

FY2020 Budget School Department

Superintendent's Recommended Budget

February 26, 2019

Mission & Goals

- The Northbridge Public Schools, in partnership with students, families and the community, provide a robust educational experience that inspires critical thinking, collaboration and creativity. We strive to cultivate resilience, personal responsibility and effective communication skills in all students to ensure their social-emotional well-being and personal success.
 - Strategic Objectives
 1. **Social-Emotional Learning and Student Well-Being:** Develop and sustain a safe, healthy and inclusive environment that supports social-emotional learning and risk-taking and fosters the well-being of all members of the school community.
 2. **Academic Rigor and Personal Success:** Enhance and support the continued development and implementation of a rigorous and engaging curriculum, evidenced by student-centered and inclusive classroom practices and challenging, performance-based assessments.
 3. **Culture and Community:** Foster a culture of collaboration, community, and accountability between and among students, staff, family and community stakeholders.
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FY20 Budget Process

- October/November 2018: School Committee sets budget parameters:
 - Level services budget
 - Reorganization of positions/programs to align with current needs (net neutral)
 - Further review upon notice of available revenue
 - December 2018: Site based managers submitted detailed level services budget to Superintendent
 - January 2018: School Committee met with site based managers to review level services budget detail
 - February 2018: Discussions on anticipated revenue; meetings with site based managers to discuss potential budget reductions
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Budget Recap

- Failed override in May 2014 resulted in budget reductions and increased fees:
- FY2015
 - Reduced level services operating budget by \$1.1 Million
 - Elimination of 18.9 FTE's = 21 Positions – 14 Teachers and 7 Support Staff
 - Reduction to supplies, contracted services, technology, stipends, and extra-curricular activities
 - Cut golf, hockey, swimming, wrestling, & Middle School sports
- FY2016
 - Reduced level services operating budget by \$250,000 (not including transportation savings)
 - Limited transportation services – cut 4 buses ~ \$225,000 savings
 - Elimination of 2.0 FTE's = 2 Positions – 2 Teachers
 - Reorganization and reduction of stipends resulted in elimination of Director of Instructional Technology and .5 Instructional Technology Specialist
 - Increased fees by ~ \$142,000
 - Added a transportation fee and increased fees for pre-school, athletics, activities, parking and facility rental
- FY2017
 - Budget was built as a level services budget as to avoid another year of reductions
 - Additional revolver funds utilized to balance the budget

Budget Recap continued

- FY2018
 - For the most part, a level services budget with staff reorganization to address priority needs
 - Budget gap was closed by additional appropriation, additional revolver funds, and \$77K in reductions mainly made up of salary savings due to reorganizing positions and retiree savings
- FY2019
 - Reduced level services operating budget by \$610,790 (net \$553,437 due to added ELL teacher)
 - Elimination of 9.6 FTE's = 12 Positions – 6 teachers, 5 Support Staff and 1 Administrator; 2 Secretaries reduced from full year to school year
 - Maintenance and Technology items removed from operating and funded by separate capital article

Capital Improvements

- Continued focus on maintaining/repairing/updating our schools
 - Sample list of projects completed/in process since Fall 2017:
 - Middle School Ceiling Plaster Repairs
 - Middle School Carpet Replacement
 - Middle School Front Entry Doors Replacement
 - Middle School Auditorium Sound System Upgrade
 - Middle School Heating System Repairs
 - Middle School Locker Replacement
 - Middle School Sidewalk Repairs (starting in April)
 - High School Heating System Repairs
 - High School Sidewalk Repairs (starting in April)
 - District Wide Security Measures
 - District Wide Phone System Upgrade
 - Energy Projects – Green Communities Grant FY18, FY19
 - Middle School Wireless Pneumatic Thermostats
 - Middle School Pump/Motor/Drive for Hot Water Circulating Pumps
 - Middle School LED Lighting Retrofits
 - High School LED Lighting Retrofits
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FY20 Revenue (current projections)

- **Chapter 70 – State Aid – \$15,582,601**
 - \$42,660 increase over final FY19 Chapter 70 aid
 - Minimum required increase of \$20 per student
- **Town Contribution – \$8,256,864**
 - Increase of \$406,840 over FY19 Town Contribution
- **Appropriation (Chapter 70 + Town Contribution) – \$23,839,465**
 - Increase of \$449,500 over FY19 Appropriation

Year	Appropriation History			Chapter 70 History		
2011	19,375,031			13,446,387		
2012	19,775,031	400,000	2.06%	14,034,106	587,719	4.37%
2013	20,975,031	1,200,000	6.07%	15,086,281	1,052,175	7.50%
2014	21,250,051	275,020	1.31%	15,150,056	63,775	0.42%
2015	21,329,443	79,392	0.37%	15,214,206	64,150	0.42%
2016	21,942,443	613,000	2.87%	15,275,081	60,875	0.40%
2017	22,429,443	487,000	2.22%	15,403,891	128,810	0.84%
2018	22,910,443	481,000	2.14%	15,473,041	69,150	0.45%
2019	23,389,965	479,522	2.09%	15,539,941	66,900	0.43%
2020	23,839,465	449,500	1.92%	15,582,601	42,660	0.27%

FY20 Revenue (current projections)

- **Grants – \$974,276**
 - Decrease of ~\$91,963 from 2019 grant funds
 - Potential elimination/repurposing of Essential School Health Services Grant
 - FY19 Grant funds included FY18 Puerto Rico Hurricane Relief State Grant carryover
- **Revolvers– \$2,719,066**
 - School Choice, Tuition Revolver, Circuit Breaker, Athletic Revolver, Transportation Revolver, Use of School
 - Anticipated amount needed to fund proposed operating budget
 - Closes the gap between the operating budget and the appropriation/grants
 - Throughout the year, if operating budget expenses come in lower than budgeted, less revolver funds are utilized. If operating budget expenses come in higher, more revolver funds are utilized (or reductions made).

FY2019 Revolver Projections

Starting Balance	2,399,303
2019 Revenue	2,105,286
2019 Expense	2,417,799
Ending Balance	2,086,789

FY2020 Revolver Projections

Starting Balance	2,086,789
2020 Revenue	1,632,277
2020 Expense	2,719,066
Ending Balance	1,000,000

Initial Level Services Calculation

Level Services Increase		
FY19 Operating Budget	27,125,322	
Increase to maintain level services for FY20*	567,326	2.09% increase
FY20 Initial Level Services Budget 1-15-19	27,692,648	

Level Services Revenue Shortfall	
FY20 Total Available Revenue	27,532,807
FY20 Initial Level Services Budget 1-15-19	27,692,648
Revenue Shortfall	(159,841)

* Does not yet include the cost of contract negotiations for FY20 with teachers, custodians, secretaries, or instructional assistants

Initial Level Services Operating Budget Reductions

Category	Adjustment	Notes
Salaries	37,282	Net reduction taking into account staff changes that have taken place since 1-15-19 including the notification of two retirements
Out of District Tuition and Transportation	23,887	Net reduction taking into account OOD placement or placement rate changes that have taken place since 1-15-19
Category	Reallocation	Notes
Summer Careers Investigation Program (SCIP)	9,890	Reallocation of the SCIP program from the operating budget to a grant
Professional Development	5,000	Reallocation of professional development from the operating budget to a grant
Technology	78,216	Reallocation of technology computer hardware from the operating budget to a capital article
Category	Reduction	Notes
Maintenance	5,566	Reduction to the district painting budget line item
Total Reductions from Initial Level Services Operating Budget	159,841	

FY2020 Superintendent's Recommended Budget

Category	FY 2019	FY 2020	Increase/ Decrease	% Change	% of Budget
Salaries	19,590,961	20,108,367	517,405	2.64%	73.03%
Supplies/Materials/Texts	255,104	248,715	(6,388)	-2.50%	0.90%
Professional Development	97,368	93,335	(4,033)	-4.14%	0.34%
Instructional Contracted Services	224,168	173,868	(50,300)	-22.44%	0.63%
Athletics	287,462	286,152	(1,310)	-0.46%	1.04%
Technology	176,103	206,803	30,700	17.43%	0.75%
Utilities	870,883	866,800	(4,083)	-0.47%	3.15%
Custodial/Maintenance	435,138	448,032	12,894	2.96%	1.63%
Transportation	1,231,599	1,296,622	65,023	5.28%	4.71%
Out of District Tuition & Trans	3,192,185	3,321,655	129,470	4.06%	12.06%
Title I	228,708	228,708	0	0.00%	0.83%
Other Expenses	284,325	253,751	(30,574)	-10.75%	0.92%
FY19 Anticipated Savings	251,318		(251,318)		
	27,125,322	27,532,807	407,486	1.50%	100.00%

- Other expenses includes: copiers, legal, dues, accreditation, advertising, Medicaid billing, postage, MTRS grant expenses, etc.
- FY19 Anticipated Savings includes: funds that were originally budgeted, but are not expected to be spent as originally planned because the actual cost for a budgeted item is anticipated to be less than the amount originally budgeted. For example, if a position was budgeted at \$80,000, but the position was filled at \$50,000, the \$30,000 difference is considered FY19 Anticipated Savings because that \$30,000 is not needed to be spent how it was originally budgeted and is not expected to be reallocated to a different line item.

FY20 Expense Drivers

Category	Increase/ (Decrease)	Notes
Salaries	\$ 517,405	<ul style="list-style-type: none"> Steps/Lanes, but no union COLAs (contracts not negotiated) Pro-rated salaries: ~121,000 (FY19 position not filled full year) Minimum wage increase: ~ 60,000 (subs/lunchaides/summer)
Transportation	\$ 65,023	<ul style="list-style-type: none"> Contract rate increase Increased incidence for foster care transportation
OOD Tuition & Trans	\$ 129,470	<ul style="list-style-type: none"> Tuition cost is relatively even - increase almost entirely driven by an increase in transportation 4 additional OOD runs are budgeted based on placements
Instructional Contracted Services	\$(50,300)	<ul style="list-style-type: none"> Decrease in student specific services (i.e. teacher of the deaf services) Decrease in psych contracted services and out of district coordination services due to staffing changes
Other Expenses	\$(30,574)	<ul style="list-style-type: none"> NEASC High School Accreditation one time cost in FY19 Anticipated decrease in legal fees
Reallocation		
Technology	\$30,700	<ul style="list-style-type: none"> Transfer in from other previously budgeted line items due to changes in state reporting (software/licenses/hardware removed from other site budgets)

Reorganization of Positions

School	Position	FTE		School	Position	FTE
NES	Grade 1 Teacher	1.0	→	NES	Pre-School Teacher	1.0

- Small Kindergarten class moving up to Grade 1
- Reducing from 8 sections of Grade 1 to 7 sections of Grade 1 maintains the current class size
- Additional PK teacher needed to be in compliance with integrated class size ratios
- Either limit the number of typical students paying tuition to our program to lower our class size or add an additional teacher and not reduce the number of tuition spots we offer
- Addressing PK class size ratios is a recommendation of the Independent Program Review

2018-2019 Average Class Size				2019-2020 Estimated Class Size		
Grade	2018-2019 Enrollment	Sections	Class Size	Estimated 2019-2020 Enrollment	Sections	Class Size
Kindergarten	132	7	18.9	150*	7	21.4
Grade 1	151	8	18.9	132	7	18.9
Grade 2	148	7	21.1	151	7	21.6
Grade 3	149	7	21.3	148	7	21.1
Grade 4	170	7	24.3	149	7	21.3

Enrollment figures based on 1-8-19 iPass enrollment report

*Kindergarten enrollment is unknown at this time – 150 is an approximate 4 year average

Reorganization of Positions

School	Position	FTE		School	Position	FTE
NES	Speech and Language Pathologist (SLP)	1.0	→	NES	Speech and Language Pathologist Assistants (SLPA)	2.0

- Current vacancy in a SLP position at NES - attempts made to fill position in FY19 with no success
- Contracted service provider providing SLP services for FY19
- Replacing one SLP with two SLPA's will provide more direct student support, more effective service delivery, and more opportunities for therapy integrated into the classroom setting
- Existing SLP at NES will oversee the two new SLPA's
- Cost neutral - cost of two SLPA's does not exceed the salary of an SLP on step M5

Reorganization of Positions

School	Position	FTE		School	Position	FTE
NES	Instructional Coach	1.0	→	NES	Early Childhood Coordinator	1.0

- Full-time Early Childhood Coordinator recommended by Independent Program Review to ensure effective program oversight and supervision
- Most districts have this position in place for preschool programming as these programs serve students with more complex needs
- Early Childhood Coordinator will team meetings for Preschool and Kindergarten
- Caseload of other teams chairs will shift allowing them to again evaluate out of district students
- Director of Pupil Personnel Services will no longer chair OOD team meetings as was the recommendation of the Independent Program Review to allow him the available time in district necessary to oversee, supervise and support internal programs on a scheduled, consistent basis
- Although NES Instructional Coach is a valued position, a solid foundation of the instructional practices, curriculum alignment, assessment protocols, and data-collection processes has been established
- The growing complexity of managing the early childhood special education program has become a greater need

Reorganization of Positions

School	Position	FTE		School	Position	FTE
Balmer	Instructional Coach	1.0	→	District	Curriculum Coach	1.0

- As reorganizing the NES Instructional Coach to Early Childhood Coordinator would only leave one instructional coach in the District, it is recommended that this Coach be reorganized into a District Curriculum Coach to not only support Balmer School, but also, an expanded grade range

Reorganization of Positions

School	Position	FTE		School	Position	FTE
Middle	Grade 7 Teacher	1.0	→	Middle	Grade 6 Teacher	1.0

- Due to the current Grade 6 having a smaller class enrollment, as the current Grade 6 moves up to Grade 7, a Grade 7 teacher will be transferred to Grade 6 to support an incoming larger class enrollment (current grade 5)

2018-2019 Average Class Size				2019-2020 Estimated Class Size		
Grade	2018-2019 Enrollment	Sections	Class Size	Estimated 2019-2020 Enrollment	Sections	Class Size
Grade 5	188	8	23.5	170	8	21.3
Grade 6	159	7	22.7	188	8	23.5
Grade 7	172	8	21.5	159	7	22.7
Grade 8	184	8	23.0	172	8	21.5

Looking ahead to FY2021

- The proposed FY20 budget utilizes \$2.7 million in revolver funds to balance the budget, while maintaining a \$1 million dollar balance. If \$1.6 million is received as revolver revenue for FY21 (the same amount as is currently projected to be received for FY20), only \$1.6 million of revolver funds will be available to balance the FY21 budget. This is \$1.1 million less than FY20.
- If FY20 expenses comes in under budget and less revolver funds are needed to balance the budget, additional funds will be available to fund the FY21 budget.
- If FY20 revolver revenue comes in higher than projected, additional revolver funds will be available to fund the FY21 budget.

FY2020 Revolver Projections	
Starting Balance	2,086,789
2020 Revenue	1,632,277
2020 Expense	2,719,066
Ending Balance	1,000,000

FY2021 Revolver Projections	
Starting Balance	1,000,000
2021 Revenue	1,600,000
2021 Expense	1,600,000
Ending Balance	1,000,000

Summary

- Initial level services operating budget for FY20 required a \$567,326 or 2.09% increase over FY19 (not including union contract negotiations)
 - Chapter 70 only increased by the minimum \$20 per student, or \$42,660 and the Town Contribution increased by \$406,840 resulting in the school department's appropriation increasing by \$449,500
 - An approximate \$91,963 decrease in grant funding is expected
 - \$2.719 million can be spent from revolver accounts to help fund the budget (leaving a \$1M reserve balance)
 - Initial revenue projections showed a \$159,841 shortfall to cover a level services budget
 - \$159,841 of budget adjustments, reallocations, and reductions were made
 - Reduced level services budget reflects a \$407,486 or 1.50% increase over budgeted FY19 (not including union contract negotiations)
 - Three largest increases are attributed to salaries, out of district transportation, and in-district transportation
 - Five positions are proposed to be reorganized to address current district priorities
 - Recommendations from the Independent Program Review were considered when proposing reorganizations
 - Based on current revolver projections, a lesser amount of revolver funds will be available to fund the budget in FY21 resulting in a potential revenue shortfall
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Important Upcoming Dates

- Public Hearing - March 12, 2019
- School Committee Votes on the Budget - March 26, 2019
- Presentation to Finance Committee - March 27, 2019
- Annual Spring Town Meeting - May 7, 2019