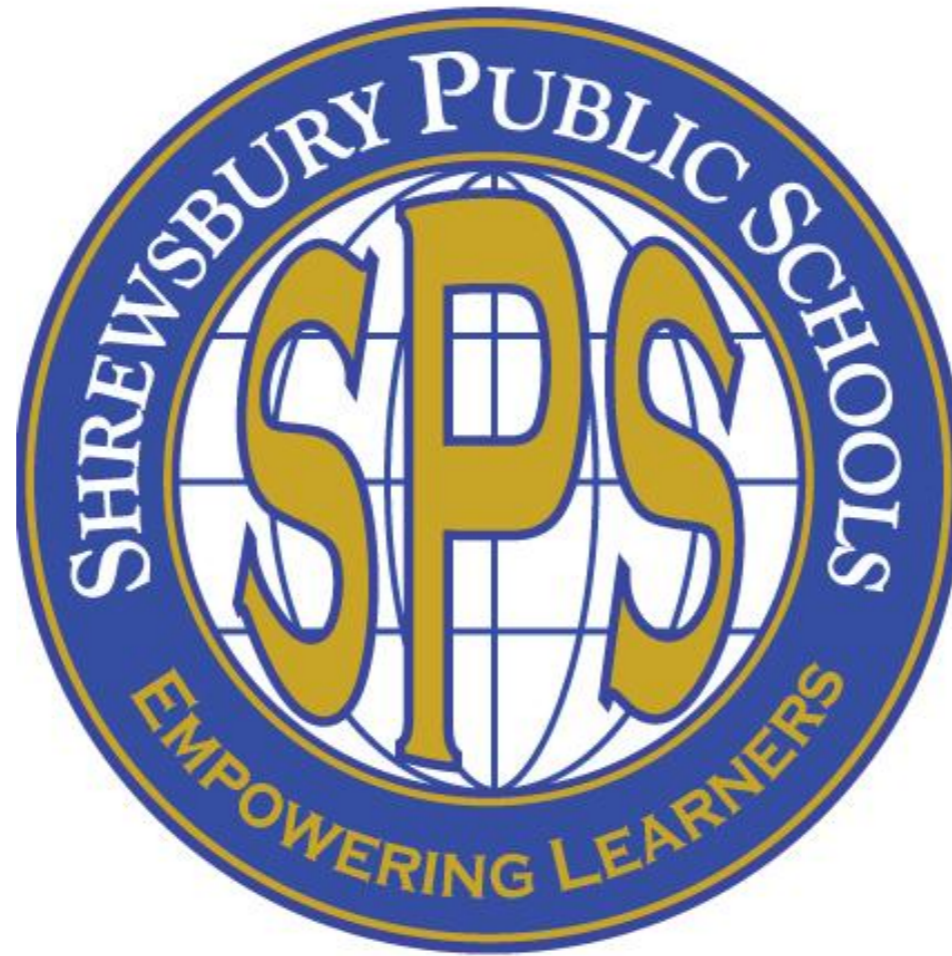


Shrewsbury Public Schools



Fiscal Year 2018
Superintendent's Budget Recommendation
January 25, 2017

Major Topics

- About This Budget & Key Questions
- Level Services Budget Recap
- Financial & Enrollment Summaries
- State Aid Information
- Indicators of Cost Efficiency & Value
- Upcoming Budget Development Schedule
- Meeting Community Expectations
- Recognitions of Success
- Key Points & the Essential Question

About This Budget

- Is in keeping with the District's
 - Mission
 - Core Values
 - Strategic Priorities
 - School Committee guidance and priorities for a “Level Services” Budget
 - Responsibility to provide mandated services



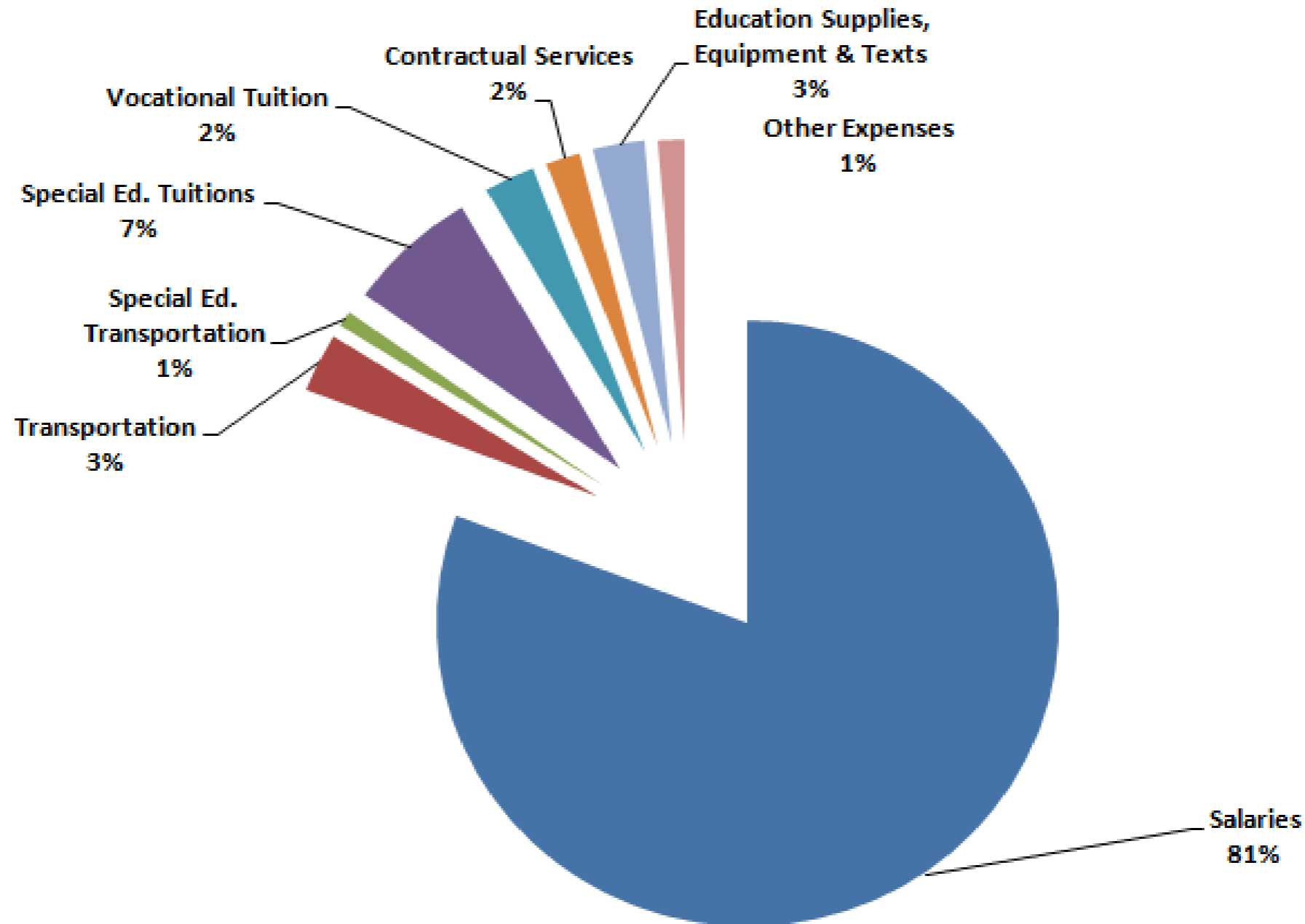
Key Questions

- 1) What resources are needed to:
 - a) maintain our current program and
 - b) address enrollment growth?
- 2) What funding will be available to meet these needs?
- 3) What will we do when there is not enough funding?

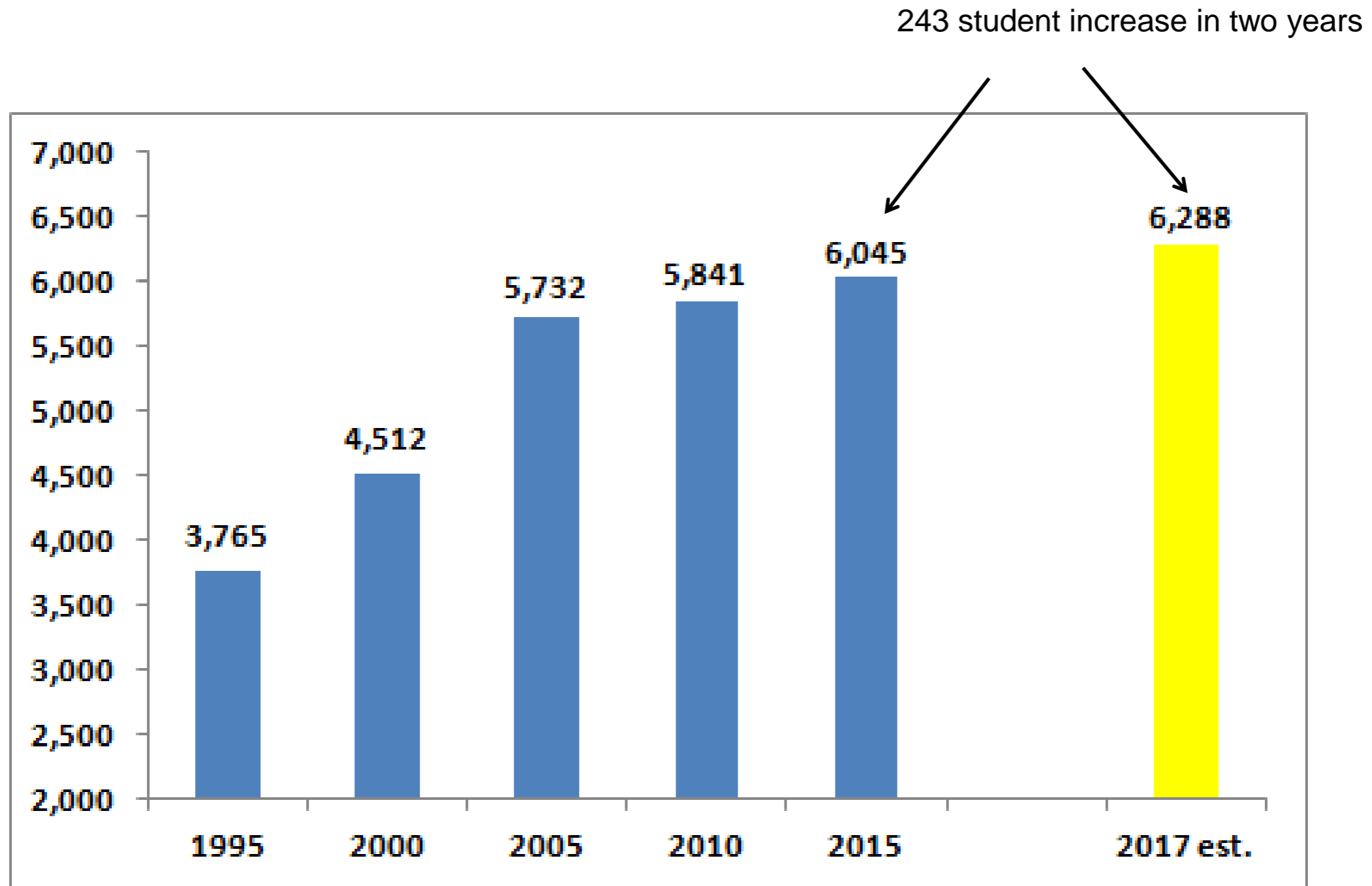
Budget Recap

- Total recommendation of \$64,083,917
- \$3,676,533
- 6.09%
- *FY16 increase = 2.20%*
- *FY17 increase = 3.34%*
- *Two-year annual average = 2.77%*

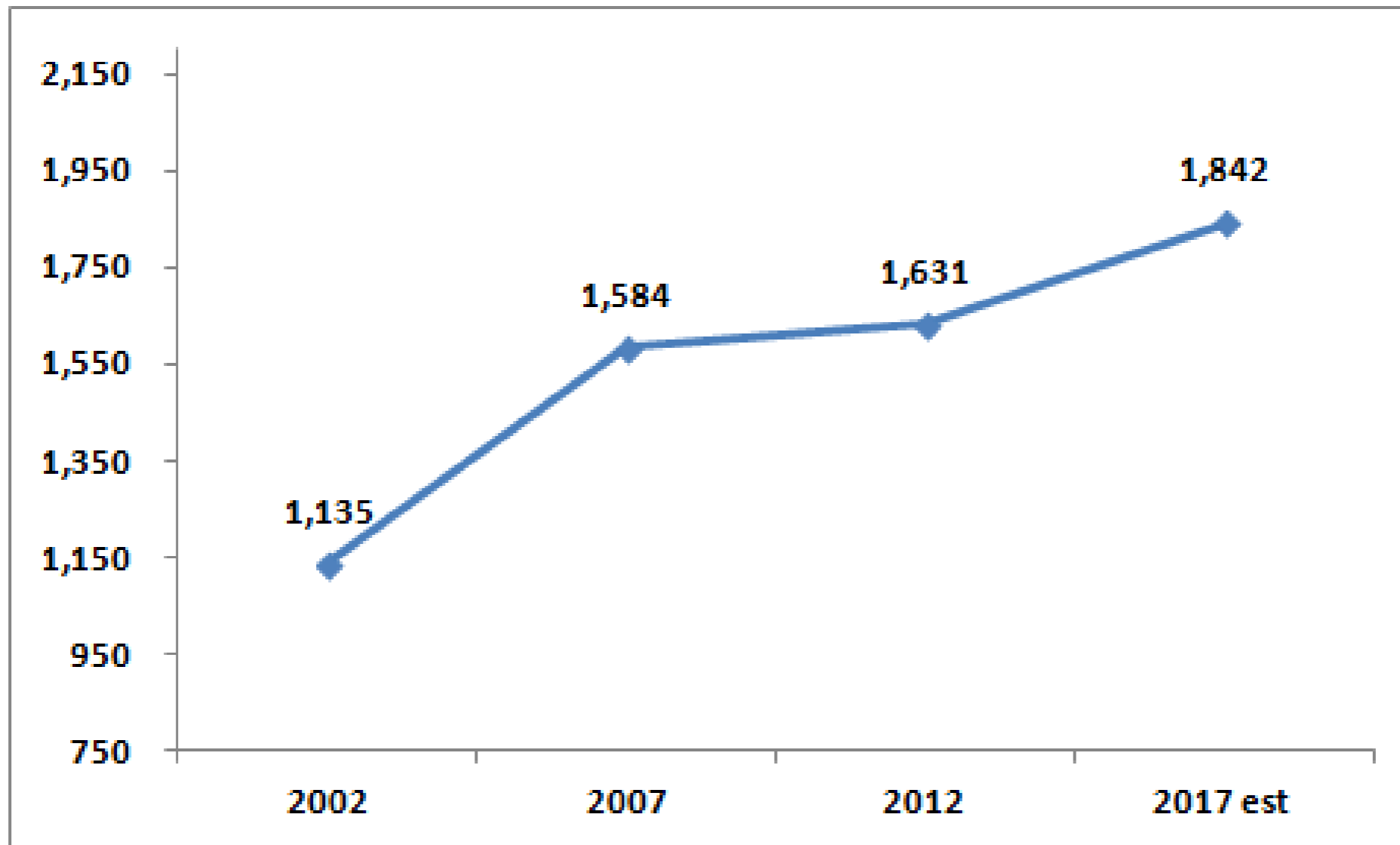
FY18 Investment of Funds by Category



Growing Enrollment



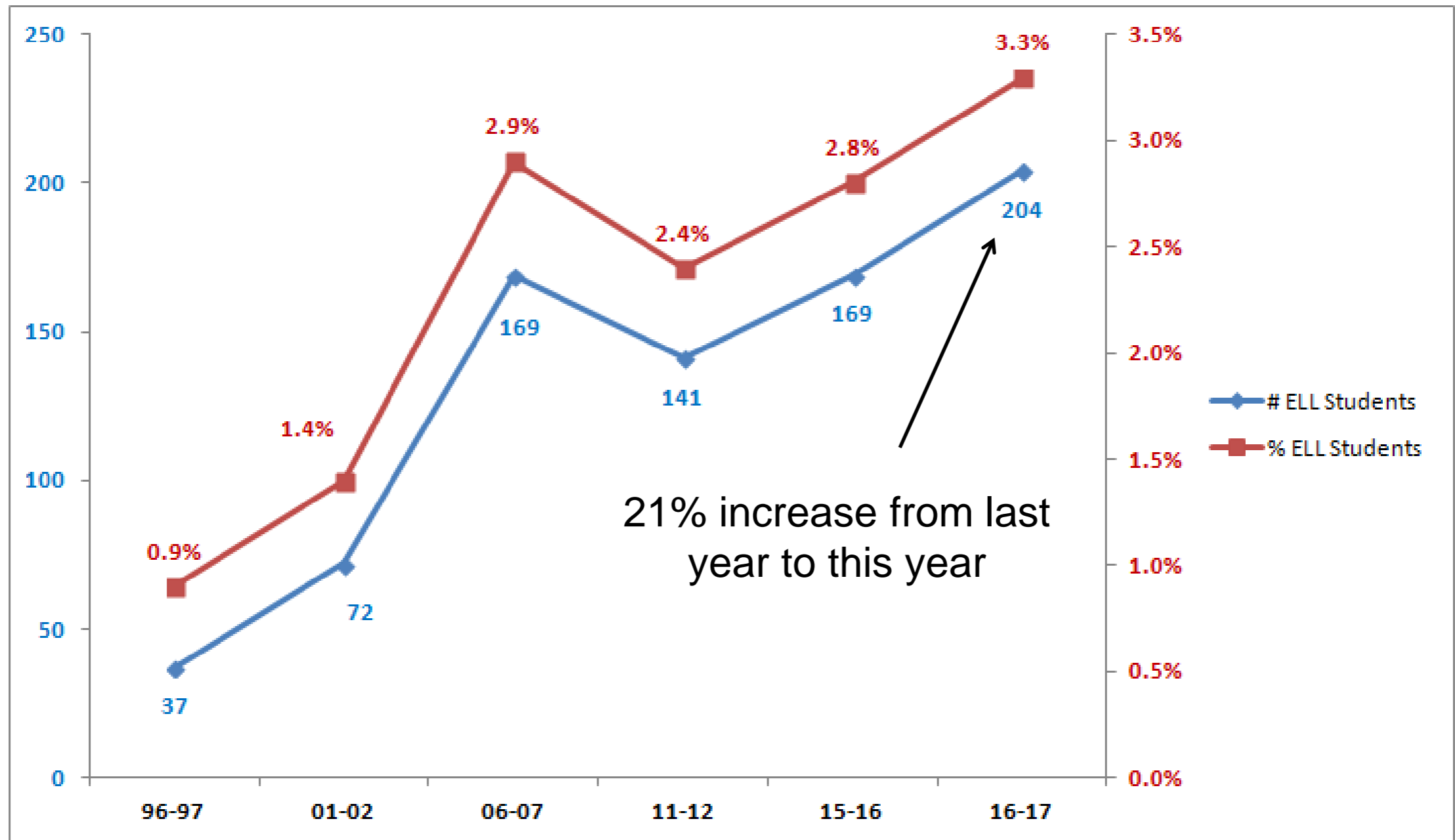
S.H.S Enrollment



Since the new high school opened in 2002:

- Enrollment increase of over 700 students
- Enrollment increase of 62%

English Language Learner [ELL] Enrollment Trend



Budgeted New Staff

Enrollment & Mandate-related

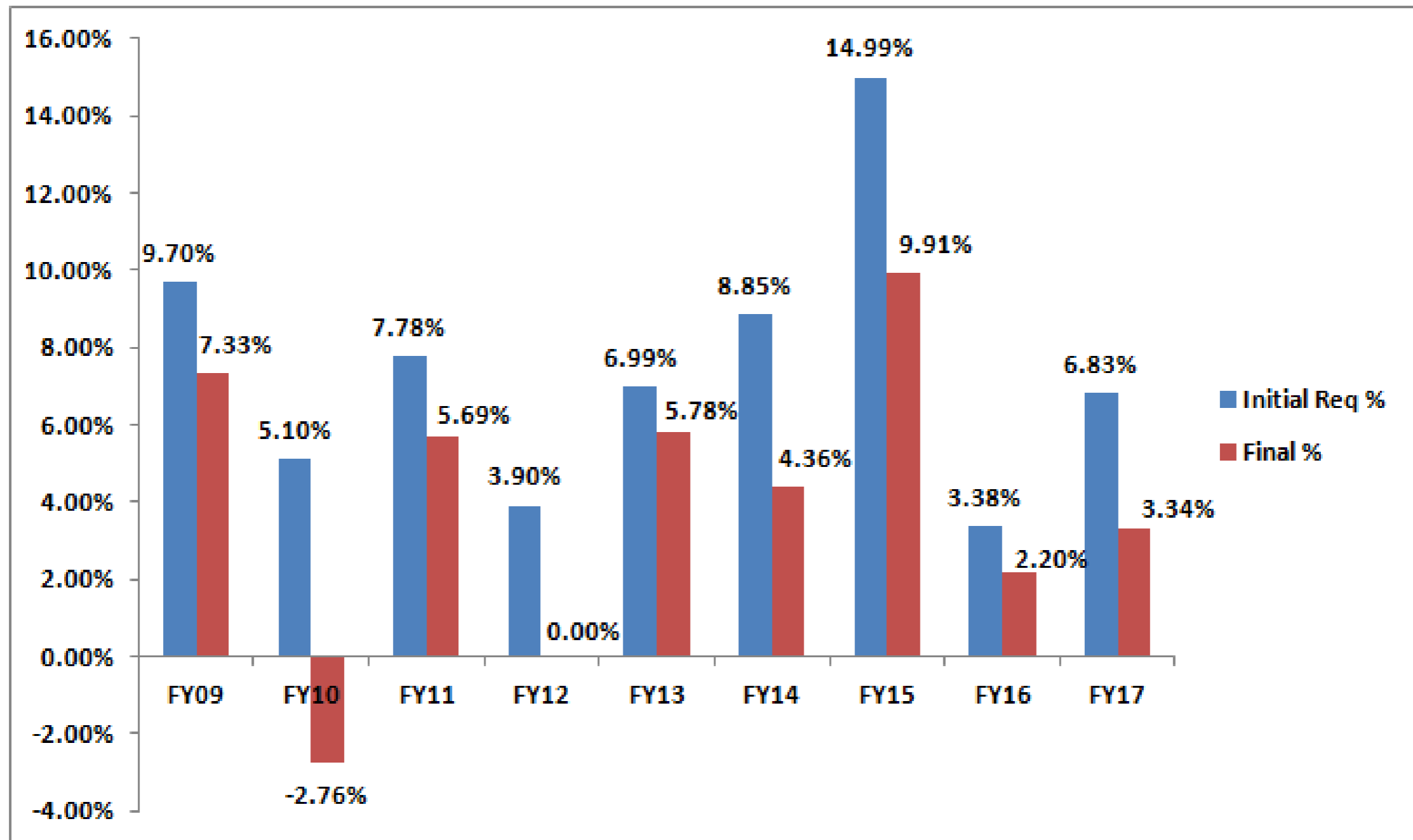
Due to enrollment and mandated requirements,
I have recommended:

- Assistant principal, S.H.S.
- 2.4 FTE teaching positions, S.H.S.
- Adjustment counselor, S.H.S.
- Special education team chair, middle schools
- 8.0 FTE paraprofessionals for specialized educational services

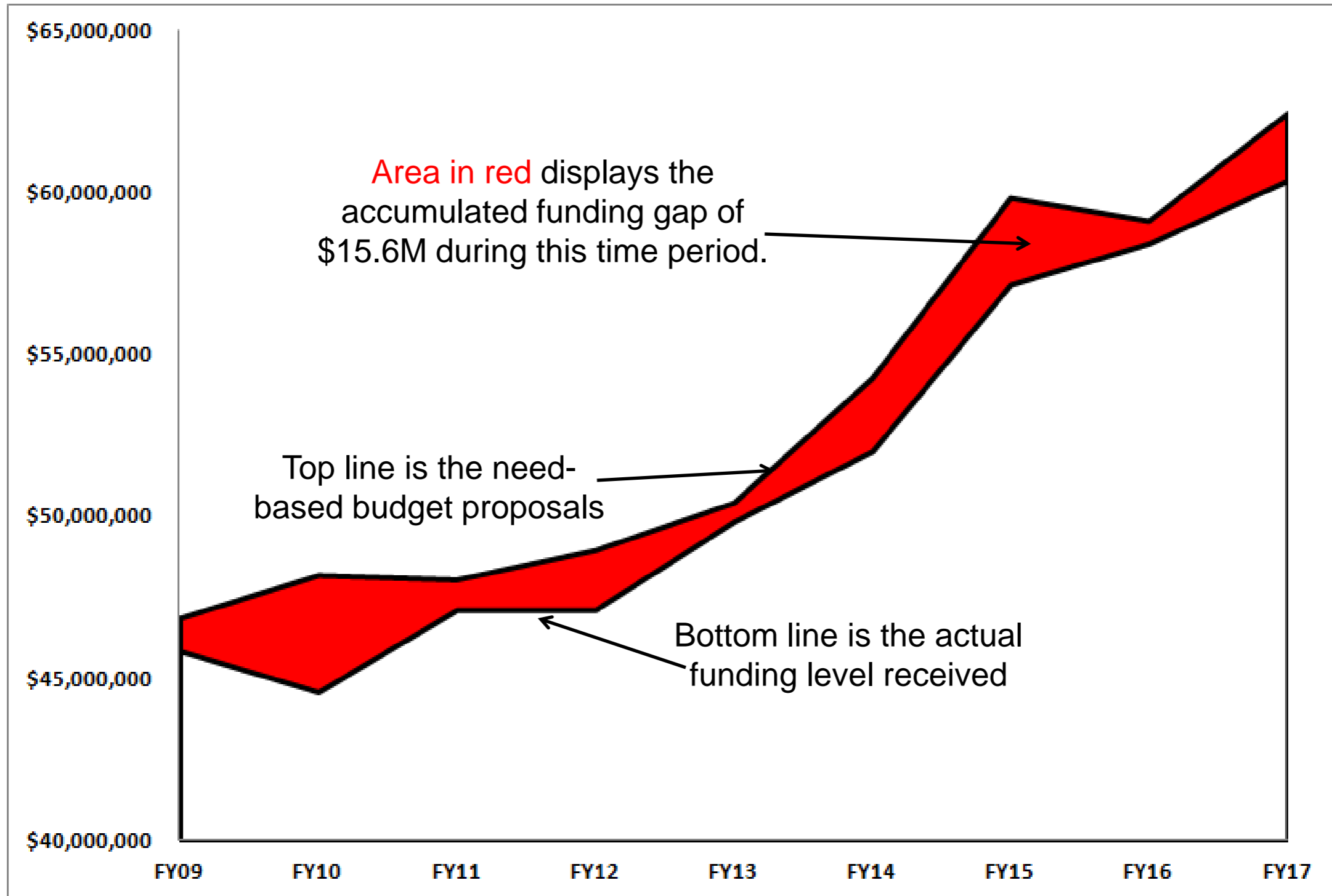
Staff Trend to Match Enrollment Increase

	FY17	FY18	Increase	% Increase
Enrollment	6,191	6,288	97	1.6%
Staff FTE Budget	811	824	13	1.6%

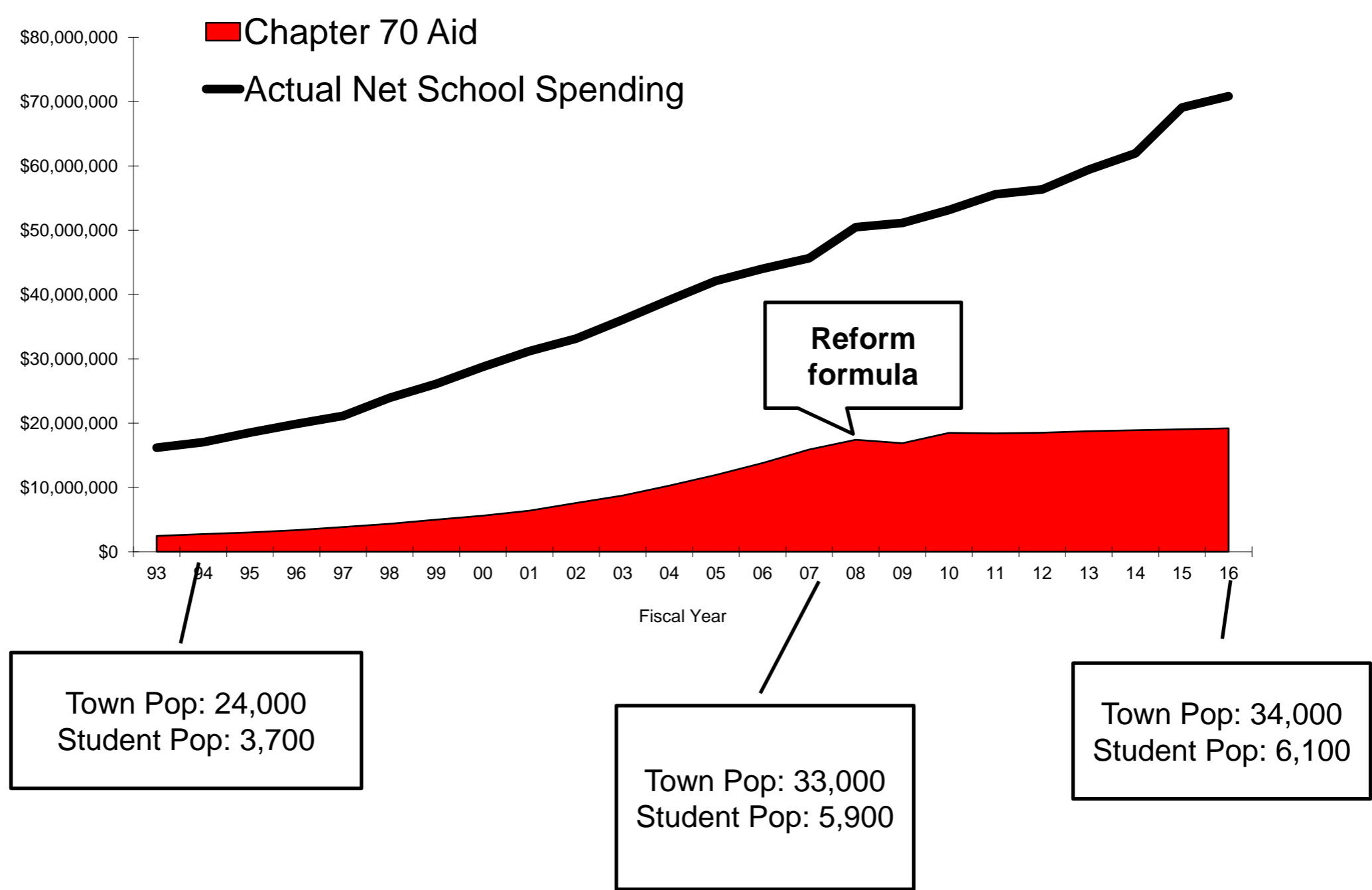
Budget History: Recommended v. Appropriated



Budget History: Need versus Receive



State aid for Shrewsbury is not keeping up with inflation- by design



Sources: Town Reports, DESE

FY18 Additional State Aid



per



for school year 2017-2018

$$\text{\$20} \times 6,039 = \text{\$120,780}$$

Based on Gov. Baker's FY18 Budget

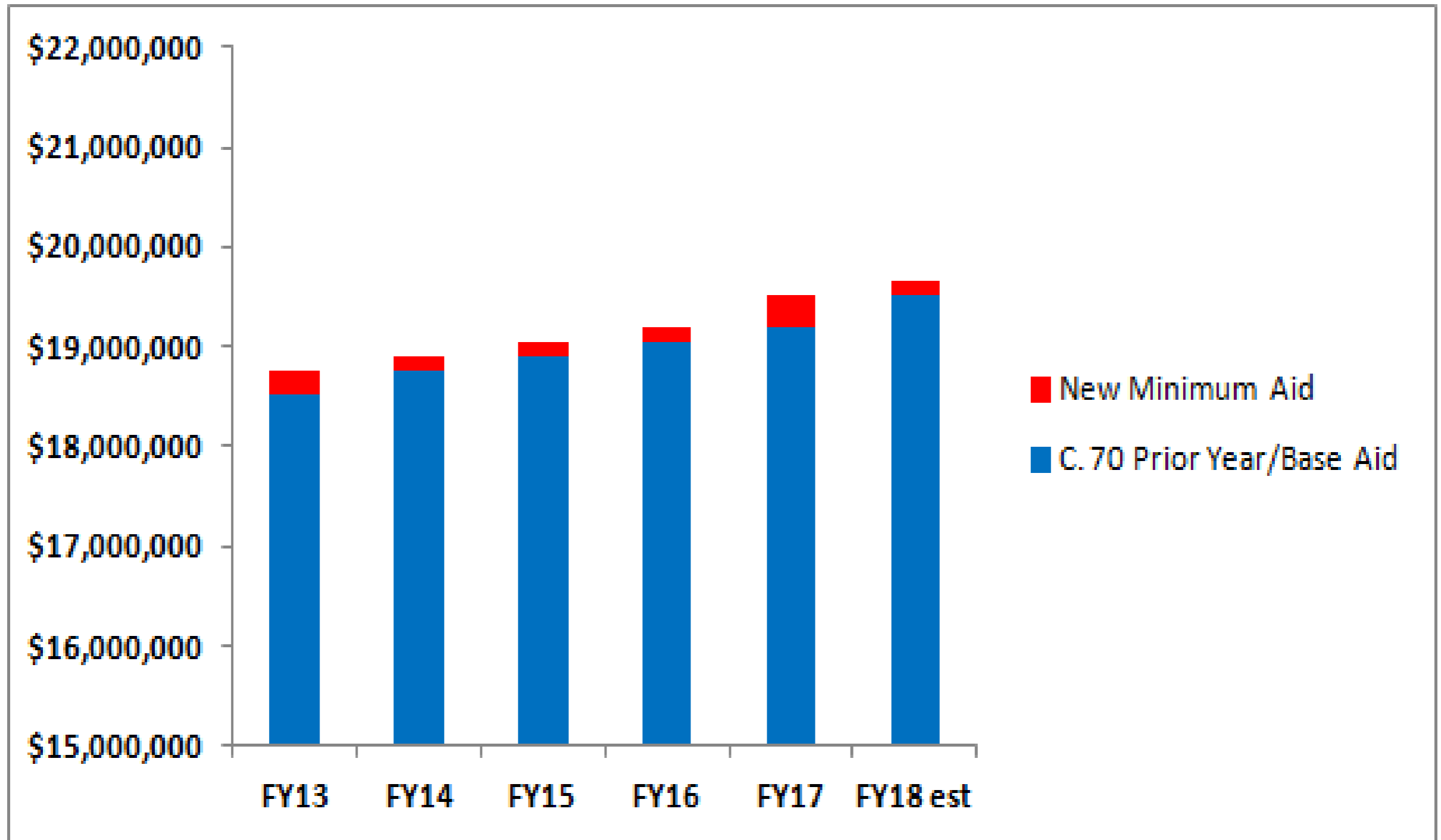
FY18 Additional State Aid: Some Perspective

Total FY18 Increase			\$	3,676,533	
Allocation Local v. State			Dollars		Percentage
Estimated State Aid Increase			\$	120,780	3%
[Governor's Budget]					
Required Local Contribution Increase			\$	3,555,753	97%

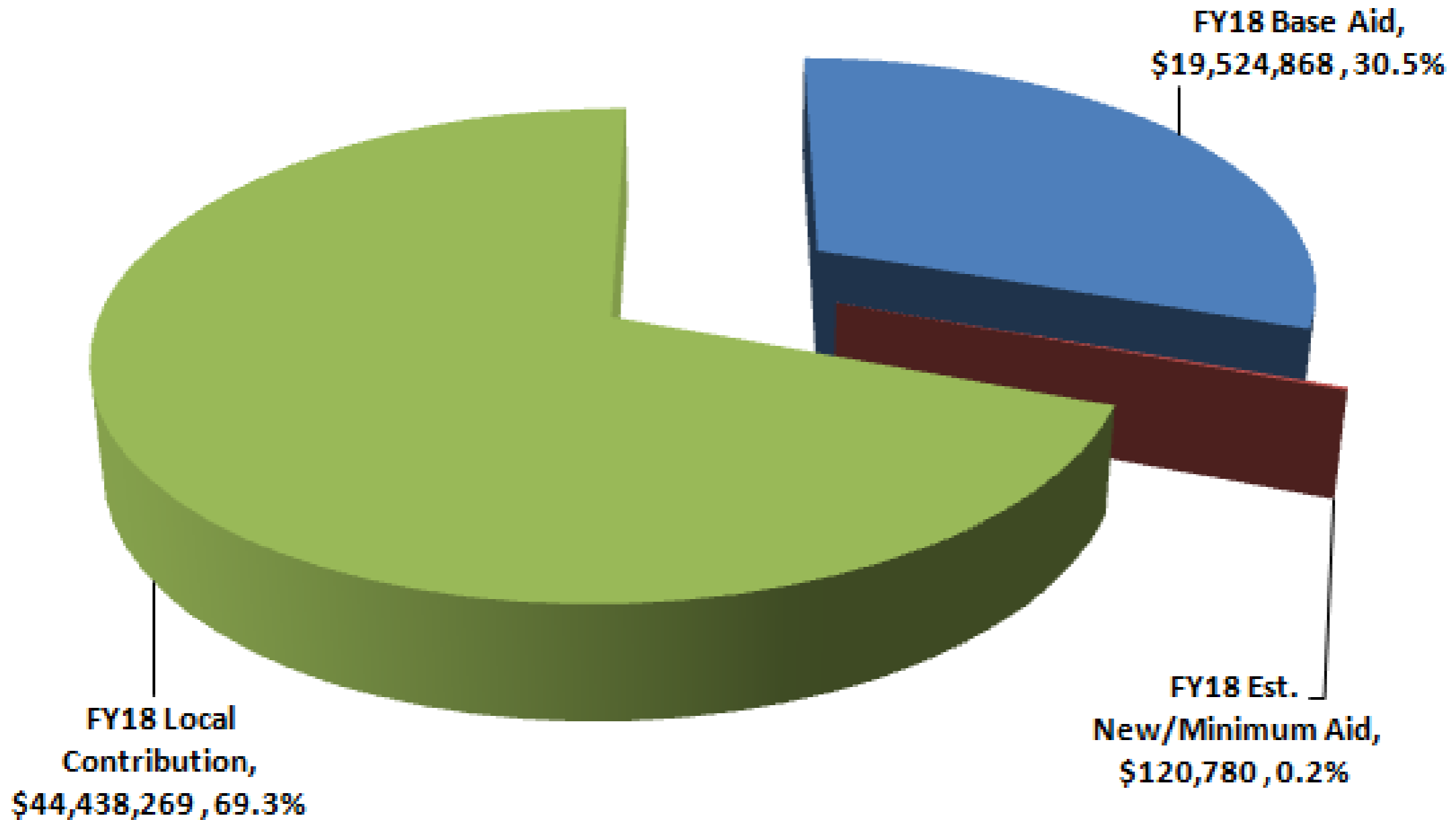
FY18 Additional State Aid: Some Perspective

- \$120,780 increase as a percentage
 - over FY17 C. 70 funding: 0.6%
 - of our FY18 appropriations budget: 0.2%
 - of our FY18, All Funds, budget: 0.16%

C. 70 State Aid Increase Impact



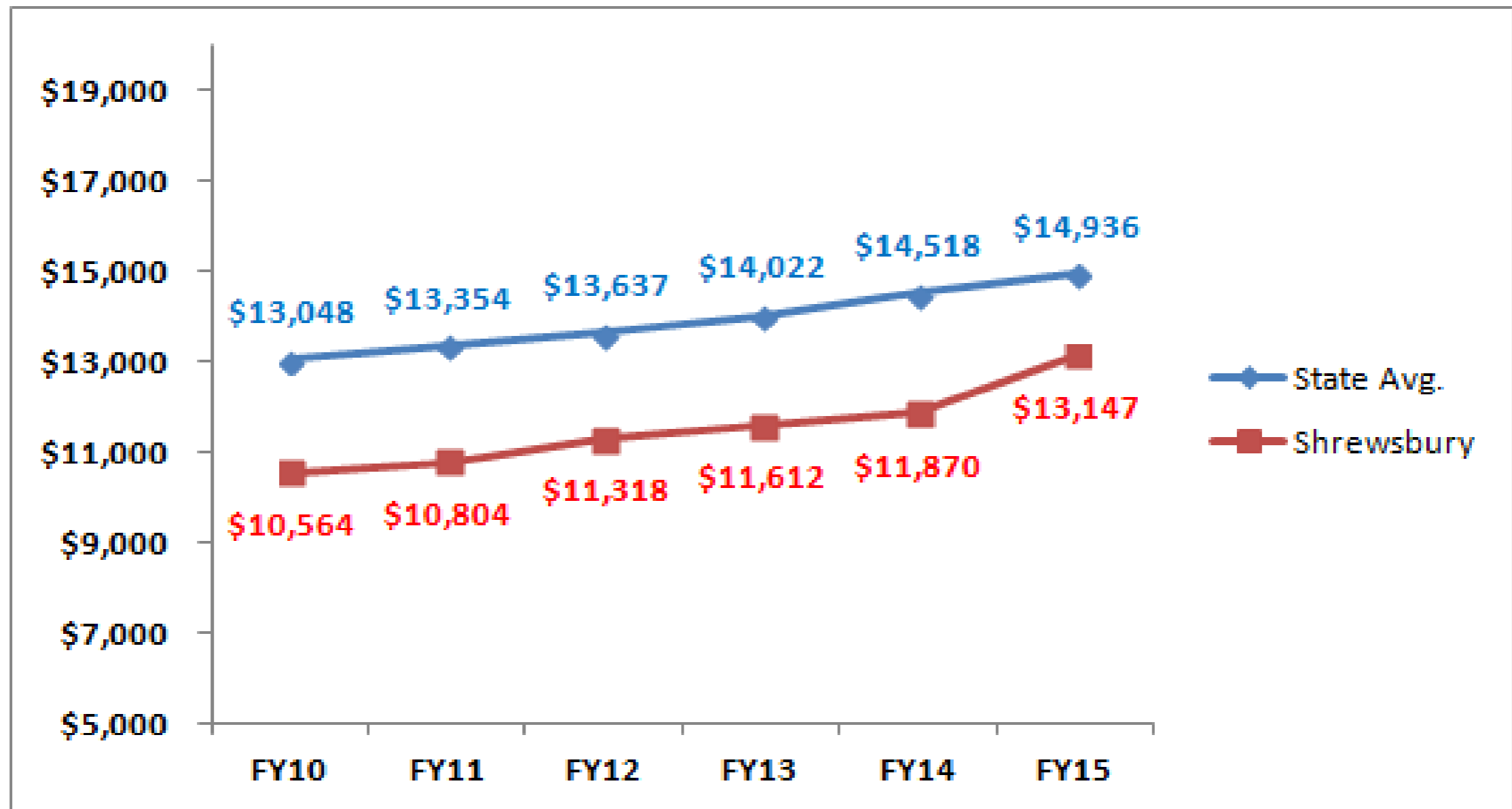
State v. Local Funding: FY18



Maximizing Revenue Opportunities

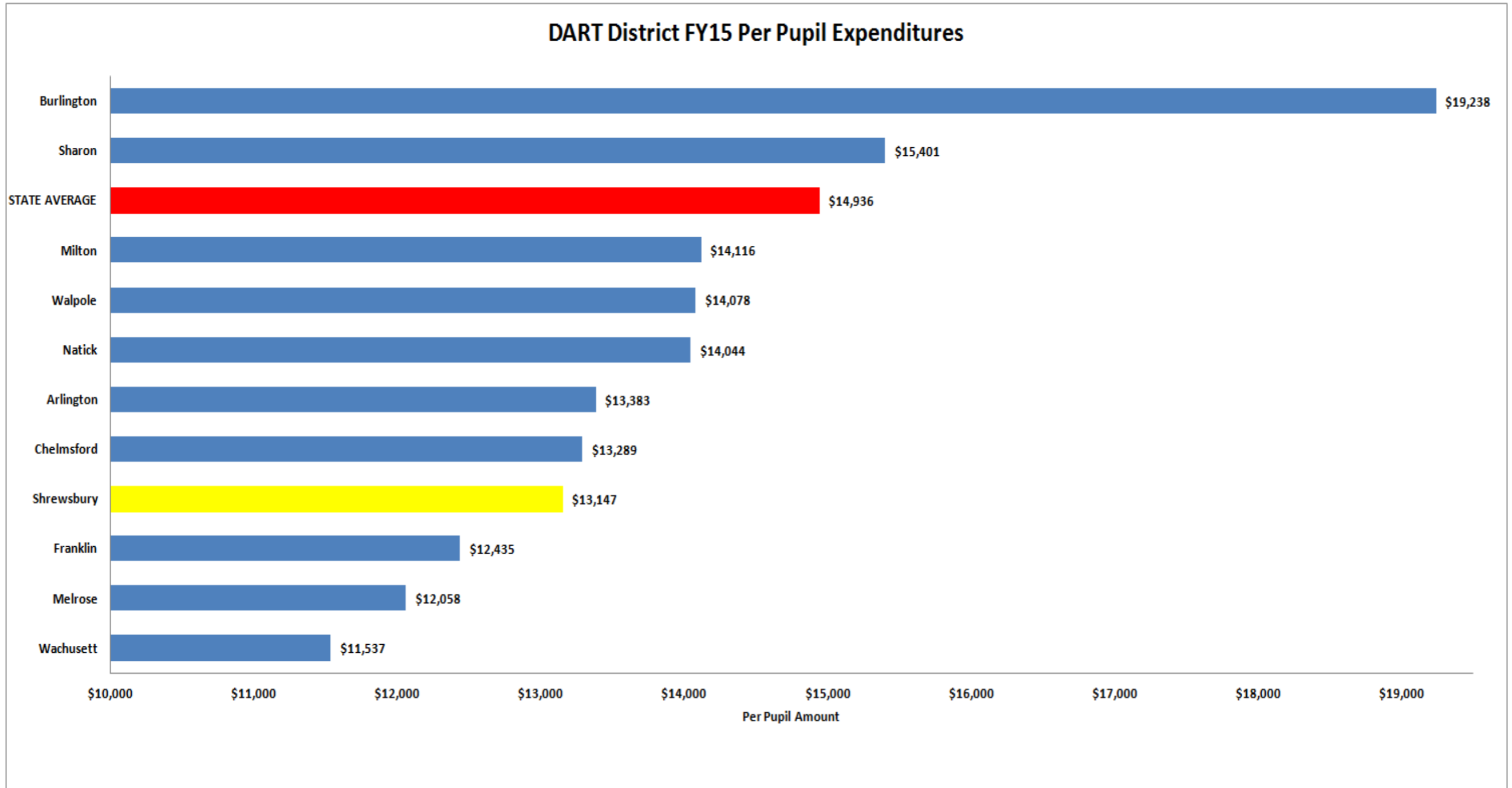
- Other revenue opportunities within our control have been maximized already:
 - Implementation of fees for busing, athletics, music lessons, preschool and full-day kindergarten tuition, student activities
 - Seeking private grants & sponsorships
 - Implementing small-scale, targeted School Choice enrollment [25 seats]

Efficiency & Value



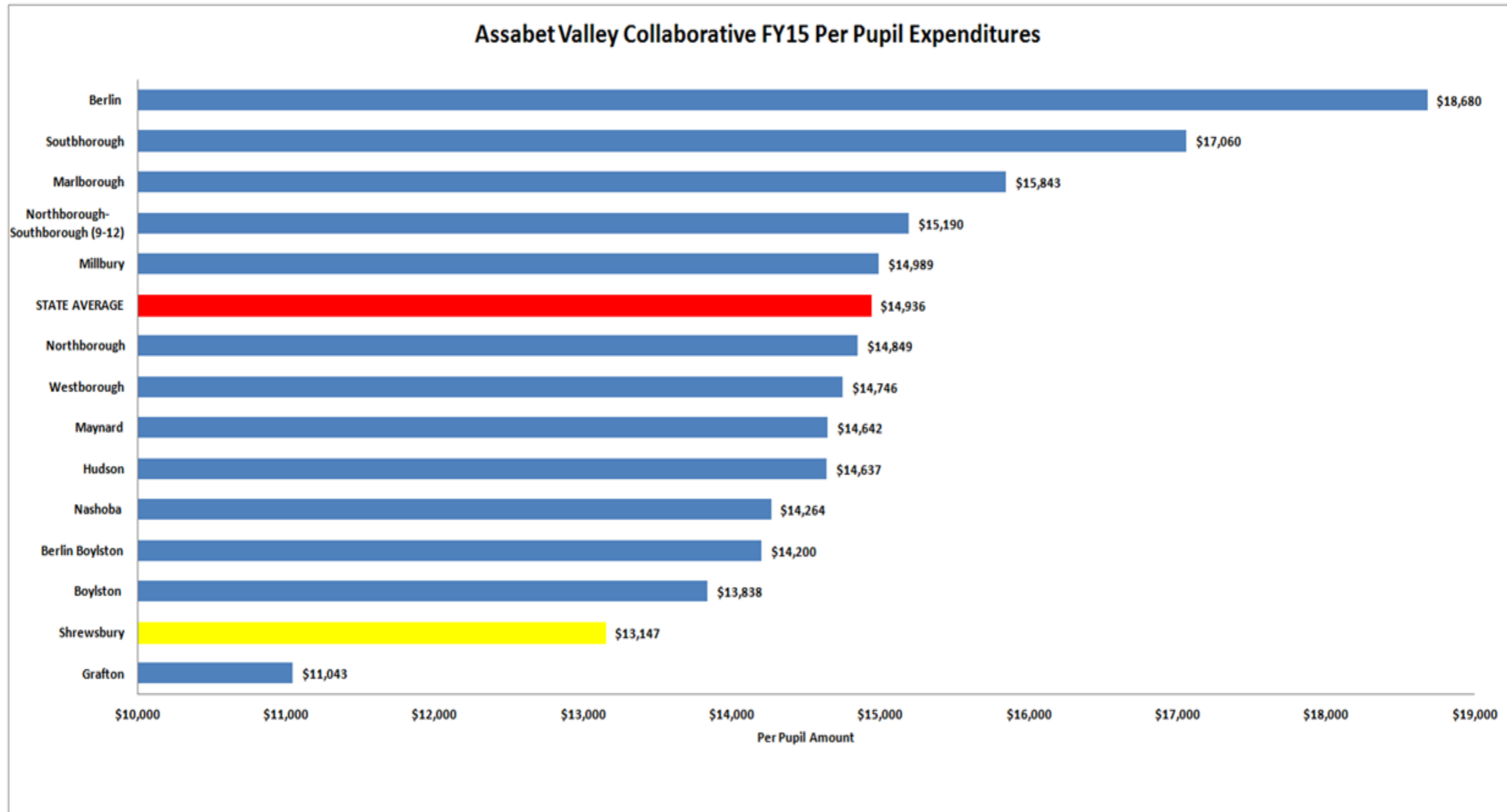
FY15 Per Pupil Expenditure per
MA DESE, All Sources of Funds
Rank 261 of 323 districts-bottom 20th percentile

Average Cost Per Pupil Comparison: Comparable Communities



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

Average Cost Per Pupil Comparison: Assabet Valley Collaborative Districts



Source: MA Department of Elementary and Secondary Education

Avg. Tax Bill and Tax Rate Comparison



Source: MA Department of Revenue- FY17 Data

Tax Levy as Percent of Town Budget

Municipality	Tax Levy	State Aid	Local Receipts	Other Revenue	Total Budget	Tax Levy % of Budget	State Aid % of Budget
Bolton	19,542,631	656,980	1,245,146	892,858	22,337,615	87.49	2.94
Stow	23,966,070	968,730	2,941,000	744,212	28,620,012	83.74	3.38
Lancaster	16,446,926	1,090,069	2,493,679	1,032,271	21,062,945	78.08	5.18
Berlin	10,068,200	804,749	942,470	1,426,362	13,241,781	76.03	6.08
Southborough	37,046,774	5,497,894	5,572,514	2,581,383	50,698,565	73.07	10.84
Boylston	10,611,471	868,855	1,928,679	1,656,588	15,065,593	70.44	5.77
Northborough	45,068,900	5,377,896	9,546,702	3,998,818	63,992,316	70.43	8.40
Westborough	65,343,189	8,976,446	23,885,732	4,786,352	102,991,719	63.45	8.72
Maynard	28,358,147	7,281,844	7,949,433	2,701,586	46,291,010	61.26	15.73
Grafton	36,724,456	12,473,636	6,639,611	6,389,696	62,227,399	59.02	20.05
Hudson	46,226,495	14,597,670	14,015,339	4,129,352	78,968,856	58.54	18.49
Marlborough	91,331,454	29,479,657	28,795,521	7,938,934	157,545,566	57.97	18.71
Millbury	22,972,522	8,766,985	8,926,856	1,323,674	41,990,037	54.71	20.88
Shrewsbury	67,548,981	25,553,814	14,564,500	16,101,375	123,768,670	54.58	20.65

Source: MA Department of Revenue-FY17 Data

Going Forward...

- The administrative team has begun preliminary planning on FY18 cost reductions
- The specific amount of cost reductions is unknown, but we believe the magnitude will require staff and program reductions

Going Forward...

- The structural revenue cap on a property **tax levy** base that accounts for 54% of overall town revenue, combined with flat or declining state aid/federal grants, will continue the pattern of creating a predictable gap between needs and available resources for School and municipal departments.

Schedule/Next Steps

Date	Event/Action
1/27/2017	Town Manager Releases Initial Town-wide Budget Recommendation
2/8/2017 [SC]	-Special Education Budget Presentation -Five Year Financial Forecast- Presentation#2
3/1/2017 [SC]	-Curriculum & Instruction and Technology Budget Presentations -Public Hearing#1
3/4/2017	-Finance Committee Hearing [Saturday morning] (**Potential move to 3/18 provided the FinCom is available.)
3/15/2017 [SC]	-Superintendent's Budget Reduction Plan -Vote on tuition and fee adjustments
3/29/2017 [SC]	Public Hearing#2
4/5/2017 [SC]	Budget Workshop#3
4/12/2017 [SC]	Superintendent's Revised FY18 Recommendation
4/14/2017	House Ways & Means Committee budget released. Updated state aid figures to Shrewsbury.
4/18-4/20?	Town Manager will publish his revised FY18 recommendation.
4/20/2017	Finance Committee Public Hearing#1 on ATM Warrant Articles and Operating Budget
4/25/2017	Board of Selectmen Vote FY18 Budget Recommendation
4/26/2017 [SC]	School Committee Vote FY18 Budget Recommendation for Town Meeting
4/27/2017	Finance Committee Hearing#2 and Votes on ATM Warrant Articles and Operating Budget
5/11/2017	Pre-Town Meeting
May 15,17,18	Annual Town Meeting
July	State Legislature Finalizes State Budget-Final State Aid Figures Determined. Adjust budget plans as necessary.



Meeting Community Expectations



- Preparing students for college and career in a rapidly changing environment
- Responding to growing societal dilemmas such as an increase in mental health issues and an opioid crisis
- Providing challenging academics to a wide range of students
- Providing a wide array of co-curricular programs that allow students to excel in an area of their interest

Independent Recognitions of Success

Center for American Progress



Shrewsbury Public Schools



- *SPS is a national leader in "return on education investment": Our district is **among only 1.8% of K-12 districts** in the U.S. who received the highest ratings for cost effectiveness overall and also when controlling for economic and demographic factors.*

The Center for American Progress is a non-partisan educational institute.

Key Points

- 1) We need \$3.7 million in additional funding to maintain our current program and address enrollment growth.
- 2) There will be considerably less funding available to meet these needs.
- 3) The school district will create a cost reduction plan that will result in changes to the educational program and fewer staff. This plan will be presented on March 15.

The Essential Question

What will our community do to solve the structural funding dilemma that jeopardizes the future quality of public education in Shrewsbury?

Questions & Comments

