



FY16 Available Revenue Budget

School Committee

February 24, 2015

Agenda

- Strategic Plan & Goals
- Budget Objectives
- Context: Pressure Points on District
- Financial Task Force Assumptions
- Available Revenue Budget



FY 16 Budget Discussion

Belmont Public Schools Strategic Goals

1. To prepare all students for college, career, and life-long learning...
2. To support continuous improvement and overall programmatic and fiscal stability...
3. To ensure that students receive instruction from consistently highly qualified educators who pursue continuous improvement of their art...

FY16 Budget Discussion

Belmont Public Schools Budget Goals

- Maintain the rigorous and high quality of instruction and student engagement for all students
- Maintain the staffing levels commensurate to the increase in enrollment needed to provide the existing quality of educational services to our students
- Maintain the well rounded education comprised of rigorous academics, strong performing arts, high participation in athletics, and extra-curricular experiences
- Maintain Belmont as a Level One District
- Maintain and support the continuous improvement of our staff through professional development

FY16 Budget Discussion

Current Pressure Points on District

- Increasing enrollment at all grade levels throughout the district
- Address Deficit Drivers that have resulted in:
 - Second fiscal year with a deficit (over \$500,000 in FY15), despite employment of cost saving measures each year
 - Fourth fiscal year of budget “freezes” for schools since FY11
 - Use of all identified one time funding options
- Increasing needs to support all students to access curriculum and maximize potential through Social/Emotional Learning (SEL) programs, supports, and curriculum

Pressure Point #1 - Enrollment: Aggregate Increase over 5 Year Period

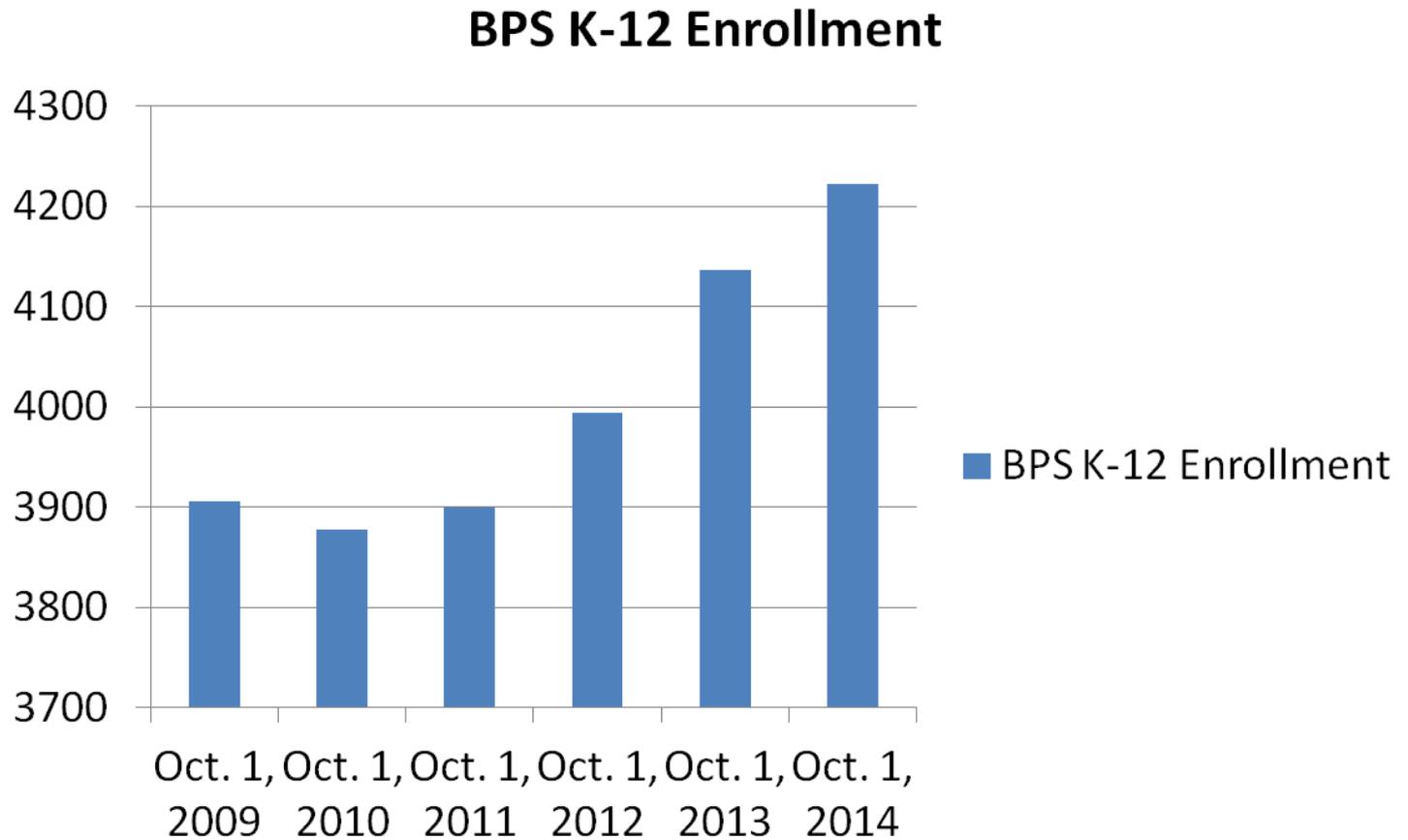
	Oct. 1, 2009	Oct. 1, 2010	Oct. 1, 2011	Oct. 1, 2012	Oct. 1, 2013	Oct. 1, 2014
BPS K-12 Enrollment	3905	3877	3900	3994	4136	4222
Difference, year to year		-28	23	94	142	86
				Difference, 2009 to 2014		317

Pressure Point # 1- ENROLLMENT:
 Aggregate Increase * Projection over
 the next 5 Year Period

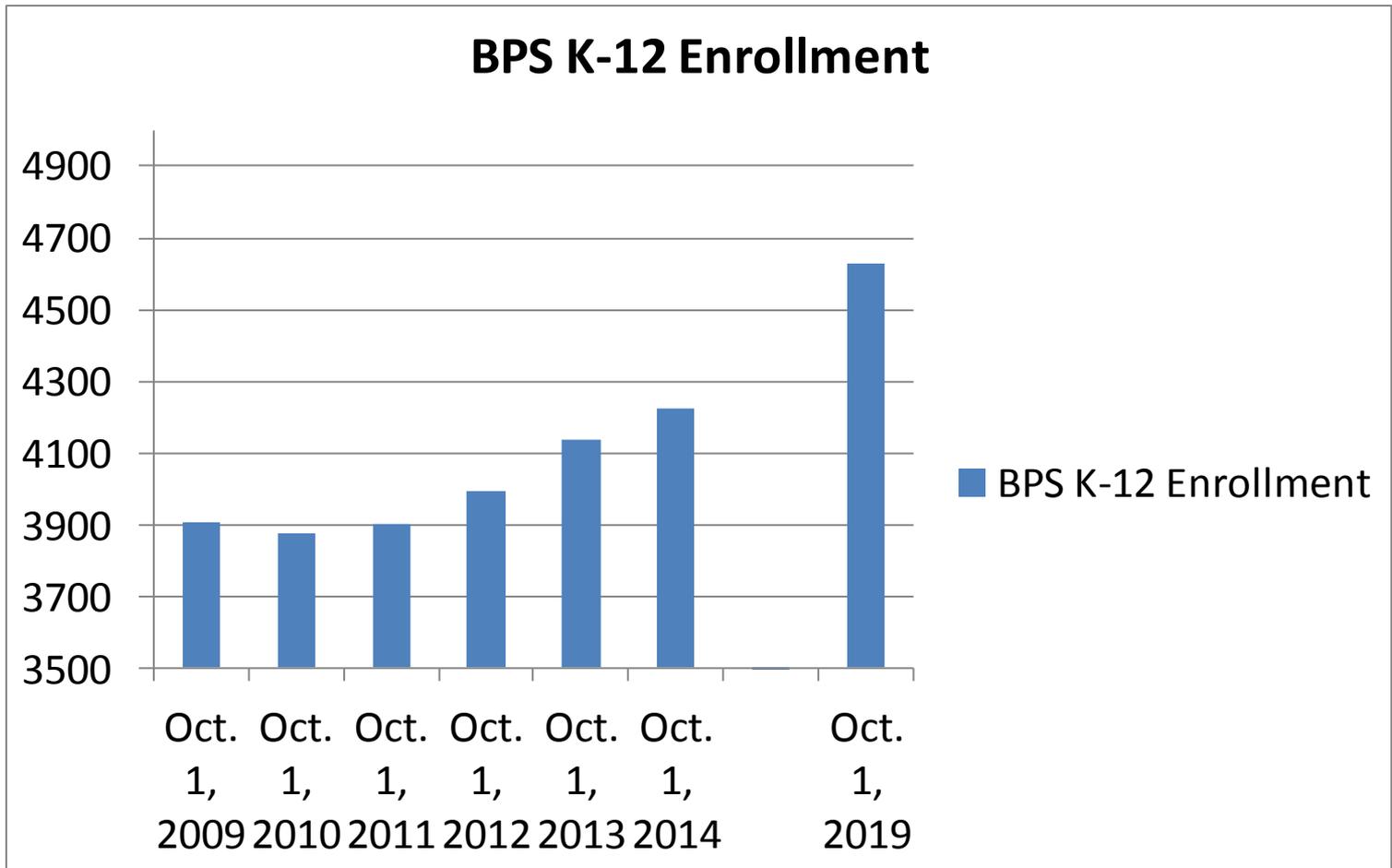
	Oct. 1, 2009	Oct. 1, 2010	Oct. 1, 2011	Oct. 1, 2012	Oct. 1, 2013	Oct. 1, 2014	Oct. 1, 2019
BPS K-12 Enrollment	3905	3877	3900	3994	4136	4222	4630
Difference, year to year		-28	23	94	142	86	
			Difference, 2014 to 2019				408
			<u>Difference, 2009 to 2019</u>				<u>725</u>

* Enrollment Projections based on NESDEC Plus 30 Index

Pressure Point # 1 – Enrollment: Aggregate Increase Over 5 Year Period



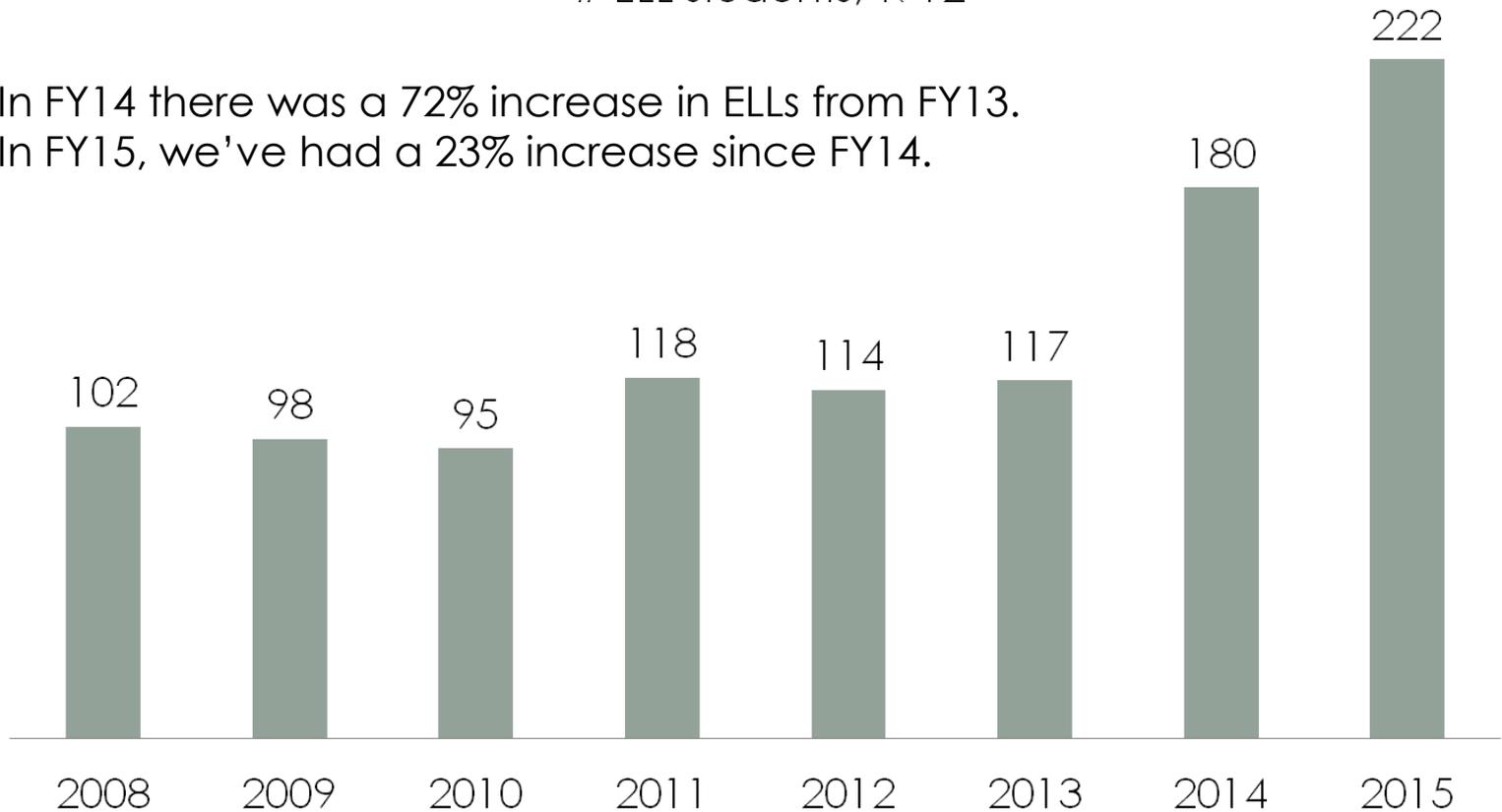
**Pressure Point # 1– Enrollment:
Aggregate Increase Projection
over the next 5 Year Period**



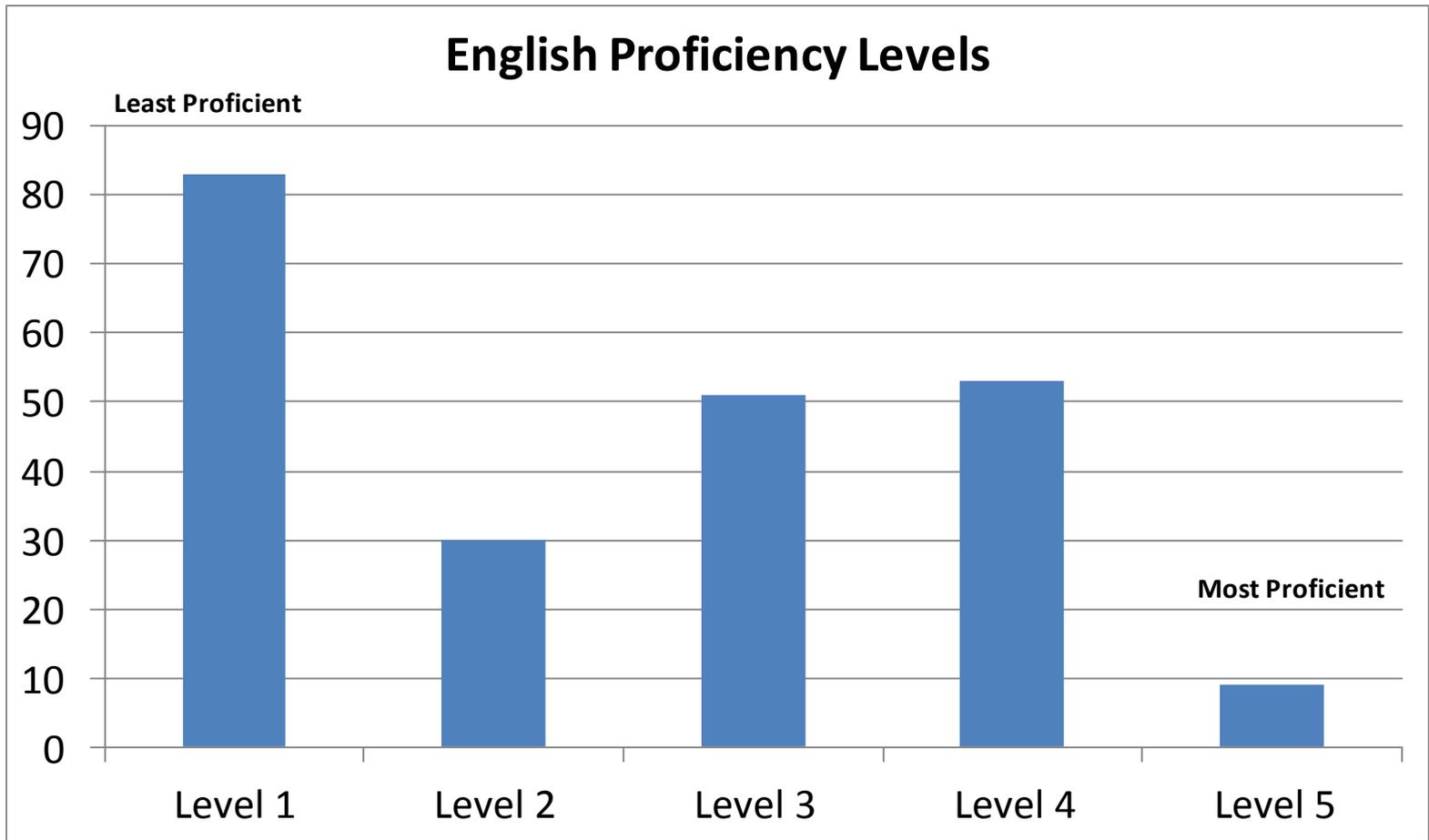
Pressure Point # I - ENROLLMENT: Emerging Sub Group Populations: ELL Enrollment, FY08-FY 15

■ # ELL students, K-12

In FY14 there was a 72% increase in ELLs from FY13.
In FY15, we've had a 23% increase since FY14.



Pressure Point #1 - ENROLLMENT: ELL Proficiency Levels, FY 15



It is state mandated that **Level One students** receive 2.5 hours of small group instruction each day.

Pressure Point # 1- ENROLLMENT: Out of District (OOD) 2012 through January 2015

Year	June, 2012	June, 2013	June, 2014	January 20, 2015
# of OOD Students	91	81	87	97 (5 students currently awaiting evaluations / meetings)

Financial Impact:

- The average cost per OOD pupil is approximately \$65,000 per student inclusive of transportation
- The average range of the cost per OOD pupil is from \$50,000 - \$150,000 per student, inclusive of transportation

Pressure Point # 2:CURRENT DEFICIT

- The Belmont Public Schools currently has a projected deficit of approximately \$500,000 – despite cost saving measures implemented in November 2014
- The Belmont Public Schools has experienced deficits in each of the last two fiscal year (FY14 & FY15)
- The Belmont Public Schools has employed budget “freezes” and reduction measures in four of the last five fiscal years (FY11, FY13, FY14, FY15)

Pressure Point #2: CURRENT DEFICIT

The Belmont Public Schools has exhausted all available funds to combat annual budget short falls

- In previous years these line items have received supplemental funds through LABBB credits
- There are no projected LABBB credits available in FY16
- Circuit Breaker funds allocated by the state for OOD expenses have been fully expended
- Revolving Accounts balances were depleted in FY14
- Funds needed in FY14 from the Reserve Fund to address deficit

**** All exhausted funds (some one time funds) have created an annual structural deficit**

Did You Know: EFFICIENCIES

Does the Belmont Public Schools look to engage in any cost saving measures? – Yes

- **BPS take part in several multi-town “collaborative” initiatives to gain efficiencies in areas like:**
 - ✓ Special education services; special education transportation partnering with LABBB
 - ✓ Bulk purchasing of supplies, bulk purchasing of power, gasoline, natural gas partnering with EDCO
 - ✓ Professional development services partnering with EDCO
 - ✓ Converted Belmont High School to natural gas (from oil)

Did You Know: COLLABORATION

Do the schools collaborate with other Belmont Town departments? Yes

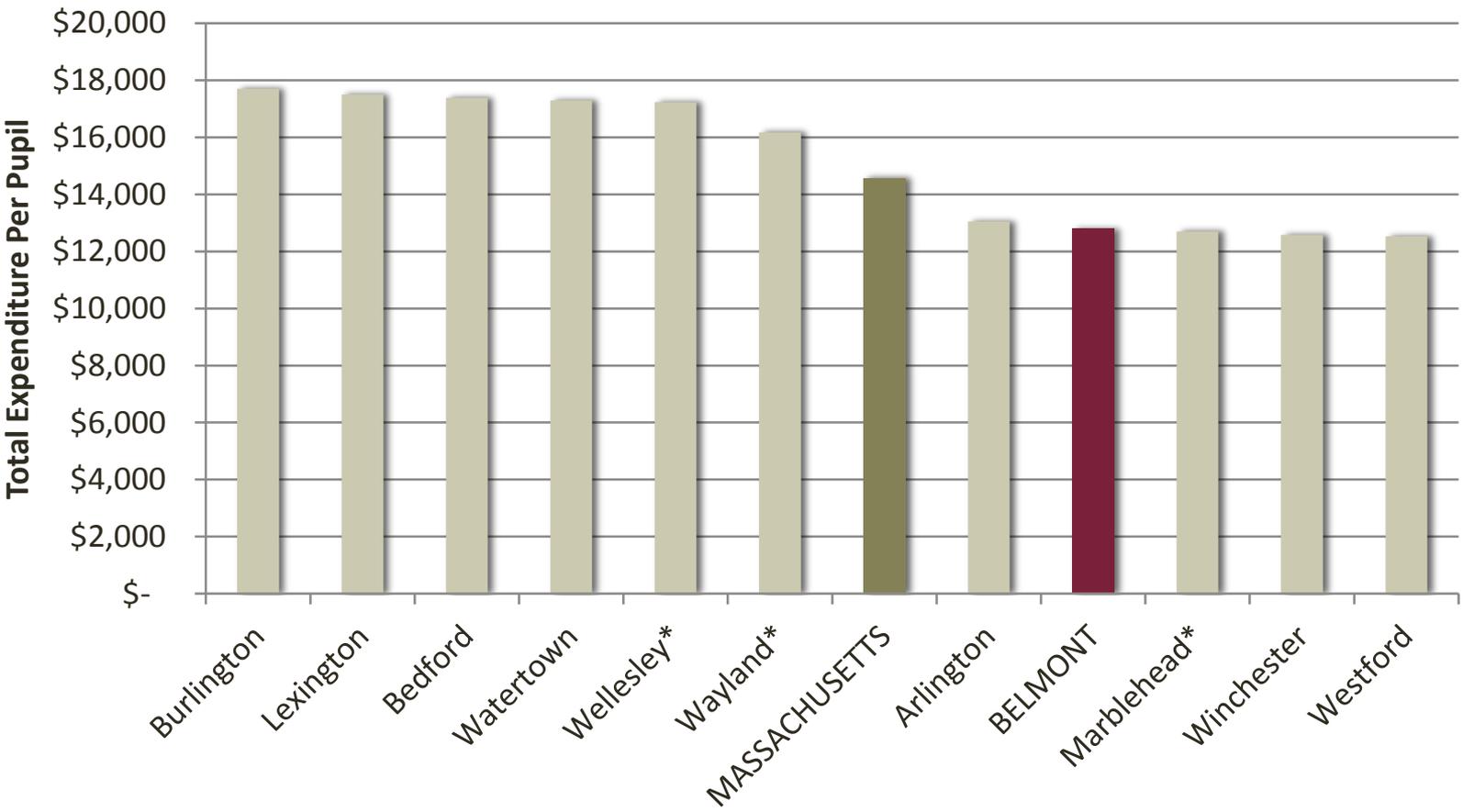
- The Belmont Public Schools works toward efficiencies with our Town Partners –
Through:
 - ✓ Creation of a Town-Wide Facilities Department
 - ✓ History of strong relationships with the DPW and Highway Department
 - ✓ Providing space for Park and Recreation Department events
 - ✓ Partnering with the Police and Fire Departments on Safety and Security Committee
 - ✓ Participation in the Green Communities Initiative

Did You Know: FACTS AND TRENDS

- According to the Department of Elementary and Secondary Education (DESE) FY14 reported the state average per pupil expenditure at \$14,571
- The DESE reported the Belmont Public Schools average per pupil expenditure at \$12,799
- The difference per pupil is \$1,772
- That means – if the BPS budget was funded at the state average per pupil amount our budget would increase by \$7,773,764

Belmont Per Pupil Expenditure is 12% below the state average and among the lowest of our FTF comparable towns

Total Expenditure Per Pupil (FY14 Preliminary)



Note: *FY13 data used for Wellesley, Wayland, and Marblehead as no preliminary FY14 data is currently available
 Source: Mass DESE (<http://www.doe.mass.edu/finance/statistics/ppx14.html>)

FY16 Budget Discussion

Two Budget Options:

- Financial Task Force Budget
- Available Revenue

Financial Task Force Budget

- The Belmont Public School Department fully supports the Unanimous Vote of the Financial Task Force to adopt the Financial Task Force Recommendation.
- The Financial Task Force Budget represents an increase of funding for all Belmont Town Departments.

FY16 Budget

Financial Task Force Budget

- A Three Year Financial Plan was developed by the Leadership Council for the Financial Task Force
 - Key Components:
 - Address increase in enrollment
 - Address Budget Deficit Drivers
 - Corresponding increases in special services budget lines

FY16 Budget Financial Task Force Budget

- Three year plan:
 - Increase staff to address the needs with increased enrollment, SEL supports and safety
 - Address the Deficit Drivers by funding alignment in the following budget lines that support:
 - Contracted Service mandated expenditures
 - Increase in Out of District mandated expenditures
 - Transportation
 - Address the one time funding issue that resulted from the expenditure of LABBB credits in FY15

FY16 Budget

Financial Task Force Budget

Level	Year One (SY 15/16)	Year Two (SY 16/17)	Year Three (SY 17/18)
Elementary	1.0 Grade 4 Teacher (Wellington) * 1.0 Kindergarten Teacher * 1.0 Grade One Teacher *	1.0 Grade 2 Teacher	1.0 Grade 3 Teacher
Middle	1.0 Grade 5 Teacher * 1.0 Unified Arts Teacher(s) *	1.0 Unified Arts * 1.0 Guidance Counselor *#	
High	3.0 FTE's for Reduction of non-engaged/non-scheduled students *	1.0 FTE Reduction of non-engaged/non- scheduled students * 1.0 Guidance Counselor *#	1.0 FTE Reduction of non- engaged/non-scheduled students *
DW	2.0 English Language Learner Teachers*		1.0 Technology Staff * 1.0 Instructional Technology Specialist* 1.0 SEL Staff Person *
Total FTE Count	10.0	5.0	5.0
	(*) Indicates <u>Enrollment</u> need (#) Indicates <u>SEL</u> need		

FY16 Budget

Financial Task Force Budget

- ✓ The Financial Task Force funds will maintain a level service for our district
- ✓ The increase in funds will bring the budget to a level that is commensurate with the increase in demands brought on by the overall increase in enrollment

FY16 Budget Discussion:

Available Revenue Scenario

What brings the Belmont Public Schools to a \$1.7 million shortfall?

FY16 Available Revenue Budget Discussion: Paying the Bills

Pay for all state and federally mandated programs:

- Pay state mandated contracted service bills
- Pay state mandated Out Of District bills
- Pay state mandated transportation bill (regular and van service)
- Hire two state mandated ELL teachers

Address Belmont Public Schools internal needs:

- Hire additional Grade 4 teacher to serve the rising grade 3 cohort at the Wellington School
- Roll our current staffing level forward
- Account for the one time funds used through the use of LABBB credits in FY15

FY16 Available Revenue Budget Discussion: Mandated Expenses and Contractual Obligations

\$ 46,156,000	FY15 Voted Budget
\$ 1,200,000	Contractual Obligation
\$ 275,000	One time LABBB Credits (not available in FY16)
\$ 425,000	Increased Contracted Services
\$ 205,000	Increased Special Education Transportation
\$ 130,000	State Mandated ELL Teachers
\$ 65,000	Grade 4 Teacher - Wellington
\$ 365,000	Increased Out of District Cost Increase
\$ 127,000	Increased Temp Wages
\$ 155,000	Health Ins. Incr. (Incl. 3 New Teachers)
\$ 60,000	Utility Costs
\$ 49,163,000	Examples of major FY16 Expenditure Needs

FY16 Available Revenue Budget Discussion: Identified Shortfall

\$ 46,156,000	FY15 Voted General Budget
<u>\$ + 1,301,000</u>	FY16 School Allocation
\$ 47,457,000	Total Projected FY16 School Allocation
<u>\$ - 49,163,000</u>	FY16 General Budget Needs (Not FTF)
(\$ 1,706,000)	Available Revenue FY16 Shortfall

Available Revenue Impact

- Given Available Revenue of \$1,301,000 for FY16; combined with the need to expend funds on the mandated functions and rolling over staff results in a \$1,706,000 shortfall
- The Leadership Team has made specific recommendation for cuts and reductions that total the \$1,706,000 shortfall
- The Finance Sub Committee and School Committee will review these cuts and reductions

Available Revenue Impact Preliminary Amounts by Level

<u>Area of Reduction</u>	<u>Reduction Amount</u>
Total Elementary Reductions	\$ 434,816
Total Middle School Reductions	\$ 330,850
Total High School Reductions	\$ 317,000
Total District-Wide Cuts and Reductions	\$ 623,334
Total Reductions	\$ 1,706,000

Reduction Methodology

- Leadership Council was given a proportional dollar amount per level to reduce.
- We needed to pay our bills first.
- At the elementary level:
 - Reduce in areas that have least impact on student learning
 - Maximize teacher instructional time through reduction in unified arts
- At the middle school level:
 - Attempt to provide equity in class size increases and stem the tide of students assigned to study halls
- At the high school level:
 - Provide the course offerings that students need to take for graduation requirements
- Attempt to keep 1/3 of reductions at the district-wide level and out of school buildings

Elementary School Reductions

<u>Position</u>	<u>School</u>	<u>Unit</u>	<u>Aprox. FTE</u>	<u>Amount</u>
Reduce hours of Clerical Aide	WB		Hrly.	\$ 5,850
Reduce hours of Clerical Aide	WEL		Hrly.	\$ 11,466
Reduce Music Teacher by .2	BUT	A	0.40 FTE	\$ 26,000
Reduce Music Teacher by .2	WB			
Eliminate Professional Aide (3)	BUR	D	Hrly.	\$ 60,000
Eliminate Professional Aide (0.5)	BUT	D	Hrly.	\$ 10,000
Eliminate Professional Aide (2)	WEL	D	Hrly.	\$ 40,000
Eliminate Professional Aide(2)	WB	D	Hrly.	\$ 40,000
Reduce Assistant Principal	WEL	B	0.2 FTE	\$ 20,000
Eliminate Guidance Counselor position	BUR	A	0.4 FTE	\$ 26,000
Eliminate Guidance Counselor position	BUT	A	0.6 FTE	\$ 39,000
Eliminate Guidance Counselor position	WEL	A	0.40 FTE	\$ 26,000
Eliminate Elementary Science Facilitator	ALL	A	0.5 FTE	\$ 32,500
Eliminate a Grade 3 Teacher	WEL	A	1.0 FTE	\$ 65,000
Reduce a PE teacher to part time	WEL	A	0.10 FTE	\$ 6,500
Reduce a Music teacher to part time	WEL	A	0.10 FTE	\$ 6,500
Eliminate Shared Library Aide	DW		1.0 FTE	\$ <u>20,000</u>
			13.4 FTEs	\$ 434,816

Impact of Elementary Reductions

- **Clerical Aide Reduction Impact Statement:** At the larger schools one person will now be responsible for addressing concerns for 650 families and 100 staff members at Wellington and 470 families and 70 staff members at Winn Brook. It is impossible to be responsive to the needs of children and families with these ratios.
- **Music Reduction Impact Statement:** Pre-Kindergarten students will no longer have any music instruction. This reduction will impact how the IM program operates between Wellington and Butler.
- **Professional Aide Reduction Impact Statement:** Eliminating 7.5 professional aides at the elementary level will result in reducing the Response to Intervention (RTI) services for about 150 students in the four elementary schools.
- **Shared Library Aide Reduction Impact Statement:** This reduction will further decrease our ability to offer a full library program. Remaining library aides will be required to focus more of their time on clerical tasks such as repairing, shelving books, as opposed to interacting with students.
- **Assistant Principal Reduction Impact Statement:** It is difficult to operate an elementary school with over 500 students with only one school administrator. The volume of needs that students, families, and staff require forces the leader to focus on crisis management and daily operations. This has a negative impact on the instructional program.

Impact of Elementary Reductions

- **Guidance Counselor Reduction Impact Statement:** During a time of increased enrollment the two smaller schools will not be able to properly address the social and emotional needs of students and families. This cut is in direct opposition to one of our stated district priorities (Increasing social and emotional support of students).
- **Elementary Science Facilitator Reduction Impact Statement:** By eliminating this position the person responsible for elementary mathematics and science will significantly reduce the amount of time she will be able to coach teachers, provide professional development, and address new curriculum standards and implementation. She will be forced to do clerical tasks such as stuff science kits, order, inventory, and deliver materials. We are at a crucial juncture in science where new standards will need to be implemented in the next few years; we need our coordinator to focus on these important initiatives, not clerical tasks.
- **Elementary Teacher Consolidation Reduction Impact Statement:** Class size at Wellington 3rd grade will open at levels well above School Committee Recommendations. This will impact all schools because as more third graders (and siblings) continue to enroll at Wellington they will need to be moved to one of the other elementary schools, whereby causing their class sizes to also increase.
- **Elementary music and PE consolidation Reduction Impact Statement:** By not adding a twenty-fifth class to Wellington Elementary School we no longer need to budget for the additional music and PE time that was required.

Chenery Middle School Reductions

<u>Positions</u>	<u>Unit</u>	<u>FTE</u>	<u>Reduction Amount</u>
Eliminate 4 sections of 6-8 ELA	A	0.8	\$ 52,000
Eliminate 4 sections of 6-8 Math	A	0.8	\$ 52,000
Eliminate 4 sections of 6-8 Science	A	0.8	\$ 52,000
Eliminate 4 sections of 6-8 SS	A	0.8	\$ 52,000
Eliminate 1 section of 6-8 World Language	A	0.2	\$ 13,000
Eliminate grade 8 Music Electives	A	0.4	\$ 26,000
Eliminate grade 8 Art Electives	A	0.4	\$ 26,000
Eliminate Library Clerical Aide	D	0.4	\$ 5,850
Reduction of Librarian to part-time	A	0.4	\$ 26,000
Eliminate 2 sections Small Group Reading	A	<u>0.4</u>	\$ <u>26,000</u>
Total Reductions		5.4	\$ 330,850

Impact of Middle School Reductions

The teacher reduction impact will be:

- Increase in class size in grades 6, 7, and 8 in all core content areas
- Dismantling of team model in grades 6, 7, and 8
- Reduction or elimination of common content and grade-level planning
- Elimination of grade 8 fine and performing arts electives
- Elimination of librarian services for students in grades 6, 7, and 8

Belmont High School Reductions

<u>Positions</u>	<u>Unit</u>	<u>FTE</u>	<u>Reduction Amount</u>
Eliminate an English Teacher	A	0.8	\$ 52,000
Eliminate a Math Teacher	A	0.8	\$ 52,000
Eliminate a Social Studies Teacher	A	0.8	\$ 52,000
Eliminate a Science Teacher	A	0.8	\$ 57,000
Reduce Four World Language Teachers to part time	A	0.8	\$ 52,000
Eliminate a Fine and Performing Arts Teacher	A	0.8	\$ 52,000
Total Reductions		4.8	\$ 317,000

Impact of Belmont High School Reductions

- Reductions in ELA and math would result in average class size of 27 students
- Reductions in science and social studies will not allow any student take an additional course in these areas, only seniors looking for a 5th course
- Reductions will result in the loss of all 5th year courses – cutting AP courses in Chinese, Spanish, Latin, and French AP and Honors
- Reductions will result in the loss of all third year art course – cutting AP Art, Ceramics 3, Photo 3, and music electives
- Open campus extended to juniors starting in September
- Increase the amount of “frees”; who will be housed in café, library and halls
- 12th Graders will only be allowed to take 5 classes
- 11th Graders will only be allowed to take 5 classes + Positive Decision Making
- 10th Graders will only be allowed to take 6 classes

District -Wide Reductions

<u>Positions / Personnel</u>	<u>Unit</u>	<u>FTE</u>	<u>Reduction Amount</u>
Eliminate Science Director	B	0.8	\$ 72,000
Eliminate Student Services Clerical Aide	D	0.8	\$ 20,000
Reduce pay rate District Coordinator Service Providers	A	0.8	\$ 20,000
Eliminate Custodian Part Time	AFCS	0.5	\$ 23,000
Eliminate Part Time Physical Therapist Assistant	D	0.5	\$ 20,000
Eliminate Summer RTI and Jump Start Programs			\$ 17,000
Reduce Preschool Teacher	A	<u>0.5</u>	<u>\$ 32,500</u>
Total Reductions		3.9	\$ 204,500

District -Wide Reductions and Fee Increases

<u>Non –Salary Reductions / Changes in Fees</u>	<u>Reduction Amount</u>
Reduce Instructional Materials and Supplies	\$ 143,834
Reduce Professional Development	\$ 25,000
Reduce Facilities Department Supplies	\$ 80,000
Increase in Rental Fees	\$ 85,000
Ex. Pool Use, After School Programs, Gymnasiums, etc.	TBD
Increase in Family/Student Fees:	
Full Day Kindergarten Fee	\$ 85,000
Ex. Lunch Prices, Saturday Music	TBD
Athletics/Clubs Funding Allocation	TBD
Total Reductions	\$ 418,834

Impact of District-Wide Personnel Reductions

- Elimination of the 5-12 Science Director is a tremendous loss to our work to move science and STEM related initiatives forward. This is a critical content area to be left uncovered.
- Elimination of the Special Services Clerk position will create delays in our response to families of children who get services.
- Reducing the amount of staff in the OOD coordinator increase the demands on the coordinator who remains – especially with this population of students increasing to historical levels.
- Eliminating the part time custodial position will result in schools not as clean and maintenance orders not being filled.
- Reducing tutoring services will negatively impact those students that are at risk – but not on IEPs.

Impact of District-Wide Reductions and Fee Increases

- Reducing an already feeble instructional materials line and Professional Development line will impact the classroom – students, teachers, technology with everyday losses to teaching and learning.
- Reducing the Facilities line will prohibit the department from maintaining our very old schools as good learning environments on a daily basis.
- Charging groups to use the public schools spaces is needed as the School Department cannot lose one teacher to a negative outcome to rentals.
- Increasing the fee for FDK is needed as the expenses associated with the program are taking from the general budget.

Summary of FY 16 Available Revenue Budget Reductions

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<u>Personnel Totals</u>	<u>FTE Reduction</u>
Total Teacher Cuts and Reductions	13.8
Total Instructional Aide Cuts and Reductions	8.5
Total Clerical Aide Cuts and Reductions	1.7
Total Facilities Cut and Reductions	0.5
Total Administrative Cuts and Reduction	<u>3.1</u>
Total FTE Reductions	27.6

Available Revenue Student Impact:

- Reduction in all elementary RTI instructional models for grades K-2
 - # of students impacted 1,032
- Roughly 75% of our elementary students will be in classes above the “class size” School Committee policy guidelines
 - # of students impacted – 1,329
- 8th graders will not be able to take Fine and Performing Arts courses and thus will be in study halls
 - # of students impacted 324
- Dismantling of the “TEAM” structure at the middle school
 - # of students impacted 950
- 11th and 12th grades only able to take five courses in a 7 period schedule
 - # of students impacted 619
- Average class size for math and ELA at Belmont High above 27 per class
 - # of students impacted 1,250
- Students not able to take Course 5 & AP classes in Chinese, Spanish, Latin, and French
 - # of students impacted 211
- Lack of course offerings for seniors will have impact on college applications
 - # of students impacted 315

FY16 Budget Crossroads

- ❑ The Town of Belmont can support the Financial Task Force Recommendation for an additional \$4.5 million to be added to the Town budget.

Or

- ❑ The Town of Belmont can implement the Available Revenue Budget and face \$1.7 million in cuts to the school budget and not support other Town services and Town capital needs.