

FY2019 Budget Public Hearing

Presentation to School Committee

March 22, 2018

Mission & Goals

- The mission of the Northbridge Public Schools is to prepare our students to become responsible, contributing members of society by providing a challenging, rigorous educational program which will maximize academic achievement, enable intellectual, physical, social, and emotional development in an atmosphere which promotes creative and critical thinking.
 - Strategic Plan Goals
 1. **Teaching and Learning:** All students will reach their maximum potential for college and career readiness including academics, as well as social and emotional well-being.
 2. **Buildings and Operations:** The Northbridge Public Schools will provide a creative and challenging academic and social atmosphere that is safe, supportive, and respectful.
 3. **Communication and Community:** Student achievement will be maximized - producing healthy, knowledgeable, active members of global and local societies.
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FY19 Budget Process

- October 2017: School Committee sets budget parameters:

Parameters:

- Level services budget
 - Level funded budget
- December 2017: Site based managers submitted detailed level services budget to Superintendent, along with potential list of reductions to get to level funded
 - January 2018: School Committee met with site based managers to review level services budget detail and list of potential reductions
 - January – March 2018: Continued discussions and revisions to budget based upon feedback and anticipated revenue available
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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
 - 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
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- Continued cost savings initiatives: In-district therapeutic program, energy efficiency projects, net metering agreements

FY2019 Level Services Operating Budget

Category	FY 2018	FY 2019	Increase/ (Decrease)	% Change	% of Budget
Salaries	19,667,714	20,294,478	626,764	3.19%	73.3%
Supplies/Materials/Texts	299,664	269,071	(30,593)	-10.2%	1.0%
Professional Development	82,338	87,401	5,063	6.1%	0.3%
Instructional Contracted Services	270,178	184,168	(86,010)	-31.8%	0.7%
Athletics	291,522	296,462	4,939	1.7%	1.1%
Technology	176,013	256,775	80,763	45.9%	0.9%
Utilities	851,771	870,883	19,112	2.2%	3.1%
Custodial/Maintenance	429,318	476,638	47,320	11.0%	1.7%
Transportation	1,160,615	1,231,599	70,984	6.1%	4.4%
Out of District Tuition & Trans	3,359,794	3,192,185	(167,609)	-5.0%	11.5%
Title I	226,467	226,467	0	0.0%	0.8%
Other Expenses	264,488	292,631	28,143	10.6%	1.1%
	27,079,883	27,678,759	598,876	2.21%	100%

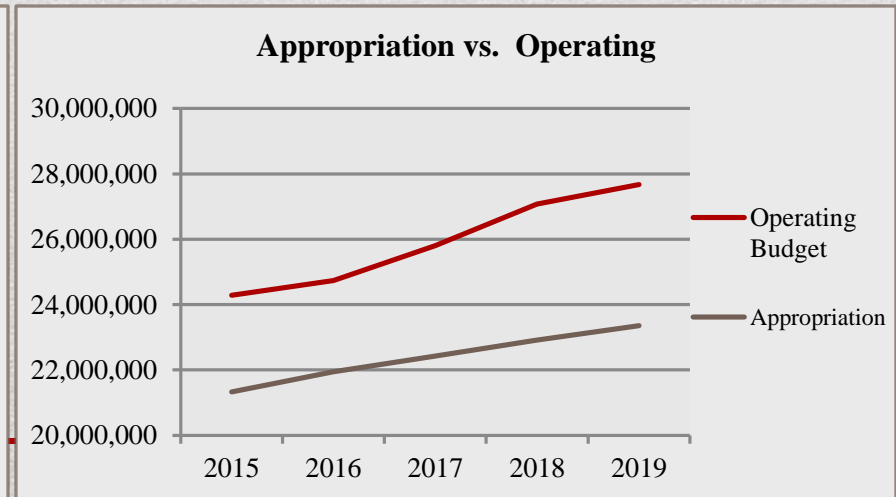
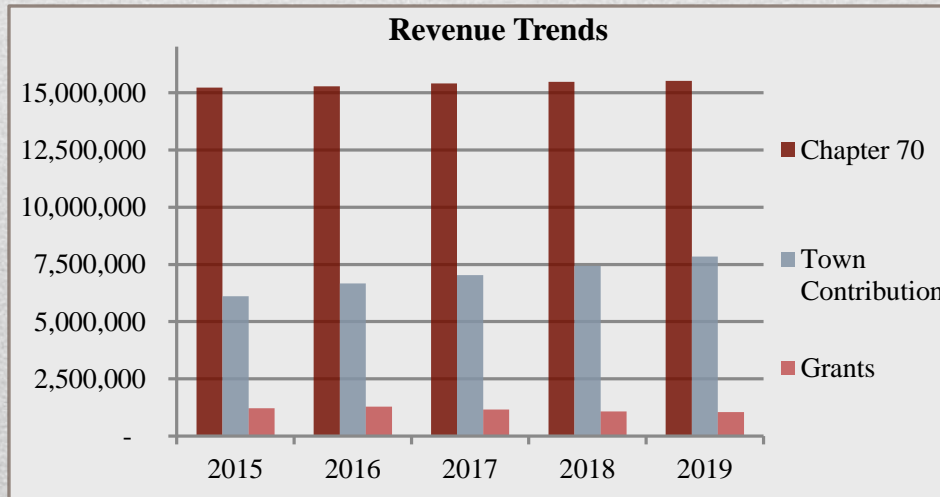
- Other expenses includes: copier lease/maintenance, attorney fees, dues/memberships, advertising, Medicaid billing, postage, and MTRS grant expenses.
- Technology & Custodial/Maintenance include restoration of funds paid from separate capital account in FY18

FY19 Expense Drivers: Level Services

Category	Increase/ (Decrease)	Notes
Salaries	\$ 626,764	<ul style="list-style-type: none"> • Steps/Lanes/Contract Obligations • No confirmed retirees • Returning LOA's/Pro-rated salaries ~70k • Physical Therapist 1.0 FTE – prior contracted service
Transportation	\$ 70,984	<ul style="list-style-type: none"> • Contract rate increase • Same # of buses/level of services
OOD Tuition & Trans	\$ (167,609)	<ul style="list-style-type: none"> • 7 students currently placed do not require services next year: graduating/moving/returning to public schools setting • 2 students not budgeted in FY18 budgeted in FY19
Reorganization/Reallocations		
Instructional Contracted Services	\$ (86,010)	<ul style="list-style-type: none"> • PT Services converted to salary • Level of services offered driven by student need
Supplies/Materials/Texts	\$ (30,593)	<ul style="list-style-type: none"> • School supply funds reallocated to Technology
Technology	\$ 80,763	<ul style="list-style-type: none"> • School supply funds reallocated • Restoration of FY18 capital paid from separate article
Custodial/Maintenance	\$ 47,320	<ul style="list-style-type: none"> • Restoration of FY18 capital paid from separate article

FY19 Revenue (current projections)

- **Chapter 70 – State Aid – \$15,517,361**
 - \$44,320 increase over final FY18 Chapter 70 aid
 - Minimum required increase of \$20 per student
- **Town Contribution – \$7,842,569**
 - Increase of \$405,167 over FY18 Town Contribution
- **Appropriation (Chapter 70 + Town Contribution) – \$23,359,930**
 - Increase of \$449,487 over FY18 Appropriation
- **Grants – \$1,060,038**
 - Decrease of ~\$20,000, otherwise budgeted at level



Revolver Projections

FY2018 Revolver Projections

Starting Balance	3,059,024
2018 Revenue	1,771,332
2018 Expense	3,086,437
Ending Balance	1,743,919

- School Choice
- Tuition Revolver
- Circuit Breaker
- Athletic Revolver
- Transportation Revolver

FY2019 Revolver Projections To Leave \$1M Balance

Starting Balance	1,743,919
2019 Revenue	1,940,995
2019 Expense	2,684,914
Ending Balance	1,000,000

- Spending from revolver > revenue replenishing revolver
- When revolver ending balance = minimum safety net, future annual spending from revolver should be limited to projected annual revenue

Budget Gap

2019 Level Services Budget	27,678,759
- Appropriation	23,359,930
- Grants	1,060,038
- Revolver	2,684,914
2019 Deficit	(573,876)

Options to Close the Gap:

- Increase the appropriation
 - FY17 Chapter 70 increased from \$20 per pupil to \$55 per pupil = \$81,970 additional
 - FY18 Chapter 70 increased from \$20 per pupil to \$30 per pupil = \$23,050 additional
 - FY19: every \$10 increase to the minimum rate results in an additional \$22,160
- Utilize additional funds from revolvers
 - Reduce balance below \$1M safety net
 - Increases the deficit for future years as less revolver funds will be available
- Budget reductions
 - Reduce the increased cost to offer the same level of services by reducing services
 - Majority of reductions will be reductions in personnel

Required Addition: ELL Teacher

Site	Position	FTE	Addition
NES/BAL/MS/HS	ELL Teacher	1.0	57,353

- As of October 1, 2017, we had 53 EL students
 - As of our February 27th presentation, we had 58 EL students
 - As of March 12th, we have 60 EL students
- We continue to enroll new students who are primarily Level 1, Level 2, or foundational Level 3
 - Level 1 students should be getting 2 hours and 15 minutes of EL services per day
 - Level 2 and foundational Level 3 students should be getting a MINIMUM of 90 minutes of EL services per day
 - Approximately 50% of our current EL students are classified under these service parameters
- We currently share 3 EL teachers across 4 buildings; however, this is not allowing us to meet our EL students' needs
 - Hours of service needed exceeds the teachers' working hours by more than 40 hours per week
 - Even with the addition of a 4th teacher, we may be short on service delivery
- M.G.L. c. 71A, § 1 calls on districts to promote and support the rapid and effective acquisition of English language proficiency by ELs
 - ELs must receive ESL instruction and language support consistent with their needs
 - Underservicing EL students not only shirks our obligation, but results in students requiring EL services longer

Reorganization of Positions

School	Position	FTE	Budget	School	Position	FTE	Budget
District	Systems Administrator	1.0	74,985	→ District	Technology Support Specialist	1.0	50,000

- The roles and tasks required by the Technology Department have changed over time.
- As the number of devices have increased, along with student and staff use, there is a strong need for more efficient and dedicated direct technology support.
- A second dedicated tech support position will help evenly divide support among all four schools, manage trouble tickets, repair desktops and peripherals, coordinate the setup of new equipment, and help ensure district hardware is running smoothly.
- The Systems Administrator job description is structured as a second network leader position, not common in districts this size. As Northbridge continues moving all infrastructure and assets to the cloud, the need for two network leaders is dramatically less, while the need for tech support remains critical.

Reorganization of Positions

School	Position	FTE	Budget		School	Position	FTE	Budget
Balmer	Librarian	0.5	35,133		Middle	Librarian	0.5	35,133
Middle	Library Clerk	1.0	12,401	→				
Middle	Health Teacher	1.0	81,037		Middle	Spanish Teacher	0.5	28,677

- Prior to budget reductions in 2015, the MS had a fulltime Librarian and Library served as a class within the related arts rotation. When the Librarian was reduced, a Library Clerk was added to assist students in checking out books; however, over the past couple of years, book circulation has greatly decreased. Not having a Librarian position at the MS has resulted in a reduced ability for students to conduct research and access information proficiently and independently upon entering HS.
- Reducing half of a Librarian at the Balmer School and adding half of a Librarian at the Middle School will allow Library to be restored as a related arts class at the MS and will allow for students to learn and acquire the skills necessarily to choose appropriate resources for information, apply knowledge acquired from these resources to their content area classes, and evaluate information for validity and reliability. This supports the content instruction, as well as provides a strong foundation for independent work at the HS level.
- With the exception of the MS, which has a dedicated Health teacher, the other schools incorporate/infuse health content into other subject areas. The MS will follow the model in place at NHS and instead of having one Health and two Gym teachers, the MS will have two Wellness teachers with alternating classroom based health and physical education.
- A half time Spanish teacher will be added to the related arts schedule. Offering MS students Spanish will afford them the opportunity to learn a language and complete their HS career with AP Spanish class should they wish to do so. If Spanish is not offered in Grade 8, the current AP Spanish program at the HS will cease to exist in the future. A half time Librarian and a half time Spanish teacher will allow for a fulltime rotation in the related arts schedule.

Reorganization of Positions

School	Position	FTE	Budget		School	Position	FTE	Budget
Middle	In School Suspension	1.0	16,851	→	Middle	Cafeteria Support	0.6	14,000

- The MS has developed a strong, school-wide approach to PBIS, supporting their core values.
- This has resulted in a decrease in inappropriate behaviors, and thereby has decreased the need for a position to cover In School Suspension.
- There is a continued need, however, for lunchroom supervision and assistance. If this role is taken on by current MS staff members, an increase in FTE's may not be required.

Reorganization of Positions	FTE	Salary
Reorganization Reductions	4.5	220,407
Reorganization Replacements	2.6	127,810
Reorganization Savings	1.9	92,597

Budget Reductions

Site	Position/Item	FTE	Reduction
NES	Assistant Principal	0.3	35,727
BALMER	Grade 3 Teacher	1.0	57,353
BALMER	Grade 4 Teacher	1.0	81,479
BALMER	Special Education Teacher	1.0	50,365
BALMER	Paraprofessional	1.0	17,641
BALMER	Paraprofessional	1.0	17,641
MS	Grade 6 Teacher	1.0	54,888
MS	Secretary	0.2	8,000
HS	Science Teacher	1.0	51,680
HS	Special Education Teacher	0.5	28,677
HS	Secretary	0.2	8,000
DIST/BAL/MID	Reorganization of Positions	1.9	92,597
DISTRICT	Supplies: District-wide		5,188
DISTRICT	Maintenance: MS & HS Heating System Repairs*		42,000
DISTRICT	Technology: Instructional Hardware*		79,994
Total Reductions		10.1	631,229

* Maintenance and Technology reductions will be reduced from the operating budget, but funded through a separate capital article

FY19 Reductions	FTE	TOTAL
TOTAL REDUCTIONS	10.1	631,229
TOTAL ADDITIONS	1.0	57,353
NET REDUCTIONS	9.1	573,876

Superintendent's Recommended Budget	
FY19 Level Services	27,678,759
FY19 Reductions	573,876
FY19 Budget	27,104,883

Looking ahead to FY2020

- Based on the following assumptions, a large deficit is expected in FY2020

Potential FY2020 Budget:

FY19 Budget	27,104,883
Estimated 3% Increase	813,146
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	27,918,029

Potential FY2020 Revenue:

Appropriation: FY19 + \$500,000	23,859,930
Grants: Level to FY19	1,060,038
Revolver: FY19 Anticipated Revenue	1,940,995
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	26,860,963

Potential FY2020 Deficit:

Potential Revenue	26,860,963
Potential Expense	27,918,029
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	(1,057,066)

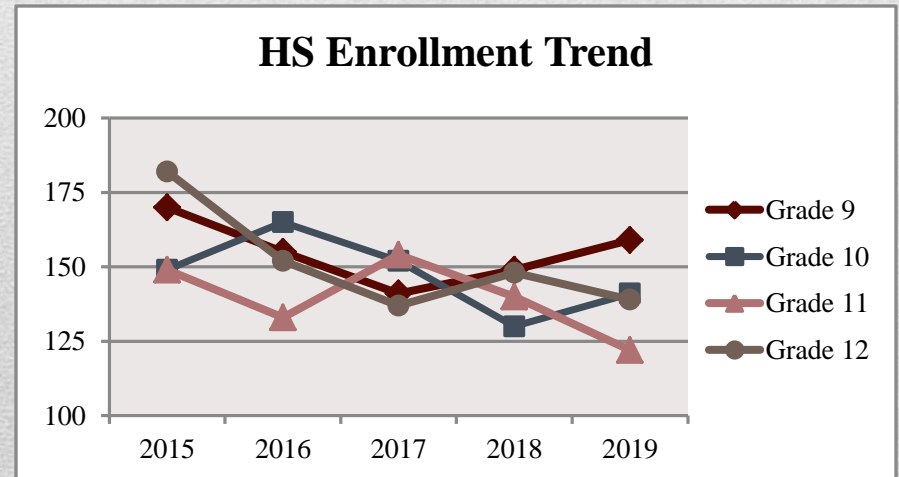
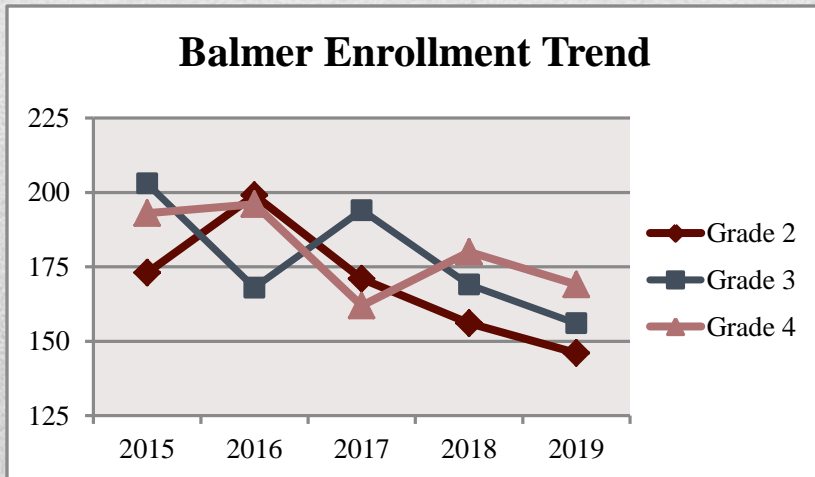
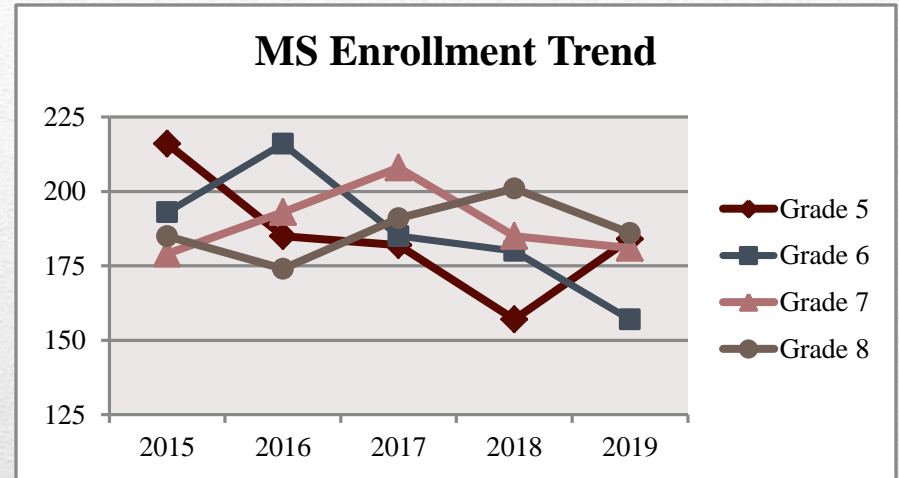
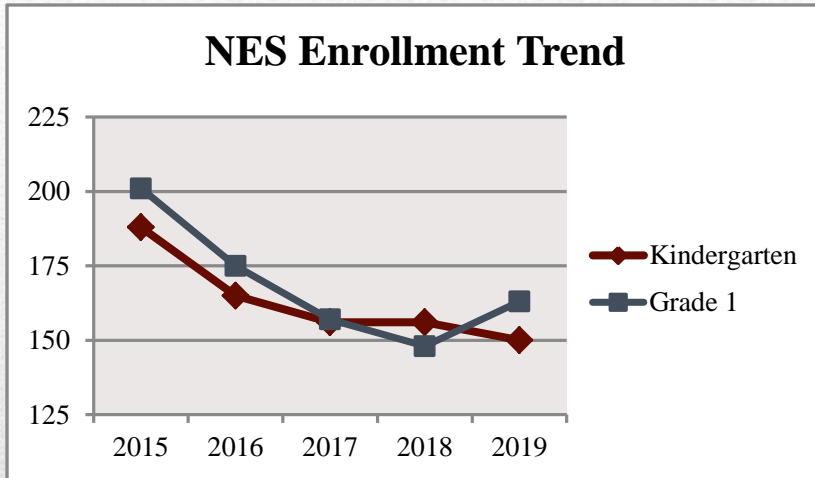
Appendix

Class Sizes

2017-2018 Average Class Size				2018-2019 Estimated Class Size		
Grade	2017-2018 Enrollment	Sections	Class Size	Estimated 2018-2019 Enrollment	Sections	Class Size
Kindergarten	163	7	23.3	150*	7	21.4
Grade 1	146	8	18.3	163	8	20.4
Grade 2	156	7	22.3	146	7	20.9
Grade 3	169	8	21.1	156	7	22.3
Grade 4	184	8	23.0	169	7	24.1
Grade 5	157	8	19.6	184	8	23.0
Grade 6	181	8	22.6	157	7	22.4
Grade 7	186	8	23.3	181	8	22.6
Grade 8	199	8	24.9	186	8	23.3

*Kindergarten Enrollment is unknown at this time

Enrollment Trends



Source for 2015-2018 enrollment data: SIMS October 1 Report

Source for 2019 enrollment data: FY18 current enrollment rolled forward 1 year; K enrollment is estimated based on past year trends; Grade 9 enrollment is current Grade 8 enrollment less the # of students that left the District transitioning from Grade 8 to Grade 9 in 2018

Enrollment Trends

