



**School Committee
Meeting Book**

**March 1, 2023
7:00 pm**

**Town Hall -100 Maple Avenue
Selectmen's Meeting Room**



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

AGENDA

**March 1, 2023 7:00pm
Town Hall—Selectmen's Meeting Room
100 Maple Avenue**

Items

Suggested time allotments

I. Public Participation	7:00-7:05
II. Chairperson's Report & Members' Reports	
III. Superintendent's Report	
IV. Time Scheduled Appointments:	
A. Student Spotlight: A Celebration of Learning	7:05 – 7:20
B. SHS Student Advisory Committee: Report	7:20 – 7:35
C. PreK-12 School Space Study: Report	7:35 – 8:05
D. Star Student Learning Assessment: Report	8:05 – 8:25
E. FY24 Curriculum & Technology Budgets: Report	8:25 – 8:50
V. Curriculum	
VI. Policy	
A. School District Calendar for 2023-2024 School Year: Vote	8:50 – 9:00
VII. Finance & Operations	
A. FY24 Fees & Tuition: Report & Discussion	9:00 – 9:15
B. Dr. Ken Hsu Memorial Trust: Vote to Accept Scholarship Donation	9:15 – 9:20
VIII. Old Business	
IX. New Business	
X. Approval of Minutes	9:20 – 9:25
XI. Executive Session	9:25 – 9:45
A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”), Open Meeting Law,	



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

G.L. c. 30A, §§ 22(f), (g) – for the purpose of reviewing, approving, and/or releasing executive session minutes.

- B. For the purpose of reviewing and acting on student residency issues.
- C. For the purpose of addressing G.L. c. 30A, § 21(a)(3) “to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares” (“Purpose 3”) - the Shrewsbury Education Association Units A and/or B, the Shrewsbury Paraprofessional Association, and/or the Cafeteria Workers Association
- D. For the purpose of addressing G.L. c. 30A, § 21(a)(2) “to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel” – non-union administrators. (“Purpose 2”)

XII. Adjournment

9:45

Next regular meeting: March 15, 2023



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: I Public Participation

MEETING DATE: **03/01/23**

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear thoughts and ideas from the public regarding the operations and the programs of the school system?

BACKGROUND INFORMATION:

Copies of the policy and procedure for Public Participation are available to the public at each School Committee meeting.

ITEM NO: II. Chairperson's Report/Members' Reports

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear a report from the Chairperson of the School Committee and other members of the School Committee who may wish to comment on school affairs?

BACKGROUND INFORMATION:

This agenda item provides an opportunity for the Chairperson and members of the Shrewsbury School Committee to comment on school affairs that are of interest to the community.

STAFF AVAILABLE FOR PRESENTATION:

School Committee Members
Ms. Lynsey Heffernan, Chairperson
Mr. Jason Palitsch, Vice Chairperson
Mr. Jon Wensky, Secretary
Ms. Erin Boucher, Committee Member
Ms Sandra Fryc, Committee Member

ITEM NO: III. Superintendent's Report

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear a report from Dr. Joseph M. Sawyer, Superintendent of Schools?

BACKGROUND INFORMATION:

This agenda item allows the Superintendent of the Shrewsbury Public Schools to comment informally on the programs and activities of the school system.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools

ACTION RECOMMENDED FOR ITEMS I, II, & III:

That the School Committee accept the report and take such action as it deems in the best interest of the school system.



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **IV. Time Scheduled Appointments:** MEETING DATE: **03/01/23**
A. Student Spotlight: A Celebration of Learning

BACKGROUND INFORMATION:

The Family Consumer Science, Music, PE and Visual Arts departments at Shrewsbury High School (SHS) provide opportunities for students to access the curriculum in a least restrictive/inclusive environment. These classes are called “Foundations” courses, where each student is able to reach their personal success, while working collaboratively with peers. While in these classes, students engage in and apply basic skills of art, cooking, music, and physical education that are assessed through various exhibits, performances and movement experiences. SHS students and staff will provide more information in their presentation and will be available to answer questions from the Committee.

ACTION RECOMMENDED:

That the School Committee accept the report and take whatever steps it deems necessary in the interests of the Shrewsbury Public Schools.

STAFF & STUDENTS AVAILABLE FOR PRESENTATION:

Mrs. Pamela LeBlanc, Director of Visual Arts, Foundations of Art Teacher

Mrs. Shirley LeMay, Family Consumer Sciences Teacher, Foundations of Cooking Teacher

Students:

Camden Chenevert, Class of 2023

Drew Conant, Class of 2023

Emily Nelson, Class of 2025



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: IV. Time Scheduled Appointments:

MEETING DATE: 03/01/23

B. SHS Student Advisory Committee: Report

BACKGROUND INFORMATION:

Under the Massachusetts Education Reform Act, school districts are required to have a Student Advisory Committee (SAC), consisting of five high school students who are elected by the student body. The SAC is required to meet with the School Committee during the year to review various issues of concern to the student body. Mr. Andrew Smith, Shrewsbury High School (SHS) social sciences teacher, serves as the faculty advisor to the SAC. The agenda for the SAC report is enclosed.

ACTION RECOMMENDED:

That the School Committee accept the report and take such action as it deems in the best interest of the school system.

STAFF & STUDENTS AVAILABLE FOR PRESENTATION:

Mr. Andrew Smith, SHS Teacher and Faculty Advisor to the SAC

Mr. Todd Bazydlo, SHS Principal

Students:

Shalini Biju, Class of 2023, Chair

Laura Lee, Class of 2023

Nicole Shen, Class of 2023

Aanya Gupta, Class of 2024

Siri Ural, Class of 2024

Student Advisory Committee
Agenda for the School Committee Meeting on March 1, 2023

I. Student Life

With the school year nearly $\frac{3}{4}$ complete, students are preparing for what's next to come.

- a) Student General Feelings
- b) School Start Time
- c) Career Fair
- d) Capstone

II. Co-curriculars

SHS students have had a great time getting involved with co-curriculars outside of school.

- a) Winter Sports
- b) Speech and Debate
- c) DECA

III. Events at SHS

Students have been finding ways to strengthen the SHS community through different events.

- a) National English Honor Society Book Drive
- b) Science Fair
- c) Black History Assembly
- d) Soup-er-Bowl

Thank you for your continuous support of the SAC.

Respectfully submitted,

Shalini Biju
Chairperson

Laura Lee, Nicole Shen, Siri Ural, Aanya Gupta
SAC Members



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **IV. Time Scheduled Appointments:**
C. PreK-12 School Space Study: Report

MEETING DATE: **03/01/23**

BACKGROUND INFORMATION:

As part of the funding of the Beal School feasibility study and project, funds were set aside to conduct a comprehensive space study of the district's school facilities, in order to determine the condition and future needs regarding educational space at the preschool, elementary, middle, and high school levels. This study, which was conducted by Lamoureux Pagano Associates|Architects (LPA|A) is in its final phase. Representatives from LPA|A will present information regarding their findings and answer questions from the Committee.

Presentation materials will be provided in advance of the meeting under separate cover.

ACTION RECOMMENDED:

That the School Committee accept the report and take such action as it deems in the best interest of the school system.

STAFF & GUESTS AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools
Mr. Patrick C. Collins, Assistant Superintendent for Finance & Operations
Ms. Katie Crockett, President, LPA/A
Mr. Sean Brennan, Associate Principal, LPA/A



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: IV. Time Scheduled Appointments: MEETING DATE: 03/01/23
D. Star Student Learning Assessment: Report

BACKGROUND INFORMATION:

Over the past three years at the elementary and middle levels, the district has utilized the Star student learning assessment to better identify and address student learning needs by using a common tool to monitor students' academic progress. Students are assessed multiple times per year in both Reading and Math using the Star online assessment in order to identify, support and track academic outcomes for our students. Ms. Clouter will present an overview of this year's data in order to provide a sense of SPS students' academic progress relative to last year's performance and to state benchmarks, and take questions from the Committee.

ACTION RECOMMENDED:

That the School Committee accept the report and take such action as it deems in the best interest of the school system.

STAFF AVAILABLE FOR PRESENTATION:

Ms. Amy B. Clouter, Assistant Superintendent for Curriculum, Instruction & Assessment

Star Data: An Updated Report on Student Assessment Results

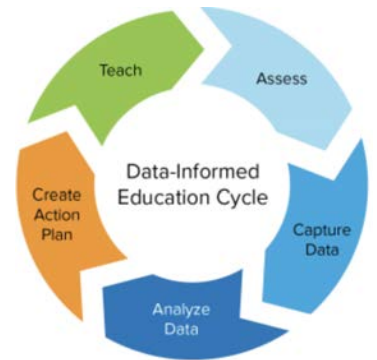
March 1, 2023

By Amy Clouter

Assistant Superintendent for Curriculum, Instruction & Assessment

Summary

Beginning in 2021, Shrewsbury looked to the results of universal academic screening to help us assess the impact of the pandemic. The purchase of the Star Reading and Math assessments enabled educators and district leaders to measure student performance against state benchmarks and national norms. What's more, this platform allowed educators across the district to monitor student performance over the course of the year. Currently we see that reading scores have been more impacted than math scores. More to the point, achievement scores to date suggest that most readers in Grades K-3 are on track to meet grade level goals. For this reason, using data to support students in Grades 4 and above will be a priority moving forward.



The use of the Star assessments continues to empower educators and teacher teams to identify, support and track academic outcomes for our students, all in one place. As a result, curriculum leaders can see firsthand the impact of strong instruction and intervention efforts. Taken together, these two aspects of the Star assessment system make implementing student supports within and across grade spans more effective and equitable.

I. Introduction

How has student academic progress been impacted by the pandemic? There are different answers to this question. We now know that, nationwide, most students did fall behind academically. The impact of lost instructional time, together with disrupted schedules and mental health challenges that amplified the impact for some students. In many districts in Massachusetts and in Shrewsbury, state testing results show that student scores in Math have recovered more quickly than English Language Arts. Although it's hard to compare student cohorts, it's clear that students that experienced the loss of in-person instructional time during their foundational years will take longer to recover. Additionally, there's universal agreement that the pandemic exacerbated achievement opportunity gaps for children that were struggling to meet grade level benchmarks.

This report will depict the most recent Star testing results. This information, taken together with other measures of student performance, give us a helpful lens to look through as we try to assess the current state of academic recovery in Shrewsbury.

II. Star Data

On the Star platform, screening results are generally reported by percentile rank, which compares students at a given grade level to all other students that took the test during the same administration window. In 2021

we assessed students during three screening windows, with the option of administering the test more frequently. This year we plan to administer screening assessments four times.

Trimester 1	Trimester 2	Trimester 3	Final Assessment
September 2022	December 2022	April 2023	June 2023

Until children demonstrate the ability to read independently in English, they take the Star Early Literacy Assessment. Given that most students in grades K-8 were independent readers in September, the vast majority of children in Shrewsbury were tested in both Star Reading and Star Math from the beginning. However, it's helpful to have a monitoring tool that's well-matched to the needs of Kindergarteners, English learner beginners, and students reading significantly below grade level benchmarks. The Early Literacy test includes both reading and math items together.

Early Literacy Assessment Results

This assessment is designed for students that are not yet able to read independently. This year 16% of students in Grades K-5 took the Early Literacy test in lieu of the Star Reading assessment, including three students who took the test in Spanish. Comparing scores from September to December depicts the transition students make as they grow from emergent to early readers. Students that experience significant challenges with reading may continue to take the Early Literacy assessment beyond first grade. In this way students can access the accommodations they may need to be successful with the Math portion of the assessment.

Star Early Literacy Assessment Results: September, 2022

Grade	# Students Tested	At/ Above Benchmark At/Above 40 Percentile Rank	On Watch 25-39 Percentile Rank	Intervention 10-24 Percentile Rank	Urgent Intervention Below 10 Percentile Rank
K	341	219 (64%)	33 (10%)	47 (14%)	42 (12%)
1	326	227 (70%)	36 (11%)	43 (13%)	20 (6%)
2	44	13 (30%)	5 (11%)	10 (23%)	16 (36%)
3	13	0%	0%	3 (23%)	10 (77%)
Total	724				

Star Early Literacy Assessment Results: December, 2022

Grade	# Students Tested	At/ Above Benchmark At/Above 40 Percentile Rank	On Watch 25-39 Percentile Rank	Intervention 10-24 Percentile Rank	Urgent Intervention Below 10 Percentile Rank
K	348	279 (80%)	32 (9%)	23 (7%)	14 (4%)
1	210	151 (73%)	18 (9%)	28 (13%)	11 (5%)
2	24	3 (13%)	2 (8%)	3 (13%)	16 (67%)
3	13	0%	0%	3 (25%)	9 (75%)
Total	595				

As shown above, most children in Kindergarten and first grade are progressing as expected.

Star Reading Results

74% of students in Grades K-8 were screened using the Star Reading assessment, including five students that took a Spanish version of the test. (This percentage is lower than the screening percentage for Math because emergent readers take the Early Literacy test instead.) The table below provides a summary of this year's screening results by percentile rank, which compares students in the same grade who took the test in the same time period. Note that percentages listed are 'percentages of students who took STAR', and not a percentage of the entire grade as there are students who did not test.

Star Reading Assessment Results: September, 2022

Grade	# Students Tested	At/ Above Benchmark At/Above 40 Percentile Rank	On Watch 25-39 Percentile Rank	Intervention 10-24 Percentile Rank	Urgent Intervention Below 10 Percentile Rank
1	28	28 (100%)	0%	0%	0%
2	300	221 (74%)	39 (13%)	34 (11%)	6 (2%)
3	386	269 (70%)	47 (12%)	37 (10%)	33 (9%)

4	419	333 (79%)	35 (8%)	30 (7%)	21 (5%)
5	415	306 (74%)	58 (14%)	32 (8%)	19 (5%)
6	475	337(71%)	67 (14%)	53 (11%)	18 (4%)
7	442	288 (65%)	57 (13%)	64 (14%)	33 (7%)
8	457	296 (65%)	74 (16%)	45 (10%)	42 (9%)
Total	2,922				

Star Reading Assessment Results: December, 2022

By December, 47% of Shrewsbury's first graders transitioned to the Star Reading Assessment. 93% of students in Grade 2 and above were screened using this assessment within this period.

Grade	# Students Tested	At/ Above Benchmark At/Above 40 Percentile Rank	On Watch 25-39 Percentile Rank	Intervention 10-24 Percentile Rank	Urgent Intervention Below 10 Percentile Rank
K	2	2 (100%)	0%	0%	0%
1	28	172 (97%)	3 (2%)	3 (2%)	0%
2	300	288 (85%)	27 (8%)	15 (4%)	10 (3%)
3	386	304 (77%)	43 (11%)	31 (8%)	18 (5%)
4	419	353 (82%)	31 (7%)	26 (6%)	20 (5%)
5	415	322 (77%)	51 (12%)	22 (5%)	21 (5%)
6	475	319 (69%)	65(14%)	43 (9%)	34 (7%)
7	442	263 (61%)	67(15%)	62 (14%)	42 (10%)
8	457	292 (64%)	78 (17%)	47 (10%)	39 (9%)
Total	2,922				

Districts can customize the percentile rank metric used to monitor student progress. Initially the district was advised to use a score of at/above 40 PR as the benchmark for grade level proficiency. Because we used the

same measure for both 2020-2021 and 2021-2022, we can compare scores over time. It's evident that students in Grades K-4 are recovering reading skills faster than their peers in the upper grades.

Star Reading Assessment Subgroup Scores : December 2022

The table below shows the percentage of students in each subgroup that are on track to meet state benchmarks in Reading.

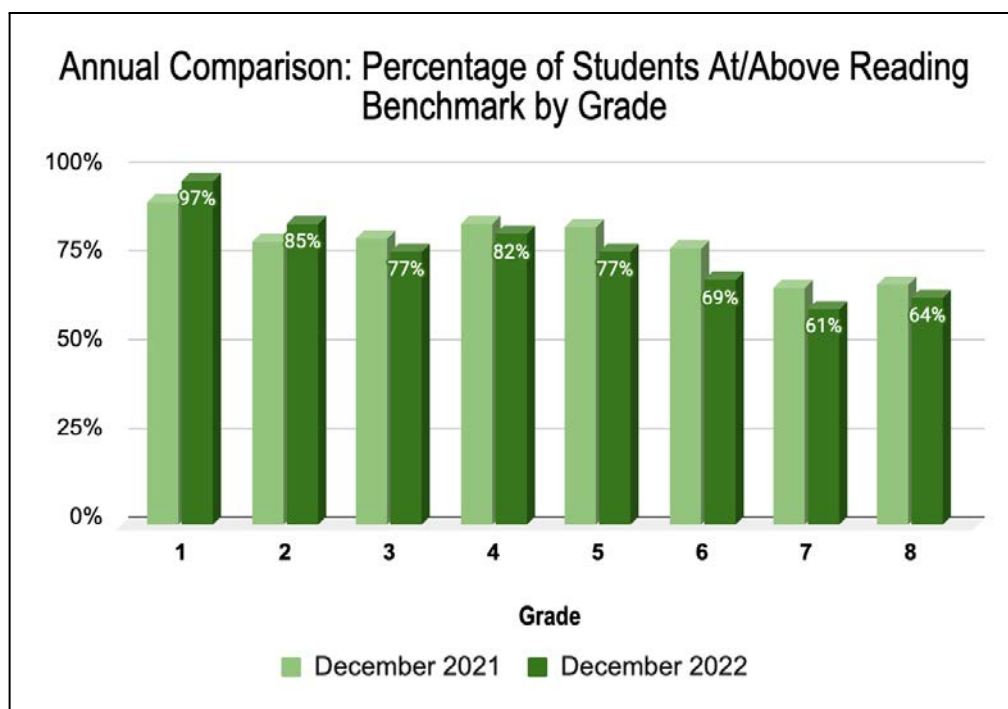
Accountability Subgroups	% On Track to Meet State Benchmarks in Reading
Boys	58%
Girls	64%
Students w/ Disabilities	26%
EL and Former EL	22%
Low Income	40%

Race & Ethnicity Subgroups	% On Track to Meet State Benchmarks in Reading
African American / Black	48%
American Indian / Alaska Native	67%
Asian	71%
Hispanic / Latinx	52%
White	57%



Star Reading Annual Comparison 2021 to 2022

Grade	# Students Tested 2021	At/ Above Benchmark Dec 2021 At/Above 40 Percentile Rank	# Students Tested 2022	At/ Above Benchmark Dec 2022 At/Above 40 Percentile Rank
1	174	91%	179	97%
2	371	80%	342	85%
3	389	81%	399	77%
4	391	85%	432	82%
5	319	84%	418	77%
6	298*	78%	468	69%
7	440	67%	436	61%
8	365	68%	458	64%
Total	2,747		3,132	



Star Math Results

Again, most students in Shrewsbury were administered this numeracy assessment. The table below shows the range of scores during the first two administration windows this year.

Star Math Assessment Results: September, 2022

Grade	# Students Tested	At/ Above Benchmark At/Above 40 Percentile Rank	On Watch 25-39 Percentile Rank	Intervention 10-24 Percentile Rank	Urgent Intervention Below 10 Percentile Rank
K	1	0%	0%	0%	1 (100%)
1	348	287 (82%)	30 (9%)	24 (7%)	7 (2%)
2	327	261 (80%)	31 (9%)	24 (7%)	11 (3%)
3	398	331 (83%)	19 (5%)	26 (7%)	22 (6%)
4	426	355 (83%)	39 (9%)	18 (4%)	14 (3%)
5	414	352 (85%)	29 (7%)	14 (3%)	19 (5%)
6	478	385 (81%)	40 (8%)	35 (7%)	18 (4%)
7	441	359 (81%)	30 (7%)	36 (8%)	16 (4%)
8	457	356 (78%)	43 (9%)	31 (7%)	27 (6%)
Total	3290	2686 (82%)	261 (8%)	208 (6%)	135 (4%)

Star Math Assessment Results: December, 2022

Grade	# Students Tested	At/ Above Benchmark At/Above 40 Percentile Rank	On Watch 25-39 Percentile Rank	Intervention 10-24 Percentile Rank	Urgent Intervention Below 10 Percentile Rank
K	0	0%	0%	0%)	0%
1	359	328 (91%)	19 (5%)	10 (3%)	2 (1%)
2	358	314 (88%)	14 (4%)	25 (7%)	5 (1%)
3	408	361 (88%)	18 (4%)	14 (3%)	15 (4%)
4	440	395 (90%)	17 (4%)	15 (3%)	13 (3%)
5	428	362 (85%)	27 (6%)	24 (6%)	15 (4%)
6	484	375 (77%)	65 (13%)	25 (5%)	19 (4%)
7	440	355 (81%)	31 (7%)	27 (6%)	27 (6%)
8	460	378 (82%)	37 (8%)	25 (5%)	20 (4%)
Total	3377	2868 (85%)	228 (7%)	165 (5%)	116 (3%)

Star Math Assessment Subgroup Scores : December 2022

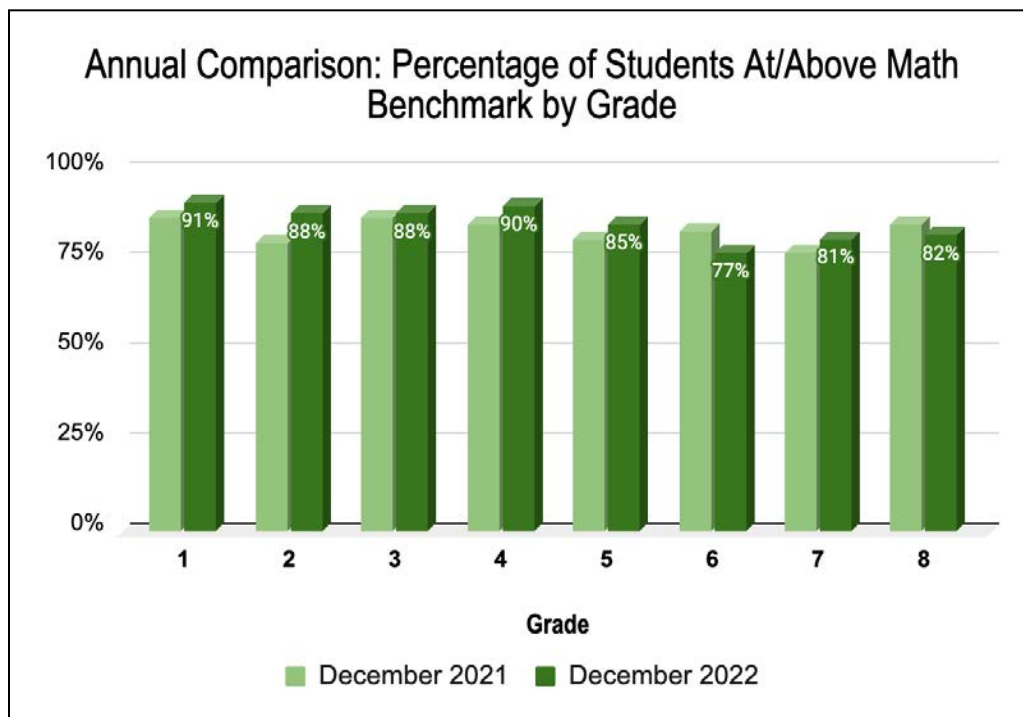
The table below shows the percentage of students in each subgroup that are on track to meet state benchmarks in Math.

Accountability Subgroups	% On Track to Meet State Benchmarks in Math
Boys	67%
Girls	63%
Students w/ Disabilities	27%
EL and Former EL	36%
Low Income	40%

Race & Ethnicity Subgroups	% On Track to Meet State Benchmarks in Math
African American / Black	45%
American Indian / Alaska Native	63%
Asian	81%
Hispanic / Latinx	52%
White	59%

Star Math Annual Comparison 2021 to 2022

Grade	# Students Tested 2021	At/ Above Benchmark Dec 2021 At/Above 40 Percentile Rank	# Students Tested 2022	At/ Above Benchmark Dec 2022 At/Above 40 Percentile Rank
1	343	87%	359	91%
2	403	80%	358	88%
3	422	87%	408	88%
4	425	85%	440	90%
5	428	81%	428	85%
6	460	83%	484	77%
7	465	77%	440	81%
8	372	85%	460	82%
Total	3,311		3,377	



III. Using Star Data to Project Proficiency

The state benchmark report measures current levels of student performance compared to end-of-year expectations for proficiency. For this reason, grade level benchmark score thresholds increase over the course of the year.

State Benchmark Projections of Proficiency

The table below depicts the percentage of students that are on track to meet state benchmarks by the end of the school year in Reading and Math. Projections are only available for students in Grade 1 and above.

Grade	% Predicted to be Proficient in Reading by June	% Predicted to be Proficient in Math by June
ALL	63%	68%
1	93%	80%
2	69%	70%
3	64%	74%
4	56%	66%
5	57%	58%
6	55%	79%
7	50%	53%
8	54%	61%

Use of the Star screening tools for students in Grades K-8 has made it easier to monitor student cohorts in both English Language Arts and Mathematics over time. Using a customized metric that assesses student scores against state benchmarks, we can forecast student performance on the Massachusetts Comprehensive Assessment System (MCAS). As you may recall, on average, 2022 MCAS scores for students in Grades K-8 were 10-15% lower than typical results in Reading. This aligned well with the forecast provided in 2021.

Although this is a new tool for us, it's encouraging to think that using Star can help us anticipate (and address) skill deficits prior to state test administration. The charts that follow depict projected scores by category for each subject area.

Reading Benchmark Projections

Grade	% On Track to Meet State Benchmarks by Category					
	# Tested	E / M	Exceeding	Meeting	Partially Meeting	Not Meeting
1	178	93%	105 (59%)	61 (34%)	12 (7%)	0%
2	340	72%	87 (26%)	158 (46%)	85 (25%)	10 (3%)
3	396	59%	71 (18%)	164 (41%)	137 (35%)	24 (6%)
4	430	60%	54 (13%)	201 (47%)	146 (34%)	29 (7%)
5	416	58%	39 (9%)	203 (49%)	147 (35%)	27 (6%)
6	461	60%	35 (8%)	242 (52%)	150 (33%)	34 (7%)
7	434	52%	37 (9%)	188 (43%)	166 (38%)	43 (10%)
8	456	55%	55 (12%)	194 (43%)	170 (37%)	37 (8%)

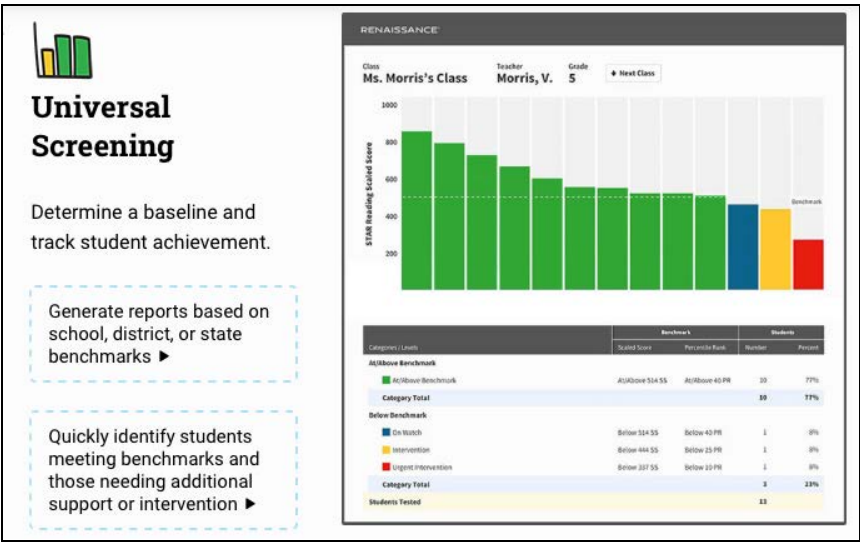
Math Benchmark Projections

Grade	% On Track to Meet State Benchmarks by Category					
	# Tested	E / M	Exceeding	Meeting	Partially Meeting	Not Meeting
1	359	81%	123 (34%)	170 (47%)	56 (16%)	10 (3%)
2	358	72%	124 (35%)	131 (37%)	82 (23%)	21 (6%)
3	408	73%	119 (29%)	178 (44%)	81 (20%)	30 (7%)
4	440	72%	108 (25%)	205 (47%)	99 (23%)	28 (6%)
5	428	59%	90 (21%)	161 (38%)	150 (35%)	27 (6%)
6	484	57%	82 (17%)	195 (40%)	175 (36%)	32 (7%)
7	440	53%	77 (18%)	155 (35%)	169 (38%)	39 (9%)
8	460	62%	91 (20%)	193 (42%)	143 (31%)	33 (7%)

Given that this is a new tool, we should be cautious about interpreting the projections too stringently. Reports that forecast future performance will likely become more accurate as more student data is submitted. All students will take screener assessments in both subjects again in April, 2023. In the meantime, individual educators and grade level teams are using this assessment information to intervene with individual children and to modify educational plans to match instruction to focus on specific skills.

IV. Next Steps

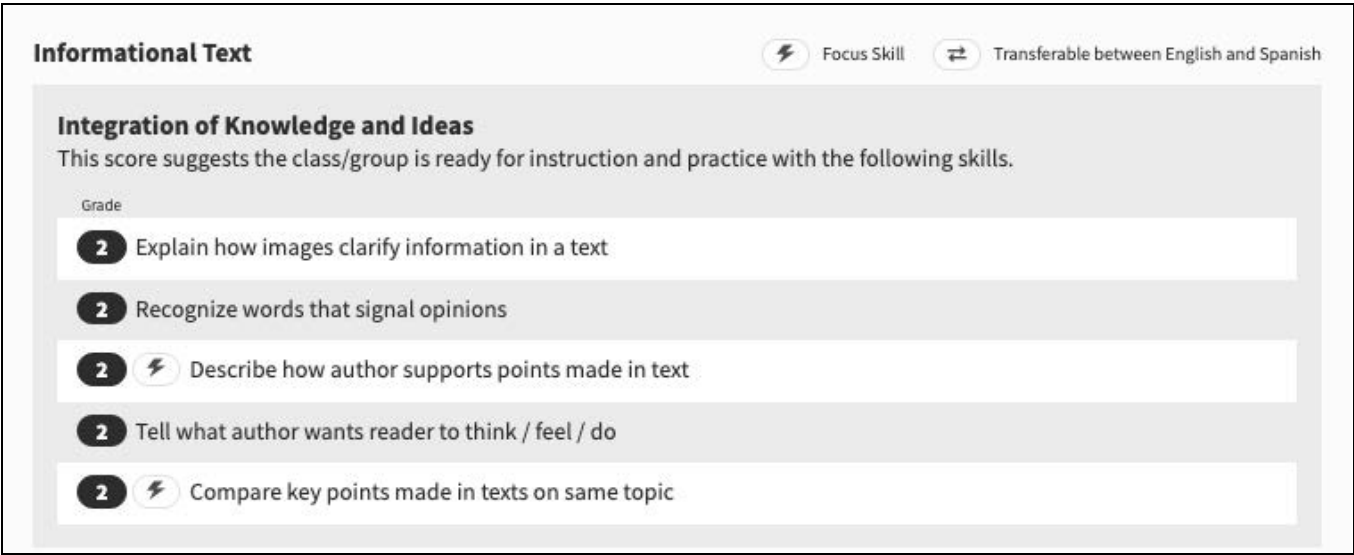
How do educators use this data? Briefly, the software helps to identify which students need support AND the skills they need next in order to make effective progress.



The report to the left is a sample, and does not depict actual SPS student data. This example does serve to show how Star data reports are useful, however. Teachers can see which students are meeting or exceeding benchmarks in green. The blue bar indicates students that should be monitored, and the yellow and red groups represent students requiring intervention.

Other reports provide a snapshot of the standards students have mastered by grade. This information is helpful for instructional planning. The picture below shows a snapshot of an Instructional Planning report from Grade 2. Reports like this are used by teachers to identify focus skills.

The Star screening tools complement common assessments developed by grade level teams. Individual educators have prioritized analysis of the data to identify an individual child's strengths so that they may



target a specific focus for instruction within each subject area. For example, taking this approach, a fifth-grade teacher could see the components of a student's comprehension score in detail, understanding at a glance how each student's vocabulary factors into general understanding of grade level text.

At the district level, our analysis of student scores to date has centered on how well Star scores compare to state benchmarks, using a scale that allows us to project how students at each grade level would perform on the Massachusetts state assessment based on their initial screening scores. Curriculum teams across grade spans are also using the information to align specific supports by grade levels, either with additional tutoring or by adjusting curriculum content to focus instruction on common skill gaps.

VII. Conclusion

In a learning organization, curriculum, instruction and assessment are closely connected. Technology enables the educators in our district to assess students individually and efficiently, allowing our teachers to make the most of their time with students. More recently, the use of a common assessment across the K-8 grade span has helped us to bridge the gap between levels, for students and staff.

Assessment data is most useful when it informs instruction. As we anticipate a third cycle of testing, it's exciting to be positioned to use this information to structure effective intervention, and ultimately to effectively plan for the year ahead. Strong literacy skills are foundational to future success. Working together I'm confident our educators will use this information to support students, now and in the years to come.





SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **IV. Time Scheduled Appointments:** MEETING DATE: **03/01/23**
E. FY24 Curriculum & Technology Budgets: Report

BACKGROUND INFORMATION:

The enclosed report provides an overview of the current FY 2023 Curriculum, Information Technology, and Instructional Technology budgets, and presents proposals for those budgets in FY 2024.

ACTION RECOMMENDED:

That the School Committee hear the report and take whatever steps it deems necessary in the interests of the Shrewsbury Public Schools.

STAFF AVAILABLE FOR PRESENTATION:

Ms. Amy B. Clouter, Assistant Superintendent for Curriculum, Instruction, & Assessment
Mr. Brian L'Heureux, Director of Information Technology
Ms. Shawna Powers, Director of Instructional Technology & Media Services



SHREWSBURY PUBLIC SCHOOLS

100 Maple Avenue, Shrewsbury, MA 01545

Phone: 508-841-8403 Fax: 508-841-8490



Curriculum and Technology FY24 Budget Details and Recommendations

A report prepared for School Committee by

Amy Clouter
Brian L'Heureux
Shawna Powers

Assistant Superintendent for Curriculum, Instruction & Assessment
Director of Information Technology
Director of Instructional Technology and Media Services PreK-12

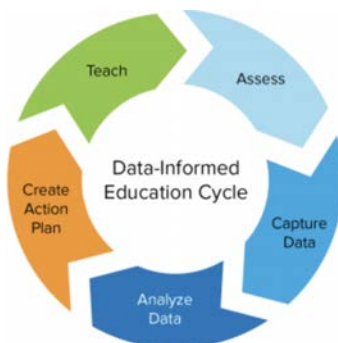
March 1, 2023

Context

Relative normalcy in staffing and more stable schedules has meant that students and staff are experiencing more consistency this year. Educators continue to draw on lessons learned during school closure to foster continuous improvement, and technology plays a key part in that work. This is evident in various ways within the Information Technology and Curriculum, Instruction and Assessment roles. As district leaders, however, we share the common goal of using past experience and new tools to move from a reactive stance to a more positive, proactive approach.

The aim of education is growth: the aim of growth is more growth. (John Dewey)

Shrewsbury Public Schools' motto is "empowering learners" and the budgets for curriculum, instruction and technology are aligned accordingly. Our expenditures are closely tied to district goals and the related resources needed to support both student and staff learning.



Curriculum, Instruction & Assessment Budget Overview

The table below depicts well our chief areas of focus from 2022-2023:

<i>Strategic Priority</i>	<i>Implications for Curriculum, Instruction & Assessment</i>	<i>Investments in Professional Development</i>
Space & Resources to Support Effective Learning	Using common adaptive software tools to match student practice to targeted skill	Expanded use of ST Math, adaptive software for students in grades K-4 Empower teacher leaders to support the expanded use of Seesaw, an online learning platform in pre K-Grade 4 classrooms.
Learning Environments Where Everyone's Success Matters	K-6 Focus on aligning literacy practices to research, including high quality curriculum materials for newcomer (Level 1) English learners The addition of a data specialist facilitated the use of common metrics to effectively monitor student progress across grade spans	A Reading Specialist at the middle level will strengthen intervention efforts for students and provide additional staff support. Working with outside consultants to respond to the date, including developing resources for meeting diverse student needs
Enhanced Well-being of All	Together with district leaders, continue to use survey tools (including Panorama) to monitor progress towards district goals	Currently in year 2 of a three year professional development cycle for staff that includes 10 hours of training on:
Connected Learning for a Complex World	Support new courses like <i>Project Lead the Way</i> and Heritage language courses and related opportunities (the Seal of Biliteracy at SHS)	* Universal Design for Learning (UDL) * Components of effective co-teaching for leaders and co-teaching teams * <i>Equitable Educator</i> course for SPS staff

As you know, the pandemic shifted our priorities and presented new challenges. Responding to emerging needs presented new opportunities (like the expanded use of iPads) and fueled the increased consistent use of common software tools. As a result, the district was able to provide students and families equitable access to resources. At the same time, moving forward with the investments we made during the pandemic will incur additional costs when grant funds are no longer available. This is why, for example, we built the cost of a universal screening tool into the budget. In addition, whenever possible we continue to seek support and/or grant opportunities from other organizations.

Currently the cost of ST Math for students at Beal and Floral are covered by a grant from the One8 Foundation. Similarly, our acceptance into the Department of Elementary and Secondary Education's Mass Tiered Literacy cohort this year has resulted in savings. Educators and district leaders on the Literacy Council have benefitted from 60 hours of professional coaching at no cost this year alone. Other professional learning groups are furthering our efforts to close achievement opportunity gaps in the areas of Math, Behavioral Health and Family Engagement.

As we work to achieve district goals we must respond to state directives as well. New guidelines on supporting English learners has resulted in increased focus on curriculum materials for newcomers and their families and students whose learning has been disrupted.

Curriculum, Instruction & Assessment Budget Comparison

Account	FY2023 Actual Budget	FY2024 Proposed Budget	Difference FY23 Actual / FY24 Proposed
Mentoring Stipends	\$35,000	\$36,488	\$1,488
Professional Development Stipends	\$12,000	\$12,510	\$510
Curriculum Development Stipends	\$37,000	\$38,573	\$1,573
Professional Development Contractual Services	\$35,000	\$36,488	\$1,488
Texts/Instructional Equipment	\$227,096	\$236,748	\$9,652
Educational Supplies	\$152,457	\$158,936	\$6,479
Dues and Memberships	\$5,000	\$5,213	\$213
Travel Professional Development	\$3,000	\$3,000	-
Conference Professional Development	\$15,000	\$15,638	\$638
TOTAL*	\$521,553	\$543,592	\$22,039

*Please Note: Totals for each column may differ due to rounding.

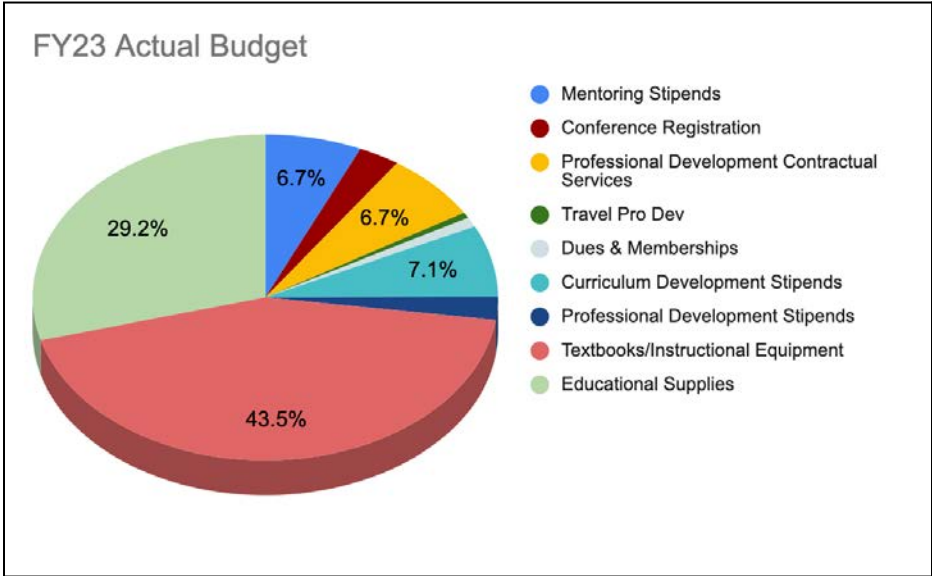
The successful passage of the May 2021 override made it possible last year to restore the Curriculum, Instruction and Assessment budget. As shown in the table above, the budget recommendation for fiscal year 2024 includes modest increases in allocations across the board. Overall the story is one of maintaining the Curriculum and Instruction budget with the goal of continuing to support the new practices we've put into place. It's important to keep in mind, however, that even with these increases, we will likely need to make thoughtful choices when responding to emerging needs.

As we work to support equity and systemic thinking, costs that may have been covered by building-based funds are now included in the district budget. As costs increase in some areas, this puts pressure on other funding categories. For example, the cost of the district mentoring program continues to exceed the district's Title IIa grant allocation. This same grant typically augments funds allocated within the budget for professional development, which means that for the past few years more of the Curriculum budget was used for this purpose, leaving less for other expenses.

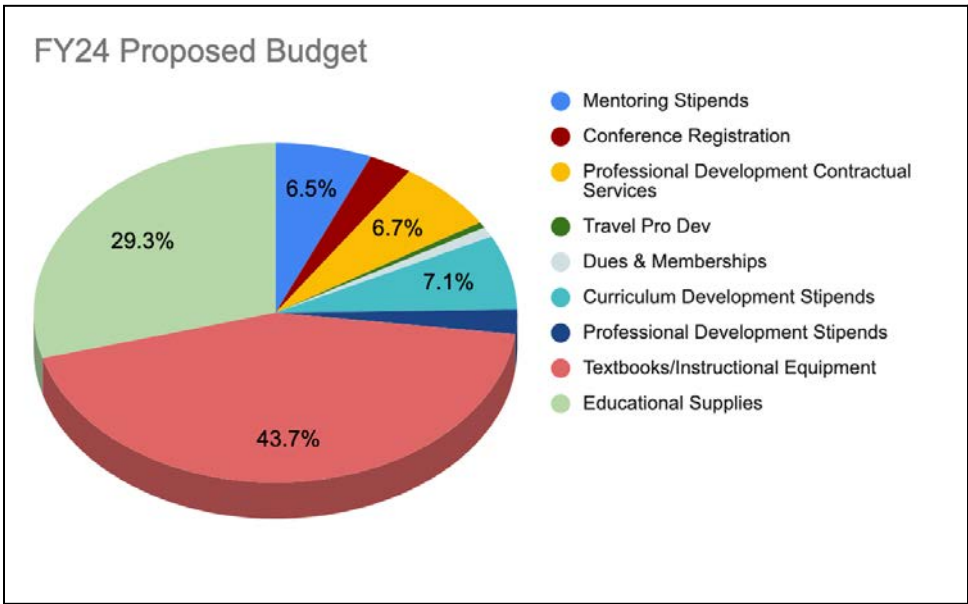
Of all the things that matter for having good schools, nothing is as important as the teacher and what that person knows, believes and can do... (Jon Saphier)

Overall, the budget for Curriculum, Instruction and Assessment is made up of nine categories. The charts below depict the allocations proposed for FY24 as compared with the 2023 budget:

FY 2023 Total Budget: \$521,553



FY 2024 Total Budget: \$543,592



As presented on February 15 2023, the Superintendent's Budget recommendation includes funds to support several strategic investments in curriculum, instruction and assessment:

One-Time Expense Funding Plan Proposal

FY24 Departmental Request	DLT Req. for FY24	Recom.	Notes	Funding Source				Total	Timing
				ESSER-2	ESSER-3	SHS Gift	FY24 Appropriations Budget		
K-12 Media	\$6,750	\$4,000	Materials for new Business courses and staff PD		\$4,000			\$4,000	Order this spring
Athletics: SHS & Oak	\$35,000	\$0	Has funding possibilities via Boosters						
K-12 Music/Performing Arts	\$37,451	\$0	Recent fundraising effort injected \$35K+						
ELL	\$14,500	\$7,000	ELL program also gets state grant funding		\$7,000			\$7,000	Order this spring
SHS English	\$4,000	\$4,000	Bookshelves for 10 classroom libraries		\$4,000			\$4,000	Order this spring
High School	\$7,000	\$0	Exterior lighting project--possible Public Bldgs. funding						
SHS Social Studies	\$5,000	\$5,000	Digital DEIB resources and staff PD		\$3,500	\$1,500		\$5,000	Order this spring
SHS Math	\$6,000	\$6,000	Summer curriculum development stipends for 7 staff at 20 hours each.			\$6,000		\$6,000	Order this spring
	\$115,701	\$26,000							
K-6 Literacy Resources	\$600,000	\$266,972			\$84,972		\$182,000	\$266,972	Order after 7/1/23
Renaissance Learning STAR Assessment Software		\$182,000		\$182,000				\$182,000	2-year Renewal on 6/15 for 7/1 start
Equity Audit		\$55,000					\$55,000	\$55,000	
Total Investment		\$529,972		\$182,000	\$103,472	\$7,500	\$237,000	\$529,972	

Most importantly, the additional funds necessary to support K-6 literacy resources will be provided by reclassifying the anticipated expenses for this initiative to use federal grant funds. Specifically, the cost of renewing the Star Assessment Software this coming June will come out of the ESSER-2 grant. This frees \$182,000 that would otherwise have been taken from the appropriated Curriculum, Instruction and Assessment budget for literacy materials. Taken together with an additional \$84,972 allocated for literacy in the ESSER-3 grant, a total of \$266,972 will be available to support this important undertaking. It's important to note that these funds will supplement the existing appropriations for texts, instructional equipment and educational supplies as shown in the highlighted items in the FY24 Budget Details table that follows.



Curriculum, Instruction & Assessment FY24 Budget Details

Item	FY 24 Cost
Texts/Instructional Equipment	
Most of the instructional materials being purchased are now digital: ST Math, Desmos, ALEKs, accounting software, Noodle Tools, STEMscopes, and various apps. The consumable math resources for K-5 are also included in this line item.	\$236,748
Educational Supplies	
We continue to use some traditional instructional materials by design, and this category includes replacement of worn and/or outdated materials. At Shrewsbury High School, shifting enrollment in Advanced Placement (AP) classes results in ongoing costs for new textbooks.	\$158,936
Curriculum Development	
This line item provides funds for various summer and school year curriculum projects. The district is currently engaged in curriculum work related to language learning and literacy. This line item also funds the development and organization of digital resources. This work reduces the district's need for textbook replacement.	\$38,573
Mentoring Stipends	
This cost provides mentors for new professional staff hired in Shrewsbury. In FY17 we shifted a portion of this cost to the Title IIA grant. In recent years the entire grant has been needed to cover these costs, making the total cost of the mentoring program approximately \$103,000.	\$36,488
Professional Development Contractual Services	
This line item will support the Strategies for Effective Teaching (SET) course for new teachers, the Primary Source Partnership, Early Release and Professional Day training, and consultants for district equity initiatives.	\$36,488
Conference Professional Development	
This line item supports our teachers in attaining the necessary qualifications to teach AP courses, and funds to provide teacher leaders the opportunity to attend conferences that align with the district's strategic priorities.	\$15,638
Professional Development Stipends	
These stipends support teacher leaders and job-embedded professional development.	\$12,510
Dues & Memberships	
This line item covers the cost of membership in professional organizations like the Massachusetts School Library Association and the Association for Supervision and Curriculum Development as well as periodicals like the Marshall Memo for district leaders.	\$5,213
Travel Professional Development	
This category funds educator attendance at conferences and curriculum leadership meetings, typically within New England.	\$3,000

As depicted in the Strategic Priority table, the results our students achieve are tied to the investments we've made in developing strong instructional practices, securing powerful tools and maintaining effective systems of support for students and families. The sections below describe these investments in greater detail.

New: Reading Specialist for Early Middle School Grades

Given the rapid pace of change present in education, it should be no surprise that periodic investment in upgraded curriculum materials is needed. Much of the improvements that result in better learning experiences for students start with increasing staff capacity as well.

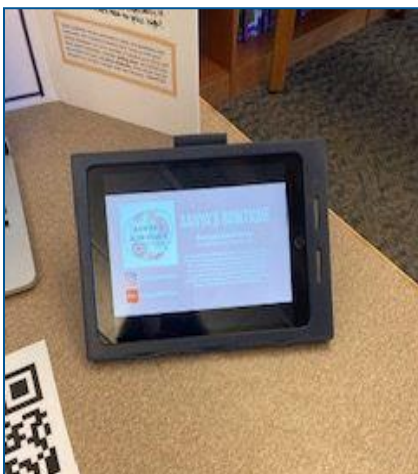
As noted previously, this coming year the district will begin adopting a new literacy program for Grades K-6. Materials to support students with diverse learning needs, especially in reading, have become increasingly important at all levels. As students transition from learning to read to reading to learn, access to high quality materials that align with the latest research about the component of strong instruction is essential. Second only to the use of grant funds to purchase new curriculum materials for literacy, the most exciting addition to the proposed budget has to do with personnel resources to provide support for reading.

The addition of a Reading Specialist for Grades 5 and 6 to the Curriculum team will help train educators to use new materials, support educators at Sherwood Middle School as they shift practice, add to the capacity at all levels to systematize instructional support for students in need of reading support, and provide direct instructional intervention to students who require reading support at the middle level. In the same way that our Title I Reading Director and Instructional Coaches/Curriculum Coordinators provide these kind of supports at the K-4 level, this will be a leadership role that is not supervisory but that will be key for ensuring that our 5th and 6th grade students continue the development of their reading skills in order to ensure the strongest possible foundation for future success in the upper middle and high school grades.

Instructional Technology

Elementary 1:1 Program

Our current program enables teachers to plan lessons, units, and projects that integrate technology in meaningful and consistent ways. It also provides teachers with opportunities to take advantage of teachable moments that are enhanced through technology. Teachers utilize iPads to enhance teaching and learning across the subject areas.



The 1:1 model also enables teachers to provide their students with easy access to special events and activities. Students across the district participate in the Hour of Code to celebrate Computer Science Education Week. Increasingly, students and staff alike are seeing digital learning less like an event and more like an everyday

experience. In the classroom and in our media centers, students engage with block coding activities that introduce them to computational thinking concepts.

Many instructional tools available for use with iPads are available at no cost, including:

- QR codes
- Padlet
- Google Drive/Docs
- Nearpod
- Pages
- Numbers
- Keynote
- iMovie

There has been a shift in the role of our technology departments - in the past, we have focused on fostering the use of technology. Now, staff members are much more inclined to use technology, and have been in need of additional technical support to maintain that usage. For this reason, as we anticipate next year's budget we must also consider the cost of supporting software tools. The district has increased the use of digital subscriptions to supplement instruction in the content areas. For example, *Character Strong* now provides teachers an easy to use Social Emotional Learning (SEL) curriculum. Other tools allow teachers to personalize learning. ST Math, Desmos and ALEKS are good examples of Math tools that help target practice to individual needs. Although effective, educational software is also expensive. Going forward, it will be important to continue to consider which tools are the best match for teaching and learning at every level, as some of the tools most often used, like Book Creator and Notability, are fee-based.



Technology Fosters Connections

Educators at all levels are now able to integrate use of the iPad in daily instruction. Importantly, educators also use technology tools to connect home and school. Our investment in Schoology across the district has long facilitated communication between teachers, students and parents in Grades 5-12. At the Elementary level, educators have begun using Seesaw to feature student work, foster belonging and to facilitate connection. The link between home and school that is afforded by the universal availability of this tool simplifies two-way communication. We've also added new tools like Talking Points, an application that allows educators to effectively translate school communications for families.

Digital Learning

Students continue to access digital instructional tools that serve to positively redefine learning experiences. These tools better prepare them for the learning and working environments they will encounter in their future. Previous presentations have demonstrated the use of digital resources that enhance Science instruction, including STEMscopes at the middle level and Mystery Science, a program accessed by students in the younger grades. Educators rely on similar tools to supplement instruction in Social Studies and English

Language Arts. Here are two examples of specific digital resources we wish to continue utilizing:

Discovery Education

Providing educators access to standards-based digital curriculum, this tool is used by Social Science teachers in Grades 5 and 6 to engage students in interactive content.

Sora

Sora is an app and a website that provides students with access to eBooks and audiobooks. Students can borrow up to 3 books at a time. Students have the option to add a public library card to their account to increase the number of books they can access.

Information Technology Budget Overview

The Information Technology department is responsible for the purchasing, implementation, maintenance, and support of technology within the district. As the use of technology by teachers and students has increased, the reliability of technology in the district has become increasingly important. In addition to ensuring the reliability of existing services, devices that were formerly not IT-based are becoming increasingly dependent upon IT services (e.g., security cameras, electronic door locks, copiers, clocks, cafeteria point-of-sale systems, etc.). The proposed IT budget supports these functions.

Account	FY2023 Actual Budget	FY2024 Proposed Budget	Difference
PD: Dues & Memberships	\$500	\$500	\$0
PD: Conferences	\$4,100	\$4,100	\$0
Inst. Tech: Supplies	\$20,155	\$21,000	\$845
Inst. Tech: Networking	\$149,760	\$168,400	\$18,640
Inst. Tech: Hardware	\$684,000	\$692,000	\$8,000
Inst. Tech: Software	\$166,000	\$186,000	\$20,000
Networking Infrastructure	\$56,000	\$30,000	-\$26,000
Data Processing	\$190,000	\$235,500	\$45,500
AV Supplies	\$7,384	\$7,500	\$116
AV Equipment	\$36,390	\$37,900	\$1,510
Repair and Maintenance: Equip	\$63,981	\$75,520	\$11,539
TOTAL	\$1,378,270	\$1,458,420	\$80,150

* Please note that this budget detail does not include salaries and wages or line items for Media Services, both of which are included in the ITAMS total in the budget book.

Recent Information Technology Investments

A number of IT initiatives were completed over the course of the past year:

- **Short-throw projectors at OMS & SHS**

Until this year, all classrooms at Oak Middle School and the majority of classrooms at Shrewsbury High School have relied on the use of projectors on carts. Although supply chain constraints delayed implementation of portions of this project, all OMS and SHS classrooms have been upgraded to "short-throw" wall-mounted projectors and sound systems, similar to what is in place in all PK-6 classrooms (with the exception of the interactive features used at the lower grades). These wall-mounted projectors eliminate the need for projector carts, which take valuable classroom space and decrease the flexibility with which teachers can arrange their classrooms. In addition, these wall-mounted projector setups allow for more standardized configurations that facilitate the movement of teachers between shared classrooms, particularly at SHS due to space limitations.

- **One Card Badges & "Follow Me" Printing**

In collaboration with the Business Office, the IT Department has rolled a new standardized identification badge for all staff called the "One Card." In addition to serving as identification badges, One Cards also serve as building key access cards.

Over the past few weeks, we have also rolled out a system called "follow me" printing that allows staff members to print their copy jobs at any copier simply by swiping their One Card at the copier. This system has a number of benefits:

- Increased confidentiality for printed documents - documents are only printed in the presence of the person who submitted the job
- Increased ease-of-use for scanning - staff members no longer have to enter a username and password when scanning to email
- Convenience for staff - if a copier is found to be out of order after the job has been sent, staff members can just swipe in at a different copier and the job will print at that copier instead.
- Cost savings & environmental benefits - print jobs are not physically printed until the sender swipes in at the copier to "release" them. If print jobs are not released within a certain time frame, the job is canceled. This eliminates jobs being printed and not picked up, resulting in cost savings and reduced environmental waste. In just the few weeks since this has been rolled out, more than one tree, over \$135 in costs, and 265 pounds of CO₂ have been saved.

- **Additional Video Surveillance Cameras**
In collaboration with the Business Office and school leaders, an additional 69 video surveillance cameras have been installed district-wide to enhance safety and security.
- **New Ticketing System**
The IT Department has implemented a new ticketing system called Freshservice, which will allow us to keep better track of ticket resolution timelines to ensure that staff members are not waiting excessively long for assistance. This system is also allowing us to build a knowledge base for staff, students, and IT staff members to use for resolving issues.

Information Technology Budget Details FY 2024

Most of the increases in budget lines in the proposed FY 2024 IT budget reflect increased costs across a number of services and renewals.

One cost that is a larger individual increase is the cost to renew the district's Zoom subscription to continue to allow staff members to run remote meetings as necessary. In past years, this cost was borne by federal pandemic-related funding sources.

Item	FY24 Cost
Data Processing	
Zoom renewal for staff members	\$32,025

Curriculum & Technology: Fueling Innovation Together

Instructional resources are increasingly digitized, and so the curriculum and technology budgets are increasingly interconnected and interdependent. This report seeks to separate out and summarize proposed expenditures for both the curriculum/instruction and technology departments, but it's important to note that our departments actually work in tandem. Although investments may shift over time, our shared goal is to deliver a high quality instructional experience to Shrewsbury's students.

Appendix

Please click these links for more information on digital tools:

Apple Classroom

http://images.apple.com/media/us/education/2016/1e867897_5de3_45db_ac71_d635d1ccb5a5/inspiration/classroom-app/education-classroom-app-cc-us-20160427_r848-9dwc.mov

Discovery Education: <https://www.discoveryeducationglobal.com>

STEMScopes: <http://stemscopes.com/home.php>

Listenwise: <https://listenwise.com>

Mystery Science: <https://mysteryscience.com>

Nearpod: <https://nearpod.com/>

QR Codes: <https://www.whatihavelearnedteaching.com/using-qr-codes-in-the-classroom/>

Padlet: <https://padlet.com/features>

I Movie: <https://www.apple.com/imovie/>

SeeSaw: <https://web.seesaw.me>

Sora: <https://soraapp.com/library/masslibma>

Sphero (robots): <https://www.sphero.com/>



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **V. Curriculum**

MEETING DATE: **03/01/23**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

STAFF & STUDENTS AVAILABLE FOR PRESENTATION:



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **VI. Policy**

MEETING DATE: **03/01/23**

A. School District Calendar for 2023-2024 School Year: Vote

BACKGROUND INFORMATION:

A draft school calendar was presented to the Committee at the meeting on February 15, 2023, with a summary of changes provided by Dr. Sawyer. The draft calendar was posted on the District website for public comment. The Shrewsbury Education Association and Shrewsbury Paraprofessional Association officers were consulted.

Dr. Sawyer took all feedback received into account, and determined that his recommendation for the calendar is unchanged from the one presented on February 15. The memorandum of recommendation from Dr. Sawyer and the proposed school calendar are enclosed.

ACTION RECOMMENDED:

That the School Committee vote to approve the proposed 2023-2024 School Year Calendar.

COMMITTEE MEMBERS/STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools



Shrewsbury Public Schools

Joseph M. Sawyer, Ed.D.
Superintendent

February 15, 2023

To: School Committee
Re: Recommendation for school year calendar for 2023-2024

Enclosed with this memorandum is a draft of the proposed calendar for the 2023-2024 school year.

This proposed calendar follows state law regarding not holding school on [legal holidays](#). The approach used for scheduling vacation periods is the same as in recent years, which is structured according to the [recommendations made in January 2016](#) by a Calendar Committee composed of staff and parents, which included surveys of students, families, and staff.

This draft maintains the same approach we have typically utilized for the start of the school year, with the first day for staff being the Monday before Labor Day (August 28), followed the next day by the first student day (August 29), and holding a professional development day that Friday (September 1).

A difference from the current year's calendar is that the parent conference day for preschool through grade 8 in November, which is a professional development day for high school staff, is proposed to be held on Thursday, November 9. This recommendation is because a) there is not an election this November, and so there are no issues with the space use of Coolidge and Spring Street Schools, and b) the proposed observation of Veterans Day is Friday, November 10, so it would result in two consecutive days of no school rather than dividing the week with a stand-alone day. This approach was used in a past year when dates fell similarly.

I am aware that the School Committee has received many emails requesting that the school district not hold school on the Hindu religious holiday of Diwali. This important religious festival date falls on Sunday, November 12, 2023, and so this is not something that will come into play for this coming school year. It is serendipitous that Diwali will be at the end of a long weekend, should the recommendation for parent conference day and Veterans Day dates be approved. I do want to note that even with Diwali falling on a weekend this coming year, it is not my recommendation to move away from the longstanding practice of having school in session on religious holidays related to different faiths, whether Hindu, Muslim, Jewish, Christian, or any other, unless there were going to be such a large population of students and staff who would need to miss work for their

religious observance that we would not be able to reasonably operate schools. Instead, as a district I believe we should emphasize to families that we strongly encourage them to have their students miss a day of school in order to celebrate a religious holiday, while communicating clearly that there will be no repercussions for doing so, per state law and our own district's policy. We have taken steps this year to have "no homework" dates aligned with various religious holidays to make this process easier to navigate for our students. I will speak to this when I present the draft calendar at the meeting.

This draft calendar has the 180th day on Wednesday, June 12, 2024. As a reminder, the relatively new state holiday, Juneteenth Independence Day, must be observed on Wednesday, June 19, 2024. This will only affect the school calendar if there are snow days or other closures that require the school year to be extended by five days or more beyond June 12.

Finally, a reminder that beginning in 2021 the district calendar included a change in language to acknowledge that the second Monday in October has become widely recognized in American society as Indigenous Peoples' Day, in addition to its designation as the official state holiday of Columbus Day. This date is again listed in this year's draft calendar as "Columbus Day/Indigenous Peoples' Day." This approach both includes the legal name of the state holiday that requires schools to be closed on this day, while also recognizing that Indigenous Peoples' Day has become a more widely accepted and known holiday that honors the native peoples of America and commemorates their history. Because of our school district's efforts to increase the sense of belonging and inclusivity for our students, families, and staff, in 2021 I recommended this language change and the School Committee concurred. I understand that those who have petitioned to remove the verbiage of "Columbus Day" have strong feelings that the district's calendar should not include this reference. My recommendation remains the same as what I communicated last year, which is that the district continue the practice of listing both, with the understanding that the listing on a calendar of state holidays that are determined outside of the control of the School Committee or School Department should not be seen as the school district's endorsement of the holiday itself, or the origin or history of the name of the holiday. While I understand some see this differently as a matter of importance regarding symbolism, I do not agree that the listing of a holiday name on a calendar is coupled with how students are taught about a holiday, its subject, or its history – which in all cases should be done accurately and thoughtfully.

I look forward to answering any questions you may have regarding this recommended calendar for the 2023-2024 school year.

Shrewsbury Public Schools

2023-2024 School Year Calendar

AUG/SEP 22 Days				
M	T	W	T	F
21	22	23	24	25
28	29	30	31	1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

OCTOBER 20 Days				
M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

NOVEMBER 17 Days				
M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	

DECEMBER 16 Days				
M	T	W	T	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

JANUARY 21 Days				
M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

August/September

8/23-25	New Educators' Orientation
8/28	Opening Program for All Staff/No School
8/29	Gr.1-12 First Day of School
8/30	Kindergarten/Preschool First Day
9/1	Professional Development for Educators/No School
9/4	Labor Day/No School

October

10/6	Professional Development for Educators & Paraprofessionals/No School
10/9	Columbus Day/Indigenous Peoples' Day/No School

November

11/9	Parent Conferences PreK-8/Professional Development Gr. 9-12/No School
11/10	Veterans Day Recognized/No School
11/22-11/24	Thanksgiving Vacation

December

12/5	Professional Development/Early Release
12/25-12/29	December Vacation

January

1/1	New Year's Day/No School
1/9	Professional Development/Early Release
1/15	M.L. King Jr. Day/No School

February

2/6	Professional Development/Early Release
2/19	Presidents Day/No School
2/20-2/23	Winter Vacation

March

3/5	Professional Development/Early Release
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April

4/2	Professional Development/Early Release
4/15	Patriots Day/No School
4/16-4/19	Spring Vacation

May

5/2 & 5/3	No School for Preschool (New Student Screenings)
5/27	Memorial Day/No School
5/30	Graduation Day

June

6/12	Last day of school if no snow days
	Half day for K-12, no PM preschool
6/19	Juneteenth Independence Day/No School (if there are 5 snow days)

FEBRUARY 16 Days				
M	T	W	T	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	

MARCH 21 Days				
M	T	W	T	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

APRIL 17 Days				
M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30			

MAY 22 Days				
M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31

JUNE 8 Days				
M	T	W	T	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28

0 snow days = 6/12 last day
 1 snow day = 6/13 last day
 2 snow days = 6/14 last day
 3 snow days = 6/17 last day
 4 snow days = 6/18 last day
 5 snow days = 6/20 last day



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **VII. Finance & Operations**

MEETING DATE: **03/01/23**

A. FY24 Fees & Tuition: Report & Discussion

BACKGROUND INFORMATION:

Mr. Collins will present information for fees related to busing, athletics, music lessons, and preschool tuition. The report is enclosed along with spreadsheets detailing bus and sports fees from other districts. Ms. Isaacson will present information and a recommendation on the Extended School Care program and her report is also enclosed. Dr. Sawyer will consider feedback from the School Committee and will then make recommendations for potential adjustments for consideration and vote at the School Committee's meeting on March 15, 2023.

ACTION RECOMMENDED:

That the School Committee hear the report and take whatever steps it deems necessary in the interests of the Shrewsbury Public Schools.

STAFF AVAILABLE FOR PRESENTATION:

Mr. Patrick C. Collins, Assistant Superintendent for Finance & Operations

Ms. Karen Isaacson, Director of Extended Learning

Shrewsbury Public Schools

FY24 Fee Information

1 March 2023

Decision-making Process

- Tonight we will present information for your review and discussion
- Receive input from the community
- 15 March- you will receive Dr. Sawyer's recommendation
- 15 March- School Committee vote on fees so we can prepare written materials for rollout, adjust payment systems if necessary, and communications to parents

Two Categories of Fees/Tuitions

- These fees/tuitions provide partial funding but do not cover the entire cost of services:
 - Bus fee, athletic fee, Preschool tuition
- These fees cover the entire cost of services since these are auxiliary services provided by the School Dept. for the convenience of students and families:
 - Extended School Care, Music Lessons

Budget Assumptions

- In developing the current FY24 Operating Budget, fee/tuition levels for busing, athletics, and preschool programs were planned as “status quo”.
- It was assumed that fees for Extended School Care and Music Lessons will increase to cover expected costs in order to maintain their “self-funding” status.

Bus Fee

	Fee History							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Busing Fee	\$ 250	\$ 275	\$ 275	\$ 300	\$ 310	Waived	\$ 320	\$ 320
						Total budgeted revenue		\$ 742,000

\$960 Family Cap for FY23

Bus Fee Survey [MAPT]

"AVC" Denotes Member of Assabet Valley Collaborative	District	FY23 Fee	What is your family cap?	Details (Grades, mileage, misc.)
	Wellesley Public Schools	\$ 500	\$1,100	K-6 more than 2 miles = free bus. All others pay
	Franklin	\$ 360	\$1,080	Fee applies to all students grades K-6 who live 2.0 miles or less from school and all students grades 7-12
	North Andover	\$ 360	No cap	K-6 under two miles are paid busing 7-12 are all paid busing
	Wakefield Public Schools	\$ 360	No cap	Round Trip \$360.00 One Way \$250.00
	Newton	\$ 350	\$700	K-5 is free, grade 6 over 1.95 miles free, 7-12 pays the fee or files for financial assistance if no family cap
	Westford	\$ 350	\$850	Fee applies to all students grades K-6 who live 2.0 miles or less from school and all students grades 7-12
	Lexington Public Schools	\$ 330	\$825	Town Paid - K - 6 Over 2 miles Fee Based - K- 6 Under 2 miles and all 7 - 12 grade
AVC	Shrewsbury Public Schools	\$ 320	\$960	K-6 free over 2 miles
	Northampton Public Schools	\$ 309	K-5 230.00 a year / 6 to 12th grade \$309.00	K-6 grade 2 miles or more are free, k to 6 grade 1.5 miles to 2 miles can purchase a pass.. 7 to 12th grade over 1.5 miles or more can purchase a pass.
	Watertown	\$ 300	\$475	K-5 Families Living more than 1.5 miles are free. Families living a walking distance of less than 1.5 miles but more than 0.75 miles (Fee applies). Grade 6 Families living more than 2 miles are free. Families living a walking distance of less than 2 miles but more than 0.75 miles (Fee applies) Grades 7-8 Families living a walking distance of more than 0.75 miles (Fee applies) Grades 9-12 (No Bus) High School is dead center of town which is 4 square miles or less than 2 miles.
	Hopedale Public Schools	\$ 300	FY23, \$300 per student/\$600 family cap, \$350 per student/\$700 family cap if paid after 6/1/2022	Grade K-6 over 2 miles no fee Grade 7-12 all students pay
	Hopkinton	\$ 280	\$560	Fee applies to all students grades 7-12
	East Longmeadow	\$ 270	\$540	
AVC	Maynard	\$ 270	No cap	2nd child and more, \$200 each
	Framingham	\$ 250	\$500	Fee applies to all students grades K-6 who live 2.0 miles or less from school and all students grades 7-12
	Barnstable	\$ 200	\$400	Grades K-6 residing 2 miles and under are non mandated as well as Grade 7-12 regardless of distance - these are fee based
AVC	Grafton	\$ 200	\$400	Fee applies to all students grades 7-12
	Natick	\$ 200	\$400	Fee applies to all students grades K-6 who live 2.0 miles or less from school and all students grades 7-12
	North Attleboro Public Schools	\$ 200.00	\$600	Students who are considered "Walkers": K-5 who live within 1.25 miles of their school 6-12 who live within 2 miles of their school. Walker status is flexible depending on the danger presented by major roads. K-6 students living within 1.25-1.99 miles of their school are expected to pay. K-6 students living 2 miles or more away from their school are provided free bus passes. 7-12 students are expected to pay for bus passes regardless of distance.
	Westport Community Schools	\$ 200.00	\$400	Westport provides transportation for grades k - 12, grades 7 - 12 are charged fees.
	Sutton	\$ 180.00	\$360	
	Plymouth	\$ 125.00	\$225	
AVC	Auburn Public Schools	\$ 100.00	\$250	Grades K-6 under 2 miles from school - All students Grades 7-12 - Fees are waived for Free and Reduced students.
	Acushnet	Free		
	Carver	Free		
	Clinton	Free		
	Falmouth	Free		
	Fitchburg	Free		
AVC	Hudson	Free		Students living less than one mile from school are ineligible for transportation
	Leicester	Free		
AVC	Marlborough	Free		Students grades 6-12 living in "non-eligible zone" (close proximity to school) are ineligible for transportation
	Medway Public Schools	Free		
	Milford	Free		
AVC	Millbury	Free		
	Monson	Free		
	North Adams Public Schools	Free		
AVC	Northboro-Southboro	Free		
	Oxford	Free		
	Palmer	Free		
	Salem Public Schools	Free		
	Seekonk Schools	Free		
	Uxbridge	Free		
	Waltham Public Schools	Free		
AVC	Westborough	Free		Students grades 7-12 living less than one mile from school are ineligible for transportation
	Westfield Public Schools	Free		
Notes:				
1. Regional school districts are prohibited from charging a bus fee because they receive state school transportation reimbursement funding on an annual basis.				
2. Per state law, all students who are eligible for Free or Reduced Price lunch due to economic need cannot be charged a transportation fee.				

Shrewsbury has the highest bus fee amongst communities belonging to the Assabet Valley Collaborative.

Regional school districts are prohibited from charging a fee because they receive state reimbursement funding every year.

This survey from the Mass. Association of Pupil Transportation shows 23 districts that charge a fee and Shrewsbury ranks 8th highest on this list.

S.H.S. Athletic Fee

	Fee History							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
S.H.S. Athletics Fee	\$ 290	\$ 300	\$ 300	\$ 310	\$ 315	\$ 275	\$ 325	\$ 325
						<i>Total budgeted revenue</i>		\$ 370,000

\$975 Family Cap

\$50/sport [\$150 Family Cap] for students
eligible for Free or Reduced Price lunch

Mid-Wach League Fee Survey

School	Per Sport Fee	Notes			
Groton Dunstable	\$ 400	GD is \$400.00 per sport, per season. \$1,200.00 Family Cap for HS athletes.			
		MS is \$210.00 per sport, per season. \$1,000.00 Family Cap for MS athletes.			
		We do not combine HS and MS to reach a Family Cap.			
		Ice Hockey is \$500.00 per season, plus an assessment of practice ice costs. This brings the overall fee into the \$750.00 range.			
		Alpine Ski is always \$150.00 over the determined Season Pass at Nashoba Valley Ski Area. Last year a Seasons Pass was \$375.00 + \$150.00 Refunds are issued prior to the 1st game of the season or when a season ending injury occurs within the first few weeks of the season.			
Bromfield	\$ 325	Soccer V/JV \$325	V/JV B/G Basketball \$395	V/JV B/G Lax \$325	
		FH V/JV \$325	Swim Team \$370	V/JV Softball/Baseball \$340	
		XC \$260	Ski Team \$360	Outdoor Track \$280	
		Golf \$360	B/G Indoor Track \$280	Tennis B/G \$325	
		MS FH/Soccer \$300	MS B/G Basketball \$300	MS Baseball/Softball \$300	
Shrewsbury	\$ 325	\$325	\$975 family max	Free & reduced \$50/\$150	
Tyngsborough	\$ 300	300/200/100	1st/2nd/3rd sport no cap	2020 4th sport is free	
Oakmont	\$ 285	285 / sport	no cap		
Tahanto	\$ 250	250/sport	600 family max	free waived	
Wachusett	\$ 250	\$250	\$350 family max	Reduced Lunch \$175	
Lunenburg	\$ 225	\$225 per sport per season, a second child in the same season is \$115, and \$6 for a 3rd- \$400 per season max. Ice hockey pays additional fees for ice time etc.			
West Boylston	\$ 225	\$225 per sport	Family cap of \$750; 225/125 second student-athlete in same season	Reduced Lunch \$60, Free lunch fee is waived	
Algonquin	\$ 200	200/season	900 Family cap		
Ayer Shirley	\$ 200	200/year	100/MS 500/family cap		
Littleton	\$ 200	200 per sport	550 family max	425 surcharge for ice hockey	
Westborough	\$ 200	200	\$600 cap		
Maynard	\$ 400	400/per year	200/other children no cap.	1/4 fee Families that meet Federal income guidelines	
North Middlesex	\$ 190	\$190 Everything \$390 Hockey (Likely to go up to \$250 & \$500 next year)			
Nashoba	\$ 175	1st Sport \$175 / 2nd Sport \$150 / 3rd Sport \$125 \$900 family cap	\$900 family cap (extra fees do not count towards cap) Hockey, skiing, and swimming have extra fees (pool time, ice time, and ski tickets)	MS = \$55 per sport (**Looking to increase for FY24)	
Leominster	\$ 150	\$150 Per Sport Waived in 2022	\$75 Reduced Lunch and Second Child Waived 2022	\$50 Free Lunch Waived in 2022	\$250 for Hockey
Narragansett	\$ 150	\$150.00/ \$30.00 (free or reduced)	\$600 family max		
Shepherd Hill	\$ 150	\$150/sport	\$500 family max	free & reduced waived	
Hudson	\$ 125	125/ sport no cap	Hockey - 250		
Fitchburg	\$ 50	50/season	70% are waived		
Clinton	\$ -	No Athletics Fee			
Gardner	\$ -	No Athletics Fee			
Murdock	\$ -				
Quabbin	\$ -				
Marlborough	\$ -				

Oak Middle Athletic Fee

	Fee History		
	FY21	FY22	FY23
Oak Athletics Fee	\$ 100	\$ 100	\$ 100
	<i>Total budgeted revenue</i>		\$ 25,000

The Oak Middle School athletic fee was implemented in FY21 as mechanism to financially support the build out of more middle school sports opportunities after school.

\$300 Family Cap

\$15/sport for students eligible for Free/Reduced Price lunch

Preschool Tuition

	Fee History							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Preschool Tuition <i>(Tuition rates vary by program for 3,4, and 5-day programs. This example shows 3 days/wk example.)</i>	\$ 2,466	\$ 2,663	\$ 2,663	\$ 2,743	\$ 2,825	\$ 2,825	\$ 2,910	\$ 2,910
						<i>Total budgeted revenue</i>		\$ 425,000

Use a MA state-derived income “sliding scale” to allow for lower payments for families with economic need.

Preschool Tuition Survey

DISTRICT	YEARLY TUITION 2 half-day/wk (2.5/hr)	YEARLY TUITION 3 half-day/wk (2.5/hr)	YEARLY TUITION 4 half-day/wk (2.5/hr)	YEARLY TUITION 5 half-day/wk (2.5/hr)	YEARLY TUITION 4 full-day/wk (6/hr)	YEARLY TUITION 4 full-day/wk or 5 full days/wk
**Shrewsbury	\$2,228	\$2,910	\$3,507	\$4,294		
Berlin - Tahanto Reg.	\$1,680	\$2,520				
Bolton - Nashoba Reg.		\$3,170		\$4,800		\$9,600
Boylston - Tahanto Reg.	\$1,680	\$2,520				
Grafton			\$3,000	\$4,000		\$6,500
Hudson			\$2,305			
Marlboro				\$2,500		
Southboro School District			\$3,625		\$7,250	\$9,000
Southboro School District			\$3,625		\$7,250	\$9,000
Wachusett Regional	\$1,200		\$2,400	\$2,950		
Westboro				\$3,600		\$8,800
Lilliput	\$3,280	\$4,920		\$8,200		\$12,300

Music Lessons

- Rates vary based upon length of session.
- Fees support 100% of the instructor cost.
- We have lost four instructors this past year due to our rate of pay. Three more have indicated possible departure if pay rates don't increase.
- The rate increase provides funding to raise our instructor rates most of whom are independent contractors.
- Parents sign up on a semester basis and agree to pay for a package of 14 lesson sessions.

Music Fee Rate Survey

	Session Length		
	30 Min.	45 Min.	60 Min.
Sudbury Public Schools	\$ 45.00	\$ 55.00	\$ 80.00
Worcester Music Academy	\$ 45.00	\$ 60.00	\$ 75.00
Joy of Music [Worcester]	\$ 42.00	\$ 59.00	\$ 75.00
Apple Tree Arts [Grafton]	\$ 40.87	\$ 59.75	\$ 74.13
Shrewsbury Public Schools-Proposed FY24 [Fall 2023]	\$ 37.00	\$ 55.50	\$ 74.00
Concord-Carlisle Public Schools	\$ 36.00	\$ 53.50	\$ 71.00
Wellesley Public Schools	\$ 34.13	\$ 48.34	\$ 66.67
Shrewsbury Public Schools-Current	\$ 30.49	\$ 44.07	\$ 57.79
David French [Westboro]	Instructors set their own rates		

Next Steps

- Discussion tonight
- Take community feedback between now and March 15th meeting when you are scheduled to vote on FY24 fee amounts

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		XC \$260	Ski Team \$360	Outdoor Track \$280	
		Golf \$360	B/G Indoor Track \$280	Tennis B/G \$325	
		MS FH/Soccer \$300	MS B/G Basketball \$300	MS Baseball/Softball \$300	
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Hudson	\$ 125	125/ sport no cap	Hockey - 250		
Fitchburg	\$ 50	50/season	70% are waived		
Clinton	\$ -	No Athletics Fee			
Gardner	\$ -	No Athletics Fee			
Murdock	\$ -				
Quabbin	\$ -				

Marlborough	\$	-				
Other Schools Outside Mid Wach League						
Northbridge	\$	250	250 / sport	no cap		
Leicester HS	\$	100	HS, 100 / sport	300 cap, Free and Reduced arew waived		
Quaboag	\$	75	75 / year	150 cap		
Auburn	\$	-	None			
Grafton	\$	-	None			
Millbury	\$	-	None			
Southbridge	\$	-	None			
Tantasqua	\$	-	None			
Bartlett	\$	-	None			



3/1/23

To: Shrewsbury School Committee
From: Karen Isaacson, Director of Extended Learning
RE: Extended Learning Programs – Report and Tuition Recommendation

The pandemic has had a lasting effect on the extended school care program. Enrollment is down by 18% from pre-pandemic levels, and we no longer have a waiting list. At the same time, we have seen a significant rise in the number of students who qualify for financial aid. For the last two years, our revenue has not covered our expenses.

In order to protect the operating budget going forward, and bring ESC back to a financially self-sufficient program, we need to examine both our tuition fees and our financial aid policy.

Currently, we have 112 students in the program who receive a discount. Students who qualify for free lunch receive an 80% discount, and student who qualify for reduced lunch receive a 60% discount. This policy was put into place in 2019 to provide a simple, consistent way to determine eligibility. This policy has given greater access to the program to SPS families, but comes with a corresponding cost. The forecast for FY23 shows a projected subsidy of \$313,000. This represents 19% of our gross revenue.

5-year history of financial aid to families

School Year	# students	% of revenue
2017-2018	31	4%
2018-2019	44	6%

2019-2020	70	8% *
2021-2022	79	14%
2022-2023	112	19%
* Changed to current model of 80% and 60% discounts		

If we do not make any changes to our tuition rates or reduced fees next year, we would likely impact the operating budget by \$180,000, even without any changes to personnel and other expenses. In order to eliminate this deficit, and provide a recommended cushion of 3-4% of gross revenue to accommodate unpredictable circumstances, I have prepared three options for next year's tuition rates and discounts.

Option A

No change to the reduced fee policy.

A 20% tuition increase would be needed in order to cover expenses

AM & PM tuition	\$1,955,719.00	20% tuition increase
Reduced Fee	(\$371,587)	19% of revenue
Registration Fees	\$9,000	
Other fees	\$9,000	
Total Revenue	\$1,602,132	
Wages	\$1,179,655	2.75% wage increase
Health Insurance	\$131,610	7% increase
SELCO	\$50,000	
Supplies, Services, Snack	\$106,000	no change to other expenses
Admin Expense	\$5,000	
Professional Development	\$5,000	
On-line payment processi	\$56,000	
Car allowance	\$2,700	
phone allowance	\$7,400	
Total Expense	\$1,543,365	
Net	\$58,767	
		3.67%

Option B

Free lunch = 60% discount

Reduced lunch = 40% discount

A 13% tuition increase would be needed to cover expenses

AM & PM tuition	\$1,839,317	13% tuition increase
Reduced Fee	(\$257,504)	14% of gross revenue
Registration Fees	\$9,000	
Other fees	\$9,000	
Total Revenue	\$1,599,813	
Wages	\$1,179,655	2.75% wage increase
Health Insurance	\$131,610	7% increase
SELCO	\$50,000	
Supplies, Services, Snack	\$106,000	no change to other expenses
Admin Expense	\$5,000	
Professional Development	\$5,000	
On-line payment processing	\$56,000	
Car allowance	\$2,700	
phone allowance	\$7,400	
Total Expense	\$1,543,365	
Net	\$56,448	
	3.53%	

Option C

Free lunch = 50% discount

Reduced lunch = 30% discount

AM & PM tuition	\$1,791,000	10% tuition increase
Reduced Fee	(\$214,920)	12% of gross revenue
Registration Fees	\$9,000	
Other fees	\$9,000	
Total Revenue	\$1,594,080	
Wages	\$1,179,655	2.75% wage increase
Health Insurance	\$131,610	7% increase
SELCO	\$50,000	
Supplies, Services, Snack	\$106,000	no change to other expense
Admin Expense	\$5,000	
Professional Development	\$5,000	
On-line payment processing	\$56,000	
Car allowance	\$2,700	
phone allowance	\$7,400	
Total Expense	\$1,543,365	
Net	\$50,715	
	3.18%	

Unpredictable factors

- Enrollment fluctuations. If we lose 1 FTE per site, staffing levels don't change, but annual revenue would drop by \$22,000
- Number of families who qualify for financial aid has increased each year
- Number of students who require 1:1 staff support to meet their needs to access the program is very hard to predict. We strive to make our program inclusive and accessible to all.

Market Rate Survey – Average \$436 per month

All rates on this chart, other than SPS, represent the current school year. Most programs increase their rates annually. Even with a 20% rate increase, SPS falls well below the market average for the current year.

Town	program type	monthly tuition 5 days/week
YMCA - Westborough	private	\$720 with transportation
Acton-Boxborough	public	\$575
Hopkinton - YMCA	private	\$565
Dover-Sherborne	public	\$562
YMCA - Framingham/Natick	private	\$542
Holliston	public	\$522
Shrewsbury Montessori	private	\$500
Watertown	public	\$496
Uxbridge	public	\$484
Hingham	public	\$472
Hopedale	public	\$460
Attleboro	public	\$460
Franklin	public	\$456
Natick	public	\$455
Medford	public	\$450
Marlborough	private on site	\$447
State reimbursement rate for subsidized care		\$438
Northborough	private on site	\$435
Framingham	public	\$430
Southborough	private on site	\$427
Westborough	public	\$424
Ashland	public	\$408
Shrewsbury Option A - 20% increase	public	\$401
YMCA - Worcester	private	\$400
Nashoba Regional	public	\$378
Shrewsbury Option B - 13% increase	public	\$377
Littleton	public	\$368
Shrewsbury Option C - 10% increase	public	\$367
West Boylston	private - on site	\$357

Berlin Boylston	public	\$315
North Andover	public	\$314
Millis	public	\$309
Hudson	private	\$250
Wilmington	public	\$243

Staffing levels:

Personnel expenses account for 85% of our budget. The ESC guideline is 1 adult for every 10 students. State licensing allows for a 1:13 ratio. Due to a shortage of substitutes, we are frequently operating closer to 1:13 than 1:10.

We continue to see a difference in student behavior since the pandemic – they struggle with social skills, and self-regulation, and require more focused attention and intervention from staff. Reducing staffing levels would compromise program quality and student safety.

Site	PM Enrollment	# staff	# aides
Beal	124	12	3.4
Coolidge	64	6	2
Floral	59	6	2
Paton	51	5.5	1
Spring	46	5	.4
Sherwood	75	9*	1
TOTAL	419	43.5	9.8

*Sherwood enrollment has dropped throughout the year. To preserve staff jobs, they never need to hire a sub, and they will send staff to other sites as subs as needed.

Recommendation:

Option B keeps our rates below \$400 per month, which is a great value to families.

The cost per day would be \$20.38, or roughly \$8 per hour. The average cost of a nanny in our area is approximately \$19 per hour.

Option B continues to provide a generous discount to families. Families who receive free lunch would pay \$8.38 per day, or \$3.30 per hour.



Karen Isaacson
Director of Extended Learning

Extended School Care 2022-2023

Ongoing Impact of Pandemic

- Many parents continue to work from home. As a result, enrollment is significantly lower than 2019-2020.
- There is a higher need for support for students – financially, social-emotionally, and behaviorally



Enrollment Comparison

SchoolYear	Enrollment FTE
2019-2020	688
2021-2022	521
2022-2023	563

History of financial support

School Year	# students	% of revenue
2017-2018	31	4%
2018-2019	44	6%
2019-2020	70	8% *
2021-2022	79	14%
2022-2023	112	19%
* Changed to current model of 80% and 60% discounts		



FY24 Forecast with no changes

AM & PM tuition	\$1,629,000
Reduced Fee	(\$313,401)
Registration Fees	\$9,000
Other fees	\$9,000
Total Revenue	\$1,333,599
Wages	\$1,154,000
Health Insurance	\$131,610
SELCO	\$50,000
Supplies, Services, Snack	\$106,000
Admin Expense	\$5,000
Professional Development	\$5,000
On-line payment processing	\$56,000
Car allowance	\$2,700
phone allowance	\$7,400
Total Expense	\$1,517,710
Net	(\$184,111)



Current Reduced Fee Policy

Families who qualify for free lunch – 80% discount

Families who qualify for reduced lunch – 60% discount

Schedule	Full Fee	60% discount	80% discount
5 days/week	\$344/mo	\$134/mo	\$67/mo
M,W,F	\$193/mo	\$77/mo	\$39/mo
Tu,Th	\$141/mo	\$56/mo	\$28/mo

Cost per day

Full Fee	60% discount	80% discount
\$19.11	\$7.40	\$3.72



FY24 Budget Assumptions

- Enrollment holds steady
- Staff will receive an increase of 2.75%, in line with other district positions
 - Health insurance will increase 7%
 - Discretionary spending on supplies and activities will not increase
- Plan for a “cushion” of 3-4% of gross revenue

A tuition increase will be necessary, and three options and a recommendation will be presented.

FY 2024 Option A

No change to Reduced Fee
80% and 60% discounts

20% tuition increase would
be necessary to cover all
expenses

AM & PM tuition	\$1,955,719.00
Reduced Fee	(\$371,587)
Registration Fees	\$9,000
Other fees	\$9,000
Total Revenue	\$1,602,132
Wages	\$1,179,655
Health Insurance	\$131,610
SELCO	\$50,000
Supplies, Services, Snack	\$106,000
Admin Expense	\$5,000
Professional Development	\$5,000
On-line payment processing	\$56,000
Car allowance	\$2,700
phone allowance	\$7,400
Total Expense	\$1,543,365
Net	\$58,767
	3.67%



FY 2024

Option B

(Recommended)

60% discount for Free lunch
40% discount for Reduced

13% tuition increase would
be necessary to cover all
expenses

AM & PM tuition	\$1,839,317
Reduced Fee	(\$257,504)
Registration Fees	\$9,000
Other fees	\$9,000
Total Revenue	\$1,599,813
Wages	\$1,179,655
Health Insurance	\$131,610
SELCO	\$50,000
Supplies, Services, Snack	\$106,000
Admin Expense	\$5,000
Professional Development	\$5,000
On-line payment processing	\$56,000
Car allowance	\$2,700
phone allowance	\$7,400
Total Expense	\$1,543,365
Net	\$56,448
	3.53%



FY 2024 Option C

50% discount for Free lunch
30% discount for Reduced

10% tuition increase would
be necessary to cover all
expenses

AM & PM tuition	\$1,791,000
Reduced Fee	(\$214,920)
Registration Fees	\$9,000
Other fees	\$9,000
Total Revenue	\$1,594,080
Wages	\$1,179,655
Health Insurance	\$131,610
SELCO	\$50,000
Supplies, Services, Snack	\$106,000
Admin Expense	\$5,000
Professional Development	\$5,000
On-line payment processing	\$56,000
Car allowance	\$2,700
phone allowance	\$7,400
Total Expense	\$1,543,365
Profit	\$50,715
	3.18%



Local Rate Comparison

See complete comparison of over 30 programs in written report

Town/Program	Program Type	2022-2023 monthly rate
Westborough YMCA	Private	\$720 with transportation from SPS
Marlborough	Private in School	\$447
Northborough	Public School	\$435
Framingham	Public School	\$430
Southborough	Public School	\$427
Westborough	Public School	\$424
SPS Option A – 20% inc	Public School	\$401
SPS Option B - 13% inc	Public School	\$377
SPS Option C- 10% inc	Public School	\$367
Berlin-Boylston	Public School	\$315



Monthly tuition for each Option

Option	Full rate	Reduced Lunch	Free lunch	discounts
Current	\$344	\$134	\$67	60% 80%
Option A	\$401	\$160	\$80	60% 80%
Option B	\$377	\$226	\$151	40% 60%
Option C	\$367	\$257	\$184	30% 50%



Conclusion and Recommendation

Recommendations:

- 2.75% wage increase
- 13% tuition increase
- Change in discounts
 - Free lunch = 60% discount
 - Reduced lunch = 40% discount



QUESTIONS?





**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **VII. Finance & Operations**

MEETING DATE: **03/01/23**

B. Dr. Ken Hsu Memorial Trust: Vote to Accept Scholarship Donation

BACKGROUND INFORMATION:

The Dr. Ken Hsu Memorial Trust trust is being established by his children Christina and Lloyd Hsu in memory of their father who died on February 5, 2023. Dr. Hsu was a longtime resident of Shrewsbury, a renowned scholar in the field of mathematics and engineering, and a longtime supporter of the Shrewsbury public school system. The Hsu Family made a contribution of \$10,000 to establish this trust. Two annual scholarships of \$1,000 each are to be awarded each year in Ken's memory to a graduating Shrewsbury High School senior who plans to attend college and study in the fields of the sciences, technology, engineering or math. The trust agreement is enclosed.

ACTION RECOMMENDED:

That the Committee vote to accept a donation of \$10,000 from the Hsu family to establish *The Dr. Ken Hsu Memorial Trust* per the terms of the enclosed trust agreement.

STAFF AVAILABLE FOR PRESENTATION:

Mr. Patrick C. Collins, Assistant Superintendent for Finance & Operations

The Dr. Ken Hsu Memorial Trust

Purpose:

This trust is being established by Christina and Lloyd Hsu in memory of their father, Dr. Shih-kuan "Ken" Hsu, formerly a resident of Shrewsbury, who died on Feb 5, 2023. Dr. Ken Hsu was a longtime resident of Shrewsbury, a renowned scholar in the field of mathematics and engineering and a longtime supporter of the Shrewsbury public school system. Ken always believed in a strong educational foundation in math and science and always wanted to support students who had a passion to pursue those disciplines in college and beyond. Two annual scholarships of \$1,000 each are to be awarded each year in Ken's memory to a graduating Shrewsbury High School senior who plans to attend college and study in the fields of the sciences, technology, engineering or math.

Contributions:

The Hsu Family made a contribution of \$10,000 to establish this trust. Other parties are authorized to make contributions to this trust at any time.

Distributions:

The principal amount and earnings from the interest of the principal deposit and the contributions made from time to time by other parties are expendable in the form of student scholarships. Recognition of Dr. Ken Hsu and his family will be made at the time of the award.

This trust and scholarship award shall remain in place for ten years (10) until June 2033. In that year, the trust is to be terminated by liquidating the entire remaining balance and distributing the balance in two scholarships of equal amounts.

If in the future, the School Department determines that the use or amount of the distributions should be changed so as to better suit the needs of graduating Shrewsbury High School students, the School Department shall contact the Hsu Family with any proposed amendment to this trust agreement. This trust may be amended only by a written instrument signed by an authorized representative of the Shrewsbury Public School and the Hsu Family.

At the time of making this trust the Hsu Family primary contact resided at:

47 Monroe St
Shrewsbury, MA 01545
Tel# (508)842-3140

Investments:

The Hsu Family authorizes the Town of Shrewsbury to invest and reinvest the principal and interest of all contributions as deemed in the best interest of the trust. Funds from the trust will be invested in financial instruments such as certificates of deposit or other instruments with equivalent low risk.

Executed this 1st day of March 2023

<small>DocuSigned by:</small>  <small>01B861667CA3483...</small>	<small>DocuSigned by:</small>  <small>ACC156E023AF4BB...</small>
Lloyd Hsu and Christina Hsu	
Donors	

Lynsey Heffernan
Chairperson, School Committee
Shrewsbury Public Schools



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **VIII. Old Business**

MEETING DATE: **03/01/23**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

MEMBERS/STAFF AVAILABLE FOR PRESENTATION:



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **IX. New Business**

MEETING DATE: **03/01/23**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

STAFF AVAILABLE FOR PRESENTATION:



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **X. Approval of Minutes**

MEETING DATE: **03/01/23**

BACKGROUND INFORMATION:

The minutes from the School Committee Workshop held on February 8, 2023, and the School Committee Meeting held on February 15, 2023, are enclosed.

ACTION RECOMMENDED:

That the Committee accept the minutes from the School Committee Workshop held on February 8, 2023, and the School Committee Meeting held on February 15, 2023.

STAFF AVAILABLE FOR PRESENTATION:

Ms. Lynsey Heffernan, Chairperson

Mr. Jon Wensky, Secretary

**SHREWSBURY PUBLIC SCHOOLS
100 MAPLE AVENUE
SHREWSBURY, MASSACHUSETTS
MINUTES OF SCHOOL COMMITTEE WORKSHOP & EXECUTIVE SESSION
Wednesday, February 8, 2023
Shrewsbury High School, Class of 2002 Conference Room**

Workshop Start Time: 5:36pm

Present: Ms. Lynsey Heffernan, Chairperson; Mr. Jason Palitsch, Vice Chairperson; Ms. Sandra Fryc; Ms. Erin Boucher; Dr. Joseph Sawyer, Superintendent of Schools; Mr. Patrick Collins, Assistant Superintendent for Finance and Operations; Ms. Amy Clouter, Assistant Superintendent for Curriculum and Instruction; Ms. Meg Belsito, Assistant Superintendent for Student Services; Dr. Jane Lizotte, Assistant Superintendent for Community Partnerships & Well-Being; and Ms. Barbara Malone, Executive Director of Human Resources.

Not Present: Mr. Jon Wensky, Secretary

Strategic Planning - Update & Discussion

Ms. Ashley Santiago, School and District Improvement Manager at Focused Schools, updated the committee on the numbers of participants who have attended focus groups to discuss what they feel are the district's priorities. Currently Focused Schools have four parent focus groups and three staff focus group sessions to hold between now and February 15th. The committee requested the district push out additional notification to these groups to encourage attendance. Dr. Sawyer advised that there will also be a ThoughtExchange survey sent as well in order to obtain additional information/opinions on the district's priorities. The plan is for this work to be completed by Focus Schools and for the committee to vote on a new SPS Strategic Plan on April 26, 2023.

FY 24 Budget Development - Update & Discussion

Patrick Collins, Assistant Superintendent of Finance and Operations, provided the committee with an FY24 Budget Development Status Update. The committee discussed the various needs and wants within the district, as well as various components of the FY24 Budget including working within the budget cap as agreed to with the Select Board; Circuit Breaker funding; school transportation costs; vocational school tuitions; projected elementary and middle school class sizes; proposed additional professional positions needed; and one-time expense funding. The committee agreed the budget process is fluid and can see changes between tonight's meeting and Dr. Sawyer's proposed initial Budget Recommendation on February 15, 2023.

PreK-12 School Space Study: Update & Discussion

The committee discussed the recent meeting on January 30, 2023 with the Select Board to discuss the space needs study conducted by Lamoureux Pagano Associates. Discussion centered on the committee's opinion that Shrewsbury High School is its top priority for seeking MSBA funding due to ongoing overcrowding in the building. Submitting a Statement of Interest for a potential MSBA project

is a non-binding first step in the process of seeking approval and funding to build a new school. Dr. Sawyer and Mr. Collins will meet with Town Manager, Kevin Mizikar to discuss the space study on February 9, 2023. The committee will meet with the Select Board on February 27, 2023 for further discussion on the space study document.

Motion to adjourn the School Committee Workshop: On a motion by Ms. Fryc; seconded by Ms. Boucher, on a roll call vote: Ms. Boucher, Yes; Ms. Fryc, Yes; Mr. Paltisch, Yes; and Ms. Heffernan, Yes, the School Committee voted to adjourn the workshop.

Workshop adjourned at: 7:50pm

Additional Workshop Documents:

FY24 Budget Update Slide Presentation

Strategic Planning Slide Presentation

**SHREWSBURY PUBLIC SCHOOLS
100 MAPLE AVENUE
SHREWSBURY, MASSACHUSETTS**

MINUTES OF SCHOOL COMMITTEE MEETING

Wednesday, February 15, 2023

Present: Ms. Lynsey Heffernan, Chairperson; Mr. Jason Palitsch, Vice Chairperson; Mr. Jon Wensky, Secretary; Ms. Erin Boucher; Ms. Sandra Fryc; Mr. Patrick Collins, Assistant Superintendent for Finance and Operations; Ms. Amy B. Clouter, Assistant Superintendent for Curriculum & Instruction; Ms. Barb Malone, Executive Director of Human Resources; and Dr. Joseph Sawyer, Superintendent of Schools.

A complete audio/visual recording of this meeting is available on the Shrewsbury Public Schools website.

The meeting was convened by Ms. Heffernan at 7:00 pm.

I. Public Participation

Community members Anand Sharma, Tanay Mangal (Shrewsbury Public Schools - SPS - student), Milind Kannitkar, and Jiya Sharma (SPS student) addressed the Committee and spoke in support of making Diwali a day off from school for students at Shrewsbury Public Schools.

II. Chairperson's Report & Members' Reports

Ms. Boucher reported attending a successful Curriculum Night at Shrewsbury High School (SHS) for incoming Grade 9 students. Ms. Heffernan reported attending a recent Grade 4 Chorus Concert at Walter J. Paton School, and attending the SHS 22nd Annual Black History Committee Assembly earlier in the day.

III. Superintendent's Report

Dr. Sawyer congratulated SHS students and staff for executing a successful SHS 22nd Annual Black History Committee Assembly, SHS seniors for presenting their Honors Capstone Projects, and all participants in the recently held Science Fair. Dr. Sawyer recognized National School Resource Officer Appreciation Day and Officers Shawn Valliere (PreK-Grade 8) and Alicia Brownell (SHS); advised that several school districts in Massachusetts and the nation were recently impacted by hoax "swatting" calls, and describe the school district's work with various community partners to prepare for/respond to potential similar incidents at SPS.

IV. Time Scheduled Appointments:

None.

VI. Policy

A. School District Calendar for 2023-2024 School Year: Discussion

Ms. Heffernan advised that this agenda item was being addressed out of order.

In his report, Dr. Sawyer summarized considerations utilized to derive the draft calendar (including recommendations from calendar committees convened in 2005 and 2016); cited relevant information from MA state law and School Committee policies around State and Religious Holidays and school calendars;

described current practice in the district and areas for improvement relative to religious absences and “no homework” nights for all students on religious holidays; shared his recommendations that the district continue the practice of holding school on religious holidays, and that Parent Conference Day for Grades PreK-8 be held on Thursday, November 9, 2023; and provided an overview of the proposed 2023-2024 school calendar.

School Committee members expressed appreciation for input received from the community regarding the school calendar.

V. Curriculum

A. Class of 2022 Seal of Biliteracy: Report

In their report, Ms. Clouter and Director of World Languages Mr. Kenneth Almeida detailed the criteria for student proficiency in English, proficiency in a Language Other than English (LOTE), and for the MA State Seal of Biliteracy with Distinction; noted test results for World Language students (31 Seals) and LOTE students (16 Seals) that included results disaggregated by language; shared reasons to be proud (including individual student success stories); and acknowledged opportunities for the future.

In response to questions from the Committee, additional information was provided on test modes, test administration, and the potential for college credit (some colleges give credit; some give more credits for earning the Seal of Biliteracy than for completing AP coursework).

VII. Finance & Operations

A. Fiscal Year 2024 Superintendent’s Budget Recommendation

Dr. Sawyer began by providing a Fiscal Year 2024 budget overview and detailing the FY22-FY25 Override Agreement and budget limitations. Mr. Collins presented an overview of FY24 budget allocation of resources, and then provided more detailed information on allocations by category for: salaries and wages (by labor group); transportation; out of district tuitions (Special Education, vocational/technical high school); and materials, equipment, contract services, and all other. Dr. Sawyer presented enrollment projections for in-district students, vocational/technical students, and out-of-district Special Education students; shared projected class sizes at the elementary and middle school levels; detailed recommended additional staff positions included in the FY24 budget plan; and shared budget items requested by the District Leadership Team (DLT) and the resultant “one-time” expense funding plan proposal. Mr. Collins advised that the initial budget assumed level funding of fees, and shared per pupil expenditure data for SPS students in comparison to the state, and to other communities with similar socio-economics and with similar student demographics. Dr. Sawyer concluded by providing a budget strategy recap (reiterating that available Circuit Breaker reserve funding would be used to offset the Special Education tuition budget in order to meet the FY24 budget cap) and sharing a timeline of planned budget calendar topics.

Committee members shared their thoughts and concerns relative to rising daily substitute costs, careful use of Circuit Breaker funds, ensuring the availability of adequate mental health/social-emotional support resources, significantly increasing (14%) out-of-district Special Education tuition rates for FY24, and investing in curriculum and Strategic Priorities.

VIII. Old Business

None.

IX. New Business

None.

X. Approval of Minutes

Without objections from the Committee, the minutes from the School Committee Meeting held on January 25, 2023, were accepted as distributed.

XI. Executive Session

Ms. Heffernan requested a motion to adjourn to Executive Session:

A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”) – for the purpose of reviewing, approving, and/or releasing executive session minutes;

B. For the purpose of reviewing and acting on student residency issues.

C. For the purpose of addressing G.L. c. 30A, § 21(a)(3) (“Purpose 3”) “to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares” - the Shrewsbury Education Association Units A and/or B, the Shrewsbury Paraprofessional Association, and/or the Cafeteria Workers Association; and

D. For the purpose of addressing G.L. c. 30A, § 21(a)(2) “to conduct strategy sessions in preparation for negotiations with nonunion personnel (“Purpose 2”) where deliberation in an open meeting may have a detrimental effect on the bargaining position of the public body; and return to Open Session only for the purpose of adjourning for the evening. On a motion by Mr. Palitsch, seconded by Ms. Boucher, on a roll call vote: Ms. Fryc, yes; Mr. Wensky, yes; Mr. Palitsch, yes; Ms. Boucher, yes; and Ms. Heffernan, yes; the School Committee voted to adjourn to Executive Session at 9:28 pm.

XII. Adjournment

On a motion by Ms. Fryc, seconded by Ms. Boucher, the committee unanimously agreed to adjourn the meeting at 9:52 pm. Roll call votes were as follows: Mr. Palitsch, yes; Ms. Boucher, yes; Ms. Fryc, yes; Mr. Wensky, yes; and Ms. Heffernan, yes.

Respectfully submitted,

Elizabeth McCollum, Clerk

Documents referenced:

Class of 2022 Seal of Biliteracy Report

Class of 2022 Seal of Biliteracy Slide Presentation

2023-2024 School Year Calendar Memo

2023-2024 School Year Calendar Draft

2023-2024 School Year Calendar Slide Presentation

FY24 Superintendent’s Budget Recommendation

FY24 Superintendent’s Budget Recommendation Slide Presentation

Set(s) of minutes as referenced above



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **XI. Executive Session**

MEETING DATE: **03/01/23**

- A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”), Open Meeting Law, G.L. c. 30A, §§ 22(f), (g) – for the purpose of reviewing, approving, and/or releasing executive session minutes.**
- B. For the purpose of reviewing and acting on student residency issues.**
- C. For the purpose of addressing G.L. c. 30A, § 21(a)(3) “to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares” (“Purpose 3”) - the Shrewsbury Education Association Units A and/or B, the Shrewsbury Paraprofessional Association, and/or the Cafeteria Workers Association**
- D. For the purpose of addressing G.L. c. 30A, § 21(a)(2) “to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel” – non-union administrators. (“Purpose 2”)**

BACKGROUND INFORMATION:

Executive Session is warranted for these purposes.

ACTION RECOMMENDED:

Request a motion to adjourn to Executive Session:

- A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”), Open Meeting Law, G.L. c. 30A, §§ 22(f), (g) – for the purpose of reviewing, approving, and/or releasing executive session minutes;
- B. For the purpose of reviewing and acting on student residency issues.
- C. For the purpose of addressing G.L. c. 30A, § 21(a)(3) “to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares” (“Purpose 3”) - the Shrewsbury Education Association Units A and/or B, the Shrewsbury Paraprofessional Association, and/or the Cafeteria Workers Association; and
- D. For the purpose of addressing G.L. c. 30A, § 21(a)(2) “to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel” – non-union administrators. (“Purpose 2”) where deliberation in an open meeting may have a detrimental effect on the bargaining position of the public body; and return to Open Session only for the purpose of adjourning for the evening.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools

Mr. Patrick C. Collins, Assistant Superintendent for Finance and Operations
Ms. Barbara A. Malone, Executive Director of Human Resources



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **XII. Adjournment**