

# Shrewsbury Public Schools



Fiscal Year 2021 Budget  
Status Update  
March 7, 2020

# Topics

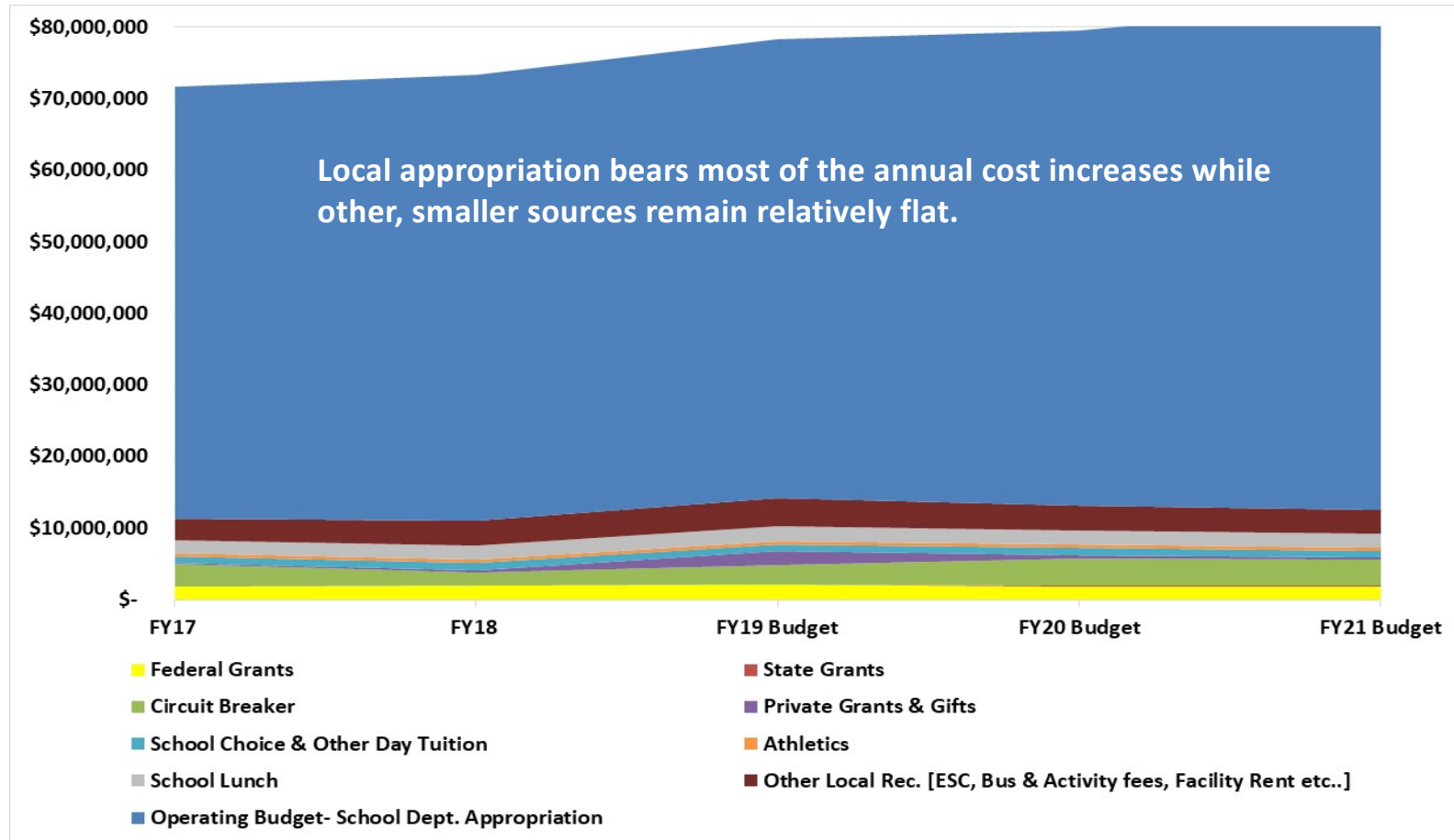
- Timeline: Our Budget Process is Quickly Coming to a Close
- Baseline Data Facts
- FY21 Status Quo Budget Overview
- FY21 Cost Pressures
- Enrollment History and Forecast
- Key Student Demographics
- Proposed Reduction Plan
- Alternative/additional Revenue Beyond Town Appropriation
- Summary of Current Status
- Long-term Planning

# Timeline: Key Dates Ahead

Event	Date	Notes
School Committee Regular Meeting	March 18	-Vote on Fees -Second public budget hearing
School Committee Regular Meeting	April 1	
School Committee Regular Meeting	April 15	Vote Final Budget Recommendation for Town Meeting
Board of Selectmen Scheduled Vote on FY21 Budget	April 28	
Finance Committee Public Hearing and Scheduled Vote on Fy21 Budget and all ATM Warrant Articles	April 30	
Annual Town Meeting	May 18-21	

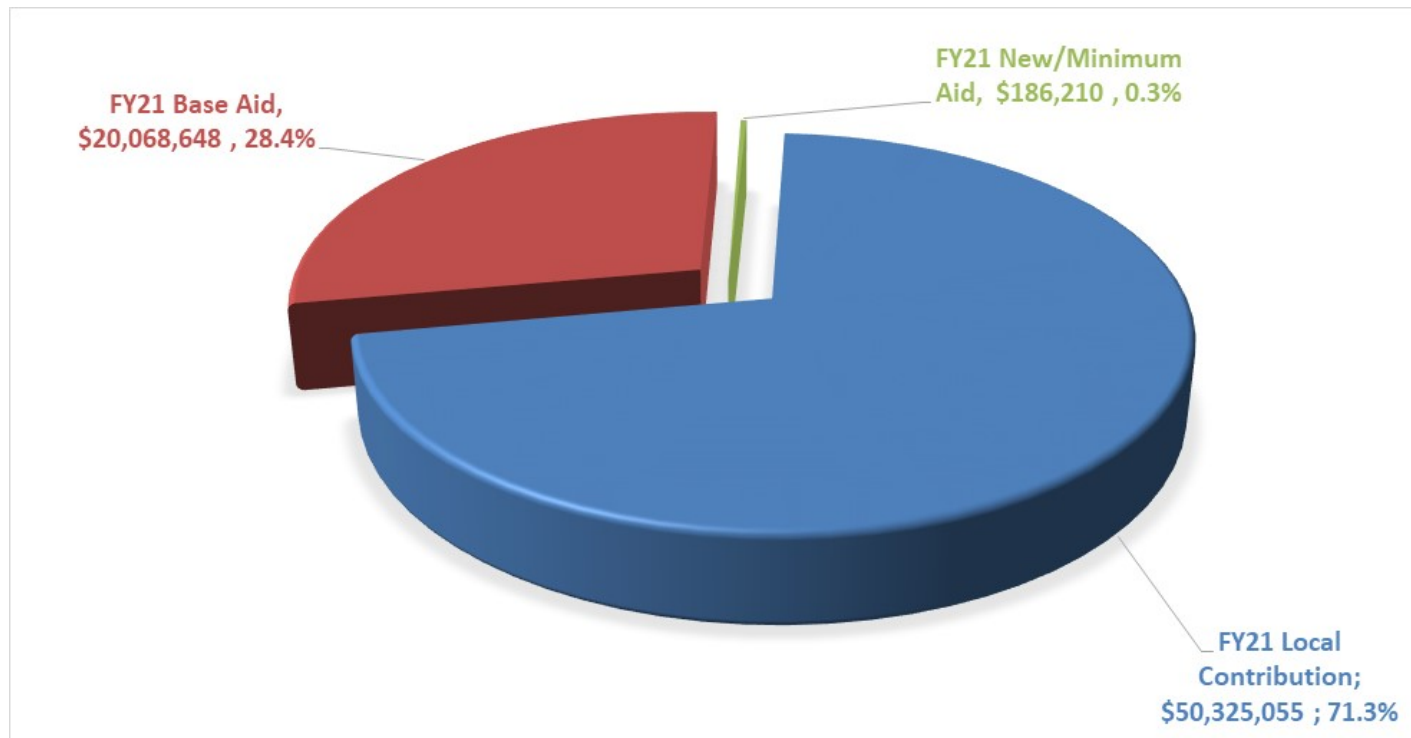
How is the School Department funded each year?

# Trends: Multiple Sources of Funds



What amount of the annual, town-meeting approved budget is funded locally and how much comes from the state?

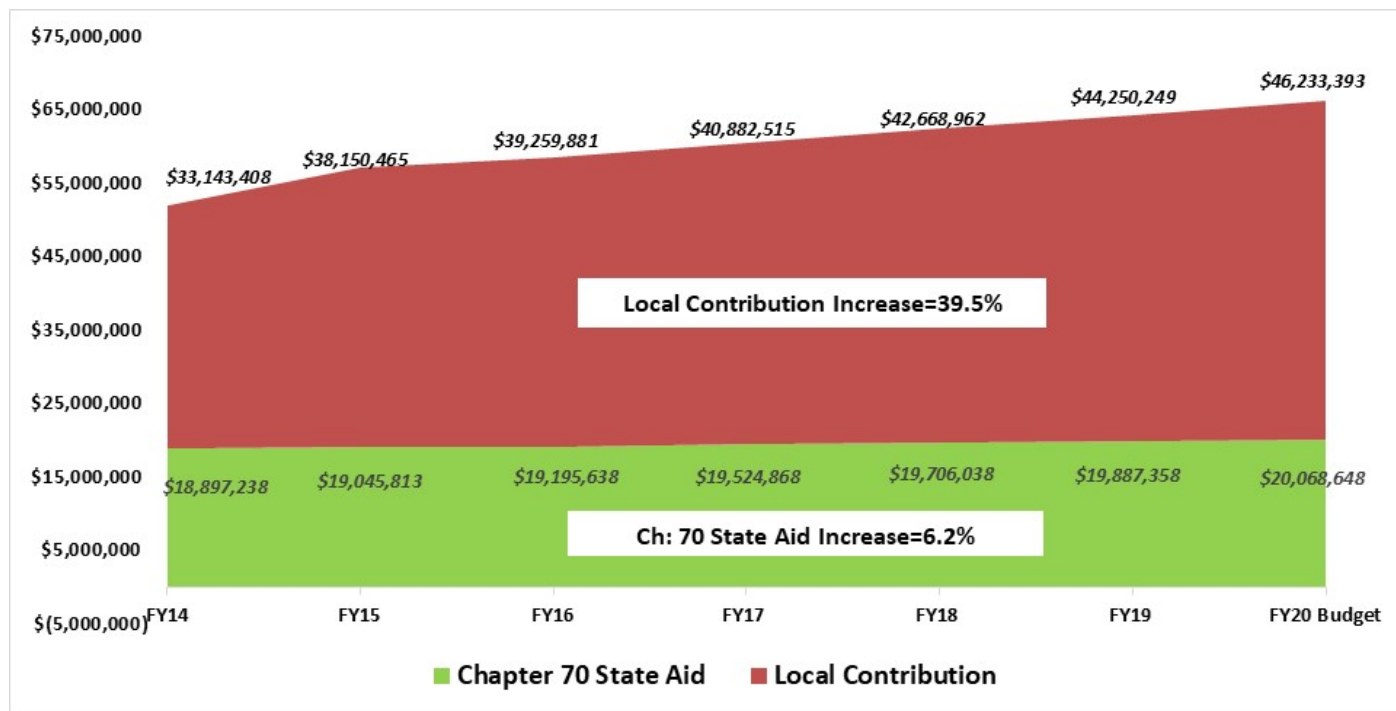
# State v. Local Funding



## **FY21 Budget Funding Sources:**

- 71% Local contribution
- 29% State Aid

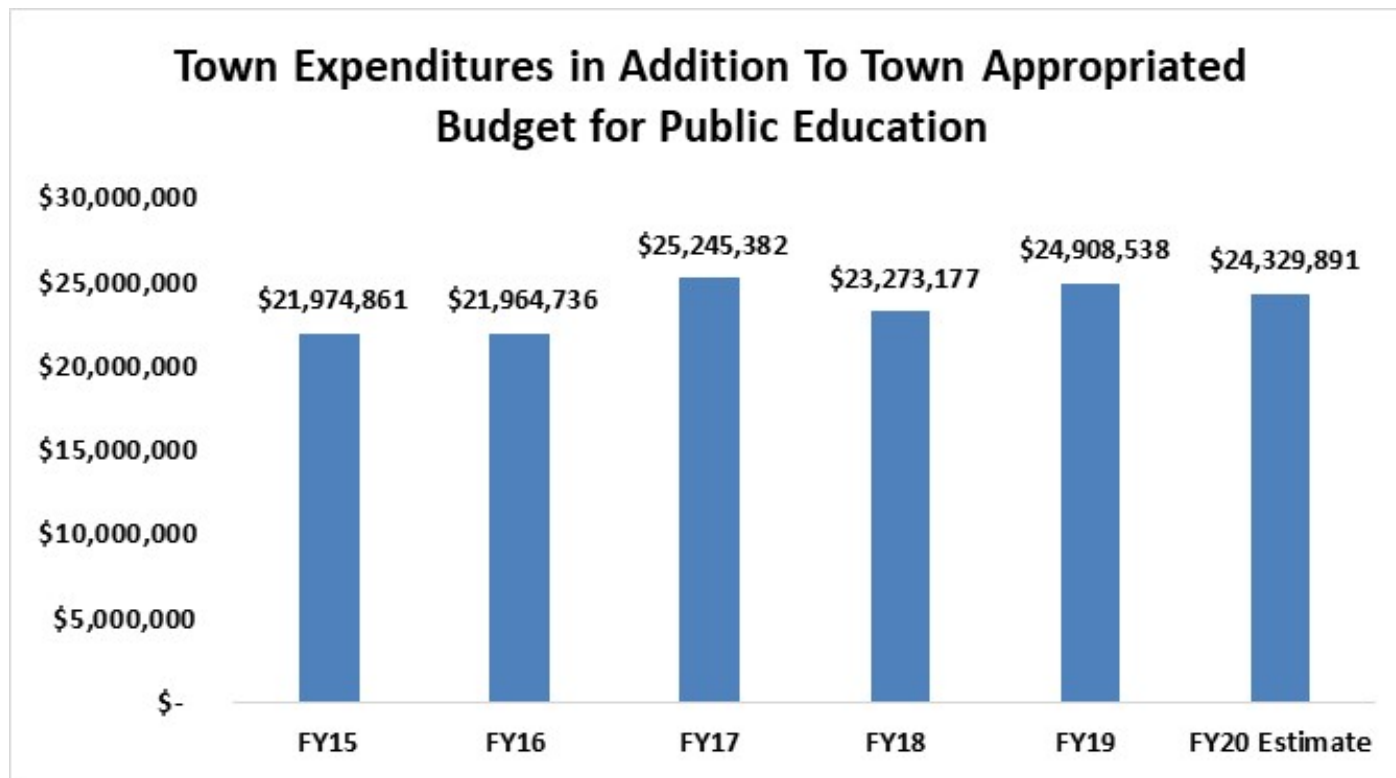
## C. 70 State Aid is Flat While Costs Go Up



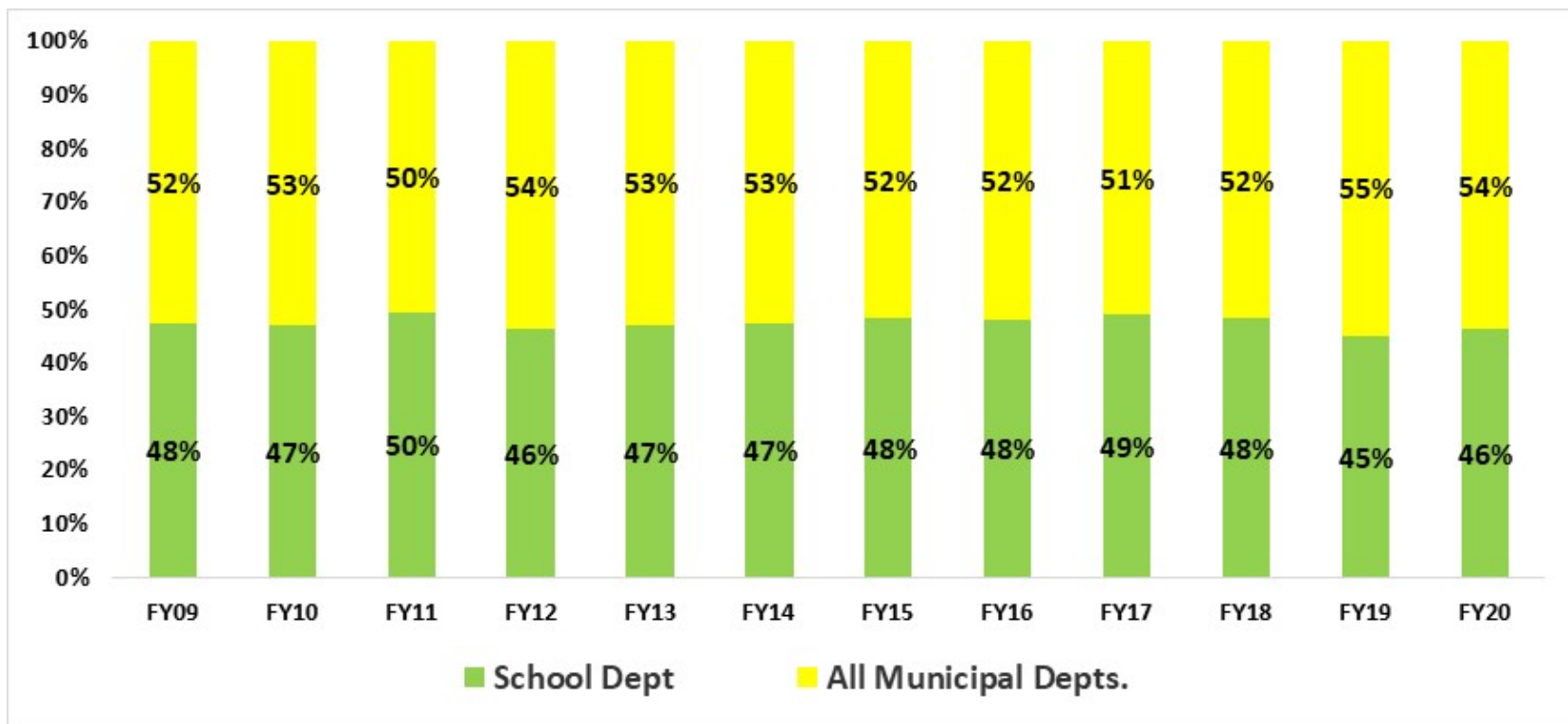


Does the School Department Budget  
consume a larger portion of the overall town  
budget every year?

# Municipal Department Expenses in Support of School Department



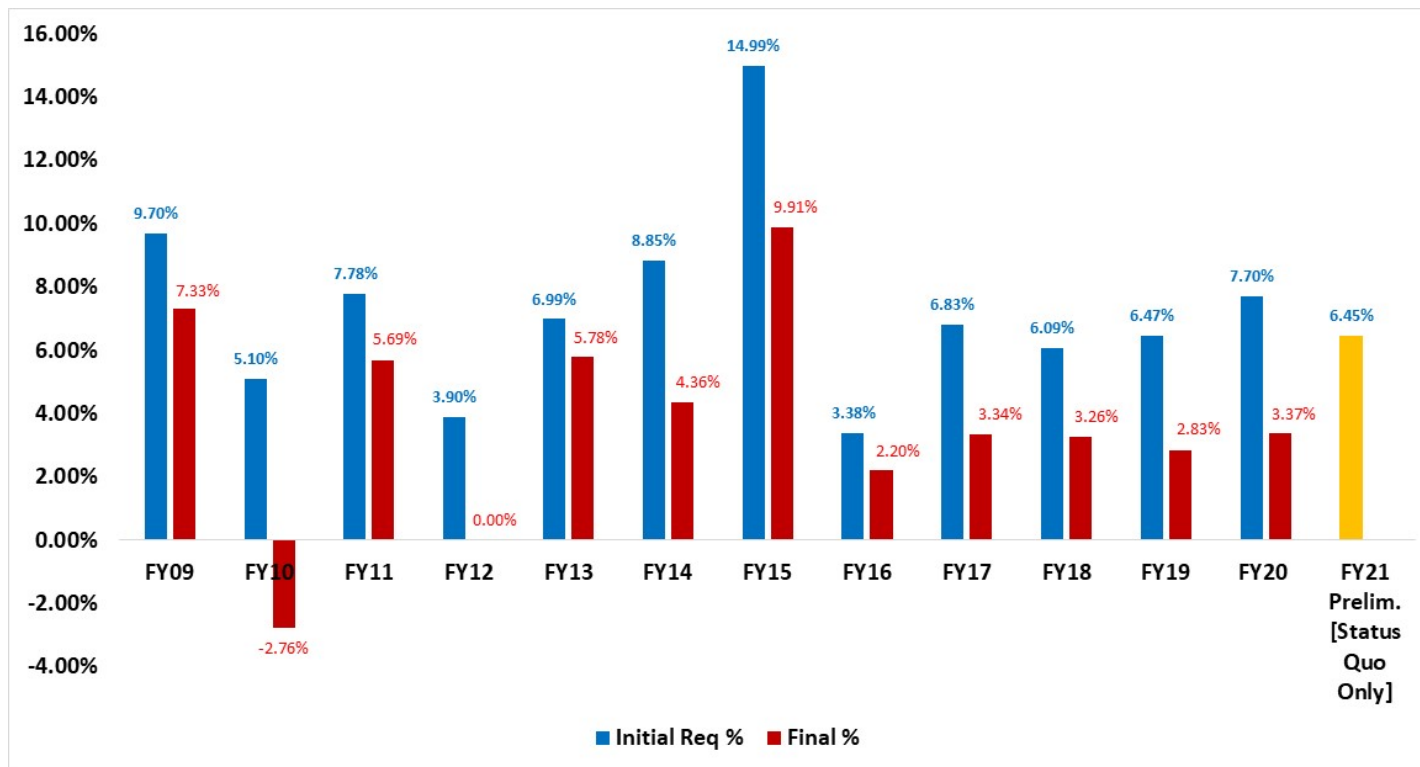
# Percent of Town Budget Appropriated for School Dept. Remains Constant



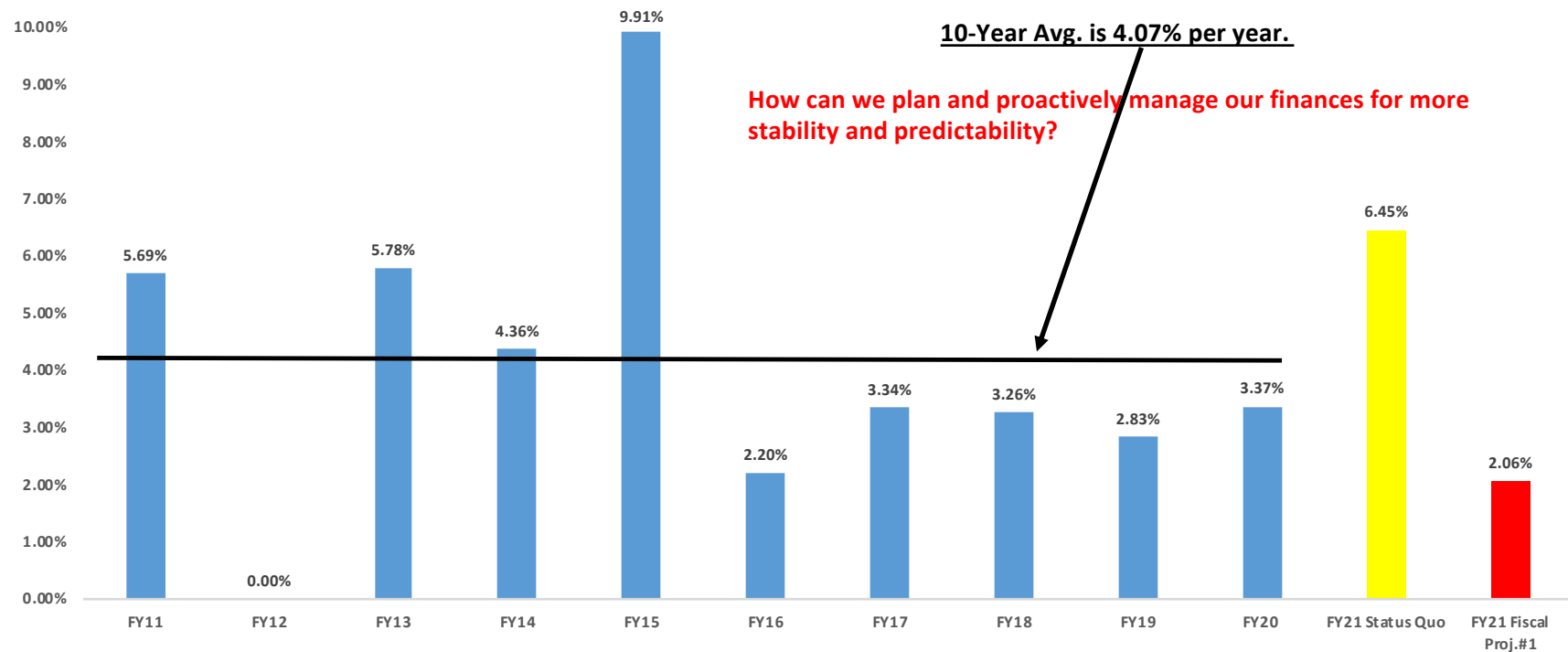
*Data provided by Town Accountant. Some municipal department expenses fund School Dept. operations i.e. health insurance, Public Bldgs, etc...*

What has been the trend of recent School Department budgets?

# Budget History: Recommended v. Appropriated

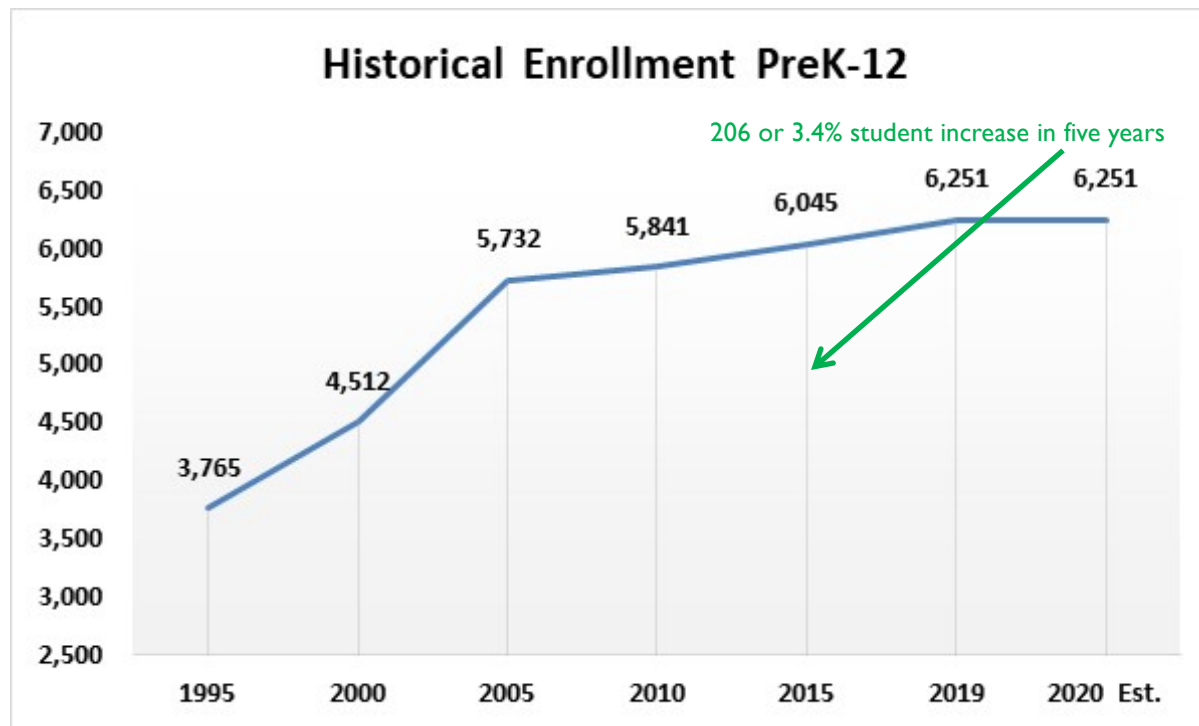


# Stewardship Means Stability & Prudent Planning



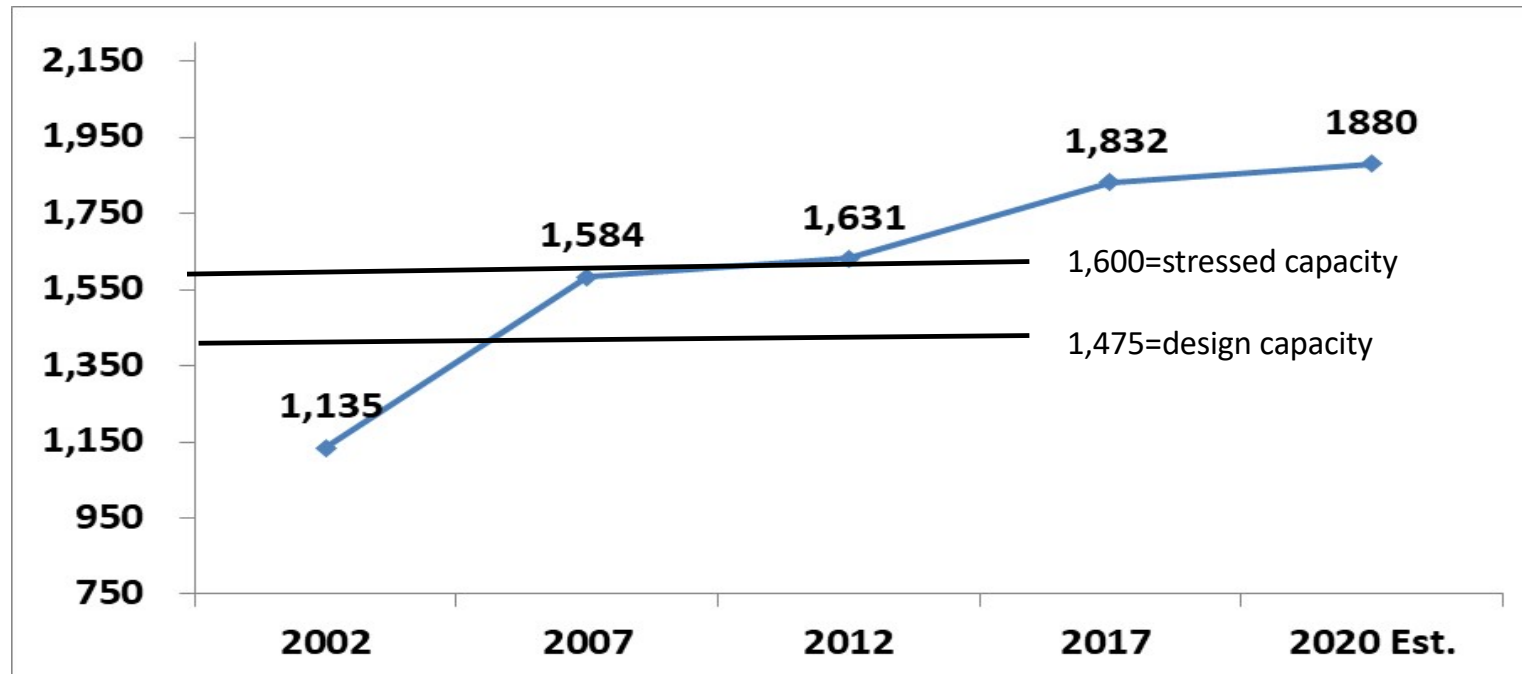
What's been the enrollment trend and are we expecting an increase next year?

# Growing Enrollment





# S.H.S Enrollment



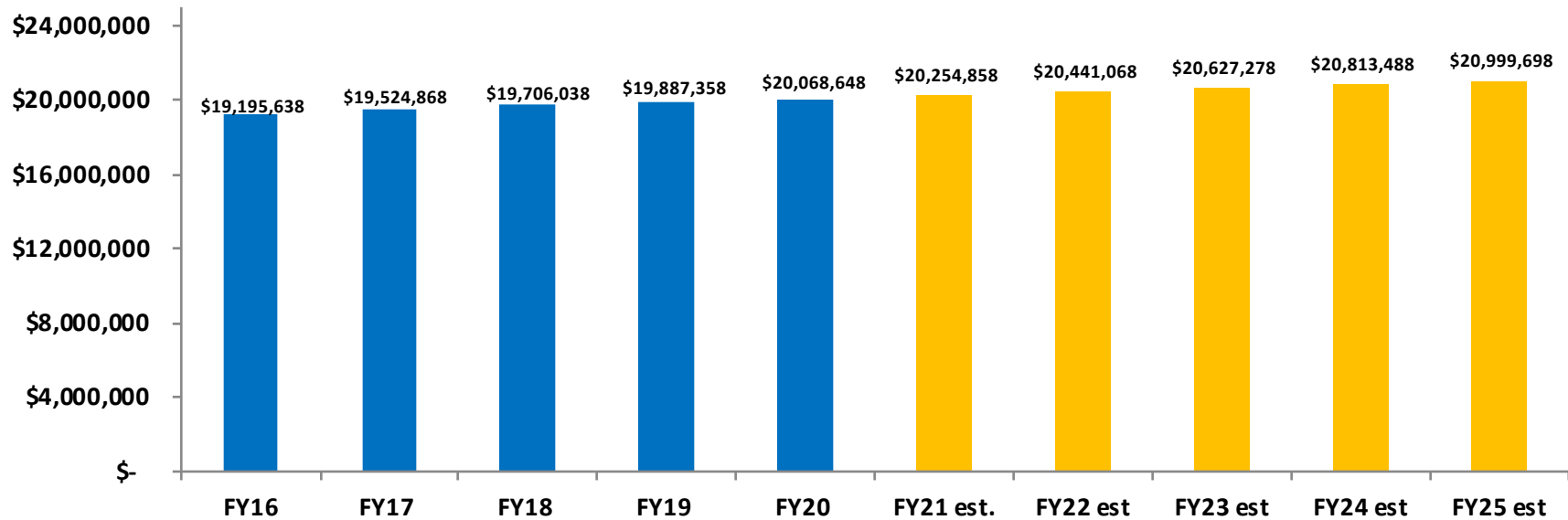
Since the new high school opened in 2002:

- Enrollment increase of 745 students
- Enrollment increase of 66%

What new state education funding can we expect with the newly enacted Student Opportunity Act [SOA]?

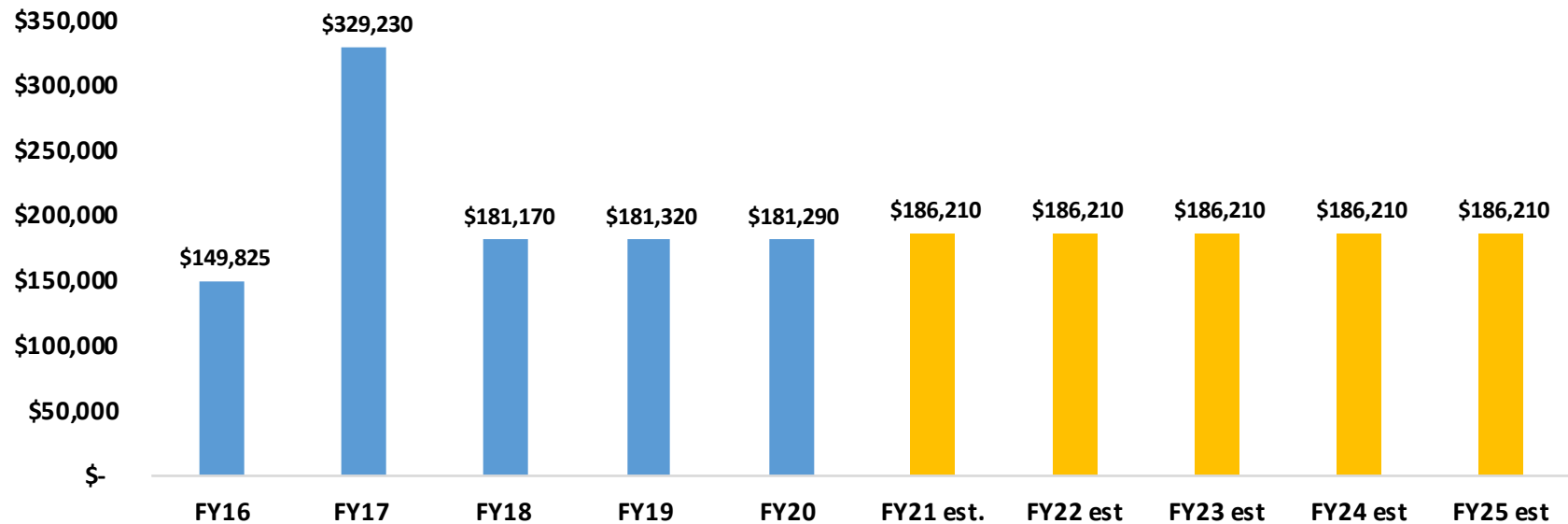
# C. 70 Aid History and Forecast: Total Dollars

**C. 70 State Aid History and Forecast for Shrewsbury**  
**Student Opportunity Act Provides Increase of \$30 Minimum State Aid Per Pupil to Shrewsbury**  
**Average Cost Per Pupil= \$13,742**

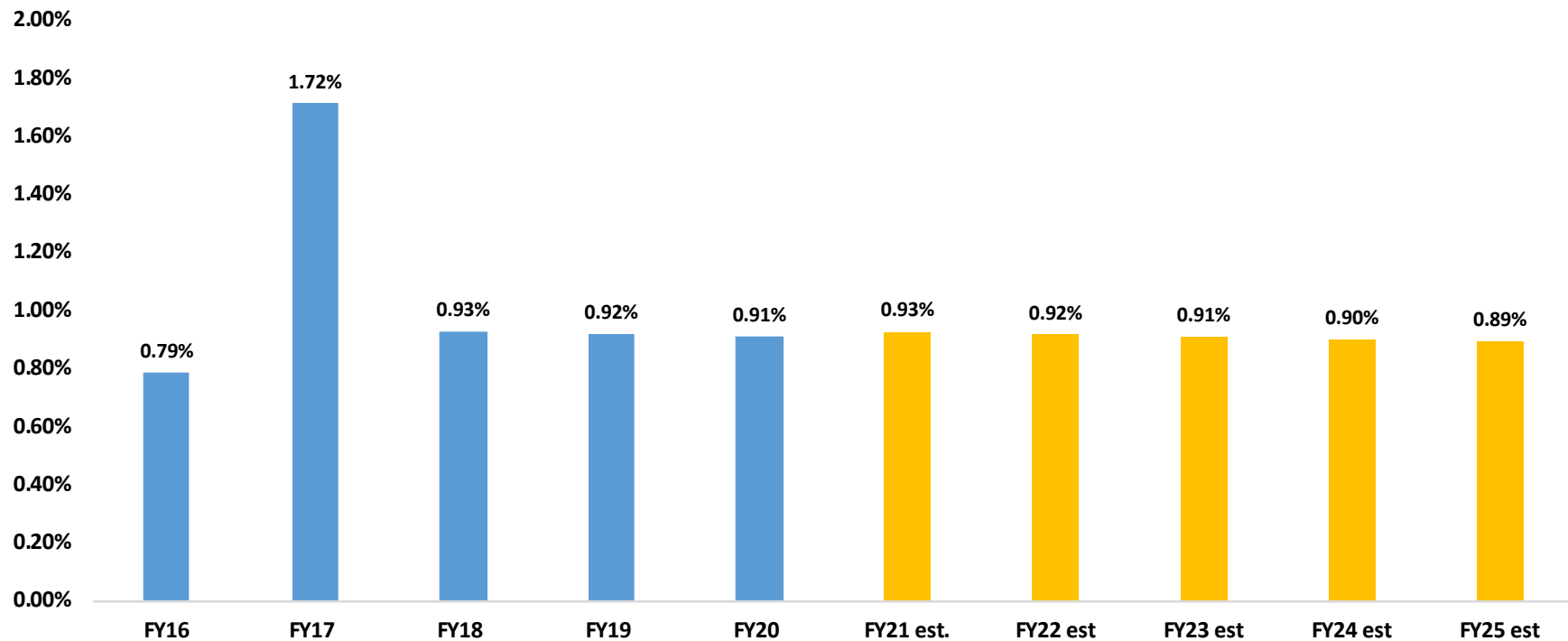


# C. 70 Aid History and Forecast: Dollar Increase

C. 70 State Aid History and Forecast for Shrewsbury  
Student Opportunity Act Provides Increase of \$30 Minimum State Aid Per Pupil to Shrewsbury  
Average Cost Per Pupil= \$13,742



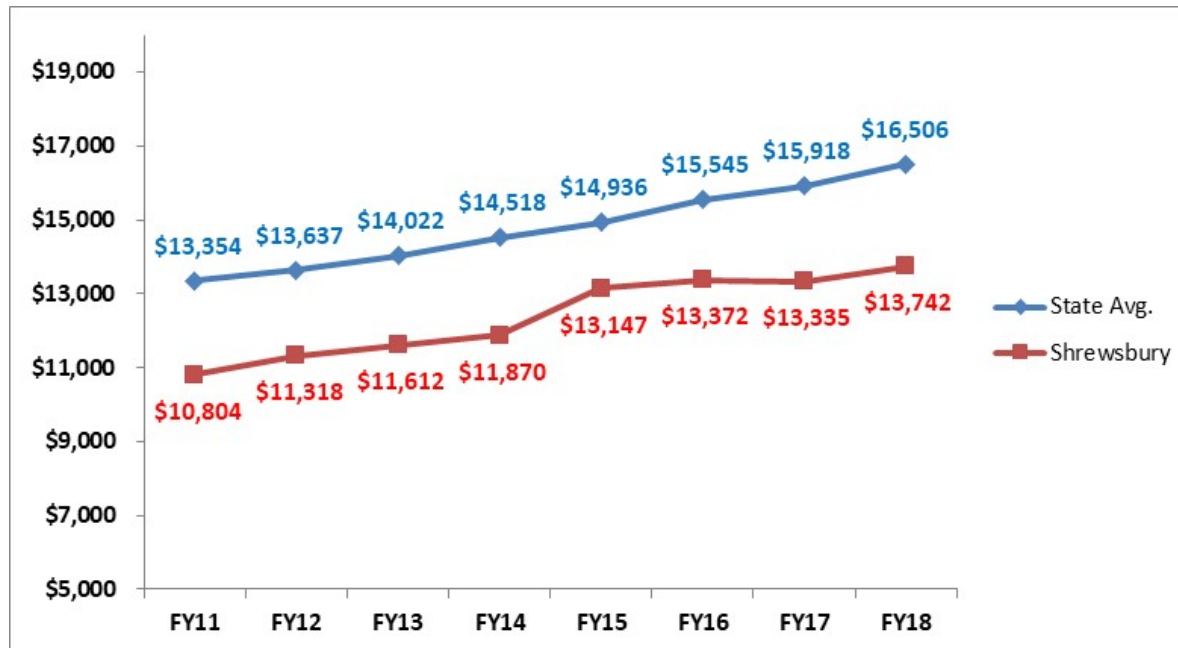
## C. 70 Aid History and Forecast: Percentage Increase



How does school spending compare to other districts?

# Cost Comparison

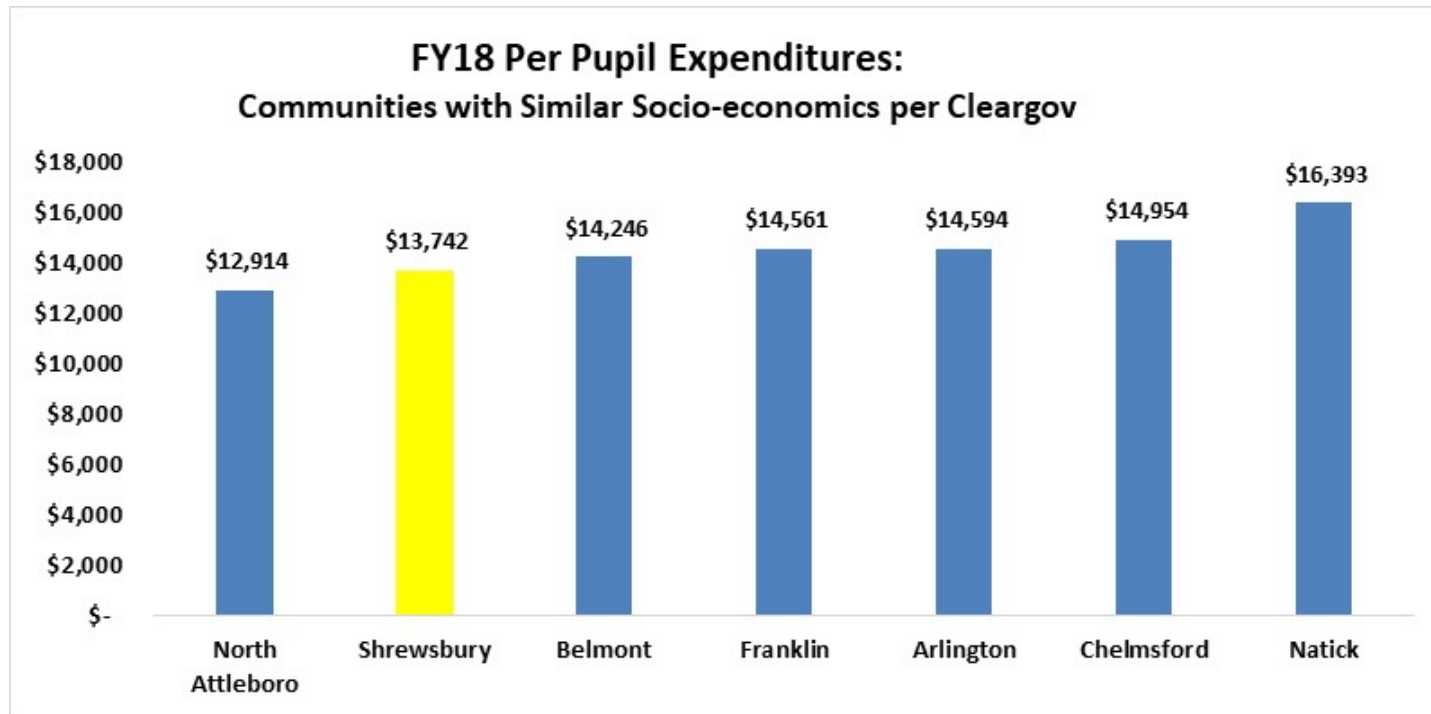
This statistic includes all school-related expenses from Town budgets, expenses from grants and fees, and the School Dept. Appropriation.



We would have to spend another \$17.6M to reach spending level at the state average cost per pupil.

FY18 Per Pupil Expenditure calculated and published by  
**MA DESE, All Sources of Funds**  
Rank 288 of 322 districts-bottom 11<sup>th</sup> percentile

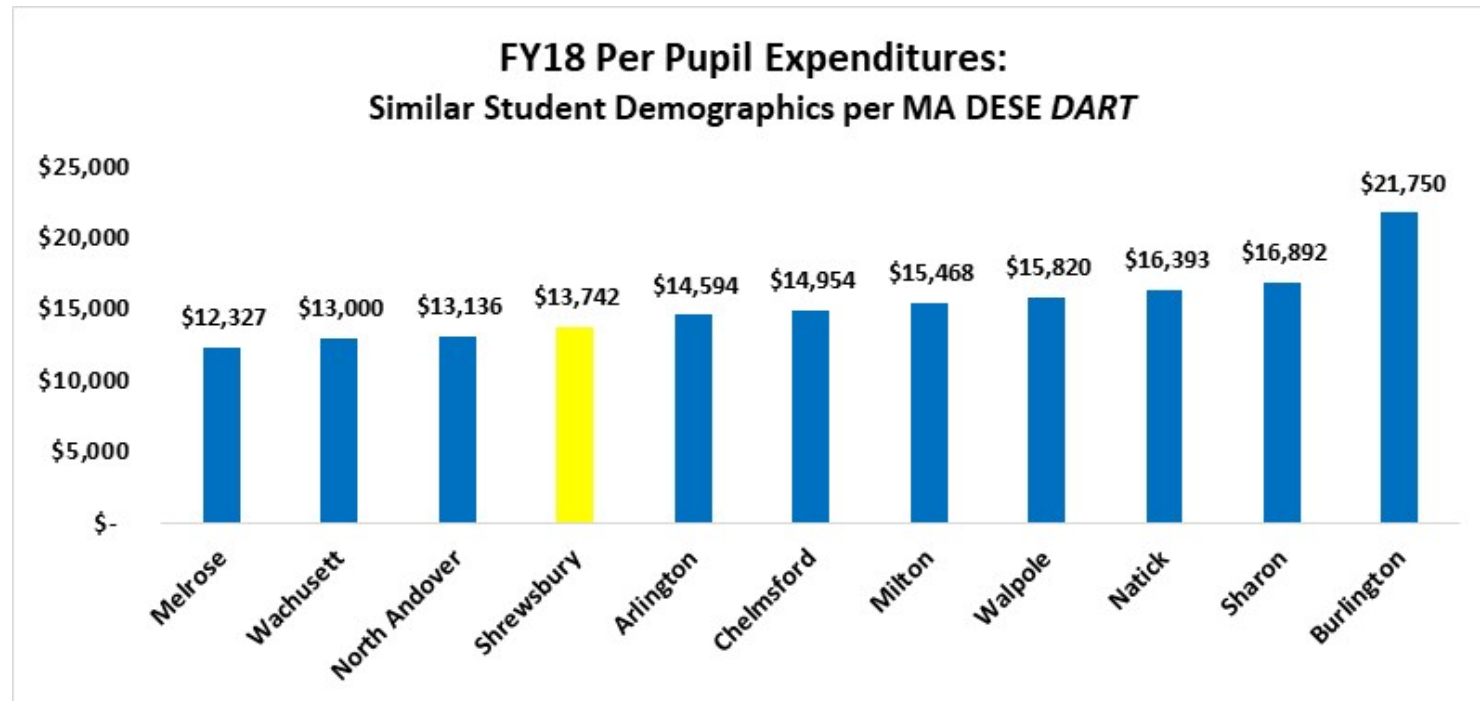
## Average Cost Per Pupil Comparison: *Cleargov* Comparative Districts



**Cleargov** chose these districts due to similar socio-economics of the communities.

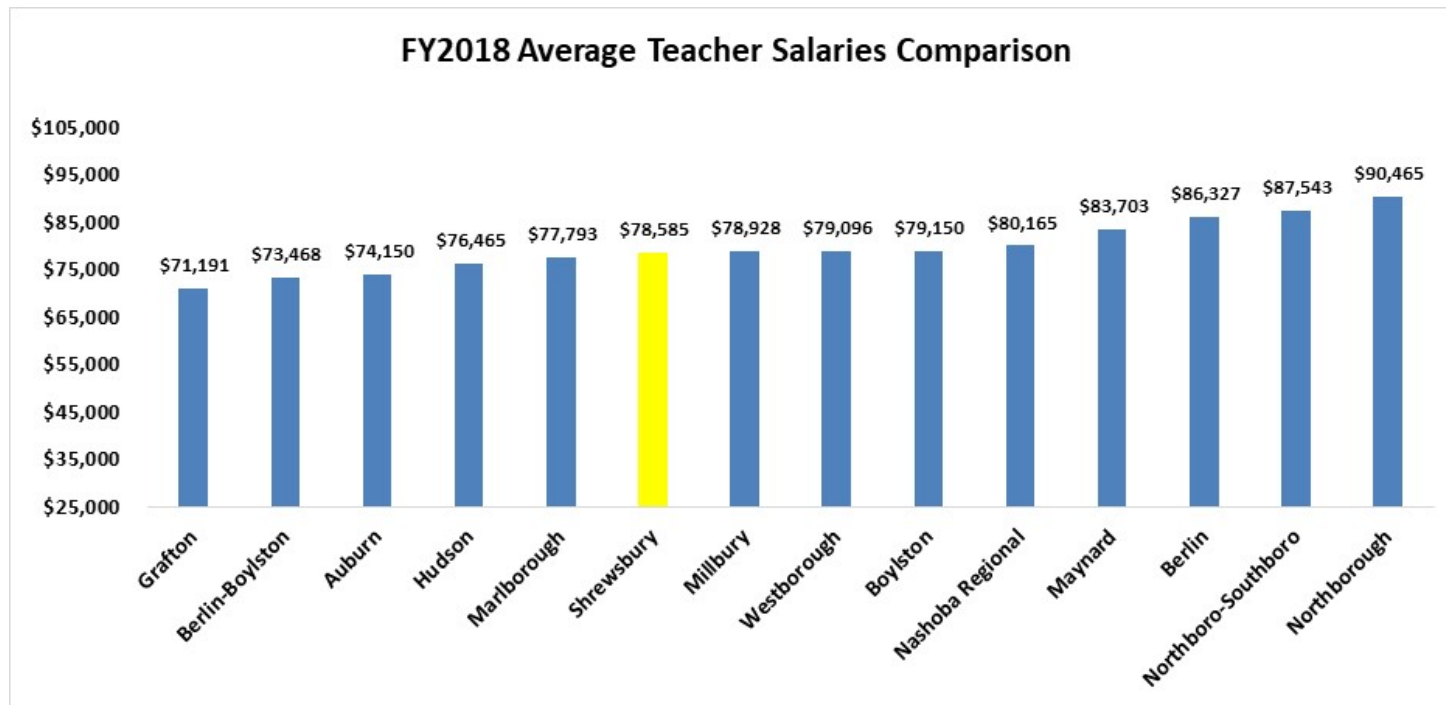


# Average Cost Per Pupil Comparison:



MA DESE uses their ***District Analysis and Review Tool*** **known as DART** to determine comparable communities by district grades span, total enrollment, and special student populations and groups them for ease of use by districts when doing comparisons.

# Average Teacher Salary Comparisons



# Town Financial Indicators

Reference, Town Manager's  
FY21 Budget Book, p.23

TABLE 6	
Municipality	FY 18 Total Expend. Per Capita
Westborough	\$4,729
Westford	\$4,206
Natick	\$3,827
Northborough	\$3,764
Chelmsford	\$3,562
Reading	\$3,493
Walpole	\$3,436
Franklin	\$3,382
Woburn	\$3,306
Braintree	\$3,290
Marlborough	\$3,097
Billerica	\$3,058
Tewksbury	\$2,962
Grafton	\$2,937
Shrewsbury	\$2,913
Avg. w/o Shrewsbury	\$3,504
State Average	\$3,697

# Town Financial Indicators

Reference, Town Manager's  
FY21 Budget Book, p.23

TABLE 5	
Municipality	FY 2020 Tax Levy per Capita
Westborough	\$4,055
Northborough	\$3,511
Westford	\$3,368
Natick	\$3,355
Tewksbury	\$3,010
Reading	\$3,004
Walpole	\$3,000
Chelmsford	\$2,999
Billerica	\$2,961
Woburn	\$2,797
Marlborough	\$2,738
Braintree	\$2,578
Franklin	\$2,437
Grafton	\$2,377
Shrewsbury	\$2,112
Avg. w/o Shrewsbury	\$3,014
State Average	\$2,888

Is the district “top-heavy” with administration?

# Cost for Administration Statistic: Developed and Published by the MA Dept. of Elementary and Secondary Educ.

Massachusetts Department of Elementary and Secondary Education

		2018			
Function Description		\$ Per In-District Pupil A	% Share of In-District B = A / IIII	State Average B	% Share of State C = B / IIII
<b>ADMN</b>	<b>Administration</b>	<b>\$326.96</b>	<b>2.5%</b>	<b>\$563.50</b>	<b>3.5%</b>
LDRS	Instructional Leadership	\$741.50	5.7%	\$1,047.62	6.6%
TCHR	Teachers	\$5,251.59	40.6%	\$6,201.89	38.9%
TSER	Other Teaching Services	\$1,539.61	11.9%	\$1,326.45	8.3%
PDEV	Professional Development	\$223.06	1.7%	\$156.77	1.0%
MATL	Instructional Materials, Equipment and	\$402.81	3.1%	\$488.62	3.1%
GUID	Guidance, Counseling and Testing	\$360.81	2.8%	\$505.47	3.2%
SERV	Pupil Services	\$1,372.98	10.6%	\$1,631.90	10.2%
OPMN	Operations and Maintenance	\$829.25	6.4%	\$1,196.75	7.5%
BENE	Insurance, Retirement Programs and Ot	\$1,889.15	14.6%	\$2,833.78	17.8%
<b>IIII</b>	<b>In-District Per Pupil Expenditure</b>	<b>\$12,937.73</b>		<b>\$15,952.76</b>	
<b>TTPP</b>	<b>Total Per Pupil Expenditures</b>	<b>\$13,742.34</b>		<b>\$16,506.27</b>	

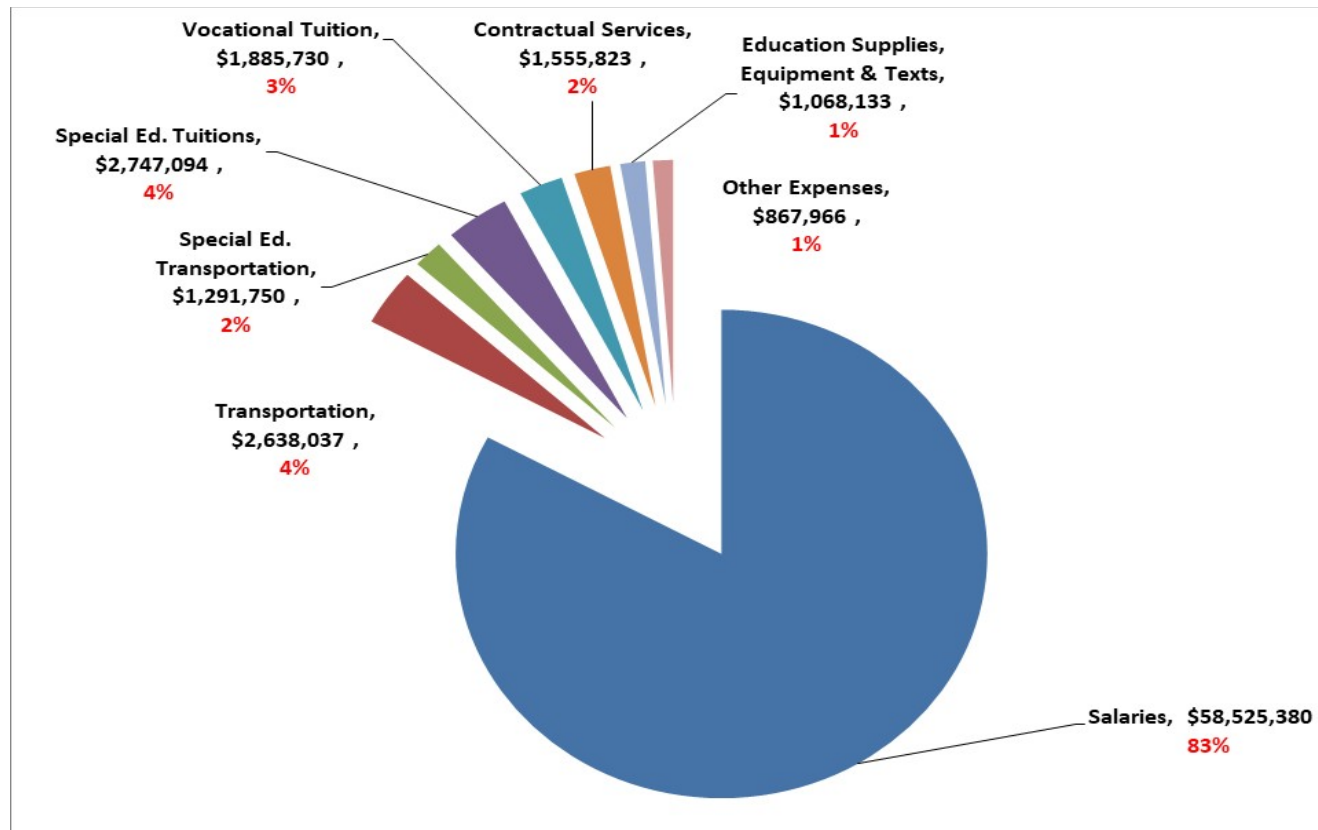
Shrewsbury ranks 319 out of 326 school districts in Administration Cost Per Pupil. [326 is the lowest]

Shrewsbury's cost for Administration is 42% below state average.

Shrewsbury would have to spend an additional \$1.5M more on Administration to be at the state average.

What are the cost pressures for FY21?

# FY21 Investment of Appropriated Funds by Category





# Budget Increase Drivers

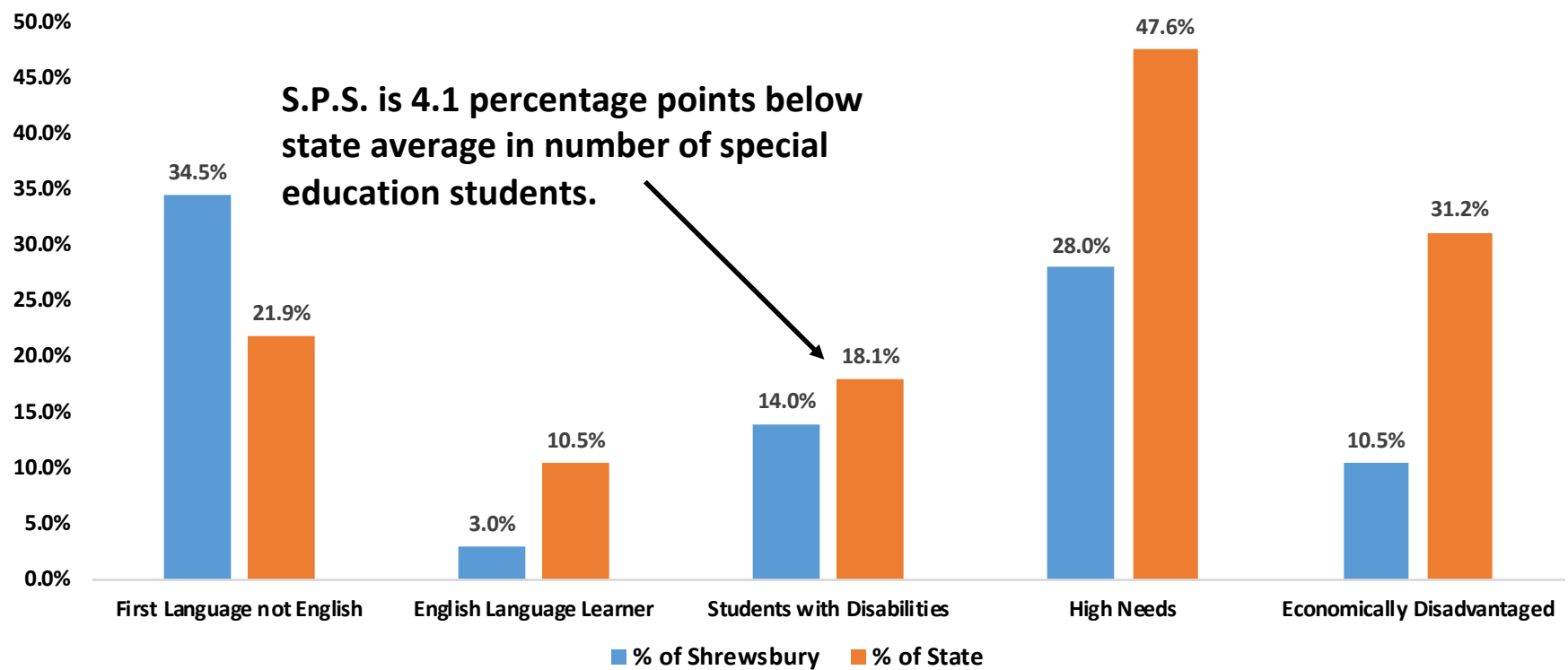
- Existing labor contracts and non-union staff at 2.0-2.9% plus step increases
- Transportation contract up 3%
- Special education tuition rates are up 2.72% per state regulatory authority
- Planned decrease of full-day kindergarten tuition
- Nearly all supply budgets level funded—0% increase.

# Summary of Changes

Group	Category	FY20	FY21	Diff	% Change
A	Salaries and Wages	\$ 56,596,493	\$ 58,525,380	\$ 1,928,887	3.41%
B	Transportation Services	\$ 3,235,285	\$ 3,929,787	\$ 694,502	21.47%
C	Out of District Tuitions	\$ 3,005,589	\$ 4,632,824	\$ 1,627,235	54.14%
D	Supplies, Materials, Contract Services, etc...	\$ 3,464,674	\$ 3,491,922	\$ 27,248	0.79%
		\$ 66,302,041	\$ 70,579,913	\$ 4,277,872	6.45%

Does Shrewsbury have more students or greater costs for special education than other districts?

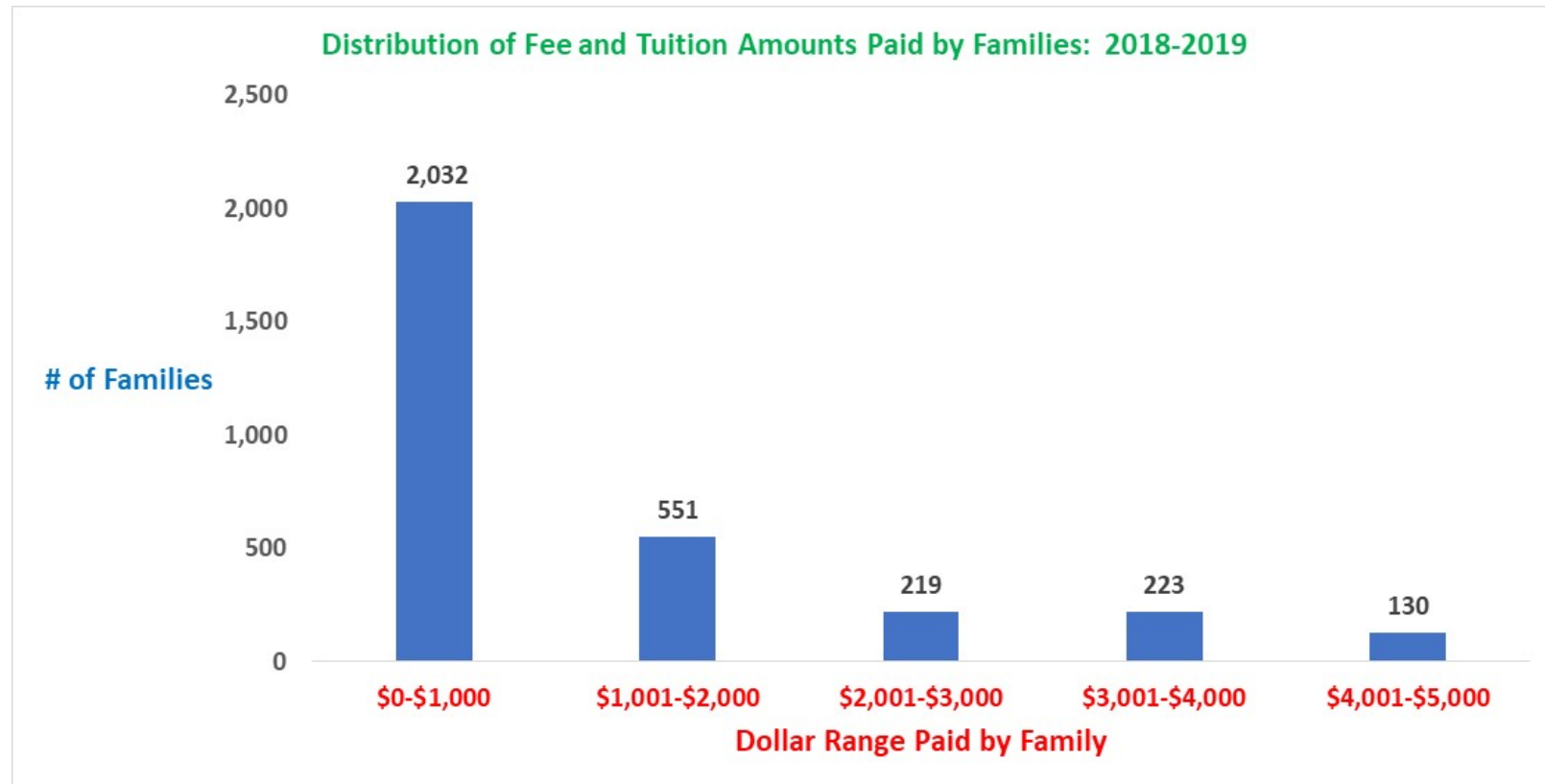
# Student Demographics [10/1/2018]



How much do parents and students pay in school-related fees and what's the plan for FY21?

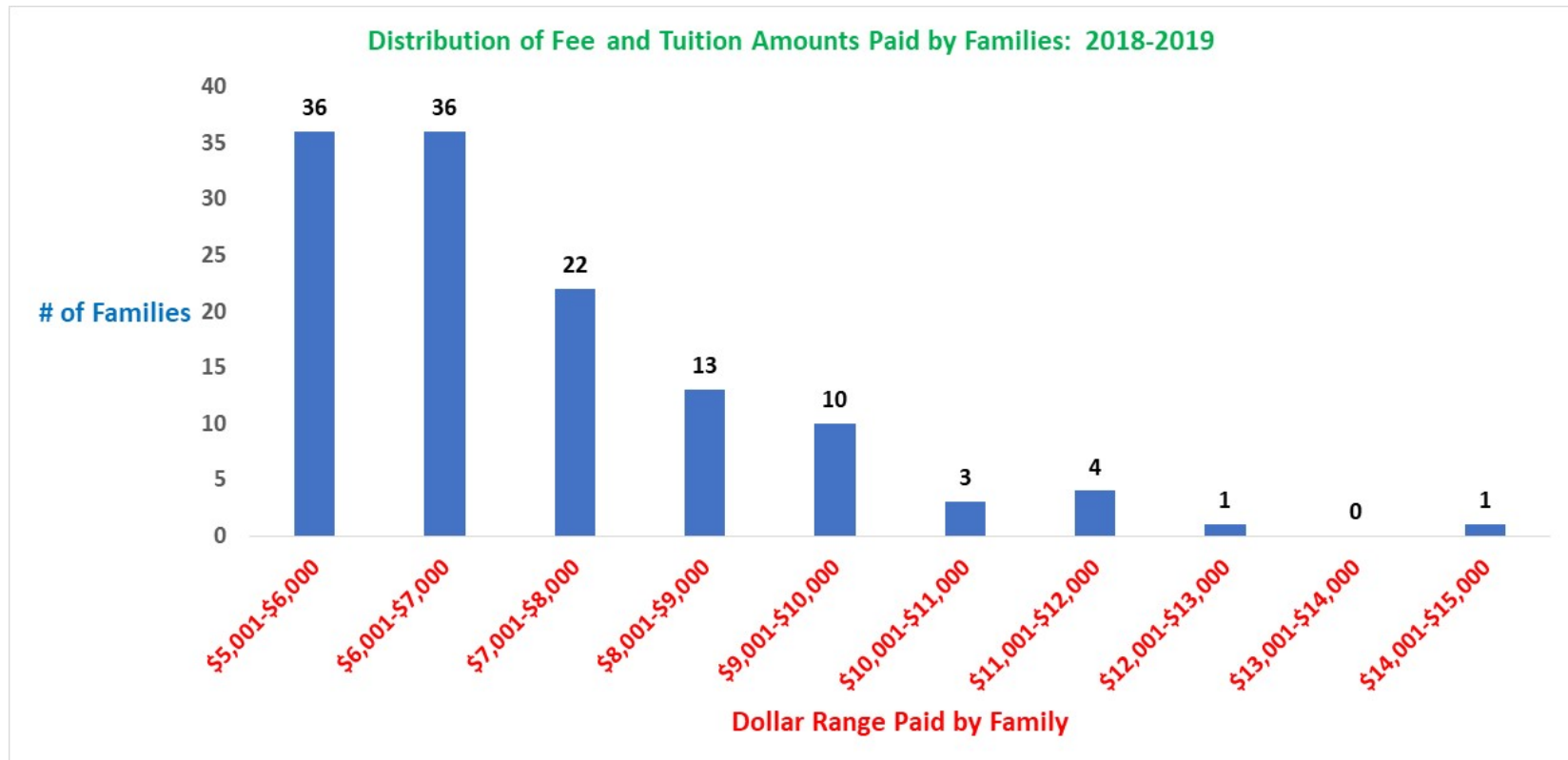
# Family Fee and Tuition Payment Overview

[from 2018-2019 school year]



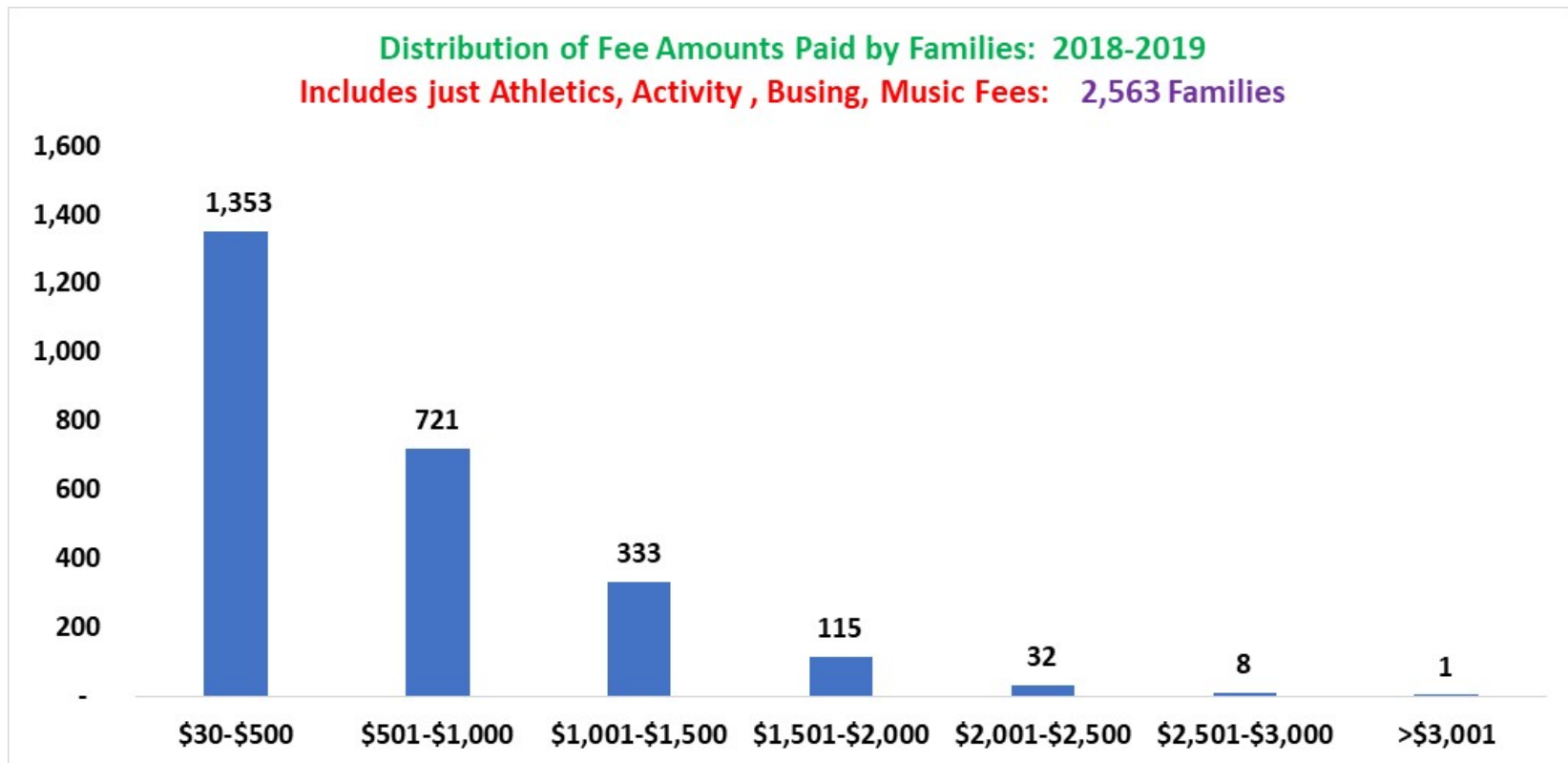
# Family Fee and Tuition Payment Overview

[from 2018-2019 school year]



# Family Fee Payment Overview

[from 2018-2019 school year]





# Family Fee Payment Example-1

[from 2018-2019 school year]

	<b>Bus</b>	<b>Athletics</b>	<b><i>Totals</i></b>
<b>Student 1</b>	\$ 310	\$ 930	\$ 1,240
<b>Student 2</b>	\$ 310		\$ 310
<b><i>Totals</i></b>	\$ 620	\$ 930	<b>\$ 1,550</b>

## Family Fee Payment Example-2

[from 2018-2019 school year]

	<b>Bus</b>	<b>Athletics</b>	<b>Oak Activity Fee</b>	<b><i>Totals</i></b>
<b>Student 1</b>	\$ 310		\$ 75	\$ 385
<b>Student 2</b>	\$ 310	\$ 310		\$ 620
<b>Student 3</b>		\$ 620		\$ 620
<b><i>Totals</i></b>	<b>\$ 620</b>	<b>\$ 930</b>	<b>\$ 75</b>	<b>\$ 1,625</b>

# Family Fee and Tuition Payment Example

[from 2018-2019 school year]

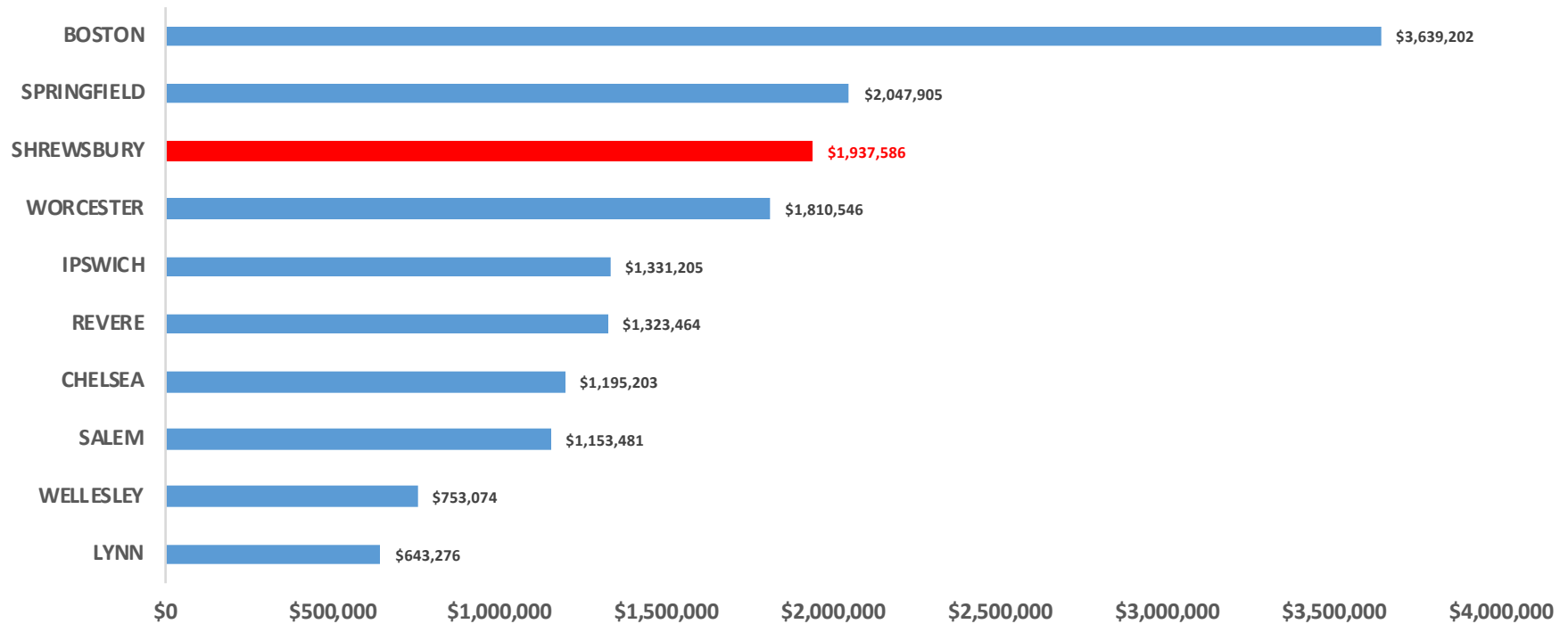
	<b>Bus</b>	<b>Full Day Kindergarten</b>	<b>April Vacation Camp</b>	<b><i>Totals</i></b>
<b>Student 1</b>		\$ 3,550	\$ 75	\$ 3,625
<b>Student 2</b>	\$ 310			\$ 310
<b>Student 3</b>	\$ 310			\$ 310
<b><i>Totals</i></b>	<b>\$ 620</b>	<b>\$ 3,550</b>	<b>\$ 75</b>	<b>\$ 4,245</b>

# Summary Recommendation

Type of Fee	Current Fee Amount	Est. FY20 Revenue		FY21 Recom. Fee Amount	Est. Net Increase in Revenue	Late Fee	Fee for Students on Free/Reduced Price Lunch	Fee Notes
Bus Fee	\$ 310	\$ 750,000		\$320 [+3.2%]	\$ 24,000	\$ 50	\$0-per state law	Subsidizes approx. 51% of avg cost/rider and 21% of total cost
Athletic Fee	\$ 315	\$ 348,000		\$325 [+3.2%]	\$ 11,000	\$ 50	\$ 50	Subsidizes approx 45% of cost
Sherwood Activity Fee	\$ 50	\$ 15,000		\$55 [+10%]	\$ 1,500	na	na	Subsidizes approx 50% of cost
Oak Activity Fee	\$ 75	\$ 40,000		No change-just increased for FY20	\$ -	na	na	Subsidizes approx 50% of cost
NEW-Oak Athletic Fee	\$ 100				\$ 13,000	\$ 25	\$ 15	Est. to cover approx 50% of cost
High School Activity Fee	\$ 100	\$ 60,000		\$110 [+10%]	\$ 6,000	na	na	Subsidizes approx 50% of cost
Music Lesson fee	\$406, \$588, \$770	\$ 345,000		\$426, \$617, \$809 [+5%]	\$ 17,250	\$ 50	\$65 [30-min lesson only]	Covers 100% of cost
					\$ 72,750	Total Estimated Revenue Increase		
					\$ 55,500	Total Amt Offset Appropriation - Assist in Closing Budget Gap		

Does the School Department seek private grants and donations to offset our budget costs?

# Ranked #3 Statewide in Generating Private Grants/Gift Revenue [FY18]



How much of the FY21 is allocated towards achieving the Five-Year Strategic Plan and Priorities?

# FY21 Educational Program Quality Setback

- Amount of funding invested in advancement of our Five Year Strategic Priorities:
- Amount of program and staffing reductions proposed from Status Quo Budget:

\$0

-\$1.7M



# Sample of Reductions Since Override

## **FY17**

- Sherwood Technology Teacher
- Sherwood Reading Teacher
- Grade 2 Health Program/staff
- S.H.S. Media Aide position

## **FY18**

- Oak Saturday School
- Speech and Language Asst. position
- Grade 4 Health program/staff

# Sample of Reductions Since Override

**FY19**

- Sherwood Media Aide
- Oak Media Aide
- Deferred classroom projector replacement plan

## **Brutal fact:**

The Fiscal Year 2021 budget cycle for our school district will be difficult, as the constraints regarding what is possible will compromise our ability to advance our priorities, and meet our needs.

## **How will we mitigate the anticipated budget gap?**

- 1) Reduce costs where possible during the *current* fiscal year
- 2) Increase revenue through increased fees and tuitions
- 3) Increase alternative funding where possible through competitive grants, partnerships, sponsorships, & philanthropic gifts
- 4) Reduce costs in next year's budget through reductions in investments in materials, equipment, technology, professional development, programming, and/or staffing

## **Cost Reduction Planning Guidelines**

- Focus on efficiencies in operations first
- Maintain class sizes within School Committee guidelines wherever possible
- Avoid reductions that would compromise the district's strategic priorities and goals
- Minimize layoffs of staff (such as by using attrition where possible)

# Operations Reductions-Summary Overview

- Significant professional development funds
- Textbooks, curriculum materials, and general supplies
- Technology hardware and software
- One bus

# **Cost Reduction Plan**

## **Operations**

**Operations Reductions Subtotal:**  
**\$446,505**

# Program & Personnel Reductions- Summary Overview

- Grade 6 foreign language program [2.8 fte]
- Math, science, and foreign language teachers at S.H.S. [3.0 fte]
- Sherwood Middle Grade 5 teacher team [2.0 fte]
- K-grade 5 Literacy tutors [40% reduction, 4 fte]
- Oak Middle drama/theatre arts position [1.0 fte]
- Advanced math teachers at Sherwood and Oak [2.0 fte]
- Grade 3 position Floral St. [1.0 fte]
- Parker Preschool teacher [1.0 fte]
- Central Office Transportation and Safety/Security Coordinator [.5 fte]
- PreK—grade 8 Paraprofessional support positions [9.3]
- Refined salary/wage forecasting and reduced overtime



# **Cost Reduction Plan**

## **Personnel/Program**

**Personnel/Program Reductions Subtotal:**  
**\$1,254,854**

**Full Time Equivalent Positions**  
**Eliminated from the Budget:**  
**28.6 FTE**

At this point, we are estimating that 12.3 FTE will have transfer opportunities within the district, 6 FTE will be eliminated through attrition [retirement/non-renewal/personnel activity], 10.3 FTE will experience a layoff or a reduction in hours.

## **Cost Reduction Plan**

**Total**

**\$1,701,359**

**Remaining amount to close budget gap:**

**\$1,198,641**

**Other cost mitigation by  
School Department:**

Current year cost-saving measures:  
approximately \$300,000

Additional revenue from raising fees:  
approximately \$55,500

## **Budget Gap Reduction**

Original budget gap = \$2.9 million

Reduced by:

Current year cost savings = \$300,000

Additional fee revenue = \$55,500

Cost reduction plan = \$1.7 million

**Remaining budget gap =  
\$854,732**

## **The brutal fact is that our financial situation is deeply troubling**

- The town's structural funding dilemma is compromising the quality of public education in Shrewsbury
- We will not offer as much educational programming and support for student learning next year
- Hardworking, skillful, dedicated members of our staff are being negatively affected

We are on schedule to open the new Beal School in FY22 for the 2021-2022 school year. What is the plan to fund staff and costs to support that?

# Fiscal Prudence: Planning for the Opening of New Beal School in FY22

EARLY ESTIMATES			
New Staff Required	30	<b>35</b>	40
Additional Dollars Required	\$1,700,000	<b>\$2,000,000</b>	\$2,300,000

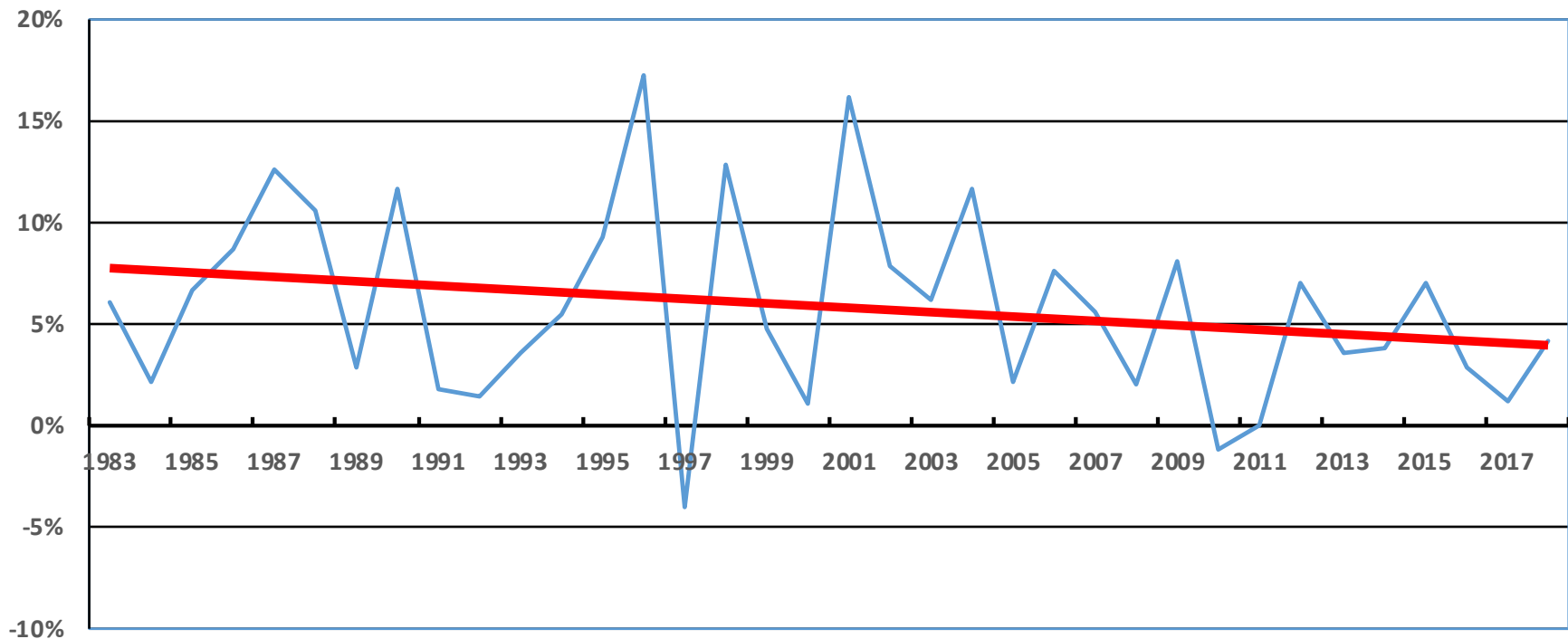
# Multi-Year Budget Planning

- Take a proactive approach with 3-5 year budget planning instead of reacting and having consecutive years of contraction, restoration, expansion, and contraction—a bumpy ride...



# Trend Analysis Necessary for Future Planning

## Annual Fluctuation of Total Town Budget



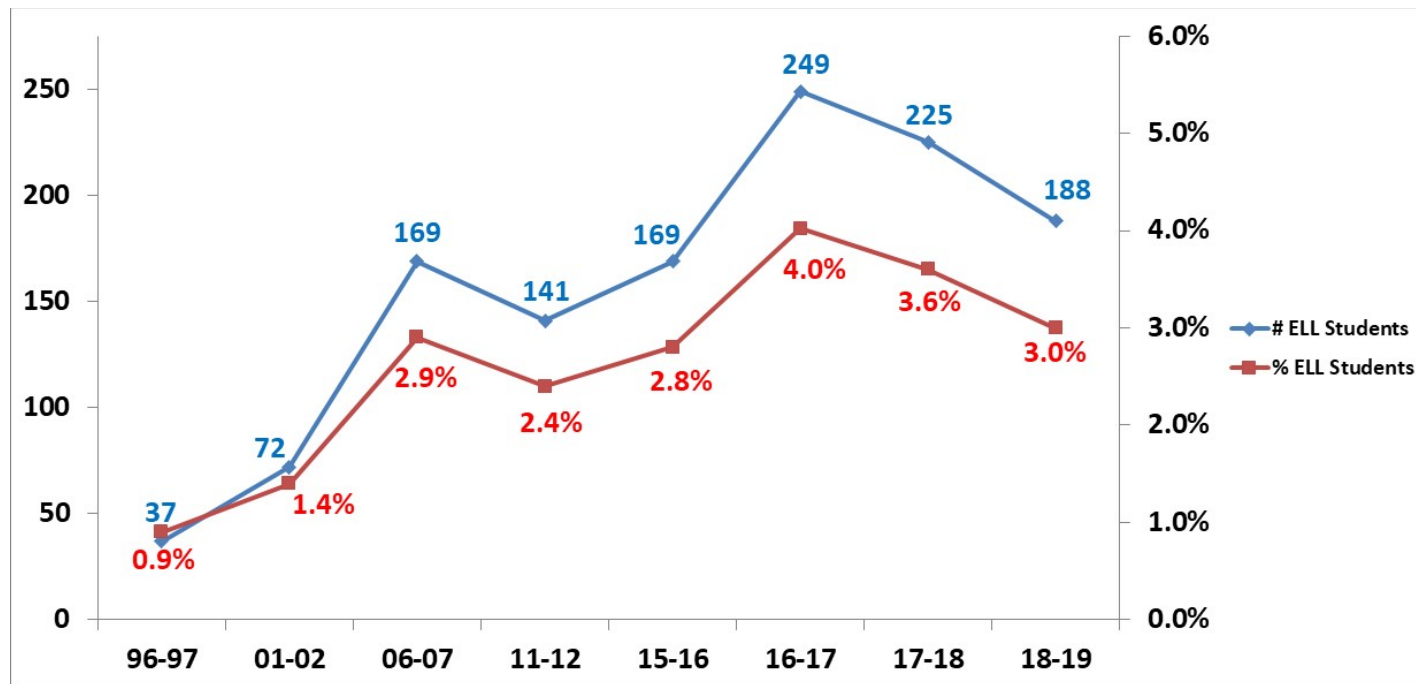
# Let's learn from this year

- Commit to providing at least level services each year
- Work together as Boards
  - Study trends
  - Project costs
  - Build contingency plan and when to use it
  - Prevent deterioration of services and competition among departments

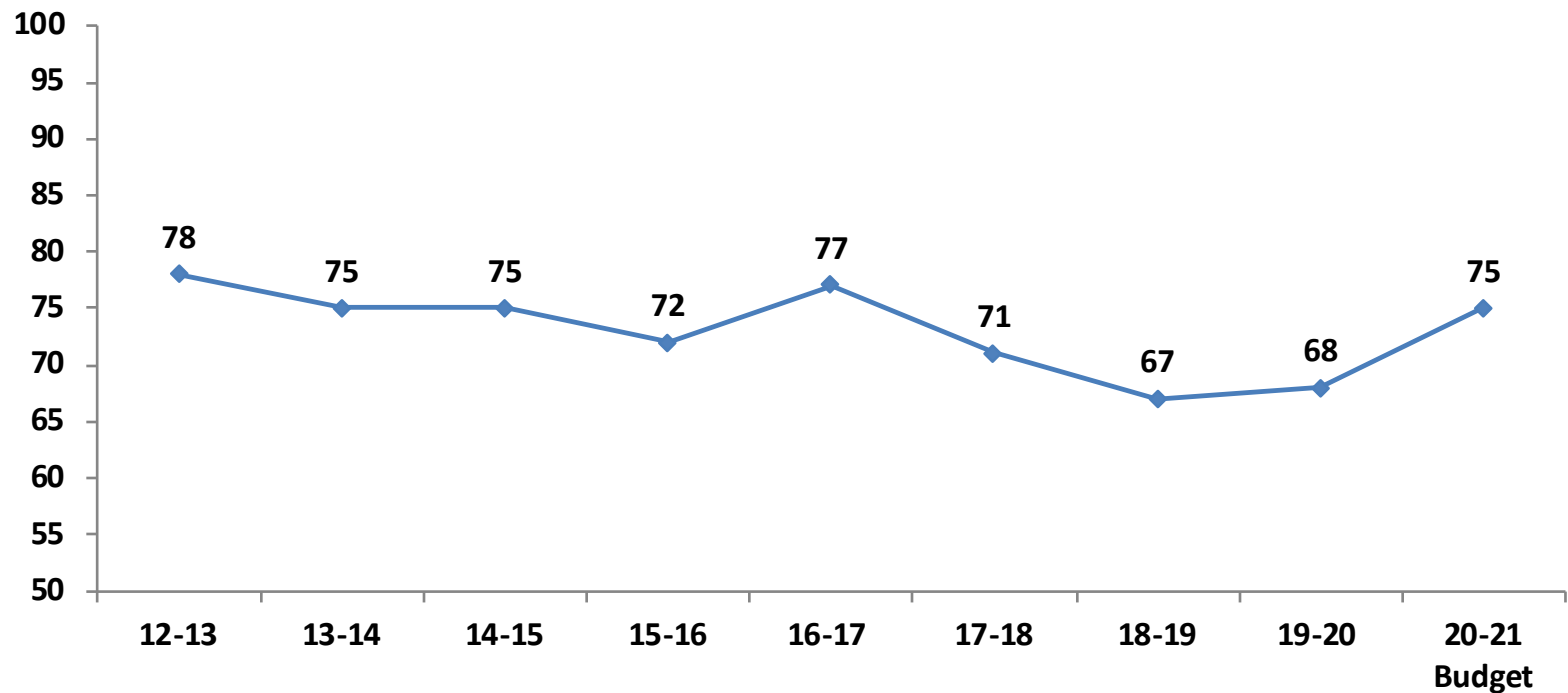
Questions?

# Additional Data Points

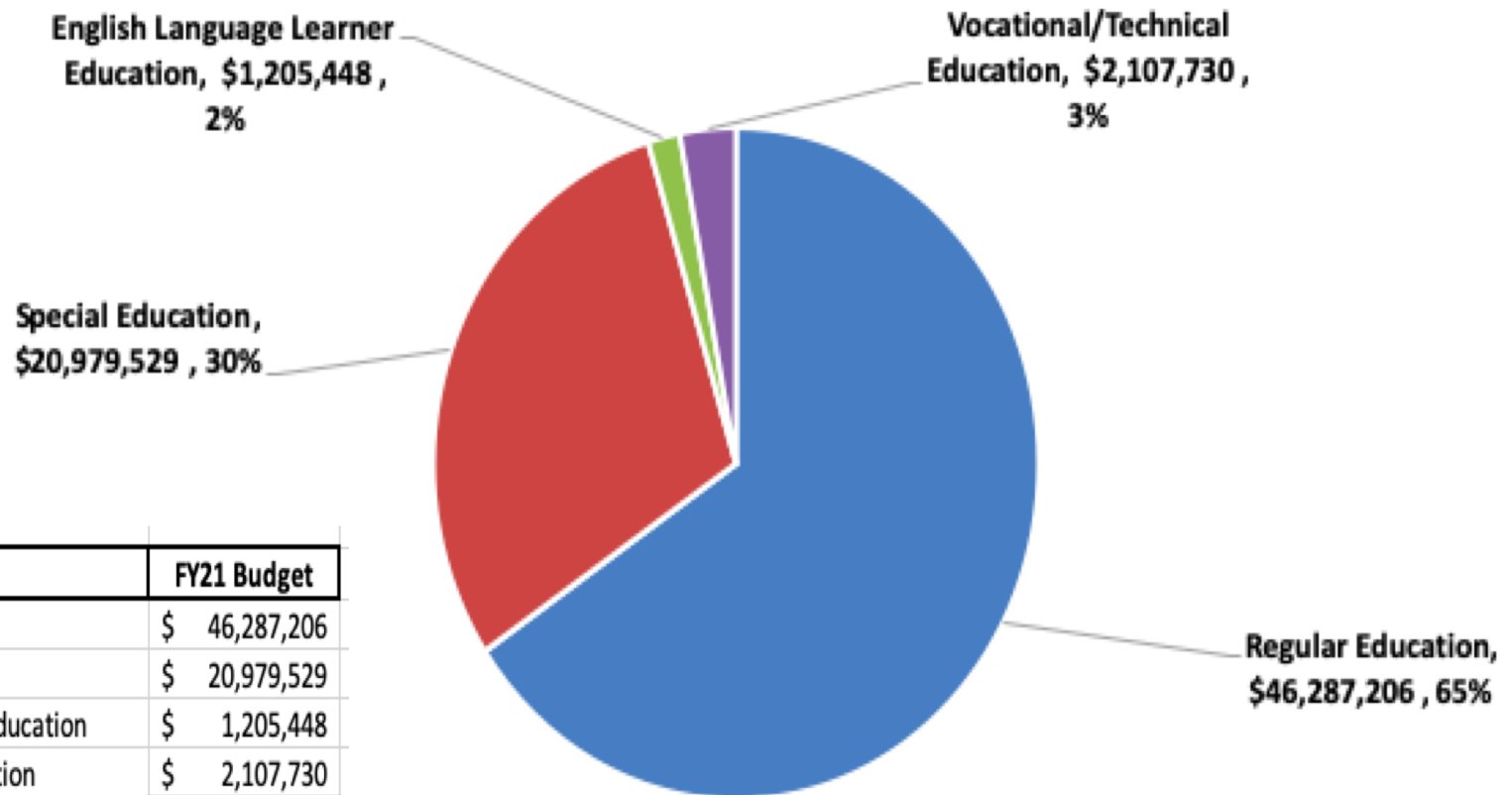
# English Language Learner [ELL] Enrollment Trend



# Special Education Out of District Student Enrollment History

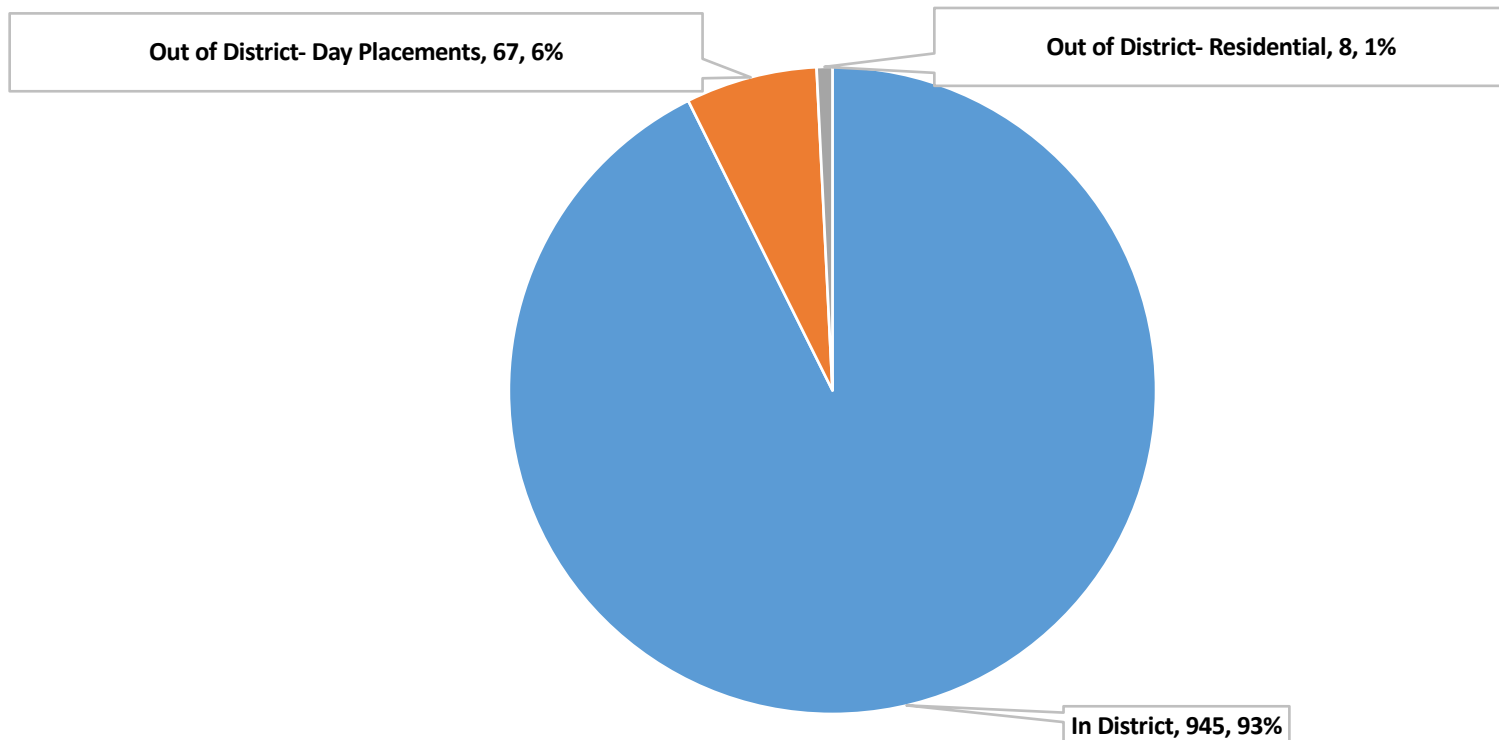


# Special Education Budget Comparison



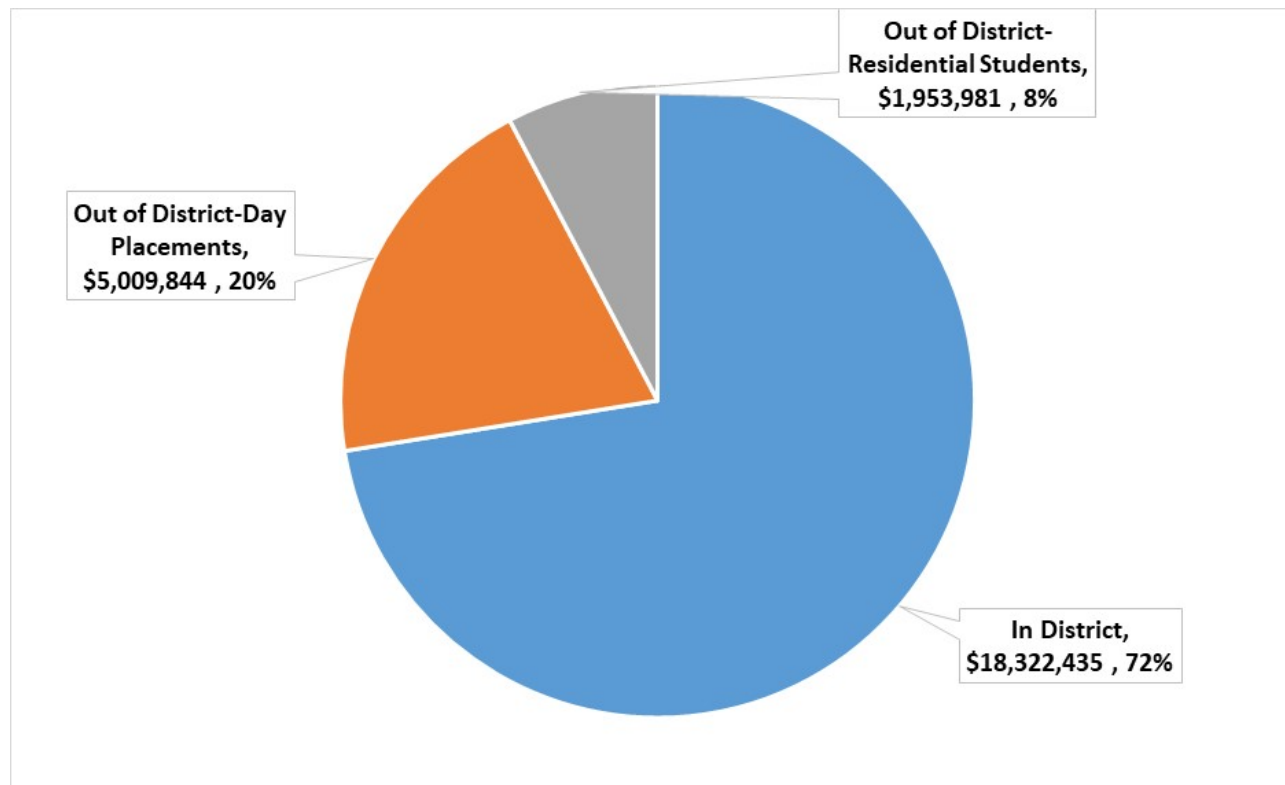
Category	FY21 Budget
Regular Education	\$ 46,287,206
Special Education	\$ 20,979,529
English Language Learner Education	\$ 1,205,448
Vocational/Technical Education	\$ 2,107,730
Totals	\$ 70,579,913

# 93% of Special Education Students are Educated within Our District





# Cost Distribution of Special Education Students





## **Our mission**

The Shrewsbury Public Schools, in partnership with the community, will provide students with the skills and knowledge for the 21st century, an appreciation of our democratic tradition, and the desire to continue to learn throughout life.



# **Our core values**

Respect & Responsibility

Collaboration & Communication

Commitment to High Standards & Expectations

Equity

# Our vision



# Our priorities





## Massachusetts Department of Elementary and Secondary Education

### OFFICE OF DISTRICT AND SCHOOL FINANCE

Summary of Historical Sending District Charter School FTE, Tuition, and Reimbursements , FY96 to present\*

Select your district using the drop down menu:

271 SHREWSBURY		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
FTE		144.14	130.79	116.28	104.36	98.19	73.17	52.00	33.77	30.24	29.00
Tuition		1,321,539	1,279,450	1,226,276	1,142,099	1,221,904	923,221	693,667	447,475	421,564	448,599
Facilities Aid		118,052	113,196	100,058	90,037	85,270	63,281	45,963	29,507	25,957	27,172
Chapter 46 Aid		330,718	85,807	38,006	38,663	81,365	-71	0	0	0	20,025
Total Aid		448,770	199,003	138,064	128,700	166,635	63,210	45,963	29,507	25,957	47,197
Net Cost to District		872,769	1,080,447	1,088,212	1,013,399	1,055,269	860,011	647,704	417,968	395,607	401,402

\* To view all fiscal years unhide columns D through R. Current fiscal year is sourced from December 2019.