

Superintendent's Proposed FY2019 Budget

Presentation to School Committee

February 27, 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 – February 2018: Continued discussions and revisions to budget based upon 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

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%

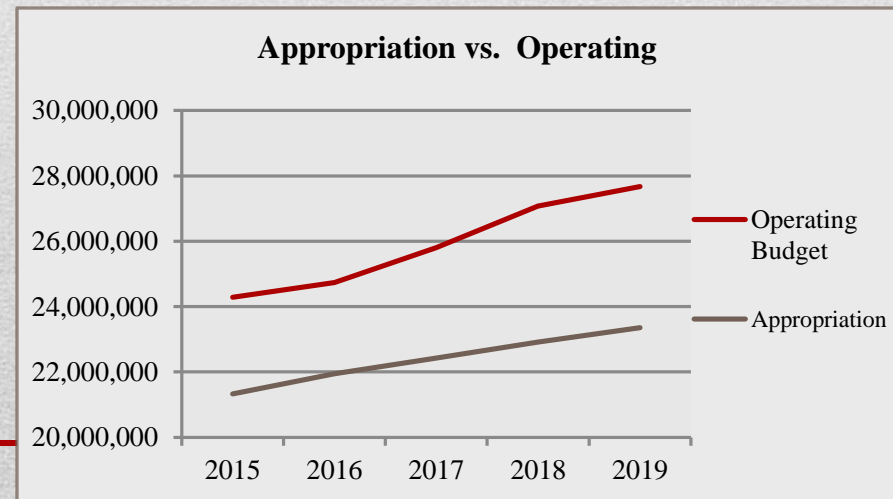
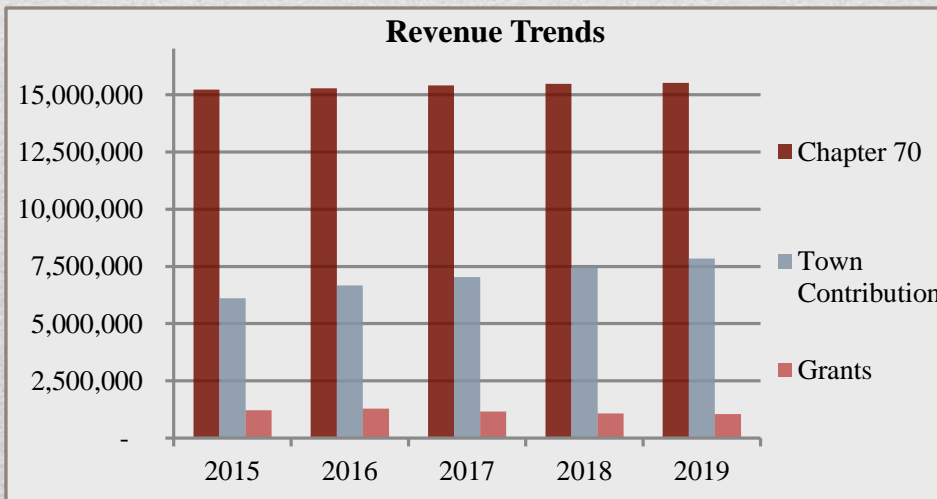
- Other expenses includes: copier lease/maintenance, attorney fees, dues/memberships, advertising, Medicaid billing, postage, and MTRS grant expenses.
- Technology & Custodial/Maintenance include restoration of funds paid from separate capital account in FY18

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

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

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

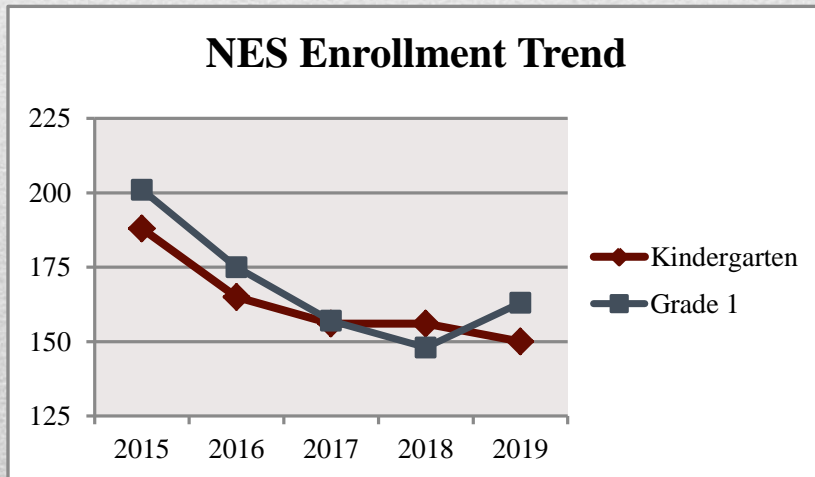
- Increase the appropriation
 - FY17 Chapter 70 increased from \$20 per pupil to \$55 per pupil = \$81,970 additional
 - FY18 Chapter 70 increased from \$20 per pupil to \$30 per pupil = \$23,050 additional
 - FY19: every \$10 increase to the minimum rate results in an additional \$22,160
- Utilize additional 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

NES: Reductions/Reorganization

Position	FTE	Reduction
Assistant Principal	0.3	35,727
Grade 1 Teacher	1.0	56,685

Position	FTE	Addition
Behavior Technician	1.0	23,530
ELL Teacher	.25	14,338
Instructional Technology Specialist	.25	19,000

NET REDUCTIONS: \$35,554



Estimated Class Size 2018-2019

Grade	Estimated Enrollment	Sections	Class Size
Kindergarten	150	7	21.4
Grade 1	163	7	23.3

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

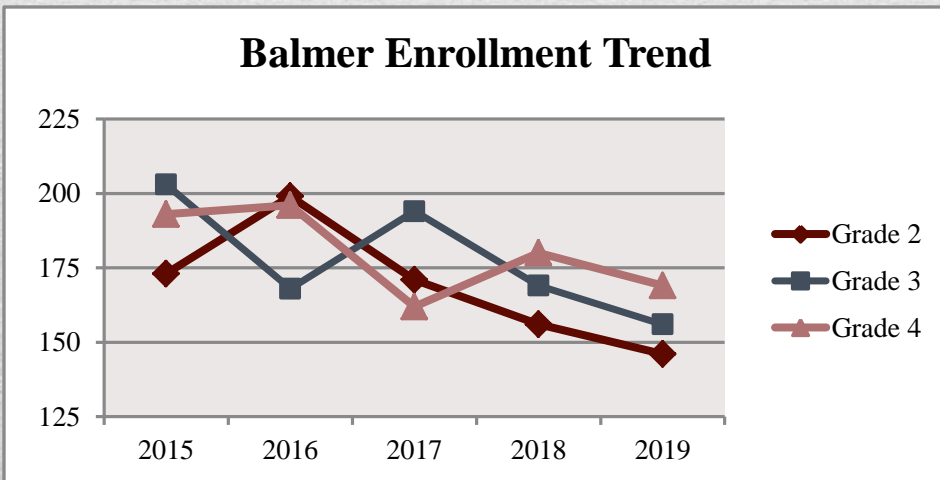
Source for 2019 enrollment data: FY18 current enrollment rolled forward 1 year; K enrollment is estimated based on past year trends

Balmer: Reductions/Reorganization

Position	FTE	Reduction
Grade 3 Teacher	1.0	57,353
Grade 4 Teacher	1.0	81,479
Special Education Teacher	1.0	50,365
Paraprofessional	1.0	17,641
Paraprofessional	1.0	17,641

Position	FTE	Addition
Instructional Technology Specialist	.25	19,000
ELL Teacher	.25	14,338

NET REDUCTIONS: \$191,141



Estimated Class Size 2018-2019			
Grade	Estimated Enrollment	Sections	Class Size
Grade 2	146	7	20.9
Grade 3	156	7	22.3
Grade 4	169	7	24.1

Source for 2015-2018 enrollment data: SIMS October 1 Report
 Source for 2019 enrollment data: FY18 current enrollment rolled forward 1 year

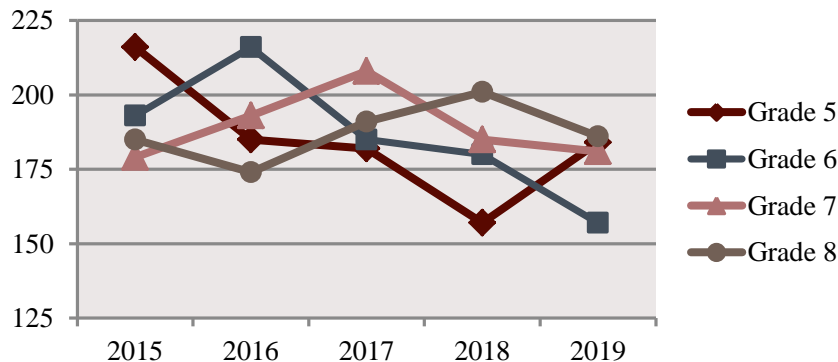
MS: Reductions/Reorganization

Position	FTE	Reduction
Grade 6 Teacher	1.0	54,888
Grade 6 Teacher	1.0	59,148
Health Teacher	1.0	81,037
Library Clerk	1.0	12,401
In School Suspension	1.0	16,851
Secretary	0.2	8,000

Position	FTE	Addition
Title I Teacher/Tutor Reorganization	0.4	15,000
Title I Teacher/Tutor Reorganization	0.4	15,000
Librarian	1.0	48,315
Cafeteria Supervisor	0.5	25,000
ELL Teacher	0.25	14,338

NET REDUCTIONS: \$114,672

MS Enrollment Trend



Estimated Class Size 2018-2019

Grade	Estimated Enrollment	Sections	Class Size
Grade 5	184	8	23.0
Grade 6	157	7*	22.4
Grade 7	181	8	22.6
Grade 8	186	8	23.3

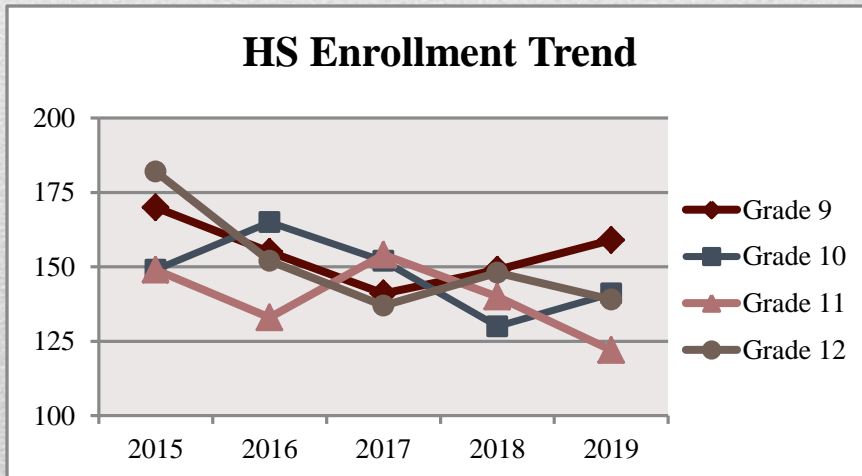
*6 Classroom Teachers with 2 Title I Teachers teaching some Grade 6 classes

HS: Reductions/Reorganization

Position	FTE	Reduction
Science Teacher	1.0	51,680
Special Education Teacher	0.5	28,677
Secretary	0.2	8,000

Position	FTE	Addition
ELL Teacher	0.25	14,338

NET REDUCTIONS: \$74,018



District-Wide English Language Learner Data				
ELL Proficiency Level	2015	2016	2017	2018
1 - Entering	5	6	6	12
2 - Emerging	1	6	6	9
3 - Developing	12	13	31	29
4 - Expanding	8	15	17	6
5 - Bridging	1	8	3	0
6 - Reaching	1	4	0	0
Total ELLs	28	52	63	56

Source for 2015-2018 enrollment data: SIMS October 1 Report
 Source for 2019 enrollment data: FY18 current enrollment rolled forward 1 year; 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

Source for 2015-2017 ELL Date: ACCESS for ELLs Proficiency Level Summary per DESE website; 2018 Data based upon current proficiency level, 2 students for FY18 without current proficiency levels are based upon professional assessment

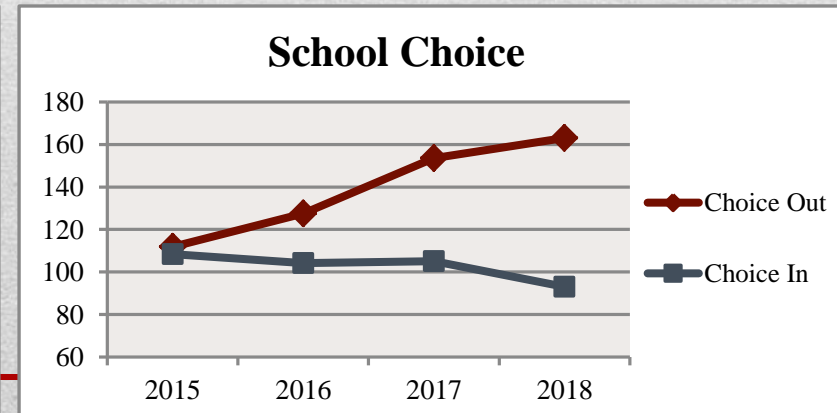
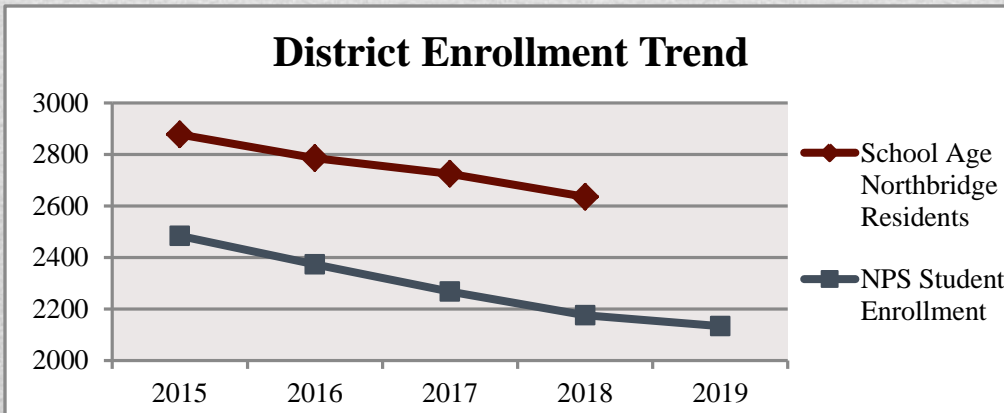
District: Reductions/Reorganization

Position/Item	FTE	Reduction
Systems Administrator	1.0	74,985
Supplies: District-wide		11,523
Maintenance: MS & HS Heating System Repairs*		42,000
Technology: Instructional Hardware*		79,994

Position	FTE	Addition
Technology Support Specialist	1.0	50,000

NET REDUCTIONS: \$158,502

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



Source for 2015-2018 NPS enrollment data: SIMS October 1 Report
 Source for 2015-2018 Northbridge Resident Data: School Attending Report
 Source for 2019 NPS enrollment data: Refer to methodology on prior slides.

Source for 2015-2017 school choice data: Final Choice numbers per DESE
 Source for 2018 school choice data: October 1 numbers per DESE

Summary: Reductions/Reorganization

Site	Position/Item	FTE	Reduction
NES	Assistant Principal	0.3	35,727
NES	Grade 1 Teacher	1.0	56,685
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
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MS	Grade 6 Teacher	1.0	54,888
MS	Grade 6 Teacher	1.0	59,148
MS	Health Teacher	1.0	81,037
MS	Library Clerk	1.0	12,401
MS	In School Suspension	1.0	16,851
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
DISTRICT	Systems Administrator	1.0	74,985
DISTRICT	Supplies: District-wide		11,523
DISTRICT	Maintenance: MS & HS Heating System Repairs*		42,000
DISTRICT	Technology: Instructional Hardware*		79,994
Total Reductions		14.2	846,074

Site	Position	FTE	Addition
NES/BAL/MS/HS	ELL Teacher	1.0	57,353
NES/BALMER	Instructional Technology Specialist	.50	38,000
NES	Behavior Technician	1.0	23,530
MS	Title I Teacher/Tutor Reorganization	0.4	15,000
MS	Title I Teacher/Tutor Reorganization	0.4	15,000
MS	Librarian	1.0	48,315
MS	Cafeteria Supervisor	0.5	25,000
DISTRICT	Technology Support Specialist	1.0	50,000
Total Additions		5.8	272,198

	FTE	TOTAL
TOTAL REDUCTIONS	14.2	846,074
TOTAL ADDITIONS	5.8	272,198
NET REDUCTIONS	8.5	573,876

Summary

- Level services operating budget for FY19 requires a \$598,876 or 2.21% increase over FY18
- Two largest increases in a level services budget are salaries, which increased by \$626,764 and transportation, which increased by \$70,984
- Chapter 70 only increased by the minimum \$20 per student, or \$44,320 and the Town Contribution increased by \$405,167 resulting in the school department's appropriation increasing by \$449,487
- A slight decrease in grant funding is expected
- \$2.685 million can be spent from revolver accounts to help fund the budget (leaving a \$1M reserve balance) vs the \$3.086 million used in FY18
- FY19 Budget Deficit = \$573,876
- Budget reductions to close the gap require reducing net 8.5 FTEs and funding some items from a capital article
- Based on current revolver projections, a lesser amount of revolver funds will be available to fund the budget in FY20 resulting in a revenue shortfall before budget increases or other revenue sources are considered

Important Upcoming Dates

- Presentation to Finance Committee - March 7, 2018
- Public Hearing - March 13, 2018
- School Committee Votes on the Budget - March 27, 2018
- Annual Spring Town Meeting - May 1, 2018