY20 school closure to fund necessary services during pandemic

Two Budget Projection Models

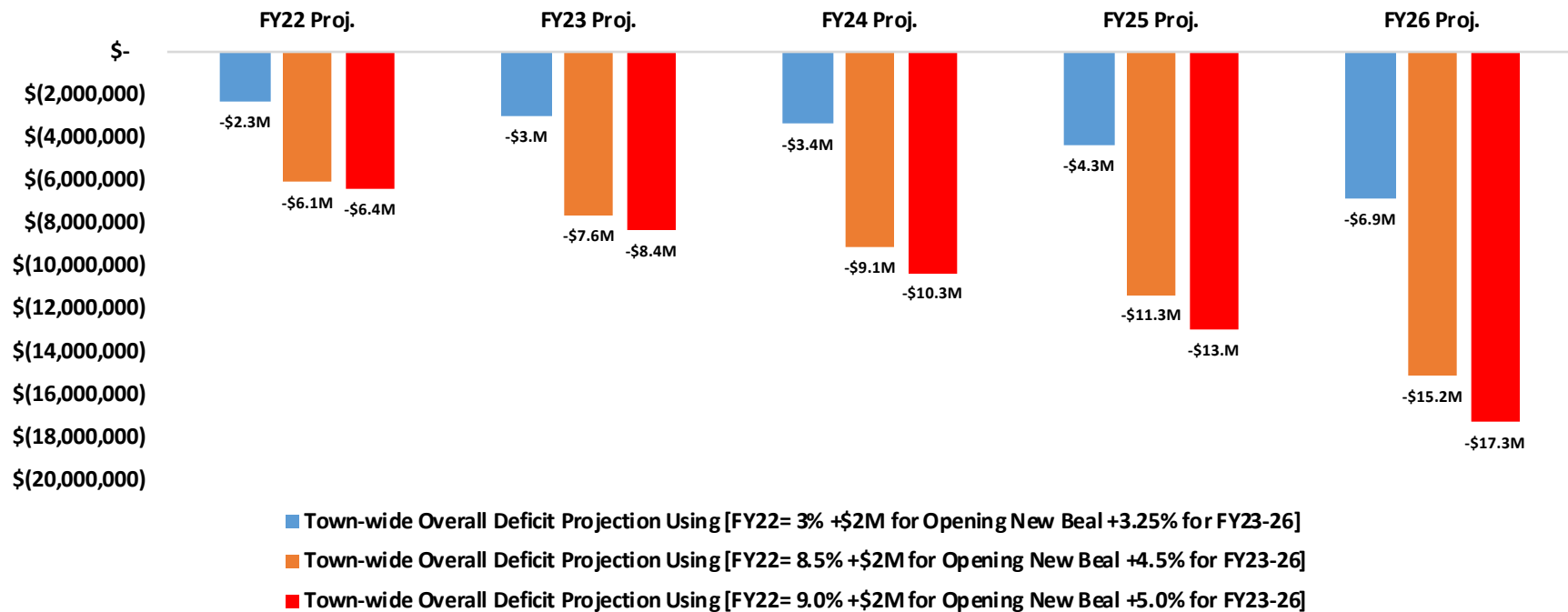


Town Manager and School Dept. Projections



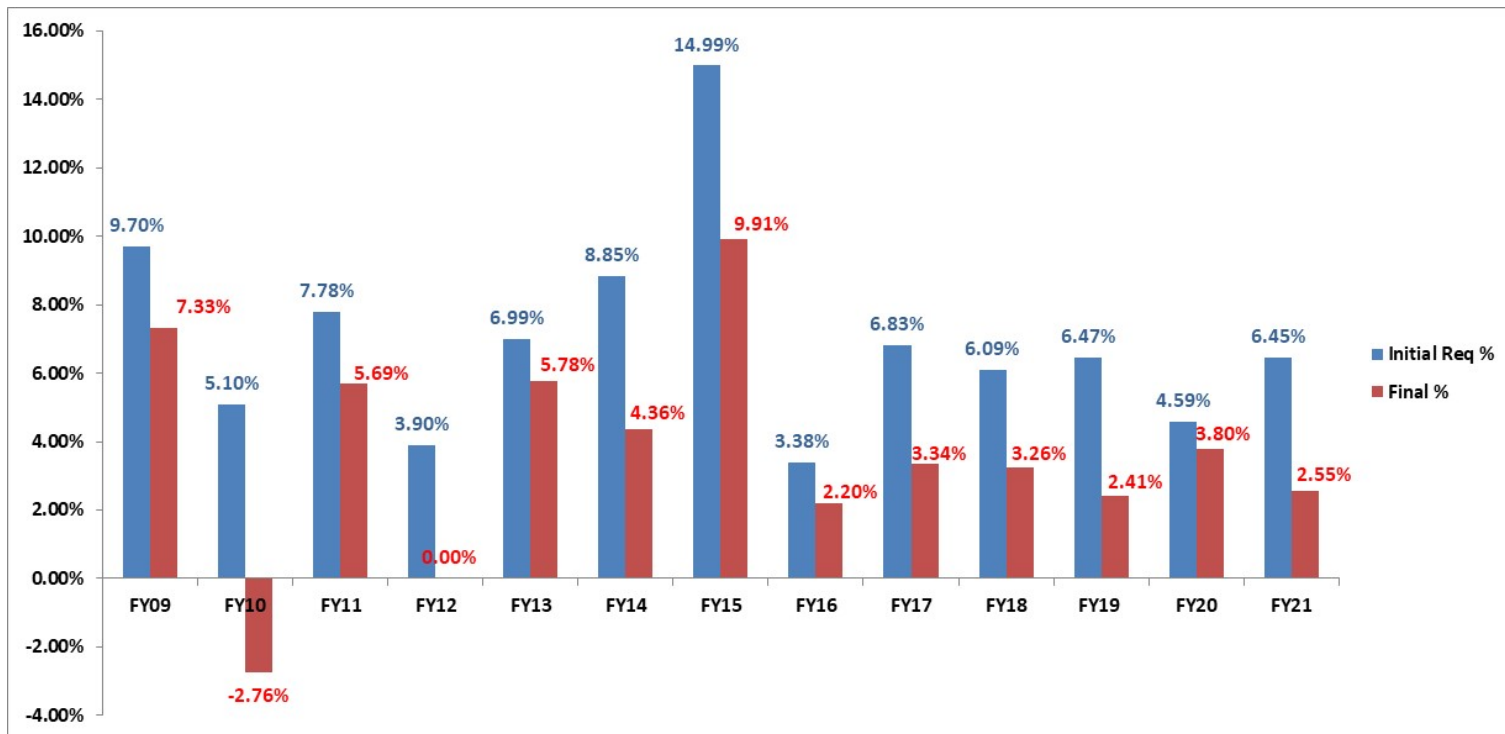
All projection models result in overall town-wide deficits.

Projected Overall Town Deficits



All projections use Town Manager provided data in combination with School Dept. Cost Projection Needs.

Budget Increase History: Recommended vs. Received



Past Funding Pattern Has Led to Program Losses & Implementation of User Fees

- Over the past 20 years, Shrewsbury has experienced significant enrollment growth and diversification of its student body.
- Despite the annual average of 4.5% budget increases, many important educational programs have been eliminated or reduced as funding has not been sufficient to meet all needs.
- During this same time period the School Committee has implemented user fees and periodic fee increases putting additional financial pressure on families.

Educational Services & Programs Lost: Casualties Due to Lack of Funding

- Eliminated classroom teaching positions that increase class sizes (e.g., 3.0 FTE at SHS and 2.0 FTE at Sherwood this year)
- Reduced elementary literacy tutor hours by 40%
- Eliminated foreign language instruction at grades 3, 4, & 5 in the past, grade 6 foreign language eliminated this year

Educational Services & Programs Lost: Casualties Due to Lack of Funding

- Eliminated 7.3 FTE at the preschool level by cutting one teacher and significantly reducing aide support
- Eliminated drama teacher position at Oak
- Eliminated grade 2 and grade 4 health instruction

Educational Services & Programs Lost: Casualties Due to Lack of Funding

- Eliminated advanced math coach positions at Sherwood and Oak
- Reduced elementary media specialists & instruction. One media specialist covers all elementary schools.
- Eliminated media aide positions at SHS, Oak, and Sherwood

Educational Services & Programs Lost: Casualties Due to Lack of Funding

- Reduced general instructional aide hours at elementary level by 60 hours
- Reduced Curriculum and Instruction Textbook and Materials Budget by 50% since FY17
- Eliminated 0.5 FTE of Transportation, Safety & Security Coordinator and all door monitors

Planning Forward

- It will be important to work in concert with other boards, including the Board of Selectmen and the Finance Committee, to develop a fiscal plan that supports the maintaining the appropriate level of services that the community expects in a sustainable manner into the future