

# Shrewsbury Public Schools



Fiscal Year 2020

Superintendent's Budget Recommendation

February 13, 2019

# Major Topics

- Process Change Highlights
- Status Quo Budget Recap & Sources of Funds
- Financial & Enrollment Summaries
- State Aid Information
- Indicators of Cost Efficiency & Value
- Meeting Community Expectations
- Upcoming Budget Development Schedule
- Investment Recommendations to Meet Strategic Priorities

# Budget Process Adjustments

- Separating our budget recommendation into two parts:
  - A “Status Quo” budget which is just carrying forward existing programs and staff with expected cost escalation
  - A package of recommendations for investments required for us to achieve our Five-Year Strategic Priorities

# 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**

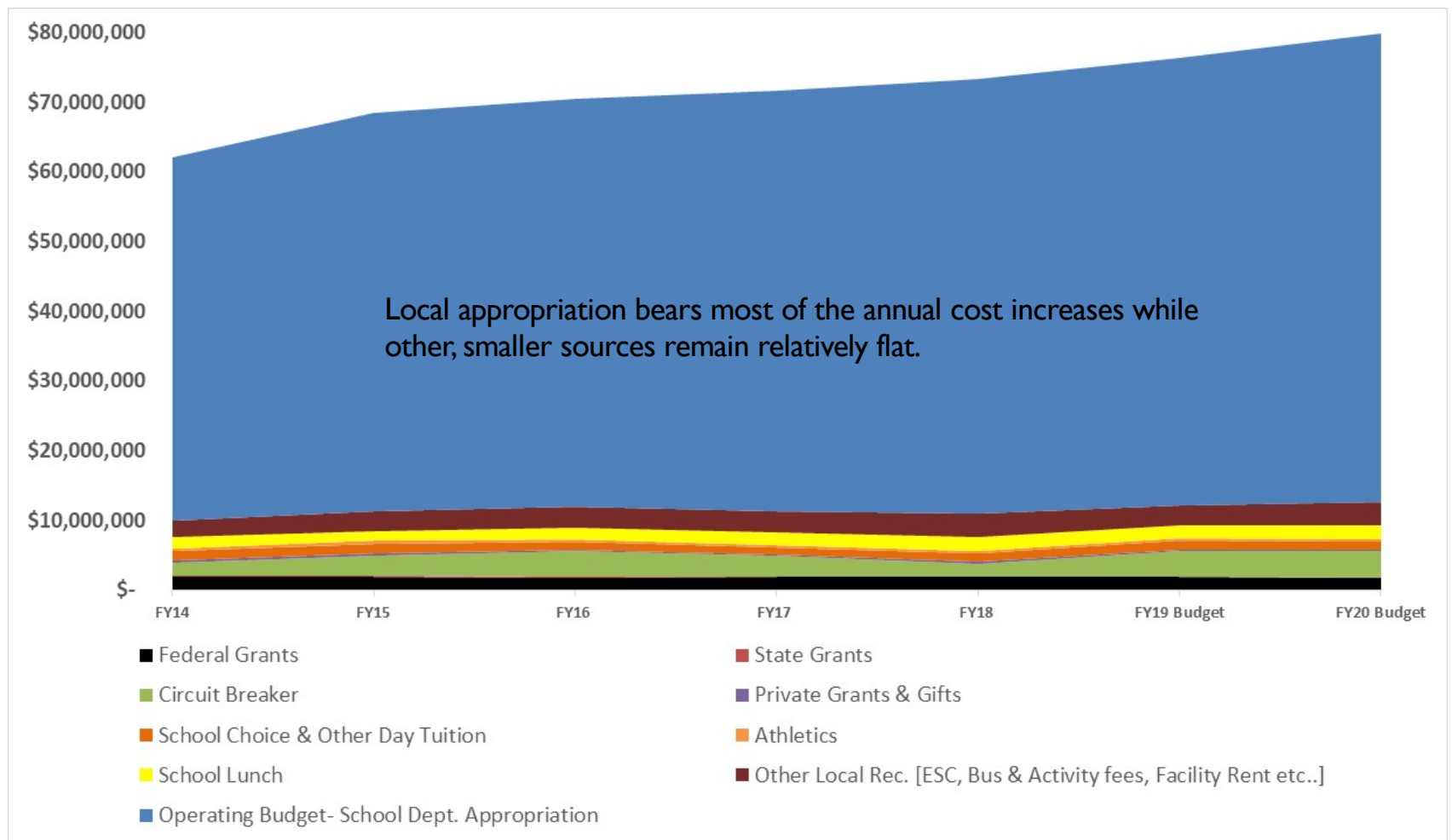
**C. Federal & State Grants:** [Targeted Funding for Specific Purposes]

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

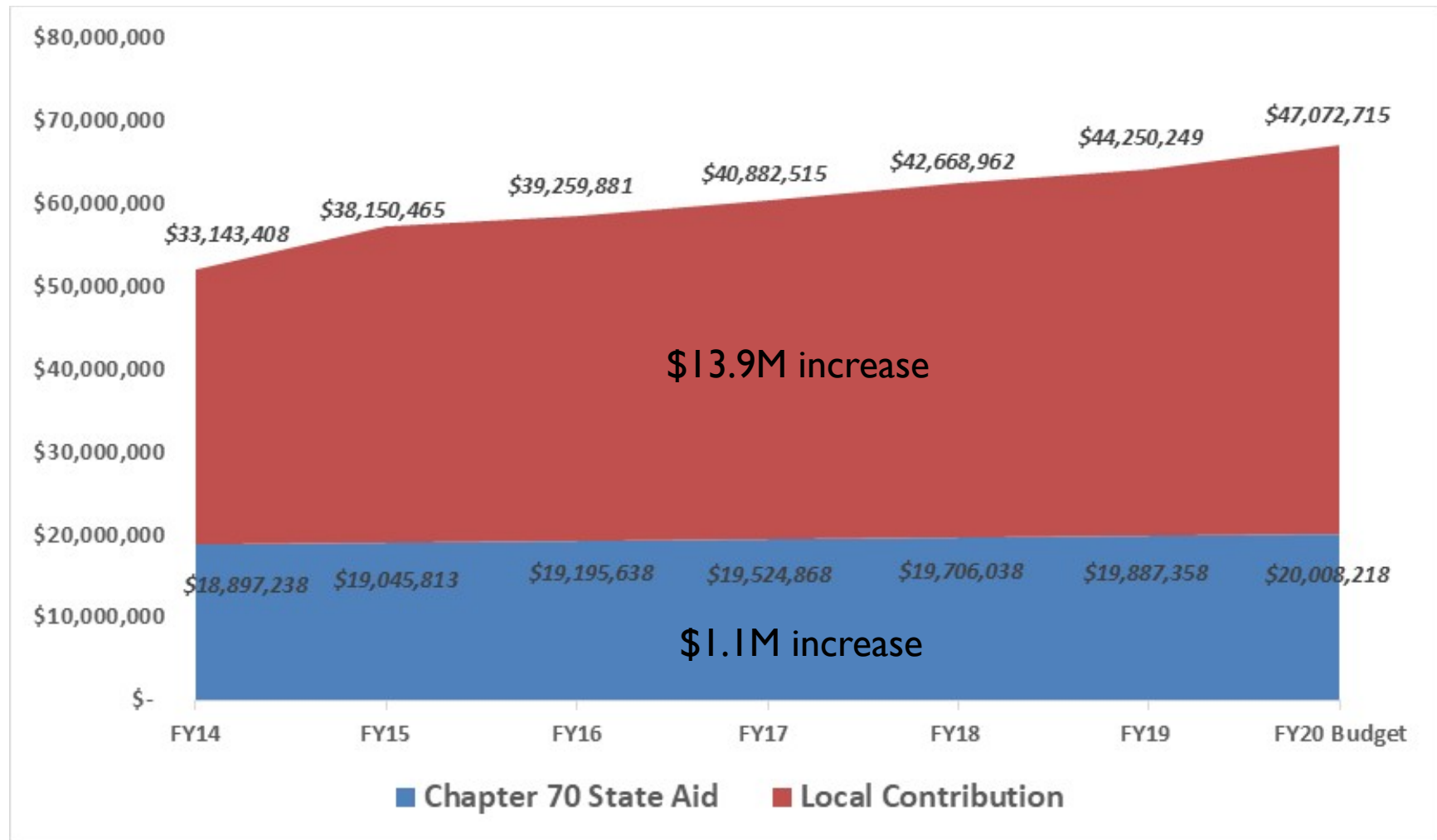
**E. Private Gifts and Grants** [Colonial Fund, Road Scholars etc...]

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

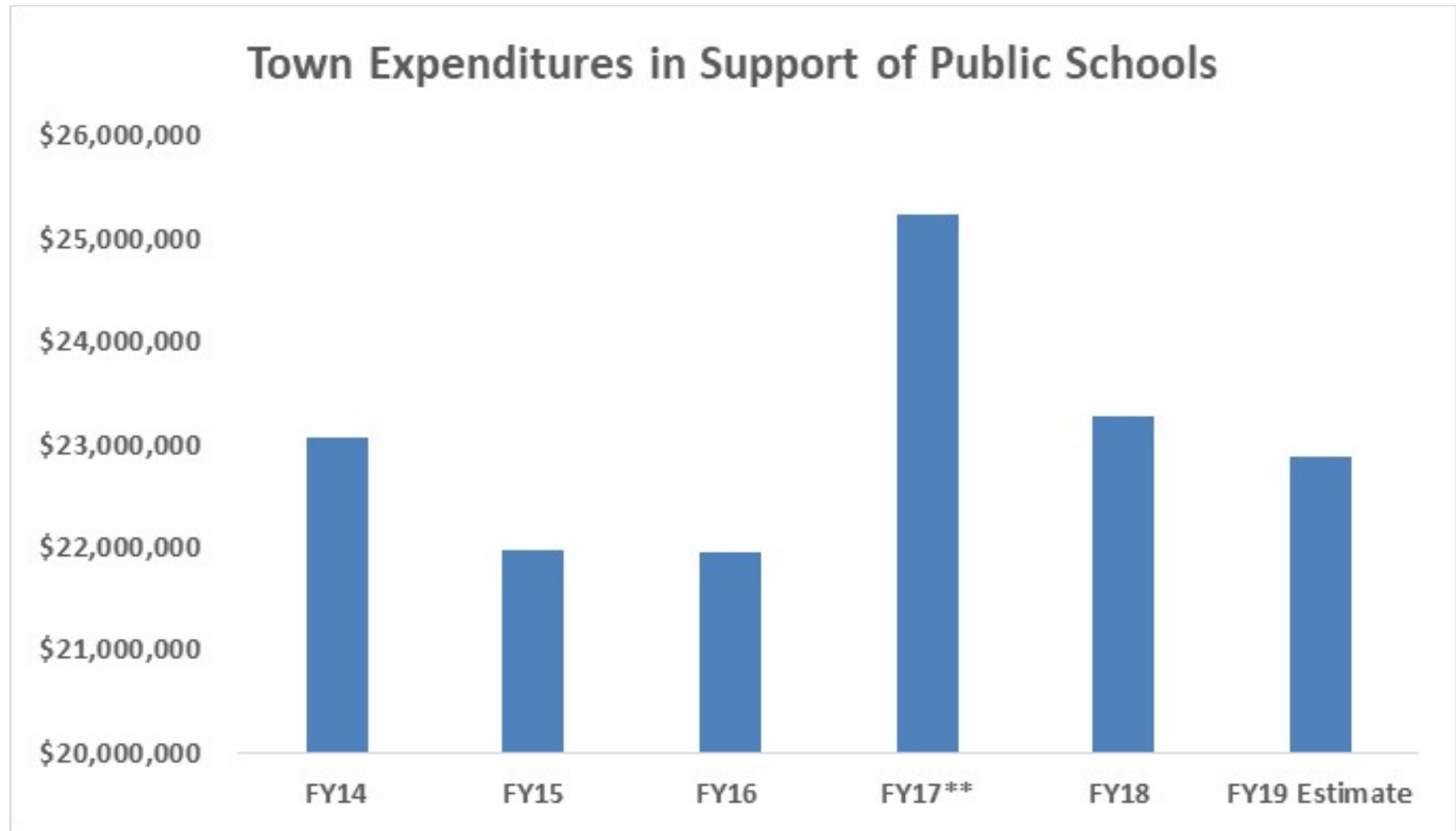
# Trends: Sources of Funds



## C. 70 State Aid v. Local Contribution Trends



# Municipal Department Expenses in Support of School Department



FY17 includes \$3.1M in costs for Spring St. and Paton HVAC systems.

# Status Quo Budget Recap

- FY 20 recommendation of \$67,080,933
- \$2,943,326 *increase*
- 4.59%
  - *FY16 increase = 2.20%*
  - *FY17 increase = 3.34%*
  - *FY18 increase = 3.26%*
  - *FY19 increase = 2.83%*
  - *Four-year annual average = 2.91%*



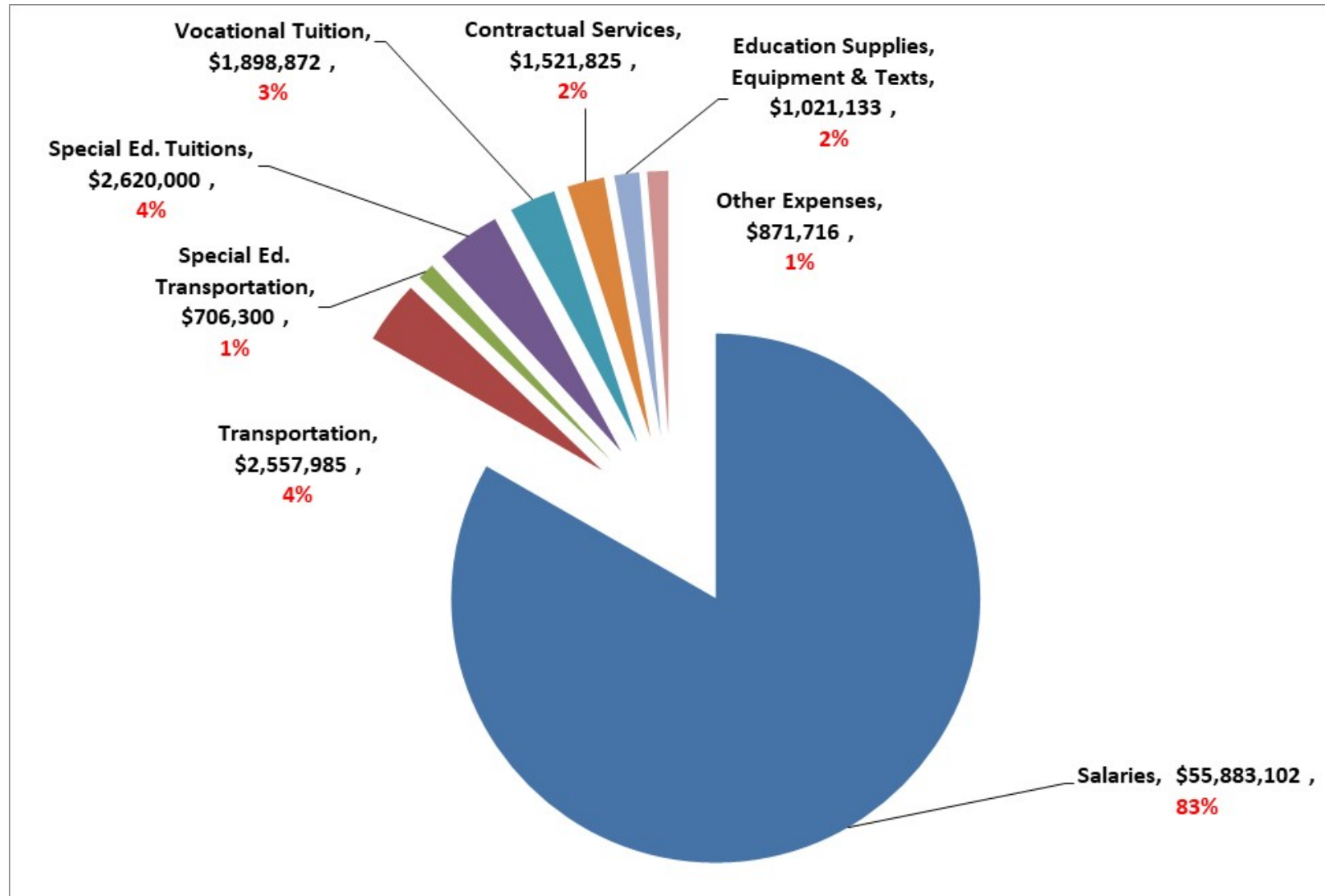
# Summary of Changes

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%
		\$ 64,137,607	\$ 67,080,933	\$ 2,943,326	4.6%

# **Budget Increase Drivers**

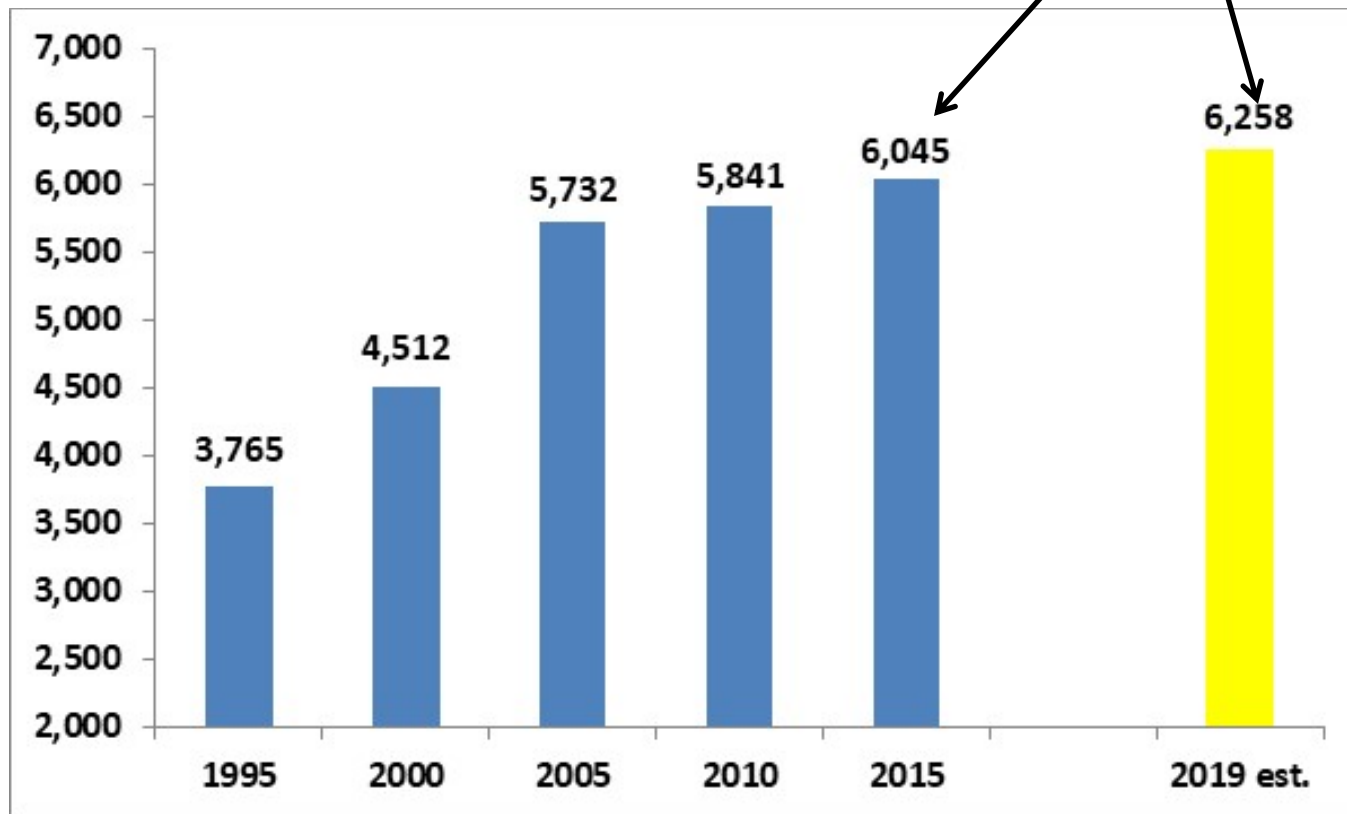
- Existing labor contracts and non-union staff at 2.0-2.25% plus step increases
- Transportation contract up 13% plus addition of two buses and additional special education monitors
- Special education tuition rates are up 2.63% per state regulatory authority
- Equipment leasing costs decrease by \$193,000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

# FY20 Investment of Appropriated Funds by Category

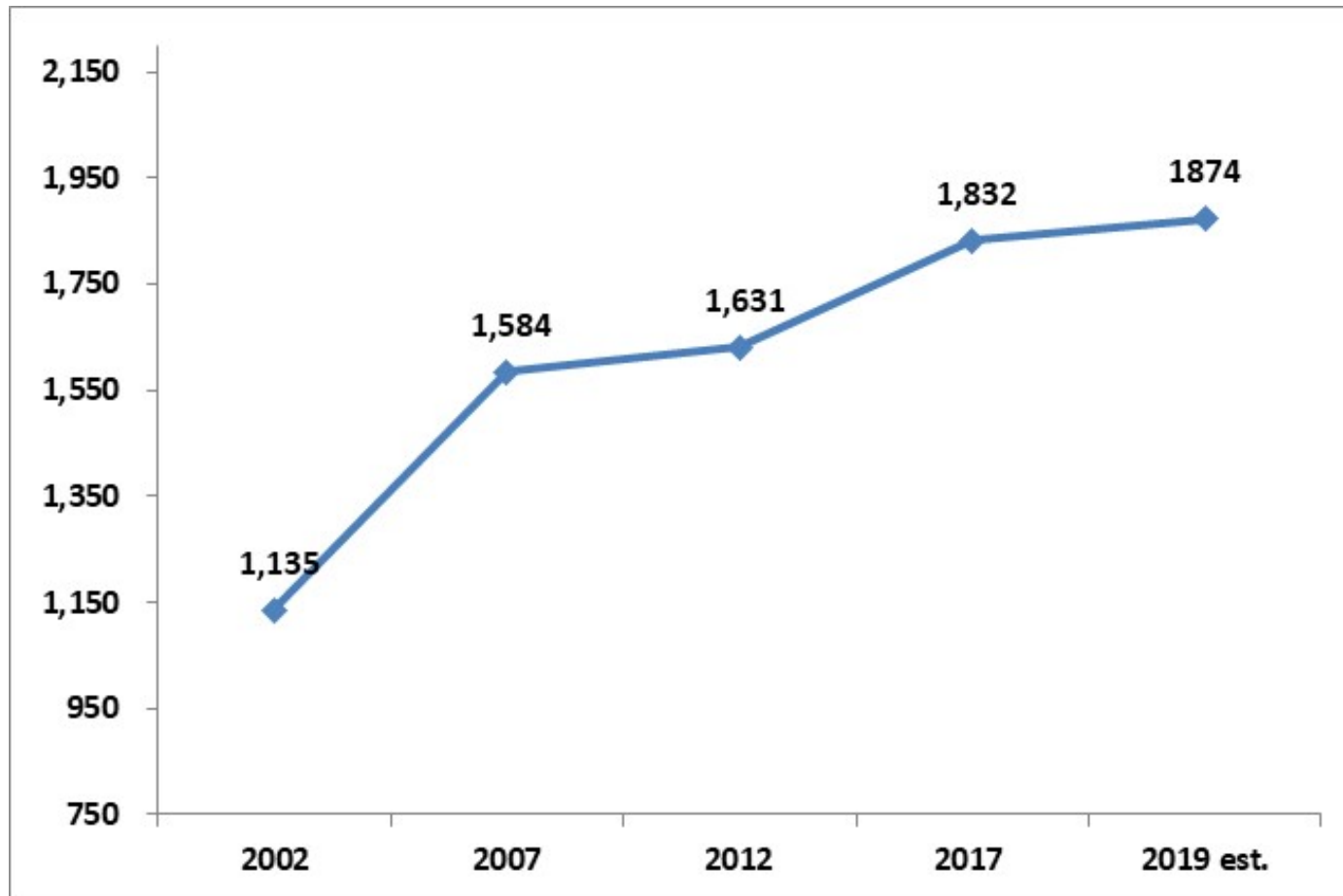


# Growing Enrollment

213 or 3.5% student increase in four years



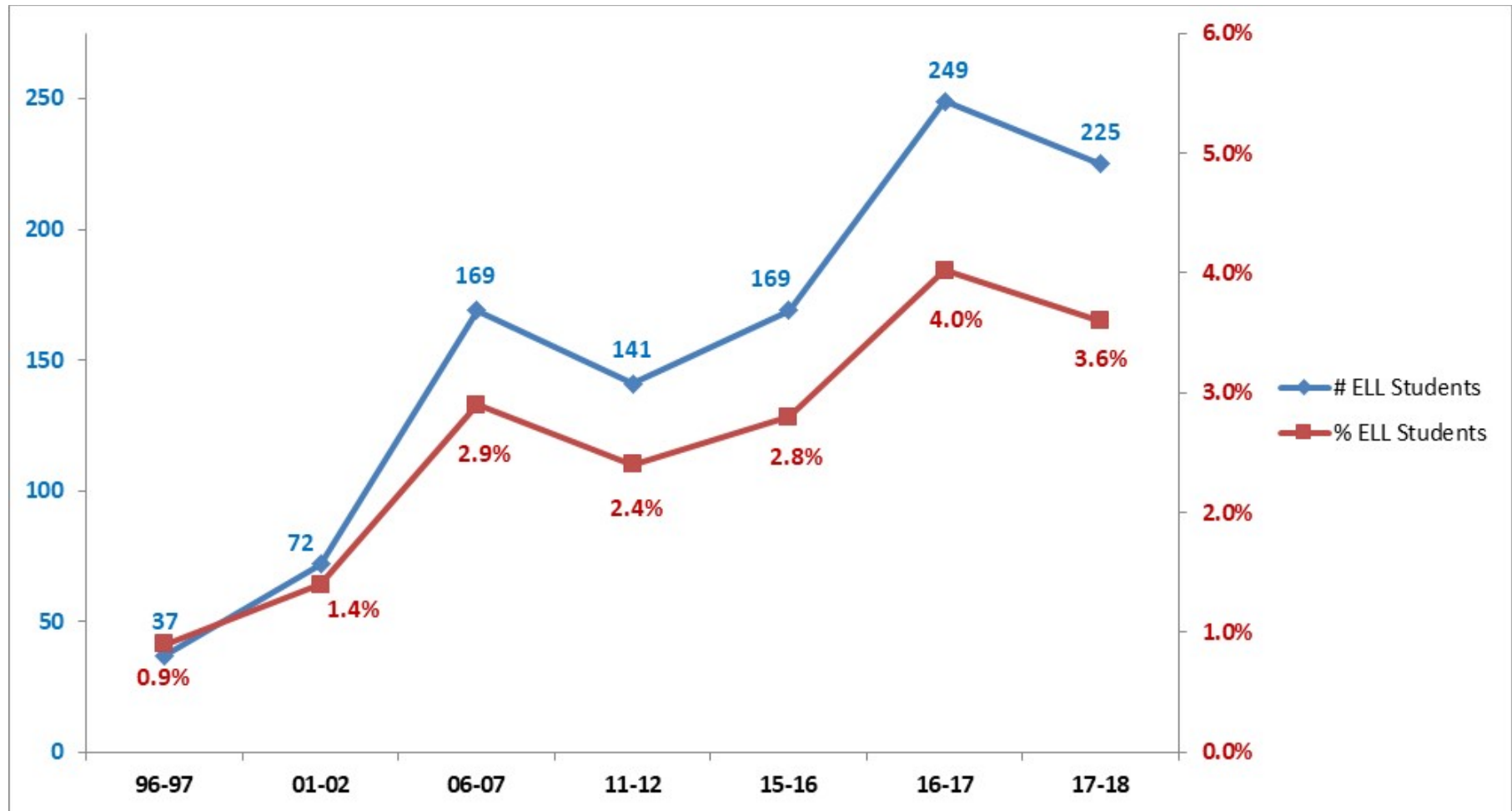
# S.H.S Enrollment



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

		Beal			Coolidge			Floral Street			Paton			Spring St.			
Grade Level	Proj. 2019-20	Students	Clsrms/Sect	Avg.	Students	Clsrms/Sect	Avg.	Students	Clsrms/Sect	Avg.	Students	Clsrms/Sect	Avg.	Students	Clsrms/Sect	Avg.	
HDK	104	104	3/6	17													
FDK	243	123	7	18	40	2	20				40	2	20	40	2	20	
Grade 1	406	58	3	19	87	4	22	113	5	23	79	4	20	69	3	23	
Grade 2	449				92	4	23	195	9	22	88	4	22	74	4	19	
Grade 3	463				112	5	22	207	9	23	70	3	23	74	4	19	
Grade 4	475				80	4	20	222	9	25	93	4	23	80	4	20	
Total K	347																
Total 1-4	1,793	School Avg./Class		18	School Avg./Class		22	School Avg./Class		23	School Avg./Class		22	School Avg./Class		20	

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

**Beal:** No new FTE. Decrease Grade 1 from 4 to 3 sections; Increase FDK from 4 to 7 sections.

**Coolidge:** No new FTE. Decrease Grade 4 from 5 to 4 sections; Increase Grade 3 from 3 to 5 sections;  
Decrease Grade 2 from 5 to 4 sections.

**Floral St.** No new FTE. No change in sections.

**Paton** No new FTE. No change in sections.

**Spring St.** No new FTE. No change in sections.

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

		Sherwood Middle			Oak Middle			High School			Preschool Programs			
Grade Level	Proj. 2019-20	Students	Sections	Avg.	Students	Sections	Avg.	Students	Sections	Avg.	Program	Students	CR/Sept.	Avg.
Grade 5	502	502	20	25										
Grade 6	503	503	20	25							Parker Rd.	160	6/14	11
Grade 7	476				476	20	24				Little Col. (SHS)	30	1/2	15
Grade 8	518				518	20	26				Wesleyan Ter.	55	2/5	11
Grade 9	453							453	NA	NA				
Grade 10	465							465	NA	NA				
Grade 11	456							456	NA	NA				
Grade 12	500							500	NA	NA				
		School Avg./Class		25	School Avg./Class		25	School Avg./Class		NA	School Avg./Class		11	
Totals	3,873	1,005	40		994	40		1,874	NA	NA	245			
In-District Total K-12		6,013		Town Manager Projection for K-12=5,999 NESDEC Projection for K-12=5,989, NESDEC Projection PreK-12=6,234										
In-District Total PreK-12		6,258												



# FY20 Additional State Aid



per

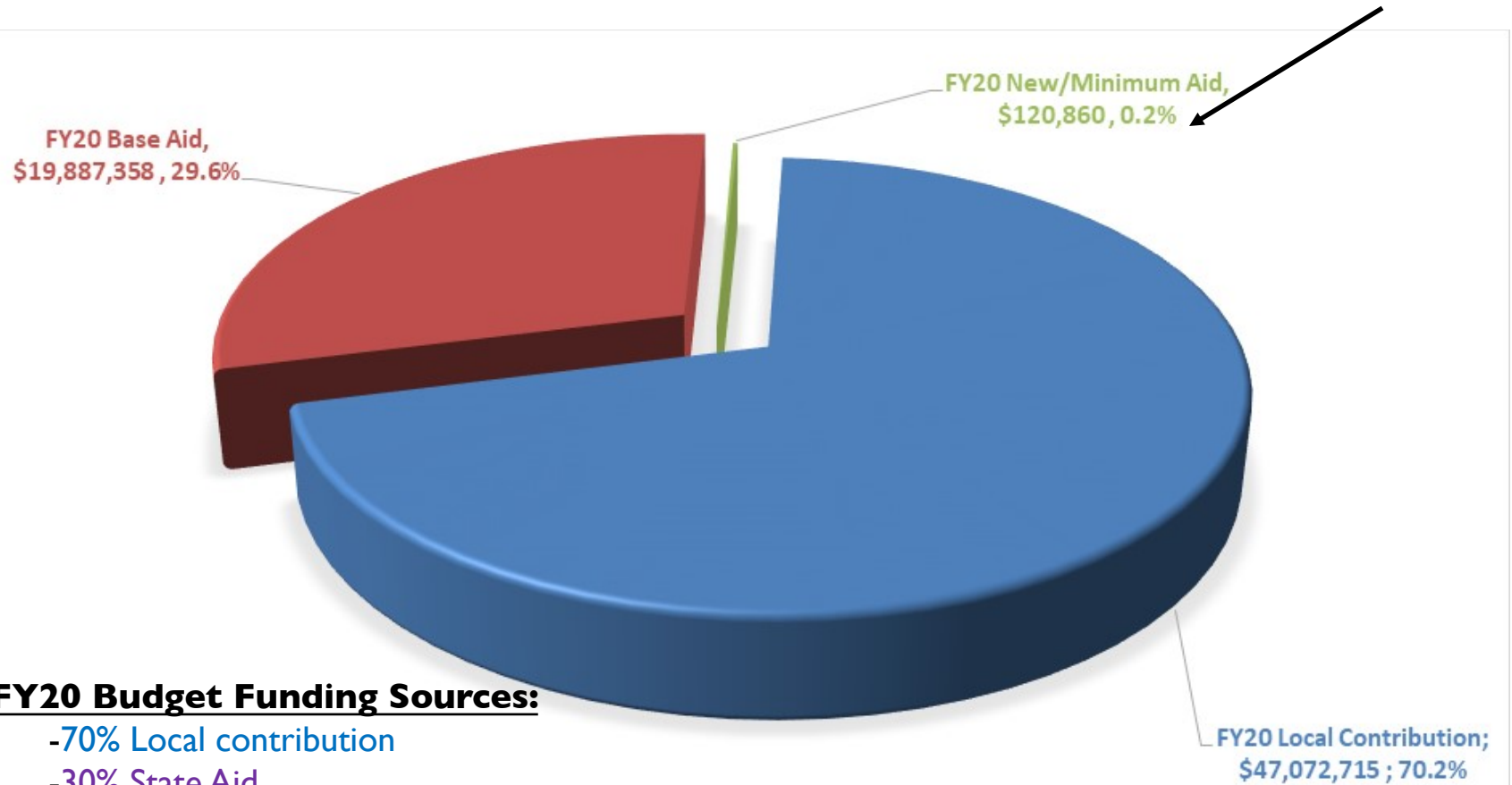


for school year 2019-2020

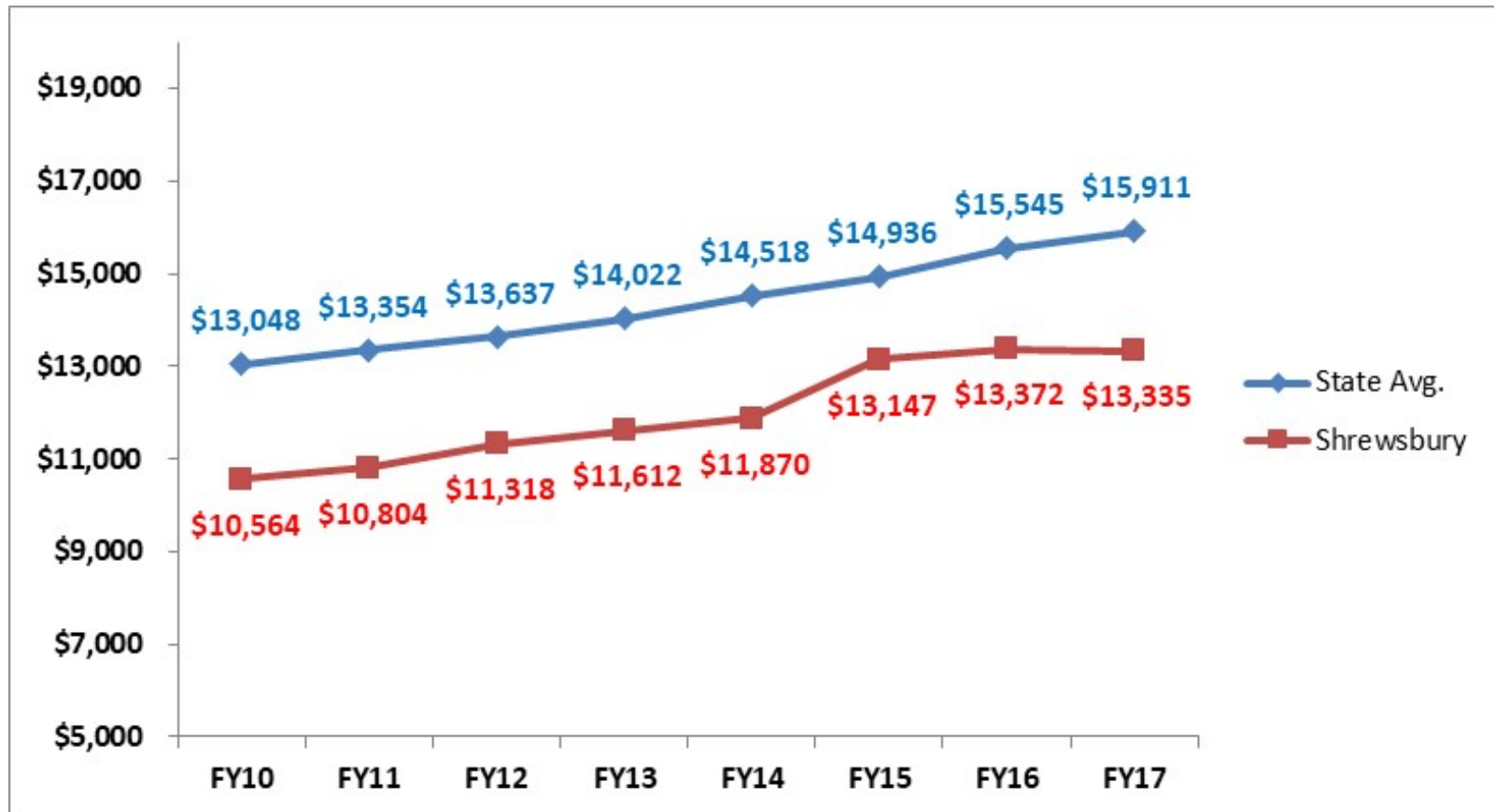
$$\text{\$20} \times 6,043 = \text{\$120,860}$$

Based on Gov. Baker's FY20 Budget

# State v. Local Funding: FY20

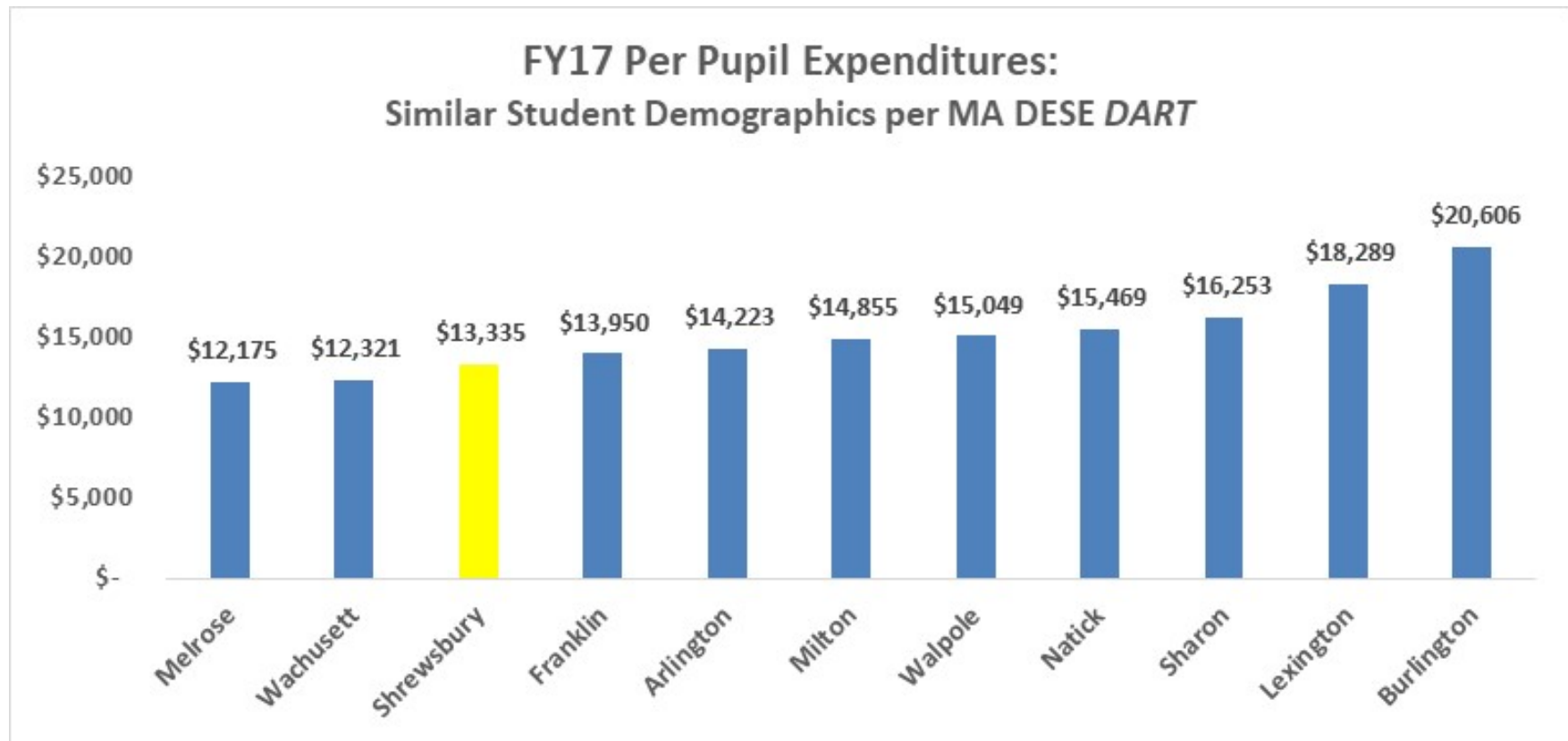


# Efficiency & Value



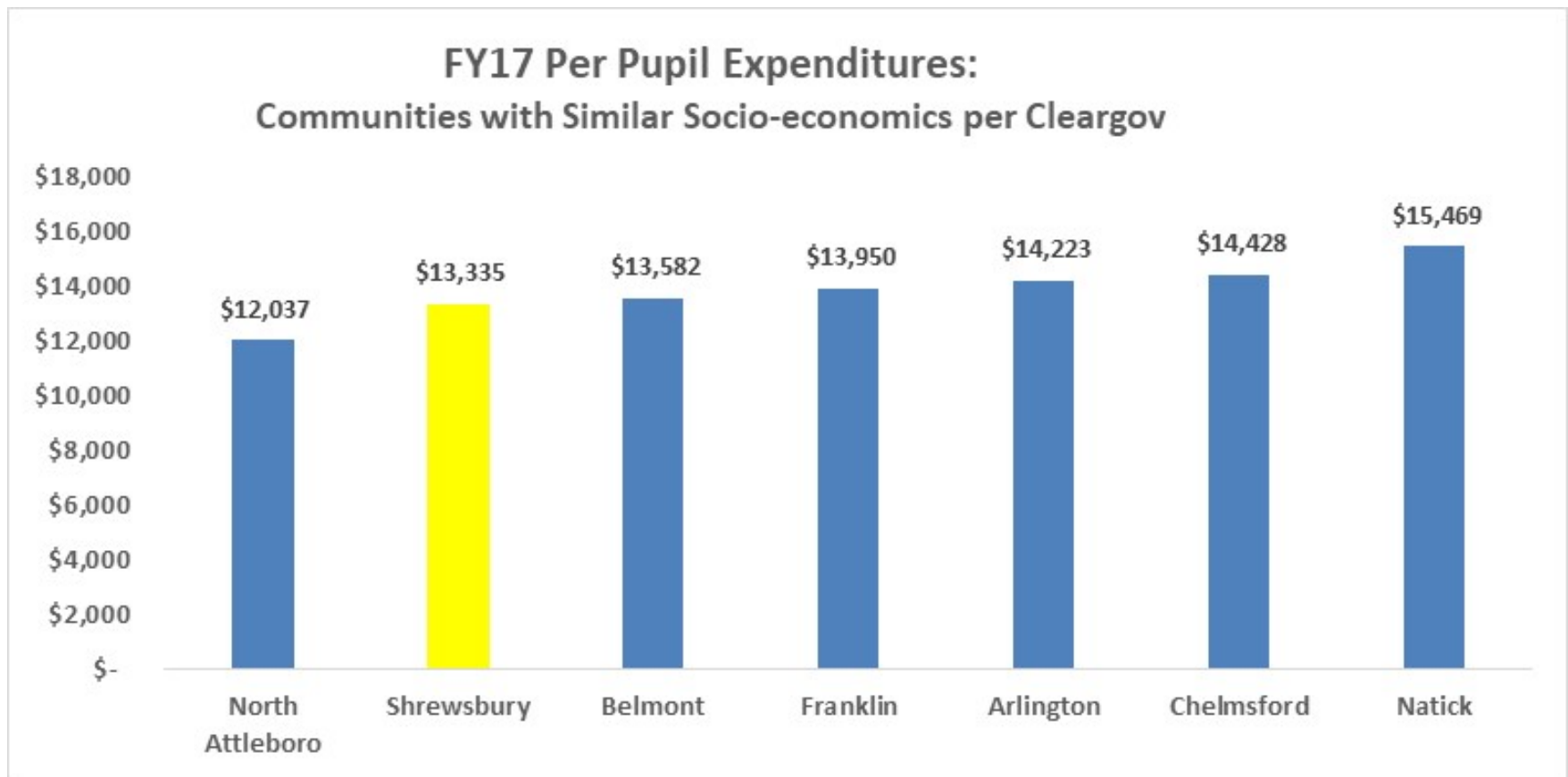
FY17 Per Pupil Expenditure per  
MA DESE, All Sources of Funds  
Rank 290 of 322 districts-bottom 10<sup>th</sup> percentile

# Average Cost Per Pupil Comparison: Comparable Communities



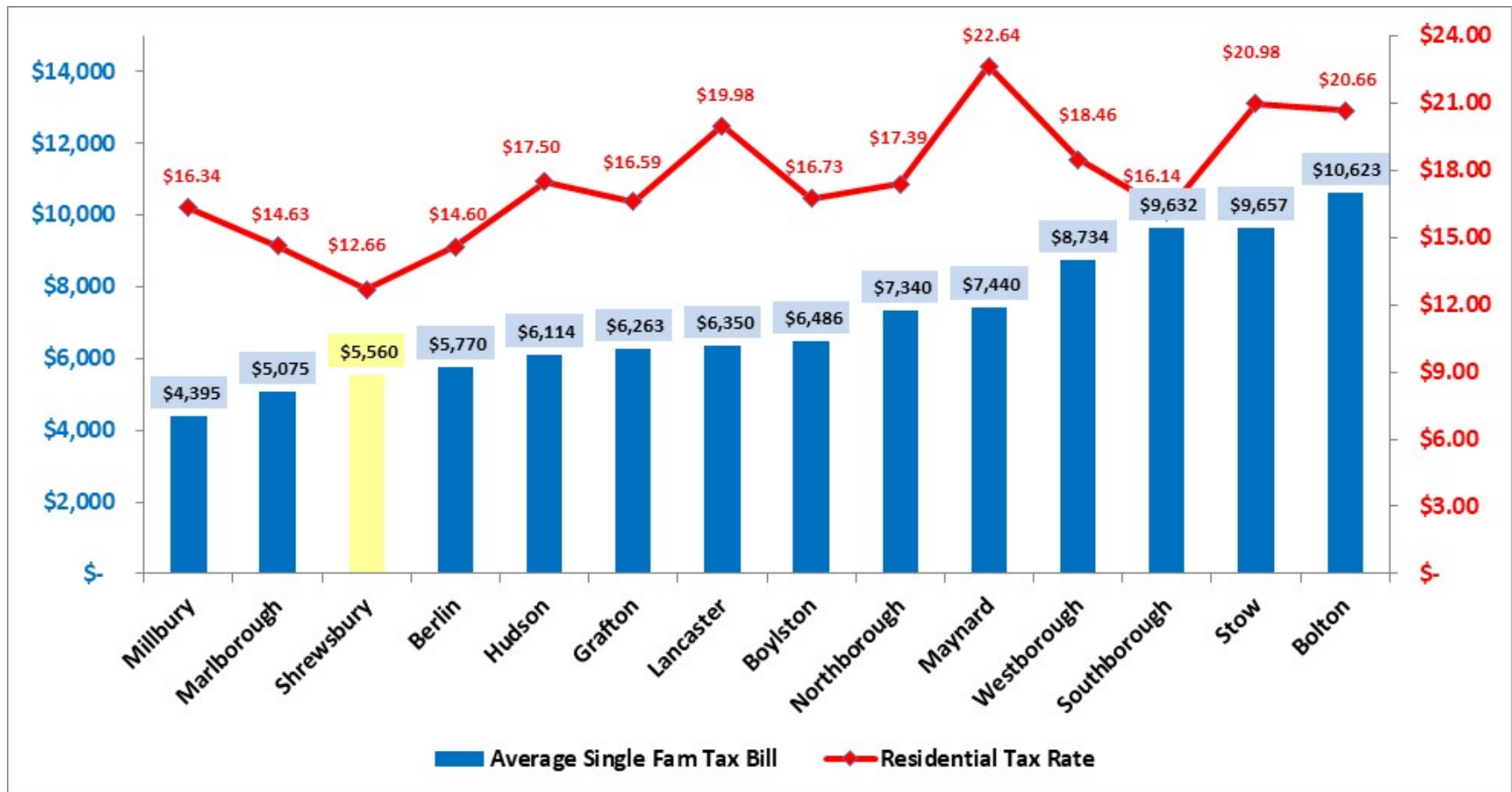
MA DESE determines comparable communities by district grades span, total enrollment, and special student populations.

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



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

# Avg. Tax Bill and Tax Rate Comparison



Source: MA Department of Revenue- FY18 Data

# 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]

# 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)



# Schedule/Next Steps



Date	Event/Action
10/10/2018	Discuss Initial FY20 Budget Calendar.
October 2018	Review Budget Development Timeline with SLT, DLT, School Councils
October 2018	Administration begins development of Level-Services Budget with known/estimated cost forecasting.
10/24/2018	Discussion: School Committee FY20 Budget Priorities and Guidelines Vote: FY20 Budget Calendar
11/14/2018	Vote School Committee Guidelines and Fiscal Policies
12/12/2018	Budget Workshop#1
1/16/2019	School Committee Budget Workshop#2
1/23/2019	Governor Baker Releases his State Budget Plan. State aid figures for Shrewsbury included.
January or February 2019	Presentation of Superintendent's Budget Recommendation
February 2019	Town Manager Releases Initial Town-wide Budget Recommendation
2/27/2019	Special Education Budget Presentation
3/13/2019	FY20 Budget Topics include: -Curriculum & Instruction Budget Presentation -Technology Budget Presentation -Public Hearing
3/16 2019	Finance Committee Hearing [Saturday morning]
3/27/2019	Vote on full-day kindergarten, preschool tuitions and school fees
April 2019	Budget Workshop#3, if needed
4/12/2019	House Ways & Means Committee budget released. Updated state aid figures to Shrewsbury.
4/18/2019	Finance Committee Public Hearing on ATM Warrant Articles and Operating Budget
4/23/2019	Board of Selectmen Vote on FY20 Budget
4/24/2019	School Committee Vote FY20 Budget Recommendation for Town Meeting
4/25/2019	Finance Committee Votes on ATM Warrant Articles and Operating Budget
5/16/2019	Pre-Town Meeting
May 20,22,23	Annual Town Meeting
July	State Legislature Finalizes State Budget-Final State Aid Figures Determined. Adjust budget plans as necessary.

# 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, 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



# Strategic Priorities



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

*- Heraclitus, Greek Philosopher*

**“To prosper you can’t have a static strategy.”**

*- Jack Roche, CEO Hanover Insurance*

**“We require additional resources beyond a ‘status quo’ budget to achieve our Strategic Priorities and District Goals.”**

*- Joe Sawyer, Superintendent*

# **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.

# **Strategic Priorities**

- 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.

# 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>	



# Strategic Priority Investments

## *Space and resources to support effective learning*

Goal	Action Plan	Operating Budget [Town appropriation]	Other Funding Sources [Grants, Revolving funds]
New communication tool providing community with key information regarding school finances	Pilot the <i>Cleargov</i> platform, a web-based product with “picto-graph” displays and built-in benchmarking		\$12,500
Complete a PreK-12 space and enrollment capacity study	Contract with a consultant/architect to assess future needs		\$150,000
Adequate staff resources to support effective learning	SHS Science teacher to meet enrollment/course offering demands	\$65,000	



# Strategic Priority Investments

## *Space and resources to support effective learning*

Goal	Action Plan	Operating Budget [Town appropriation]	Other Funding Sources [Grants, Revolving funds]
Eliminate shared staff between the high school and middle schools to enhance course scheduling efficiencies and offerings and address growing enrollment	Hire 3.5 FTE teachers in Music, Art, Foreign Languages	\$227,500	
Address SHS School Counselor (Guidance Counselor) caseloads due to increased enrollment	Add 1.0 FTE School Counselor	\$65,000	

# Strategic Priority Investments

*Learning environments where everyone's success matters*

Goal	Action Plan	Operating Budget [Town appropriation]	Other Funding Sources [Grants, Revolving funds]
At least 50% of faculty will have training regarding culturally proficient teaching practices	Contract with an agency to provide such trainings and start 19-20 school year with keynote speaker	\$30,000	\$5,000
Conduct an equity study/survey to identify gaps in meeting students' needs and develop action plan to remedy	Contract with an agency to provide such a survey/study and propose recommendations	\$30,000	
Procure/develop a tracking tool with key metrics on "high-needs" students	Investigate potential "dashboard" products or develop our own	\$25,000	
Procure research-proven intervention tools for "high-needs" students	Implement/integrate curriculum and technology intervention tools into the curriculum	\$50,000	

# Strategic Priority Investments

*Learning environments where everyone's success matters*

Goal	Action Plan	Operating Budget [Town appropriation ]	Other Funding Sources [Grants, Revolving funds]
Improve educational services to special needs students at elementary level	Hire 1.0 FTE severe special needs teacher	\$65,000	
Improve educational services to special needs students at elementary level	Hire 1.0 FTE moderate special needs teacher	\$65,000	
By June 2020, at least 50% of all staff will have participated in professional development regarding inclusive practices	Provide funding for high-quality in-district training, conferences, and training materials	\$25,000	
Advance inclusive and culturally proficient educational practices through co-teaching and other effective strategies	Funding for traditional and digital curriculum materials to be used in classrooms to implement strategies	\$25,000	

# Strategic Priority Investments

## *Enhanced well-being of all*

Goal	Action Plan	Operating Budget [Town appropriation]	Other Funding Sources [Grants, Revolving funds]
Create an implementation plan for Social-Emotional Learning expectations [SEL]	After research and planning, implement a pilot program to better meet student needs	\$15,000	
Provide training for at least 50% of faculty on the topic of Social-Emotional Learning	Provide materials, speakers, conference opportunities	\$35,000	
Provide assessment and tracking tools for students identified as struggling with SEL competencies	Pilot technology programs such as <i>Panorama</i> survey tool	\$8,325	
The School Start Time Committee will produce a report and recommendations on options for changed start/end times	In addition to planning meetings, the committee will need to hire expert transportation planning services to assess options and busing/cost implications	\$15,000	

# Strategic Priority Investments

## *Enhanced well-being of all*

Goal	Action Plan	Operating Budget [Town appropriation]	Other Funding Sources [Grants, Revolving funds]
Address the rising student needs for behavioral and mental health services	Add 1.6 FTE Adjustment Counselor staff to Sherwood Middle School	\$50,141	\$65,000
Address the rising student needs for behavioral and mental health services	Add 3.0 FTE behavioral and mental health professional staff at the elementary schools	\$195,000	
Address the rising student needs for behavioral and mental health services	Add 1.0 FTE Adjustment Counselor staff at SHS	\$65,000	

# Strategic Priority Investments

## *Enhanced well-being of all*

Goal	Action Plan	Operating Budget [Town appropriation]	Other Funding Sources [Grants, Revolving funds]
Enhance elementary-level Health Education	Add 1.0 FTE Health teacher	\$65,000	
Advance health education and social-emotional learning (SEL) practices through effective strategies that are identified by SEL steering committee	Funding for traditional and digital curriculum materials to be used in classrooms to implement health education and SEL strategies	\$25,000	

# Strategic Priority Investments

## *Connected learning for a complex world*

Goal	Action Plan	Operating Budget [Town appropriation]	Other Funding Sources [Grants, Revolving funds]
Create partnerships to promote experiential learning and career awareness	New Asst. Superintendent position and a van to develop partnerships and provide opportunities outside of SHS		\$200,000
Respond to state-mandated changes in civics education	Procure new curriculum materials	25,000	
Expand Advanced Placement teacher training in Chemistry, Biology, and Spanish	Provide required course training to maintain/expand offerings		\$15,000
Update classroom technology in SHS Computer Lab	Procure new computers with improved operating speed and capacity	\$39,200	
Update SHS classroom projection devices	Replace existing cart technology with fixed, ceiling mount projectors	\$200,000	

# Strategic Priority Investments

## *Connected learning for a complex world*

Goal	Action Plan	Operating Budget [Town appropriation]	Other Funding Sources [Grants, Revolving funds]
Implement new state-mandated Social Studies standards in Grades K-8	Hire consultant services to help identify strengths and needs	\$15,000	
Implement new state-mandated Science curriculum K-8	Procure necessary materials and online resources	\$70,000	
Advance project-based learning approaches across each grade span by providing professional development opportunities to teachers	Provide funding for high-quality in-district training, conferences, and training materials	\$50,000	
Advance project-based learning approaches across each grade span by providing learning experiences that require complex, high-quality work for an authentic audience	Provide traditional and digital curriculum materials to be used in project-based instructional units	\$100,000	



# Strategic Priority Investments

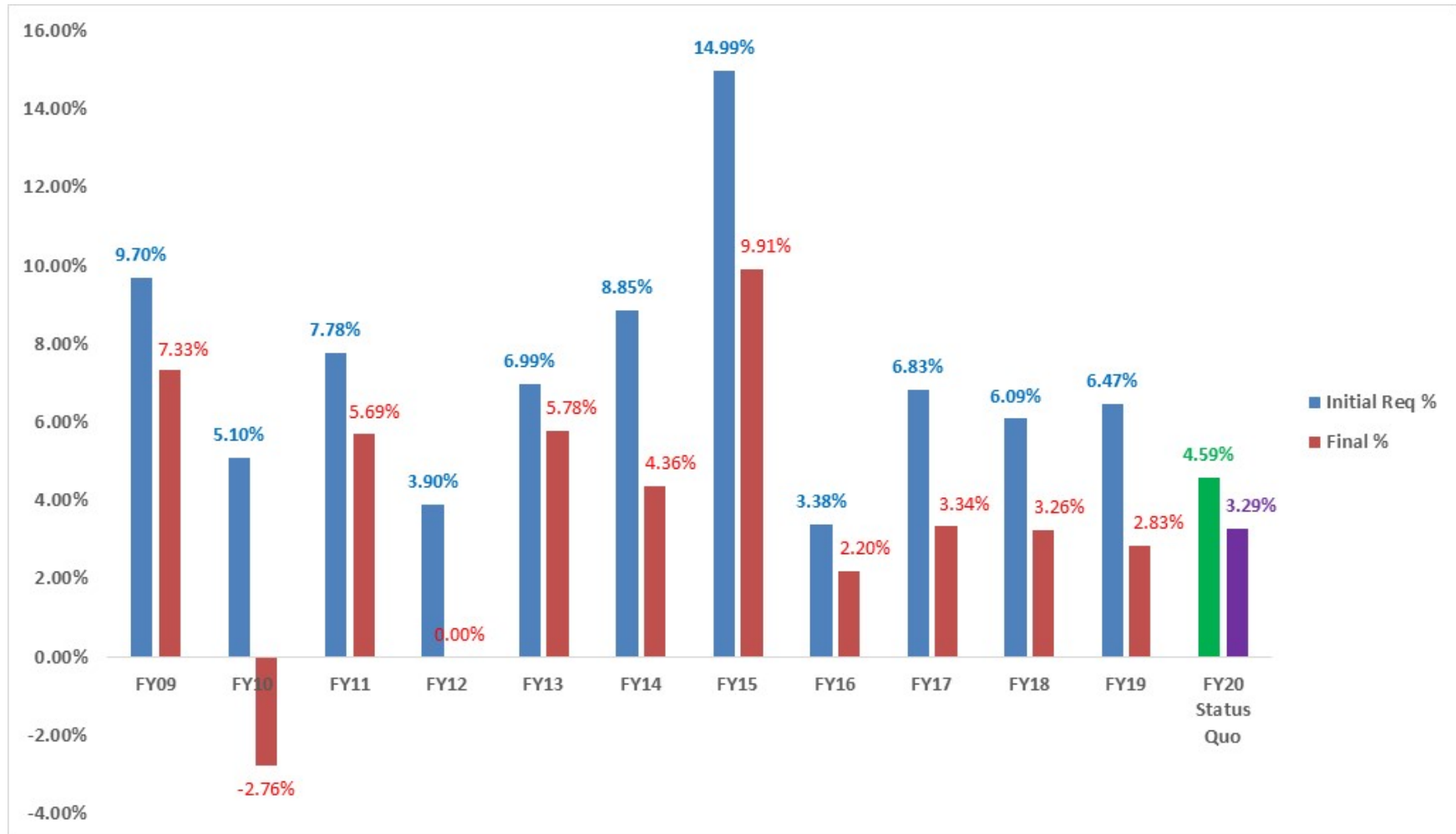
## *Other Necessary Priorities or Mandated Services*

<b>Priority/ Mandated Service</b>	<b>Action Plan</b>	<b>Operating Budget [Town appropriation]</b>	<b>Other Funding Sources [Grants, Revolving funds]</b>
Provide adequate staff supervision of Educational Learning Centers at PreK-4 level	Hire 1.0 FTE Educational Learning Center Coordinator	\$65,000	
Provide adequate special education staff at SHS to match increasing caseloads and complexity	Hire 1.0 FTE special education teacher	\$65,000	
Provide adequate nursing staff at SHS to match increasing visits and medical complexities	Hire 0.7 FTE school nurse	\$45,500	
Provide adequate Central Office staff to meet increasing demands, modernize operations, and support achievement of District Goals	Respond to UMass consultant group report and recommendations by adding/re-organizing staff	\$150,000	

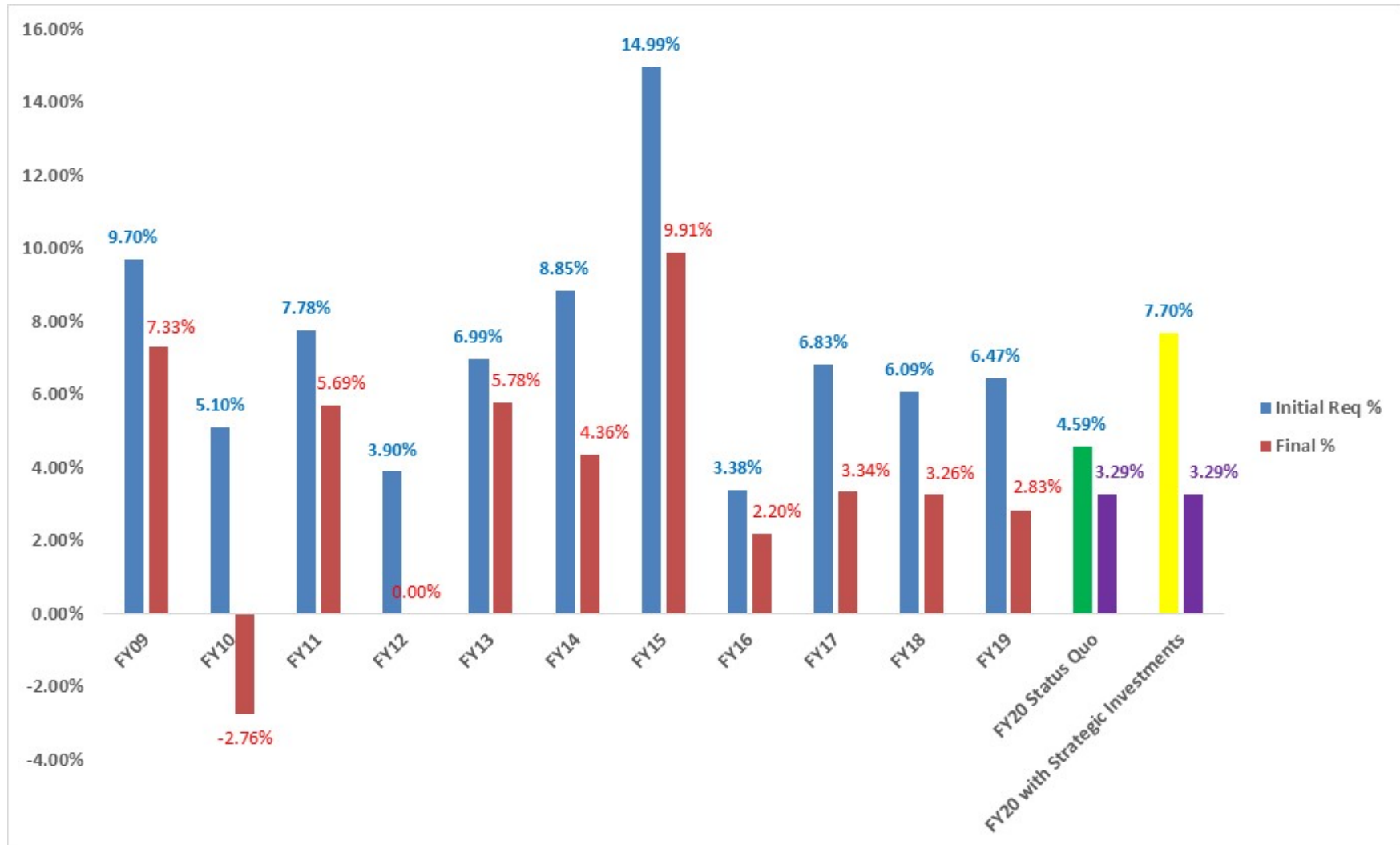
# Summary of Investments by Strategic Priority

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>	

# Budget History: Recommended v. Appropriated



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# Strategic Priorities



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