



FY21 Budget Discussion & Preparation

Budget Subcommittee Meeting

Tuesday, January 28, 2020

Educational Support Center PDC, 6:00pm



The Student Opportunity Act

~STUDENT OPPORTUNITY ACT~

\$303.5 million

increase in Chapter 70 Aid

~STUDENT OPPORTUNITY ACT~

\$167.5 million

(55.2% of the total)

10 cities

(17.7% of students)

~STUDENT OPPORTUNITY ACT~

District	Increase
Lynn	30,196,549
Lawrence	21,784,737
Brockton	21,093,362
Springfield	19,633,837
Worcester	18,049,384
Lowell	12,783,357
Fall River	11,889,280
Chelsea	10,946,931
New Bedford	10,673,283
Revere	10,416,561

~STUDENT OPPORTUNITY ACT~

\$100.4 million

(33.12% of the total)

41 cities & towns

(27.1% of students; >\$1m <\$8m)

~STUDENT OPPORTUNITY ACT~

88.3% of increased dollars

44.8% of students

16.0% of the districts

~STUDENT OPPORTUNITY ACT~

183 of 318

(57.5% of operating districts)

\$30 / student

(Hold Harmless Aid)

~STUDENT OPPORTUNITY ACT~

Regional Hold Harmless Aid

45 of 58

**(77.6% of
academic regions)**

7 of 26

**(27% of
vocational regions)**

2 of 3

**(66.7% of
voc ag regions)**



FY21 Projected Revenue



Cherry Sheet Data

Governor's (House 2) Budget

~CHERRY SHEET DATA~

PROGRAM	FY2020 Cherry Sheet Estimate	FY2021 Governor's Budget Proposal	Difference
General Fund Estimated Receipts :			
Chapter 70	\$16,646,098	\$16,704,328	\$58,230
Charter Tuition Reimbursement	\$41,421	\$46,075	\$4,654
Regional School Transportation	\$982,422	\$941,749	-\$40,673
Total	\$17,669,941	\$17,692,152	\$22,211

General Fund Estimated Charges :			
Special Education	\$0	\$34,012	\$34,012
School Choice Sending Tuition	\$763,691	\$643,657	-\$120,034
Charter School Sending Tuition	\$338,056	\$365,214	\$27,158
Total Estimated Charges :	\$1,101,747	\$1,042,883	-\$58,864

~MEMBER TOWN RLC~

Member	Foundation Enrollment in Regional District			Required Minimum Contribution to Regional District			
	FY20	FY21	Change	FY20	FY21	Change	% Change
Total	1,956	1,941	-15	10,317,745	10,840,933	523,188	5.07%
Barre	757	735	-22	3,263,850	3,418,427	154,577	4.74%
Hardwick	310	327	17	1,432,433	1,510,648	78,215	5.46%
Hubbardston	514	502	-12	3,216,429	3,433,608	217,179	6.75%
New Braintree	141	131	-10	870,728	910,502	39,774	4.57%
Oakham	234	246	12	1,534,305	1,567,748	33,443	2.18%



District Revenue

~MEDICAID REIMBURSEMENT ELIGIBILITY CHANGE~

- Medicaid Reimbursement is used as a revenue source
- Change in eligibility requirements
 - 47% reduction in FY19 reimbursement; expect same in FY20
- Recommendation to reduce projected revenue from \$212k to \$106k in FY21

~ FOUNDATION ENROLLMENT COUNT CHANGE ~

- Pre-K regular education students pay \$100/month - \$900/year
- \$45k in tuition is used as revenue to support the budget
- DESE changed reporting status of these students from resident student to tuition-based student
- Resulting in:
 - reduced foundation enrollment/foundation budget
 - increased “Hold Harmless Debt”

~RECOMMENDATION~

- **Discontinue Pre-K tuition fee**
 - **\$900/student received in tuition**
 - **\$4,148/student added to Foundation Budget**
 - **Helps to close the “Hold Harmless Debt Gap”**



Budget Development

Principles Guiding the Development of the FY21 Budget

Develop a Budget for FY21 which:

- ☑ Aligns with the District's Mission, Vision & Core Values**
- ☑ Aligns with the District's Theory of Action**
- ☑ Provides sustainability in meeting or exceeding the District's Strategic Objectives**
- ☑ Aligns with the District's Improvement Plan and individual School Improvement Plans**
- ☑ Reflects the priorities of the School Committee**
- ☑ Takes into consideration declining student enrollment as well as stagnant revenue sources**
- ☑ Is proactive rather than reactive**
- ☑ Is clearly communicated to all stakeholders**

Our Strategic Objectives

1. Quabbin Pride

Foster an inclusive Quabbin Regional School District identity to support our strong commitment to, and pride in, Quabbin ideals.

2. Academic Growth

Foster continuous learning and growth for all students and staff in order to improve student academic achievement.

Our Strategic Objectives

3. Social & Emotional Growth

Foster the well-being of all students and staff in order to develop the emotional resiliency, personal motivation, and intellectual curiosity that supports academic achievement.

4. Commitment to Community

Ensure all resources are allocated efficiently and equitably, with students' best interests at the forefront.

Plan for Success

- The District's Plan for Success was developed with input from School Committee members, Administrators, Teachers & Staff, and Community members. It is a 3½ year plan.

Strategic Objectives

- The Strategic Initiatives, Superintendent's goals and Administrators' goals are developed from the Strategic Objectives and include quantitative outcomes.

The Budget

- The Budget is the fiscal year spending plan by which to advance or attain completion of the district's Strategic Objectives.

**The
Objective
of the
Budget**

- To make the best use of all resources:
People-Time-Space-Money
in order to achieve the district's mission,
vision and goals.

Key Priorities

Continue pursuit of opportunities for increased cost savings and revenue generation through:

- Exploration of shared services, partnerships and regionalization**
- Examining internal opportunities for increased efficiency**
- Lease of excess school space**
- School consolidation options**
- Pursuit of grant applications**
- Exploring opportunities for after-hours and after-dark IP Pathway-like programming**

Supporting the growth and development of new programs:

- **High School Innovation Pathways Program**
- **Alternative High School Program**
- **Elementary Therapeutic Learning Center**
- **High School Therapeutic Learning Center**
- **Middle School STEM Courses**

Continue strengthening of Tier I instruction through:

- **Development of aligned, rigorous curriculum**
- **Expansion of blended/personalized learning**
- **1 to 1 computing**
- **Social/emotional learning strategies**

Increase the effectiveness of supports for all students:

- Expand opportunities for structured intervention support system for MS/HS students**
- Explore opportunities to increase the effectiveness of elementary intervention program**
- Explore opportunity to increase the effectiveness of special education service delivery**
- Development of a unified, district-wide behavioral and cultural system of support**

Supporting the continued growth of existing programs that provide Quabbin students with a diverse program of studies:

- **Music program**
- **Arts program**
- **NJROTC program**
- **Athletic program**
- **Extracurricular program**
- **AP/IB courses**

Expand our commitment to efficiency:

- **Central registering**
- **Chrome books reduce Eureka Math printing**
- **Change lighting to LED**
- **Use technology to become paperless:**
 - **Attendance reporting**
 - **Direct deposit receipts**
 - **Changing address, tax status, contribution to retirement fund**
 - **Electronic warrant filing**
 - **Electronic record storage**



Budget Building Process



Our Investment in In-District Programs

~Therapeutic Learning Centers~

- **Middle/High School TLC**
- **Elementary TLC – located in Hardwick**

~Therapeutic Learning Centers~

- **Positions hired for current year**
 - **1.0 Lead Clinician**
 - **2.0 Clinicians**
 - **1.0 Elementary TLC Teacher**

Total Salary & Benefits = \$254,470

~Therapeutic Learning Centers~

- 6 students returned to district
 - Cost of out-placement tuition = \$295,714
 - Cost of transportation (single riders only) = \$ 56,730
- Program Savings = \$97,974

Potential of student return = additional savings of \$136,543

School Year (2019 / 2020) Enrollment

Who are we building a budget for?

Defining Enrollment

District Enrollment: 2,183

✓ All students served by the district

- Students in district schools + Students attending out of district placements + Students receiving services only + Students we are financially responsible for

School Enrollment: 2,148

✓ Students enrolled in district schools

- Resident students + School Choice + Tuition-in students

Resident Enrollment: 1,832

✓ Students enrolled in the district that live in the 5 member towns, including those who are currently living outside the district

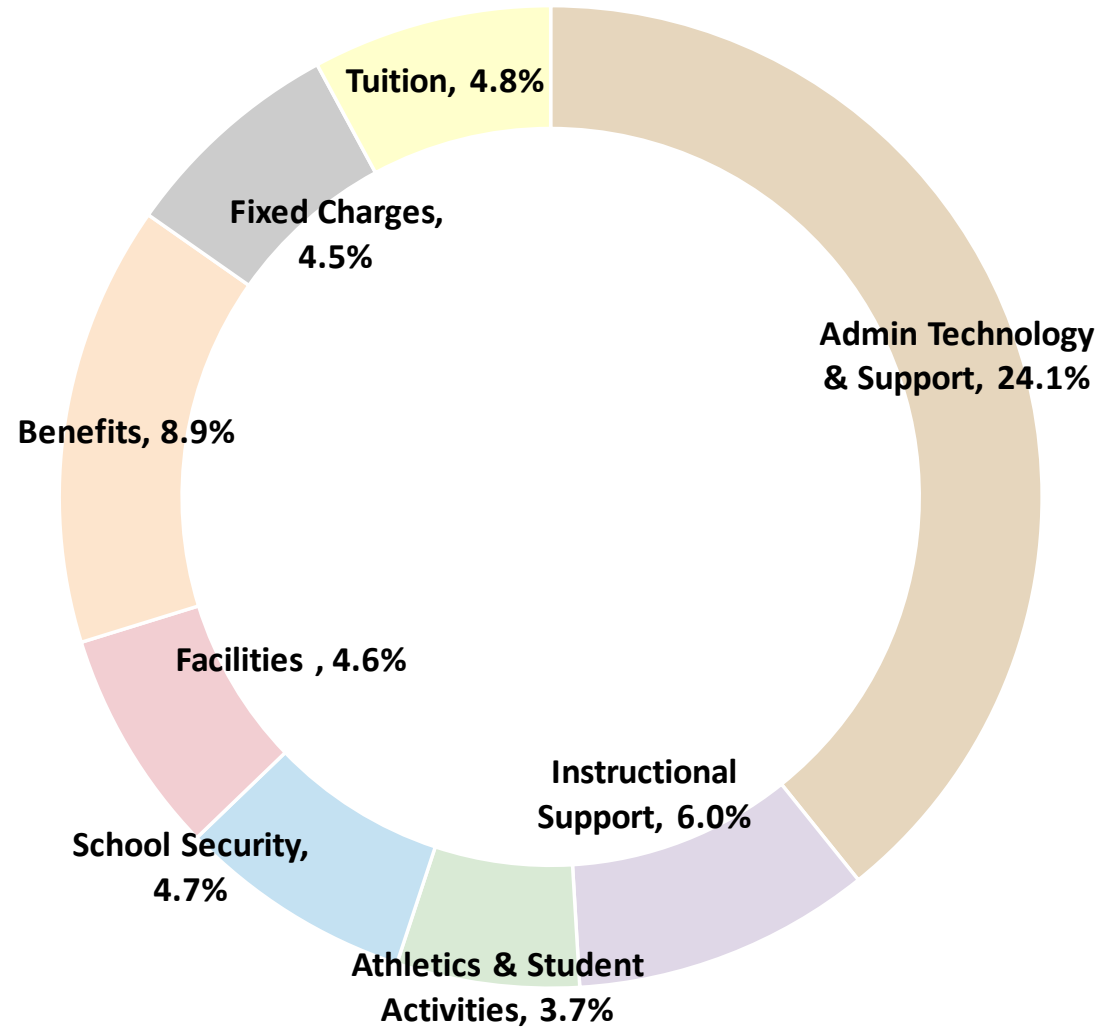
School Enrollment Comparison

School Year	17/18	18/19	19/20	△ Over Time		
				Prior Yr	3 yrs	17 yrs
QRMS	396	359	366	7	-30	-196
QRHS	670	626	621	-5	-49	-376
Ruggles Lane	464	462	454	-8	-10	-90
Hardwick	194	174	203	29	9	-70
Hubbardston	319	309	309	0	-10	-164
New Braintree	54	61	46	-15	-8	-47
Oakham	129	127	149	22	20	-139
Total	2,226	2,118	2,148	30	-78	-1,082



Budget Increases

~Increases by Category~



~Technology Increases 24.1%~

- **Server running district-wide services (multi-year) warranty extensions**
- **Cloud Backup Services for Microsoft 365, Google G Suite**
- **Firewall (multi-year) license renewal**
- **Aruba Wireless Controller licensing**

- **Dell Servers running school-based software programs**
- **Google G Suite site licensing (\$24/fte)**

~Benefits 8.9%~

- **Worcester Regional Retirement – estimated at 8%**
- **Separation Cost for Retirement – estimated 39% (based on # of staff)**
- **Health Insurance – estimated at 8%, enrollment increase of 7.8% at January open enrollment**
- **Retired Teachers' Health Insurance – estimated 3%**

~Instructional Support 6.0%~

- **Includes:**

FUNC: CURRICULUM DIRECTORS (SUPERVISORY) - 2110
FUNC: CURR DIRECTORS & DEPART HEADS (NON-SUPERVISORY) - 2120
FUNC: PRINCIPAL'S OFFICE - 2210
FUNC: TEACHERS, CLASSROOM - 2305
FUNC: SUBSTITUTES - 2324-2325
FUNC: INTERVENTION TUTORS & PARAPROFESSIONALS - 2330
FUNC: LIBRARIAN/MEDIA CENTER DIRECTOR - 2340
FUNC: DISTANCE LEARNING& ONLINE COURSEWORK - 2345
FUNC: PROFESSIONAL DEVELOPMENT - 2352-2358
FUNC: TEXTBOOKS - 2410
FUNC: LIBRARY BOOKS/PERIODICALS/REFERENCE - 2415
FUNC: INSTRUCTIONAL EQUIPMENT - 2420
FUNC: GENERAL SUPPLIES - 2430
FUNC: OTHER INSTRUCTIONAL SERVICES - 2440
FUNC: INSTRUCTIONAL HARDWARE-STUDENTS & STAFF DEVICES - 2451
FUNC: INSTRUCTIONAL HARDWARE-ALL OTHER - 2453
FUNC: INSTRUCTIONAL SOFTWARE & OTHER INSTR MTLs- 2455
FUNC: GUIDANCE & ADJUSTMENT SERVICES - 2710
FUNC: TESTING & ASSESSMENT - 2720
FUNC: ATTENDANCE - 3100
FUNC: HEALTH SERVICES - 3200

~Salaries~

- **Contracted Step increases - \$265k**
- **COLA — all 6 contracts in negotiation**
 - **Funding for negotiations budgeted**

~Requested Staff Increases~

- **1.0 MHS Librarian** (reduce 1.0 para by attrition)
- **0.5 Elem Specialist** (Art, Music, PE, STEM)
- **1.0 Elem Teacher** (Class size)
- **1.0 Paraprofessional** (Student Support Center)
- **1.0 MS Literacy Teacher** (Achievement)
- **1.0 HS Math Co-teacher** (Achievement)

~Requested Staff Increases~

- **Increase Intervention Tutors day to 6.5 hours**

~ Classroom Technology Increases ~

- **Hardware**
 - **STEM Chromebook Cart**
 - **Laptop Cart/Laptops for teachers**
 - **iPads**
 - **SmartBoard replacement**
- **Software**
 - **Newslea Subscription district-wide — IXL Math expanded to elementaries**
- **SmartBoard Licensing — allows access to advances/updated content**

~Tuition 4.8%~

- **School Choice Out & Charter - .6%, based on Cherry Sheet**
- **Special Education Placements – 7.4%**

~School Security 4.7%~

- **Increase in Minimum Wage for Lunch & Recess Monitors**

~Plant & Facilities 4.6%~

- **Custodial/maintenance equipment replacement**
- **Custodial/maintenance equipment repair**
- **Classroom/Cafeteria furniture replacement**
- **Oil bid price up 4.2%, increased usage = 5.3%**
- **Capital Plan projects/items**

Capital Plan Items for FY21

Capital Projects/Items FY21			
Project/Item	Location	Estimated Cost	Funding Source
Roof Repairs	QRMHS	\$9,000.00	General Fund Budget
Coaching Box/Bleacher Engineering Study	QRMHS	\$10,609.00	Athletic Revolving Account
Chiller Air Compressor	QRMHS	\$2,236.00	General Fund Budget
Railing Enclosure Engineering Study	QRMHS	\$15,000.00	General Fund Budget
Cafeteria Equipment	QRMHS	\$34,358.00	Cafeteria Revolving Account
Tractor	District	\$29,484.00	General Fund Budget
Floor Replacement	Ruggles, Hardwick, Hubbardston	\$20,500.00	General Fund Budget
Emergency Generator	Ruggles Lane	\$50,000.00	Barre Warrant Article
Parking Lot Drainage	Ruggles Lane	\$50,000.00	Barre Warrant Article
Parking Lot Paving	Hardwick	\$75,000.00	Hardwick Warrant Article
Bathroom Partitions	Hardwick	\$15,000.00	Hardwick Warrant Article
Roof & Window Repairs	Hardwick	\$58,600.00	Hardwick Warrant Article
Compressor Relocation	New Braintree	\$6,967.00	New Braintree Warrant Article
Emergency Generator	Central Office	\$55,435.00 +	Rural School Aid

~Fixed Charges 4.5%~

- **Business Insurances — estimated 4.5%**
 - **FY20 not known until March**

~Athletics & Student Activities 3.7%~

- Requested JV Football Coach
- Expand HUDL program to all sports teams
- Varsity Field Hockey Goals
- Benches for back fields

~Categories with Reductions~

- **District Administration & Legal -0.1%**
- **Transportation Services -2.9%**
 - **Regular Transportation – level funded by contract**
 - **Special Education Transportation – based on anticipated routes**

Proposed Budget #1 Increase
\$1,858,406
5.3%



Discussion & Direction