BEDFORD PUBLIC SCHOOLS

2012 OPERATING BUDGET REQUEST

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SUPERINTENDENT OF SCHOOLS

November 30, 2010

Presentation of a Maintenance of Services Budget

12

FY12 BUDGET REQUEST PRESENTATION AGENDA

1. Budget Guidelines & Development
2. Review of Enrollment History
3. Changes:
    1. Available Revenue Offsets
    2. New Service Delivery
    3. Changing Needs
4. FY12 Request & Increase Calculation Overview
5. FY12 Request Overview by Cost Center
6. Other:
    1. What's Missing?
    2. Preview of FY 2013
    3. Discussion of Unintended Consequences
    4. What's changing?
7. Questions

BUDGET GUIDELINES FOR FY12

A. Recognize Town's Fiscal Restraints: Sixth fiscal year that the budget is built on a lean base.

B. Limit Program Administrators' increase to 0% for FY12.

C. Maintain Cost Center Structures:
   1. Core Services
   2. Utility Budget
   3. Special Education Out of District Placements
   4. Early Retirement Incentive
   5. Transportation Contract

D. Continue the use of available offsets.

BUDGET DEVELOPMENT FOR FY12

Administrative Guidelines for Budget Development:

- Recognize that *contractual, legally mandated*, and economically sensitive costs continue to drive the increase.
- Limit Programs Administrators' increase for discretionary spending to 0%.

  ***Exceptions include textbook purchases, and extraordinary non-discretionary cost increases.

BUDGET DEVELOPMENT FOR FY12

- Include known costs for *Out of District Special Education* Cost Center. OOD & Collaborative Tuitions continue to represent a significant increase. In Bedford that increase impacts:
  - CASE Collaborative Assessment based on student enrollment from school year ending in 2010.
  - New Out-of-District Placements.
  - Potential blanket and Extra-Ordinary state approved Private School tuition rates.
  - LABBB Collaborative tuition rates.
  - OOD Transportation, CASE Transportation, and LABBB Transportation Services.

BUDGET DEVELOPMENT: CHANGES FOR FY12

Guiding Principle: Reorganize services, where possible, to reduce staff and to allow for addition of new staff to meet critical needs.

- ✓ Change the deployment of Teaching Assistants to a more generalized assignment model.
- ✓ Re-define Assistant Principal role at Lane School to meet RtI needs and provide oversight for in-house Special Education Programs.

BUDGET DEVELOPMENT: CHANGES FOR FY12

Institutionalize **Special Education Programs** by shifting positions from federal grants to operating budget:

- (.5) Behavioral Specialist
- (1.0) Occupational Therapist
- (2.1) Professional Positions at Bedford High School
- (1.6) Teaching Assistants at Davis School
- (1.0) Teaching Assistants at Lane School

Note: *These changes allow for more effective use of federal grant funds.*

CHANGES IN PERSONNEL

Lane School:

- Increase **Assistant Principal** position from (.5) to (1.0)
  - Provide oversight for in-house Special Education Programs and meet RtI demands.
  - Assume responsibility for additional requirements resulting from the Bullying Prevention legislation.
- Increase **Special Education Team Chair** to 1.0 (consistent with other schools.)

CHANGES IN PERSONNEL

Lane and Davis Schools:

- Add (1.0) English Language Learners' position to accommodate the needs of a fast growing elementary population.

Systemwide:

- Add funding for Merrimack College Fellowship position.

COST CENTER REVIEW

Core Services

In-district Regular Day, Special Education, Facilities and Transportation activities.

Early Retirement Incentives:

FY12 represents significant increase in the cost of staff retirees over FY11.

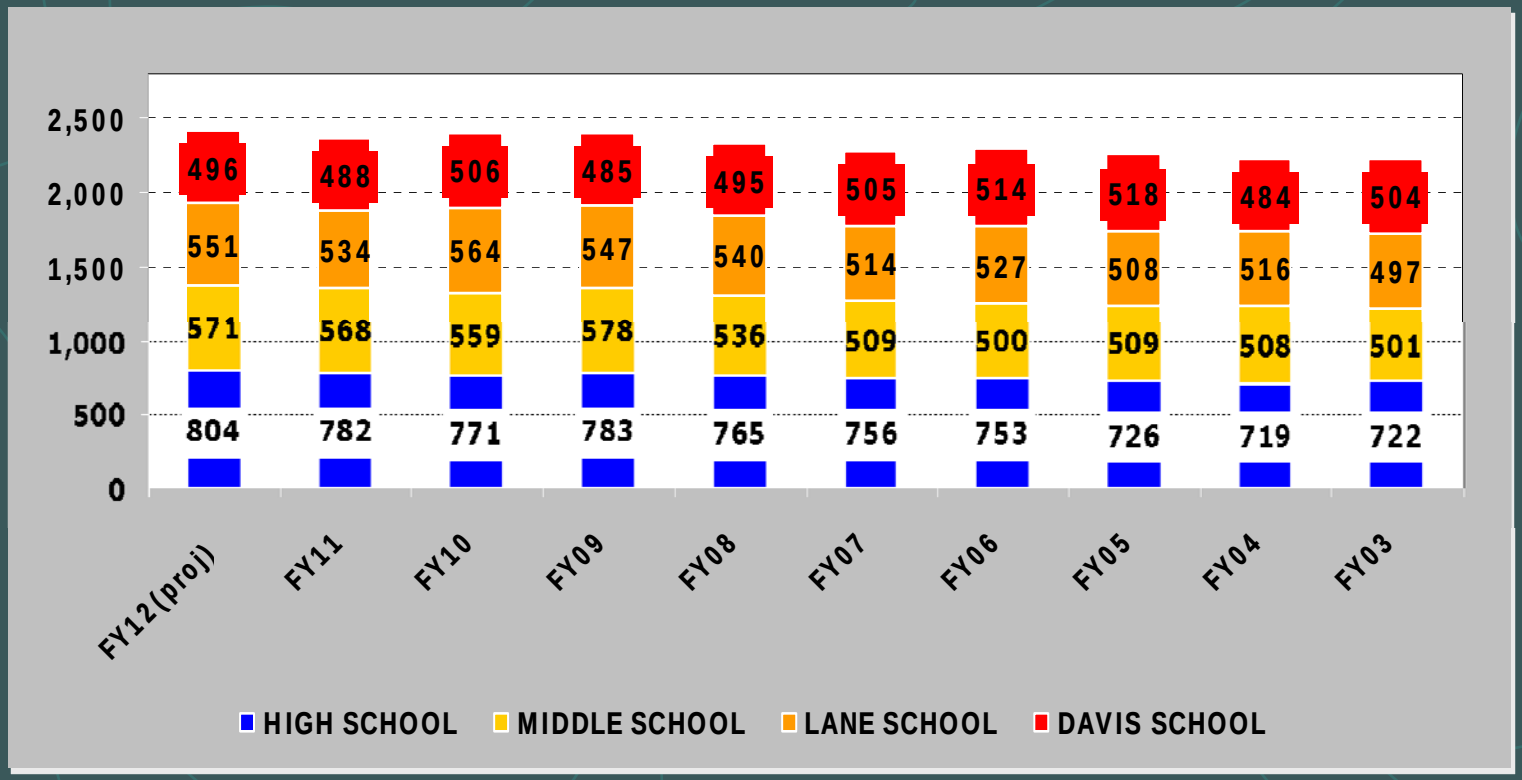
Utilities

Significant reduction anticipated in FY12,following small reduction in FY11 (following double digit increases for the past in FY07 and FY08.)

Special Education Out of District Placements

- Tuition and program cost increases dictated by state agencies, Collaborative Boards, and Transportation.
- Placement of students must be based on identified needs, required services and legal mandates.

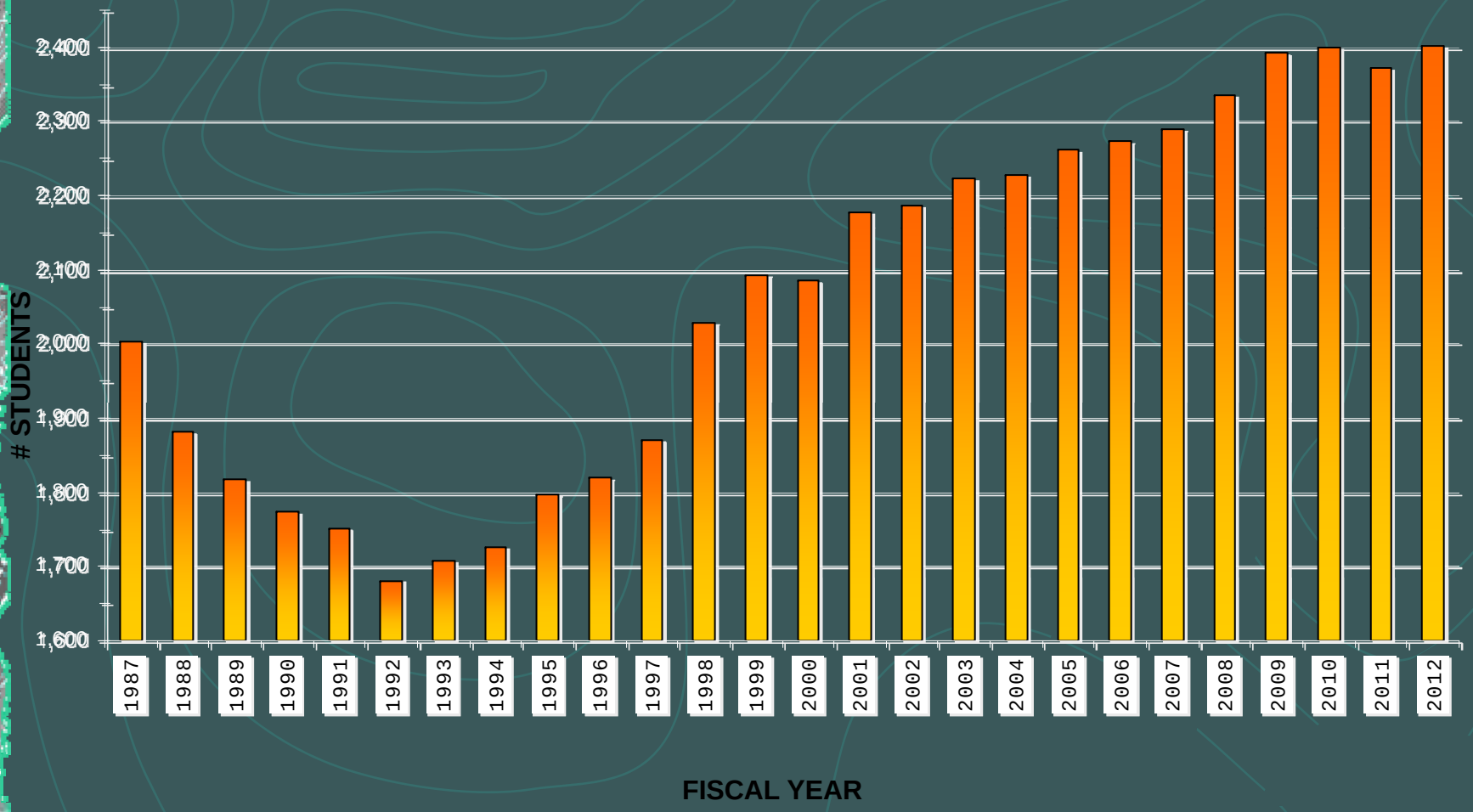
PROJECTED FY12 ENROLLMENT



Enrollment Assumptions:

- Total Enrollment Proj 2401, 1.22% increase over FY2011
- Enrollment up over 177 students or 7.95% since FY2003

ENROLLMENT HISTORY & FY12 PROJECTED



Enrollment
English Language Learners

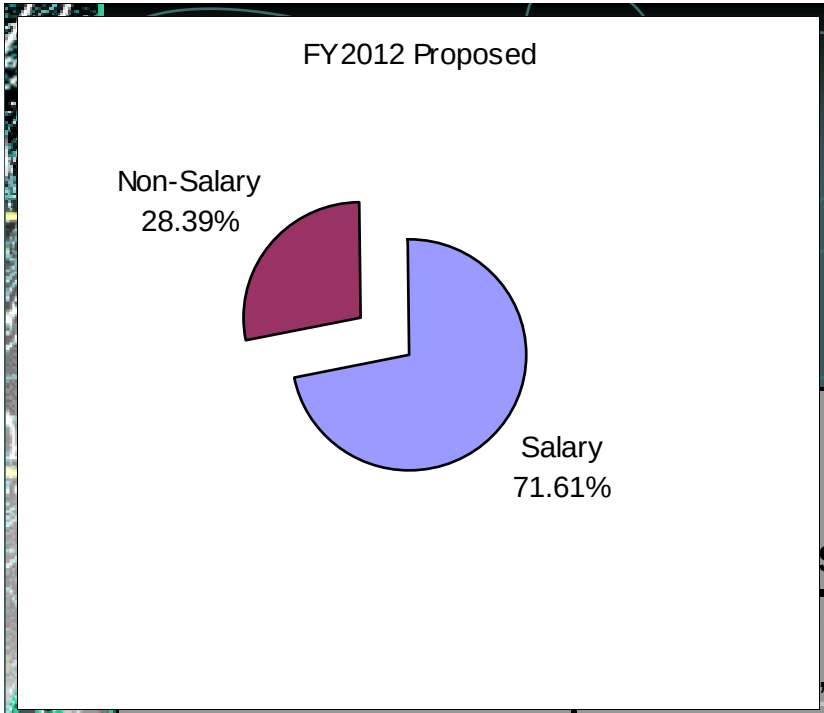
Year	2004	2005	2006	2007	2008	2009	2010	2011
# ELL	34	33	28	27	44	49	57	88
% Inc		-2.9%	-15.2%	-3.6%	63.0%	11.4%	16.3%	54.4%
Total Enroll	2230	2260	2274	2290	2336	2393	2400	2372
% of Total	1.52%	1.46%	1.23%	1.18%	1.88%	2.05%	2.38%	3.71%

- Identified ELL population as a percentage of total student enrollment has tripled since 2007.
- 2011 represented an increase of over 50% from the prior year.
- Current 88 students represent over 25 different languages.

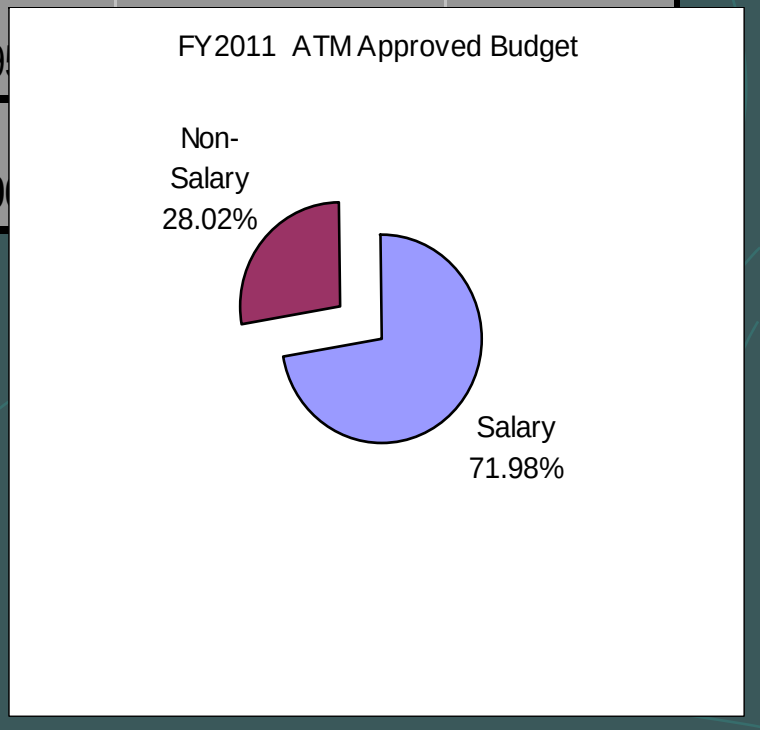
FY12 TOTAL REQUEST

FY2012 Budget Request:	***$33,608,820***
FY2011 Approved Budget:	***$31,968,135***
Variance:	***$1,640,685***
Percent Chg:	***5.13%***

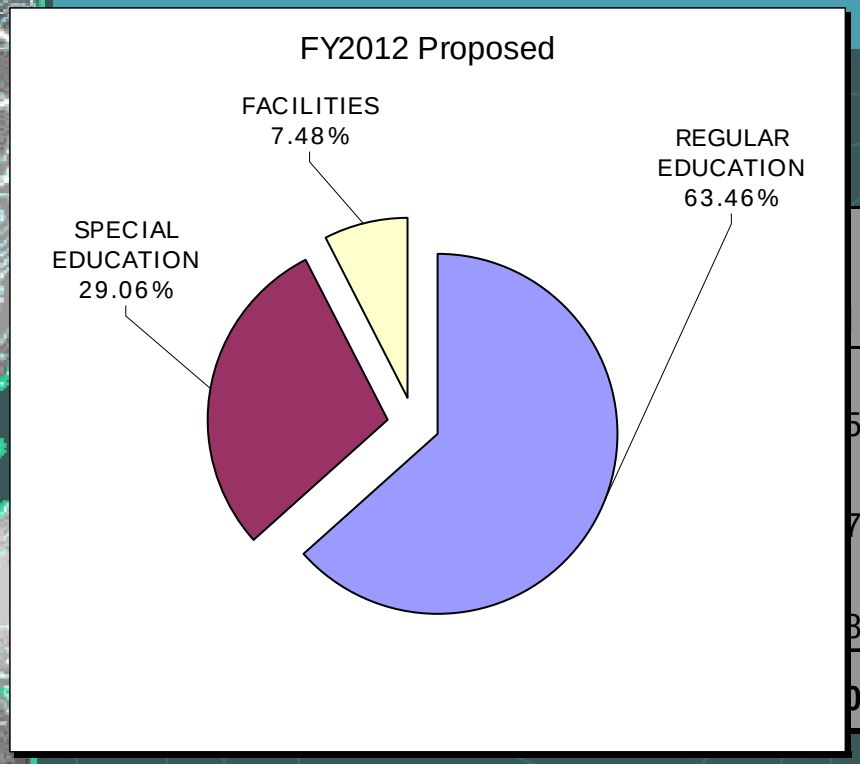
FY12 TOTAL REQUEST



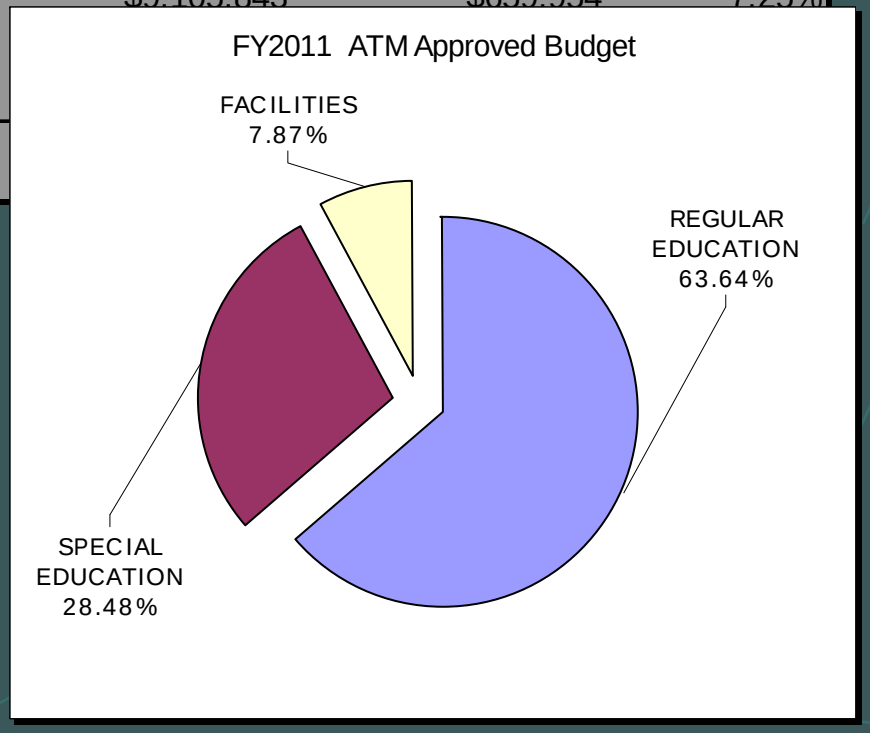
		sed	FY2011 ATM Approved Budget	Variance FY12 over FY11	Pct Change FY12 over FY11
		,491	$23,010,198	$1,056,293	4.59%
Non-Salary	$9,542,329		$8,9		
Grand Total	**$33,608,820**	**$**	**31,9**		



FY12 Cost Center Percentage Increases



	FY2011 ATM Approved Budget	Variance FY12 over FY11	Pct Change FY12 over FY11
5	$20,344,934	$984,511	4.84%
7	$9,105,843	$659,954	7.25%
3			
0			



BUDGET CHALLENGE: REVENUE Stagnation

As we prepared the FY2012 Budget, we again began the process with a revenue deficit with the expiration of Federal ARRA funds of:

$300,000

Federal EdJobs funding has only replaced approximately $211,000

FY12 BUDGET DRIVER SUMMARY

SERVICE DELIVERY GROUP	FY2012 Proposed	FY2011 ATM Approved Budget	Variance FY12 over FY11	Pct Change FY12 over FY11	Pctg inc of Total
CORE SERVICES	$26,586,673	$25,462,701	$1,123,972	4.41%	68.51%
ERI/SLBB - STAFF RETIREMENTS	$156,269		$156,269	#DIV/0!	9.52%
SPED OOD EXPENSES	$6,065,761	$5,578,137	$487,624	8.74%	29.72%
UTILITIES	$800,117	$927,297	-$127,180	-13.72%	-7.75%
Grand Total	**$33,608,820**	**$31,968,135**	**$1,640,685**	**5.13%**	**100%**

Category	FY2012 Proposed	FY2011 ATM Approved Budget	Variance FY12 over FY11	Pct Change FY12 over FY11	Pctg inc of Total
Salaries	$24,066,491	$23,010,198	$1,056,293	4.59%	64.38%
Operating Expenses	$1,879,827	$1,655,879	$223,948	13.52%	13.65%
SPED OOD	$5,009,905	$4,574,516	$435,389	9.52%	26.54%
SPED OOD TRANS	$1,055,856	$1,003,621	$52,235	5.20%	3.18%
TRANSPORTATION REGULAR	$796,624	$796,624	$0	0.00%	0.00%
Utilities	$800,117	$927,297	-$127,180	-13.72%	-7.75%
Grand Total	**$33,608,820**	**$31,968,135**	**$1,640,685**	**5.13%**	**100%**

FY12 REQUEST CORE SERVICES

ITEM	FY2012 Proposed	FY2011 ATM Approved Budget	Variance FY12 over FY11	Pct Change FY12 over FY11	pct of FY2012 Budget
PROFESSIONAL SALARY	$19,405,203	$19,206,768	$198,435	1.03%	72.99%
PROFESSIONAL SALARY GRANT TRANSFER	$241,974	$0	$241,974	#DIV/0!	0.91%
PROFESSIONAL SALARY - NEW	$98,717	$0	$98,717	#DIV/0!	0.37%
PARA-PROFESSIONAL SALARY	$3,697,686	$3,803,430	-$105,744	-2.78%	13.91%
PARA-PROFESSIONAL SAL GRANT	$59,255	$0	$59,255	#DIV/0!	0.22%
PARA-PROFESSIONAL SALARY - NEW	$6,753	$0	$6,753	#DIV/0!	0.03%
SALARY NEW CBA IMPACT	$400,634		$400,634	#DIV/0!	1.51%
CONTRACT SERVICES	$1,497,010	$1,437,481	$59,529	4.14%	5.63%
CONTRACT SERVICES - NEW	$31,200	$0	$31,200	#DIV/0!	0.12%
SUPPLIES AND MATERIALS	$426,608	$407,802	$18,806	4.61%	1.60%
SUPPLIES AND MATERIALS NEW	$4,500	$0	$4,500	#DIV/0!	0.02%
OTHER	$285,776	$312,517	-$26,741	-8.56%	1.07%
OTHER - NEW	$5,000	$0	$5,000	#DIV/0!	0.02%
OTHER - LEGAL	$65,000	$65,000	$0	0.00%	0.24%
TEXTBOOK ADOPTION - NEW	$62,222	$57,130	$5,092	8.91%	0.23%
TEXTBOOKS	$96,782	$78,860	$17,922	22.73%	0.36%
EQUIPMENT	$184,776	$77,958	$106,818	137.02%	0.69%
EQUIPMENT - NEW	$2,500	$0	$2,500	#DIV/0!	0.01%
TRAVEL	$15,077	$15,755	-$678	-4.30%	0.06%
Grand Total	**$26,586,673**	**$25,462,701**	**$1,123,972**	**4.41%**	**100%**

CORE SERVICES : REGULAR DAY INSTRUCTION, ADMINISTRATION, TRANSPORTATION, FACILITIES, IN-DISTRICT SPECIAL EDUCATION SERVICES.

FY12 CORE SERVICES INCREASES

COSTCENTER	Roll up Activity	FY2012 Proposed	FY2011 ATM Approved Budget	Variance FY12 over FY11	Pct Change FY12 over FY11	% of FY12 Change
REGULAR EDUCATION	Salary	$19,000,331	$18,285,594	$714,737	3.91%	63.59%
	Non-Salary	$2,172,845	$2,059,340	$113,505	5.51%	10.10%
REGULAR EDUCATION Total		**$21,173,176**	**$20,344,934**	**$828,242**	**4.07%**	**73.69%**
SPECIAL EDUCATION	Salary	$3,492,630	$3,355,718	$136,912	4.08%	12.18%
	Non-Salary	$207,406	$171,988	$35,418	20.59%	3.15%
SPECIAL EDUCATION Total		**$3,700,036**	**$3,527,706**	**$172,330**	**4.89%**	**15.33%**
FACILITIES	Salary	$1,417,261	$1,368,886	$48,375	3.53%	4.30%
	Non-Salary	$296,200	$221,175	$75,025	33.92%	6.67%
FACILITIES Total		**$1,713,461**	**$1,590,061**	**$123,400**	**7.76%**	10.98%
Grand Total		**$26,586,673**	**$25,462,701**	**$1,123,972**	**4.41%**	**100%**

CORE SERVICES : REGULAR DAY INSTRUCTION, ADMINISTRATION, TRANSPORTATION, FACILITIES, IN-DISTRICT SPECIAL EDUCATION SERVICES.

FY12 English Language Learners' BUDGET

BGT to Act Roll up	FY2012 Proposed	FY2011 ATM Approved Budget	Variance FY12 over FY11	Pct Change FY12 over FY11
PROF SALARIES	$223,379	$155,936.00	$67,443	43.25%
PARA - PROF SALARIES	$0	$0.00	$0	#DIV/0!
SUPPLIES & MATERIALS	$11,523	$11,523.00	$0	0.00%
Grand Total	**$234,902**	**$167,459.00**	**$67,443**	**40.27%**

MGL CHAPTER 71A ENGLISH LANGUAGE EDUCATION IN PUBLIC SCHOOLS

Categorized under Special Education Budget Rollup

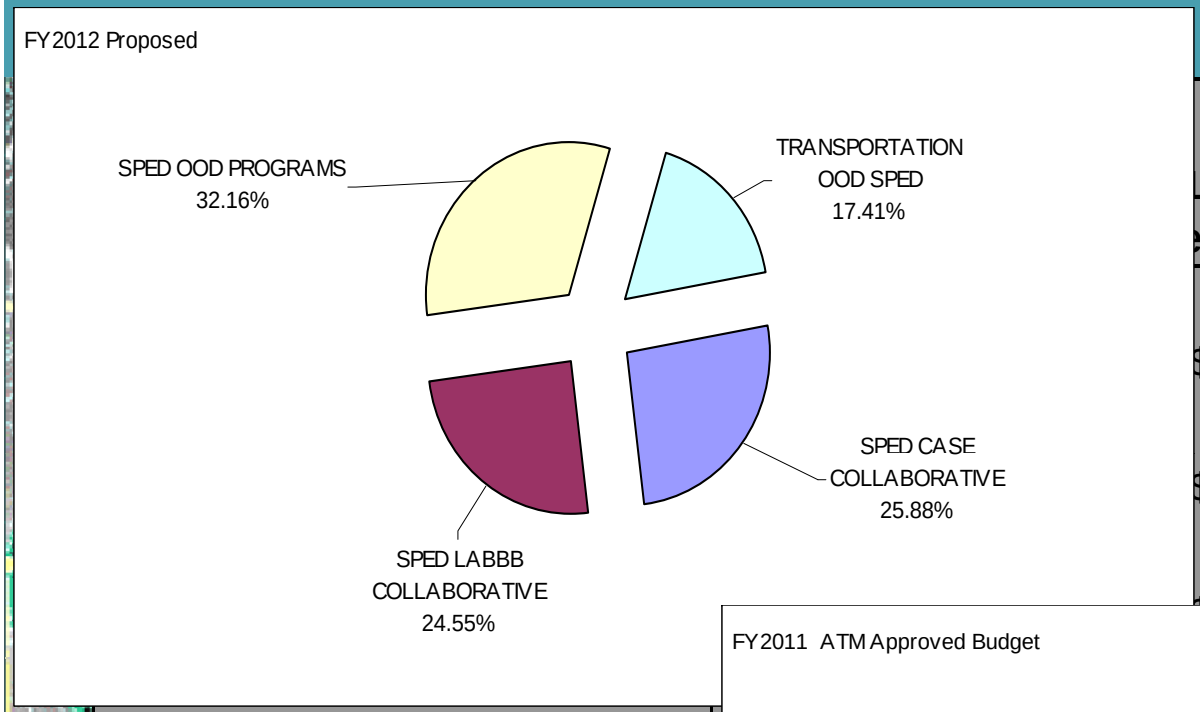
603 Code of Mass Regulations: Education of English Learners Regulations

FY12 SPECIAL EDUCATION REQUEST

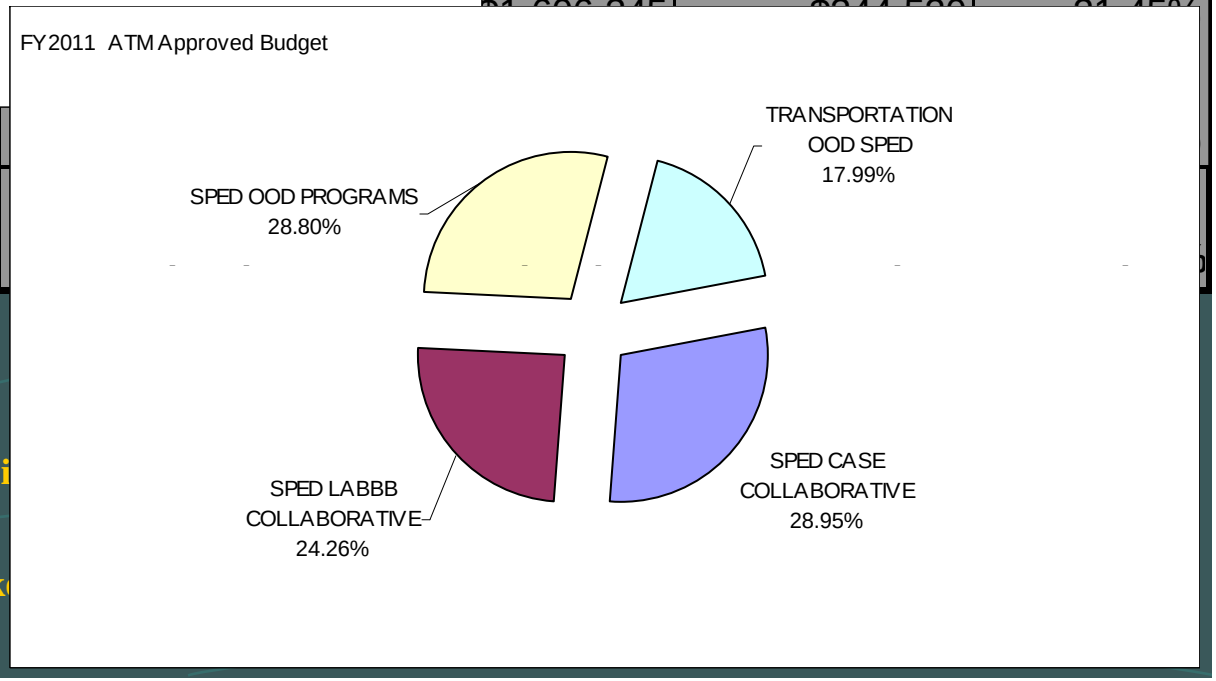
Category	FY2012 Proposed	FY2011 ATM Approved Budget	Variance FY12 over FY11	Change FY12 over FY11
SALARIES	$3,492,630	$3,355,718	$136,912	4.08%
OPERATING EXPENSES	$137,566	$102,148	$35,418	34.67%
SPED OOD	$5,009,905	$4,574,516	$435,389	9.52%
SPED OOD TRANSPORTATION	$1,055,856	$1,003,621	$52,235	5.20%
TRANSPORTATION REGULAR	$69,840	$69,840	$0	0.00%
Grand Total	$9,765,797	$9,105,843	$659,954	7.25%

OOD Expenses include Day and Residential placement tuitions, Collaborative placement tuitions, and OOD Transportation.

FY12 SPED OUT-OF DISTRICT REQUEST



	11 ATM ed Budget	Variance FY12 over FY11	Pct Change FY12 over FY11
	$1,615,104	-$45,122	-2.79%
	$1,353,067	$135,992	10.05%
TRANSPORTATION OOD SPED			
GRAND TOTAL			



OOD Expenses include Day and Resi and OOD Transportation

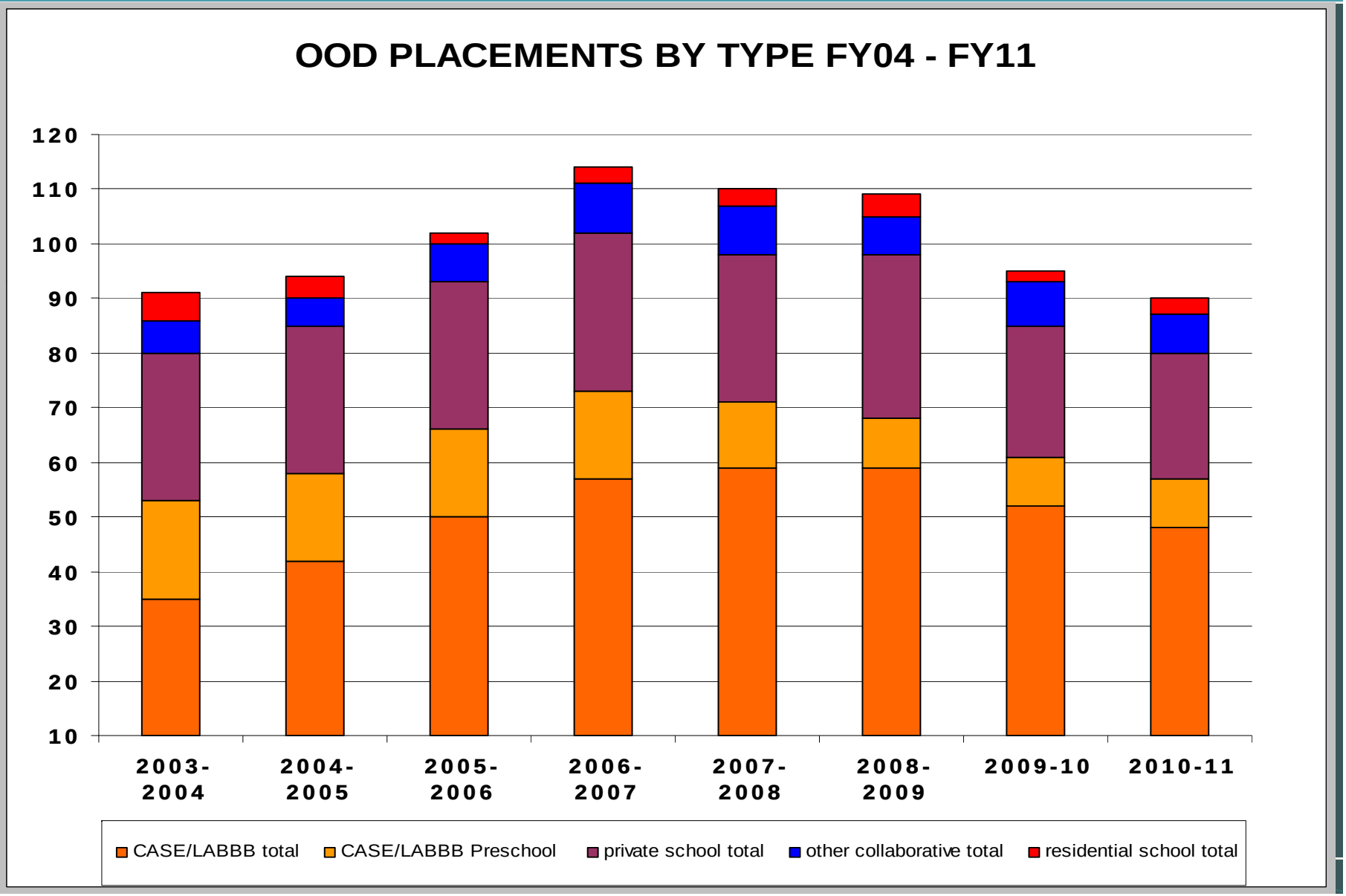
Assumes use of $588K Circuit Break

FY12 SPED OUT-OF DISTRICT DRIVERS

Out of District Costs: The Drivers

- **Increased Tuition Rates**
  - ✓ State Operational Services Division (annual increases.)
    - Base rates increased approximately .75% for FY11 and project to increase 1.75% for FY12.
    - Several schools received special tuition increases; some in excess of 9%-12%.
- **Special Education Mobility**
  - ✓ New students who move to Bedford with approved IEP's.
  - ✓ Internal Student movement as a result of new placements (In-district to OOD or collaborative) or movement between placements (day to residential or collaborative to OOD.)

FY12 SPED OUT-OF DISTRICT PLACEMENTS



FY12 SPED Tuition Rates

School	# Day/yr	Base Tuition Rate
Dr. Franklin Perkins School, Inc.	365	$ 180,328.43
Evergreen Center, Inc.	365	$ 150,683.37
Nashoba Learning Group, Inc.	216	$ 94,114.32
May Institute	242	$ 78,327.00
Judge Baker Children's Center, Inc	180	$ 66,401.91
Community Therapeutic Day School	180	$ 63,860.51
EDCO/Manville	180	$ 60,320.00
SEEM Collaborative	180	$ 42,002.20
MEC Alt HS	180	$ 35,746.00
Carroll School	180	$ 32,993.33
Little People's School	180	$ 27,790.19

LABBB Placement Tuitions	
Low incident	$ 51,865.00
Life Skills	$ 49,375.00
Belmont/Chenery MS	$ 44,644.16
Belmont/Butler	$ 44,021.00
Vocational HS	$ 43,283.00
Pre school PM	$ 39,271.61
K developmental	$ 37,353.00
Primary dev	$ 35,729.10
Pre school	$ 30,309.00

NEW In-House Special Education Programs

Program	Students /yr	Annual Net Costs Avoided/Saved
Integrated Pre-K	6	$97,265
Integrated K	4	$157,286
Crossroads - Lane	15	$166,037
Crossroads - JGMS	7	$174,145
Transitions -Lane	5	$204,492
Transitiions-JGMS	5	$121,589
Bridge Program (BHS)	5	$110,982
Est Total		$ 1,031,796.00
Pilot Projects under Development		
Foundations Lane FY11	3	$40,000 est
Foundations-Davis FY12	5	$130,000 est

CIRCUIT BREAKER

Defined: State Reimbursement designated to offset Special Education Expenses

- Current assumption is **38%** **reimbursement**, subject to appropriation.
- Project **$588K in Circuit Breaker** funds available in FY12 to offset Special Education budget.
- On average Circuit Breaker only funds **12%** of an eligible placement's cost, down from **22%** in FY09
- Average Tuition costs FY12:
  - Out of District Student $58.10K
  - CASE Collaborative: $49.40K
  - LABBB Collaborative: $42.95K

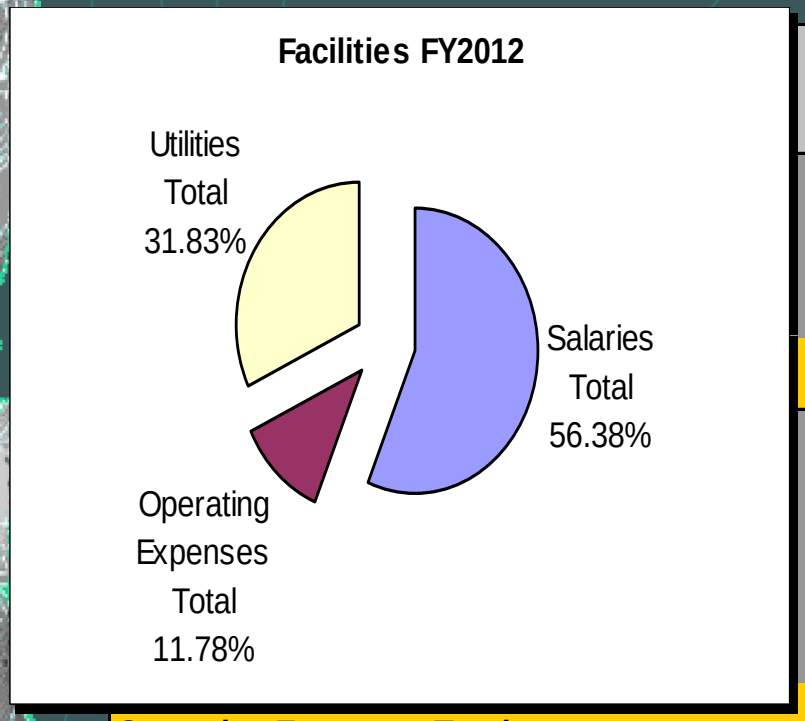
FY12 TRANSPORTATION DRIVERS

- **FY12**:
  - $796,624
- **FY11**:
  - $796,624

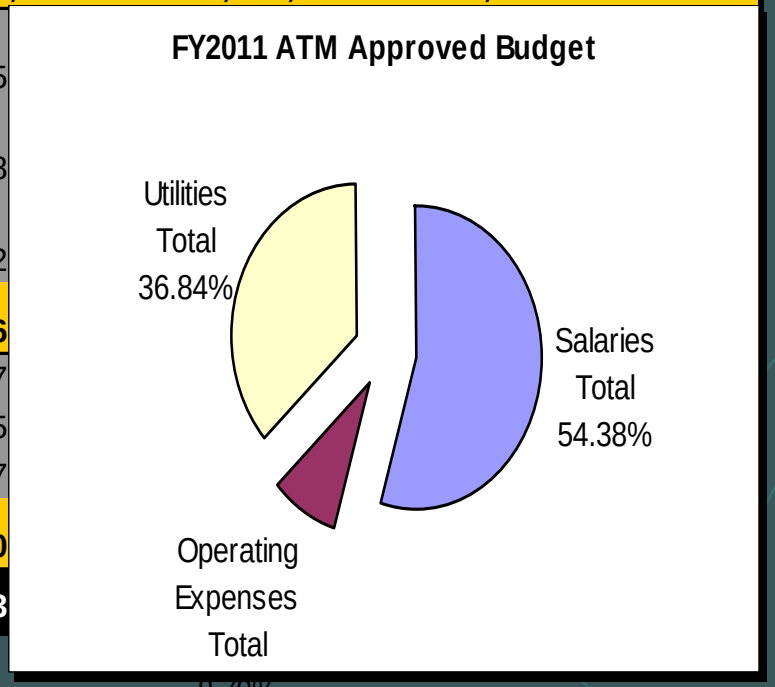
- FY12 : Third Year of a Transportation Contract; Budget proposal does not include any increase to base costs.
- FY13: First Option Year, if district chooses to invoke contract option.

Note: *Includes Regular Day, Late Bus and In-district SPED Transportation*.

FY12 FACILITIES



		FY2012 Proposed	FY2011 ATM Approved Budget	Variance FY12 over FY11	Pct Change FY12 over FY11
		$975,308	$945,023	$30,285	3.20%
		$80,140	$76,085	$4,055	5.33%
		$361,813	$347,778	$14,035	4.04%
		$1,417,261	**$1,368,886**	**$48,375**	**3.53%**
		$95			
		$158			
		$42			
Operating Expenses Total		**$296**			
Utilities	ELECTRICITY	$547			
	GAS	$5			
	HEATING	$247			
Utilities Total		**$800**			
Grand Total		**$2,513**			



FY12 Utilities

Utilities	FY12 Req	FY11 Budget	FY10 Bgt	FY09 Bgt	FY08 Bgt
ELECTRICITY	$547,821	$577,564	$628,116	$ 744,246	$621,690
GAS	$5,000	$6,609	$5,398	$ 6,711	$8,345
HEATING	$247,296	$343,124	$335,955	$ 467,294	$607,215
Total	$800,117	$927,297	$969,469	$1,218,251	$1,237,250
Change From Prior Year	-13.72%	-4.35%	-20.42%	-1.54%	

Total Utility Budget has dropped 35.5% since FY08 through closer rate monitoring and conservation measures

FY12 UTILITIES REQUEST

- Rates based on current known rates
  - Natural gas at $1.1905/therm as of October 2010
  - #2 Fuel Oil Projected FY12 rate $2.50/gallon
  - Electrical rates based on $0.1614/Kwh
- Usage based on a 2 or 3 year average, where applicable
- Cost Containment Measures:
  - Switch from Heating Oil to Natural Gas at JGMS and BHS in 2009 continues in 2012, ability to use both Natural Gas and #2 fuel allows potential savings based on energy market.
  - Conservation measures, and recent utility monitoring upgrades is projected to continue to offset other utility component increases in FY12

Utilities: Electricity, Natural Gas and Heating accounts; note Telephone moved to main facilities accounts

FY12 BUDGET OFFSETS

FY2012 Description	FY2012 Proposed	FY2011 ATM Approved Budget	Variance FY12 over FY11	% Change FY12 over FY11
ARRA RECOVERY GRANT (EXPIRED FY11)	$ -	$ 144,600	$ (144,600)	-100.00%
HOCKEY FUND (ACCOUNT EXHAUSTED IN FY10)	$ -	$ -	$ -	#DIV/0!
BUILDING RENTAL	$ 116,500	$ 153,125	$ (36,625)	-23.92%
SPED IDEA 94-142 GRANT	$ 161,660	$ 70,270	$ 91,390	130.06%
"POTHOLE" STATE FUNDING RESERVE (FUNDS ELIMINATED IN FY10)		$ -	$ -	#DIV/0!
ATHLETIC FUND	$ 44,250	$ 44,250	$ -	0.00%
MUDGE FUND	$ 8,000	$ 8,000	$ -	0.00%
ERATE FUND	$ 25,000	$ 25,000	$ -	0.00%
FEDERAL EDJOBS GRANT	$ 211,852	$ -	$ 211,852	#DIV/0!
STATE SPED CIRCUIT BREAKER (BASED ON 38% REIMB RATE)	$ 588,865	$ 555,865	$ 33,000	5.94%
STATE METCO GRANT	$ 30,000	$ 30,000	$ -	0.00%
Grand Total	$ 1,186,127	$ 1,031,110	$ 155,017	15.03%

BUDGET ASSUMPTION RISKS

- **Revenue Risks**
  - Offset Sustainability ("Pothole" is gone & Circuit Breaker is at 38% down from 72% in FY09)
  - Building Rental funds restrained by local economic situation.
  - Artificially reduces true program costs
    - How to fund program if offset becomes unavailable?

- **Special Education Out of District Accounts**
  - Limited to current known population
  - No control over OSD Tuition and Extraordinary Relief increases.
  - Student movement across programs remains unpredictable.
  - No control over move-in population

REVENUE LOSS (continued)

- **FY2013 and Beyond** will require a new revenue source to meet the ongoing base core service needs.
- **Changes to Ch70 Aid Formula** State economic climate has slowed transition to new minimum aid formula
- **Additional Federal Aid** EdJobs funding expires in FY12, and prospects for additional Impact Aid are unclear; new federal funds may not be forthcoming

FY12 CORE EDUCATIONAL SERVICES

What's Missing from the Budget Proposal?

- ✓ Funding for the 5th Day of Kindergarten.
- ✓ Additional administrative staff (Assistant Principal) for Davis and JGMS to meet the growing demands of RtI, 504 Plans and the Bullying Prevention legislation.
- ✓ Funding for purchase of Bullying Prevention curriculum.
- ✓ Migration of Excel Program to JGMS.
- ✓ Staffing and hardware to meet changing demands of Instructional Technology.

FY12 CORE EDUCATIONAL SERVICES

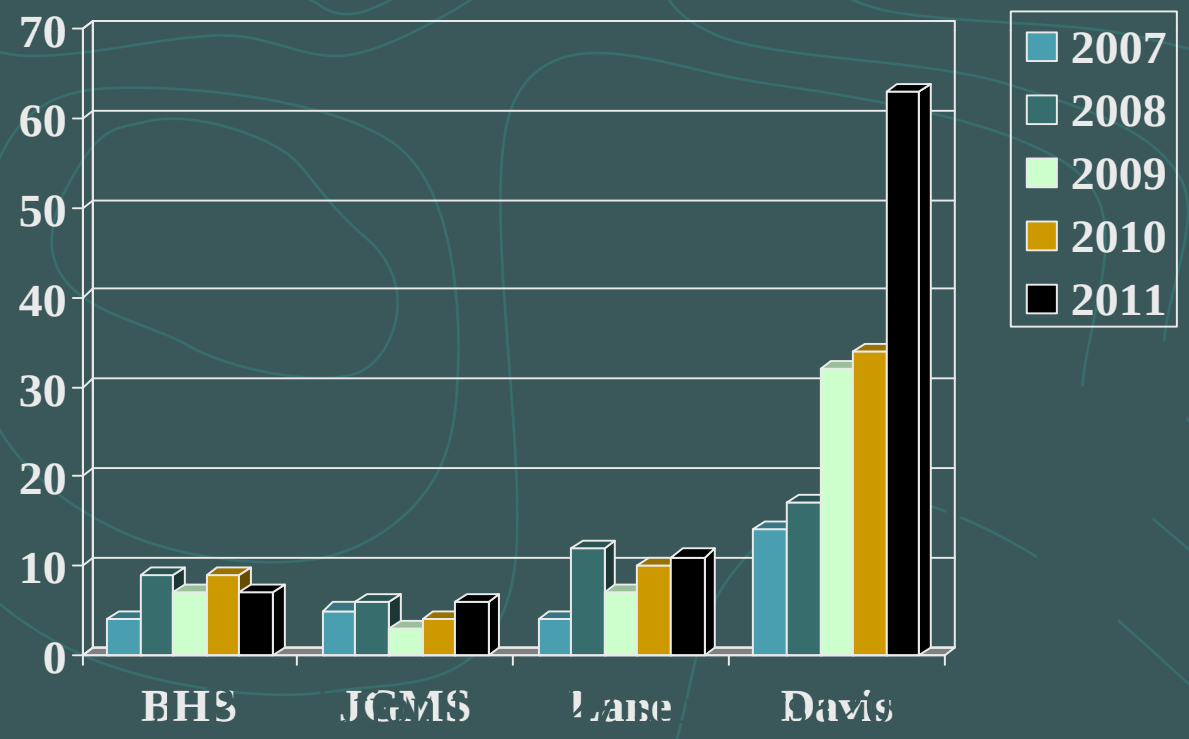
What's Missing from the Budget Proposal?

- Adequate Funding for Professional Development and Summer Study needs.
- Ability to add positions to address class size issues related to "cluster enrollment increases."
- Request for (.5) Technician to support use of technology.
  - DESE Guideline: 1 Technician: 200 Computers

    Bedford Ratio: 3 Technicians: 1300 Computers (Ratio: 1: 433)
- Funding for Mandarin Program.

FY12 CORE EDUCATIONAL SERVICES

How does the changing population impact needs? Note: Changes in ELL Population at Davis School



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FY12: Review of Unfunded Federal and State Mandates

Quick review of some of the unfunded or under funded mandates and programs:

- ✓ NCLB and MCAS Testing
- ✓ McKinney-Vento (Homeless Students)
- ✓ ELL (English Language Learners)
  - ❑ 50 hour Training Requirement
  - ❑ Document Translation services
- ✓ (CPT) Crisis Prevention Training
- ✓ Restraint Training
- ✓ Pre-School Requirements from “Early Education and Care”
- ✓ SIMS and EPIMS (Data reporting and data management requirements for DESE)

FY12: Review of Unfunded Federal and State Mandates

Quick review of some of the unfunded or under funded mandates and programs (continued):

- ISSP (Individual Student Success Plans)
- EPP (Educational Proficiency Plans)
- 504 Plans
- Response to Intervention
- Implementation of Bullying Prevention Program
- Curriculum revision as a response to the Common Core

Under-funded State Grants

- Circuit Breaker
- METCO
- Full Day Kindergarten

FY12: RECOGNITION OF THE PROCESS

The ***Maintenance of Services Budget*** has been designed to articulate the funding needed to move the current program forward. The next step in the budget process for FY 2012 will include the following:

- **December 7th and December 14th** Further review and discussion of the Proposed FY12 Budget
  - Question: Should this reflect the impact of a level funded budget?
- Ongoing work with the **Fiscal Planning Committee** to define available revenue for both the School and Town Budget needs.

BEDFORD PUBLIC SCHOOLS

The Challenge……

"With the implementation of RtI, the increased needs of our Special Education population, and an increasing English Language Learners' population, we are stretching and straining our existing human resources."

Dr. LaCroix, 2012 Budget Letter to Bedford School Committee

BEDFORD PUBLIC SCHOOLS

2012 OPERATING BUDGET REQUEST

DISCUSSION & QUESTIONS