

FY22 SCHOOL BUDGET

WESTFORD PUBLIC
SCHOOLS



WPS FY22 PRELIMINARY BUDGET

\$62,541,199

(2.12% increase from FY21)

Based on projected enrollment and position reconfigurations and consolidations.

SUPERINTENDENT'S FISCAL 2022 BUDGET REQUEST

FY 2021 Town Appropriations	\$61,241,357	
FY 2022 Superintendent Budget Request	\$62,541,199	2.12%
Expected FY 2022 Town Appropriation	\$62,099,287	
Difference	\$441,912	

WESTFORD HAS A TOP SCHOOL SYSTEM

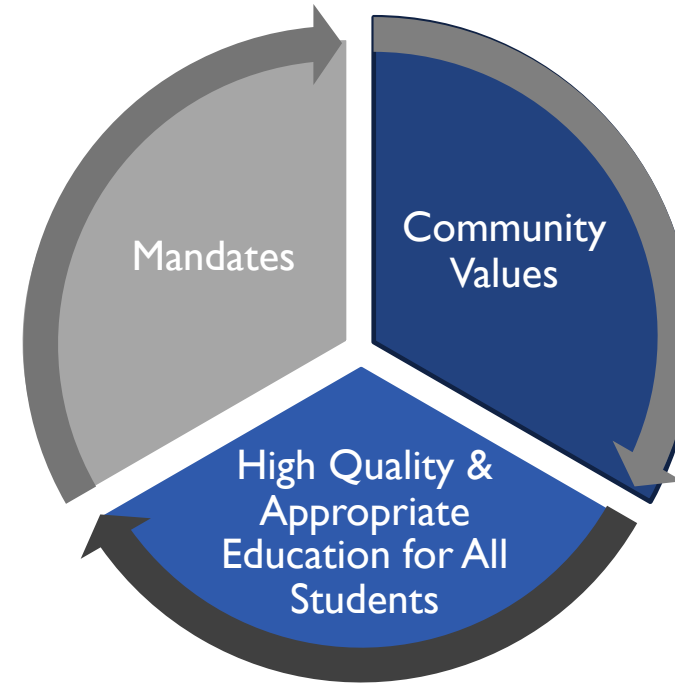
- Consistently ranked a top school system in Massachusetts
 - MCAS Scores
 - Niche @ niche.com
 - U.S. News
 - World Report
 - Boston Magazine
 - Nerdwallet @ nerdwallet.com
- 99% Graduation rate

PRESENTATION OVERVIEW

- Priorities & Assumptions
- Enrollment
- Budget Development
- Proposed Staffing and Programmatic Adjustments
- FY22 Budget Overview
- Next Steps

PRIORITIES & ASSUMPTIONS

**Budgets are not about
NUMBERS.
They are about
PRIORITIES.**



“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

FY22 BUDGET – Priorities & Assumptions

- The Fiscal '22 Budget is developed on the assumption that we will have a full return to school. As of this budget submittal, we are not sure if the state will require school systems to offer a remote learning alternative for students.
- A thorough review of every line in our current budget has been accomplished with some reallocations, based on a comparison to several years of actuals and adjustments based on needs and priorities.
- There are currently 63 school choice students. Our limit has been set at 75 annually. COVID-19 may complicate accepting additional students.
- Revolving fund revenues are needed to supplement the Town's appropriation to fund the total cost of school operations. A number of key revolving funds (transportation, preschool tuition, FDK) have been seriously impacted by the COVID-19 pandemic.
- We will continue to rely on fees to fund some programs and services and continue to evaluate fees annually.
- We have met the School Committee pupil/teacher ratio guidelines (grades K-5 avg. 22:1 & grades 6-12 avg. 25:1). The School Committee, staff, Leadership Team and families have all expressed the significance of these class size guideline.

FY22 BUDGET - Priorities & Assumptions

- We need to maintain our strong assessment results, and also improve the performance of our struggling learners via tiered support.
- The number of students requiring intervention services, including special education, continues to evolve and in some cases increase in complexity. These services include: academic readiness, specially designed instruction, and therapeutic and medical interventions.
- Advisement from physicians and mental health providers continue to note an increase in children/adolescents exhibiting symptoms of stress and anxiety due to the COVID-19 pandemic.

FY22 BUDGET - Priorities & Assumptions

- We currently have 99 ELL students; of which some have either no or little English-speaking ability.
- Circuit Breaker reimbursement is currently funded by the state at 73% of "excess costs". There is continual uncertainty of funding levels from one year to the next, and within a specific year the percentage of reimbursement could change.
- DESE and legislature continue to periodically bring forth unfunded initiatives which require staffing and/or additional expenses.
- New school start times are proposed. The proposal is based on moving to a 4-tier busing and address research on adolescent sleep patterns and sleep needs.
- Given the very concerning Fiscal '22 revenue projections, a 4-tier bus transportation schedule is being proposed for the first time in over 20 years. This will allow us to save over \$400K while providing the same level of transportation that is currently being offered.

FY22 BUDGET - Priorities & Assumptions

- We will continue to use over **\$7** million in grants, School Choice, Circuit Breaker and fee-based programs and services to support our school system.
- Recognize collective bargaining obligations.
- Self-reflections and improvements to our PreK-12 curriculum continue to be an important emphasis.
- State curriculum standards continue to change (Physical Education/Health, Visual & Performing Arts, World Language).
- We are uncertain about the last 6 months of Fiscal 21 (through June 30, 2021). It is anticipated that there will be some additional CARES Act funding, and there could be a continuation of the FFCRA (Families First Coronavirus Response Act).

FY22 BUDGET - Priorities & Assumptions

- There is still uncertainty over how the COVID-19 pandemic might impact the 2021-2022 school year.
- Over the next seven years, the recently passed Student Opportunities Act for school funding will have a minimal impact on Westford's Chapter 70 aid.
- \$183,200 immediately impacted the FY21 budget due to state mandated LEA assignments for special education students.
- 3 out of the 12 residential placements were made by DCF state advisories mandate 50/50 fiscal responsibility from districts (\$333,833 in FY22).
- 15% of Grant 240 and Grant 262 (Federal Grant for IDEA) was allocated to significant disproportionality in FY21 (\$154,881). This same 15% will be allocated in FY22.
- Appropriation amounts for all grants are variable.

ENROLLMENT

IN-DISTRICT ENROLLMENT ANALYSIS

	2020-2021 Enrollment (Actual)	2021-2022 Enrollment (Projected)	Difference
Preschool *	46	99	53
K-2	854	878	24
3-5	1032	1042	10
6-8	1132	1153	21
9-12	1645	1558	-87
	4709	4730	21

* Due to the COVID-19 pandemic, the District chose to only include preschoolers requiring specially designed instruction. The marked increase in the 2020-21 population (53) accounts for the return of tuition paying role model students. The projected enrollment of 99 represents an FTE count. Total number of students accessing the preschool program will range from 99-120.

5-YEAR SPECIAL EDUCATION ENROLLMENT TREND

	2016-17	2017-18	2018-19	2019-20	2020-21
# of students receiving support services	701	727	756	759	769
# of students who have moved into Westford	20	22	21	37	29
# of students who are in "out placement"	40	51	50	52	48
# of students who were in "out of district" placements prior to moving to town	0	0	2	0	3

2020-2021 numbers are based on the DESE October 1 Report for FY2021

- FY21 Out-of-District tuition was impacted by an additional \$183,200 due to state mandates.

ENROLLMENT PROJECTIONS FOR 2021/2022

	10/1/20		1/5/21	
<u>GRADES PreK-2</u>	2020/2021	Sections	2021/2022	Sections
	<u>Actual</u>		<u>Projection</u>	-
NABNASSET				
Preschool	15	2	25	2
K (1/2 day)	18	2	18	2
K (Full Day)	90	4	87	4
1	101	5	126	6
2	107	6	108	6
	331		364	
MILLER				
Preschool	23	4	44	5
K (1/2 day)	19	1	16	1
K Full Day)	54	3	55	3
1	95	5	87	4
2	99	5	104	5
	290		306	
ROBINSON				
Preschool	8	2	30	2
K (1/2 day)	18	1	18	1
K (Full Day)	72	4	68	4
1	81	5	104	5
2	100	5	87	4
	279		307	

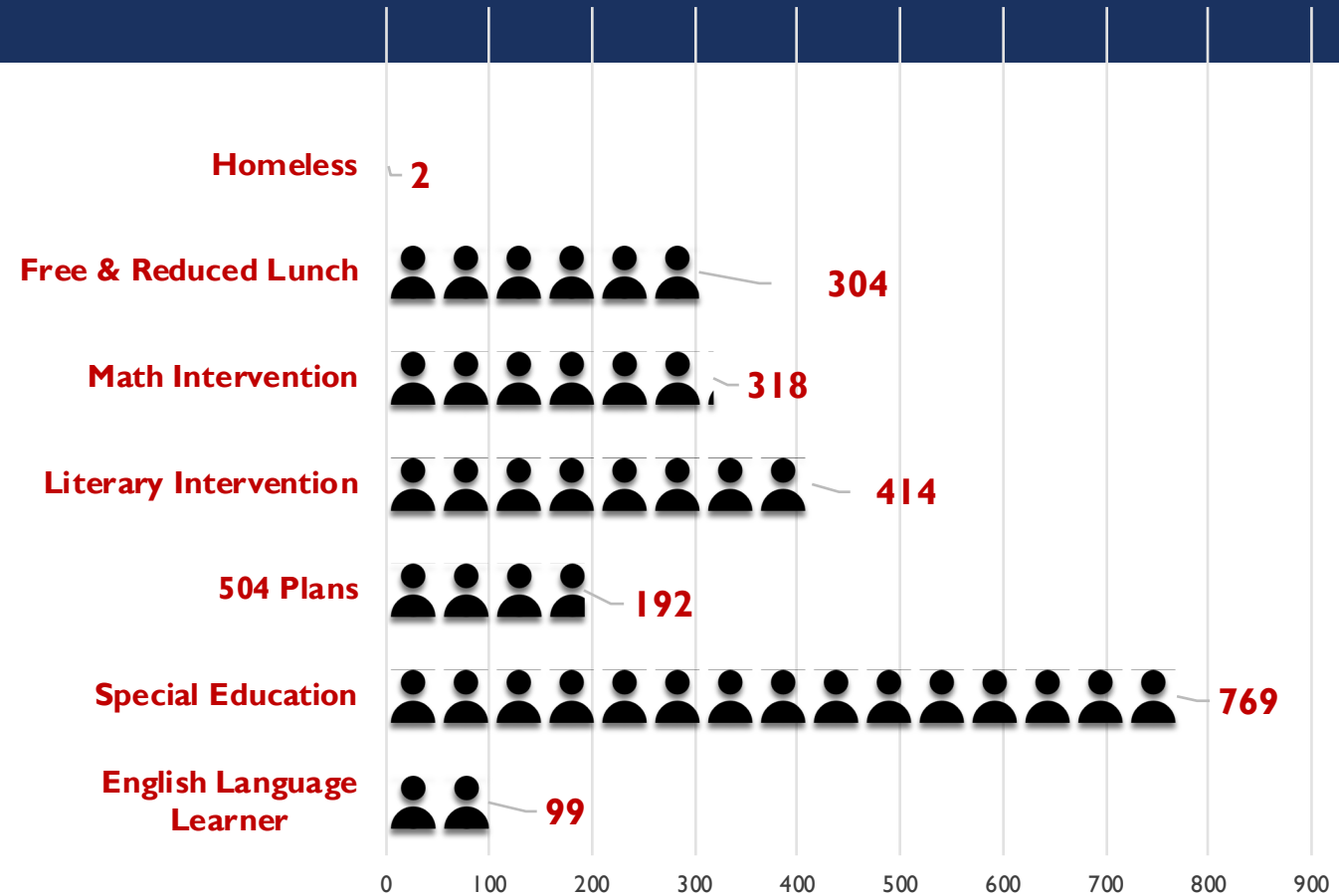
ENROLLMENT PROJECTIONS FOR 2021/2022

	10/1/20		1/5/21	
<u>GRADES 3-5</u>	2020/2021	Sections	2021/2022	Sections
	<u>Actual</u>		<u>Projection</u>	-
ABBOT				
3	124	7	117	7
4	96	5	134	7
5	138	7	104	6
	358		355	
DAY				
3	109	5	109	5
4	92	5	116	6
5	124	6	98	5
	325		323	
CRISAFULLI				
3	108	5	112	5
4	120	6	120	6
5	121	6	132	6
	349		364	

ENROLLMENT PROJECTIONS FOR 2021/2022

<u>GRADES 6-12</u>	2020/2021		1/5/21	
	<u>Actual</u>		<u>2021/2022</u>	
			<u>Projection</u>	
BLANCHARD				
6	180		172	
7	169		189	
8	183		175	
	532		536	
STONY BROOK				
6	206		204	
7	198		212	
8	196		201	
	600		617	
WESTFORD ACADEMY				
9	384		370	
10	424		384	
11	390		416	
12	445		388	
UNG	2			
	1645		1558	
TOTAL	4709		4730	

SUPPORTING WESTFORD STUDENTS



BUDGET DEVELOPMENT

STAKEHOLDER ENGAGEMENT AND OUTCOMES



FINANCIAL DILEMMA FACING THE TOWN OF WESTFORD

- No Increase to Chapter 70 State Aid
- \$90,000 Additional Loss Due to Outgoing School Choice Students
- Loss of Meals & Hotels Excise Tax (\$538,000)
- Loss of Programmatic Revenue

PROPOSED STAFFING & PROGRAMMATIC ADJUSTMENTS

PROPOSED STAFFING & PROGRAMMATIC ADJUSTMENTS

<u>SPECIAL EDUCATION</u>	<u>\$</u>	<u>EXPLANATION</u>
.4 FTE School Psychologist	\$30,761	Needed to assist with the systemwide student testing demands
1.0 FTE Preschool REACH Teacher @ Miller	\$57,042	The number of students on the Autism Spectrum continues to increase. This position needed to be hired in FY21 and is financially being appropriately recognized in FY22.
1.0 FTE Special Education Teacher @ Robinson	\$60,958	The number of students identified for special education services has increased.
1.0 FTE Special Education Teacher @ WA	\$60,958	There will be an increase in the number of students requiring special education services at the high school.
1.0 FTE Licensed Practical Nurse @ Miller	\$36,000	Nurse will work in a medically complex classroom

PROPOSED STAFFING & PROGRAMMATIC ADJUSTMENTS

<u>SPECIAL EDUCATION</u>	<u>\$</u>	<u>EXPLANATION</u>
.8 FTE Licensed Practical Nurse - Districtwide	\$28,800	Needed to meet MA DPH guidelines for the delegation of the administration of medication
.4 FTE Occupational Therapist	\$28,864	This is needed to provide services to the REACH program students (Autism Spectrum) and the preschool. This position needed to be expanded in FY21 and is financially being appropriately recognized in FY22.
.3 FTE Speech Language Pathologist	\$26,859	This is needed to provide services to the increased population in the REACH program and preschool. This position needed to be expanded in FY21 and is financially being appropriately recognized in FY22.
Special Education Professional Development Funds	\$6,500	Two current staff members will be trained in the Orton-Gillingham instruction method of teaching reading
Special Education Supplies and Assessment Materials	\$14,123	Funds will be used to purchase: 7 WIAT Testing kits; 3 BRIGANCE Testing Kits; ACE curriculum materials

PROPOSED STAFFING & PROGRAMMATIC ADJUSTMENTS

<u>TECHNOLOGY</u>	<u>\$</u>	<u>EXPLANATION</u>
Increase 2 current Technician Assistant positions to full Technician positions	\$20,000	These staff members have been invaluable in the repair and re-use of technology devices. They are performing all responsibilities of other technicians but only being compensated as an "assistant" (\$10,000 X 2.0 FTE).
1.0 FTE Assistant Technician	\$40,800	With the extraordinary technology demands at the elementary level, this position had to be hired in order to provide timely service to our staff.
<u>MAINTENANCE</u>		
Increase Maintenance Supplies	\$115,000	For many years our maintenance appropriations have not been commensurate with our facility maintenance needs. This request is a start toward budgeting that is more reflective of actual need.

PROPOSED STAFFING & PROGRAMMATIC ADJUSTMENTS

<u>DIVERSITY, EQUITY & INCLUSION</u>	<u>\$</u>	<u>EXPLANATION</u>
Classroom and Library Books	\$25,000	The DEI Team and staff have identified a significant need for classroom materials & books that are from diverse authors and reflect topics of diversity, equity and inclusion.
Diversity, Equity and Inclusion Professional Development	\$3,000	DEI Consultants will provide valuable and desired professional development to our staff to increase our school system's cultural competence.
<u>SOCIAL/EMOTIONAL LEARNING</u>		
2.5 FTE Adjustment Counselors (Elementary)	\$155,445	The budget impact from most stakeholders clearly indicated a need for additional professionals to assist children in coping with anxiety and mental health issues. The 2.5 FTE, when combined with an existing .5 FTE Adjustment Counselor will allow us to split 3.0 FTE Adjustment Counselors among the six elementary schools.

PROPOSED STAFFING & PROGRAMMATIC ADJUSTMENTS

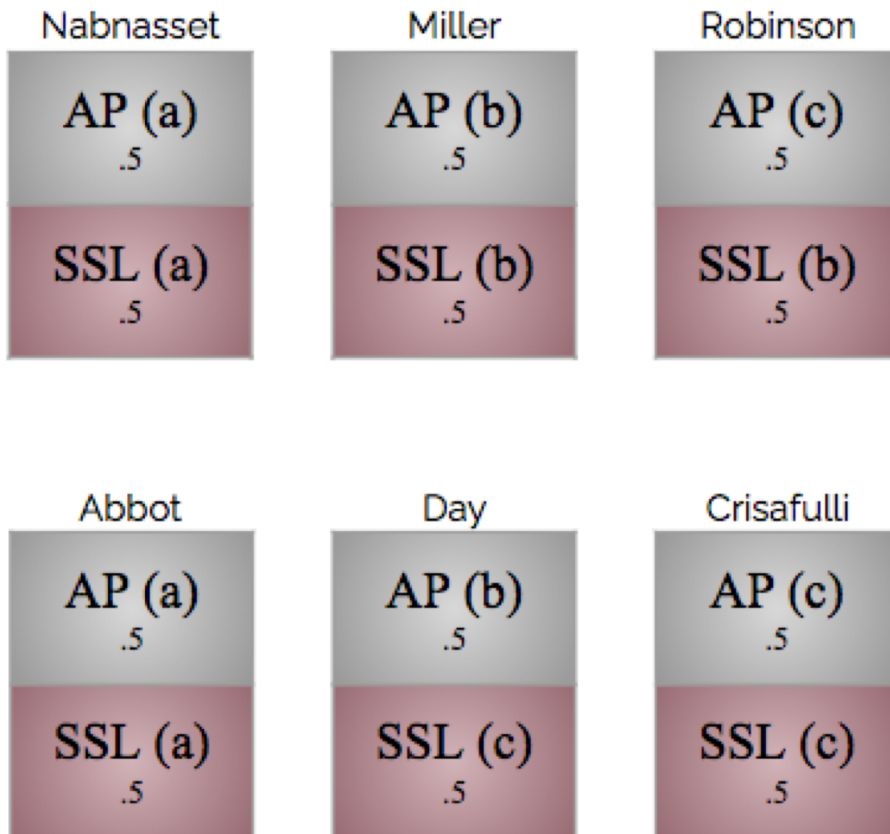
<u>Bussing</u>	<u>\$</u>	<u>EXPLANATION</u>
Four Tier Transportation Schedule	- \$444,174	A four tier transportation schedule would reduce the amount of buses needed for student pick-up and drop-off.
<u>ELEMENTARY ADMINISTRATIVE RESTRUCTURE</u>		
Elementary Assistant Principal/Student Support Leader Merge	\$7,073	(See next slide)

ASSISTANT PRINCIPAL / STUDENT SUPPORT LEADER MERGE

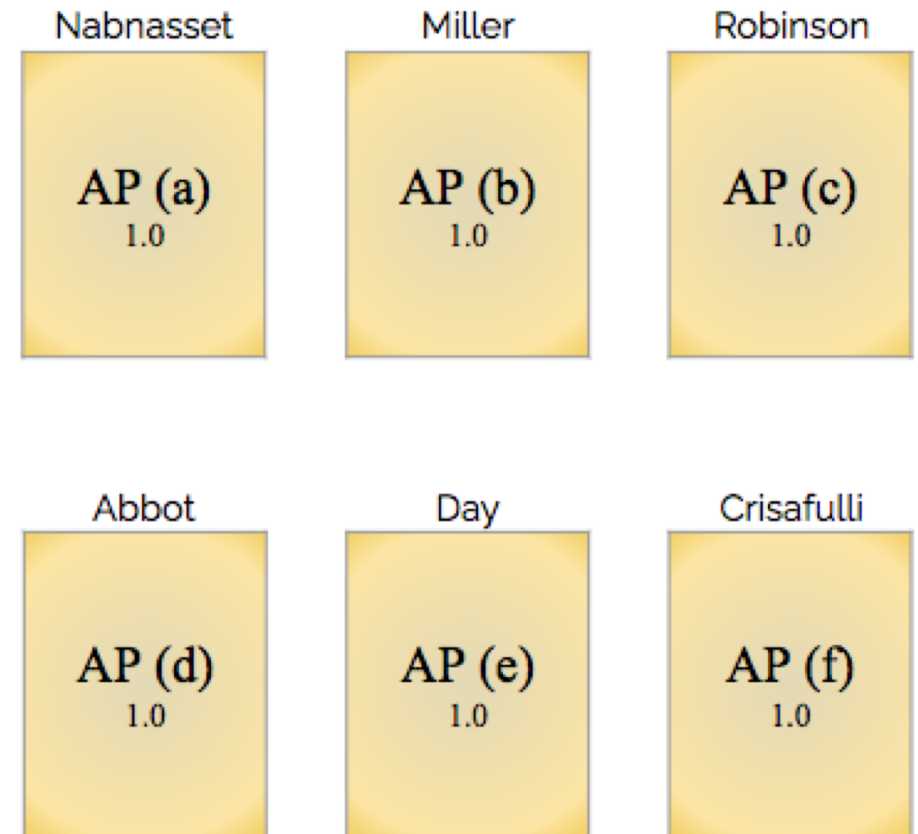
- Embraces the belief of inclusive practices
- Improves the social and emotional support that can be provided to students
- Increases fluidity between the general and special education teams (e.g. administrator builds relationships with students and better understands them as learners)
- Provides opportunities for continuity and follow-through with student-related matters
- Fosters stronger family relationships

ASSISTANT PRINCIPAL / STUDENT SUPPORT LEADER MERGE

Current Model: **3** Full-time APs & **3** Full-time SSLs, each split between two buildings



Proposed Model: **6** Full-time APs responsible for all SSL & AP Duties in one building



FY22 BUDGET OVERVIEW

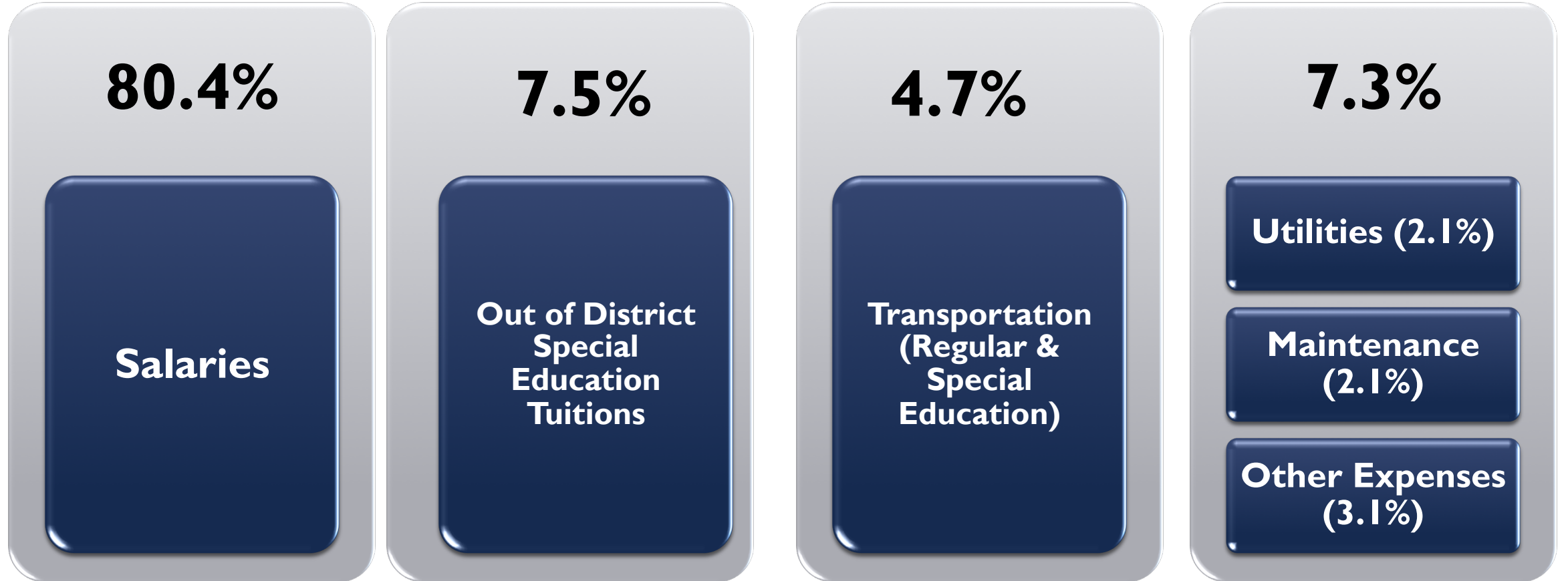
PRELIMINARY FY22 SCHOOL BUDGET

\$62,541,199 FROM GENERAL FUND

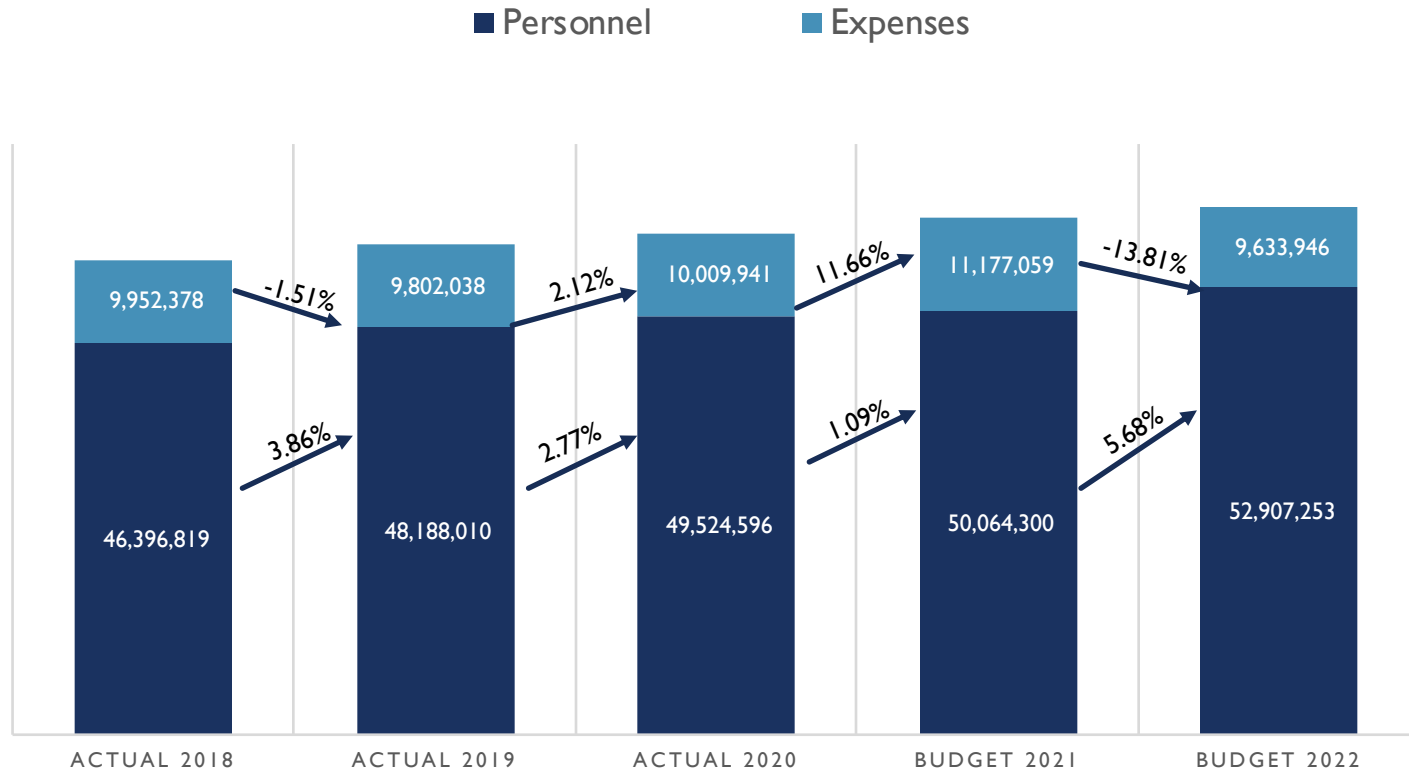
Administration	* 3,104,498	5.00%
Instructional Leadership	4,203,018	6.70%
Teachers	32,037,706	51.20%
Other Teaching Services	6,105,964	9.80%
Professional Development	625,299	1.00%
Instructional Materials, Equipment & Technology	1,002,815	1.60%
Guidance, Counseling & Testing	2,910,630	4.70%
Pupil Services	4,722,902	7.60%
Operations & Maintenance/Technology Infrastructure	5,395,396	8.60%
Fixed Charges	199,750	0.30%
Community Services	4,000	0.00%
Out-of-District Expenditures	2,229,221	3.60%
	62,541,199	

* A significant amount of this is the compensation reserve for salaries/ contracts to be negotiated.

FY22: WHERE DOES THE MONEY GO? ALL FUNDS

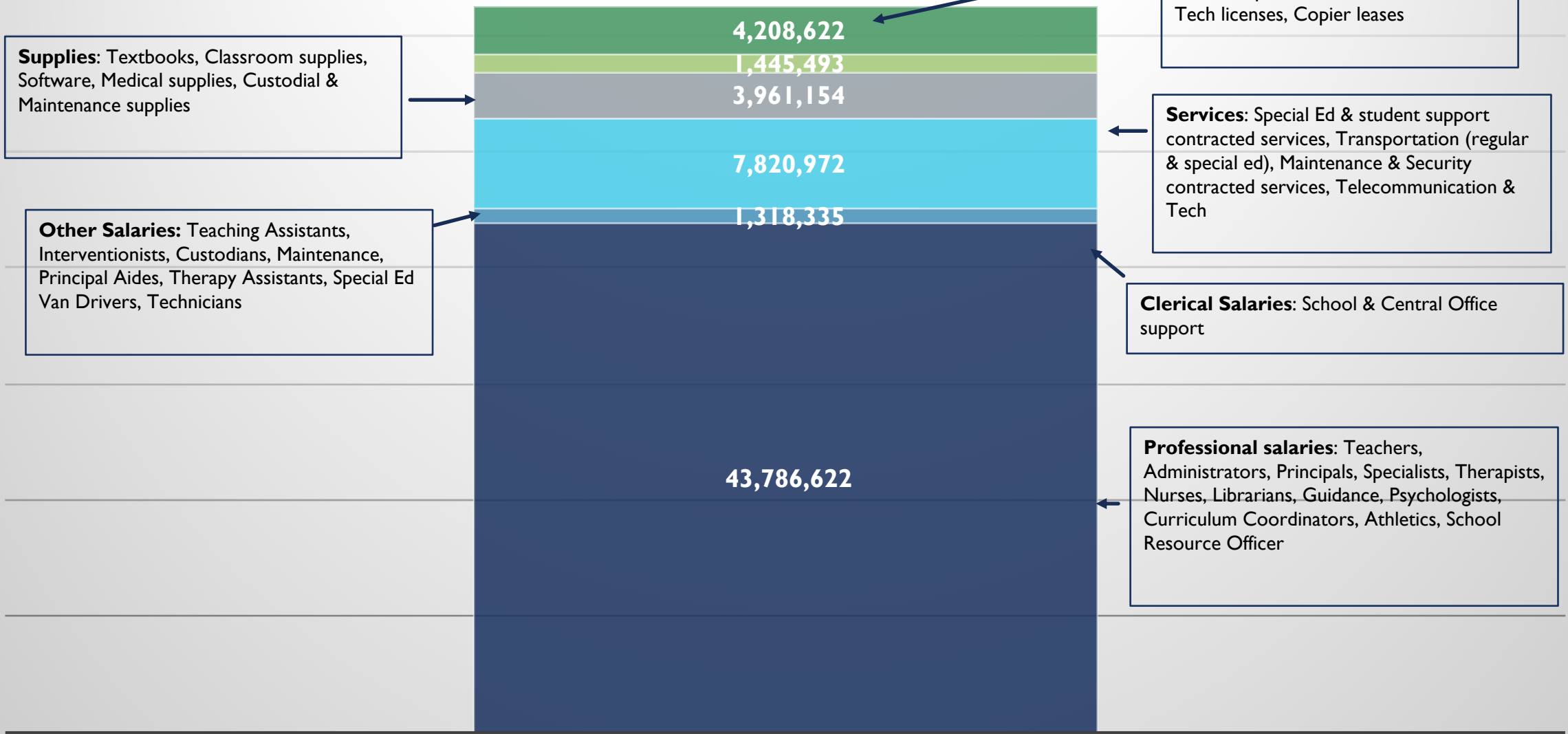


WPS FY22 BUDGET DISTRIBUTION



WPS FY22 Preliminary Budget - Expenditure Breakout

General Fund



NEXT STEPS

NEXT STEPS

Date	Action
Feb. 1, 8, 22, Mar. 1, 8, 15, 22	School Committee Budget Discussion
Feb. 9	Town Manager Budget Presentation to Select Board
Mar. 25	School Budget Hearing w/Finance Committee
June 12	Annual Town Meeting