

# Sudbury Public Schools Budget FY16

## UNIQUE FACTORS IMPACTING SPS BUDGET

FEBRUARY 4, 2015

ANNE S. WILSON, PH.D., SUPERINTENDENT  
MARY WILL, DIRECTOR OF BUSINESS AND FINANCE

## SPS Unique Factors Influencing Budget

- **Enrollment Projections in Flux**
  - Census +
  - Fluidity of housing market in Sudbury and likelihood of move-ins to be families with young children
  - Past two years - revision of projections annually with significant changes impacting effective long-term planning

## SPS Unique Factors Influencing Budget

- **Recent examples of Enrollment Impact:**
  - Past two years we have enrolled more students than projected (FY14: +51 as of June 2014, FY15: +40 as of January 1, 2015)
  - December '14 projections for FY16 and beyond reflect a significant increase of 100 or more students per year over December '13 projections, based on actual enrollment
  - FY14, 6 new students moved-in during the summer at one particular grade level in one school, impacting class size and requiring additional staffing of instructional assistants not budgeted

## SPS Unique Factors Influencing Budget

- **Implementation of SPS student-centered programmatic changes (in addition to those that are State mandated)**
  - Increase in-district special education programs
  - Full-Day Kindergarten
  - Technology as a tool for instruction and learning



## SPS Unique Factors Influencing Budget

- **Recent examples of impact of SPS programmatic changes**
  - Creation of in-district special education programs, save tuition costs and also increases FTE
  - Implementation of 1:1 technology as an instructional and learning tool at middle school requires funding for infrastructure, hardware, and professional development
  - For FY16 move to FDK, loss of tuition and all associated costs included in operating budget

## SPS Unique Factors Influencing Budget

- **Special Education Costs are fluid**
  - New students to our system (annual unanticipated move-ins, EI)
  - Students who qualify during school year (elementary most impacted)

## SPS Unique Factors Influencing Budget

- Recent examples of impact of special education cost fluidity

FY	October 1 Enrollment	IEPs (BOY)	IEPs (EOY)	OOD (BOY)	OOD (EOY)
10	3165	417	436	38	41
11	3096	415	438	38	45
12	3075	388	403	39	41
13	3007	377	388	35	32
14	2923	396	403	*25	27



## SPS FY 16 Budget

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ANNE S. WILSON, SUPERINTENDENT OF SCHOOLS  
MARY WILL, DIRECTOR OF BUSINESS AND FINANCE

FEBRUARY 4, 2015

## SPS MISSION

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The Sudbury Public Schools strive to enable **all students** to reach their intellectual and personal potential.

The school system, in **partnership** with families and the community, will work with **integrity and respect** to realize the shared vision of enabling students to become life-long learners and effective contributors to society.

It is our mission to provide the **highest quality education to all children in the safest environment possible** while embracing diversity, individual talents and creativity, and the overall joy of learning.

## SPS VISION

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We are committed to excellence in educating students to be knowledgeable, creative, independent thinkers who are caring, collaborative members of the school and wider communities.

## SPS THEORY of ACTION

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**If** SPS provides:

- Differentiated high quality instruction
- Safe school environment
- Instructional leadership and ongoing professional development
- The use of data to inform instruction



## SPS THEORY of ACTION

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### Then :

- Students will be challenged and their varied learning needs met
- Capacity of educators will grow
- Existing achievement gaps will narrow

## SPS STRATEGIC OBJECTIVES

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Ensure that all students have access to high quality, research based, differentiated content and high quality instructional practices in a safe environment.

Align district curriculum to Content Standards to enhance coherence and rigor.

## SPS STRATEGIC OBJECTIVES

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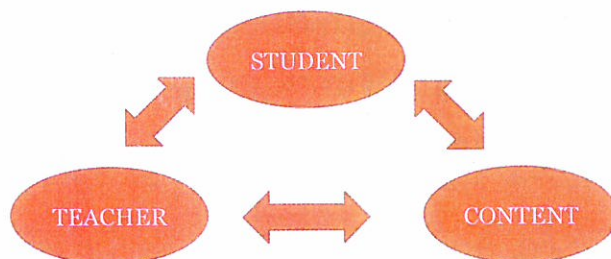
Analyze student-learning data consistently to inform instruction and improve student achievement.

Align resources to Instructional Core needs in a manner which sustains excellence and enhances the effective and efficient use of resources.

## Focus On Instructional Core

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The *interaction* of teachers (instructional practices) and students in the presence of content (curriculum.)



System focus on Instructional Core includes directing "...system resources (especially people and time) toward improving the quality of instruction, curriculum, and student learning."

Strategy in Action, 2010



## Initial Accomplishments FY15

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- Representative Teams formed to enhance inclusive education and define a tiered system of support for social/emotional/behavioral needs (work in progress)
- Co-Teaching Pilot expansion at Curtis
- 1:1 Technology successfully implemented at 6<sup>th</sup> and 7<sup>th</sup>, increased technology access at 8<sup>th</sup> and elementary

## Initial Accomplishments FY15 (cont.)

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- Instructional technology specialist and technician positions added to support staff and student use of technology as a teaching and learning tool
- Increased support in mathematics with full time Math Coaches at all elementary schools enhancing learning opportunities for all students
- Increased teacher collaboration time at elementary through re-establishment of lunch monitor positions

## Initial Accomplishments FY15 (cont.)

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- Implementation of Common Core/development, pilot, and implementation of Common Assessments
- Representative team formed to create a District Report Card to communicate district progress
- Representative team formed and successfully revised evidence collection process for educator evaluation

## District Challenges FY15 and FY16

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- Meeting the Needs of ALL Students
  - Proficiency Gaps (focus on subgroups)
  - Differentiation (challenge for all students)
  - Inclusive Educational Opportunities
  - Tiered system of support to address Increased Social/Emotional/Behavioral Needs



## District Challenges FY15 and FY16 (Cont.)

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- Instructional materials aligned to most recent content standards
- Data management, analysis, and communication
- Implementation of Mandates
- TIME

## FY16 Needs Budget - Staffing

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- Universal full-day kindergarten – no fees
- Increase support for emotional/behavioral needs (+1.0FTE)
- Co-Teaching (+1.0FTE)
- Data Analyst (+1.0FTE)
- Provide full-time Assistant Principal at each elementary school (+1.0FTE)
- Adjustment for enrollment changes (-4.0FTE)

## FY16 Needs Budget – non-Staffing

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- **Accounted for in Needs Budget:**
  - 6<sup>th</sup> grade 1:1 technology
  - Texts/Materials to support new standards
- **Capital Requests:**
  - Enhanced safety measures (Capital request with Town)
  - Capital improvements/maintenance (Capital request)
- **Needs with Unknown Impact at this time:**
  - Contract negotiations obligations (1% increase=\$260,000)
  - Variable Cost of employee benefits (GIC sets rates in March)
  - OPEB

## FY16 Needs Budget

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	FY2014	FY2015	FY16 Needs Budget	\$ Change Over FY15	% Change Over FY15
<b>Total Salaries:</b>	24,768,138	27,719,600	28,488,550	768,950	2.77%
<b>Total Expenses:</b>	7,389,961	7,845,975	7,800,783	-45,192	-0.58%
<b>Total Expense &amp; Salary:</b>	32,158,099	35,565,675	36,289,333	723,759	2.03%
<b>Less: Total Offsets</b>	0	(2,748,694)	(1,995,573)		
<b>Total Net Operating Budget:</b>	32,158,099	32,816,881	34,293,760	1,476,880	4.50%
<b>Benefits:</b>	5,661,658	5,704,418	5,934,990	230,572	4.04%
<b>School Budget:</b>	37,819,757	38,521,299	40,228,750	1,552,737	4.43%
<b>Deficit from 2.5% (39,484,331)</b>			744,419		
<b>Deficit from 2.0% (39,291,725)</b>			937,026		



Without continual growth and progress, such words as improvement, achievement, and success have no meaning.

*Benjamin Franklin*

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## Key Elements of FY16 Budget

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- **Class Sections Allocated Based on Student Enrollment and SC Guidelines for Class Size**
- **Responsive to Student Learning Needs**
  - Provides universal full-day kindergarten
  - Maintains increased support in Mathematics
  - Maintains in-district Special Education Programs
  - Provides increased learning opportunities through access to instructional technology

## Respond and Innovate FY16

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- Universal full-day Kindergarten
- Full implementation of MS 1:1 Program
- Co-Teaching expansion Curtis/Special Education-General Education (1.0 FTE)
- Emotional/Social/Behavioral needs (1.0 FTE)
- Assistant Principal Increase (1.0 FTE to provide 1.0 FTE at Haynes and Nixon)
- Data analysis, management, communication (1.0 FTE)

## Needs Included in FY16 Budget

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Description	FTE	Amount
Full-Day K (no fee)		\$650,286.00
MS Co-Teaching	1.0	\$57,750.00
Psych./Counseling/ABA	1.0	\$57,750.00
Data Analyst	1.0	\$90,000.00
1:1 Technology (6 <sup>th</sup> grade)	N/A	\$108,575.00
Elementary Asst. Principal	1.0	\$90,000.00



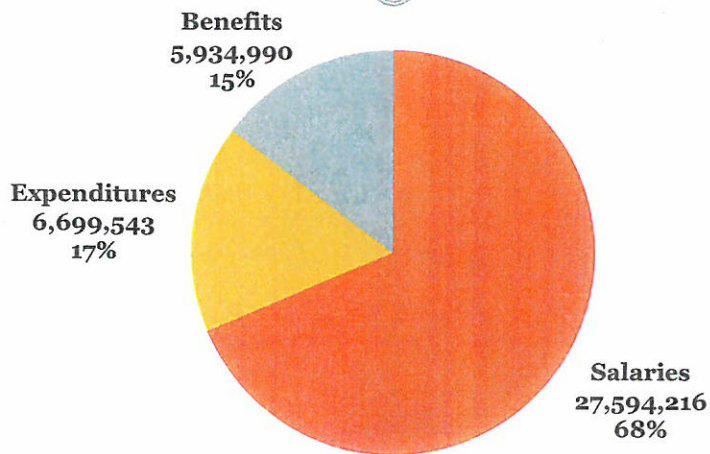
## Key Driver Trends

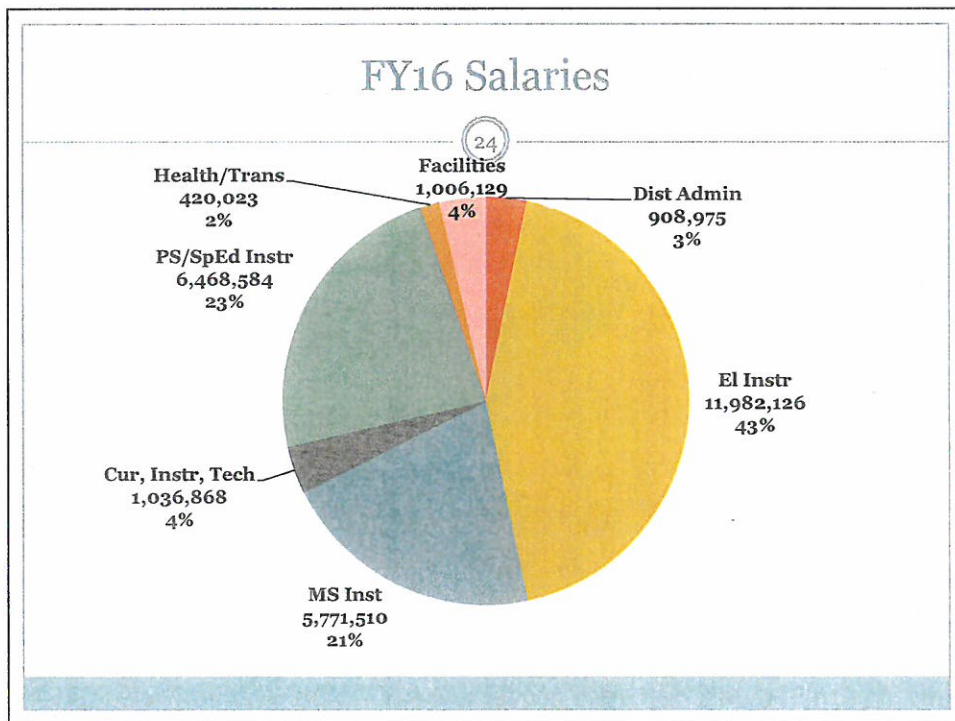
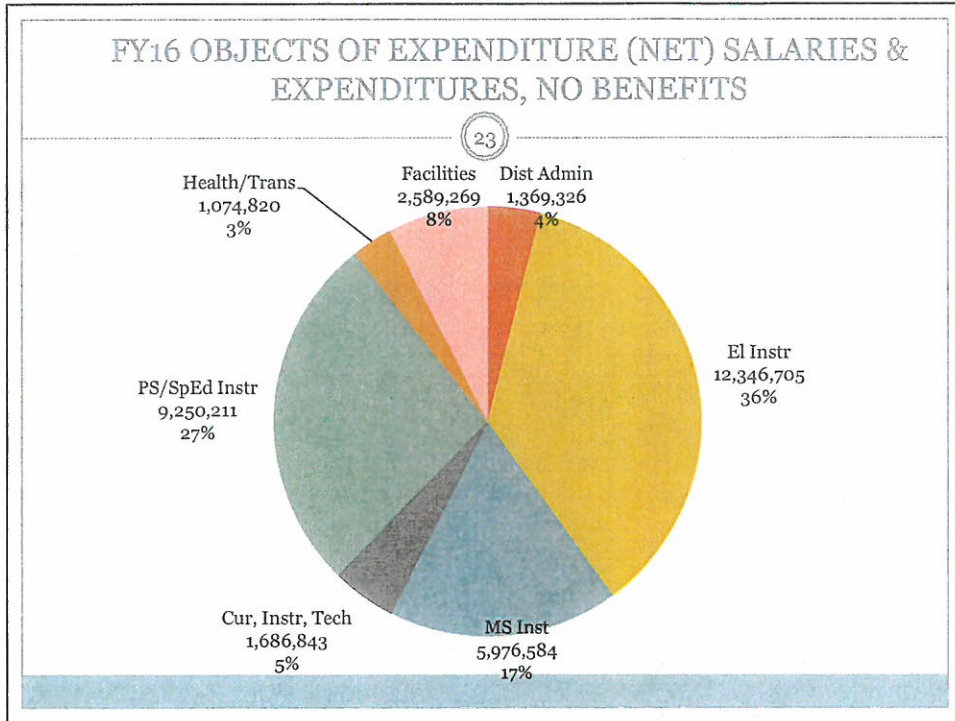
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	FY12	FY13	FY14	FY15	FY16(proj.)
<b>Total Budget (incl. Ben.)</b>	35,092,743	36,593,725	37,581,756	38,521,299	40,288,750
<b>% Difference</b>	1.26%	4.28%	2.70%	2.50%	4.43%
<b>Benefits</b>	6,046,362	6,105,243	5,661,658	5,704,418	5,934,990
<b>% Difference</b>	0.23%	0.97%	-7.27%	0.76%	4.04%
<b>Enrollment</b>	3077	3007	2936	2874	2802
<b>% Difference</b>	-0.58%	-2.27%	-2.36%	-2.11%	-2.51%
<b>Staff FTE</b>	379.21	385.91	396.18	414.03	415.33
<b>% Difference</b>	-2.91%	1.77%	2.66%	4.51%	0.31%

## FY15 Net Salaries, Expenditures, & Benefits

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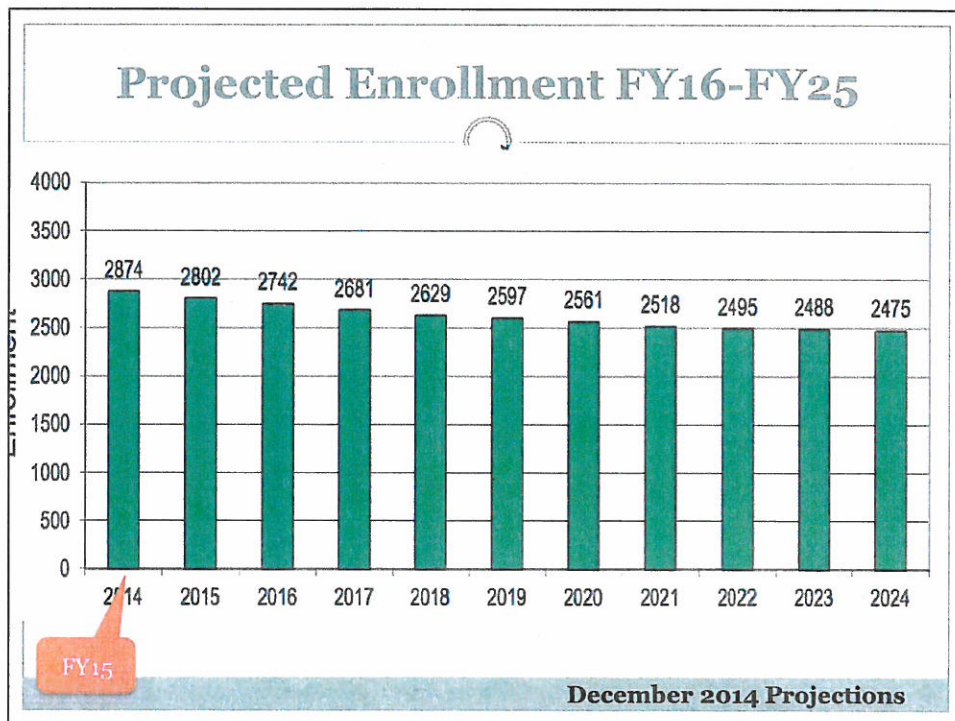
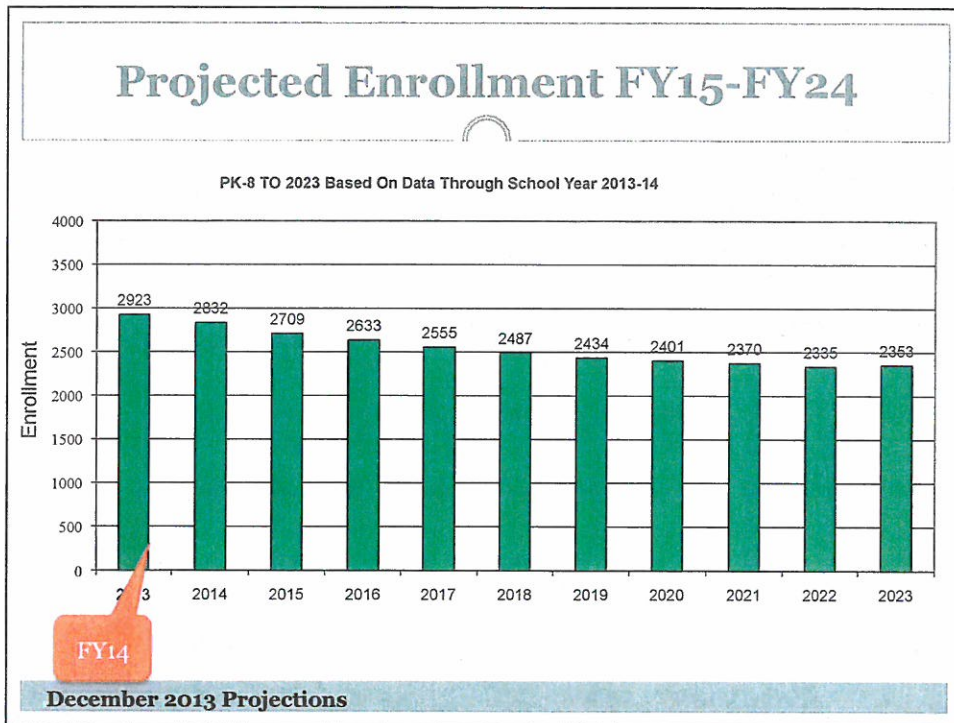
## Historical Average Salary Information

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Average Salaries	FY11 Act	FY12-Act/ AGR 12-13	FY13-Act/ AGR 13-14	FY14-Act/ AGR 14-15	FY15-App/ AGR 15-16	FY 16 App.	5 Yr CAGR FY12- FY16
Teachers	\$67,017	\$69,041	\$71,735	\$74,930	\$76,422	\$78,462	
AGR		3.02%	3.90%	4.45%	1.99%	2.67%	3.20%
Admin.	\$104,470	\$106,105	\$108,164	\$108,080	\$111,009	\$109,890	
AGR		1.57%	1.94%	-0.08%	2.71%	-1.01%	1.02%
All Other	\$33,747	\$35,551	\$35,780	\$37,945	\$35,143	\$37,167	
AGR		5.35%	0.64%	6.05%	-7.38%	5.75%	1.95%

## Enrollment Projections FY16

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## Enrollment Projections FY16

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- SPS Class Size Guidelines

Grade Span	Class Size
Kindergarten	20
Grades 1 - 2	22
Grades 3 - 8	24

## Kindergarten Projections

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- Plan 14 sections for FY16
- Projected Enrollment – (includes census plus requests from residents not on census)

2015-2016	Projection	Sections
Haynes	56	3
Loring	64	4
Nixon	50	3
Noyes	79	4
<b>Totals</b>	<b>249</b>	<b>14</b>

## Haynes Grades 1-5

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	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
Projection	70	51	80	63	74
Sections	4	3	4	3	4
Class Size	17.5	17	20	21	18.5
-Section/ Class Size	23.33	25.5	26.67	31.5	24.67

## Loring Grades 1-5

32

	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
Projection	58	90	77	89	79
Sections	3	4	4	4	4
Class Size	19.33	22.5	19.5	22.25	19.75
-Section/ Class Size	29	30	25.67	29.67	26.33



## Nixon Grades 1-5

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	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
Projection	52	74	58	68	73
Sections	3	4	3	3	3
Class Size	17.33	18.5	19.33	22.67	24.33
-Section/ Class Size	26	24.67	29	34	36.5

## Noyes Grades 1-5

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	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
Projection	90	78	106	93	89
Sections	4	4	5	4	4
Class Size	22.5	19.5	21.2	23.25	22.25
-Section/ Class Size	30	26	26.5	31	29.67

## Curtis Middle School

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- **Enrollment Projections FY16:**
  - Grade 6 – 333
  - Grade 7 – 325
  - Grade 8 – 325
  - 983 Students, 44 Total Sections, Average Class Size – 22.34

## SPECIAL EDUCATION

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FY	October 1 Enrollment	IEPs	OOD	Budgeted (OOD Tuitions)	Actual (OOD Tuitions)	End of Year #s (IEPs/OOD)
10	3165	417	38	1,480,451	1,779,839	436/41
11	3096	415	38	1,824,405	1,892,229	438/45
12	3075	388	39	1,331,759	1,808,730	403/41
13	3007	377	35	1,581,759	1,659,000	388/32
14	2923	396	*25	1,744,982	1,344,354	403/27
15	2874	413	25	1,314,807		
16	2802 projected		20 projected	1,214,807		



## Tuition and Transportation

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Fiscal Year	Tuitions	Transportation
FY 10 actual	\$1,779,839.00	\$610,810.00
FY 11 actual	\$1,892,229.00	\$622,313.00
FY 12 actual	\$1,783,730.00	\$758,310.00
FY 13 actual	\$1,659,000.00	\$844,130.00
FY 14 actual	\$1,344,354.00	\$867,449.00
FY15 budget	\$1,314,807.00	\$847,646.00
FY16 projected	\$1,214,807.00	\$798,075.00

## Summary

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- **Needs**
  - Reduce proficiency gaps (teaching and learning infrastructure)
  - Flexibility to be responsive to student emotional/social/behavioral needs
  - Maintain class size
  - Time for staff collaboration
  - Instructional technology to enhance learning opportunities
  - Ability to implement state and federal mandates (time/PD)

## Summary

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- **Savings**
  - Respond to student needs through appropriate in-district staffing and programs
  - Use of in-district expertise for professional development
  - Energy saving strategies
  - Pursuit of grant opportunities

## Questions

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We continue our focus on providing an excellent learning environment for the success of **all** students, while also improving and moving our system forward in a fiscally responsible manner.

Thank You!



# Lincoln Sudbury Regional High School

Presentation to Sudbury Finance Committee  
February 4, 2015

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## Regional School Finance Highlights

- Sudbury is a member of three school districts
  - Sudbury Public Schools
  - Lincoln Sudbury Regional High School
  - Minuteman Regional Technical High School
- Assessment from L-S is comprised of three parts:
  - Required Minimum Contribution [RMC] as derived by MA DESE
  - Assessment above RMC per regional agreement
  - Debt assessment per regional agreement
- Fair to say it's more complicated than municipal/K-12 district because our budget translates into an "assessment" that nets out state aid and other revenues and fluctuates with enrollment changes

( 2 )

## RSD's Expenses: Similarities to Muni's and "Regular School Districts"

Expenses	Similar to Municipalities	Similar to Regular School Districts
Insurance (employees and retirees)	Yes	
Pensions	Yes	
OPEB	Yes	
Building and Grounds	Yes	
Debt Service	Yes	
Utilities	Yes	
Teacher and staff salaries		Yes
Instructional Supplies		Yes
Bus Contracts		Yes

( 3 )

## RSD's Revenues: Similarities with "Regular School Districts but Unique to RSD's"

Revenues	Unique to Regional School Districts	Similar to Regular School Districts
Member Town Assessments <ul style="list-style-type: none"> <li>• RMC (Required Minimum Contribution) for each member town</li> <li>• RE: L-S, less to do with member towns' relative wealth but more to do with enrollment amongst school districts of a single town and MRGF's</li> </ul>	Statutory Assessment	
Regional School Transportation	Yes	
Chapter 70 aid	Yes	Yes
Circuit Breaker Reimbursement		Yes
Fees (parking, athletics, activities)		Yes

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## RSD Terminology v. Muni Terminology

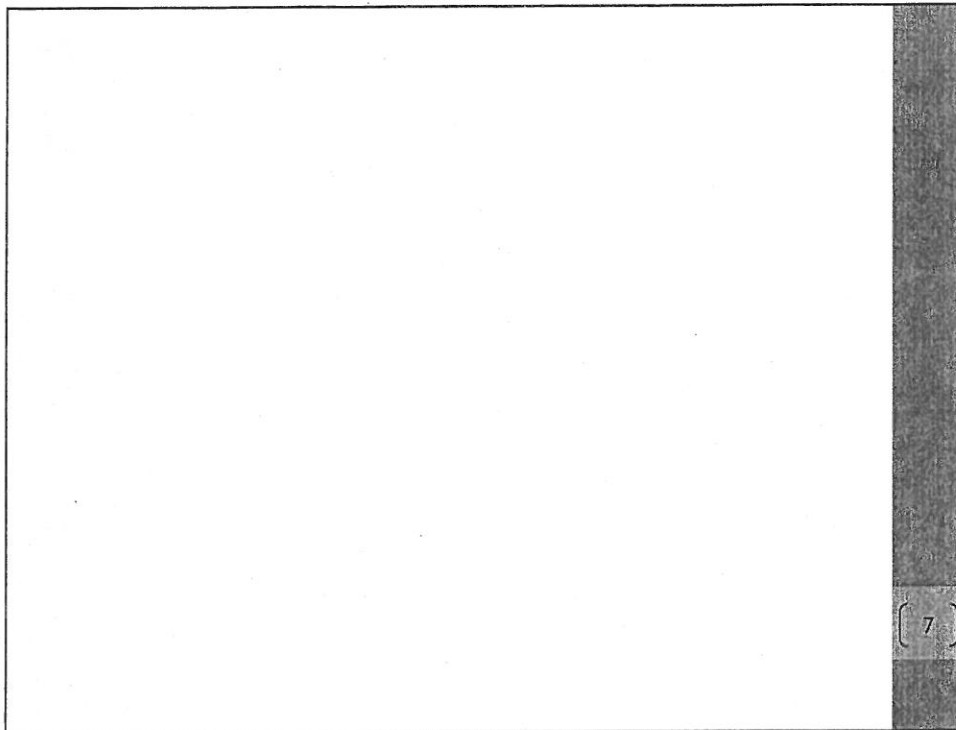
Regional School District	Municipality
Excess and Deficiency Fund: Fund balance not to exceed 5% of operating budget and budgeted capital costs for the succeeding fiscal year.	Free Cash
Stabilization Fund: For capital expenses or special purpose, can only budget up to 5% of previous year's assessments. Fund balance allowed up to 5% of town's Equalized Valuation [EQV].	Stabilization Fund (capital and other future expenses)
OPEB trust	OPEB trust

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## C. 70 Statutory Funding

- Creates a minimum-level of funding based upon enrollment and cost categories: Foundation Budget [FB]. FB is adjusted annual by "inflation factor".
- Determines a Target Local Share based upon "aggregate wealth formula". Capped at 82.5% of FB
- Determines a Required Minimum Contribution [RMC] towards the FB. The RMC is adjusted each year by the Municipal Revenue Growth Factor [MRGF] which is a measure of a community's change in annual revenues
- $FB = RMC + \text{Chapter 70 Aid}$

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[ 7 ]

## FY16 Budget Overview

- Purpose of this presentation is to outline
  - various financial assumptions
  - how assumptions were developed
  - degree of reliability
  - impact of those assumptions
  - what is being recommended that is different or the same

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## Budget Guidelines

- Support LS Core Values
  - Fostering Cooperative and Caring Relationships
  - Respecting Human Differences
  - Pursuing Academic Excellence
  - Cultivating Community
- Support our school goals
  - What students should be able to do by the time they graduate
  - Access to equity and excellence for all students
- Support needs of our projected student enrollment
- Address Lincoln budget guideline
  - 2.5% over appropriation excluding Pensions and Insurance
- Address Sudbury budget guidelines
  - Level service, 2.5%, and 2% over gross budget

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## Recap: Guidelines Impact

- Level Services\* = \$29,535,044
- 2.5% Budget is \$715,000 in reductions
- 2.0% Budget is \$850,000 in reductions

- \* Assumes 0% COLA
- 1% COLA = \$175,000
- Negotiations are in progress.

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## FY16 Level Service Budget

This Level Service Budget: Carries forward a best estimate of what is necessary to fund a near current standard level of program in a conservative manner which means 'non-essential' line items are level funded.

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## Budget Assumptions

- **To Be Determined . . .** Impact of negotiations
- Departmental budgets are level-funded unless noted otherwise
- Level staffing with critical adjustments
- Level-funding of state aid adjusted for Governor's mid-year FY15 9C cuts
- Level-funding of federal and state grant revenues
- Fee revenues will remain at current levels
- Health insurance premium increases at 2%-9.7%
- (Non-teacher) pension rate increase at 6.7%
- Reduction to utilities

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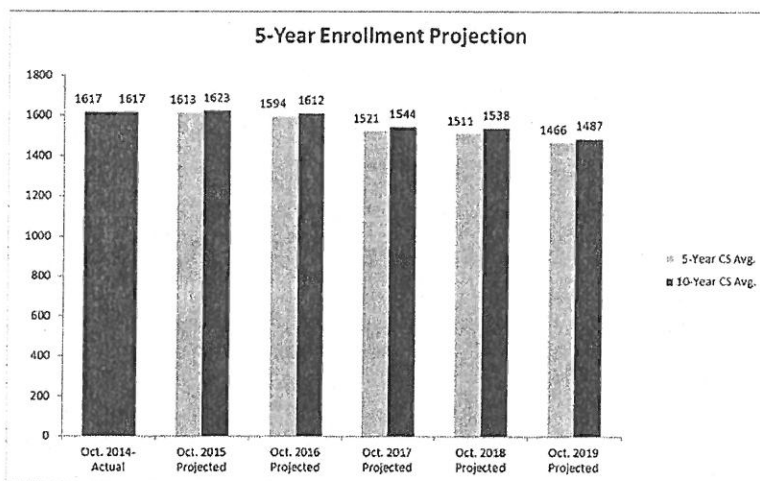


## Budget Allocations: FY15 v. FY16

Category	Percent of Budget		Percentage Change
	FY15	FY16	
SALARIES	60.10%	60.06%	-0.06%
OUT-OF-DISTRICT TUITION	11.22%	12.50%	11.34%
EMPLOYEE/RETIREE INSURANCES	10.81%	10.02%	-7.32%
BUSING	3.98%	3.87%	-2.80%
DEBT SERVICE	2.86%	2.65%	-7.58%
UTILITIES	2.56%	2.26%	-11.73%
CONTRACTUAL SERVICES	1.92%	2.11%	9.76%
PENSION ASSESSMENT	1.83%	1.88%	2.94%
B&G CON. SVCS., SUPPLIES, EQUIP.	1.49%	1.48%	-0.87%
INSTRUCTIONAL & ADMIN. SUPPLIES	1.00%	0.97%	-2.35%
EQUIPMENT	0.87%	0.83%	-4.82%
MISCELLANEOUS	0.73%	0.76%	3.50%
NON-EMPLOYEE INSURANCES	0.36%	0.38%	4.55%
TEXTBOOKS	0.27%	0.25%	-8.12%

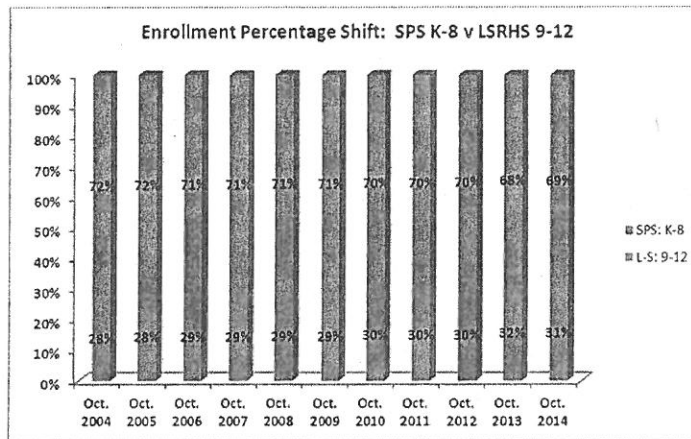
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## Enrollment Projection [In-District]



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## K-12 Ratio History



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## Class Size Data

2014-2015 Distribution of Students by Class Size

Department	Enrollment	Class Size						Median
		<14	15-19	20-24	25-29	30-38	> 39	
Computer	170		32%	68%				22
English	1597	<1%	4%	36%	60%			25
FATA	1116	6%	18%	39%	19%	3%	14%	22
History	1570	3%	2%	55%	40%			24
Math	1679	2%	9%	57%	26%	5%		23
Science	1733	3%	12%	30%	52%	4%		24
Wellness	1242		20%	58%	17%	5%		21
World Language	1327	3%	18%	42%	35%	2%		23

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## Students Out of District

	10/10	10/11	10/12	10/13	10/14	10/15*
#OOD	39	49	51	60	60	64*

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## Estimated FY16 Assessments

Sudbury FinCom Guidance	Sudbury Assessment <i>ESTIMATED</i>	Sudbury Assessment Increase <i>ESTIMATED</i>	
Level Services	\$ 22,218,134	3.7%	
2.5% Budget Increase	\$ 21,608,382	0.9%	\$715,000 Reductions
2.0% Budget Increase	\$ 21,493,254	0.4%	\$850,000 Reductions
FY15 Assessment	\$ 21,415,349		

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## FY16 Assessment [estimated]: Level Services Budget\*

	Lincoln	Sudbury	Total
RMC- Estimated	\$ 2,464,212	\$ 13,084,267	\$ 15,548,479
Assessment Above Minimum- Estimated	\$ 1,461,533	\$ 8,467,361	\$ 9,928,894
Debt Service per Regional Agreement	\$ 115,044	\$ 666,506	\$ 781,550
<b>Total Assessment Estimated</b>	<b>\$ 4,040,789</b>	<b>\$ 22,218,134</b>	<b>\$ 26,258,923</b>

- Assumes 0% COLA
- 1% COLA= \$175,000
- Negotiations are in progress.

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## Reductions for 2.5% Budget

- Reduction of \$715,000 from level services budget
- Likely reductions include:
  - Proposed new positions
    - .4 FTE nurse
    - .25 FTE instructional technology
    - .50 FTE technical support
  - 5 FTE teaching positions across all academic depts.
  - Instructional Capital, including computer technology
  - Depletion of circuit-breaker reserves for special education
  - Instructional supplies and materials
  - Professional development
    - Technology
    - Special education
    - Goals to address equity and 21<sup>st</sup> Century

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## Potential Reductions: 2.0% Budget

- Reduction of \$850,000 from level services budget
  - All cuts from previous slide and,
- Additional 2 FTE Teaching Positions

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## Additional Resource Requests

- **Capital Equipment: Fire Alarm Panel Upgrade**
  - \$125,000 total
    - Lincoln share= \$18,400, Sudbury= \$106,600
  - The inclusion of this request in Sudbury's final budget will be known by Jan. 23<sup>rd</sup>. So far it has received positive support by Capital Cmtee.
- **OPEB Contribution**
  - \$163,843 total
    - Lincoln share= \$24,118, Sudbury= \$139,725
  - Total amount originated by Sudbury's capacity and preliminary budgeted amount

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## Budget Approval Timeline- Major Milestones

Date	Event	Note
Feb. 4 <sup>th</sup>	Sudbury FinCom	
Feb. 10 <sup>th</sup>	School Cmtee vote on budget and assessments	
Feb. 23 <sup>rd</sup>	Sudbury FinCom	As needed
March 4 <sup>th</sup>	Governor's Budget released	Receive preliminary RMC's and C.70 aid figures
March 28 <sup>th</sup>	Lincoln Town Meeting	
May 4,5,6	Sudbury Town Meeting	
July	State budget complete	Receive final RMC's and C.70 aid figures

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