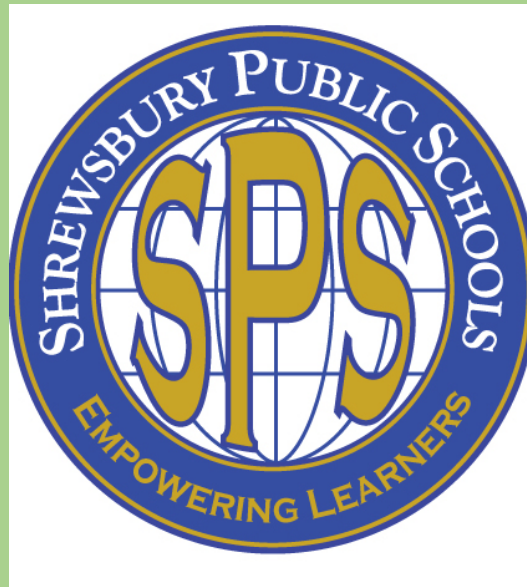


# School Department Budget Presentation: Fiscal Year 2020



Finance Committee Budget Hearing  
March 16, 2019



# Presentation Topics

- Introductory Comments and Overview
- Process Change Highlights
- Status Quo Budget Recap & Sources of Funds
- Budget Drivers
- Enrollment Data and Demographics
- State Aid Information
- Indicators of Cost Efficiency & Value
- Budget Gap Status
- Meeting Community Expectations
- Investment Recommendations to Achieve Strategic Priorities



# Budget Process Adjustments

- Separating our budget recommendation into two parts:
  - 1) A “Status Quo” budget which is just carrying forward existing programs and staff with expected cost escalation



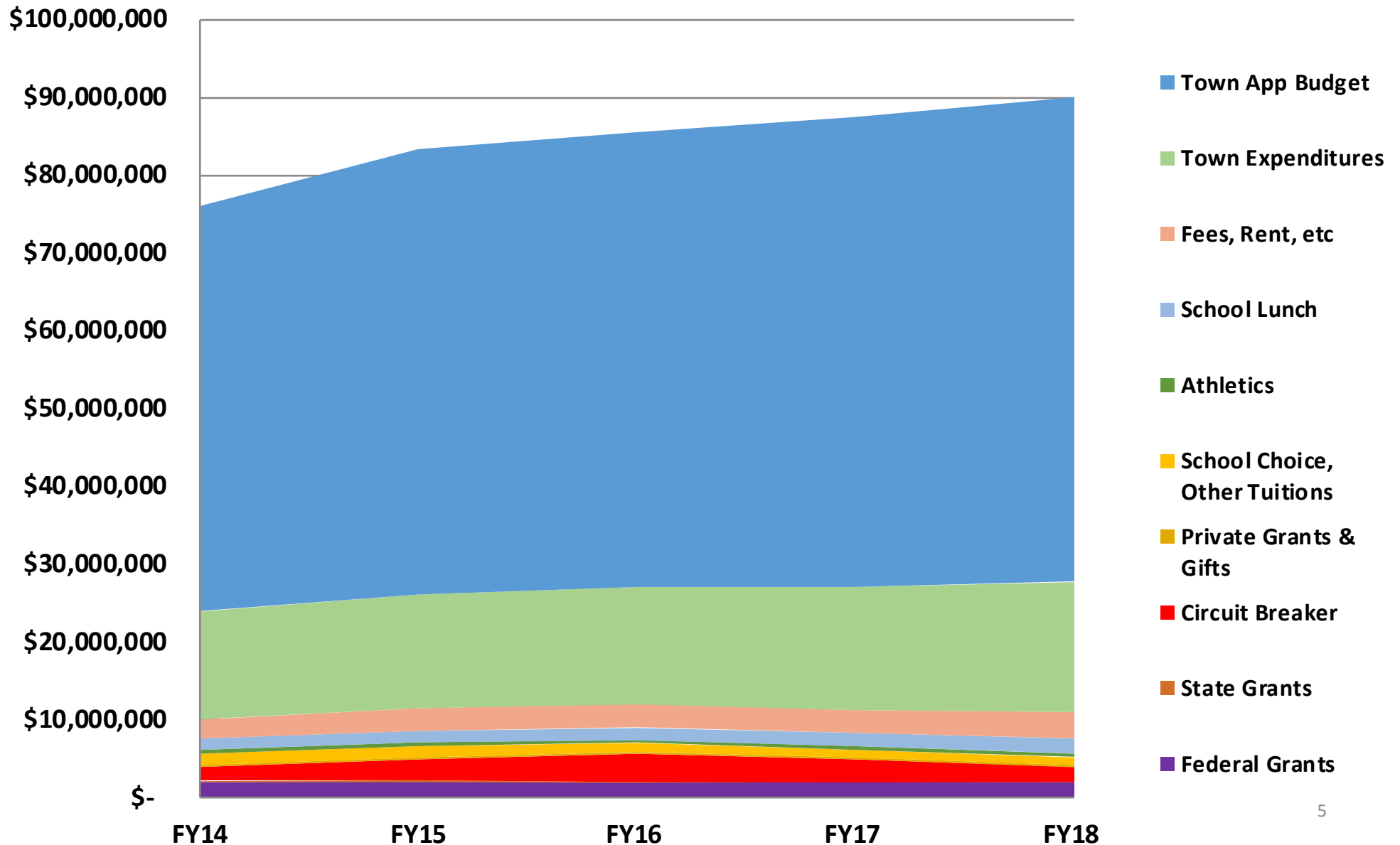
# Budget Process Adjustments

2) A package of recommendations for investments required to achieve our Five-Year Strategic Priorities

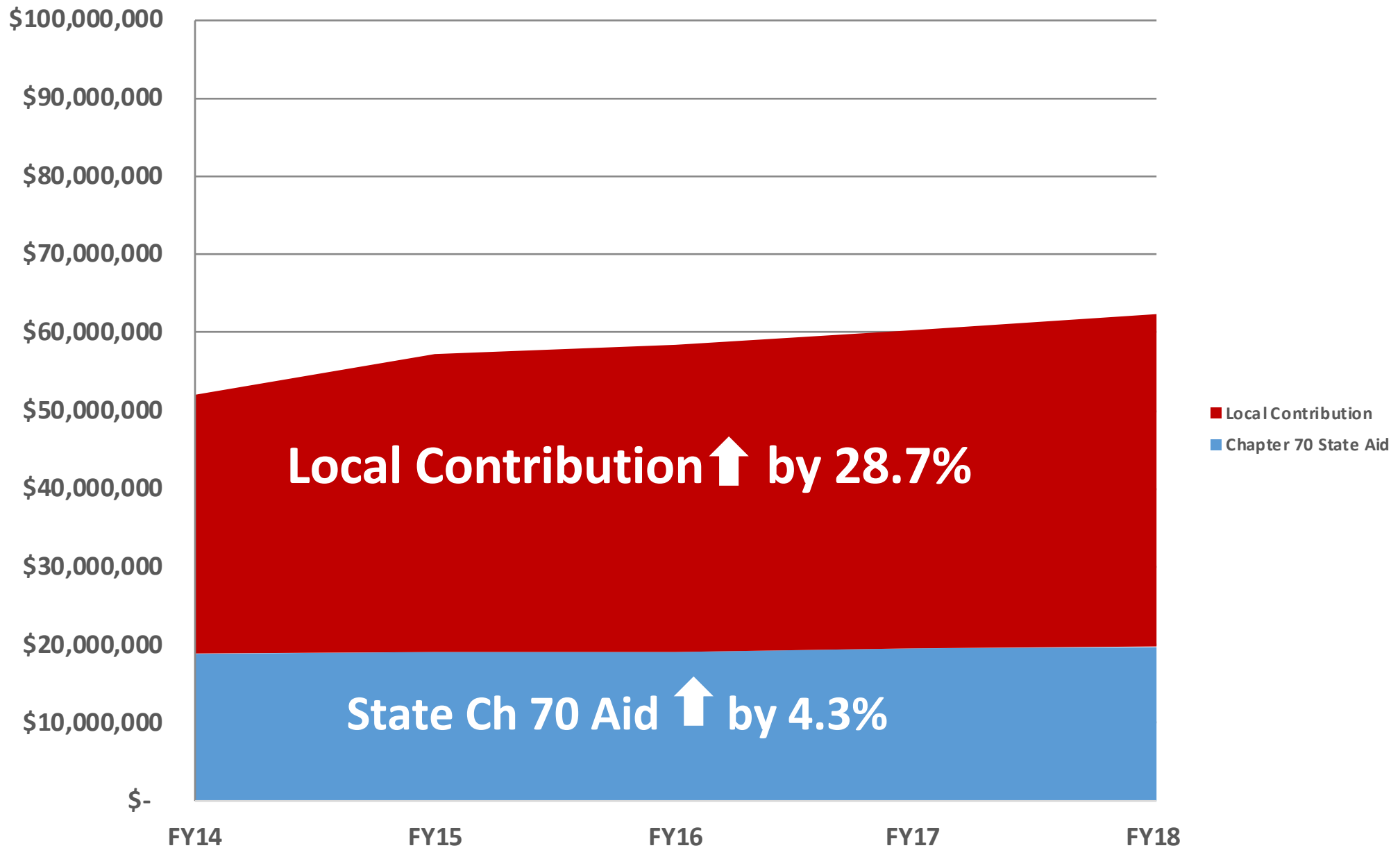


# Total School Operating Expenses


## ↑ by 18.5% from 2014-18



# Town Appropriated Budget ↑ by 20% from 2014-18



# **Town Appropriated Budget for the coming year**

**Status Quo Budget:**  **4.6% (\$2,943,326)**

**Approx 3% of total operating budget**

**Driven primarily by Salaries & Wages; Transportation;  
Out of District Tuition**

**Prioritized Strategic List: approx. \$2.4 million**

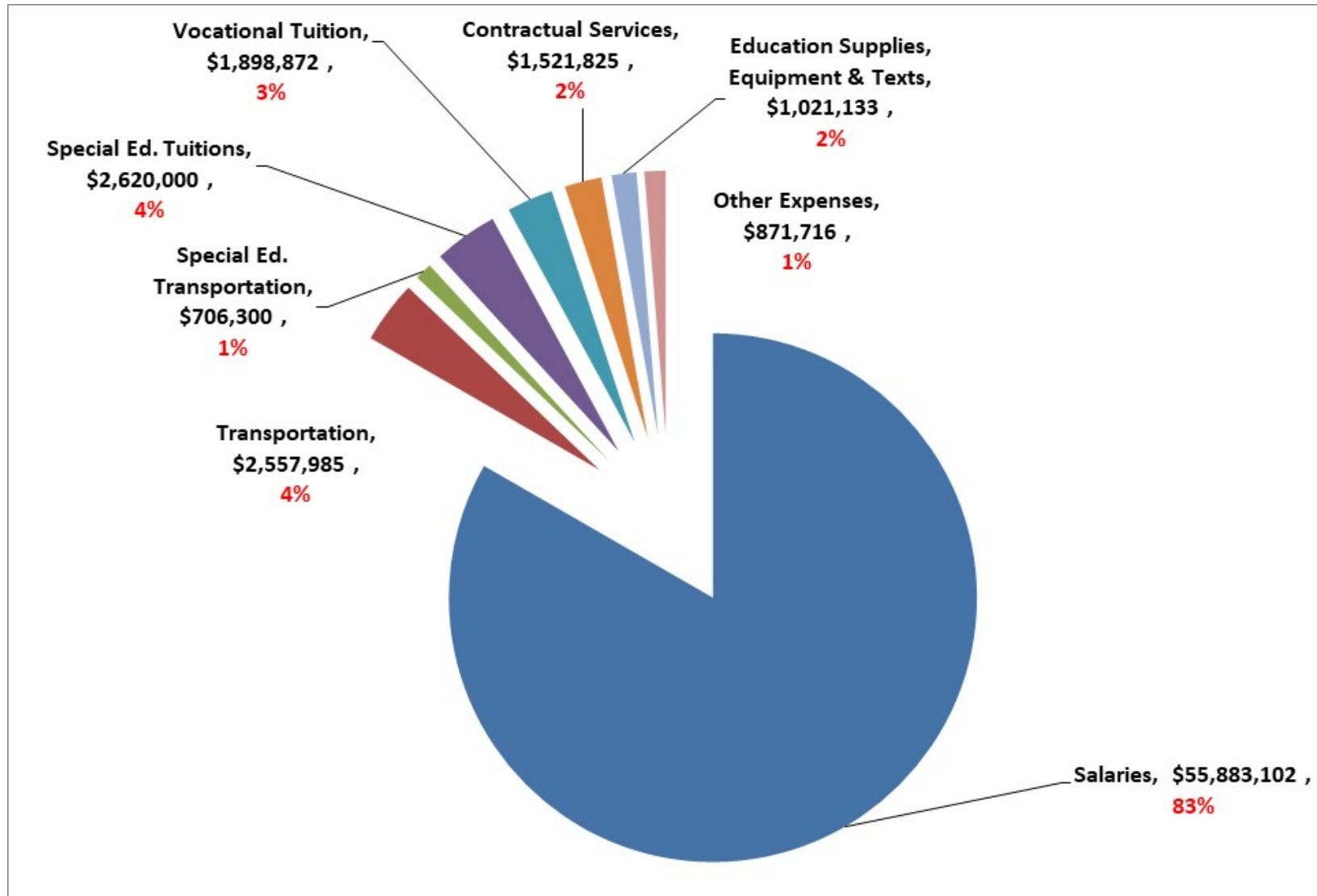
**People, Programs and Materials to better prepare students  
for the world they will live in**

**Budgeted for approx. \$2 million from Town Budget; \$400K  
outside sources**

# Status Quo Budget Recap

- Total recommendation of \$67,080,933
- \$2,943,326 *increase over current fiscal year*
- 4.59% *increase*
  - FY16 *increase* = 2.20%
  - FY17 *increase* = 3.34%
  - FY18 *increase* = 3.26%
  - FY19 *increase* = 2.83%
  - *Four-year annual average* = 2.91%

# FY20 Investment of Appropriated Funds by Category



# Summary of Changes

Group	Category	FY19	FY20	Diff	% Change
A	Salaries and Wages	\$ 53,919,928	\$ 55,883,102	\$ 1,963,174	3.6%
B	Transportation Services	\$ 2,651,380	\$ 3,264,285	\$ 612,905	23.1%
C	Out of District Tuitions	\$ 4,118,984	\$ 4,518,872	\$ 399,888	9.7%
D	Supplies, Materials, Contract Services, etc...	\$ 3,447,315	\$ 3,414,674	\$ (32,641)	-0.9%
		<b>\$ 64,137,607</b>	<b>\$ 67,080,933</b>	<b>\$ 2,943,326</b>	<b>4.6%</b>



# Budget Increase Drivers

- Existing labor contracts and non-union staff at 2.0-2.25% plus step increases
- Transportation contract up 13% plus addition of two buses and additional special education monitors
- Special education out-of-district tuition rates are up 2.63% per state regulatory authority
- Equipment leasing costs for technology decrease by \$193,000 and all supply budgets increase by 2%

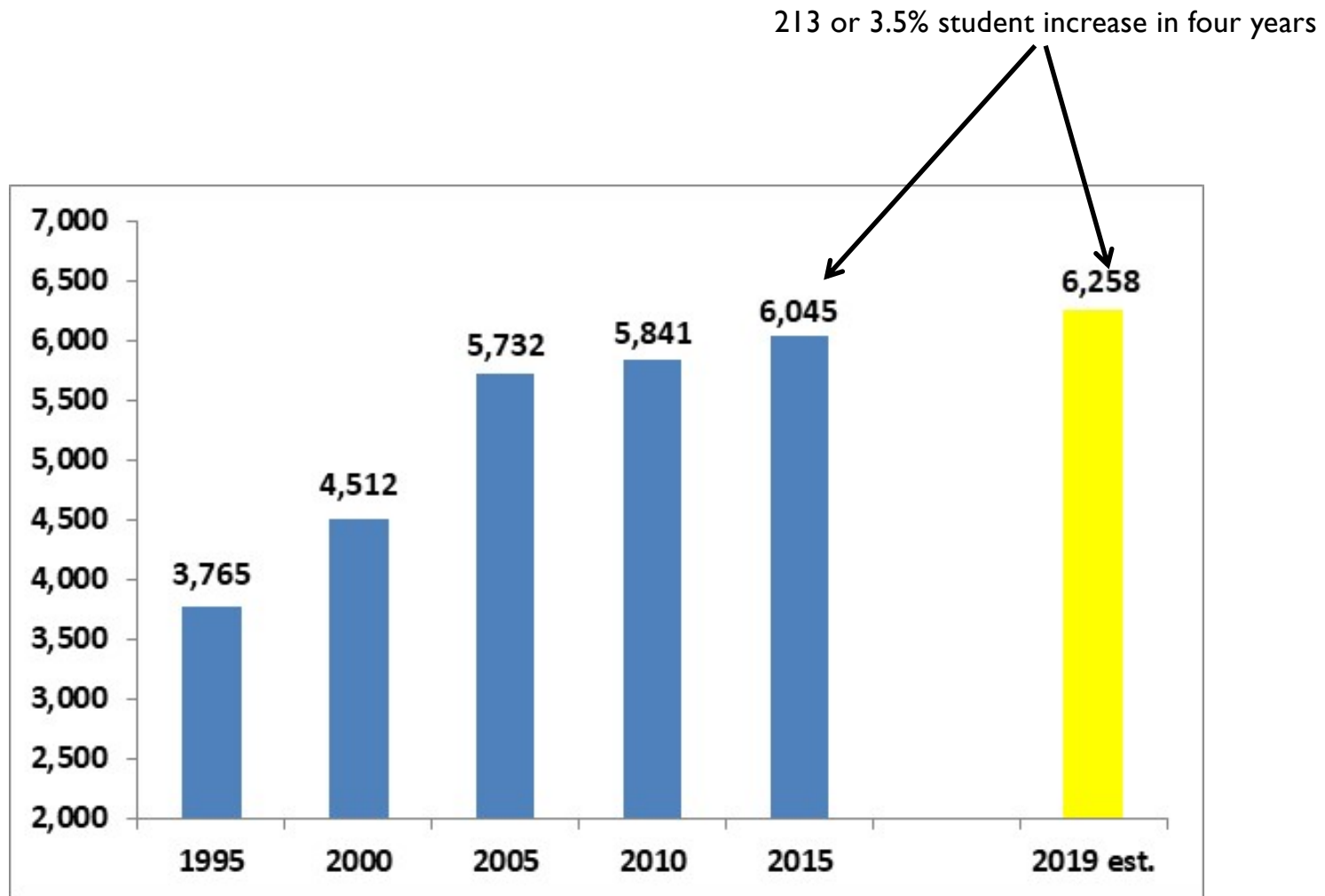
# The Current Gaps

		\$ Difference from FY19	% Difference from FY19
Superintendent's Initial Recommendation- Status Quo	\$ 67,080,933	\$ 2,943,326	4.6%
Town Manager's Initial Recommendation	\$ 66,250,416	\$ 2,112,809	3.29%
<b>Difference</b>	<b>\$ (830,517)</b>		
		\$ Difference from FY19	% Difference from FY19
Superintendent's Initial Recommendation- Status Quo + Strategic Investments	\$ 69,051,599	\$ 4,913,992	7.7%
Town Manager's Initial Recommendation	\$ 66,250,416	\$ 2,112,809	3.29%
<b>Difference</b>	<b>\$ (2,801,183)</b>		

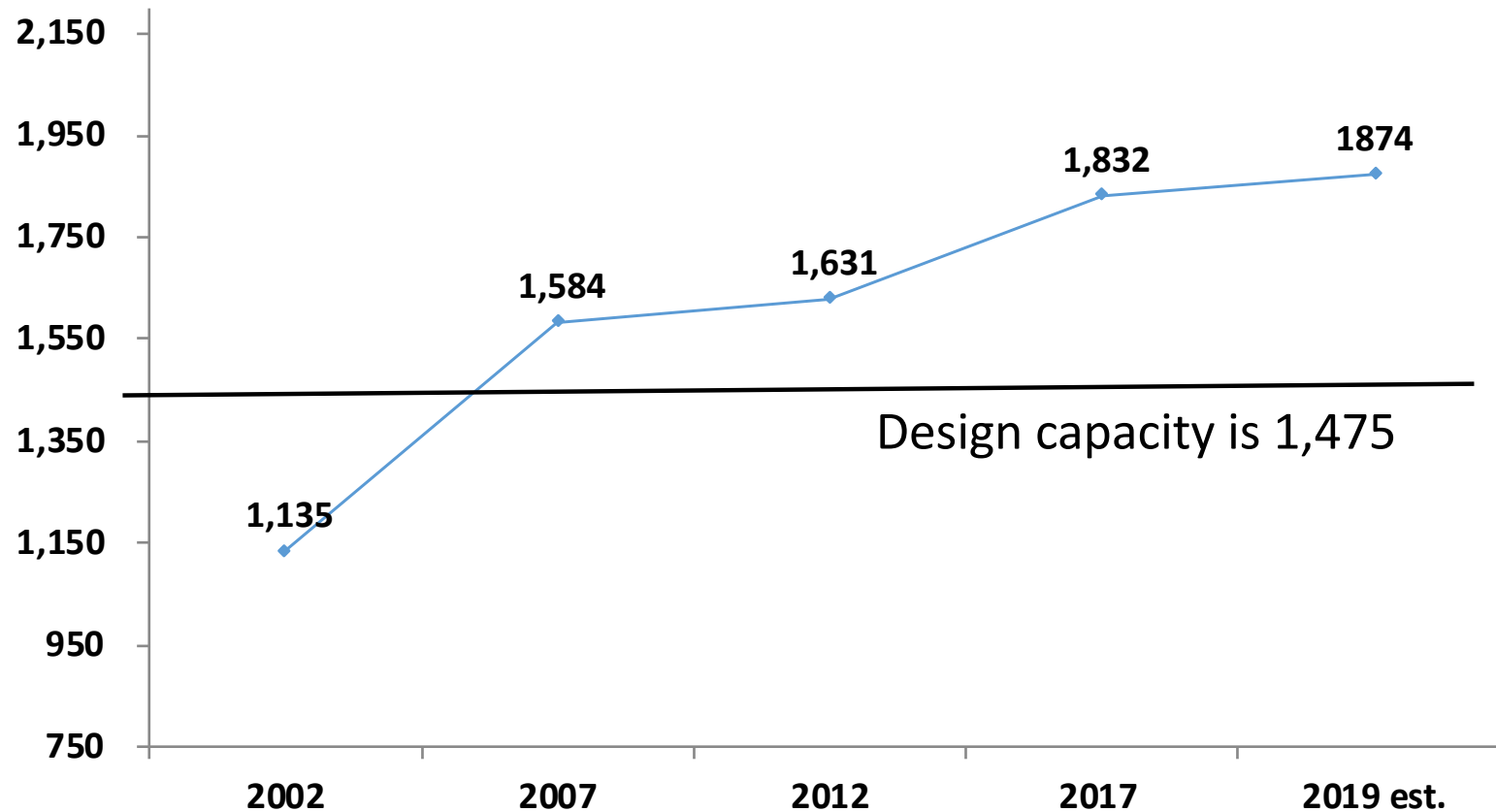
# Gap Closing Measures

- The District's FY19 budget is operating positively with a year-end positive balance of approximately \$1.69M or 2.6% which can be applied to next year's budget to lower FY20 special education tuitions via the Circuit Breaker Fund.
- We await the next iteration of the state budget process- the House Budget in mid-April with hopes of higher Chapter 70 aid and Circuit Breaker Reimbursement.
- We await final notice on pending grant applications for funding targeted and identified needs.

# Growing Enrollment



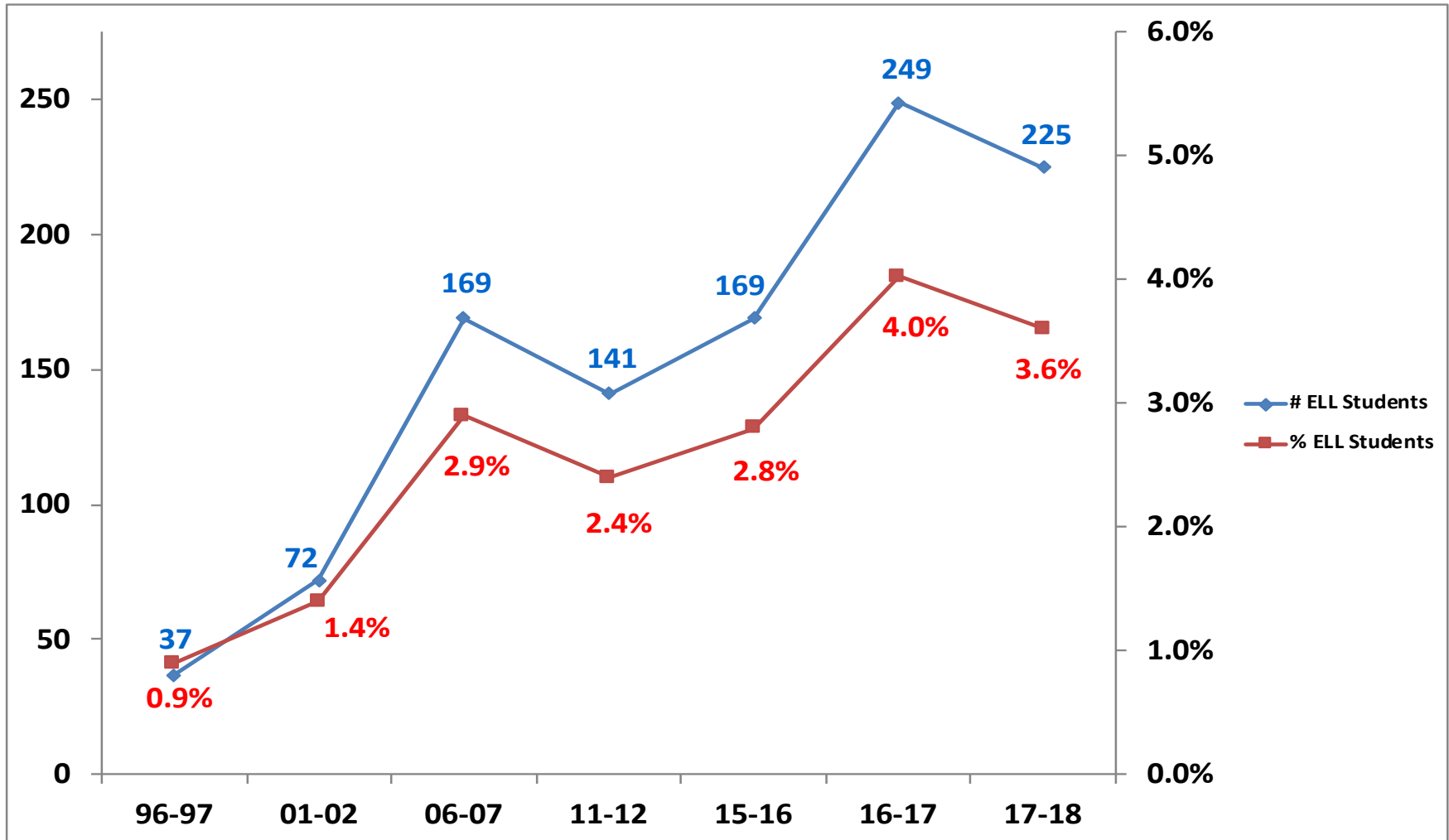
# SHS Enrollment



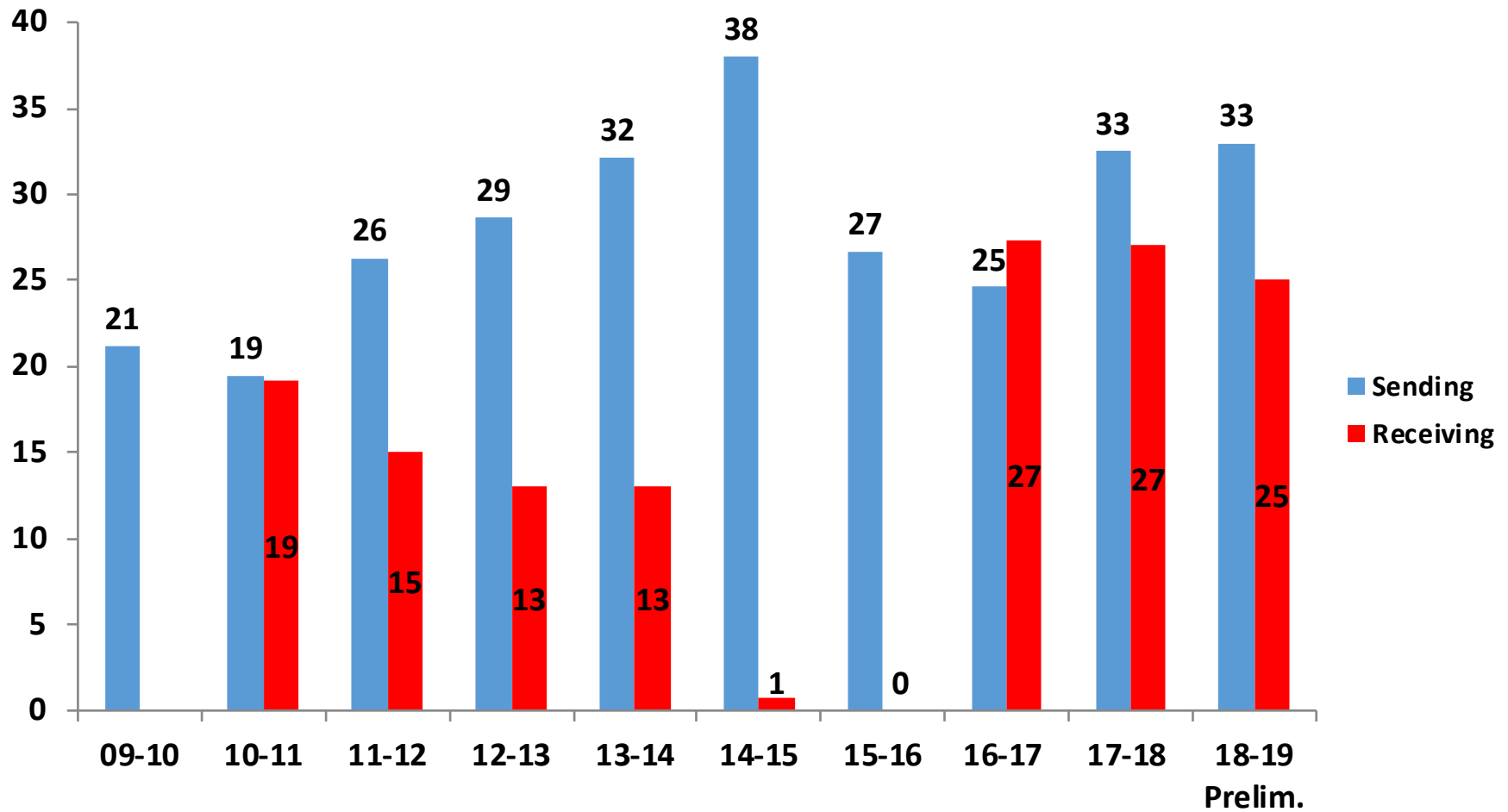
Since the new high school opened in 2002:

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

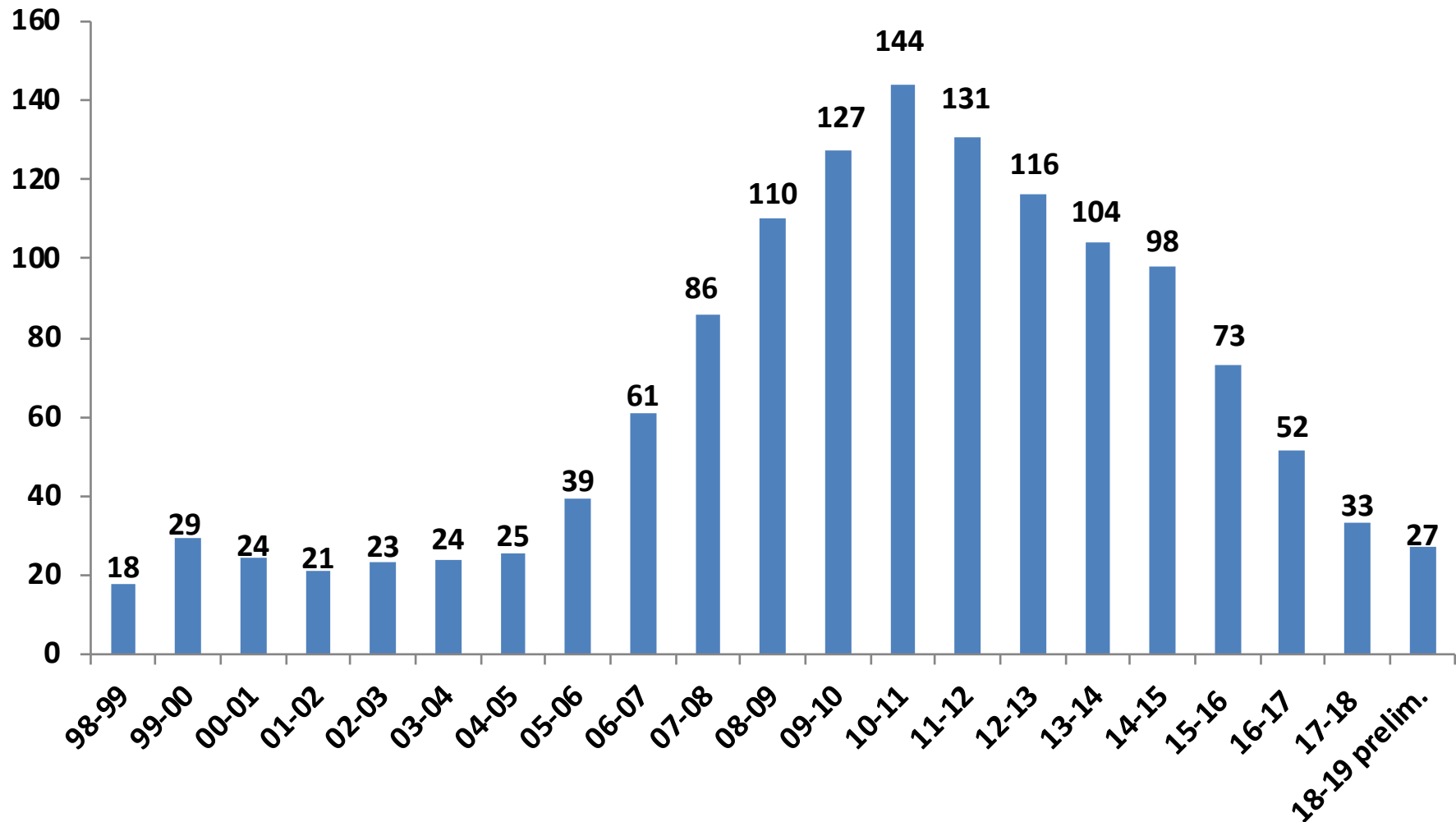
# English Language Learner [ELL] Enrollment Trend



# School Choice



# Charter School Enrollment





# FY20 Additional State Aid



per

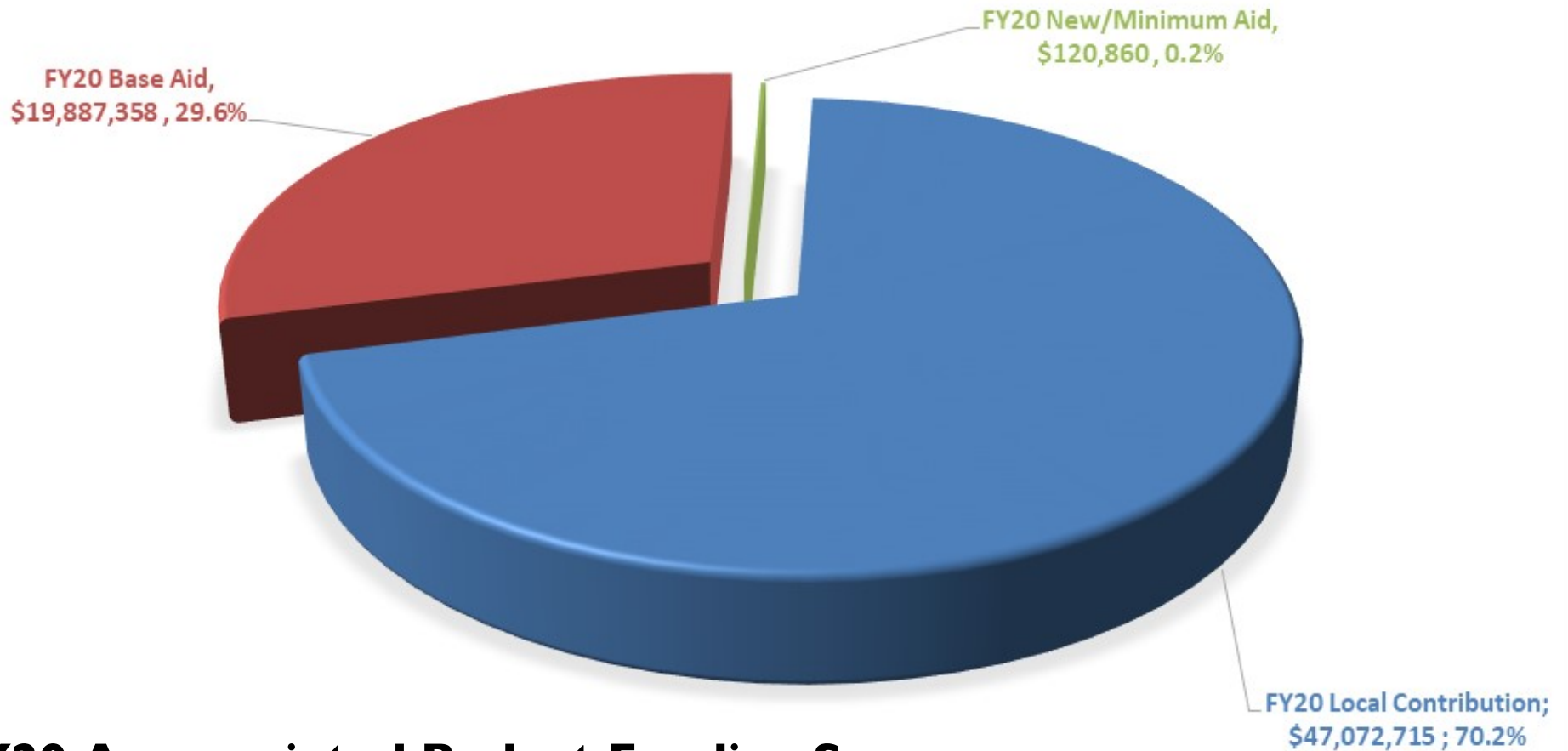


for school year 2019-2020

$$\$20 \times 6,043 = \$120,860$$

Based on Gov. Baker's FY20 Budget

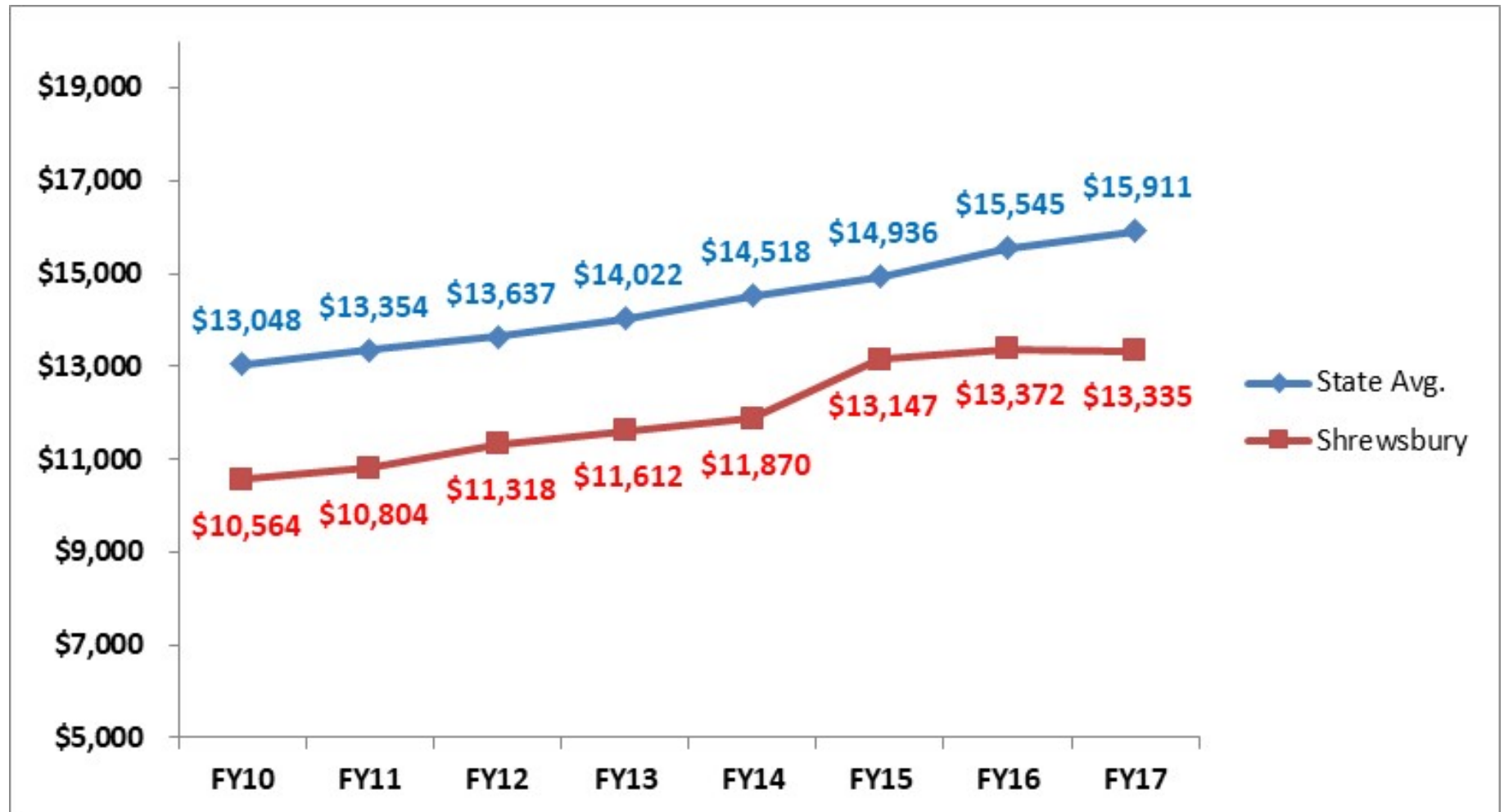
# State v. Local Funding: FY20



## **FY20 Appropriated Budget Funding Sources:**

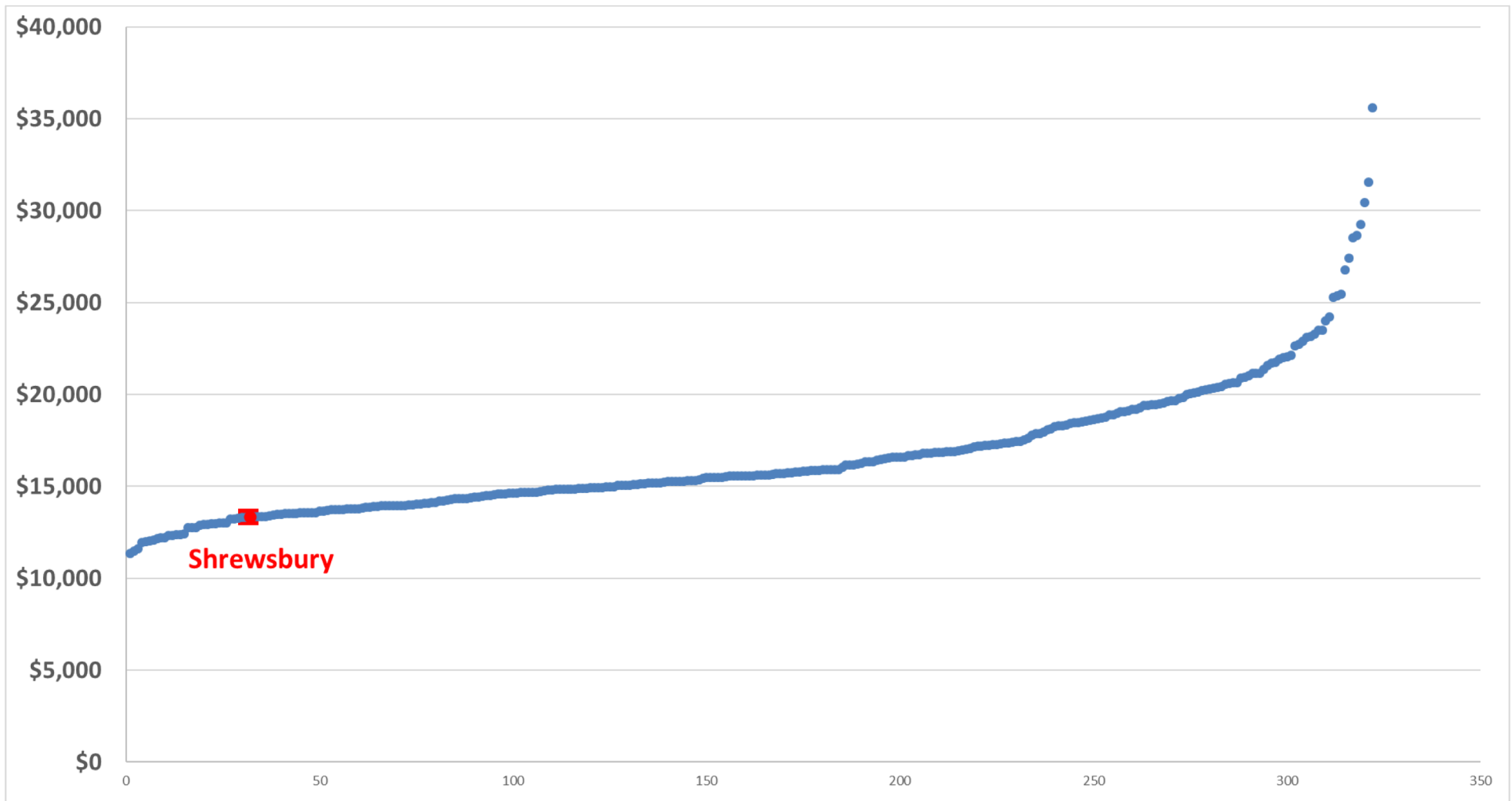
- 70% Local contribution
- 30% State Aid

# Efficiency & Value



**FY17 Per Pupil Expenditure per  
MA DESE, All Sources of Funds  
Rank 290 of 322 districts-bottom 10<sup>th</sup> percentile**

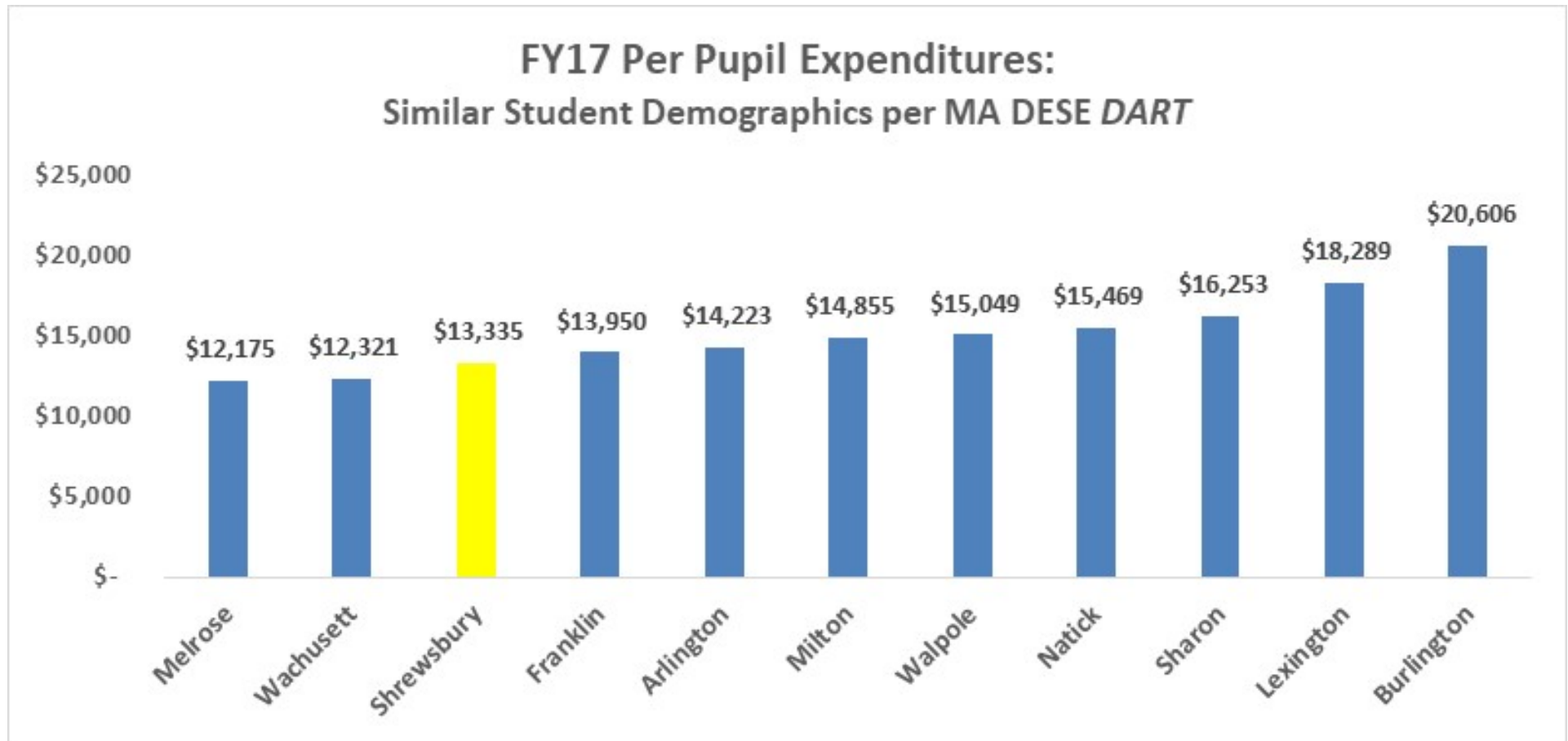
# FY17 Per Pupil Expense: Statewide Array



# Per Pupil Expenditure Summary

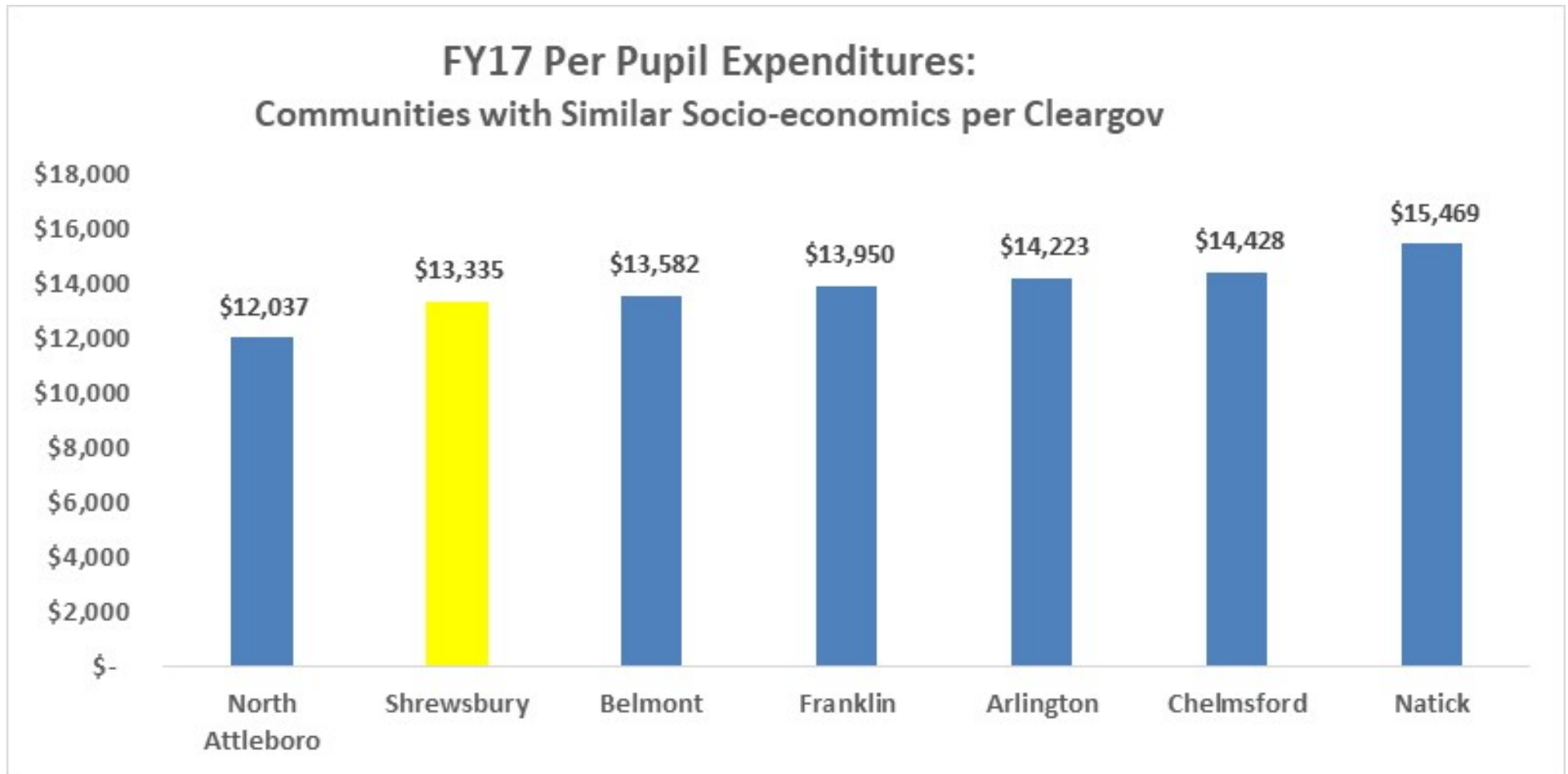
2017						
Function Description	\$ Per In-District Pupil A	% Share of In-District B = A / IIII	State Average B	% Share of State C = B / IIII	\$ Diff	% Diff
ADMIN Administration	\$352.82	2.8%	\$548.44	3.6%	\$ (195.63)	-36%
LDRS Instructional Leadership	\$822.12	6.6%	\$1,056.57	6.9%	\$ (234.45)	-22%
TCHR Teachers	\$5,042.52	40.6%	\$5,945.08	38.7%	\$ (902.56)	-15%
TSER Other Teaching Services	\$1,401.08	11.3%	\$1,247.41	8.1%	\$ 153.67	12%
PDEV Professional Development	\$156.17	1.3%	\$196.06	1.3%	\$ (39.89)	-20%
MATL Instructional Materials, Equipment and Technology	\$388.65	3.1%	\$457.98	3.0%	\$ (69.33)	-15%
GUID Guidance, Counseling and Testing	\$356.00	2.9%	\$475.92	3.1%	\$ (119.92)	-25%
SERV Pupil Services	\$1,395.14	11.2%	\$1,565.21	10.2%	\$ (170.07)	-11%
OPMN Operations and Maintenance	\$789.14	6.3%	\$1,140.82	7.4%	\$ (351.68)	-31%
BENE Insurance, Retirement Programs and Other	\$1,731.16	13.9%	\$2,716.51	17.7%	\$ (985.36)	-36%
IIII In-District Per Pupil Expenditure	\$12,434.78		\$15,350.00		\$ (2,915.22)	-19%
TTPP Total Per Pupil Expenditures	\$13,335 SHREWSBURY		\$15,911 STATE		\$ (2,575.99)	-16%

# 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: *Cleargov* Comparative Districts



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

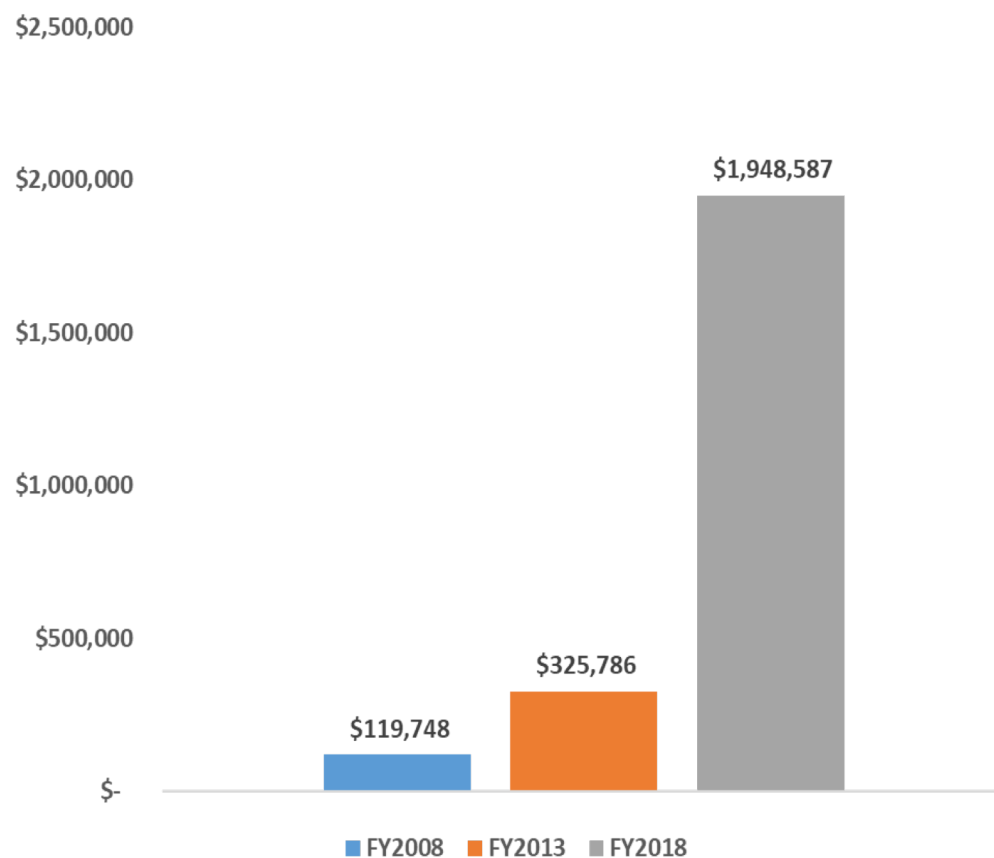
# Maximizing Revenue Opportunities

- 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 [25 seats]



## Grants- Private [*non-governmental*]

- These funds are actively sought out by School Dept. staff
- Some are targeted grants such as Shrewsbury Education Foundation
- Some are gifts – either restricted [such as SHS Turf Field] or unrestricted [Colonial Fund]
- On a percentage basis this is the category of funding with highest growth
- FY2018 includes one-time restricted gifts for the Turf Field Project



# Recent Results:

## Competitive Grants Recently Sought/Awarded

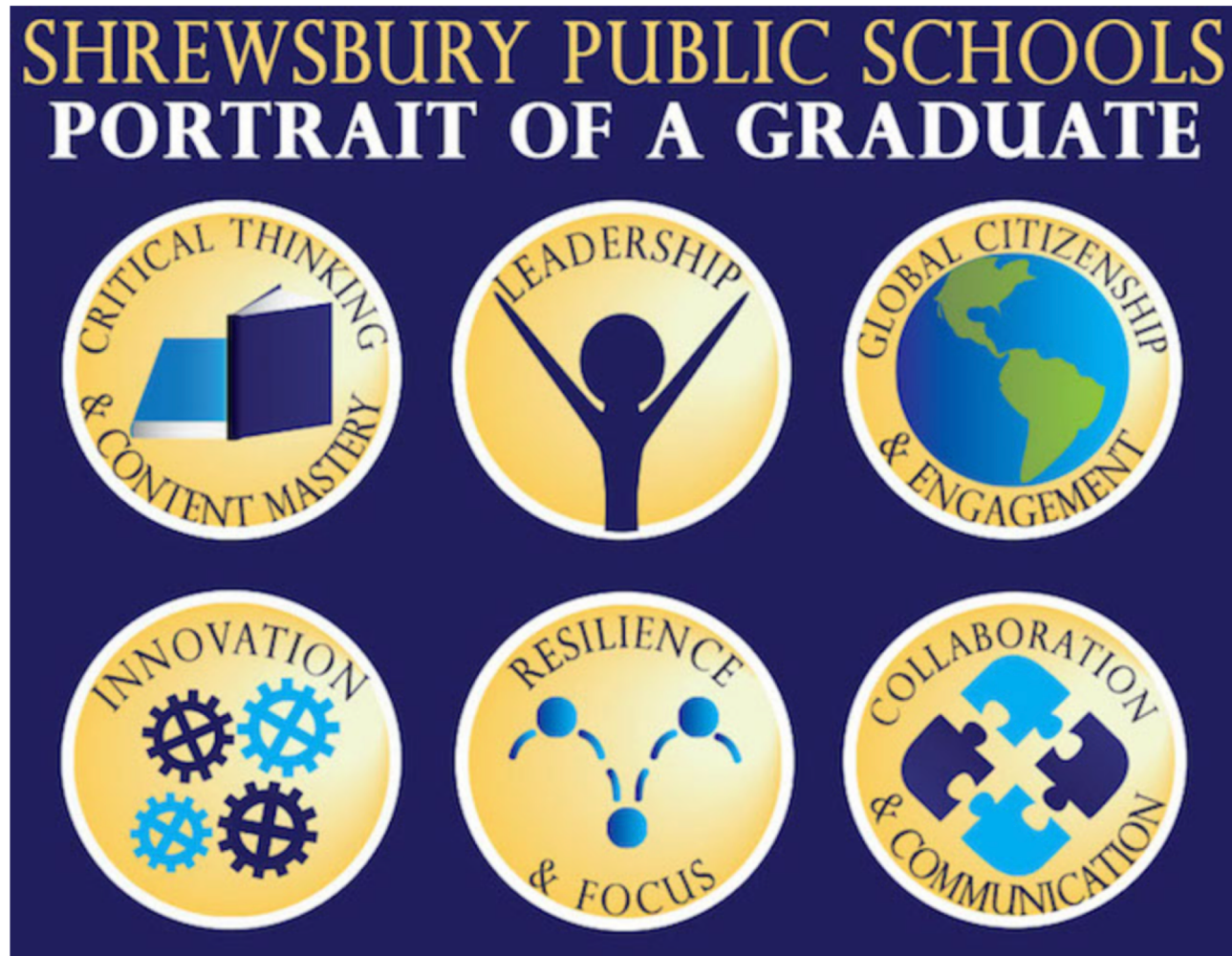
Grantor	Total Award	Program	Funding Rollout
Commonwealth of MA: STEM Advisory Council and Workforce Skills Development Cabinet	<b>\$50,000</b>	Funds Project Lead The Way [PLTW] curriculum in <b><u>Biomedical Science</u></b>	Two- Year funding cycle: FY20 and FY21
Commonwealth of MA	<b>\$2,500</b>	“Reality Check”: Personal finance experience/fair for SHS juniors	April 2019
<b>Total Recently Awarded</b>	<b>\$52,500</b>		
<i>MA Dept. of Public Health</i>	<i>\$1,000,000</i>	<i>Comprehensive School Health Services (counseling support, staff training)</i>	<i>\$100K/ yr. for FY20-29 <u>Pending announcement of awards</u></i>
<i>Shrewsbury Federal Credit Union</i>	<i>\$400,000</i>	<i>Colonial Connections- providing student opportunities for “real-world” learning within and beyond the school setting</i>	<i>Five-Year sponsorship agreement starting in FY20 <u>Pending approval</u></i>
<i>MA Dept. of Education</i>	<i>\$100,000</i>	<i>Improving Access to Mental and Behavioral Health Services</i>	<i>FY20 and FY21 <u>Pending announcements of awards</u></i>
<b>Total Pending Notice/Approval</b>	<b>\$1,500,000</b>		

# 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, legalization of marijuana, vaping, 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



# Strategic Priorities



# Strategic Priorities



**“The only thing that is constant is change”**

*- Heraclitus, Greek Philosopher*



# Strategic Priorities

- A five-year plan, 2018-2022, with specific goals to shape the district in a way that best supports our students and meets community expectations to provide an excellent public education.
- The right resources need to be in place in FY20 and in succeeding fiscal years in order to provide our students with the education our community expects.
- The following strategic investments have been identified as the means to achieve our vision, strategy, and goals.

# Space & Resources to Support Effective Learning





# Space & Resources to Support Effective Learning



**SPS Media Tech** @SPSMediaTech · Feb 6

Sherwood media specialist, Mrs. Clegg, presents database resources to Sherwood sixth graders to support their passion projects! @PurpleSherwood @SherwPrincipal @SPS\_Learns @SPS\_Supt #ShrewsburyLearns



# Learning Environments Where Everyone's Success Matters



**SHS\_Unified**  
@SHS\_Unified

Following

@SHS\_Unified spent Thursday with 34 other #inclusionsuperhero schools @ the Youth Leadership Summit discussing leadership, whole school engagement & inclusion. Thanks for having us @SpOlympicsMA ! #choosetoinclude #shrewsburylearns #shrewsburyincludes

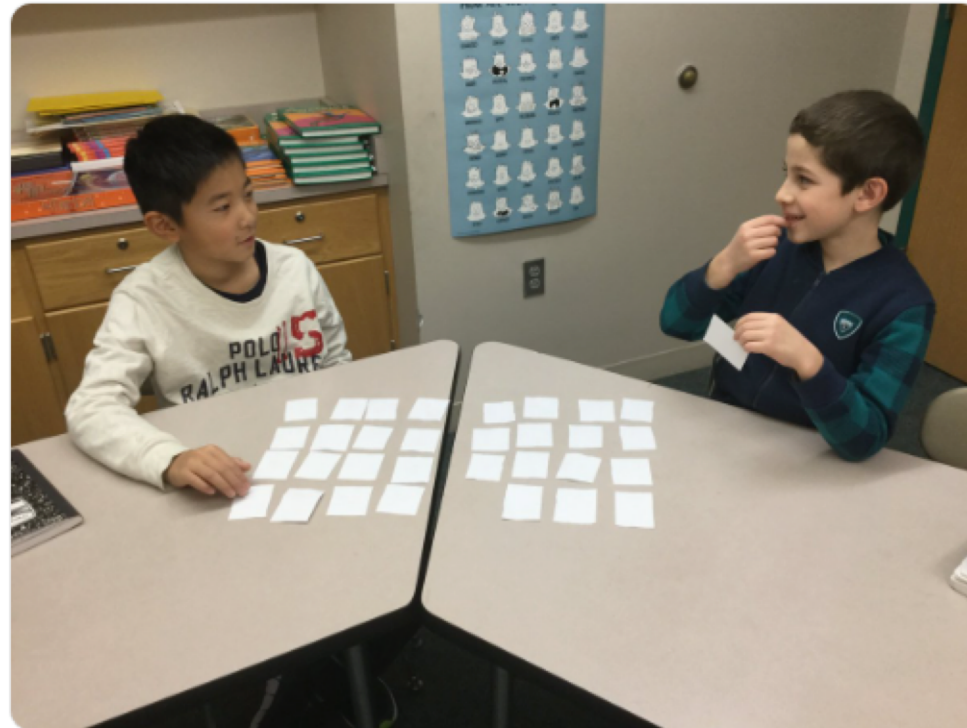


# Learning Environments Where Everyone's Success Matters



**ShrewsburyESOL** @EsolShrewsbury · Jan 10

Newcomer students from different parts of the world, Japan & Algeria, can communicate by matching pictures and words to make sentences to tell what people are doing (present progressive) [#shrewsburylearns](#)



# Enhanced Well-Being of All



**ShrewsburyHealth&Wellness** @ShrewsWellness · Jan 28

Students live by the “5210 Healthy Hero” through lessons and bulletin boards at Oak Middle School. Remember: 5 fruits and vegetables, 2 hours or less of screen time, 1 hour of physical activity, and 0 sugary drinks all help to lead a healthy lifestyle. [#shrewsburylearns](#)



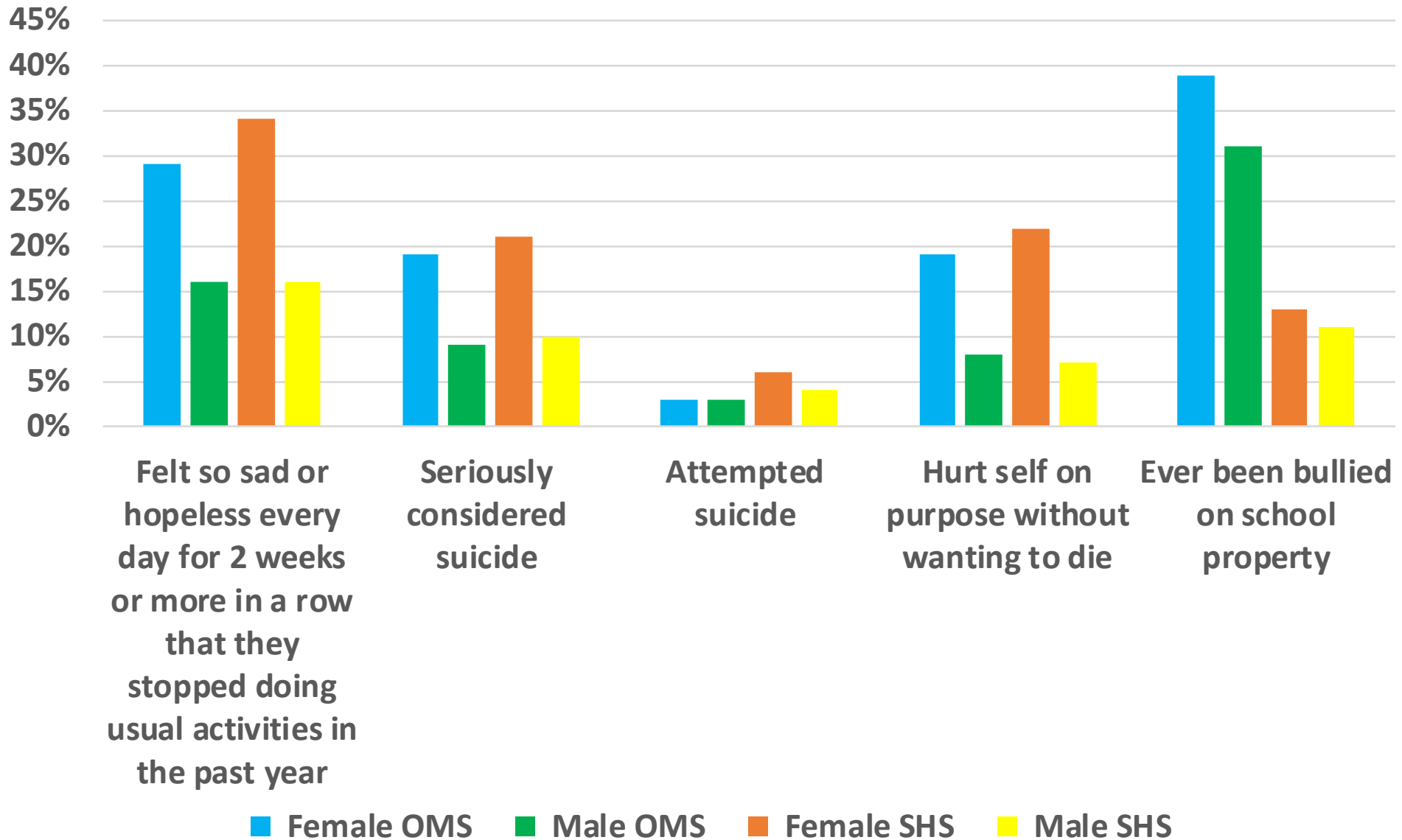


# Enhanced Well-Being of All

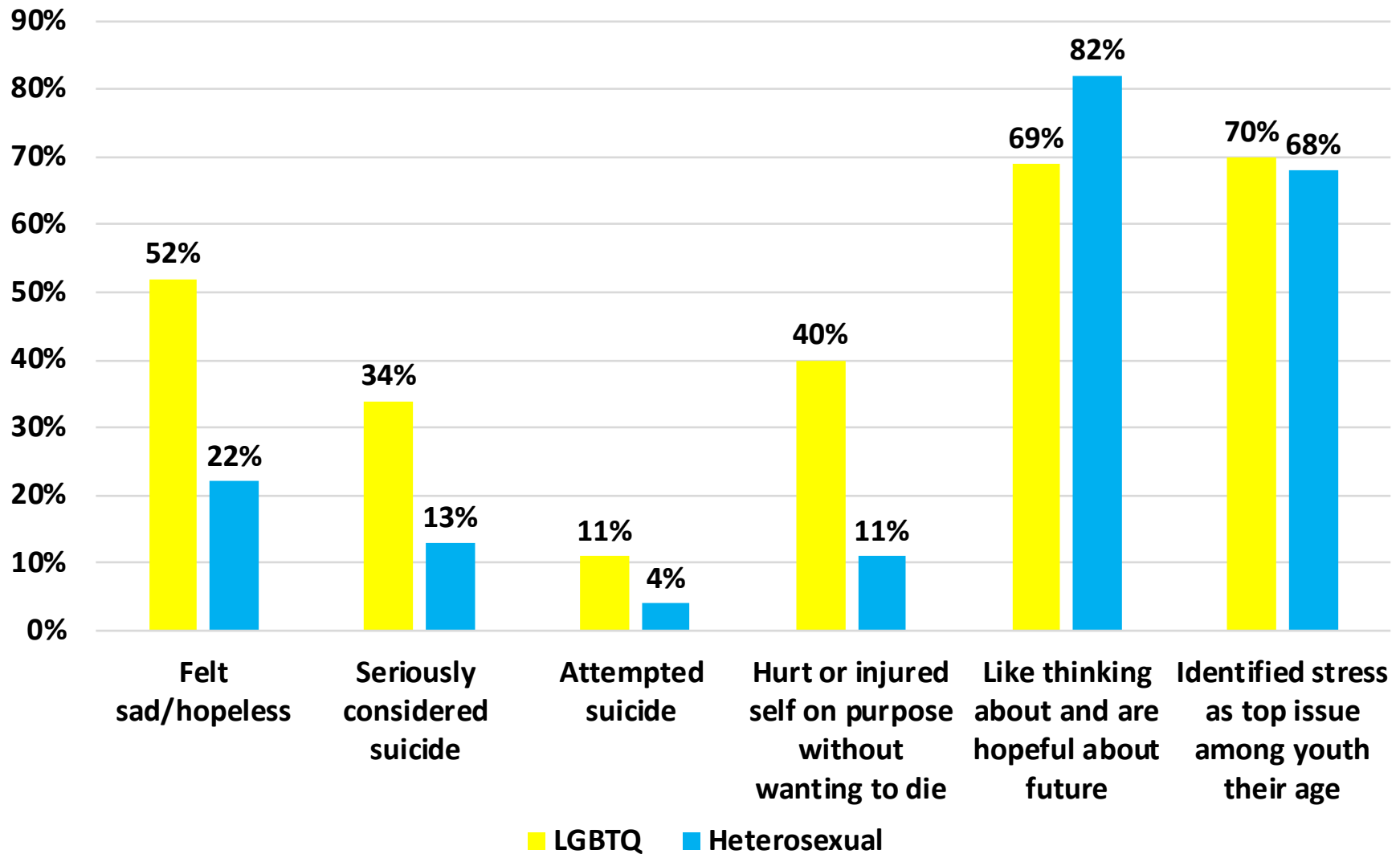


Collaborative for Academic, Social, and Emotional Learning (CASEL)

# Emotional Health: Oak Middle and S.H.S.



# Emotional Health: S.H.S.



## Nurse Office Visits: 2017-2018

- **62,252**: number of student visits to school nurses
  - Return to classroom rate of 94%
  - Over **2,300** student visits for mental or emotional health issues
  - Mental and emotional health-related crises consume an extraordinary amount of staff resources and time



# Connected Learning for a Complex World



**Ann M. Jones** @omsprincipal · Feb 28

@7Red\_Science students extracting DNA from strawberries. #shrewsburylearns



# Connected Learning for a Complex World



# Connected Learning for a Complex World



**Shrewsbury Soc Sci** @SHSSocialSci · 19 Dec 2018

Mock Trial in Mr. Scheer's Law & Order [#ShrewsburyLearns](#)





# Connected Learning for a Complex World



World Economic Forum

# Summary of Investments by Strategic Priority

Strategic Priority	Operating Budget	Other Sources of Funding	Total
Space and resources to support effective learning	\$357,500	\$162,500	\$520,000
Learning environments where everyone's success matters	\$315,000	\$ 5,000	\$320,000
Enhanced well-being of all	\$473,466	\$ 65,000	\$538,466
Connected learning for a complex world	\$499,200	\$160,000	\$659,200
Other Necessary Priorities or Mandated Services	\$325,500	\$ 0	\$325,500
<b>Total</b>	<b>\$1,970,666</b>	<b>\$392,500</b>	<b>\$2,363,166</b>
	<b>[83%]</b>	<b>[17%]</b>	

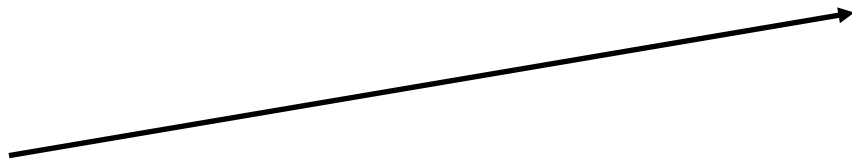
# Summary of Strategic Investments by Category

Major Category	Operating Budget	Other Sources of Funding	Total
Personnel	\$1,288,141	\$210,000	\$1,498,141
Contract Services	\$123,325	\$182,500	\$305,825
Instructional Materials	\$320,000	\$ 0	\$320,000
Technology Equipment	\$239,200	\$ 0	\$239,200
<b>Total</b>	<b>\$1,970,666</b>	<b>\$392,500</b>	<b>\$2,363,166</b>
	<b>[83%]</b>	<b>[17%]</b>	

# Charter School Cost & State Aid History

271

	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
<b>FTE</b>	127.16	144.14	130.79	116.28	104.36	98.19	73.17	52.00	33.77	28.00
<b>Tuition</b>	1,151,129	1,321,539	1,279,450	1,226,276	1,142,099	1,221,904	923,221	693,667	447,475	403,355
<b>Facilities Aid</b>	106,489	118,052	113,196	100,058	90,037	85,270	63,281	45,963	29,507	24,828
<b>Chapter 46 Aid</b>	351,695	330,718	85,807	38,006	38,663	81,365	-71	0	0	0
<b>Total Aid</b>	458,184	448,770	199,003	138,064	128,700	166,635	63,210	45,963	29,507	24,828
<b>Net Cost to District</b>	692,945	872,769	1,080,447	1,088,212	1,013,399	1,055,269	860,011	647,704	417,968	378,527



# Strategic Priorities

