

Superintendent's FY25 Budget Proposal to School Committee

~~—12/4/23—~~

~~—Updated for 12/18/23—~~

~~—Updated for 1/2/2024—~~

~~—Updated for 1/29/24—~~

~~—Updated for 2/12/24—~~

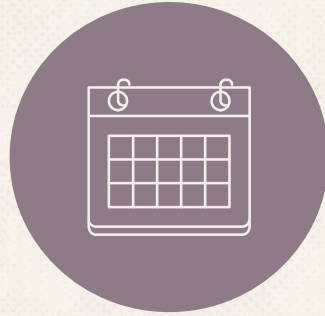
• Updated for 2/26/24 •

PRESENTATION OUTLINE

(slide updated **2/26/24**)

- ✓ FY25 Budget Timeline
- ✓ Budget Development
- ✓ Budget Overview
- ✓ Projected Enrollment
- ✓ Adjustments from FY24

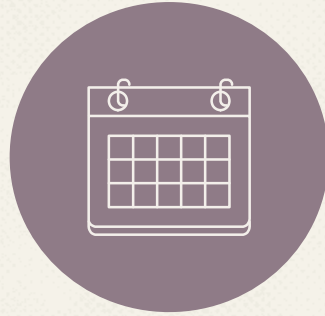
- ✓ Main Revenue & Expenses
- ✓ Additional Adjustments needed to remain within the Proposition 2 ½ constraints
- ✓ Impacts of reductions (1/2/24)
- ✓ **NEW Slides 61-71: Final updated recommendations following Select Board meeting on 2/13/24**



- **FY 25 Budget Timeline**

FY25 BUDGET TIMELINE

Dec. 4	Superintendent's FY25 Budget Presentation
Dec. 12	Town Manager FY25 Budget Presentation to Select Board
Dec. 18 and Jan. 2	School Committee Budget Deliberations/ Public Hearing
Jan.16	School Committee FY25 Budget Vote (tentative)
Jan. 18	Meeting w/School Committee, Finance Committee & Select Board <i>(2/1 follow-up)</i>
Mar. 23	Annual Town Meeting
May 7	Townwide election/ballot question



- **FY25 Budget Development**

FY25 Budget Process

- Spring 2023 the Town of Westford Budget Task Force (TOW BTF) was established
 - Public meetings throughout the summer
 - Progress presented at Town Strategic Planning Retreat
 - Final report presented at a Tri-Board meeting (Select Board, School Committee, and Finance Committee) on October 18, 2023
 - Reports and meeting minutes available on website: <https://westfordma.gov/1582/Budget-Task-Force>
- Evaluated district-wide enrollment numbers
- Met with and discussed needs with leadership team
- Developed two different scenarios
 - First scenario reflects needs to maintain level services
 - Second scenario reflects reductions necessary to meet a budget within the Proposition 2 ½ constraints
- Multiple meetings with Town Manager & Director of Finance

FY25 Budget Challenges

- Special Education Tuitions
 - The Operational Services Division (OSD) approved special education private school tuition rates to increase by 14% in FY24.
 - Normal increases have historically been around 3.3%.
 - We are absorbing the 14% increase in FY24 with plans to use our Special Education Stabilization Fund or School Choice Fund, but this expense needs to be built into future budgets
 - The estimated cost to be included in the FY25 budget is \$1,204,850
- Data reflected that many of our employee contracts were not keeping pace competitively with our comparable districts. The projected FY25 increase to ensure competitive pay in WPS contracts is \$3,326,392
- Bus Contract
 - Based on proposals received in other towns, we are projecting at least an 11% increase in FY25 which is estimated to be an additional \$444,000



- **Budget Overview**

BUDGET OVERVIEW

	General Fund Operating Budget	Increase from previous fiscal year
FY24 Budget	\$65,889,564	\$2,531,083 <i>2.89% increase</i>
FY25 Projection as reflected in TOW Budget Task Force report	\$71,279,331	\$5,389,766 <i>8.18% increase</i>
Recommended FY25 Needs Request	\$70,505,124	\$4,615,559 <i>7% increase</i>



- **Projected Enrollment**

E L E M E N T A R Y

School	Grade-Level	23-24 Roll-Over	Enrollment a/o 11/20	Projected FY25 Enrollment	Sections	Sections 11/20	Projected Sections FY25	Avg Class Size	Avg Class Size 11/20	Projected Avg Class Size	FTE Change
Nabnasset	PK	32	29		2	2	2	16.00	14.50	0.00	
	K	85	96		5	5	5	17.00	19.20	0.00	
	Gr. 1	107	105	96	5	5	5	21.40	21.00	19.20	
	Gr. 2	103	104	105	5	5	5	20.60	20.80	21.00	
Miller	PK	43	35		4	4	4	10.75	8.75	0.00	
	K	80	77		4	4	4	20.00	19.25	0.00	
	Gr. 1	82	85	77	4	4	4	20.50	21.25	19.25	
	Gr. 2	97	97	85	5	5	4	19.40	19.40	21.25	-1
Robinson	PK	27	32		2	2	2	13.50	16.00	0.00	
	K	94	102		5	5	5	18.80	20.40	0.00	
	Gr. 1	106	121	102	5	6	5	21.20	20.17	20.40	-1
	Gr. 2	111	112	121	6	6	6	18.50	18.67	20.17	
FY23 GRADES 3-5											
Abbot	Gr. 3	138	141	104	8	8	6	17.25	17.63	17.33	-2
	Gr. 4	119	120	141	6	6	7	19.83	20.00	20.14	1
	Gr. 5	119	120	120	6	6	6	19.83	20.00	20.00	
Day	Gr. 3	81	87	97	4	4	5	20.25	21.75	19.40	1
	Gr. 4	104	107	87	5	5	4	20.80	21.40	21.75	-1
	Gr. 5	104	105	107	5	5	5	20.80	21.00	21.40	
Crisafulli	Gr. 3	106	112	112	5	5	5	21.20	22.40	22.40	
	Gr. 4	104	111	112	5	5	5	20.80	22.20	22.40	
	Gr. 5	119	129	110	6	6	5	19.83	21.50	22.00	-1
Net FTE Change:											-4

School	Grade-Level	23-24 Roll-Over	Enrollment a/o 11/20	Projected FY25 Enrollment	Sections	Sections 11/20	Projected Sections FY25	Avg Class Size	Avg Class Size 11/20	Projected Avg Class Size	FTE Change
Blanch	Gr 6	178	180	182	8	8	8	22.25	22.50	22.75	
	Gr 7	178	177	180	8	8	8	22.25	22.13	22.50	
	Gr 8	182	188	177	8	8	8	22.75	23.50	22.13	
	TOTAL	538									
SB	Gr 6	177	188	174	8	8	8	22.125	23.50	21.75	
	Gr 7	166	177	188	8	8	8	20.75	22.13	23.50	
	Gr 8	232	236	177	10	10	8	23.2	23.60	22.13	-2
	TOTAL	575									
WA	Gr 9	393	370	424							
	Gr 10	353	345	370							
	Gr 11	373	372	345							
	Gr 12	377	378	372							
	TOTAL	1496									

*Updated slide 12/18



- **Adjustments**

FY25 ADJUSTMENTS

Service/Position

Cost

Rationale/Impact

Reductions based on current needs

Decrease 2.0 FTE at
middle school level

\$133,794

Enrollment adjustment at Stony Brook Middle
School

Decrease 2.2 FTE at
Westford Academy

\$147,173

Enrollment adjustment at Westford Academy
.8 World Languages
.2 HSS
.6 VPA
.6 ELA

Decrease 4.0 FTE at
elementary level

\$267,588

Enrollment adjustment at Miller, Robinson,
Crisafulli and Abbot

FY25 ADJUSTMENTS

Service/Position	Cost	Rationale/Impact
Reductions based on current needs		
Eliminate in-district transportation	\$227,170	All special education transportation will be outsourced
Eliminate Data Specialist Position, 1.0FTE	\$63,000	Merge Central Office responsibilities
Total Reductions	\$838,725	

• FY25 ADJUSTMENTS •

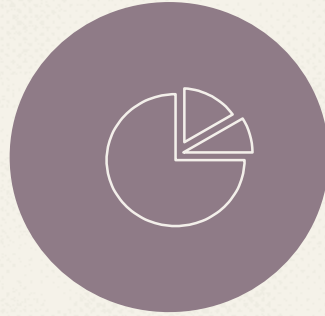
Service/Position	Cost	Rationale/Impact
Additions based on current needs		
Post graduate programming at Westford Academy	\$227,449	Provide special education services to students 18-22 years old. 3.4 FTEs will include a special education teacher, 2 job coaches and administrative support
Add 1.0 FTE ESL Teacher	\$66,897	Meet increasing ELL demands across grade levels (start date: 12/1/23)
Total Additions	\$294,346	

FY25 Other Considerations

- Includes an increase in School Choice offsets: from \$440K to \$460K (Transfer the special education tuition payment for one school choice student from General Fund to school choice account.)
- Includes an additional \$4,000 offset from Food Services revenue to support Business office salary
- Includes additional \$25,000 offset from activity fees to support activity stipends
- Includes additional \$15,000 offset from music fee revolving account to support music teachers' salaries
- Include an additional \$45,000 offset in the Bus Fee Revolving Account to cover transportation costs.
- Adjustments in subscription costs realize a decrease in projection by \$120,828

FY25 Adjustments

- Total Reductions (\$838,725) + offsets (\$229,828) = **\$1,068,553**
- Total Additions = **\$294,346**
- Difference= **\$774,207** which is the balance between FY25 projected and FY25 needs



Main Revenue & Expense Categories

• Main Revenue Categories •

Circuit Breaker: Represents partial reimbursement based on the previous year's allowable Spec. Ed. expenses. FY25 budgeted amount of \$2,644,360 will be used for district tuition.

Grants: Federal and State - Grant 240 is the district's largest entitlement grant and is restricted for special education needs. FY24 budgeted amount of \$820,000 is projected to be used for out of district tuitions.

Miscellaneous Revenue: Monies received for activities/services. Miscellaneous revenue projected for the use in FY25 budget include:

- School Choice - \$450,000
- Athletics/Activities/Music Fees - \$800,000
- Bus/Parking Fees - \$750,000
- PK/Early Arrival Fees - \$350,000

• Main Expense Categories •

- Salaries
- Operations/Facilities
- Special Education Out of District
- Transportation

• Main Expense: FY25 Salaries •

Overwhelmingly the largest portion of the budget: \$56,402,590 (approximately 80%)	
Building & Ground Staff	\$2,475,122
Other (District/Building Admin, LPS, Certified OT & SLP Assistants, IT, Data Manager, Health Director, Athletic Trainer, etc.)	\$4,605,962
Secretarial Staff	\$1,410,645
Support Educational Staff (Teaching Assistants, Math/Reading Interventionists, Academic Coaches, etc.)	\$4,628,786
Teaching Staff (Teachers, Nurses, Counselors, Library Media Specialists, etc.)	\$43,282,075
GRAND TOTAL:	\$56,402,590

• Main Expense: FY25 Operations/Facilities •

Includes but not limited to the following:

- Custodial services
- Maintenance services
- Utility costs
- Upkeep of grounds

In addition to the district's 9 schools, responsibilities include Central Office, the Treatment plants at Abbot, Stony Brook, Blanchard and Westford Academy, and the Beacon Street Maintenance facility. In 2013, an MOU was signed between the School Committee, Select Board and the Board of Water Commissioners that maintenance of the treatment plants would be taken care of by the schools.

Unfortunately, this budget proposal still does not include increases to Preventative Maintenance (PM) which has been a long standing goal of the district to adequately fund.

Updated utility costs increases (\$292,239) contribute to the largest growth in this category.

BUDGETED TOTAL OPERATIONS/FACILITIES COSTS:

- | | |
|----------------------|-------------|
| • FY24 Budget Amount | \$4,981,183 |
| • FY25 Budget Amount | \$5,491,102 |

Main Expense: FY25 Spec Ed OOD Tuition

Out of District Tuition Costs supported by:

- General Fund
- Circuit Breaker (prior year reimbursement)
- Grant 240 (IDEA)

Types of Out of District Placements include:

- Private Day Schools - projected 33 students
- Private Residential - projected 7 students
- Other Public Schools - projected 1 student
- Member Collaborative (Valley) - projected 15 students
- Non-member Collaboratives - projected 3 students

FY25 Projected Total # of Students - 59

Total Out of District Tuition Costs:

- FY25 BUDGET AMOUNT: \$6,673,929
 - General Fund
\$3,209,569
 - Circuit Breaker
\$2,644,360
 - Grant 240 (IDEA)
\$ 820,000
- FY24 BUDGET AMOUNT: \$5,636,890
 - General Fund
\$2,413,119
 - Circuit Breaker
\$2,403,771
 - Grant 240 (IDEA)
\$ 820,000

•Main Expense: FY25 Transportation•

Comprised of:

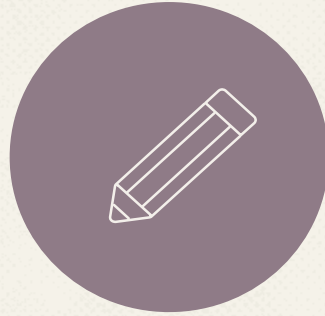
- General Education Transportation through new required contract for FY25-FY27
 - Initial Bid price proposals for FY25 was a 12.13% increase vs 11% projection
- Special Education out of district transportation through separate contracted service
 - Out of District budgeted transportation costs for FY24 \$1,476,922.
 - Initial FY 25 projected \$1,704,092 includes the potential increase for renewing leased vehicles and COLA increases for drivers
 - The \$227,170 adjusted savings for transportation will be reflected in this category

BUDGETED TOTAL TRANSPORTATION COSTS:

- | | |
|------------------------|-------------|
| ● FY24 Budgeted Amount | \$3,699,000 |
| ● FY25 Budgeted Amount | \$4,403,420 |

• BUDGET OVERVIEW •

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Recommended FY25 Needs Request	\$70,505,124	\$4,615,559 <i>7% increase</i>



- **Additional Adjustments to remain within the Proposition 2 ½ constraints**

Other Scenario

General Fund Operating Budget

**FY25 Budget within the Proposition
2 ½ constraints**

\$67,207,356

Recommended FY25 Needs Request

\$70,505,124

**Difference between budget
constraints vs needs request**

-\$3,297,768

FY25 ADJUSTMENTS

Service/Position	Cost	Rationale/Impact
Prop 2 ½ Constraints Adjustments		
Eliminate 3.0 FTE Literacy Specialists	\$200,691	Reduce K-2 literacy specialists from 6.0 FTE to 3.0 FTE
Reduce district-wide administration (3.0 FTE)	\$350,00	Restructure instructional support leadership <ul style="list-style-type: none"> • Eliminate Director of Equity, Curriculum & Instruction position • Restructure K-5 Curriculum Coordinators for STEM and Humanities
Adjust intervention model at elementary and middle school levels	\$445,198	Eliminate RIs and MIs at elementary & middle school level. Add Academic Coach at each elementary school

FY25 ADJUSTMENTS

Service/Position	Cost	Rationale/Impact
Prop 2 ½ Constraints Adjustments		
Eliminate 2.0 FTE reading teachers at middle school	\$133,794	This would remove the General Education reading elective at both middle schools
Reduce 11.4 FTE at Westford Academy	\$762,625	Math 2.0 FTE ELA 2.0 FTE School Counselor 1.0 FTE World Languages 1.2 FTE HSS 1.4 FTE Science 2.0 FTE VPA .8 FTE LMS 1.0 FTE These reductions would impact both class sizes and elective offerings

• FY25 ADJUSTMENTS •

Service/Position	Cost	Rationale/Impact
Prop 2 ½ Constraints Adjustments		
Additional Reduction of 4 elementary FTE teaching positions	\$267,588	3.0 FTE at Abbot and 1.0 FTE at Day
Total Reductions	\$2,159,896	

Final FY25 Adjustments Overview

- Total staff reductions to remain within the Proposition 2 ½ constraints = **\$2,159,896**
- Additional reduction in compensation reserve needed to meet identified targets for keeping pace with competitive pay = **\$1,032,317**
- Additional **\$50,000** offset from Integrated Preschool revolving account
- Eliminate **\$55,555** to fund contingency for 2.0 ESPs
- The above total to meet the difference between FY25 needs and remaining within the Proposition 2 ½ constraints = **\$3,297,768**

Total FY25 FTE ADJUSTMENTS

(updated 12/18/23)

- Initial district wide FTE reductions = - 27.2
- FTE additions = + 4.4
- Additional FTE reductions to remain within Proposition 2 ½ constraints = ~~- 47.4~~ -53.4
- Additional FTE increase to support changes within Proposition 2 ½ constraints = + 6.0
- Potential Total FY25 FTE Reductions reflected within this presentation = ~~- 64.2~~ -70.2

Total FY25 FTE ADJUSTMENTS

(new slide 12/18/23)

Override	Reduction	FTE-Count	Addition	FTE-Count	Net b/w Reduct&Add
	2.0 FTE-Middle School	-2.0	Post-graduate program	3.4	
	2.2 FTE-WA	-2.2	1.0 FTE-ESL Teacher	1.0	
	4.0 FTE-Elementary	-4.0			
	1.0 FTE-Data Specialist	-1.0			
	Eliminate in-district Transportation	-18.0			
	Total	-27.2	Total	4.4	-22.8
No-Override	Reduction	FTE-Count	Addition	FTE-Count	Net b/w Reduct&Add
	3.0 FTE-Literacy Specialist	-3.0	Academic Coaches (Adjust Intervention Model)	6.0	
	3.0 FTE DW-Admin	-3.0			
	Adjust Intervention model	-30.0			
	2.0 FTE-Reading Teachers-MS	-2.0			
	11.4 FTE-WA Teachers	-11.4			
	4 FTE-Elementary	-4.0			
	Total	-53.4	Total	6.0	-47.4

		FTE-Count
Override	Initial district wide FTE reductions	-27.2
	Initial FTE additions	4.4
No-Override	Additional FTE reductions	-53.4
	Additional FTE increase-Unit G	6.0
	Academic Coach	
	Potential FY25 Net FTE Reductions	-70.2

Initial FY25 Adjustments reflected in Needs Budget (new slide 12/18)

- Initial 2.2 FTE reduction based on enrollment at WA
 - 0.6 ELA (3 sections)
 - 0.2 HSS (1 section)
 - 0.8 World Languages (4 sections)
 - 0.6 Visual and Performing Arts (3 sections)

Impact of Prop 2 ½ Constraints on WA Schedule (new slide 12/18)

- Typical student experience will change
- Lower success rate for scheduling
 - Limited access to choices
 - Reductions in elective classes in every department
- Lottery for some classes including the option to double up
- A complete rebuild of master schedule would be required, student schedules would not be completed until right before school starts in 24-25 school year
- Very limited movement for course changes add/drops

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

- Many teachers may have a cap on senior letters of recommendations
- Staff members may need to teach a section outside their license/area of expertise
- Impact the ability to build as many trusting adult relationships between students and staff (Significantly increase class sizes in many core courses (25+ to 1)
- Potential decrease to co-curricular activities due to teacher caseload or loss of that staff member
 - 35+ clubs, 8-10 different teams

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

School Counselor Reduction of 1.0

- Changes to post secondary planning process for seniors
 - Decreased time for guided feedback/limited personalization
 - Additional 12+ seniors per counselor to write college recommendations
 - Elimination of small group curriculum
- Increase school counselor caseloads by 30+ students, to 230+ per counselor
- Potential elimination of counseling programming
 - Junior Job Shadow Day, Career Breakfast, Counseling Newsletter/social media presence, Coffee with Counselors outreach program, counselor on call
- Decrease in mental health grade level screening beyond what is mandated

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

Math & Computer Science Reduction of 2.0

- CP levels average class size would jump to 26.4
 - Algebra I, Geometry, Algebra II, Trig and Pre-Calc.
- Reduction in number of sections of required courses
 - Currently 165 students are electing to double up, more than ½ would not be able to do so because classes would be full
- Less math and computer science electives
 - AP offerings and other electives
 - Computer science courses offered with less frequency, harder time filling prerequisites

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

Science 2.0 reduction (1.0 Physics, 1.0 Biology)

- Average class sizes in bio and physics increase beyond current cap of 24
- Based on safety standards, certain labs might not be permitted with higher class sizes
- Reduction of science electives
 - Forensics, Marine Biology, Environmental Biology, Robotics/Engineering, only graduation requirements
- Option to double-up eliminated

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

English 2.0 reduction (in addition to the .6 FTE)

- Eliminate all electives - only required courses available
 - Film and Literature, Journalism, Creative Writing
- *Ghostwriter* would most likely not run or be completely different
- An increase of class size will change instruction and class layout
 - Impact on English teacher availability to provide as frequent feedback during the writing process including the development of the college essays

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

World Language 1.2 reduction (in addition to the .8)

- Additional reductions in Spanish, Latin, Mandarin or complete elimination of Mandarin program
 - We would look for on-line programming to meet graduation requirements for Mandarin students
- Higher classes sizes in levels 1 and 2
 - Graduation requirement for all students
- Eliminate upper level honors/CP classes
- More combining of levels (4CP, 5CP, 5H)

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

Visual and Performing Arts reduction of .8 (in addition to .6)

- VPA eliminations/reductions across the Department
 - Reduction in types and/or sections of Ensembles
 - Photography and ceramics could be eliminated
- District wide impact - Music Department visibility within the Westford community and throughout the state would be difficult to maintain with part-time staff.

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

Social Studies reduction of 1.4 (in addition to the .2)

- Limit enrollment/sections in Social Studies in elective AP/Honors
 - AP US, AP Euro., AP Psych., Honors Psych., Honors Economics, Honors Gov., Honors Westford History
 - Reduction in staff would require additional PD for remaining staff to teach certain AP courses
- Impact the frequency of feedback for research and writing process due to increased class sizes

Impact of Prop 2 ½ Constraints on WA (new slide 12/18)

Library Media Specialist Reduction 1.0

- Reduce or eliminate research collaboration, correcting, feedback with classroom teachers
- Reduction on the amount of library teaching for classes (ex. how to research, citation etc...)
- Library operations impacted
- Library will be closed to students more frequently

Impact of Prop 2 ½ Constraints

(new slide 1/2/24)

Reduce 3.0 FTE District Wide Administration

Restructure instructional support leadership

- Eliminate Director of Equity, Curriculum & Instruction position (1.0)
 - Leadership responsibilities will be divided among the Superintendent and Assistant Superintendent
 - Building based administration will continue to support instructional leadership initiatives at each level
- Eliminate 2.0 FTE Curriculum Coordinators at the elementary level
 - Restructure STEM and Humanities Curriculum Coordinators. The six (6) elementary schools will be supported by 1 STEM Curriculum Coordinator and 1 Humanities Coordinator
 - Decreased visibility in schools and ability to provide instructional coaching
 - Decreased ability to conduct Teacher Evaluations
 - Each Coordinator will be responsible for supporting more teachers across a wider grade span
 - Decreased ability to monitor & communicate current state standards, initiatives and updated research-based curriculum products

Impact of Prop 2 ½ constraints
Eliminate 2.0 FTE MS Reading Positions
(new slide 1/2/24)

Reading teachers instruct small group classes that teach explicit reading skills including literal and inferential comprehension, reading strategies, story elements, and vocabulary.

2023-2024 Reading Class Enrollment			
Grade	Stony Brook	Blanchard	Total
6	17	12	29
7	9	20	29
8	7	14	21

What is the impact on students and other classes?

Students currently enrolled in Reading would be placed in a world language class without prior language experience.

This would increase the class sizes at all three grade levels for all four world languages at each school.

Impact of Prop 2 ½ constraints

● Eliminate MS Reading & Math Intervention ●

(new slide 1/2/24)

Interventionists provide individual, small group, and in class support of students who are identified by teachers as struggling with specific skills necessary for academic success.

2023-2024 Intervention Services			
Interventionist	Blanchard	Stony Brook	Total
Math	26	70	96*
Reading	14	38	52*

*These numbers only represent the students that the Interventionists see regularly.

What is the impact on students and other classes?

Students receiving intervention may be referred to Academic Coaching classes, which would increase those class sizes and the Academic Coach's ability to provide individualized support.

The current in-class support of students that the Math Interventionists and Reading Interventionists provide when students are struggling with specific skills would be eliminated.

Impact of Prop 2 ½ constraints Eliminate Interventionists at elementary level (new slide 1/2/24)

- Eliminate 26 Interventionists at the elementary level (11 RIs and 15 MIs).
 - Currently RI and MI support is provided during a 30 minutes WIN Block and designed to provide students with targeted small group instruction. This has been a pivotal part of our Multi-tiered System of Support (MTSS) for several years. MTSS provides additional grade level instruction that addresses specific area of need.
 - The responsibility to provide MTSS would fall on the general education teacher
- An Academic Coach is being recommended for each elementary school (NEW positions). This will help relieve the burden of providing intervention, but might not be able to support as many learners

Impacts of Prop 2 ½ constraints

- **Eliminate 3.0 Literacy Specialists at the K-2 level (new slide 1/2/24)**

Reduce K-2 Literacy Specialists from 6.0 FTE to 3.0 FTE

- Each K-2 will continue to have support and expertise from a Literacy Specialist. Student service delivery sizes will increase from 1-3 students to 3-5 students.
- Students requiring a Multi-tiered System of Support (MTSS) will continue to receive services; however, much of the Tier I support will be provided by the general education teacher. Less students below benchmark will receive separate intervention services
- Decrease in teacher coaching time with both foundations program (UFLI) and EL program (new to K-2 next year).
- Reduction/elimination of Kindergarten students receiving intervention

Develop **NEW** Transition Program (18-22 yr-olds) (new slide 1/2/24)

- FY24 currently supports 12 students attending alternative day 18-22 yr old programs
 - \$919,838 annual tuition cost
 - \$178,772 transportation cost
 - TOTAL COST = \$1,098,610 per year
- FY25 needs to program for 7 students who are completing 4 years of study at WA in June 2024 and projected to welcome the return of at least 1 ODD student.
- FY26 would continue to program for 8 students
- FY27 projection would increase by 1 based on current WA program enrollment
- FY28 projection would increase by 3 based on current WA program enrollment

**FY25 Roadshow Information Sessions
(updated 1/29/24)**

January 24, 2024 7:30 PM League of Women Voters - In person aired on Westford CAT

January 26, 2024 12:00 PM Cameron Senior Center - In Person

January 30, 2024 7:00 PM WEPTO - Zoom

February 1, 2024 4:30 PM Friends of the Library- Zoom

February 15, 2024 5:30 PM Westford Rotary - In person

TBD - SEPAC - In Person

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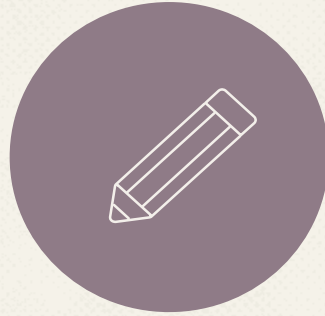
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- **New Additional Adjustments
(1/29/24) to reduce Needs request**

• Updated BUDGET OVERVIEW 1/29 •

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FY24 Budget	\$65,889,564	\$2,531,083 <i>2.89% increase</i>
FY25 Projection as reflected in TOW Budget Task Force report	\$71,279,331	\$5,389,766 <i>8.18% increase</i>
Recommended FY25 Needs Request	\$70,505,124	\$4,615,559 <i>7% increase</i>
1/29 Updated FY25 Request	\$70,146,343	\$4,256,778 6.46% increase

Additional FY25 ADJUSTMENTS (new slide 1/29/24)

Service/Position	Cost	Rationale/Impact
Additional Reductions following updated allocation from Town Manager		
Reduce Comp Reserve	\$114,997	Impacts flexibility for potential negotiations with non-union personnel
Reduce Transportation	\$100,000	Based on updated contract negotiation with transportation company
Decrease MS Interventionists (4 FTE)	\$90,784	Eliminate RIs and MIs at middle school level.
Increase Preschool Revolving Fund Offset	\$50,000	Utilize entire projected revenue in this fund
Total New Reduction(1/29)	\$355,781	New target reduction based on SB meeting 1/23/24



New Additional Adjustments

- **(2/12/24) to reduce Needs request
Following FinCom Hearings**

Updated BUDGET OVERVIEW 2/12

	General Fund Operating Budget	Increase from previous fiscal year
FY24 Budget	\$65,889,564	\$2,531,083 <i>2.89% increase</i>
FY25 Projection as reflected in TOW Budget Task Force report	\$71,279,331	\$5,389,766 <i>8.18% increase</i>
Recommended FY25 Needs Request	\$70,505,124	\$4,615,559 <i>7% increase</i>
1/29/24 Updated FY25 Request	\$70,146,343 (reduced by \$355,781)	\$4,256,778 6.46% increase
2/12/24 Updated FY25 Request following FinCom Hearings	\$69,329,101 (reduced by \$817,242)	\$3,439,536 5.22% Increase

Additional FY25 ADJUSTMENTS
(new slide 2/12/24)

Service/Position	Cost	Rationale/Impact
Additional Reductions following FinCom Hearings		
Reduce district-wide administration (3.0 FTE)	\$350,000	Restructure instructional support leadership <ul style="list-style-type: none">Eliminate Director of Equity, Curriculum & Instruction positionRestructure K-5 Curriculum Coordinators for STEM and Humanities
Reduce 1.0 FTE WA LMS	\$66,897	Reduce WA from 2.0 FTE to 1.0 FTE Library Media Specialist
Reduce 1.5 FTE Literacy Specialists at Prk-2	\$100,345	Reduce Prk-2 from 6.0 FTE Literacy Specialists to 4.5, each school would have 1.5 Literacy Specialists support
Total New Reduction(2/12)	\$517,242	New target reduction based on FinCom Hearings

Account	Cost	Rationale/Impact
Additional offsets from Revolving Accounts following FinCom hearings		
Increase Food Service Offset	\$150,000	Approximately \$150k from Food Service for Head Custodians; this increases the total FY25 offset from this account to \$159,000
Increase Integrated Preschool Revolving Fund Offset	\$50,000	For Mid-day run of bus transportation costs; this increases the total FY25 offset from this account to \$307,200
Increase Instructional Grade 3-5 Music Fee Revolving offset	\$15,000	Offset more of the Music Teachers' salaries; this increases the total FY25 offset from this account to \$150,000
Increase Building Usage	\$10,000	Offset Facility budget, this increases the total FY25 offset from this account to \$30,000
Increase School Choice offset	\$75,000	Utilize more than the projected revenue in this fund; this increases the total FY25 offset from this account to \$537,052
Total New Offsets (2/12)	\$300,000	New target offsets based on FinCom Hearings



- **Final recommended adjustments*
(2/26/24) to reduce Needs request
to meet updated target from SB meeting
on 2/13/24**

**supersede previous recommendations from 1/29 & 2/12*

Updated BUDGET OVERVIEW

2/26

General Fund Operating Budget		Increase from previous fiscal year
FY24 Budget	\$65,889,564	\$2,531,083 2.89% increase
FY25 Projection as reflected in TOW Budget Task Force report	\$71,279,331	\$5,389,766 8.18% increase
Recommended FY25 Needs Request	\$70,505,124	\$4,615,559 7% increase
2/26/24 Updated FY25 Request following SB Meeting on 2/13/24	\$69,716,836 (reduced by \$788,288)	\$3,827,272 5.8% Increase

(New slide 2/26/24)

Service/Position	Cost	Rationale/Impact
Final recommended reductions superseding previous recommendations on 1/29 & 2/12		
Reduce Comp Reserve	\$114,997	Impacts flexibility for potential negotiations with non-union personnel
Reduce Transportation	\$100,000	Based on updated contract negotiation with transportation company
Reduce district-wide administration (3.0 FTE)	\$350,000	Restructure instructional support leadership <ul style="list-style-type: none">• Eliminate Director of Equity, Curriculum & Instruction position• Restructure K-5 Curriculum Coordinators for STEM and Humanities
Total Adjusted Reduction(2/26)	\$564,997	New target reduction to meet SB reduction from 2/13 meeting

Account	Cost	Rationale/Impact
Additional offsets from Revolving Accounts which supersede 2/12 recommendations		
Increase Food Service Offset	\$148,291	Amount from Food Service for indirect cost from Head Custodians' support of School Lunch Program which is an allowable usage according to <u>DESE Memo dated 2/1/24</u> ; this increases the total FY25 offset from this account to \$157,291
Increase Integrated Preschool Revolving Fund Offset	\$50,000	For Mid-day run of bus transportation costs; this increases the total FY25 offset from this account to \$257,200
Increase Instructional Grade 3-5 Music Fee Revolving offset	\$15,000	Offset more of the Music Teachers' salaries; this increases the total FY25 offset from this account to \$150,000
Increase Building Usage	\$10,000	Offset Facility budget, this increases the total FY25 offset from this account to \$30,000
Total New Offsets (2/26)	\$223,291	New target offsets based on final reduction from SB meeting on 2/13



- **Re-cap of initial adjustments
already incorporated into FY25
Needs Request Budget**

Initial FY25 ADJUSTMENTS

Service/Position

Cost

Rationale/Impact

Reductions based on enrollment included in both FY25 scenarios

Decrease 2.0 FTE at
middle school level

\$133,794

Enrollment adjustment at Stony Brook Middle
School

Decrease 2.2 FTE at
Westford Academy

\$147,173

Enrollment adjustment at Westford Academy
.8 World Languages
.2 HSS
.6 VPA
.6 ELA

Decrease 4.0 FTE at
elementary level

\$267,588

Enrollment adjustment at Miller, Robinson,
Crisafulli and Abbot

Initial FY25 ADJUSTMENTS

Service/Position	Cost	Rationale/Impact
Reductions based on current needs included in both FY25 scenarios		
Eliminate in-district transportation	\$227,170	All special education transportation will be outsourced
Eliminate Data Specialist Position, 1.0FTE	\$63,000	Merge Central Office responsibilities
Total Reductions	\$838,725	Reducing approx 27 employees

• Initial FY25 ADJUSTMENTS •

Service/Position	Cost	Rationale/Impact
Additions based on current needs included in both FY25 scenarios		
Post graduate programming at Westford Academy	\$227,449	Provide special education services to students 18-22 years old. 3.4 FTEs will include a special education teacher, 2 job coaches and administrative support
Add 1.0 FTE ESL Teacher	\$66,897	Meet increasing ELL demands across grade levels (start date: 12/1/23)
Total Additions	\$294,346	Increase approx 4 positions

Other Considerations originally included in FY25

- Includes an increase in School Choice offsets: from \$440K to \$460K (Transfer the special education tuition payment for one school choice student from General Fund to school choice account.)
- Includes an additional \$4,000 offset from Food Services revenue to support Business office salary
- Includes additional \$25,000 offset from activity fees to support activity stipends
- Includes additional \$15,000 offset from music fee revolving account to support music teachers' salaries
- Include an additional \$45,000 offset in the Bus Fee Revolving Account to cover transportation costs.
- Adjustments in subscription costs realize a decrease in projection by \$120,828

• **Reminder of Initial FY25 Adjustments** •

- Original Reductions (\$838,725) + offsets (\$229,828) = **\$1,068,553**
- Total Additions = **\$294,346**
- Difference= **\$774,207** which is the balance that was between FY25 projected and initial FY25 needs request

Updated 2/26 Total FY25 FTE ADJUSTMENTS

Override	Reduction	FTE-Count	Addition	FTE-Count	Net b/w Reduct&Add
	2.0 FTE-Middle School	-2	Post-graduate program	3.4	
	2.2 FTE-WA	-2.2	1.0 FTE-ESL Teacher	1	
	4.0 FTE-Elementary	-4			
	1.0 FTE-Data Specialist	-1			
	Eliminate in-district Transportation	-18			
	3.0 FTE DW-Admin	-3			
	Total	-30.2	Total	4.4	-25.8
No-Override	Reduction	FTE-Count	Addition	FTE-Count	Net b/w Reduct&Add
	3.0 FTE-Literacy Specialist	-3	Academic Coaches (Adjust for Intervention Model)	6	
	Adjust Intervention model	-30			
	2.0 FTE-Reading Teachers-MS	-2			
	11.4 FTE-WA Teachers	-11.4			
	4 FTE-Elementary	-4			
	Total	-50.4	Total	6	-44.4

		FTE-Count
Override	Initial district wide FTE reductions	-30.2
	Initial FTE additions	4.4
No-Override	Additional FTE reductions	-50.4
	Additional FTE increase-Unit G-Academic Coach	6
	Potential FY25 Net FTE Reductions	-70.2