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# Extended School Care 2019-2020

- Extended Day Revenue is not covering costs
- Tuition is significantly below market value – it is in the bottom 10% of similar services in the community
- Challenges to the budget include unpredictable enrollment, increase in number of families qualifying for reduced tuition, and increase in students requiring 1:1 support



# Local Rate Comparison

See complete comparison of over 40 programs in written report

Town/Program	Program Type	2019-2020 monthly rate
Westborough YMCA (provides transportation from SPS)	Private	\$575
Shrewsbury – Little Beginnings	Private	\$425
Shrewsbury – Learning Experience	Private	\$425
Westborough	Public School	\$424
Northborough	Non-profit in School	\$415
Shrewsbury – Montessori	Private	\$410
Shrewsbury - Lilliput	Private	\$400
Shrewsbury – GLC	Private	\$360
ESC	Public School	\$286
West Boylston	Public School	\$240



# Current enrollment

	Student FTE	Change from FY19
Beal AM	15	1
Beal PM	36	-6
Coolidge AM	52	-10
Coolidge PM	76	-1
Floral AM	55	-5
Floral PM	115	+3
Paton AM	60	-4
Paton PM	69	0
Spring AM	43	+2
Spring PM	67	-1
Sherwood	100	-8
<b>TOTAL:</b>	<b>688</b>	<b>-29</b>



# FY21 Forecast

- No changes to staffing levels
- Step raises and a modest wage increase of 1.5%
- 5% increase in health insurance and 2-3 new enrollments
- Assumes current enrollment levels, and same level of 1:1 support
- Assumes current level of reduced fee subsidy

*Without a tuition increase for FY21, a loss of \$139,000 is projected.*

# FY 2021 Projection

## No tuition change

<b>FY21 projection - no increase</b>	
Tuition	\$1,674,173
Reduced Fee	(\$117,192)
Registration Fees	\$11,500
Other fees (late payment, etc)	\$9,000
Vacation program revenue	\$65,000
Summer revenue	\$61,000
<b>Total Revenue</b>	<b>\$1,703,481</b>
Wages (step and 1.5%)	\$1,364,411
Benefits	\$202,810
Electric	\$50,000
Trips/events/snacks/supplies	\$165,000
Admin expenses	\$5,500
Professional Development	\$5,000
Online payment fees	\$50,000
<b>Total expense</b>	<b>\$1,842,721</b>
Profit (loss)	(\$139,240)



# Rate History & Recommendation

## Extended Day monthly tuition

Fiscal Year	After School	Before School
2008	\$226	\$102
2013 – 15% increase	\$260	\$118
2018 – 3% increase	\$268	\$122
2019 – 3% increase, eliminated sibling discount and added \$25 early release day fee	\$276	\$126
2020 – 3.5% increase	\$286	\$130
2021 – 7% increase	\$306	\$139

Prices reflect 5-day rates. 2, 3 & 4-day rates are also available  
Families will continue to pay additional \$25 for each early release day



## Current staffing pattern

- We strive to maintain a 1:10 adult to child ratio (approximately 1:7 at Beal)
- At Floral and Sherwood, the Site Coordinator is not counted in this ratio, but at all other sites they are
- The majority of staff work 2-3 days per week and report to work at the same time, or slightly later than the students

## Proposed staffing pattern 2020-2021

- Align with minimum licensing standard of 1:13 adult to child ratio. For programs with over 65 students the site coordinator is not counted in the ratio
- Eliminate total 10 positions, largely through attrition
- Increase hours and add benefits to several positions to improve operations
- Net savings of \$60,000 to annual wages



# FY 2021 Projection

With  
proposed  
changes

<b>FY 21 with 7% increase and 1:13 ratio</b>	
Tuition	\$1,791,255
Reduced Fee	(\$125,388)
Registration Fees	\$11,500
Other fees (late payment, etc)	\$9,000
Vacation program revenue	\$65,000
Summer revenue	\$61,000
<b>Total Revenue</b>	<b>\$1,812,367</b>
Wages (step and 1.5%) 1:13	\$1,313,193
Benefits	\$202,810
Electric	\$50,000
Trips/events/snacks/supplies	\$165,000
Admin expenses	\$5,500
Professional Development	\$5,000
Online payment fees	\$50,000
<b>Total expense</b>	<b>\$1,791,503</b>
Profit (loss)	\$20,864



# Enrollment policy impact on budget

- Current enrollment policy allows for parents to choose any days
- Daily enrollment fluctuates, and it is difficult to fill small vacancies

current # students enrolled by day								
	Mon	Tue	Wed	Thu	Fri	FTE	Annual tuition	Total revenue
Beal AM	13	16	16	15	15	15	\$1,300	\$19,500
Beal PM	34	38	37	39	34	36.4	\$2,680	\$97,552
Coolidge AM	53	50	54	52	50	51.8	\$1,300	\$67,340
Coolidge PM	78	81	81	79	62	76.2	\$2,680	\$204,216
Floral AM	55	58	55	56	52	55.2	\$1,300	\$71,760
Floral PM	114	124	118	121	98	115	\$2,680	\$308,200
Paton AM	59	59	64	57	59	59.6	\$1,300	\$77,480
Paton PM	71	72	70	72	61	69.2	\$2,680	\$185,456
Spring AM	43	44	46	45	39	43.4	\$1,300	\$56,420
Spring PM	73	68	70	73	49	66.6	\$2,680	\$178,488
Sherwood	93	110	108	112	78	100.2	\$2,680	\$268,536
						Total FTE	688.6	\$1,534,948



# Consistent enrollment would increase revenue by \$70,000

Hypothetical consistent daily enrollment								
	Mon	Tue	Wed	Thu	Fri	FTE	Annual tuition	Total revenue
Beal AM	16	16	16	16	16	16	\$1,300	\$20,800
Beal PM	38	38	38	38	38	38	\$2,680	\$101,840
Coolidge AM	52	52	52	52	52	52	\$1,300	\$67,600
Coolidge PM	80	80	80	80	80	80	\$2,680	\$214,400
Floral AM	56	56	56	56	56	56	\$1,300	\$72,800
Floral PM	120	120	120	120	120	120	\$2,680	\$321,600
Paton AM	60	60	60	60	60	60	\$1,300	\$78,000
Paton PM	72	72	72	72	72	72	\$2,680	\$192,960
Spring AM	45	45	45	45	45	45	\$1,300	\$58,500
Spring PM	72	72	72	72	72	72	\$2,680	\$192,960
Sherwood	110	110	110	110	110	110	\$2,680	\$294,800
						Total FTE		\$1,616,260
							Additional revenue	\$81,312
							Additional staff	-\$11,234
							<b>net gain</b>	<b>\$70,078</b>



# Proposed policy change for 2021-2022

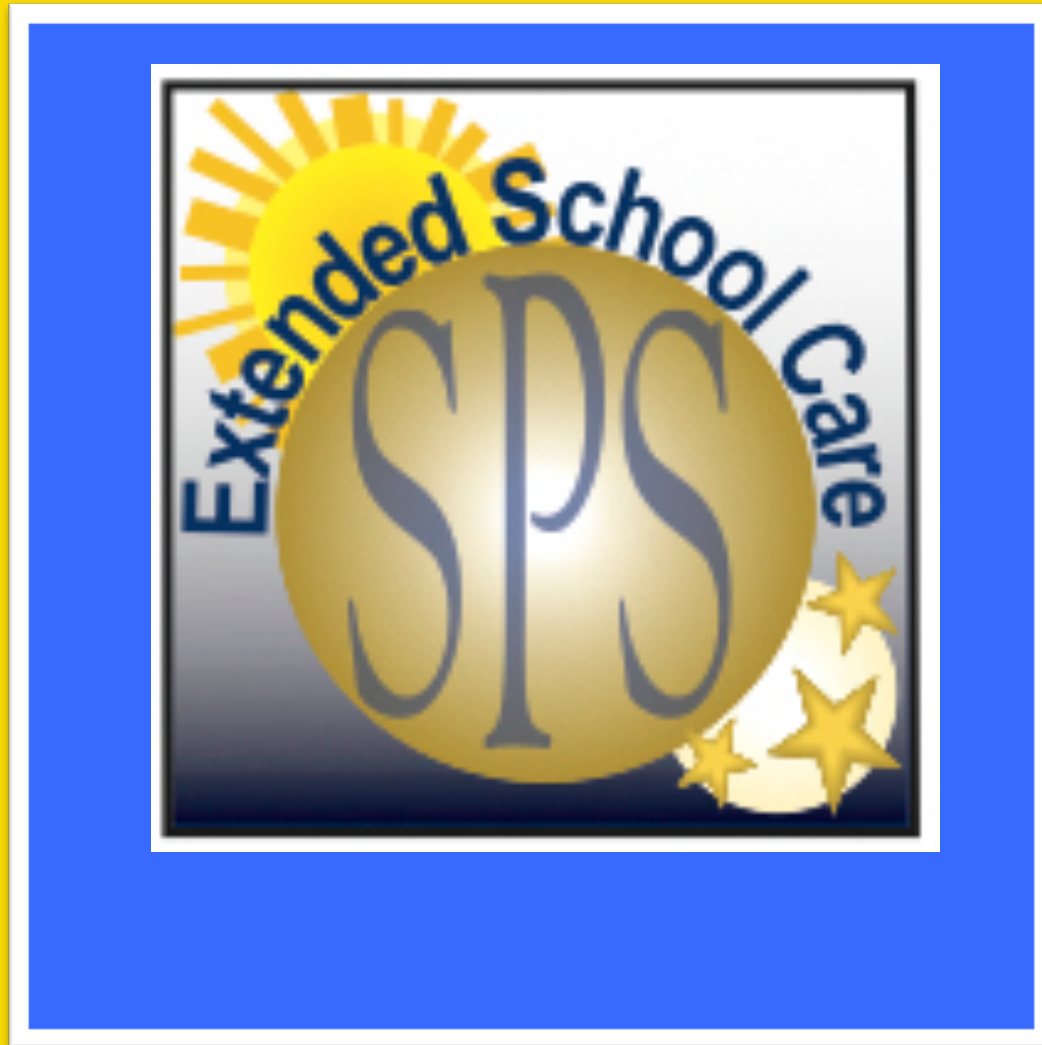
Limit parent enrollment options to 3 choices

- 5 days
- Tuesday, Thursday only
- Monday, Wednesday, Friday only
- Eliminate additional \$25 fee for early release days and incorporate it into the cost of option 1 and option 2



# **Summary of proposed ESC changes for FY21**

- Tuition increase 7%
- Wage increase 1.5%
- Change adult to child ratio to reduce costs
- Consider impact of limited enrollment choices for 2021-2022



**Questions?**