

Westford Public Schools



Superintendent's Fiscal 2020 Budget Request

\$60,694,417

A School System's Budget Is:

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“The quantification of developing the means and the capacity to facilitate human development, with respect for each student’s particular style and rate of learning, as well as an appreciation for the varied interests, aspirations, capacities, obstacles, temperaments, and backgrounds that serve as a frame work within each child...”

Thomas Armstrong
2006

Budget Development Discussion Topics

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School Security and Safety	Innovation (Programs, Processes, etc.)
Enrollment and Class Size	Co-Curricular
Transportation	Professional Development
Support Services	Materials and Supplies
Social/Emotional Well Being	Furnishings
Curriculum	Fees
New/Revised/Discontinued Courses	Facilities Maintenance
Technology/Media Services	Capital Planning
Online learning	Opportunities for Savings/Efficiencies

Budget Assumptions – FY2020

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- ❑ **Largest residential housing boom since the late 80's and early 90's**
- ❑ The Town is experiencing a resurgence in residential growth that will begin to impact school enrollment at all levels in the 2019-2020 school year. (Refer to slide on new development)
- ❑ The Town Manager has recommended an FY2020 appropriation increase of 2.5% to the school system. However .9% of this is to cover the override amount that voters approved two years ago. Therefore only 1.6% is being recommended for general operations.
- ❑ High School enrollment will increase in the next two years.
- ❑ Elementary enrollment has been slowly declining, but may begin to increase with new residential developments. Enrollments at the middle and high school levels will also be impacted.
- ❑ Efforts have been made to greatly minimize new positions that will be needed for enrollment growth (from new residential developments), specific student needs, and general operations.

Budget Assumptions – FY2020

Continuation...

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- ❑ A thorough review of our current budget has been accomplished with some reductions and reallocations.
- ❑ School Choice openings will remain at 75 for 2019-2020.
- ❑ Revolving fund revenues will remain relatively stable and are needed to supplement the Town's appropriation to fund the total cost of school operations.
- ❑ We will continue to rely on fees to fund some programs and services. Some fees may have to be increased for the 2019-2020 school year.
- ❑ Some accounts remain underfunded (custodial services, building maintenance, special education contract services).
- ❑ We have met the School Committee pupil/teacher ratio guidelines (grades K-5 at 22:1 & grades 6-12 at 25:1). However, any need to make significant budget reductions may result in higher class sizes.
- ❑ We need to maintain our strong assessment results, and also improve the performance of our struggling learners. (Refer to slide #8)
- ❑ The number of students requiring special education services, along with the complexity of needs, continues to increase and we will continue to responsibly address these needs.
- ❑ We currently have 88 ELL students; of which 18 have either no or little English speaking ability. We also must now monitor former English Language Learners for 4 years instead of 2.

Budget Assumptions – FY2020

Continuation...

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- ❑ Circuit Breaker reimbursement is currently (FY19) funded by the state at 72% of "excess costs". There is always uncertainty of funding levels from one year to the next.
- ❑ DESE and legislature continue to periodically bring forth unfunded initiatives which require staffing and/or additional expenses.
- ❑ We will use a greater amount of School Choice and (current year) Circuit Breaker funds to offset total operating costs in FY2020.
- ❑ Budget funds our collective bargaining agreements.
- ❑ Improvements to our PreK-12 curriculum continue to be an important emphasis.
- ❑ State curriculum standards continue to change (History & Social Sciences).
- ❑ The number of students requiring an outside placement for special education services continues to be variable with potentially large increases in cost.
- ❑ This Superintendent's Budget preserves programs, classroom teachers and other vital professional and support staff, addresses the needs of our special education students, and seeks to bring more efficiency to our regular and special education transportation services. As constructed, this budget does not meet the Town Manager's appropriation.

Risks

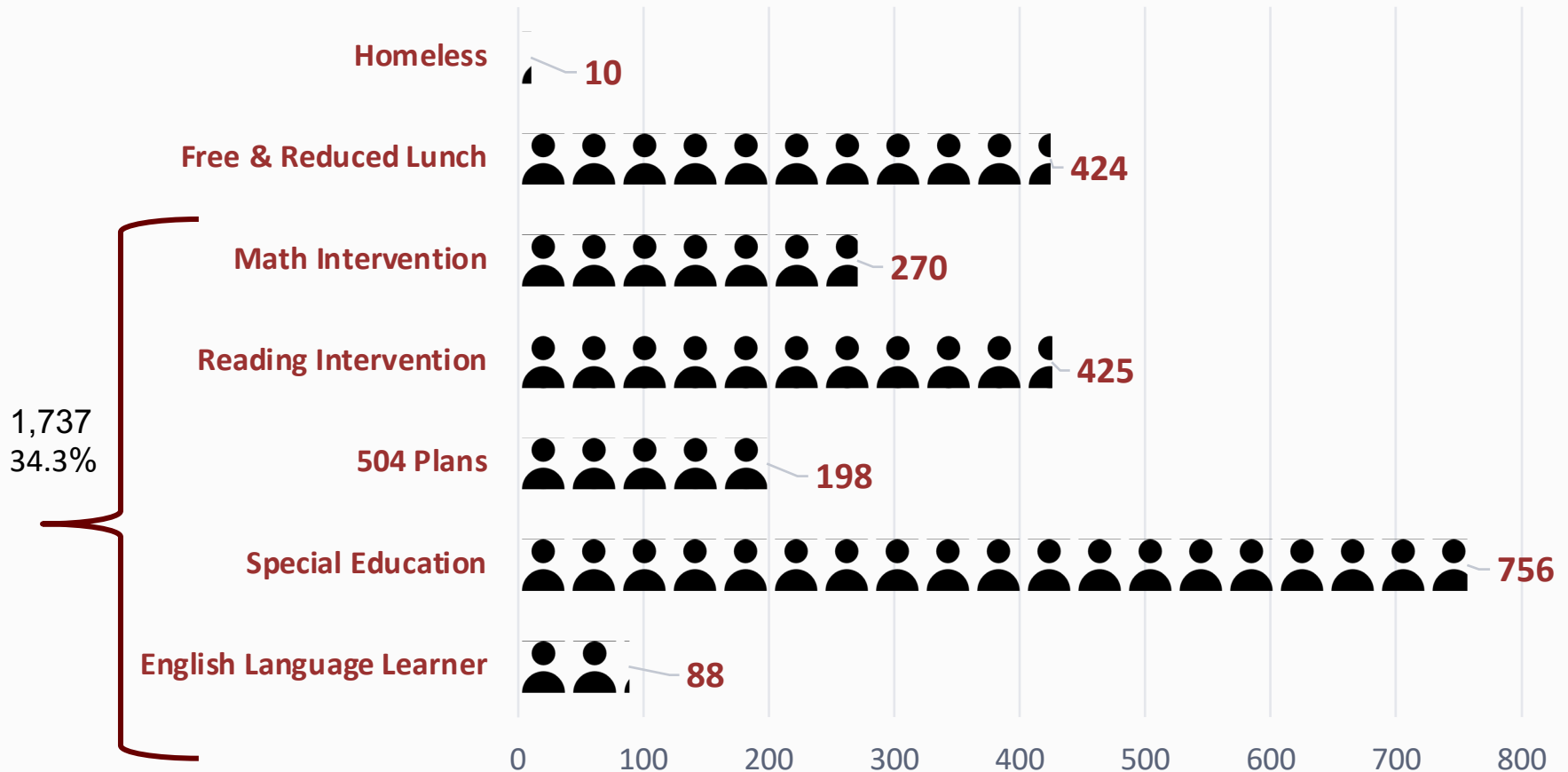
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- ☐ May not be able to hire staff to meet new enrollment growth.
- ☐ Negligible anticipated increase in Chapter 70 Revenue, which is dependent upon the national, regional and local economy and the governor and legislature. Additionally, the town is contending with higher health insurance costs.
- ☐ Underfunding of our custodial and maintenance accounts for many years, and inadequate funds for equipment replacement.
- ☐ Underfunding of special education contract services accounts.
- ☐ It has become virtually impossible to reallocate funds to chronically underfunded accounts.
- ☐ School Choice funds are being used to offset salaries and operating costs in greater amounts.
- ☐ State appropriation levels for Circuit Breaker funds are variable.
- ☐ Funding emerging Town and School needs at the expense of existing staff, programs, and services.

Supporting Westford Students

A Variety of Supports & Services

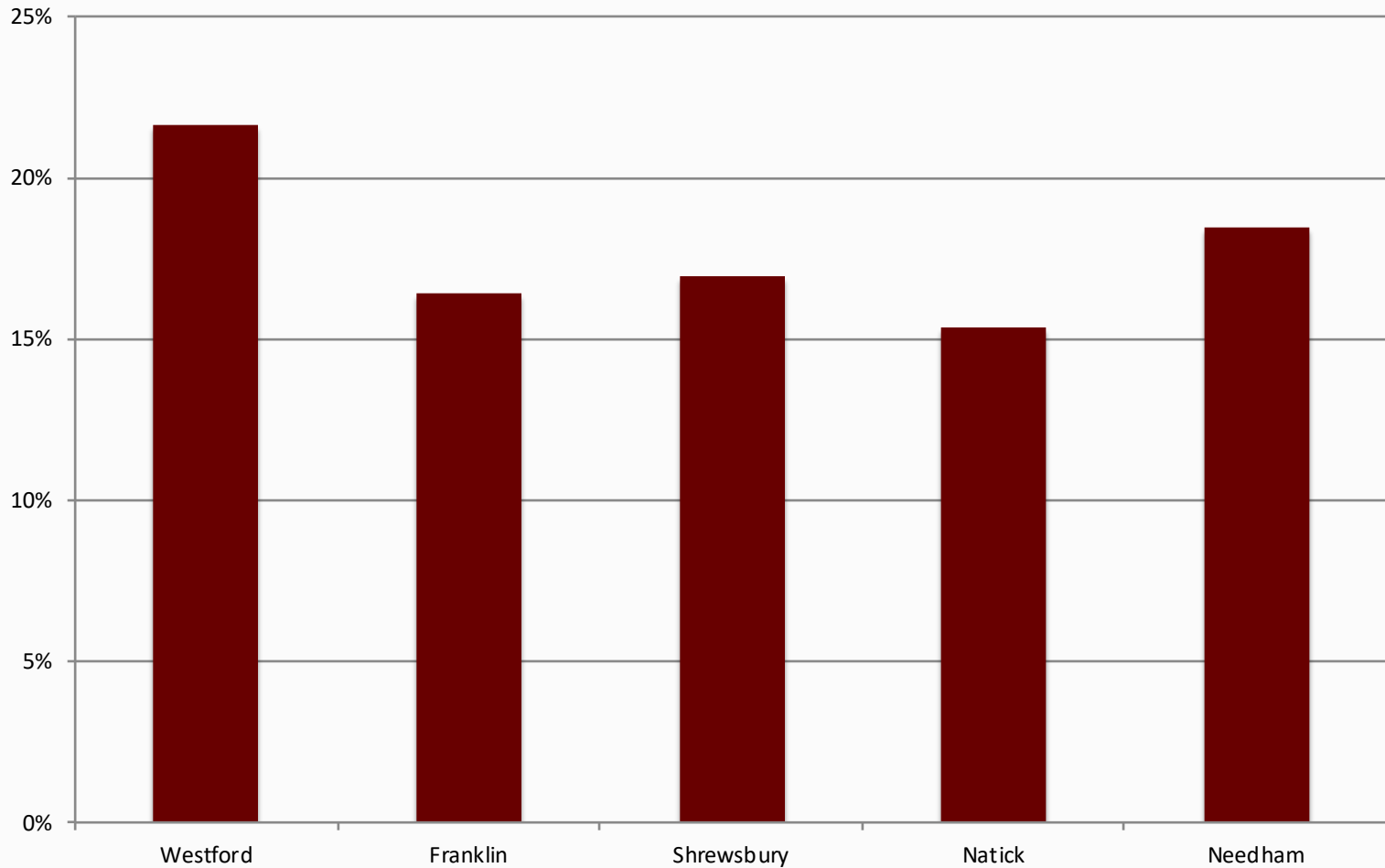
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Students as % Total Population

Source: DESE 2017 District Profiles

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Superintendent's Fiscal 2020 Budget Request

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FY2019 Town Appropriation	\$57,997,394	
FY2020 Carry Forward Budget (Level Service)	\$59,959,324	3.38%
FY2020 New Requests for statutory requirements, growth and reconfigured school start times	<u>\$935,093</u>	1.61%
	\$60,894,417	
FY2020 Additional off-set to School Choice	<u>(\$200,000)</u>	
FY2020 Total General Fund Requests	<u>\$60,694,417</u>	4.65%

Fiscal 2020

Superintendent's Budget vs. Town Manager Appropriation

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Superintendent's FY2020 Budget Request	\$ 60,694,417	4.65%	
Town Manager's Allocation to the School Budget	\$ 58,917,329	1.6%	(\$919,935 increase)
Override - Year 3	<u>530,000</u>	0.9%	
Town Manager's Recommended FY2020 School Budget	\$ 59,447,329	2.5%	
Difference	\$ 1,247,088		

FY2020 Superintendent Budget Summary

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FY2019 Budget		\$ 57,997,394
add: 1.6% per Town Manager		919,935
add: Override – Year 3		<u>530,000</u>
Town Manager Target		<u>\$ 59,447,329</u>
FY2020 carryforward total		\$ 59,959,324
Funds needed in FY2020 to recognize unbudgeted FY2019 costs:	<u>FTE</u>	
Nabnasset Special Education Teacher	1.0	86,341
Blanchard Special Education Teacher	1.0	80,610
Abbot Adjustment Counselor	0.5	30,691
Funding for additional out-sourced special education transportation		<u>160,000</u>
		357,642
Funds needed in FY2020 to increase Town/School Facilities positions to full-year:		
Full year salary (Director \$86,677; Admin \$47,502)		134,179
Less: partial year amount included in carryforward budget		<u>(69,032)</u>
Increment needed for FY2020 full year salary		65,147

FY2020 Superintendent Budget Summary

Continuation...

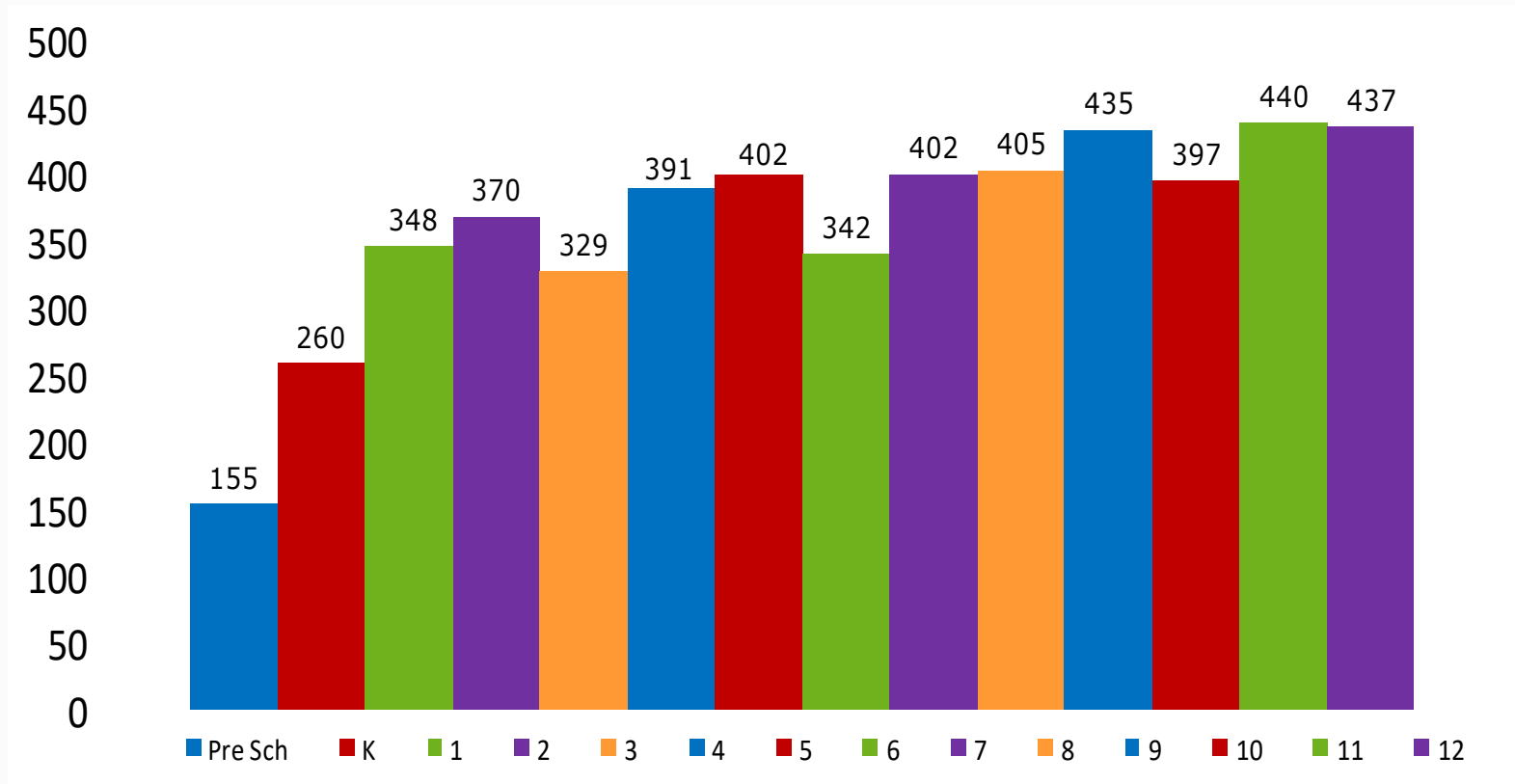
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Funds needed in FY2020 for growth:		
Contingency teaching positions (at M4)	4.0	239,052
Increment needed for Regular Ed Transportation (2 additional buses)		<u>125,252</u>
		364,304
Funds needed in FY2020 for reconfigured school start times:		
Special Ed Transportation (2 regular vans and 1 wheelchair van)		<u>148,000</u>
Total FY2020 new requests		935,093
Additional offset to School Choice		<u>(200,000)</u>
Superintendent's Total General Fund Request		\$ 60,694,417

FY 2020 Projected Enrollment By Grade

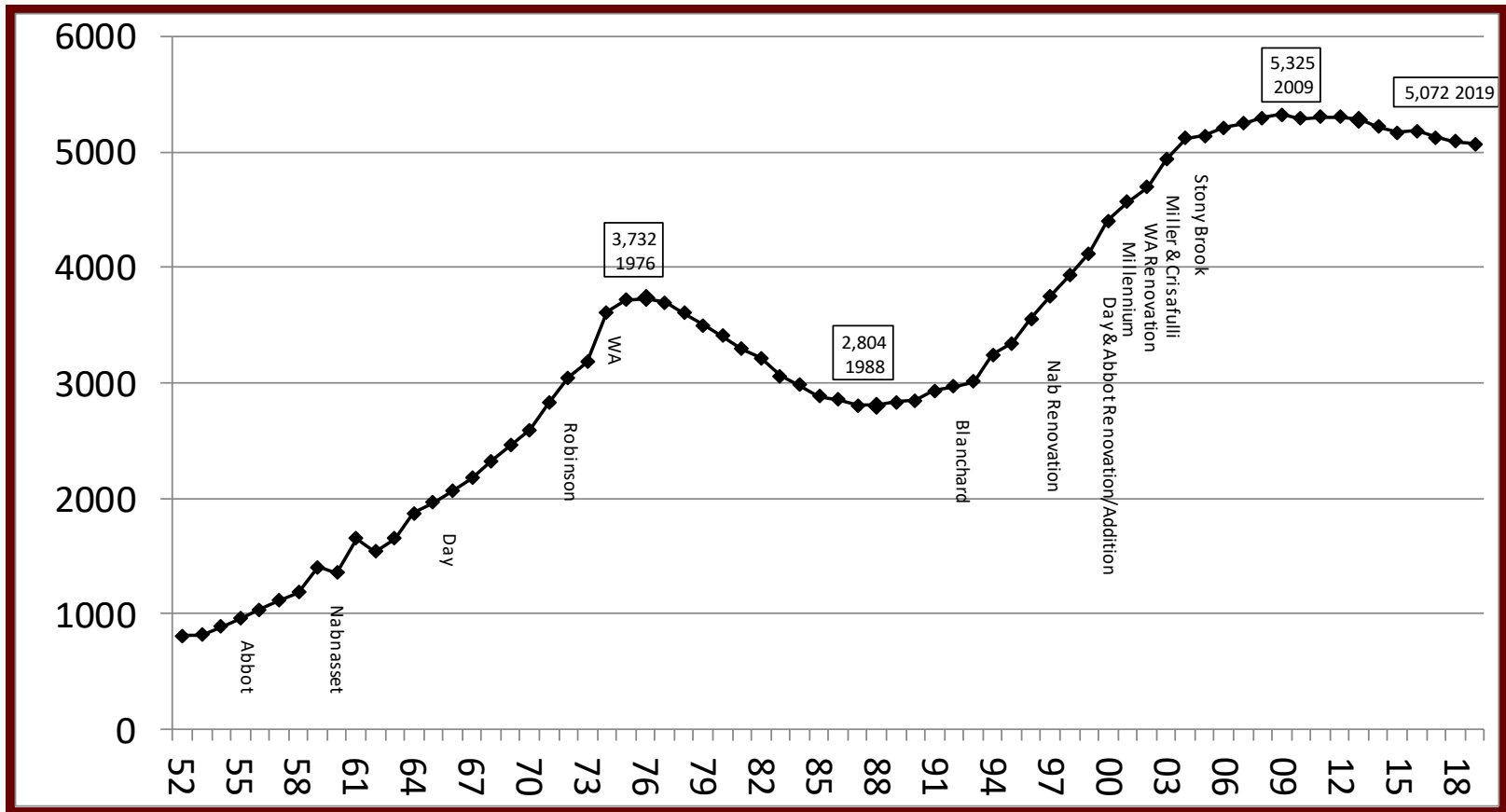
5,113

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Enrollment & School Construction 1952-2019

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Impact of New Residential Growth

School Enrollment Profile

Princeton Properties

16

200 housing units consisting of:

24 1-Bedroom Units

152 2-Bedroom Units

85 students reside at the Princeton apartment complex:

Preschool 3

Grades K-4 36

Grades 6-8 26

Grades 9-12 20

85

Major New Town Developments Impacting School Enrollments

17

Development	Estimated # Students
A. 2 Robbins Road (ROB/CRIS)	95
76 1-BR Apartments	
84 2-BR Apartments	
8 3-BR Apartments	
12 3-BR Townhouses	
180 Units	
B. Westford West (ROB/CRIS)	120
123 1-BR Apartments	
93 2-BR Apartments	
24 3-BR Apartments	
240 Units	
C. Sugar Maple Road (ROB/CRIS)	19
24 2-BR Townhouses	
4 3-BR Townhouses	
28 Units	

Major New Town Developments Impacting School Enrollments

18

Development	Estimated # Students
D. Abbot Mills (MILLER/DAY)	10
103 Apartments	
103 Units	
E. Alden Point (MILLER/DAY)	12
8 3-BR Townhouses	
8 Units	
F. Juniper Hill Road (NAB/ABB)	28
2 2-BR Homes	
10 3-BR Homes	
6 4-BR Homes	
18 Units	
G. Spalding Hill Estates (MILLER/DAY)	60
31 4-BR Homes	
31 Units	

Major New Town Developments Impacting School Enrollments

19

Development	Estimated # Students
H. Wendell Place (MILLER/DAY)	TBD
23 Lots	
# of bedrooms/units not disclosed as of 11/13/2018)	
I. 19 Littleton Road (NAB/ABB)	TBD
16 Townhouse Units	
Proposed by Emanuol Bros.	
# of bedrooms/units not disclosed as of 11/13/2018)	
TOTAL of 647 units	300-400

Enrollment Projections 2019-2020

20

	10/1/18				
	18/19	#	19/20	#	Section
	<u>Actual</u>	<u>Sections</u>	<u>Projection</u>	<u>Sections</u>	<u>Change</u>
MILLENNIUM					
Preschool	120	20	155	21	1
NABNASSET					
PDD					
K (Full Day)	59	3	60	3	
K (1/2 day)	32	2	21	2	
Pre 1	12	1	12	1	
1	115	6	103	5	-1
2	<u>98</u>	6	<u>123</u>	6	
	316		319		
ABBOT					
3	134	7	105	6	-1
4	129	6	140	7	1
5	<u>117</u>	6	<u>134</u>	7	1
	380		379		
ROBINSON					
K (Full Day)	58	3	60	3	
K (1/2 day)	21	1	27	2	1
Pre 1	11	1	11	1	
1	107	5	110*	5	
2	<u>106</u>	5	<u>125*</u>	6	1
	303		333		

* Added 10 students beyond CSR

11/16/18

Enrollment Projections

2019-2020

21

	10/1/18				
	18/19	#	19/20	#	
	<u>Actual</u>	<u>Sections</u>	<u>Projection</u>	<u>Sections</u>	<u>Section Change</u>
CRISAFULLI					
3	112	5	124*	6	1
4	120	6	128*	6	
5	<u>116</u>	5	<u>135*</u>	7	2
	348		387		
Slightly higher cohort ratios for Robinson & Crisafulli due to residential development in this district					
MILLER					
K (Full Day)	58	3	60	3	
K (1/2 Day)	37	2	32	2	
Pre 1	5	1	10	1	
1	114	6	102	5	-1
2	<u>93</u>	5	<u>122</u>	6	1
	307		326		
DAY					
3	117	6	100	5	-1
4	128	6	123	6	
5	<u>104</u>	6	<u>133</u>	7	1
	349		356		
* Added 10 students beyond CSR					

Enrollment Projections 2019-2020

22

	10/1/18						
	18/19	#		19/20	#		Section
	<u>Actual</u>	<u>Sections</u>		<u>Projection</u>	<u>Sections</u>		<u>Change</u>
BLANCHARD							
6	181			163			
7	184			192			
8	<u>194</u>			<u>193</u>			
	559			548			
STONY BROOK							
6	204			179			
7	208			210			
8	<u>254</u>			<u>212</u>			
	666			601			
WESTFORD ACADEMY							
9	397			435			
10	444			397			
11	433			440			
12	447			433			
UNG	<u>3</u>			<u>4</u>			
	<u>1724</u>			<u>1709</u>			
TOTAL	5,072			5,113			

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

Town Residential Growth

23

<u>Request</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Contingency Teaching Positions	4.0	\$239,052 (Step M4)	The construction of nearly 650 residential units will begin to impact our PreK to Grade 12 enrollment in the 2019-2020 school year. At a mature stage of occupancy (2-3 Years), I am anticipating an enrollment increase of 300-400 students. The age/grade distribution of these students is difficult to predict, but we must be prepared to establish additional classes in conformance with our pupil/teacher ratios. Thus the reason for the use of the term “contingency teachers” – we anticipate needing the positions , but is impossible to know at what grade level at this time.
Additional Regular School Buses (2)		\$125,252	The need for two additional school buses is generated by the new townwide residential growth. These vehicles will address issues of capacity and run time.

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

Special Education

24

<u>Request</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Special Education Teacher@ Nabnasset	1.0	\$86,341	This staff member had to be hired in FY19 due to an unanticipated increase in children requiring Individual Education Plans (IEP). We need to financially recognize the position in FY20.
Special Education Teacher @ Blanchard	1.0	\$80,610	This staff member had to be hired in FY19 due to an unanticipated increase in children requiring Individual Education Plans (IEP). We need to financially recognize the position in FY20.

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

Town School Facilities Services

25

<u>Request</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Town/School Facilities Director	1.0	<div></div> <div>\$65,147</div> <div></div>	<p>Based on our discussions with the Town Manager, the school system cost proration for these two positions is 75% of the total salary obligation (\$134,179). In the FY19 budget we carried \$69,032 with the understanding that this would only cover a fraction of the fiscal year since the position would be hired at approximately the mid-year point.</p> <p>Our request for \$65,147 must be added to our FY19 appropriation (\$69,032) to allow for the full budgeting of the salaries for these Town/School positions.</p>
Town/School Facilities Director Administrative Assistant	1.0		

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

Special Education (Later School Start)

26

<u>Request</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Special Education Vans & Staff		\$148,000	It is the goal of the Superintendent and School Committee to adjust the school start times to reflect the research over the years that adolescent students need to start school later than the current 7:30 AM time. This school start time change would result in the school system transitioning to a two-tier transportation schedule. All grade 6-12 students will be transported at the same time, and all PreK-5 students would be transported at the same time. This change will require us to run three additional special education vans due to longer routes and overlapping start and dismissal times.
2 regular sized vans with 1 driver for each van	2.0		
1 wheelchair van with a driver and a monitor	2.0		

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

Special Education Transportation

27

<u>Request</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Increased budget request to accurately reflect the cost of out-sourced special education transportation		\$160,000	<p>There are several variables which impact the efficiency of the van routes and which require us to use an outside contractor when our fleet of 18 vans cannot accommodate a particular route. For example a van might have the capacity to hold seven students, however, there are some students who must be transported individually, or in other cases, not sit side by side to a peer. The distance of each school placement and the timing of the school's arrival and dismissal also impact the ability to join two routes. Although two schools might be located in close proximity to each other, it may be impossible to get both students to their individual school on time.</p> <p>Continued →</p>

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

Special Education Transportation

28

<u>Request</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Increased budget request to accurately reflect the cost of out-sourced special education transportation			<p>Westford is currently leasing three wheelchair vans. One van travels to Cambridge each day, while the other two handle a Billerica run and in-district needs. Unfortunately with preschool starting at the same time as the K-2 schools, we are unable to transport three preschool students, one Robinson student and one Nabnasset student without the assistance of an outside contractor, as all three schools start at 9:00 a.m.</p> <p>Whenever possible, Westford cost shares with a neighboring district. Our contractor has been helpful by informing both districts that we share a common placement. This allows for a cost savings to both districts.</p>

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

Staff Required in FY19

29

<u>Request</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Adjustment Counselor @ Abbot	.5	\$30,691	This position was instituted four years ago using our federal Title I grant funds. WPS did not qualify for Title I funds in the 2018-2019 school year, but the need for the additional .5 adjustment counselor at Abbot remains. As the largest elementary school, a 1.0 adjustment counselor position is unable to meet the demands of facilitating school-wide guidance lessons and managing unexpected/unplanned social/emotional challenges, while meeting the regulatory obligations under the Individuals with Disabilities Education Act (IDEA).

FY 2017 Westford Expenditures Per Pupil - All Funds, Summary By Function

as of 11/8/18, the DESE most recent published data is for FY17

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	Westford Expenditure Per Pupil (\$)	State Average Per Pupil (\$)	(\$) Difference
Administration	\$ 360	\$ 553	\$ - 193
Instructional Leadership	753	1,064	- 311
Teachers	5,642	5,989	- 347
Other Teaching Services	1,184	1,257	- 73
Professional Development	224	198	26
Instructional Materials, Equip. and Technology	319	461	- 142
Guidance, Counseling & Testing	460	480	-20
Pupil Services	1,368	1,575	- 207
Operations & Maintenance	1,144	1,149	- 5
Insurance, Retirement Programs & Other	1,961	2,733	- 772
Expenditures Within the District	\$13,415	\$15,459	\$- 2,044
Total Expenditures, All Funds	\$14,131	\$16,015	\$- 1,884

FY17 Per Pupil Expenditure (PPE) for Comparable Communities

as of 11/8/18, the DESE most recent published info is for FY17

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DART Comparable Communities:	
<u>District</u>	<u>FY17 PPE</u>
Westford	\$14,131
Franklin	\$14,011
Hopkinton	\$15,017
Lexington	\$18,366
Milton	\$14,936
Natick	\$15,560
Needham	\$17,390
Sharon	\$16,317
Shrewsbury	\$13,433
Wachusett	\$12,323
Wellesley	\$19,934
State average	\$16,015

Other High Performing Districts:	
<u>District</u>	<u>FY17 PPE</u>
Westford	\$14,131
Andover	\$17,043
Bedford	\$17,959
Belmont	\$13,656
Carlisle	\$20,395
Concord	\$19,324
Concord-Carlisle	\$22,149
Newton	\$19,082
Sudbury	\$15,699
Lincoln	\$22,944
Lincoln-Sudbury	\$20,428
Weston	\$24,458
State average	\$16,015

“CIRCUIT BREAKER” Special Education Reimbursement

32

The “Circuit Breaker” currently (FY19) reimburses communities 72% of tuition cost in excess of four times the DESE determined per pupil foundation level budget.

Foundation Budget	\$ 11,448 / pupil
4 X Foundation Budget	\$ 45,792

Example: \$100,000 Tuition

Westford Pays:	\$45,792	4 X Foundation Budget
Plus:	<u>\$15,178</u>	28% X \$54,208 (\$100,000 - \$45,792)
	\$60,970	
State Pays/Reimburses:	<u>\$39,030</u>	72% X \$54,208 (\$100,000 - \$45,792)
	\$100,000	

7-Year Special Education Enrollment Trend

33

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
# of students receiving support services	575	605	619	638	642	701	727	756
# of students who have moved into Westford	20	14	1	19	20	20	22	21
# of students who are in "out placement"			37	39	39	40	51	50
# of students who were in "out of district" placements prior to moving to town	2	1	1	3	2	0	0	2*

2018-2019 numbers are based on the October 1 Report for FY2019

* One of the move-in students will impact the FY19 and FY20 tuition line with an increase of \$123,786. The other student's tuition will impact the FY20 budget with an increase of \$232,071.

Actual Special Education Transportation Expenses

34

2012-13	2013-14	2014-15	2015-16	2016-17	Actual 2017-18	Budget 2018-19
\$769,605	\$762,864	\$820,848	\$891,398	\$1,038,296	\$1,106,500	\$1,027,603
Transporting 93 students	Transporting 83 students	Transporting 88 students	Transporting 85 students	Transporting 108 students	Transporting 114 students	Transporting 116 students
4 monitors	3 monitors	4 monitors	4 monitors	4 monitors	4 monitors	3 monitors, plus 1 backup
16 Vans	16 Vans	17 Vans	17 Vans 1 Backup Van	17 Vans 1 Backup Van (1 of the fleet is wheelchair accessible)	18 Vans 1 Backup Van (1 of the fleet is wheelchair accessible)	18 Vans 1 Backup Van (3 of the fleet are wheelchair accessible)

Note: Additional 11 routes have been out-sourced in 2018-19 due to our limitations