

**School Committee  
Meeting Book**

**November 30, 2022  
7:00 pm**

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



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

**AGENDA**

**November 30, 2022 7:00pm  
Town Hall—Selectmen’s Meeting Room  
100 Maple Avenue**

**Items**

**Suggested time allotments**

I. Public Participation	
II. Chairperson’s Report & Members’ Reports	
III. Superintendent’s Report	
IV. Time Scheduled Appointments:	
A. SHS Student Advisory Committee: Report	7:05 – 7:20
B. SPS Sleep Health Advisory Committee: Task Group Reports	7:20 – 8:20
a. Feedback from Stakeholders	
b. Practices in Other Districts	
c. Childcare	
d. Logistics	
V. Curriculum	
VI. Policy	
VII. Finance & Operations	
A. Fiscal Year 2023 Budget: Update	8:20 – 8:30
B. Fiscal Year 2024 Budget Calendar: Review and Vote	8:30 – 8:40
VIII. Old Business	
IX. New Business	
A. Cafeteria Workers Collective Bargaining Agreement: Vote	8:40 – 8:50
X. Approval of Minutes	8:50 – 8:55
XI. Executive Session	8:55 – 9:15
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	

7:00-7:05



## **SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING**

releasing executive session minutes

- B. 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.

XII. Adjournment

9:15

**Next regular meeting: December 14, 2022**



## SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

### ITEM NO: I Public Participation

MEETING DATE: 11/30/22

#### 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: **11/30/22**  
**A. 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 November 30th, 2022**

**I. Student Life**

Students at Shrewsbury High School are excited to welcome the start of the year.

- a) Student General Feelings
- b) Gym Grading System
- c) Senior Cookout/Senior Sunrise
- d) Spirit Week
- e) Homecoming
- f) School Pulse
- g) No Homework Weekends

**II. Co-curriculars at SHS**

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

- a) SHS Performing Arts Department Fall Concert
- b) Fall Sports

**III. SHS Events/Fundraisers**

As the school year progresses, students have been actively participating in various events to make positive contributions to our community.

- a) Colonial Way
- b) Spirit of Shrewsbury Parade
- c) PINK Fundraisers
- d) Gold Cards
- e) SSMA Drive
- f) Kids Night Out

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:** MEETING DATE: **11/30/22**

**B. SPS Sleep Health Advisory Committee: Task Group Reports**

- a. Feedback from Stakeholders**
- b. Practices in Other Districts**
- c. Childcare**
- d. Logistics**

**BACKGROUND INFORMATION:**

This summer parents and caretakers, school district staff members, and community members were invited to apply to be part of an ad hoc advisory committee to the superintendent to study the latest research on sleep health for children and adolescents and to consider potential options for adjusting school start times for the 2023-2024 school year. The Sleep Health Advisory Committee has been meeting regularly throughout the fall and comprises several Task Groups. At the November 9 meeting, the Sleep Health Advisory Committee Research Task Group summarized the latest research on sleep health and hygiene, later school start times, and best practices around good sleep health for children and adolescents. Tonight, four additional Sleep Health Task Groups will present the Committee with information on:

Feedback from Stakeholders  
Practices in Other Districts  
Childcare  
Logistics

Reports from all four groups are enclosed, and the feedback from the Sleep Health ThoughtExchange Survey from students, parents/caretakers, and staff (“Feedback from Stakeholders” report) is linked below:

- [Sleep Health Survey Data - All Participants](#)
- [Sleep Health Survey Data - Students](#)
- [Sleep Health Survey Data - Parents/Caretakers](#)
- [Sleep Health Survey Data - Staff](#)

After each Task Group presents their report at the meeting, the Committee will have an opportunity to ask questions about that particular topic.

**ACTION RECOMMENDED:**

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

**STAFF & COMMITTEE MEMBERS AVAILABLE FOR PRESENTATION:**

Dr. Joseph M. Sawyer, Superintendent of Schools

Members of the **Stakeholder Feedback** Task Group of the Sleep Health Advisory Committee:

Sarah Anane, Student, SHS Class of 2024

Hallie Burak, Principal, Oak Middle School

Dr. Jane Lizotte, Assistant Superintendent for Community Partnerships & Well-Being

Adnan Malik, Parent

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**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

**ITEM NO: IV. Time Scheduled Appointments:**

**MEETING DATE: 11/30/22**

**C. SPS Sleep Health Advisory Committee: Task Group Reports (continued)**

- a. Feedback from Stakeholders**
- b. Practices in Other Districts**
- c. Childcare**
- d. Logistics**

Members of the **Practices in Other Districts** Task Group of the Sleep Health Advisory Committee:

Erin Boucher, Parent; School Committee Liaison  
Angie Flynn, Director of School Counseling, SHS  
Noelle Freeman, Director of School Nursing  
Scott Mulcahy, Principal, Walter J. Paton School  
Shane Quintard, Parent

Members of the **Child Care** Task Group of the Sleep Health Advisory Committee:

Todd Bazydlo, Principal, SHS  
Kristin Combs, Parent  
Erin Kennedy, Special Education Team Chair, Sherwood Middle School  
Guinevere Molina, Teacher, Maj. HW Beal School  
Sara Russell, Parent

Members of the **Logistics** Task Group of the Sleep Health Advisory Committee:

Patrick Collins, Assistant Superintendent for Finance & Operations  
Irene Drabkin, Parent  
Lynsey Heffernan, Parent; School Committee Liaison  
Sanjula Jakati, Student, SHS Class of 2025  
Jon Kelly, Principal, Sherwood Middle School  
Jennifer Parshall, Parent

# Sleep Health Advisory Committee Stakeholder Feedback Task Group

November 21, 2022

Dear Members of the School Committee,

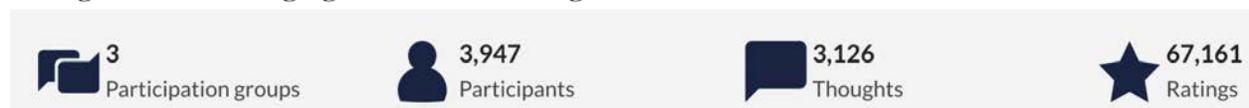
The goal of this report is to share ThoughtExchange feedback from students, staff, and parents/caretakers, as that relates to work that the **Feedback Task Group** has collected through ThoughtExchange survey data during the month of November. The information shared from all stakeholders includes individual thoughts, perspectives, questions, and ratings, as those relate to students' sleep health and the potential benefits and challenges of changing school start and end times.

## Background information

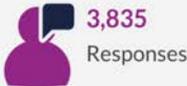
The Shrewsbury Public Schools' **Sleep Health Advisory Committee** is tasked with considering how best to improve students' health and well-being through improved sleep, including the potential of changing school start and end times for the 2023-2024 school year. On December 14th, this advisory committee will present potential options for changes in school schedules to the School Committee. We are grateful to the students, staff, parents, and caretakers who helped to inform this process by sharing perspectives and questions related to students' sleep health, including the potential benefits and challenges of changing school start and end times. We are grateful to the **Research Task Group** for their exceptional work, as their findings informed survey participants and resulted in all involved to be better prepared to answer the survey questions and rate the thoughts of others.

## Participation

The following screenshot shows the number of participation groups, participants, thoughts, and ratings given to the thoughts of others.



Parents/caretakers: Select all schools where you have a student. Staff: Select the school(s) where you work. Students: Select the school you currently attend.



%	👤	Answer (Multi-select)
54%	(2095)	Shrewsbury High School
34%	(1334)	Oak Middle School
10%	(389)	Sherwood Middle School
14%	(558)	Elementary School (Beal, Coolidge, Floral Street, Paton, or Spring Street)
1%	(50)	Parker Road Preschool
1%	(51)	District staff member

It is important to note that the three stakeholder groups only saw and rated thoughts made by others in the same group, i.e., only parents/caretakers saw and rated other parents'/caretakers' thoughts, staff only saw and rated other staff members' thoughts, and students only saw and rated other students' thoughts.

**Feedback from Stakeholders**

**Student Feedback**

The following are the highest rated thoughts shared by students:

<p><b>I think school should start later than it dos right now.</b> Because sleep is way more important than a lot of people think it is, without proper rest kids will not be able to focus. It's very important. <i>I am a Shrewsbury Public Schools student</i></p>	<p>4.3 ★★★★★ (24 👤) Ranked #1 of 2060</p>	
<p><b>Some benefits to later school start times are that students can focus more in class. This is also beneficial for students who do sports.</b> This is important because students will be less likely to fall asleep during class. This also helps since students are less likely to get injured. <i>I am a Shrewsbury Public Schools student</i></p>	<p>4.3 ★★★★★ (23 👤) Ranked #2 of 2060</p>	
<p><b>Teens will be more energized and ready to learn.</b> It will open them up to get the most out of their education, motivate them to pursue a better future, and seize critical opportunities. <i>I am a Shrewsbury Public Schools student</i></p>	<p>4.3 ★★★★★ (23 👤) Ranked #3 of 2060</p>	

**Staff Feedback**

The following are the highest rated thoughts shared by staff members:

<p><b>This will greatly impact staff and their ability to care for their own families</b> Our own children will follow a totally different schedule <i>I am a Shrewsbury Public Schools staff member</i></p>	<p>4.3 ★★★★★ (42)   Ranked #1 of 346</p>	
<p><b>How will this impact families whose older children help out after school for care for younger siblings</b> Child care is expensive <i>I am a Shrewsbury Public Schools staff member</i></p>	<p>4.2 ★★★★★ (40)   Ranked #2 of 346</p>	
<p><b>Later start time means later end time which could effect staff's schedules.</b> Some staff members are not fortunate enough to have one job to support themselves and have two jobs. A change in times means it effects other jobs. <i>I am a Shrewsbury Public Schools staff member</i></p>	<p>4.2 ★★★★★ (39)   Ranked #3 of 346</p>	

### Parent and Caretaker Feedback

The following are the highest rated thoughts shared by parents and caretakers\*:

<p><b>I would like to see my high schooler start a little later than present time.</b> For 6:40 bus they have to be up around 5:45 and as they get older there work keeps them up late at night and I worry about barely 6 hours of sleep day <i>I am a parent/caretaker of a Shrewsbury Public Schools student</i></p>	<p>4.5 ★★★★★ (35)   Ranked #1 of 720</p>	
<p><b>High school kids needs more sleep time. I think school timings should change</b> <i>I am a parent/caretaker of a Shrewsbury Public Schools student</i></p>	<p>4.5 ★★★★★ (34)   Ranked #2 of 720</p>	
<p><b>This feels overdue to me. We should be looking more at how sleep impacts mental and physical health.</b> We have a crisis of mental health in our youth. We have to be willing to make changes. <i>I am a parent/caretaker of a Shrewsbury Public Schools student</i></p>	<p>4.4 ★★★★★ (36)   Ranked #3 of 720</p>	

\*These thoughts were also the highest rated out of all the thoughts shared among all three stakeholder groups when the three sets of thoughts are combined.

### Summary

The highest rated thoughts for the parent and caretaker group support later school start times, while the highest rated thoughts for staff expressed concerns about childcare. The highest rated thoughts for students included the need for additional sleep in order to focus better, while feeling more energized, motivated, and ready to learn.

The thoughts with the fewest positive ratings for parents included those that included the idea that students need to wake up early because that's going to be required to be

prepared for college and career readiness. Other low-rated thoughts included the idea that students will go to bed later if given the opportunity to sleep later in the morning. Staff input that generated little to no favorability included extending school to a year-round schedule with a shortened schedule each day and making school start times a bit later to allow for more sleep for all. Student comments receiving little support included extending the school day and starting the high school day even earlier than it currently does.

We appreciate the 3,947 students, parents, caretakers, and staff members who contributed their thoughts, perspectives, questions, and ratings to this important ThoughtExchange Survey. We look forward to further discussion regarding the 3,126 thoughts shared by participants and the 67,161 ratings of those who contributed to the survey. We value and appreciate the insight of all stakeholders and are grateful for the opportunity to work together on this important effort.

Please contact us with any questions and/or considerations that you have.

Thank you for the opportunity to serve in this capacity.

Respectfully,

The Stakeholder Feedback Advisory Group

(Sarah Anane, SHS student; Hallie Burak, Principal, Oak Middle School; Jane Lizotte, Assistant Superintendent for Community Partnerships & Well-Being; and Adnan Malik, SPS Parent)



## **Shrewsbury Public Schools**

### **Sleep Health Advisory Committee**

#### **Report from the Practices in Other Districts Task Group**

Erin Boucher, School Committee; Angie Flynn, Director of School Counseling; Noelle Freeman, Director of School Nursing; Scott Mulcahy, Principal, Walter J Paton School; Shane Quintard, Parent

Several factors should be considered when looking at sleep health and a possible change to school start times. One of these factors is the practices in neighboring school districts. The Practices in Other Districts Task Force, a sub-committee of the Sleep Health Advisory Committee, examined practices in several school districts, some of which have recently changed start times to include a later start time for their high schools, others of which considered a change but did not move forward with adjusted times, and a small sample of districts where a change was made and then reversed. This report will provide details regarding the experiences in those districts as reported by their administrators, school staff, and school committee members.

Stakeholder feedback was gathered through a brief Google form survey, phone conversations, and follow-up emails. Districts included in our inquiry were: Ashland, Franklin, Grafton, Marlborough, Newton, Northborough/Southborough, and Westborough, Massachusetts; Barrington and Newport, Rhode Island; Hamden and Norwalk, Connecticut. 29 stakeholders responded to the survey. Of the 29 stakeholders, 18 (62.1%) were administrators, six (20.7%) were school committee members, and five (17.2%) were educators/staff members. In regard to their level, four (13.8%) represented elementary, four (13.8%) represented middle school, ten (34.5%) represented high school, ten (34.5%) represented the district level, and one (3.4%) represented "other".

The table below reflects elementary, middle and high school start times before and after changes that were made in those districts.

District	Elementary start time before changes	Middle School start time before changes	High School start time before changes		Elementary start time after changes	Middle School start time after changes	High School start time after changes
Ashland, MA	8:45	7:40	7:40		Gr K-2 9:00 Gr 3-5 7:40	8:20	8:20
Franklin, MA	8:30	7:20	7:35		No change	No change	No change
Grafton, MA	7:55 and 8:25	7:25	7:25		No change	No change	No change
Lexington, MA	8:30	8:00	7:45		9:00	8:00	8:30
Marlborough, MA	8:50	8:00	7:20		9:00	8:00	8:00
Newton, MA	8:20	8:00-8:30	7:40		8:10	7:50-8:20	9:00
Northborough/ Southborough, MA	8:00-8:50	7:50	7:20		8:30-9:10	7:45	8:00
Westborough, MA	8:50	7:30	7:30		8:50	8:10	8:10
Barrington, RI	8:40	7:50	7:40		7:45	8:40	8:30
Newport, RI	8:30	8:00	7:30		reverted	reverted	reverted
Hamden, CT	9:00	8:30	8:00		No change	No change	No change
Norwalk, CT	8:15-9:00	8:15	7:30		reverted	reverted	reverted

### **Districts That Changed School Start Times**

Survey responses were reviewed and analyzed for emerging themes across respondents. 19 (65.5%) respondents were from the following districts that recently changed start times: Westborough, Northborough and Southborough, Marlborough, Newton, Ashland, and Barrington, R.I.

The School Committee members for districts that changed the school start times to allow high school students to start later overwhelmingly indicated that the change was a positive one and

that they had “no regrets” about making the change. It was reported that students appeared to be “doing better” and the change fit with the district’s focus on social and emotional learning.

The School Committee respondents indicated that busing costs were the initial issue with regard to adjusting start times. Multiple school districts reported working with their busing vendors to come up with creative solutions to make the start time change work.

School committee members also reported initial community resistance to change, but after a year with the new schedule people grew accustomed to it and things “settled down.”

The negative feedback received from School Committee members in districts that made a start time change included declines in after school help support as students need to get to jobs and/or sports practices, bus routes experiencing more traffic with later dismissal times, and elementary students with later start times having difficulty attending to learning later in the day.

Administrators from districts that changed school start times noted positive changes to students' well being. Specifically, administrators' responses stated that students exhibited less stress, seemed better rested, and were more engaged in their learning. Similarly, educators reported that students were more awake and alert. Administrators also expressed that the change was “mostly positive” and that the frequency of tardies decreased at the high school level.

Administrators reported stakeholder complaints in regard to the late end time for high school, especially in relation to how the later end time impacted student work schedules and opportunities, as well as a shift in the athletics schedule. Moreover, due to the change in start times, administrators noted an increase in athlete dismissals and a reduction in participation in after school activities. Administrators commented on other challenges about transportation, including an increase in cost, an increase in discipline issues because of more students riding the bus, and less bus availability for extracurricular activities.

Hence, positive outcomes due to a change in start time included:

- Student outcomes related to mental health and well being
- Students were reported to better rested, more engaged, and alert

Whereas negative outcomes due to a change in start time included:

- Conflicts with logistics affecting after school activities
- Challenges related to transportation

Seven respondents of the initial survey responded to a follow up inquiry about how the change was received by both students and families. The majority of respondents noted that the change was received well by parents and students, emphasizing the importance of engaging in clear communication with stakeholders during the change process. Respondents also reported that students who were initially against changing the start time have since positively adjusted to the change. Respondents commented on several issues that resulted in negative reactions from

parents and students, including the provision of both before and after school care, the impact of after school jobs, especially for families in need of socioeconomic support, and the disruption of after school extracurricular activities and athletics.

Districts that adopted the change reported the importance of open communication with stakeholders throughout the planning process and the use of multi-means to both acquire and share information. Communication included the following:

- Stakeholders communication at the district level via the superintendent, school committee, and focus groups
- Stakeholder communication at the individual building level through building administrators
- Stakeholder feedback and input through surveys and public forums
- Sharing of information through presentations and district social media

### **Districts That Researched but Did Not Adopt School Start Time Change**

Survey responses were also reviewed and analyzed for emerging themes for districts that considered a change but did not move forward. 10 (34.5%) respondents were from the following districts that considered a change but did not move forward: Grafton, Franklin, and Hamden, CT.

With regard to school districts that did not make a change to school start times, School Committee members reported that childcare and transportation costs were the main issues why a change was not made. It was noted that many parents in the community were against adjusting the high school start time because they relied on their older children to be home first to care for younger siblings. It was ultimately decided that changing the start times was not feasible because of cost and the impact on families.

Administrator and educator responses from districts that considered changing school start times but did not adopt the change noted similar reasons in regard to transportation costs and the financial impact of families. Specifically, administrators and educators noted that transportation logistics would have required additional buses, resulting in a significant increase in transportation costs, which was not feasible for their district. Additionally, administrators and educators reported that both the potential early start time for elementary and late end time for high school would negatively impact families due to increased childcare costs. Lastly, administrators also reported that a change was not adopted because of conflicts with high school athletics and extracurricular activities.

Thus, the three common themes for not adopting the change were the following:

- Busing costs and logistics
- Financial impact on families
- Impact on athletics and extracurricular activities

## **Districts That Changed but Reverted Back**

Newport, R.I. and Norwalk CT initially changed school start times and have since reverted back. Information from both districts was obtained through direct communication with members of their district team.

With regard to a district that made a change to start times and reverted back, a School Committee member with the Newport, R.I. district shared that parents were unhappy when start times were changed because their work schedules were impacted by later openings and later dismissals. Additionally, the later start times interfered with sports, students' jobs, and students were arriving home quite late. Additionally, communication of the change in start times was noted to be an issue. Most communication concerning the start time change was via email, which many parents in the district did not have. The district reported having a sizable Spanish speaking population which felt out of the loop with regard to the start time change. Furthermore, it was reported that many of the high school students did not support the change.

The direct feedback and published documents from the Norwalk school district show some distinct similarities, parallels and differences that need to be understood as part of the larger start time analysis that Shrewsbury is undertaking.

### **Similarities:**

- Community stakeholder involvement through surveys, focus groups and other efforts to elicit as much feedback as possible prior to a final decision<sup>1</sup>
- Logistical reviews to address concerns with transportation, athletics and other co-curricular activities
  - A 2020 traffic survey was to be completed by the Norwalk district which was shelved due to the pandemic.

### **Differences:**

- Lack of diversity within the committee directly advising the Norwalk Superintendent
  - Committee was made up entirely of school faculty or administration; no outside influences were part of the direct advisory group
- Length of time between the start of the analysis and the implementation of Norwalk's plan
  - The Norwalk committee started meeting in the Fall of 2018 and presented their decision in June of 2019. The recommendation was to implement this plan in the Fall of 2020 - a full year **after** the decision was made to move forward
  - This ensured that teams had time to review and plan appropriately for the start of the Fall 2020 term.

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<sup>1</sup> [Norwalk Start Time Committee Presentation](#) (begins on page 56)

- This allowed the athletic director to communicate and plan an appropriate calendar based on the adjusted start time
  - Shrewsbury is looking at doing the same level of effort in a ~6 month window of time

### **Parallels:**

- Focus on the mental health and well-being of high school students was a major factor in the decision making of the Superintendents committee
- Concerns included transportation and logistics, impacts to staff and scheduling of extra-curricular activities

### **Additional Context:**

Once the 2020-2021 school year started and the start times had been implemented, a follow-on survey was provided to students and families at the 4 impacted high schools (Norwalk High, Brien McMahon, P-Tech and CGS). This constitutes approximately 4,000 students of the 12,000 total in the district. The returns of the survey are significant in that there were 3,139 responses (79%) to the survey.

- **62%** of the student responses wanted a **return** to the 7:30 AM start time
- **67%** of the families surveyed were in favor of a return to the 7:30 AM start time for high school students

Identified factors which led to the start time reversal:<sup>2</sup>

- Faculty unhappiness with the new schedule
- Impacts to instructional time due to transportation issues
- Faculty/staff increase in daily commute time, affecting family time and personal obligations
- Students reported waking at the same time as they had before the change was implemented due to traffic issues and getting to school on time

### **Additional Thoughts:**

- The pandemic interfered with the implementation of the start time change
  - Prevented a traffic pattern analysis which was to be completed in 2020 that may have provided better insight into the traffic patterns that affected the implementation of start time change
- Norwalk Public School district is significantly larger than Shrewsbury. Norwalk School district includes 4 high schools, 4 middle schools and 13 elementary schools with total enrollment at approximately 12,000 students
- Norwalk also has geographic restrictions that Shrewsbury does not have to deal with (Long Island Sound) which does hamper the logistic efforts of the district.

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<sup>2</sup> [Nancy on Norwalk - A look at the decision to reverse NPS start time](#)

Using Norwalk as a measuring stick, the critical components to a successful start time change:

- Stakeholder buy in, specifically the staff and faculty of SPS and students who are most affected by this change
- Transportation and logistics reviews to ensure no unforeseen unintended or negative outcomes
- Communication with the entire Shrewsbury district, across multiple mediums and platforms, is absolutely necessary

## **Conclusion**

Overall the school districts that made a change to school start times reported that the change was a positive one. The districts reported that there was an adjustment period for the community, however, once the students, educators, and families became accustomed to the new start times, the change was viewed favorably. Educators in districts that made a change to high school start times were generally supportive of the change as high school students are more rested, less stressed, and more engaged. Busing costs and impacts on childcare were the main factors that prevented districts from making a change. The districts that did change start times worked with their busing vendors to come up with solutions to make constructive changes to busing schedules that were affordable. Districts that made a change also reported that stakeholder involvement in various forums concerning the study of the start time issue and effective communication of the change to the start time was key to the successful implementation of start time adjustments.

**Shrewsbury Public Schools  
Sleep Health Advisory Committee**

**Report from the Child Care Task Group**

November 22, 2022

**Child Care Task Group members:**

**Sara Russell**, M.S., CCC-SLP, SPS Parent

**Guinevere Molina**, M.S, M.Ed, Teacher, Maj. Howard W. Beal School & SPS Parent

**Erin Kennedy**, M.Ed., Sherwood Middle School Team Chairperson

**Kristin Combs**, B.A., Teacher Shrewsbury Montessori School & SPS Parent

**Todd Bazydlo**, M.Ed., Principal, Shrewsbury High School

**Introduction**

As most families with children have experienced, there is often a discrepancy between the length of time a school-aged child is present in school (6-6½ hours per day), and the length of time a parent or caregiver is required to be at work or attending to adult matters. This creates a need for families to find care for their child(ren) for the times that they themselves are not able to be present, such as prior to the start of and after the end of each school day. Families often plan their work, co-curricular and leisure activities, and child care schedules around the times that children are in school. Consequently, a shift in school start and end times has the potential to impact several aspects of child care, including:

1. Whether or not child care is necessary
2. What type of care provider is available (e.g.: relative/sibling vs. before/after-school program)
3. Increase or decrease in the frequency or length of time that care is needed
4. Specific timing that care is required
5. Financial cost

These factors exist for families within the Shrewsbury Public School (SPS) district as well as for families of SPS staff members who live in other towns. Each family's circumstance is nuanced and specific child care needs and preferences vary.

## **Statement of Purpose**

The Child Care Task Group (CTG) was convened for the purpose of gathering information regarding how child care needs of families and school staff may be impacted by any potential changes in school start times for different grade spans. This report serves as a presentation of the methods used to gather information pertinent to the local child care landscape in Shrewsbury and surrounding towns at this time, our findings and a discussion thereof, and our recommendations for elements that would benefit from further study.

## **Method**

The names and contact information of licensed child care providers were obtained via the search tool on the Department of Early Education and Care (EEC) page of the Mass.gov website ([https://eeclead.force.com/EEC\\_child\\_careSearch](https://eeclead.force.com/EEC_child_careSearch)). Task group members made contact with the Extended School Care program offered through SPS and local child care providers via telephone and/or email in the following towns/cities: Shrewsbury, Grafton, Northborough, Westborough, Boylston, West Boylston, Worcester, Holden, Rutland, Sterling, Framingham, and Natick. Providers were comprised of full-day center-based care (infant - 5 years), family child care (infant-school age), preschool and kindergarten programs (2.9 years-5 years), and before-school/after-school (school-age) programs. Information pertinent to policies, hours of operation, required lead time for changes made to a student's schedule, and enrollment status for Fall 2023 was recorded. This data was also supported by material available from child care provider websites, the EEC website, and business Facebook pages.

The CTG worked in collaboration with the Logistics Task Group (LTG) to obtain information relative to the finances and operations of the district's Extended School Care (ESC) programs. Additionally, responses from the recent district-wide Thought Exchange survey were reviewed by this task group, to start examining the school community's thoughts of how changes in school schedules might affect sibling child care in homes, staff child care needs, and staff availability outside of the regularly scheduled school day. Individual SPS families and staff were not directly contacted for their input regarding child care during this period as the topic of changing school start times had not yet been formally introduced to the school community prior to the Thought Exchange survey. All information for this report was gathered during the second half of October and first half of November, 2022.

The CTG is still considering the efficacy of administering further surveys of stakeholders' perspectives in order to gain more detailed insights on these important factors.

## **Findings**

We received 58 responses from the 259 care providers we contacted. Some respondents answered our questions in full, while other responses were incomplete. The tables below summarize the data collected with respect to types of child care providers surveyed, enrollment statistics for SPS Extended School Care (ESC)

program, and the range of times available for student drop-off in the morning and pick-up in the afternoon/evening at all child care providers who responded. Please see the attached spreadsheet on the final pages of this report for specifics regarding names and location of child care providers, hours of operation, current and projected enrollment status, lead-time for changes, and additional notes.

TYPES OF child care SURVEYED	NUMBER OF RESPONSES
Full-day center-based daycare (infant-age 5)	18
Full-day family daycare (infant-school age)	15
Preschool and Kindergarten programs (including those with Extended Day options)	17
Before/After School Programs	8

### ***Current and Future Enrollment***

#### **Current Enrollment at Shrewsbury Public Schools Extended School Care Program:** (Per Karen Isaacson, Director of Extended Learning for SPS)

<u>School</u>	<u>Capacity</u>	<u>Current AM enrollment</u>	<u>Current PM Enrollment</u>
Beal	130*	40	130
Coolidge	75	30	60
Paton	75	30	65
Spring	75	25	60
Floral	120	25	65
Sherwood	120	-	85

\*Beal enrollment may be able to increase capacity if there is increased staff available.

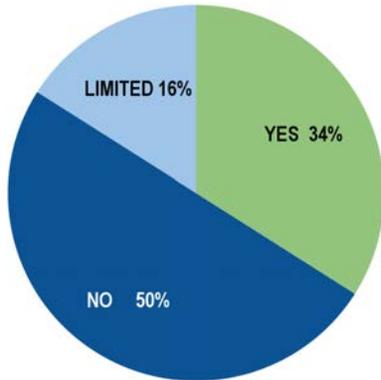
Notes on SPS Extended School Care (ESC) -

- Enrollment numbers can vary by day (typically higher on Tues/Thurs than on M/W/F). The numbers above represent peak enrollment at this time.
- Prior to the pandemic, we had larger groups across the board, and we had a waitlist for the after-school program. Since there are still quite a few people working at home, we have openings in every building and no waiting list.

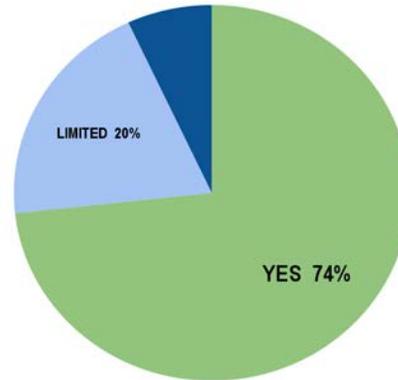
According to the enrollment data above, ESC programs offered by SPS generally have openings, with the exception of Beal afternoon care. Generally, student capacity is determined by staff availability.

The charts below summarize the status of current openings available in our sample of child care providers, as well as predicted enrollment status for Fall 2023, should a family enroll now or as soon as enrollment opens.

Childcare Providers with Current Openings



Childcare Providers Expecting Openings Fall 2023



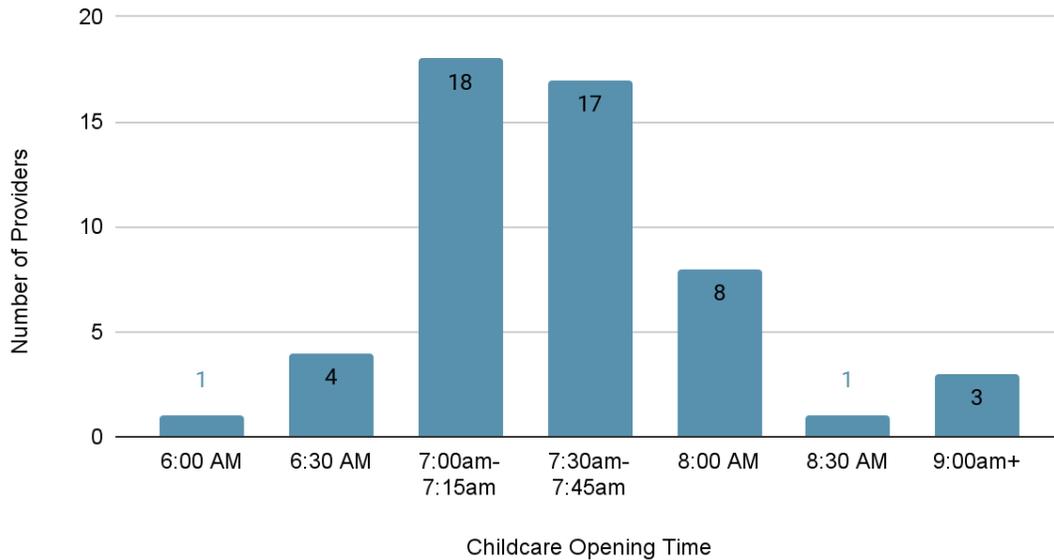
**Current Enrollment:** There are more openings at centers and in family daycares for children of preschool and school ages due to larger class sizes and more generous staff/student ratios at that age. However, full-day programs (centers and family daycare) for infants and toddlers consistently have a waitlist. There are only limited openings at this time for these age groups, with a similar outlook for Fall 2023.

**Future Enrollment:** Many preschool programs have begun or will shortly begin enrollment for the 2023/2024 school year. Many (74%) of our sampled child care providers currently have openings for Fall 2023. However, once the school year starts, waitlists at many, are expected. The earlier that families enroll their children or place them on waitlists, the greater the likelihood they will be able to secure a spot for next school year.

### ***Hours of Operation***

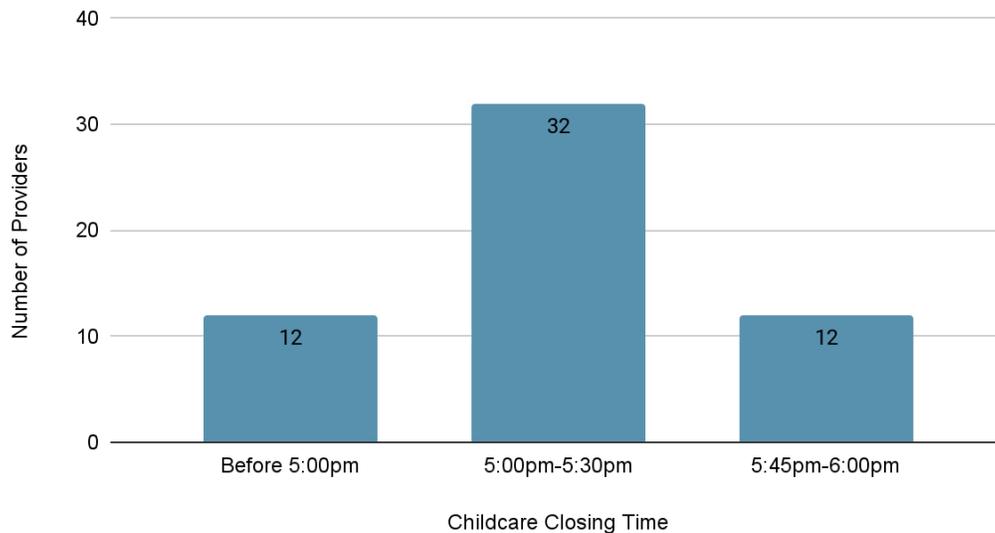
The hours that a child care provider is open for children is a key factor for meeting the needs of families seeking care. As illustrated in the chart below, most (76%) of sampled child care programs start before 8:00am (10% of total start times were earlier than 7:00am), and 24% start 8:00am or later. Later starts tend to be associated with preschool/Kindergarten programs.

## Childcare Provider Opening Times



Most (77%) child care providers close at 5:00pm or later (55% between 5:00-5:30pm, and 22% between 5:45-6:00pm), and 23% of sampled providers (mostly school and family daycare programs) close before 5:00pm. Centers and Extended Day programs are more likely to be open until 5:30pm or 6:00pm.

## Childcare Provider Closing Times



### ***Other Findings from the data collected:***

1. Policies: Some full-day care providers set a daily maximum for the number of hours any child can remain in care, usually ranging from 8-10 hours per child.
2. Lead-Time for Changes: Once enrolled in a child care program, lead time to give notice of arrival/departure changes (as long as these times are within current operating hours), is generally 0-48 hours. Providers often require more time (14-30 days) to add/subtract days to a child's weekly schedule or withdraw from the program. Most Extended Day programs appear flexible with changes once a child is enrolled in the program. However, there may be a longer period of notice required to newly enroll or add/subtract days to a student's weekly schedule. In general, preschool/kindergarten programs are less flexible with schedule changes due to specific program start/end times.

### **Considerations, Summary, and Recommendations for Further Study**

#### *Considerations*

With the enrollment numbers of the SPS Extended School Care program being lower than they were prior to “the Covid years” of 2020 and 2021, it appears that trends in after-school child care have shifted and it raises the question of who is providing afternoon care to these children? Are elementary students being cared for by older siblings, or have parent/caregiver work schedules adjusted to allow for these individuals to be working from home or have greater flexibility to be present in the afternoon hours?

Although no determination has yet been made about whether start times might change, exactly how those times might shift, and what subsequent adaptations school day logistics could take, it is essential that we examine the *potential* ways in which child care needs may shift for families of SPS staff and students should this change take place.

The following are some scenarios with possible effects on child care, when compared with the current school start timetable:

Potential Scenarios	DISTRICT FAMILIES			SPS STAFF		
	Elementary School	Middle School	High School	Elementary School	Middle School	High School
<b>1</b> Maintain current order, Shift times later (HS --> MS --> ES)	May increase need for AM care and decrease need for PM care	May increase need for AM care and decrease need for PM care	Child specific	May decrease need for AM care and increase need for PM care	May decrease need for AM care and increase need for PM care	May decrease need for AM care and increase need for PM care
<b>2</b> Shift times later and change order to MS --> HS --> ES	May increase need for AM care and decrease need for PM care	Unlikely to result in changes to child care needs	Child specific	May decrease need for AM care and increase need for PM care	Unlikely to result in changes to child care needs	May decrease need for AM care and increase need for PM care
<b>3</b> Shift times later and change order ES --> MS --> HS	May decrease need for AM care and increase need for PM care	May increase need for AM care and decrease need for PM care	Child specific	May increase need for AM care and decrease need for PM care	May decrease need for AM care and increase need for PM care	May decrease need for AM care and increase need for PM care
<b>4</b> Shift times later and change order to ES --> HS --> MS	May decrease need for AM care and increase need for PM care	May increase need for AM care and decrease need for PM care	Child specific	May increase need for AM care and decrease need for PM care	May decrease need for AM care and increase need for PM care	May decrease need for AM care and increase need for PM care

HS = High School, MS = Middle School, ES = Elementary School

**Scenario 1: Maintain current order and globally shift start times later  
High School → Middle School → Elementary School**

- 1) This scenario dismisses older students before younger students and thus, confers the benefit of maintaining older students' ability to care for younger siblings after school.
- 2) Since before-school care may be needed for families with children at the middle school level, this option may result in the need to add a morning ESC program at Sherwood Middle School. It may simultaneously reduce afternoon hours by 2.5 hours per week for a few ESC employees.
- 3) With current school start/end times, there tends to be a large number of middle school students who populate the streets and businesses near the center of town after school, which has at times, resulted in complaints from community

members and the business owners. A later start/end time at this age-level may provide some relief to this issue.

**Scenario 2: Shift times later and change order of start times such that:  
Middle School → High School → Elementary School**

- 1) Similar to Scenario 1, this option preserves older students' ability to care for younger siblings after school.
- 2) Another benefit of this scenario is that district families with middle school students and SPS middle school staff with children are likely to have child care needs that are similar to the current schedule.
- 3) No significant changes to current ESC programming would be needed.

**Scenarios 3 & 4: Shift times later and change order of start times such that:  
Elementary School → Middle or High School → High or Middle School**

- 1) If school start times are switched such that elementary school starts *before* the middle and high schools, it may drive an increased need for those families who use older siblings as the afternoon child care provider to find alternative care for the afternoon. This care may incur financial cost if it is not provided by another family member.
- 2) It is also possible that in some families, elementary school students may be accompanied to the morning bus or driven to school by an older high school student, which may eliminate the benefit of the later start time for that high school student.
- 3) Should the elementary school start time be shifted to the earliest tier, the before school ESC program would no longer operate, resulting in a loss of morning hours for approximately 20 staff. However, this would mostly be offset by an earlier start to the afternoon ESC program. Additionally, afternoon program length would increase, which may result in higher tuition rates for families due to increased cost to operate a longer afternoon ESC program.
- 4) If elementary school has the earliest start time, there is the potential for some young children to arrive at school early in the morning and then remain in ESC for a longer period while parents complete their workday. This is a concern that was echoed in the recent Thought Exchange survey of parents.
- 5) Similar to Scenario 1, this option may require the addition of a before-school ESC program at Sherwood Middle School. The later dismissal time for middle school may also provide some relief to the issue of middle schoolers congregating in the center of town after school.

- 6) Shifting elementary school into the earliest start time may make attendance at after-school co-curricular or outside activities easier due to earlier dismissal time.
- 7) These two scenarios are most likely to present a change in child care needs for the largest number of staff as there is a relatively large time shift for two of the three school levels in both options. This may in turn, have greater impacts on the timing of child care needs for SPS staff at the age levels most affected.

### *Summary*

Child care can be a complex issue for many, as families evolve and children grow older. There are myriad options that district families and SPS staff may consider when deciding how to best care for their children and simultaneously honor their commitments to work, health, family, and the community in which they live. From the feedback we received from child care providers in Shrewsbury and surrounding towns, we see that there are many styles of child care available spanning center-based, family child care, public and private preschools and kindergartens, before and after-school programs, and in-home care provided by relatives or babysitters/nannies. Center and school-based programs are attempting to meet greater demand for earlier drop-off and later pick-up times, as evidenced by early opening and late closing times, as well as the addition of Extended Day programs to preschool, pre-kindergarten, and kindergarten programs. Family daycares are the most numerous type of child care available, but their ratio requirements require smaller enrollment numbers.

Each family associated with SPS has its own ecosystem that comprises the number of caregivers within a family system, number and ages of children, caregiver work structure, co-curricular and leisure activities, and unique considerations, priorities, attitudes, and preferences. Should school start/end times change, it is presumed that child care needs for some SPS staff and student families will change. However, because of the distinctiveness of individual family needs, it is difficult to predict the exact impact without a direct survey of these groups themselves. The possibilities discussed above are general examples of potential shifts in care need trends.

### *Recommendations*

- 1) It is recommended that direct surveying of SPS families and staff be conducted to determine current child care usage and predictions as to how their child care needs would change should the start of school shift earlier or later. This would allow SPS and the Sleep Health Advisory and School Committees to:
  - a) Better understand the specifics of the involvement of high school students in the care of younger siblings after school.
  - b) Determine whether, and to what degree, a shift in school start times could result in the usage of high school students for the provision of before-school care and/or transportation in numbers that may be counterproductive to the purpose of shifting high school start times later.

- c) Predict enrollment in before- and after-school Extended Day programming such that these programs can be as prepared as possible to meet the changing needs of SPS families.
- d) Understand the effects on SPS staff ability to meet child care needs for their own families.
- e) Add valuable insight to the determination/selection of the most viable option(s) for school start/end times.

2) Should the determination to change school start times be made, it is recommended that SPS communicate to district families and staff the specific start/end times for each school as well as expected morning drop-off and bus pick-up windows, staff arrival/departure times, and any other known co-curricular or Extended Day program time changes such that families and staff have specifics with which to plan the timing of their child care.

3) Upon receiving communication of any changes to school start times, it is recommended that district families and SPS staff closely assess their child care needs under the new schedule and work to secure child care as early as possible.

PROVIDER	TOWN	CHILD AGES	HOURS	CURRENT OPENINGS	OPENINGS FOR FALL 2023	LEAD TIME TO NOTIFY PROVIDER OF CHANGES	NOTES
Apple Seeds Daycare/Yana Weinstein	Framingham	Toddler	8:00am-4:30pm	YES 2 and 3 year olds	YES	None as long as within normal hours of operation	
Diana's Daycare	Framingham	Infant-School Age	8:00am-5:00pm	YES	YES	Flexible	Flexible early opening, if needed
Lana's Daycare	Framingham	Toddler-School Age	7:00am-5:00pm		YES	2 weeks	
KingaKare Daycare	Framingham	Toddler-School Age	8:00am-5:30pm	NO	YES		
Playing and Learning Daycare	Framingham	Infant-Preschool	7:30am-5:00pm	NO	YES		
Crianca Feiliz-Daycare	Framingham	Infant-School Age	7:00am-5:00pm				
Dina's Family Childcare	Framingham		8:00am-5:00pm	NO	Possibly	2 weeks	
Summit Montessori School	Framingham	Toddler-Preschool	Earliest arrival is 8am. Latest pickup is 3:30pm for regular day, or 5pm for Extended Day.	NO	Entry times are September and sometimes January	Run on a school model where drop-off and pick-up times are set, and not flexible.	Staggered arrivals start at 8:00am. Staggered dismissals between 3:00pm-3:30pm. Aftercare program until 5:00pm
Circle of Friends Preschool	Framingham	oddler-Preschool	7:30am-6:00	NO	YES	30 day notice	
Framingham Centre Nursery School	Framingham	Preschool	7:30am-5:00pm	1 opening for a 4-year old	YES, enrolling now. Families will be notified if they were able to get a spot mid-January	30 days notice to be enrolled in Extended Day if not currently enrolled.	This is a 4 and 6 hour school program that also provides extended day options. Follows public school calendar for days off/vacations.
MetroWest YMCA Early Learning Center	Framingham	Toddler-Preschool	7:30am-6:00pm	Very Limited	EXPECTED. Interested families should reach out over the next couple of months.	1 month notice for change in schedule (days enrolled) or withdrawal. However, can drop off and pick up within operating hours without advance notice.	Recommended drop off is between 7:30am-9:30am and recommended pick-up is after 3:30pm.
Kidsborough	Grafton	Kindergarten - 6th grade	Before school care starts at 7:00am. Afterschool care ends at 6:00pm	YES	EXPECTED	No notice as long as it is within standard pick-up and drop-off times	
Silver Spruce Montessori School	Grafton	15 months - Kindergarten	7:30am-5:30pm M-TH, 7:30am-4:00pm Friday	NO	Preschool-YES, Toddlers-POSSIBLY	If enrolled in Extended Day, no advance notice needed as long as within operating hours. If not in Extended Day, advance notice needed to determine teacher: student ratios.	
Holden Hands Learning Center	Holden	months - 5 years	7:00am-5:30pm	NO	YES-Infants only	No advance notice as long as it is within operating hours	
KiDoodles Learning Center	Holden	6 weeks- Preschool	7:15am-5:15pm	NO	"A few"	1 month notice	
Immanuel Lutheran Nursery School	Holden	3 months - 5 years	7:30am-5:30pm	NO	YES	No advance notice as long as it is within operating hours	

PROVIDER	TOWN	CHILD AGES	HOURS	CURRENT OPENINGS	OPENINGS FOR FALL 2023	LEAD TIME TO NOTIFY PROVIDER OF CHANGES	NOTES
First Congregational Church of Holden Nursery School (FCCH)	Holden	2.9 years - 5 years	MWF (3.9-5): 9:00am-12:30pm T/TH (2.9-4): 9:00am-11:30am	YES	YES	Same day notice for late drop off or early pick up but no extended day option available to add hours.	
Salmon Center for Early Education	Natick	nths-6 years	6:30am-5:00pm	NO	YES-Preschool and Pre-K, NO-Infants and Toddlers	24 hour notice for changes	
Our Future Learning Center Marlborough	Marlborough	Infant-Pre-K	7:30am-5:30pm	YES	YES	None, as long as within operating hours.	
Lisa MacLellan Family Childcare	Natick	Birth - school aged	6:00am-5:30pm		EXPECTED		"Drop-off or pick-up times can vary."
Preschool at Longfellow	Natick	Ages 3-5	9:00am-1:00pm			30 Day notice to change days, or withdraw from class	Extended Day only available to children who have an older sibling already enrolled in Extended Day program-Later At Longfellow.
Later at Longfellow (After-school program)	Natick	Kindergarten-6th grade	2:15pm-6:00pm	NO	EXPECTED	"It depends on what it is. We try to be flexible."	
The Tobin School	Natick	2.9 years-5 years	8:00am-2:00pm, Jr. Kindergarten is 7:15am-3:30pm or 5:45pm	YES	YES	Drop-off and Pick-up are not flexible and cannot be changed	
Pini Family Daycare	Natick	Birth - 5 years	7:00am-4:30pm During school year, 8:00am-4:00pm July/August	NO	POSSIBLY	Same-day notice so meals/snacks are not unnecessarily prepared if child will be arriving late.	
FACE Children's Center	Natick	2.9 years - 6 years	7:00am-6:00pm	NO	NO-WAITLIST	No advance notice if within current schedule of either 7am-6pm, or 9am-3pm.	Requires some advance notice if extra hours are not part of regular schedule (e.g.: student scheduled for 9am-3pm, but needs to stay until 5pm).
Nativity Community Preschool	Northborough	Preschool	9:00am-3:00pm	"A couple random days"	Preschool only, as Pre-K will likely be full. Enrollment starts January.		3, 4, or 5 hour days starting at 9:00am. Drop-off is always 9:00am with more flexible pick-up time, depending on staffing.
Luisa's Home Daycare	Northborough	Infant+	7:00am-4:00pm	NO	1 opening for Fall 2023	No advance notice during operating hours	Only works with school teachers' children-works with their schedules and doesn't charge for spot in the summer.
The Goddard School	Northborough	Toddler-Pre-K	7:00am-5:30pm	NO	YES	2 weeks	
Sweet Second Home Daycare/Xhevi Killeci	Northborough	Infant-Kindergarten	8:00am-5:00pm	1 starting 11/14, then waitlist	1 opening for Fall 2023	No advance notice as long as changes are within current operating hours	

PROVIDER	TOWN	CHILD AGES	HOURS	CURRENT OPENINGS	OPENINGS FOR FALL 2023	LEAD TIME TO NOTIFY PROVIDER OF CHANGES	NOTES
Rutland Montessori	Rutland	18 months - 5 years	8:00am-4:00pm	NO	2 openings for Fall 2023		Drop off and pick-up are not flexible. Drop off must be between 8am-9am, and pick up must be by 4pm.
Up, Up, and Play Countryside	Shrewsbury	Infant-preschool	6:30am-5:30pm	NO	Unknown	Same day as long as within operating hours and within 10 hour daily maximum	All classes currently full
The Learning Experience	Shrewsbury	Infant-preschool	6:30am-6:00pm		Dependent on staffing levels at that time	Same day as long as within operating hours.	Working to hire more teachers in hopes of opening additional classrooms for all ages.
SPS Extended Day Program MORNING	Shrewsbury	Kindergarten-4th Grade	7:00am-8:15am Elementary Only	YES	EXPECTED	As long as dropping-off, or picking up within hours of operation, advance notice not needed. Advance notice would be needed to add a non-scheduled day or time of day to care if not already part of current schedule.	AM Care only available at Elementary schools. No AM care at Sherwood due to doors opening at 7:30am for 8am start.
SPS Extended Day Program AFTERNOON	Shrewsbury	Kindergarten-7th Grade	2:50-6:00pm @ Sherwood 3:15pm-6:00pm @ Elementary	ES All schools except Beal	EXPECTED	As long as dropping-off, or picking up within hours of operation, advance notice not needed. Advance notice would be needed to add a non-scheduled day or time of day to care if not already part of current schedule.	
Shrewsbury KinderCare	Shrewsbury	Infant-Kindergarten	7:00am-5:00pm	NO	Likely for some classes, with expected openings for preschool Fall 2023.		May have a few openings for infant/toddlers but as time gets closer, openings are less likely.
Diane Champagne	Shrewsbury	Infant-School aged	7:00am-5:00pm	NO	Anticipates openings for Fall 2023	Same day	Has had school-aged children up to 10 years of age for before/after school care.
Iman Tera	Shrewsbury	Infant-preschool	7:45am-5:00pm	2			Parents often ask for earlier drop-off, which is difficult to accommodate due to needing to get own children to school first. Occasionally can take an extra child earlier.
Shrewsbury Children's Center	Shrewsbury	Infant-Kindergarten	7:30am-5:00pm	NO	EXPECTED	None	Current waitlist is about 6-9 months wait (possibly up to 2 years). 2023 Waitlist is "difficult to tell this far ahead."
Lilliput Early Childhood Center	Shrewsbury	15 months (toddler) - 1st Grade	7:30am-5:00pm	DEPENDS Toddler, half-day 3-year olds, full-day pre-k are FULL. A few spots open in a couple classes.	Likely to be similar to current enrollment, with several waitlists.	None to a few days once an enrolled student	Enrollment for Fall 2023 is in November 2022 for current Lilliput students and in December 2022 for others.
Little Beginnings	Shrewsbury	Infant-Kindergarten	7:30am-5:30pm	NO	YES	1 month	Serves several SPS Staff members

PROVIDER	TOWN	CHILD AGES	HOURS	CURRENT OPENINGS	OPENINGS FOR FALL 2023	LEAD TIME TO NOTIFY PROVIDER OF CHANGES	NOTES
Over In the Meadow/Gina Hamilton	Shrewsbury	Infant-School aged	7:30am-4:30pm	NO	YES Infants and Toddlers	Appreciates 1 week notice for permanent change	4 and 5 year olds easier to accommodate as many families tend to put children into preschool programs at that age.
Vincenza Orrizzi	Shrewsbury	8 Weeks-5 years	8:00am-5:00pm	NO		1 day notice.	Doesn't keep a waitlist b/c families need care right away.
Lilliput Afterschool Program	Shrewsbury	Kindergarten-2nd Grade	N/A	N/A	N/A	N/A	Only Lilliput families for extended day care. However, willing to consider reopening to public school students if there is enough need. Afterschool care is for Kindergarten and Grade 1 (up to age 7).
The Learning Experience Afterschool Program	Shrewsbury	Kindergarten-8 years	3:00pm-6:00pm	NO	YES		Buses from Floral and Parker Road stop to drop-off children in the afternoon. May be possible from other SPS schools, but uncertain.
Village Green Preschool	Sterling	Preschool	12:30pm-3:00pm Mondays, 9:15am-3:00pm Tues-Fri	2 openings in MWF afternoon preschool class	YES	Same-day notice for late drop-off or early pickup	We offer a set Mon/Wed/Fri afternoon class, a Tu/Th morning class, an afternoon TuTh class and a Wed/Fri morning class. Again, these hours will be changing and we are planning to offer an hour before school and an hour after school for those who need it. These changes will likely not be ready until mid-December.
Blooming Butterflies	West Boylston	18 months - School age	7:00am-4:30pm	YES	YES	2-week notice	
Community Nursery School of West Boylston	West Boylston	Preschool-Kindergarten	7:00am-5:30pm	YES	YES	12-24 hour notice	
Strong Foundations Early Childhood Education and Care	West Boylston	15 months - 5 years	7:00am-3:00pm	NO	Possibly-waitlist opportunities	Fixed morning drop-off and afternoon pick-up schedule	No charge for school vacation weeks or summer-will hold child's slot.
Miss Tanya's Schools (Longmeadow, Nursery, and Woodland)	Westborough	Toddler-Preschool	8:30-3:30 Varies by class. This is the earliest/latest.	Woodland-Some classes with waitlist. Longmeadow- Some classes with waitlist. Nursery-YES	EXPECTED Those who register on the earlier side likely able to enroll. Expects waitlist for specific classes.	Can be changed at any time within current class times. If time needs to be extended beyond when class is normally open, some advance notice appreciated to be able to move child to different class for remaining time.	Staggered class starts, but 8:30 is earliest drop-off. Extended day pick-up time are 2:30 at Woodland, 2:45 at Nursery, 3:30 at Longmeadow. Enrollment for 2023 starts in November 16th for current students, and November 23rd for non-enrolled students.
YMCA Center for Child Development	Westborough	Infant-Preschool	7:00am-6:00pm	Preschool-YES Infants/Toddlers-NO	Those who are currently waitlisted may be able to enter Fall 2023	Advance notice requested to assist with adequate afternoon staffing ratios	2nd preschool classroom just opened up and now enrolling.
School's Out Program/YMCA	Westborough	Full-day Kindergarten-8th Grade	2:30pm-6:00pm	YES	YES	At least 2 weeks for change in arrival time, but preferably more, due to the fact the Y provides transportation to students coming from Shrewsbury schools.	Provides transportation from Sherwood/Oak and Beal to YMCA. Enrollment very low post-covid-only 2 students from Shrewsbury currently. 4 students in program total. Has capacity for 35 students. Prior to Covid, enrollment was approx. 20 kids with 90% from Shrewsbury. Rates for 5 afternoons are \$125 (no transportation) to \$200 (with transportation) per week.

PROVIDER	TOWN	CHILD AGES	HOURS	CURRENT OPENINGS	OPENINGS FOR FALL 2023	LEAD TIME TO NOTIFY PROVIDER OF CHANGES	NOTES
Appleseed Early Learning Center	Worcester	12 months-5 years	7:30am-5:00pm	NO	YES	No advance notice needed to change drop-off/pick-up times	
123 Grow Child Center	Worcester	8 weeks - 8 years	7:00am-5:00pm	YES	YES	2-week notice	
Webster Square Day Care Center	Worcester	3 months - Preschool	7:30am-5:00pm	YES	YES	Advance notice for drop-off/pick-up outside of standard two-hour windows	Flexible drop off between 7:30am-9:30am and pick-up between 3:00pm - 5:00pm.
TLC Christian Preschool	Worcester	2.9 years - 5 years	Base hours: 8:00am-4:30pm Extended Care: 7:30am-5:00pm	Limited	YES	Day-of notice of change in drop-off or pick-up time	
YMCA School's Out Program and Preschool	Worcester	2.9 years - 14 years	Preschool: 7:30am-5:30pm, School's Out: 2:00pm-6:00pm	NO	YES-Preschool	No advance notice needed	
Children's Friend Early Learning Center	Worcester	5 months - Preschool	6:30am-5:30pm	YES	YES for preschool, Limited openings in toddler room	24 hour notice	Families are allowed a 9 hour day.
School Age Child Care @ BGC Worcester	Worcester	5 years -13 years	1:45pm-6:00pm	NO	YES	24 hour notice	
Rainbow Child Development Center	Worcester	3 months-12 years	7:30am-5:30pm	YES Preschool	YES	24-48 hour notice	

# Logistics Subcommittee Information

# Topics

Bus System Basics

Cost Factors

Current Challenges

Key Success Factors if Start Times Change

Considerations for After School Co-curricular Programs [athletics, clubs, theatre, activities etc..]

Principles in Forming Potential Options

# Bus System Basics

- The district outsources this service and current vendor is AA Transportation
- In district fleet data = 48 buses total
  - Regular education & private school buses = 38
  - Special education buses = 8
  - Assabet Valley Regional Technical High School buses = 2
- We operate a “three tier system” to maximize use and minimize cost
  - Generally, each bus has three morning commitments and three afternoon commitments

# Bus System Basics

## Examples of the Three Tier System and Assabet Busing

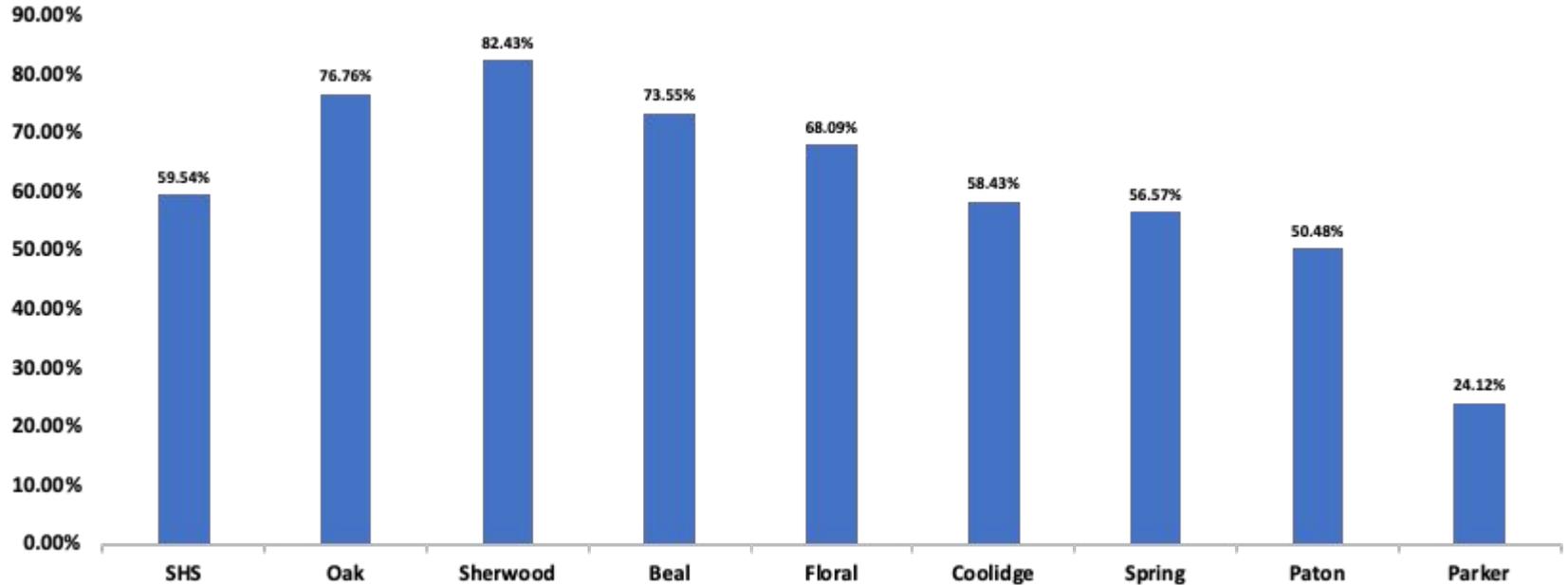
District operates 247 bus routes for morning, mid-day, and afternoon runs.

	Morning Commitments				Afternoon Commitments		
	<i>Tier 1</i>	<i>Tier 2</i>	<i>Tier 3</i>		<i>Tier 1</i>	<i>Tier 2</i>	<i>Tier 3</i>
Bus #1	High School	Sherwood/Oak Middle Schools	Floral		High School	Sherwood/Oak Middle Schools	Floral
Bus #8	High School	Sherwood/Oak Middle Schools	Beal		High School	Sherwood/Oak Middle Schools	Beal
Assabet #1	Assabet				Assabet		

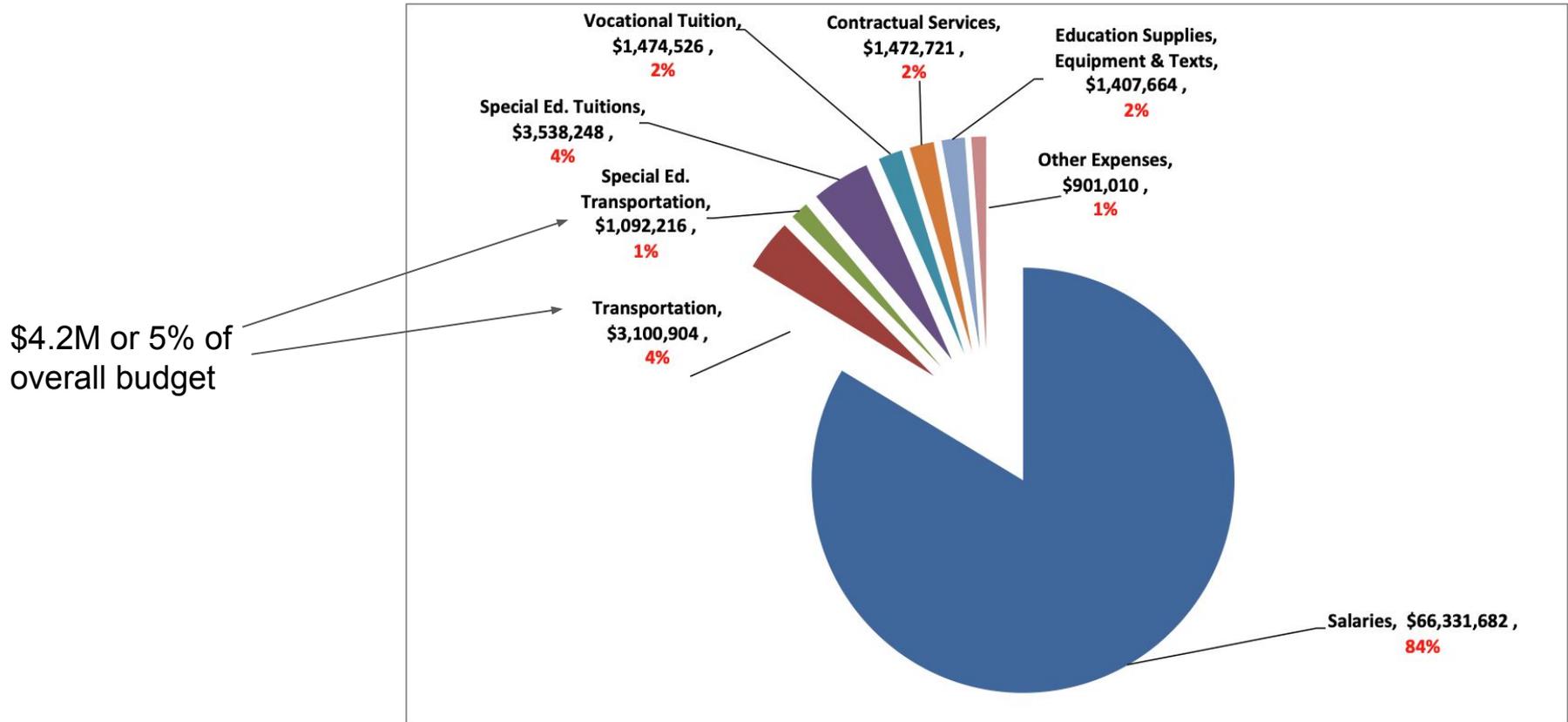
# Ridership

4,128 riders for Shrewsbury Public Schools plus 200 riders for private schools located in Shrewsbury totals 4,328 total registered riders.

**Bus Ridership Percentages By School**



# Busing is 5% of Overall Budget Appropriation



# Transportation Costs

The district pays an ***all inclusive annual rate*** to our vendor for each bus of \$80,752 which covers the asset, fuel, maintenance, insurance, and all driver associated costs.



# Transportation Costs

- Moving from three to two Tiers would require significantly more buses and operators and would be prohibitively expensive.
- Adding a few buses to the system could reduce the time needed between the tiers. We estimate that each additional bus added to the system would cost approximately **\$87,000** annually [in FY24 dollars]. Therefore, as an example, adding 5 additional buses to the system would cost **\$435,000** in each year or **\$4.35M+** over 10 years.

# Current School Start Times

<b>Tier</b>	<b>School[s]</b>	<b>Notes</b>	<b>School Day</b>	<b>Time Between (Morning/ Afternoon)</b>
Tier 1	High School	7:35am-2:00pm	6hr 25 min	n/a
Tier 2	Sherwood & Oak	8:00am-2:35pm	6hr 35 min	<b>(25 min/ 35 min)</b>
Tier 3	Elementary	9:00am-3:15pm	6hr 15 min	(60 min/ 40 min)

# Challenges with Current Situation

- Buses are routed in three Tiers: High School; Sherwood & Oak; Elementary
- Each Tier has a slightly different length of student school day, ranging between 6 hr. 15 min. and 6 hr. 35 mins.
- There is insufficient time between the Tiers to allow the buses to make the routes between the different Tier start times, particularly between HS and Middle Schools, resulting in the need to pick up high school students and dropping them off earlier than needed to allow time for the operators to make the middle school run.
  - Therefore, some high school students are currently picked up nearly an hour before the High School start time.

## Notes:

Private Schools: S.P.S. is responsible for in-district private school transportation for Shrewsbury residents. Currently six buses conduct these trips and also have a S.P.S. route commitment. In any future scenario, S.P.S. needs to continue to meet private school busing commitments.

# Considerations for After School Athletics, Clubs, Theatre, & Other Activities

- Our athletic director surveyed athletic departments in nearby districts with later high school times (both in our league and outside our league) to gain their insights. Other district athletic directors contacted include: Westboro, Concord-Carlisle, Algonquin, Lincoln-Sudbury, Newton South, Wayland, Weston
- A correlation exists between shifting high school times later and the possibility and likelihood of encountering more conflicts and obstacles to success. The later you go, the more conflicts occur.

# Considerations for After School Athletics, Clubs, Theatre, & Other Activities

- Potential need to provide some early dismissals from academic classes for athletes to make away competitions.
- Increased away travel time due to more traffic later in the afternoon.
- Scheduling conflicts/less times available with off site venues for swimming, ice hockey, gymnastics due to youth or adult group usage normally occurring at late afternoon/evening times.
- More practices and games held on weekends.
- Some coaches who are also teachers decided not to coach as the later practice/game times pushed the coaching commitment too late into the evening for them.
- Prevented some athletes from also participating in after school clubs.

# Key Success Factors in Forming Potential Options

- Equalize time between all Tiers to provide at least 40 minutes between tiers
  - Times currently vary between 25-60 minutes
- Equalize time of student school day to simplify operations and ensure 40 minute between tier gaps.

Current length of day:

-SHS= 6 hrs, 25 min, Middle= 6 hrs, 35 min, Elem= 6 hrs, 15 min

- Minimize/eliminate any new dollars directed into busing
  - Prefer dollars go “into the classroom”

Notes:

Changing the length of the school day would not reduce the amount of instructional time any student receives.

# Principles for Forming Options

To achieve maximum efficiency:

- Assume general pattern of three Tiers without additional buses to avoid major cost increases
- Standardize the length of school day across all schools; the work day for high school and middle staff would continue to be 7 hr and 10 minutes
- May require a change in length of elementary teacher work day from 7 hrs to 7 hours and 10 minutes
- Provide 40 minutes between each Tier to maximize schedule adherence

As possible:

- Avoid having the high school get out too late due to after school activities
- Avoid having elementary students waiting for the bus or getting dropped off in the dark. Sunrise in late December and early January is 7:15am and some sunsets at 4:15pm.

# Specific Options

- Specific options will be recommended by the Sleep Health Committee at your December 14th meeting.
- Thus far we have developed/considered 11 differently alternatives, some with only minor differences.



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

ITEM NO: **V. Curriculum**

MEETING DATE: **11/30/22**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

STAFF & STUDENTS AVAILABLE FOR PRESENTATION:



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

ITEM NO: **VI. Policy**

MEETING DATE: **11/30/22**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

COMMITTEE MEMBERS/STAFF AVAILABLE FOR PRESENTATION:



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

**ITEM NO: VII. Finance & Operations  
A. Fiscal Year 2023 Budget: Update**

**MEETING DATE: 11/30/22**

**BACKGROUND INFORMATION:**

Mr. Collins will present an update on the status of the Fiscal Year 2023 Budget. The enclosed report includes a high-level one-page summary with 19 reportable budget categories. Mr. Collins will summarize this information and answer questions at the meeting.

**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:**

Mr. Patrick Collins, Assistant Superintendent for Finance & Operations



# Shrewsbury Public Schools

Patrick C. Collins, Assistant Superintendent for Finance & Operations

17 November 2022

To: School Committee

Subj: FY2023 BUDGET STATUS UPDATE

## Overview

Attached you will find the FY23 Budget Status Update. It is a recap of our \$79,318,971 district appropriated budget as approved by Town Meeting. You will recall that this plan provided for an 4.75% increase over FY22 in connection with the Override Agreement between the Board of Selectmen and School Committee. While the agreement indicates a School Department increase cap of 4.25%, it also allows for additional funding up to an additional .5% provided the revenue forecast from the Town Manager supports it.

The enclosed report retains the reporting format started in FY16 which expands the reportable categories from 11 to 19 while remaining a high-level, one-page summary. For context it is important to note that reported expenditures and encumbrances are as of 10/28/2022 which is approximately 40% of the way through our fiscal year and 24% into the school year-based on the number of school days.

We will fully expend our FY23 General Fund [Town Meeting] Appropriation as projected in the attached summary.

## Covid Funding

As you know, the District, like all other school districts, received significant federal and state Covid Relief Funding via grants. In the chart below is the summary status of the Elementary and Secondary School Emergency Relief funds or so called "ESSER grants" which is one-time federal funding received by all school districts across the nation depending on student population and socio-economics. ESSER-3 funds will continue to be used in fiscal year 2024 [23-24 school year] to support targeted programs directed towards the remedy of learning loss from Covid-19.

	Amount	Expended + Encumbered	Percent Expended & Encumbered as of 11.15.22	Deadline for Use
ESSER-1	\$ 162,060	\$ 162,060	100%	9/30/22
ESSER-2	\$ 557,280	\$ 358,645	64%	9/30/23
ESSER-3	\$ 1,229,980	\$ 546,794	44%	9/30/24
<b>Totals</b>	<b>\$ 1,949,320</b>	<b>\$ 1,067,499</b>	<b>55%</b>	

**General Fund [Town Meeting] Appropriated Budget**

Detailed on the following page is more information on categories A, B, C of our budget. Category D expenses are mostly “discretionary” and used for equipment, materials, and professional development. At this early part of the fiscal year, it is projected that those expenses overall will be on budget.

Overall, despite the projected overage for substitutes and long-term substitute staffing, I consider our appropriations budget “stable” and projected to be fully expended by year end.

Category	Description	Projected Variance Percent	Notes: Includes some major examples of reason for over/under budget variances
A1	Administrative Central Office, Principals, & Unit B	1.4% over	Slightly over estimated budget for individual contract market adjustments and the Unit B contract.
A2	Unit A [Teachers & Nurses]	.5% under	Hiring a couple unbudgeted positions offset by early resignations of three teaching staff
A3	Aides/ABA/Paraprofessionals	2.6% over	Additional move-in students requiring paraprofessional support. This projection assumes full staffing as of Jan. 2 through remainder of school year which is a conservative approach.
A4	Secretaries, Technology & Other Non-Represented	.6% under	Running slightly under budget due to personnel turnover.
A5	Substitutes: Daily, Long-term, and Nurses	90.3% over	A combination of contributing factors leading to this projected overage. See below for more information.
A6	Other Wages	.9% over	Greater staffing costs for summer special education program based on student enrollment needs.
A7	Employee Benefits	.9% over	Projecting a higher than usual amount of year end retirees requiring Sick Leave payouts. Will know more specifics by mid December.
B1	Regular Education & Voke Transportation	3.9% under	Running one fewer bus for Assabet than budgeted and operating under budget for homeless transportation thus far.
B2	Special Education Transportation	6.0% under	Running under budget for bus monitors and summer program busing.
C1	Special Education Tuitions	8.0% under	Year end forecast assumes \$300,000 in new placement costs between now and end of year.
C2	Vocational Tuitions	26.4% under	Budgeted for a total of 77 students incl. 8 freshmen. Oct. 1 <sup>st</sup> enrollment was 63 students incl. 2 freshmen. Eleven upper class students unenrolled between '21-22 and '22-23 school years.

**Circuit Breaker Fund**

We began FY23 with a fund balance of \$3,142,421 on account and not committed for use in the FY23 budget. Also, in FY22 we deliberately ended the year with a strong balance so as to provide greater mid-year budget stability and resiliency in future fiscal year budget cycles to shield us should unexpected out of district placements occur, for example.

Many districts have taken the approach to retain up to one-year of Circuit Breaker funding on account [the MA DESE maximum allowed] so as to achieve the aforementioned financial goal and reduce budgetary risk and volatility.

**Day-to-Day and Long Term Substitutes**

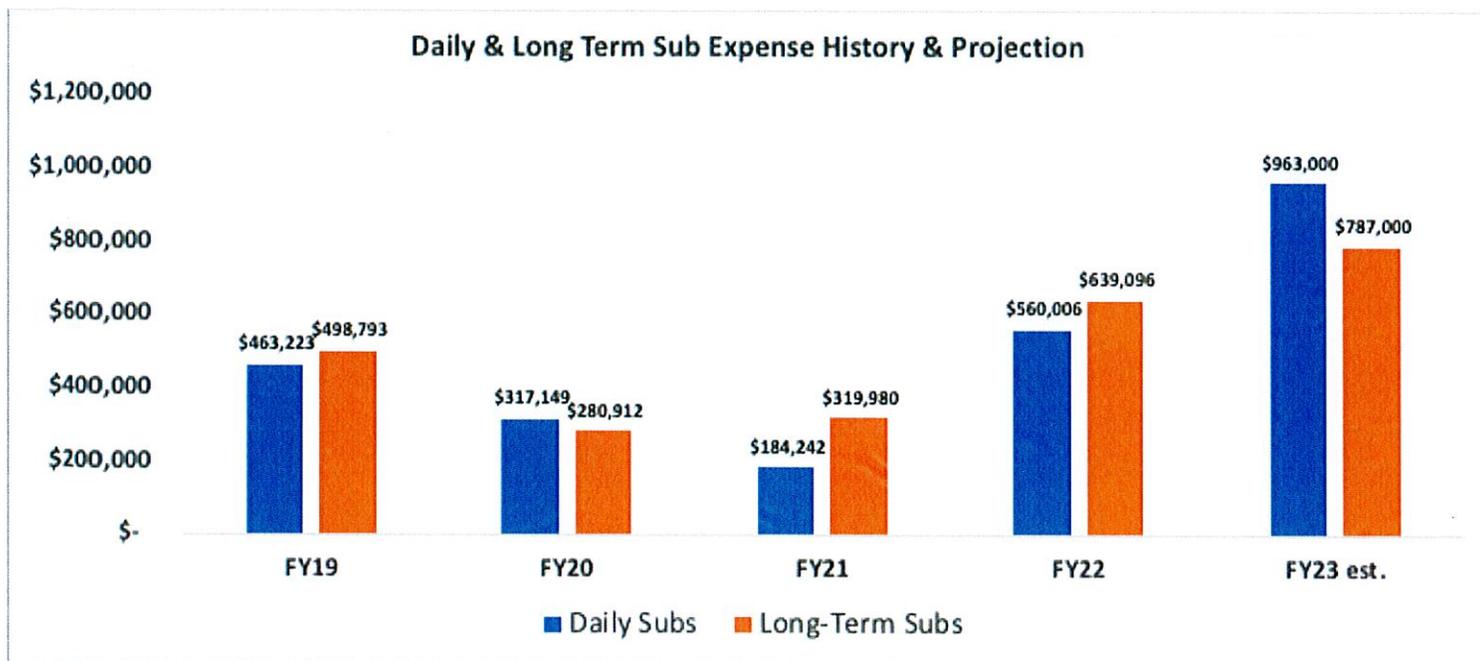
The year-end projection is using current year trend data based on the first two and a half months of school.

There is a multitude of factors contributing to the higher-than-expected run rate for this cost category. The primary reason of course is staff absences and we have had a number of staff still impacted by Covid. Secondly, in order to thwart the lack of daily substitutes in our region we hired building-based substitutes making a commitment to them for work every school day and in exchange pay a higher rate of \$140 per day.

Another contributing factor has been the staff vacancies at the outset of the year with paraprofessionals. As a result, more daily substitutes are hired to provide necessary one-to-one coverage for students with a paraprofessional in their Individual Education Plan [IEP.]

With respect to long-term substitutes we have had an uptick in need based on three late staff resignations and one military deployment along with the usual longer term absences due to maternity or paternity leaves.

Shown below is a five-year history of these expenses including pre-Covid, during Covid, and post-Covid.



**Closing Note**

Per usual, I will continue to monitor all costs and update projections during the course of the year.

**SHREWSBURY PUBLIC SCHOOLS**  
**FY23 BUDGET STATUS- as of 11/15/2022**

School Committee Recap Sheet	Description	FY23 Budget	YTD Actual	Encumbrance	Remaining Balance	Year End Projection	Dollar Variance	Percent Variance
A1	Administrative Central Office, Principals & Unit B	\$ 3,967,121	\$ 1,546,571	\$ 2,412,234	\$ 8,316	\$ 4,023,805	\$ (56,684)	-1.4%
A2	Unit A (Teachers & Nurses)	\$ 48,679,635	\$ 11,290,207	\$ 37,054,400	\$ 335,028	\$ 48,442,271	\$ 237,364	0.5%
A3	Aides/ABA/Paraprofessionals	\$ 8,159,917	\$ 1,815,227	\$ 6,302,153	\$ 42,537	\$ 8,374,569	\$ (214,652)	-2.6%
A4	Secretaries, Technology & Other Non-Represented	\$ 3,037,213	\$ 911,120	\$ 2,037,039	\$ 89,054	\$ 3,017,684	\$ 19,529	0.6%
A5	Substitutes - Daily, Long Term & Sub Nurses	\$ 919,500	\$ 280,594	\$ -	\$ 638,906	\$ 1,750,000	\$ (830,500)	-90.3%
A6	Other Wages	\$ 1,039,296	\$ 689,345	\$ -	\$ 349,951	\$ 1,048,796	\$ (9,500)	-0.9%
A7	Employee Benefits	\$ 454,000	\$ 105,913	\$ -	\$ 348,087	\$ 457,913	\$ (3,913)	-0.9%
B1	Regular Education & Voke Transportation	\$ 3,100,904	\$ 697,250	\$ 2,241,850	\$ 161,804	\$ 2,981,120	\$ 119,784	3.9%
B2	Special Education Transportation	\$ 1,092,216	\$ 184,063	\$ 843,107	\$ 65,046	\$ 1,027,170	\$ 65,046	6.0%
C1	Net Special Education Tuitions	\$ 3,538,248	\$ 2,117,899	\$ 1,135,608	\$ 284,741	\$ 3,253,506	\$ 284,742	8.0%
C2	Vocational Tuitions	\$ 1,474,526	\$ 542,871	\$ 542,871	\$ 388,784	\$ 1,085,742	\$ 388,784	26.4%
D1	Administrative Contracted Services	\$ 643,707	\$ 355,148	\$ 256,748	\$ 31,811	\$ 643,707	At this early point of the year, I expect we will be on budget for these mostly discretionary categories of expense.	0.0%
D2	Educational Contracted Services	\$ 707,240	\$ 90,034	\$ 233,513	\$ 383,693	\$ 707,240		0.0%
D3	Textbooks/Curriculum Materials	\$ 279,995	\$ 175,745	\$ 30,930	\$ 73,320	\$ 279,995		0.0%
D4	Professional Development	\$ 196,774	\$ 128,763	\$ 10,786	\$ 57,225	\$ 196,774		0.0%
D5	Educational Supplies & Materials	\$ 433,265	\$ 192,434	\$ 65,340	\$ 175,491	\$ 433,265		0.0%
D6	Other Miscellaneous (i.e. Off. Supp., Ref. Mat.)	\$ 853,509	\$ 236,146	\$ 358,803	\$ 258,560	\$ 853,509		0.0%
D7	Equipment	\$ 694,405	\$ 240,890	\$ 4,346	\$ 449,169	\$ 694,405		0.0%
D8	Utilities - Telephone Exp.	\$ 47,500	\$ 11,078	\$ 4,862	\$ 31,560	\$ 47,500		0.0%
<b>Total Budget:</b>		<b>\$ 79,318,971</b>	<b>\$ 21,611,298</b>	<b>\$ 53,534,590</b>	<b>\$ 4,173,083</b>	<b>\$ 79,318,971</b>	<b>\$ -</b>	<b>0.0%</b>

Please refer to accompanying written report providing details on the categorical variances projected.



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

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

MEETING DATE: **11/30/22**

**B. Fiscal Year 2024 Budget Calendar: Review and Vote**

**BACKGROUND INFORMATION:**

Mr. Collins will present a Fiscal Year 2024 Budget Calendar (enclosed) that is being presented for the Committee's consideration and approval.

**ACTION RECOMMENDED:**

That the Committee discuss the proposed calendar and vote to approve the Fiscal Year 2024 Budget Calendar as presented.

**STAFF AVAILABLE FOR PRESENTATION:**

Mr. Patrick Collins, Assistant Superintendent for Finance & Operations

## SHREWSBURY PUBLIC SCHOOLS FY24 BUDGET DEVELOPMENT CALENDAR

	SCHOOL DEPT.	TOWN MANAGER/BOARD OF SELECTMEN/FINANCE COMMITTEE
<b>October 2022</b>	Administration discusses budget timeline with leadership and staff Administration begins internal revenue & expense estimates 10/12/22 Discuss Priorities & Guidelines 10/26/22 Vote Priorities & Guidelines	
<b>November 2022</b>	11/30/22 Review and Vote FY24 Budget Calendar	
<b>December 2022</b>	Administration completes initial draft budget 12/6/22 Joint Meeting #1 with Board of Selectmen on Fiscal Outlook and also a PreK-12 Space Study Report from LPAA 12/7/22 School Committee Budget Workshop #1	
<b>January 2023</b>	Administration completes updated enrollment forecast by school and grade 1/11/23 School Committee Budget Workshop #2 Late Jan/Early Feb. Governor Healey releases her state budget plan. State aid figures included.	
<b>February 2023</b>	TBD Joint Meeting #2 with Board of Selectmen on Fiscal Outlook 2/8/23 Budget Workshop #3 2/14/23 <span style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></span> → 2/15/23 Superintendent's Budget Recommendation	Town Manager publishes his "Fiscal Projection #1"

	SCHOOL DEPT.	TOWN MANAGER/BOARD OF SELECTMEN/FINANCE COMMITTEE
<b>March 2023</b>	Public Hearing Curriculum, Technology, and Special Education Budget presentations School Committee vote of all fees/tuitions 3/25/23 <span style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></span> →	Finance Committee Meeting [Saturday morning]
<b>April 2023</b>	4/5/23 Hold for potential final budget workshop Mid April State House Ways & Means Committee releases their state budget 4/12/23 School Committee votes final budget	
<b>May 2023</b>	Date TBD, Could be Saturday May 20th or Monday May 22nd Annual Town Meeting	



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

ITEM NO: **VIII. Old Business**

MEETING DATE: **11/30/22**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

MEMBERS/STAFF AVAILABLE FOR PRESENTATION:



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

ITEM NO: **IX. New Business**

MEETING DATE: **11/30/22**

**A. Cafeteria Workers Collective Bargaining Agreement: Vote**

**BACKGROUND INFORMATION:**

Ms. Fryc and Mr. Wensky, with the assistance of Ms. Malone, Mr. Collins, and Ms. Beth Nichols, Director of Food Services, worked with the Cafeteria Workers association to negotiate a successor collective bargaining agreement for their members, and recently the parties arrived at a tentative agreement. The Cafeteria Workers association ratified the agreement last week.

Two documents are enclosed: 1) a memorandum from Ms. Malone summarizing the tentative agreement, and 2) the memorandum of agreement representing the terms of the tentative agreement.

**ACTION RECOMMENDED:**

That the Committee vote to ratify the three-year successor collective bargaining agreement with the Shrewsbury Cafeteria Workers association for the three-year period starting July 1, 2022 through June 30, 2025 as presented.

**MEMBERS & STAFF AVAILABLE FOR PRESENTATION:**

Ms. Sandra Fryc, School Committee Bargaining Representative  
Mr. Jon Wensky, School Committee Bargaining Representative  
Ms. Barbara Malone, Executive Director of Human Resources  
Mr. Patrick C. Collins, Assistant Superintendent for Finance & Operations



# SHREWSBURY PUBLIC SCHOOLS

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Patrick C. Collins  
Assistant Superintendent  
Finance & Operations

Barbara A. Malone  
Executive Director  
Human Resources

Jane O. Lizotte, Ed.D.  
Assistant Superintendent  
Community Partnerships & Well-Being

November 30, 2022

To: Shrewsbury School Committee  
Mr. Kevin Mizikar, Town Manager  
From: Barbara Malone, Executive Director of Human Resources  
Re: Shrewsbury Cafeteria Workers Union/SEIU

The contract negotiation with the Cafeteria Workers has been concluded, and the Cafeteria Workers voted to ratify the agreement on November 18, 2022. Mr. Jon Wensky and Ms. Sandra Fryc were the School Committee representatives during this negotiation.

We were able to negotiate a three-year contract, effective with the 2022-2023 school year and extending through the 2024-2025 school year.

Contract changes from the previous contract include:

- Wages Year 1:
  - Increase wages to meet market conditions, ranging from 6.1%-11.5%, with the overall increase averaging to 9%.
  - The new step 1 rate for a cafeteria aide is \$15.75/hr, up from \$14.30/hr. (10.14%)
- Wages Year 2:
  - Apply 3% to Year 1 wage scales
- Wages Year 3:
  - Apply 2% to Year 2 wage scales
- Step progression where applicable
- Paid Holidays: Addition of Juneteenth as a paid holiday if it falls while school is in session.
- Increase to uniform compensation

The total projected salary and benefits cost for cafeteria workers in FY23 is \$736,591, which is within the current year budget for this self-sustaining business unit (operational funds do not contribute to this budget).

I am recommending approval of the new contract. Please see the attached Memorandum of Agreement and Wage Scale for more information.

Thank you for your continued support.

**SC Counterproposal 11.15.2022 - Version 2**

[Proposal #1 Appendix B Salary Schedule B](#)

Our financial offer remains the same as on 9.29.2022

<b>SC Proposal 11.15.2022</b>						
<b>POSITION</b>	<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>		<b>\$736,590.51</b>
<b>MANAGER THREE</b>	\$ 21.60	\$ 22.10	\$ 22.60	\$ 24.10		Total Cost for Year 1
<b>MANAGER TWO</b>	\$ 20.66	\$ 21.16	\$ 21.66	\$ 23.16		
<b>MANAGER ONE</b>	\$ 18.84	\$ 19.34	\$ 19.84	\$ 21.34		
<b>COOK</b>	\$ 16.41	\$ 16.91	\$ 17.41	\$ 18.91		
<b>UTILITY SPEC</b>	\$ 16.19	\$ 16.69	\$ 17.19	\$ 18.69		
<b>AIDE</b>	\$ 15.75	\$ 16.25	\$ 16.75	\$ 18.00		
MANAGER 1 SCHOOL WITH ENROLLMENT OF UP TO 600 STUDENTS.						
MANAGER 2 SCHOOL WITH ENROLLMENT OVER 600 STUDENTS, BUT LESS THAN 1,200 STUDENTS.						
MANAGER 3 SCHOOL WITH ENROLLMENT OVER 1,200 STUDENTS						

Couple this with a 3% increase in Year 2 and a 2% increase in Year 3. We agree to a meeting between School Committee and Cafe Union Leadership to discuss the Food Services budget status on or about March 2024. Additionally, there will be 3 labor management meetings per year between Cafe Union Leadership and Management initiated by the union.

All employees receive their step increase (e.g. Step 1 to Step 2, Step 2 to Step 3, Step 3 to Step 4)

[Proposal #2 Longevity:](#)

No increases to longevity.

[Proposal #3 Article XII Other Benefits Section 6 Uniform Supply](#)

Counteroffer, increase clothing allowance from \$200 to \$350, meeting the SEIU request of \$300 plus \$50 and eliminate attendance bonus (we don't want sick employees at work)

Allow employees to wear jeans with no rips, to wear scrubs , black leggings, and sneakers of any color are allowed. Pants okay to substitute for the word “slacks”. Solid color tops or school spirit tops.

#### Proposal #4

Counter proposal: No part-time workers will be allowed the option to go full-time at their discretion. Staffing levels will be determined by management.

#### Proposal #5

No change to personal days

#### Proposal #7 (skip in proposal numbering on original proposal from SEIU)

##### Article XIII Holidays

Leave as written, but add:

“Effective the 2023-2024 school year, Juneteenth will be added as a paid holiday for eligible bargaining unit members if school is in session for students on the date that the holiday is observed.”

“The employee will only receive holiday pay if the holiday falls on a day that the employee is normally scheduled to work.”

Keep “In order to qualify for holiday credit, the employee must have a regular work schedule of at least twenty (20) hours per week.

#### Proposal #8 Article XI Vacations

No change to vacation time.

#### Proposal #9 Snow days or other canceled school days

No change from contract.

#### Proposal #10 Sick Leave

Eliminate attendance bonus..

#### Proposal #11 Interviews for New Employees

Allowed if scheduling permits.

Proposal #12 Retirement from bargaining unit

Declined,

Tentative Agreement Signed by

School Committee

\_\_\_\_\_ Date \_\_\_\_\_

Shrewsbury Cafeteria Workers Union

\_\_\_\_\_ Date \_\_\_\_\_



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

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

MEETING DATE: **11/30/22**

**BACKGROUND INFORMATION:**

The minutes from the School Committee Meeting held on November 9, 2022, are enclosed.

**ACTION RECOMMENDED:**

That the Committee accept the minutes from the School Committee Meeting held on November 9, 2022.

**STAFF AVAILABLE FOR PRESENTATION:**

Ms. Lynsey Heffernan, Chairperson

Mr. Jon Wensky, Secretary

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

**MINUTES OF SCHOOL COMMITTEE MEETING**

**Wednesday, November 9, 2022**

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; Dr. Jane Lizotte, Assistant Superintendent for Community Partnerships & Well-Being; 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**

None.

**II. Chairperson's Report & Members' Reports**

Noting Shrewsbury Public Schools' progression towards becoming a Unified district, Ms. Heffernan reported her student had participated in the Unified Program Kickoff held earlier in the day at Walter J. Paton School for grades 3 and 4 Unified Program leaders.

**III. Superintendent's Report**

Dr. Sawyer congratulated the cast and crew of the recently held Shrewsbury High School (SHS) Fall play *Gossamer* on a successful production; commended the SHS Visual Arts Department on the quality of student artwork currently being exhibited in multiple venues including the Shrewsbury Federal Credit Union and Shrewsbury Town Hall; invited interested businesses to participate in a Job Fair to be held November 17 at SHS; noted the SHS Robotics Team would host a Holiday Market and Craft Fair on November 19; and invited the community to attend a public forum on Wednesday, November 16 to provide feedback for the district's next strategic plan.

**IV. Time Scheduled Appointments:**

**A. Post-High School Pathways for Students: Panel Discussion**

Ms. Heffernan briefly adjourned the meeting at 7:08 pm to address a technical issue. The meeting resumed at 7:09 pm.

Dr. Lizotte introduced the panelists, who each had an opportunity to present information on their organization and the types of opportunities it offers high school students and graduates for education, internships, and/or work experience. The panel comprised Ann Baker, Dean, UFP Business School (who attended remotely); Jack Burke, Director of High School Recruiting, Porter and Chester Institute; Maria Melfa, President and CEO, The Training Associates; Jeffrey Turgeon, Executive Director, MassHire Central Massachusetts; and Eric Doody, Production and Quality Control Manager, Component Sources International. Ms. Baker and Mr. Turgeon provided slide presentations about their organizations to the Committee. After the presentations, panelists provided additional information to the Committee in

response to questions on topics including the importance of soft skills for students, and on any admission requirements, prerequisites, and associated costs for their programs. The Committee and Dr. Sawyer acknowledged the importance of providing high school students with access to information on non-college options and noted how these opportunities can help realize Shrewsbury Public Schools' *Portrait of a Graduate* - the district's vision for students, and inform its current strategic planning process.

### **B. Sleep Health Advisory Committee Task Group on Research: Report**

Dr. Sawyer acknowledged members of the Research Task Group: Laura Braun-Lush, School Psychologist, Spring Street School; Michael Cerio, Parent; Kristen Ditch, Parent; Jennifer Giampapa, Parent; Hrithik Gopinath, SHS Student, Class of 2024; Cynthia Murphy, Parent; Dr. Toral Parikh, Parent; and Dr. Rishi Vohora, Parent; and then Mr. Cerio and Ms. Braun-Lush gave the report. Their presentation included: information on the biology of sleep; information on sleep hygiene (healthy sleep habits and sleep best practices); detailed data around the impact of delayed start times and student sleep (students get more sleep) and safety (Motor Vehicle Crash Rates and sports injuries); data on insufficient sleep time/poor sleep and impacts to mental health, physical health, and academic performance; screening data from the Regional Youth Health Survey (RYHS) for Oak Middle School and Shrewsbury High School students relative to sleep habits and mental health trends; a summary of the task group's conclusions; and their recommendations for moving forward.

Additional information was provided in response to questions on topics including what/how to monitor going forward (replicate screenings already in place), and the potential impact of later start times to the evening chronotype (students do not stay up much later in response and do get more overall sleep).

Committee members noted the importance of careful messaging, working with parents, and looking at other districts that have implemented later start times (Dr. Parikh advised that some neighboring districts have implemented later start times and are pleased so far). Dr. Sawyer provided a timeline for work on Sleep Health going forward in the district.

### **C. Student Enrollment & Class Sizes: Annual Report**

Dr. Sawyer and Mr. Collins presented district-wide enrollment information that included: key data points; historical enrollment data (overall, kindergarten, grade 1, kindergarten-to-grade-1 increase, grade 1 by school, % Full Day Kindergarten, preschool, by school, Special Education/out-of-district placement, and vocational technical school); and current enrollment by grade level. After sharing the School Committee's class size guidelines, they presented historical data on class sizes by school/grade for grades Kindergarten through grade 8. Mr. Todd Bazydlo, Principal, and Ms. Nga Huynh, Assistant Principal for Student Services at Shrewsbury High School (SHS) presented enrollment and class size data for SHS. Their report included historical data on overall enrollment, for average class size by department and academic classes, and for counselor caseloads. They presented information on co-taught sections (English, math, science) and illustrated building capacity at SHS (95% for academic hallways) by hallways (English, math, science, engineering, social science, world language, computer labs).

Ms. Fryc and Ms. Heffernan acknowledged building capacity/space and counselor caseloads at SHS as areas of concern, and for potential future investment. Dr. Sawyer added that high building capacity at SHS does negatively impact the availability of electives for students.

### **V. Curriculum**

None.

### **VI. Policy**

None.

## **VII. Finance & Operations**

None.

## **VIII. Old Business**

None.

## **IX. New Business**

### **A. Assabet Valley Collaborative: Update**

Dr. Sawyer began the update by summarizing a variety of benefits to the district from membership in the Assabet Valley Collaborative (AVC); advised that the written report included highlights and challenges for FY22 and FY23 at AVC; and advised that AVC remains on solid financial footing, has stabilized their leadership, and is moving forward in a positive direction. There were no questions from the Committee.

## **X. Approval of Minutes**

Without objections from the Committee, the minutes from the School Committee Meeting held on October 26, 2022, were accepted as distributed.

## **XI. Executive Session**

Ms. Heffernan requested a motion to adjourn to Executive Session and return to Open Session only for the purpose of adjourning for the evening:

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; and

B. 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, where deliberation in an open meeting may have a detrimental effect on the bargaining position of the public body. 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 9:12 pm.

## **XII. Adjournment**

On a motion by Ms. Fryc, seconded by Ms. Boucher, the committee unanimously agreed to adjourn the meeting at 9:29 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:

UFP Business School Slide Presentation

MassHire Central MA Slide Presentation  
Sleep Health Research Task Group Report  
Sleep Health Research Task Group Slide Presentation  
PreK-12 Enrollment & PreK-8 Class Size Report  
PreK-12 Enrollment & PreK-8 Class Size Slide Presentation  
SHS Class Size Report  
SHS Class Size Slide Presentation  
Assabet Valley Collaborative Update Report  
Set(s) of minutes as referenced above



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

ITEM NO: **XI. Executive Session**

MEETING DATE: **11/30/22**

- 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 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.**

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



**SHREWSBURY PUBLIC SCHOOLS  
SCHOOL COMMITTEE MEETING**

ITEM NO: **XII. Adjournment**