

**BEDFORD PUBLIC SCHOOLS
SCHOOL COMMITTEE**

PROPOSED FISCAL 2021 BUDGET

Finance Committee: January 23, 2020

BUDGET OVERVIEW

Community Expectations

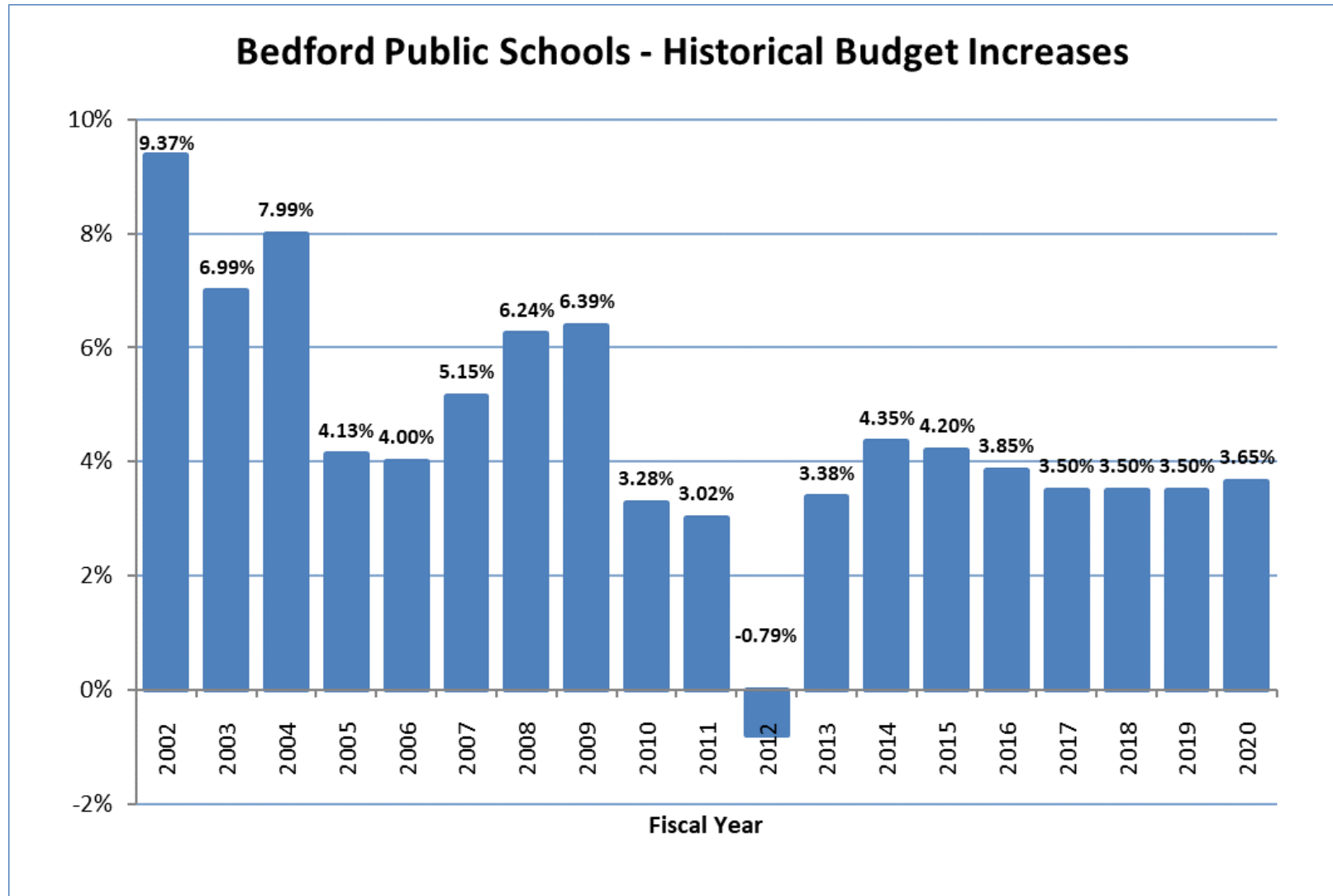
- High performing schools that nurture intellectual curiosity, creative expression, independent thinking and skillful problem solving rooted in a rich array of knowledge
- A supportive, safe and caring school culture that promotes an appreciation of diversity
- Intellectually engaging and challenging learning experiences for all
- Comprehensive, well-articulated curriculum
- Robust music, arts, wellness and STEM courses for all students
- Ample athletic and extracurricular opportunities for all students
- College and Career Readiness for all
- A commitment to educational equity, integration and closing achievement gaps
- Measurable and clearly identified learning outcomes
- Cost-conscious planning that respects the community's fiscal conditions

FY21 Budget Summary

FY20 Adjusted Budget	FY21 Maintenance of Effort	FY21 MOE \$ Change	FY21 MOE % Change	FY21 Expansion Request	FY21 Expansion %	FY21 Total Budget Request	FY21 TOTAL \$ Change	FY21 TOTAL % Change
\$ 41,844,365	\$ 43,297,361	\$ 1,452,996	3.5%	\$ 461,557	1.1%	\$ 43,758,918	\$ 1,914,553	4.6%

Including a \$450,000 Reserve Fund Transfer for Extraordinary OOD Costs

Historical Operating Budget Increases



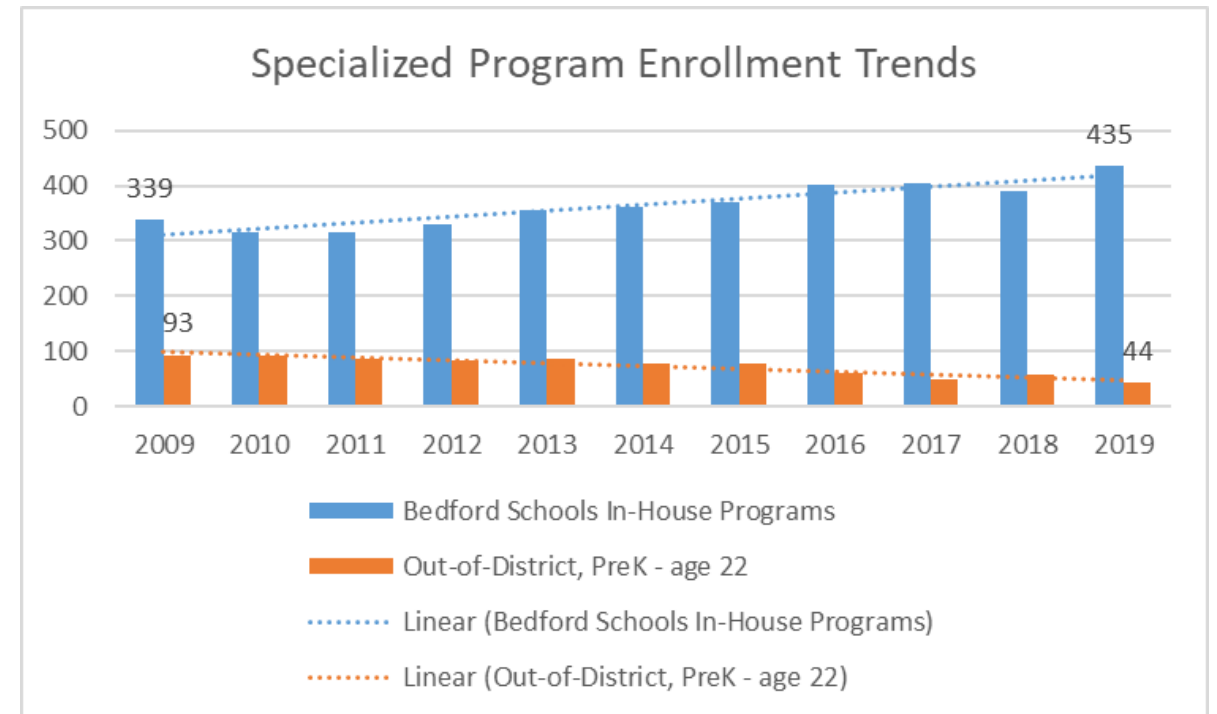
BIG PICTURE FOR FY21

Major Increase in Maintenance of Effort due to
Tuition Costs for Out of District Placements

- Despite Controlling Operating Budget Costs -

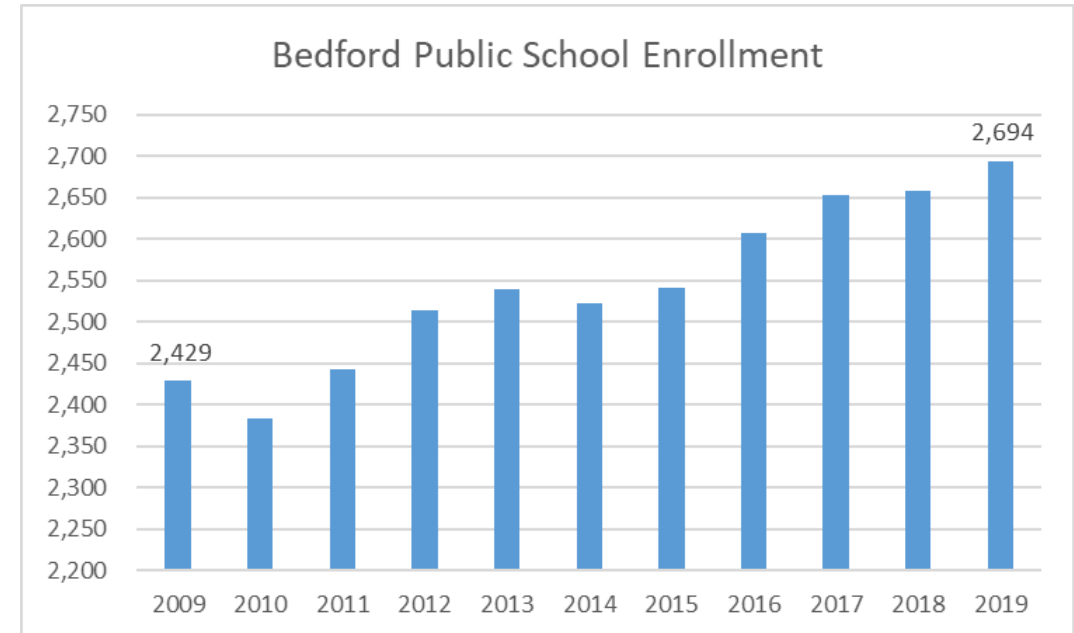
Special Education Enrollment Trends

- Out-of-district projected FY21
 - 42 Students
- Out-of-district in 2019 - 10%
 - 44 Students
- Out-of-district ten years ago – 21%
 - 93 Students



Tuition Costs and Enrollment Growth Trends

- During a time of significant enrollment growth, budget growth has been stable around 3.5%
 - Growth in ten years of 265 students
 - 10% enrollment increase
- Costs of in-house program growth has been accommodated
- Costs of enrollment growth have been absorbed



- K-12 enrollment as reported on October 1 SIMS reports to MA DESE

FTE Data Trends since 2007-08 (FY08)

PreK-Grade 12 Enrollment					Full Time Equivalents (FTEs)											
Year	Enrollment	In-House Spec Ed Program	OOD Special Ed	EL Students	Reg Ed ⁽⁷⁾	SPED	ELE	Reg Ed Admin	SPED Admin	Total Prof	Total Prof with nurses	Reg Ed Para	Sp Ed Para ⁽⁶⁾	Tech	Clerical	Custodial
FY08	2,342	349	110	N/A	181.8	33.5	N/A	16.2	2.0	233.5	233.5	63.6		4.0	28.7	19.5
FY09 ⁽¹⁾	2,420	368	107	39	181.8	35.4	1.5	19.4	2.0	240.1	238.6	32.8	34.6	4.0	28.7	19.5
FY10	2,429	339	93	48	183.1	37.1	1.5	18.7	2.0	242.4	240.9	31.2	38.5	4.0	28.7	19.5
FY11 ⁽²⁾	2,383	316	92	88	184.0	38.1	2.5	18.7	2.0	245.3	245.3	28.3	33.6	4.5	27.5	19.0
FY12	2,443	315	87	83	184.1	39.4	2.6	22.1	2.0	250.2	246.8	28.3	33.6	4.8	27.5	19.5
FY13	2,514	329	84	100	180.4	43.9	2.6	24.1	2.0	253.0	251.0	25.3	33.6	6.0	27.5	18.5
FY14 ⁽³⁾	2,539	355	87	129	185.1	46.0	3.7	21.5	1.5	257.8	255.4	26.6	36.6	6.0	27.2	19.3
FY15	2,522	361	77	139	191.6	48.4	6.4	19.5	1.5	267.3	269.1	28.1	44.1	7.0	28.7	19.3
FY16 ^{(4) (5)}	2,536	371	77	149	193.6	51.4	6.8	20.4	5.5	277.7	281.3	24.9	46.7	7.0	27.7	19.3
FY17	2,611	401	60	146	192.0	56.2	6.8	20.4	5.5	280.9	285.4	26.8	48.0	7.0	28.7	20.3
FY18	2,662	405	49	157	195.1	62.3	6.9	21.0	5.5	290.8	295.3	29.4	56.0	7.0	29.6	21.7
FY19	2,656	391	58	176	199.3	64.6	6.8	21.6	5.5	297.8	303.1	31.7	56.0	7.0	29.1	21.7
FY20	2,694	435	44	176	202.3	65.9	8.5	22.6	5.5	304.8	309.8	30.0	40.8	7.0	29.1	21.7
# Change	352	86	-66	137	20.5	32.4	7.0	6.4	3.5	71.3	76.3	-33.6	40.8	3.0	0.4	2.2
% Change	15%	25%	-60%	351%	11%	97%	467%	40%	175%	31%	33%	-53%	18%	75%	1%	11%
FY21 Proj	2,738	435	42	137	203.4	67.4	8.5	22.6	5.5	307.4	312.4	31.0	47.5	7.0	29.4	22.2

Note (1) Bridge Program for academic and social / emotional support and Integrated Pre-school program are established.

Note (2) Crossroads Program for specialized skills instruction is established

Note (3) SAIL Program for Autism and Related Disorders is established

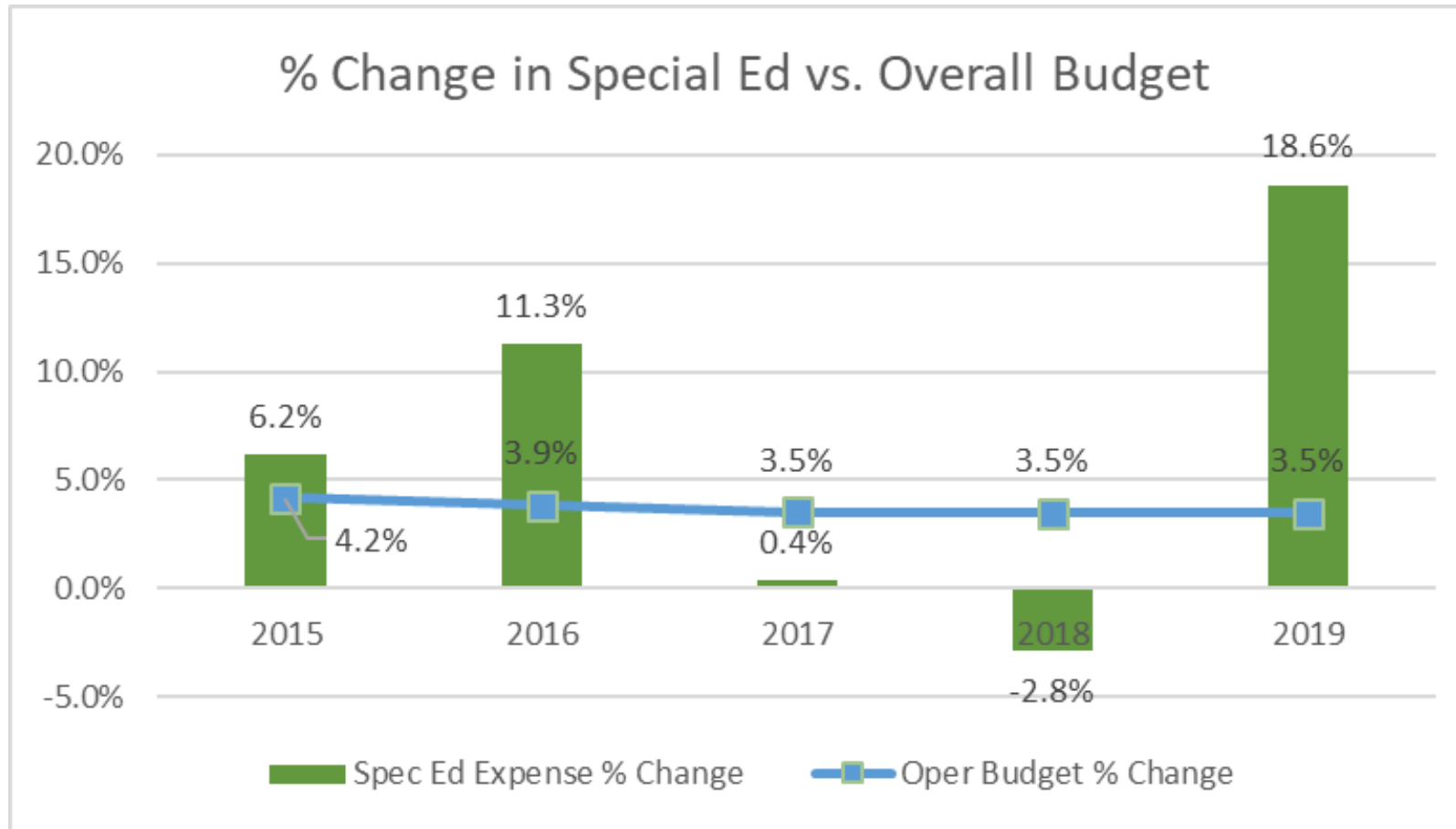
Note (4) Co-teaching and Inclusive Model (push-in) is established.

Note (5) Nurses are included in the school operating budget (transferred from the town operating budget) in FY16

Note (6) 18.4 FTE Special Education Paraprofessionals are grant-funded in FY20 and FY21; 14.0 FTE Special Education Paraprofessionals are grant-funded in FY19.

Note (7) FY20 Budgeted and FY21 Projected FTE for Regular Ed Professional Staff include Unit A Teachers except for Guidance / Counseling, Instructional Coaches and Library Teachers.

Variable Special Education Budget



* Special Ed expenses are **actual** from all sources of funds including Circuit Breaker and Federal Grants.

FY21 MOE Budget Evolution

<u>MOE Finance Committee Overview</u>	FY17	FY18	FY19	FY20	FY21
Salary	3.72%	4.08%	4.09%	3.82%	3.80%
Operating Expenses	-0.67%	0.82%	-1.14%	-0.35%	-1.80%
Transportation Regular	3.43%	3.93%	4.09%	5.00%	6.00%
Out-of-district Tuition	5.52%	-4.11%	-1.14%	6.43%	11.20%
Special Ed Transportation	9.94%	-2.46%	4.25%	3.28%	15.20%
Total	4.16%	2.89%	3.42%	3.75%	4.20%
<u>MOE Superintendent's Budget –January 16, 2020</u>					
Salary	3.03%	4.01%	4.32%	3.31%	2.40%
Operating Expenses	-1.01%	2.31%	-0.66%	-0.68%	2.50%
Transportation Regular	3.43%	3.93%	4.00%	5.00%	4.80%
Out-of-district Tuition	5.58%	-7.51%	-9.49%	-1.52%	19.70%
Special Ed Transportation	-19.96%	-2.67%	2.90%	3.00%	-2.70%
Total	2.94%	2.57%	2.68%	2.77%	3.50%
<u>Maintenance of Effort Approved</u>					
Salary	3.33%	3.87%	4.00%	3.11%	
Operating Expenses	1.46%	0.88%	-0.66%	-2.5	
Transportation Regular	3.43%	3.93%	4.90%	2.55%	
Out-of-district Tuition	2.65%	-8.64%	-11.14%	-2.163	
Special Ed Transportation	-19.96%	-9.48%	-8.53%	1.50%	
Nurses	6.29%				
Total	2.51%	2.22%	2.28%	2.36%	

Maintenance of Effort Breakdown

BY MAJOR EXPENSE	FY20 Adjusted Budget	FY21 Maintenance of Effort	FY21 MOE \$ Change	FY21 MOE % Change
SALARIES (Steps, Lanes, COLA)	\$ 34,755,089	\$35,596,655	\$ 841,566	2.4%
OPERATING EXPENSES	\$ 2,483,127	\$ 2,544,844	\$ 61,717	2.5%
SPEC ED - OUT OF DIST TUITION	\$ 2,686,365	\$ 3,216,328	\$ 529,963	19.7%
REGULAR TRANSPORTATION	\$ 1,127,607	\$ 1,181,210	\$ 53,603	4.8%
SPEC ED TRANSPORTATION	\$ 792,178	\$ 770,422	\$ (21,755)	-2.7%
TOTAL	\$ 41,844,365	\$43,309,459	\$ 1,465,094	3.50%

Out of District Special Ed Tuition– Escalation of 19.7%

- \$529,963 increase after aggressive application of CB
- Relatively stable number of placements (44 to 42 students in FY21)
- Increasing placement costs due to higher needs of students

Why Out of District Maintenance of Effort Increase?

- Average tuition costs have increased 20%
- Increased need for more intensive placements

Placement Type	Actual				Summer		Actual				Projected			FY21 Projected			
	Sep-18	+	-	Jun-19	+	-	Sep-19	+	-	Nov-19	+	-	Jun-20	Sep-20	+	-	Nov-21
Member Collaborative	24	2	5	21	2	7	16		1	15			15	15			15
Other Collaborative	2	1	1	2			1	1	1	1	1		2	2			2
OOD Day	21	2	2	21	5	8	18	1	2	17	6	8	15	15			15
OOD Residential	8			8	3		11			11	1	2	10	10			10
Total Population	55			52			46			44			42	42			42

TUITION COSTS	FY20 BUDGET (APPROVED)	FY20 BUDGET (REVISED)	FY21 BUDGET PROJECTED	DIFF FY21 BUDGET TO FY20 APPROVED
Day Placements	36	35	32	
Residential Placements	8	11	10	
Total Students Placed	44	46	42	-2
Average Cost per Student	\$79,323	\$100,243	\$108,306	

FY21 Budgetary Impact of Changes

- Due to the wide range of costs for out-of-district tuition, the average costs are more informative when considered by each type of placement rather than overall.

FY21 Placements	FY20 APPROVED BUDGET	FY21 PROPOSED BUDGET	\$ Change	FY21 # Students	Average \$ Change per Student
OOD - Day	\$1,094,103	\$1,245,504	\$151,401	15	\$10,093
OOD - RES	\$1,259,474	\$2,056,916	\$797,442	10	\$79,744
LABBB	\$857,841	\$928,329	\$70,488	15	\$4,699
CASE / Other	\$278,781	\$318,099	\$39,317	2	\$19,659
TOTAL	\$3,490,200	\$4,548,848	\$1,058,648	42	\$25,206

OOD Costs and Circuit Breaker Application

TOTAL GROSS TUITION	\$3,490,200 -16%	\$4,611,160 11%	\$4,548,848 30%	\$1,058,648
Total Gross Tuition and Ancillary Costs <i>Less Use of Circuit Breaker</i>	\$3,880,417 -\$1,077,428	\$3,971,223 -\$1,328,520	\$4,884,601 -\$1,551,650	\$1,004,185 -\$474,222
TOTAL NET TUITION EXPENSE	\$2,802,989 20%	\$2,642,703 13%	\$3,332,951 19%	\$529,963

Circuit Breaker	FY19 ACTUAL	FY20 BUDGET (APPROVED)	FY20 BUDGET (REVISED)	PROJECTED FY21
Circuit Breaker - prior year balance	\$927,000	\$160,000	\$160,000	\$108,465
CB Reimbursement / Revenue*	\$1,213,602	\$1,221,385	\$1,396,985	\$1,849,750
Total Circuit Breaker Available	\$2,140,602	\$1,381,385	\$1,556,985	\$1,958,215
Use to Offset Tuition	-\$1,760,714	-\$1,077,428	-\$1,328,520	-\$1,551,650
Use to Offset Instruction	-\$219,888	-\$120,000	-\$120,000	-\$240,000
Circuit Breaker Balance	\$160,000	\$183,957	\$108,465	\$166,565

The FY21 projected Circuit Breaker balance is 0.4% of the total operating budget. As a critical reserve that helps manage variable and extraordinary costs, the preferred range is closer to 1% which is \$437,589. The School Committee has not yet set reserve guidelines for Circuit Breaker.

FY21 Net Tuition Costs in Budget

- Use of Circuit Breaker in FY21 operating budget is maximized and based on 75% reimbursement (typically has been budgeted at 65%).
- Up to one year of Circuit Breaker may legally be carried forward to help districts manage high variable costs (approximately 4% of the FY21 operating budget)
- Circuit Breaker balance is \$160K July 1, 2019 (0.4% of the FY21 oper. Budget)
- Collaborative member credits (\$75K) are utilized
- State Impact Aid is utilized

Students Placed	Gross Tuition	\$ Change from FY20	% Change	Use of Circuit Breaker	NET TUITION	\$ Change	% Change
42	\$4,767,978	\$1,004,186	20%	\$ (1,551,650)	\$ 3,216,328	\$ 529,964	19.7%

Current Funding Gap

- **MOE is 3.50% in FY21 caused by increase in tuition costs**
- In FY16-FY20, MOE has been consistently just over 2%
- Expansion to meet complexity of student needs has been just over 1% and FY21 is consistent with prior years

School Committee Proposal/Request

Given 3.5% Maintenance of Effort:

1. School Committee Is Putting Forward a 3.50% Budget Increase with \$450,000 OOD FinCom Carve-out/Reserve Fund Transfer
 2. Alternatives would be 4.6% increase or 3.5% with significant reductions.
- This results in tuition costs in the operating budget held at \$2.7M (3% increase) versus \$3.2M (19.7% increase)

Maintenance of Effort/Expansion with Carve-out

MOE Finance Committee Overview						FY21 w Tuition Carve out
	FY17	FY18	FY19	FY20	FY21	
MOE Superintendent's Budget						
Salary	3.03%	4.01%	4.32%	3.31%	2.30%	2.40%
Operating Expenses	-1.01%	2.31%	-0.66%	-0.68%	2.5%	2.0%
Transportation Regular	3.43%	3.93%	4.00%	5.00%	4.80%	4.80%
Out-of-district Tuition	5.58%	-7.51%	-9.49%	-1.52%	19.70%	3.00%
Special Ed Transportation	-19.96%	-2.67%	2.90%	3.00%	-2.7%	-2.7%
Total	2.94%	2.57%	2.68%	2.77%	3.50%	2.40%

Operating Budget	Approved FY18		Approved FY19		Approved FY20		Proposed FY21		Proposed FY21 with Carveout	
		% Chg		% Chg		% Chg		% Chg		% Chg
Prior Year Operating Budget	\$37,710,703		\$39,061,561		\$40,428,716		\$41,844,365		\$41,844,365	
Annual Budget Increase (\$)	\$ 1,350,858	3.58%	\$ 1,367,155	3.5%	\$ 1,415,649	3.50%	\$ 1,452,996	3.47%	\$ 1,464,553	3.50%
Amount for MOE	\$ 837,178	2.22%	\$ 890,604	2.28%	\$ 954,118	2.36%	\$ 1,452,996	3.50%	\$ 1,002,996	2.40%
Amount for Expansion	\$ 513,680	1.36%	\$ 476,551	1.2%	\$ 461,531	1.14%	\$ 461,557	1.10%	\$ 461,557	1.10%
Total MOE and Expansion	\$39,061,561		\$40,428,716		\$41,844,365		\$43,758,918		\$43,308,918	
Funding Gap	\$ -		\$ -		\$ -		\$ (450,000)		\$ (0)	

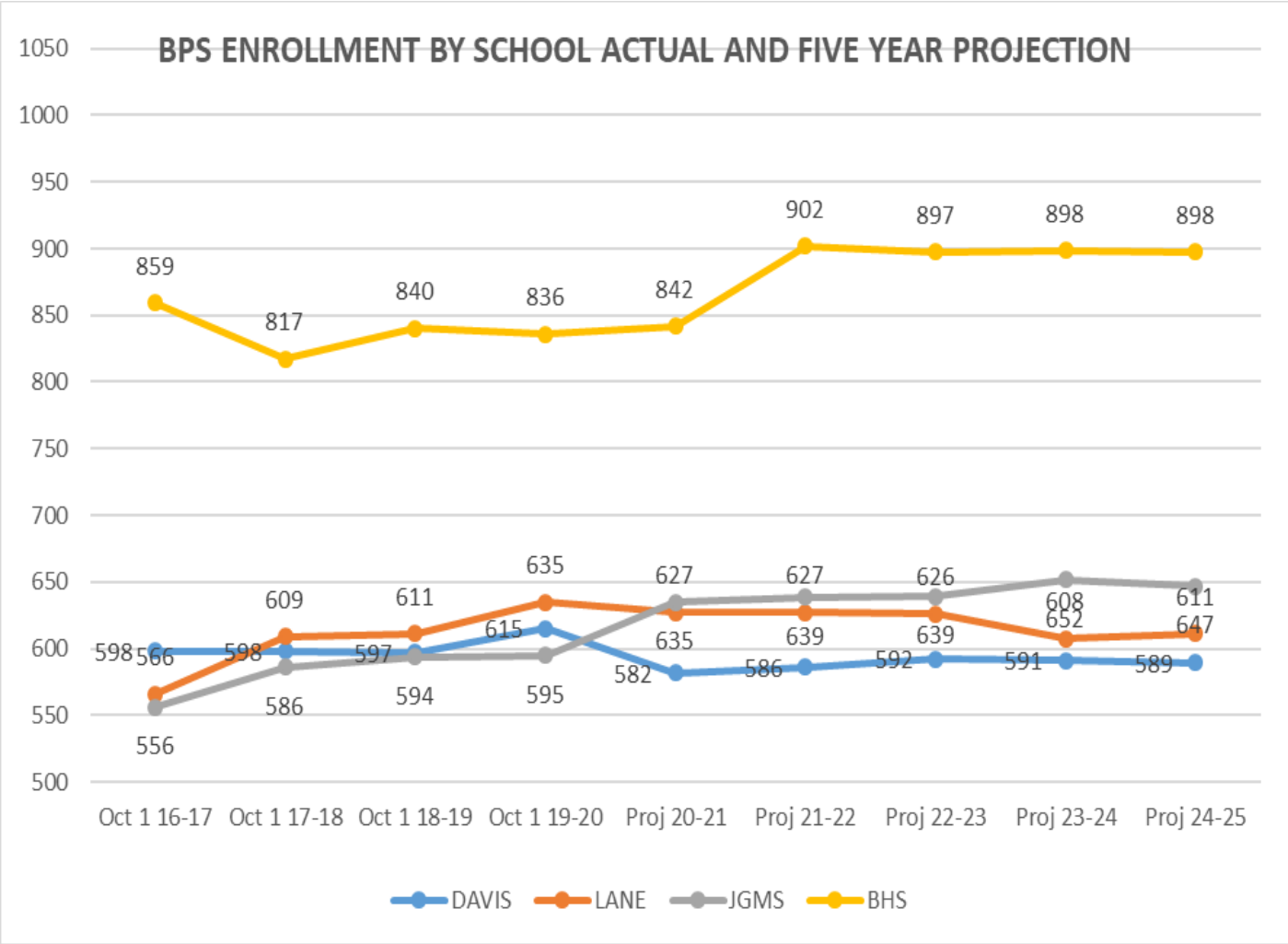
FY21 Expansion Budget Drivers

The following FY21 budget drivers led the district to request 1.1% additional funding for expansion. These budget drivers relate specifically to student needs:

- Enrollment
- In-District Special Education
- Social Emotional Support Services
- Program Improvements Personnel and Resources
- Maintenance (Learning Environment)

CATEGORY	COST	FTE
REGULAR EDUCATION	\$154,153	3.0
SPECIAL EDUCATION	\$262,876	6.5
FACILITIES	\$44,527	0.5
TOTAL	\$461,557	10.0

Driver I: Enrollment



School	Actual FY19	Actual FY20	Projected FY20	Projection Variance FY20	Projected FY21	Projected Enrollment Change in FY21
Davis	602	597	612	-15	582	-15
Lane	611	611	633	-22	627	16
TOTAL ELEMENTARY	1,213	1,208	1,245	-37	1,209	1
John Glenn Middle School	567	594	595	-1	635	41
Bedford High School	838	840	842	-2	842	2
TOTAL SECONDARY	1,405	1,434	1,437	-3	1,477	43
TOTAL K-12	2,618	2,642	2,682	-40	2,686	44
Preschool at Davis	38	52	38	0	52	0
TOTAL PREK-12	2,656	2,694	2,682		2,738	44

Driver I: Enrollment

PROJECTED 2020-21	Davis Target Class Size			Lane Target Class Size			TOTAL
	Kindergarten Range 18 - 20	Grade 1 Range 20- 22	Grade 2 Range 20 - 22	Grade 3 Range 22 - 24 *	Grade 4 Range 22 - 24	Grade 5 Range 22 - 24	
Enrollment	191	193	199	220	199	208	1,210
# Classrooms	10	9	10	9	9	9	56
Avg. Class size	19.1	21.4	19.9	24.4	22.1	23.1	21.6

In lieu of adding a 1.0 3rd Grade teacher (\$65, 376) add 1.0 TA (\$26,686) to support classes over guideline

SCHOOL	POSITION	FTE	COST TO SCHOOLS	BENEFITS COST TO TOWN
DRIVER I: ENROLLMENT				
LANE: Grade 3	Teaching Assistant	1.0	\$26,686	\$8,005

*Guideline corrected December 10, 2019

Driver II: In-house Special Education Programs

BRIDGE, SAIL and STEP are three specialized programs at the intensive end of a continuum of services that includes:

- Integrated pre-school
- Related services
- Co-taught classrooms
- Learning centers
- Language-based classrooms
- Crossroads

SAIL, which serves students 61 students with autism (ASD), has two components, and there is often fluidity between the two:

- SAIL Sub-separate
- SAIL Inclusive

Davis is the only school without SAIL Inclusive, despite having (9 for FY21) students who need those services

- They are currently serving them in co-taught classes
- Not sufficiently effective for SAIL students and other students in classes
- Requires a SAIL program with staffing: 1.0 Special Education Teacher, 2.0 Behavior Tech TAs

Driver II: In-District Special Education

DRIVER II: SPECIAL EDUCATION				
SCHOOL	POSITION	FTE	COST TO SCHOOLS	BENEFITS COST TO TOWN
DAVIS: To support SAIL Inclusive	Special Education Teacher	1.0	\$82,296	\$24,689
DAVIS: To support SAIL Inclusive	Behavior Tech TA *	3.0	\$86,059	\$25,817
JGMS: To support SAIL Inclusive	BCBA	.5	\$41,148	\$12,344
JGMS: To support SAIL Inclusive	Behavior Tech TA	2.0	\$53,373	\$16,012
TOTAL		6.5	\$262,876	\$78,916

* Behavior Tech TA's are critical components of inclusionary programs. Please note that OOD ASD programs involve similar staffing, usually charged in addition to tuition costs, and sometimes as much as at double the salary.

IN-HOUSE PROGRAMS: BEST PRACTICE AND COST AVOIDANCE

- In-house placements are supported by inclusion best practices for the least restrictive environment
- Are good for all children
- Programs must be able to deliver services required by the students' needs and IEPs
- Are cost efficient - \$2.6 Million in annual cost avoidance
- Average cost per pupil In-house is \$31K
- Average cost per pupil out-of-district \$52,972 (at an equivalent OOD program)

IN-HOUSE PROGRAMS: BEST PRACTICE AND COST AVOIDANCE

FY20 Projected Cost Avoidance

Location	# of Students	FY20 cost (direct inc benefits)	Projected FY20 Net OOD Costs (not inc Trans) less CB*	Projected FY20 Savings/Costs Avoided***	Bedford Average Cost Per Pupil	OOD Average Cost Per Pupil
Davis School						
Integrated PreK	23	\$765,673	\$1,374,066	\$608,392	\$33,290	\$59,742
SAIL Subseparate	8	\$313,251	\$480,806	\$167,555	\$39,156	\$60,101
Bridge	6	\$81,628	\$348,742	\$267,114	\$13,605	\$58,124
Lane School						
Bridge	10	\$368,196	\$495,288	\$127,091	\$36,820	\$49,529
SAIL Inclusive	13	\$420,218	\$653,452	\$233,233	\$32,324	\$50,266
SAIL Subseparate	3	\$262,246	\$172,471	(\$89,775)	\$87,415	\$57,490
JGMS						
Bridge	11	\$321,805	\$559,389	\$237,584	\$29,255	\$50,854
SAIL Inclusive	9	\$213,597	\$452,615	\$239,017	\$23,733	\$50,291
Bedford High School						
Bridge Program	14	\$314,964	\$683,652	\$368,688		
SAIL Inclusive	11	\$223,760	\$550,193	\$326,432	\$15,983	\$39,299
STEP	12	\$411,776	\$585,987	\$174,211	\$37,434	\$53,272
Total Projected	120	\$ 3,697,115	\$ 6,356,657	\$ 2,659,543	\$ 30,809	\$ 52,972

* Based on probable outside placement tuition costs, less State CB Revenue

** Possible placements in CASE programs - would change future assesment costs

*** Includes both tuition and assesment projections less estimated State CB reimbursement at 75%

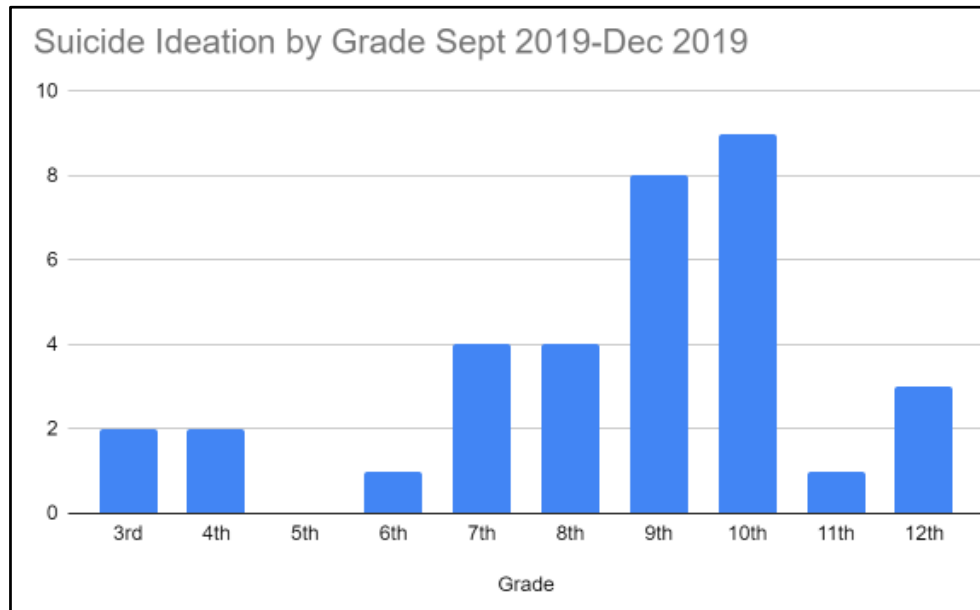
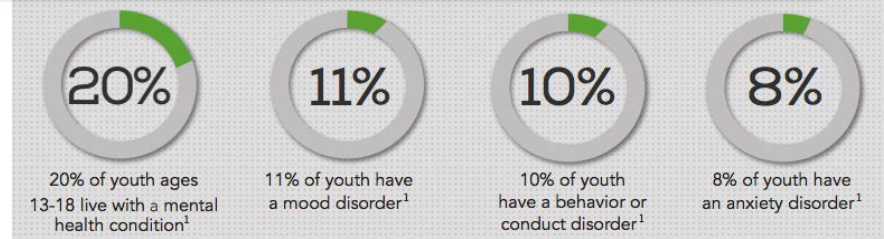
FY21 Additional Projected Cost Avoidance

FY21 PROGRAM CHANGES	# of Students	FY20 cost (direct inc benefits)	Projected FY21 Net OOD Costs (not inc Trans) less CB*	Projected FY21 Savings/Costs Avoided***
DAVIS SAIL INCLUSIVE (added program)	9	\$208,782	\$452,390	\$243,608
JGMS SAIL INCLUSIVE (increased enrollment)	14	\$242,597	\$704,067	\$461,470
TOTAL	23	\$451,379	\$1,156,457	\$705,077

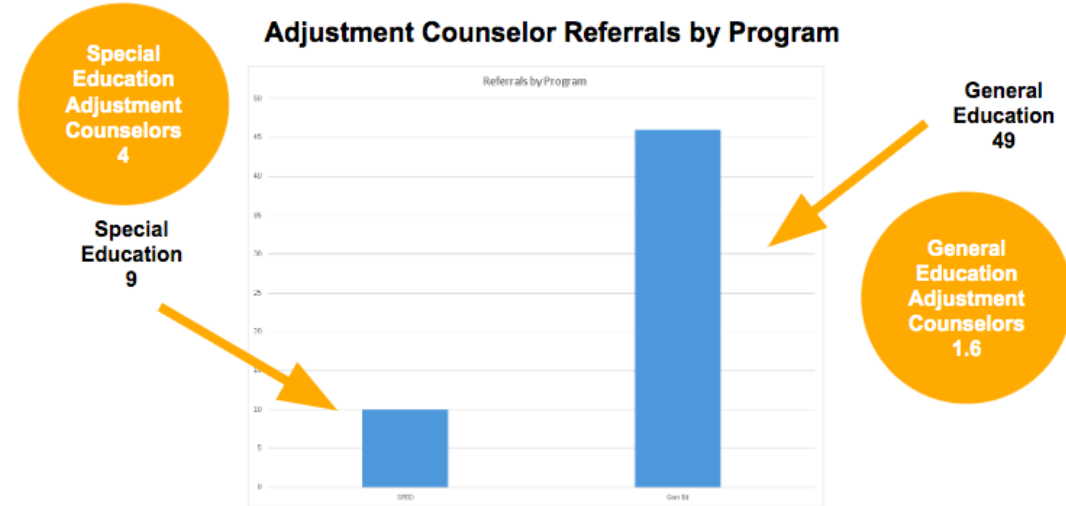
The FY21 Davis and JGMS enrollment projections take into account students changing schools / moving up.

Driver III: Social/Emotional Support

Fact: 1 in 5 children ages 13-18 have, or will have a serious mental illness.¹



Adjustment Counselor Referrals by Program



*This data only includes referrals through counseling and not those determined in special education evaluation meetings.

- A Counseling Resource and Referral Membership (partnership with the town) is included in the **FY21 school expansion budget at \$6,500** with an anticipated grant funding offset.

Driver III: Social and Emotional Support Lighthouse Program

Our Lighthouse Program , which supports students returning from hospitalizations, is understaffed based upon:

- Our own assessment of the students' needs
- Comparisons with other towns' similar programs
- Adding a 1.0 counselor at BHS will enable us to make the present Lighthouse adjustment counselor full-time, and improve our counselor to student ratio (at 201, at the high end of comparable towns), which the increased numbers of distressed students requires.

School Year	Total Students	Mental Health	Medical and Concussions
Sept 2019-Dec 2020	11	6	5
2018-2019	33	11	19
2017-2018	38	14	20
2016-2017	31	11	9
2015-2016	32	10	20
2014-2015	25	11	14
2013-2014	25	6	19

SCHOOL	POSITION	FTE	COST TO SCHOOLS	BENEFITS TO TOWN
BHS	School Counselor	.4 Lighthouse .6 Counselor	\$65,376	\$19,612

Driver IV: Supporting All Students

In order to support all students and close equity gaps, the district:

- analyzes student achievement data,
 - provides our teachers with appropriate professional development, and
 - ensures adequate staffing and programming to realize our mission.
- The following positions can be added with no impact on the district's budget and a minimal impact on the town's.

SCHOOL	POSITION	FTE	COST SCHOOLS	TO	BENEFIT TO TOWN	COSTS
DAVIS	Reading Interventionist	.2	\$12,819		N/A	
DAVIS	Math Interventionist TA	.5	\$13,343		\$4,002	
DAVIS	Title I Offset		(\$26,162)			
TOTAL		.7	\$0.0		\$4,002	

Driver V: Program Needs and Improvements

JGMS Guidance Curriculum Coordinator

- Only department not at leadership table
- Social/Emotional and Academics

Assistant Principals' Summer Days

- Davis and Lane
- Compared to BHS and JGMS
- Significant need

JV Hockey

- 40 students expected next year

SCHOOL	POSITION	FTE	COST TO SCHOOLS	BENEFIT TO TOWN
BHS	JV Hockey Coach	Stipend	\$4,657	N/A
DAVIS/ LANE	Additional Assistant Principal Summer Days	4 Days Each	\$4,366	N/A
JGMS	Guidance CC	Stipend	\$4,301	
TOTAL			\$13,324	N/A

Driver VI: Maintenance

- 1.0 additional custodial FTE was previous request
- Additional square footage at Davis and need to further reduce overtime
- Requesting .5 this year and will request additional .5 (minimally) next year as JGMS added square footage comes online

SCHOOL	POSITION	FTE	COST TO SCHOOLS	BENEFIT COSTS TO TOWN
DAVIS/FLOATER	Custodian	.5	\$24,527	\$7,358
TOTAL		.5	\$24,527	\$7,358

Total Personnel and Non-Personnel Expansion Requests

CATEGORY	COST	% of INCREASE
PERSONNEL	\$461,557	86.7%
NON-PERSONNEL	\$70,872	13.3%

SCHOOL	POSITION	FTE	COST TO SCHOOLS	BENEFIT COSTS TO TOWN
SYSTEM	Maintenance	Contract Services	\$20,000	N/A
SYSTEM	Technology	Software	\$10,800	N/A
SYSTEM	Orton Gillingham	Professional Development	\$26,700	N/A
BHS	JV Hockey	Bus/Ice Rental	\$12,380	N/A
BHS	JV Hockey Refs	Contract Services	\$992	N/A
TOTAL			\$70,872	

SCHOOL	POSITION	FTE	SCHOOLS \$	BENEFITS TOWN \$
DRIVER I: ENROLLMENT				
LANE: Grade 3	Teaching Assistant	1.0	\$26,686	\$8,005
DRIVER II: SPECIAL EDUCATION				
DAVIS: SAIL Inclusive	Special Education Teacher	1.0	\$82,296	\$24,689
DAVIS: SAIL Inclusive	Behavior Tech TA	3.0	\$86,059	\$25,817
JGMS: SAIL Inclusive	BCBA	.5	\$41,148	\$12,344
JGMS: SAIL Inclusive	Behavior Tech TA	2.0	\$53,373	\$16,012
DRIVER III: SOCIAL EMOTIONAL SUPPORT				
BHS	School Counselor	1.0	\$65,376	\$19,612
JGMS	Counselor Team Leader	Stipend	\$4,301	N/A
DRIVER IV: SUPPORTING ALL STUDENTS				
DAVIS	Reading Interventionist	.2	\$12,819	N/A
DAVIS	Math Teaching Assistant	.5	\$13,343	N/A
DAVIS	Above Instruction supported by Title I Grant		-\$26,162	
DRIVER VI: PROGRAM IMPROVEMENTS: PERSONNEL				
BHS	JV Hockey Coach	Stipend	\$4,657	N/A
DAVIS AND LANE	Additional AP Days	4 Each	\$4,366	N/A
DRIVER VI: MAINTENANCE				
ALL SCHOOLS	Contracted Services		\$20,000	N/A
DAVIS/FLOATER	Custodian	.5	\$24,527	\$7,358
TOTAL		10.0	\$461,557	

Non-Personnel Needs and Improvements

SCHOOL	POSITION/SER-VICE	FTE OR ACCOUNT	COST TO SCHOOLS	BENEFIT COSTS TO TOWN
SYSTEM	Maintenance	Contract Services	\$20,000	N/A
SYSTEM	Technology	Software	\$10,800	N/A
SYSTEM	Orton Gillingham	Professional Development	\$26,700	N/A
SYSTEM	Acorn Interface*	Software	\$6,500	N/A
SYSTEM	Grant Offset	Grant/Cost Split w/ <u>Human Services</u>	(\$6,500)	N/A
BHS	JV Hockey	Bus/Ice Rental	\$12,380	N/A
BHS	JV Hockey Refs	Contract Services	\$992	N/A
TOTAL			\$70,872	

*Significant Service and Savings

FY21 Budget Summaries (Roll-ups)

FY20 Adjusted Budget	FY21 Maintenance of Effort	FY21 MOE \$ Change	FY21 MOE % Change	FY21 Expansion Request	FY21 Expansion %	FY21 Total Budget Request	FY21 TOTAL \$ Change	FY21 TOTAL % Change
\$ 41,844,365	\$ 43,297,361	\$ 1,452,996	3.5%	\$ 461,557	1.1%	\$ 43,758,918	\$ 1,914,553	4.6%

FY20 Adjusted Budget	FY21 Maintenance of Effort	FY21 MOE \$ Change	FY21 MOE % Change	FY21 Expansion Request	FY21 Expansion %	FY21 Total Budget Request	FY21 TOTAL \$ Change	FY21 TOTAL % Change
\$ 41,844,365	\$ 42,847,361	\$ 1,002,996	2.4%	\$ 461,557	1.1%	\$ 43,308,918	\$ 1,464,553	3.50%

FY21 Budget Summaries (Roll-ups)

BY SALARY AND NON-SALARY	FY20 Adjusted Budget	FY21 Maintenance of Effort	FY21 MOE \$ Change	FY21 MOE % Change	FY21 Expansion Request	FY21 Expansion %	FY21 Total Budget Request	FY21 TOTAL \$ Change	FY21 TOTAL % Change
SALARIES (Steps, Lanes, COLA)	\$ 34,767,908	\$ 35,596,655	\$ 828,747	2.4%	\$ 392,835	1.1%	\$ 35,989,490	\$ 1,221,582	3.5%
OPERATING EXPENSES	\$ 7,076,457	\$ 7,700,706	\$ 624,249	8.8%	\$ 68,722	1.0%	\$ 7,769,428	\$ 692,971	9.8%
TOTAL	\$ 41,844,365	\$ 43,297,361	\$1,452,996	3.5%	\$ 461,557	1.1%	\$ 43,758,918	\$ 1,914,553	4.6%

BY SALARY AND NON-SALARY	FY20 Adjusted Budget	FY21 Maintenance of Effort	FY21 MOE \$ Change	FY21 MOE % Change	FY21 Expansion Request	FY21 Expansion %	FY21 Total Budget Request	FY21 TOTAL \$ Change	FY21 TOTAL % Change
SALARIES (Steps, Lanes, COLA)	\$ 34,767,908	\$ 35,596,655	\$ 828,747	2.4%	\$ 392,835	1.1%	\$ 35,989,490	\$ 1,221,582	3.51%
OPERATING EXPENSES	\$ 7,076,457	\$ 7,250,706	\$ 174,249	2.5%	\$ 68,722	1.0%	\$ 7,319,428	\$ 242,971	3.4%
TOTAL	\$ 41,844,365	\$ 42,847,361	\$1,002,996	2.4%	\$ 461,557	1.1%	\$ 43,308,918	\$ 1,464,553	3.50%

FY21 Budget Summaries (Roll-ups)

BY MAJOR EXPENSE	FY20 Adjusted Budget	FY21 Maintenance of Effort	FY21 MOE \$ Change	FY21 MOE % Change	FY21 Expansion Request	FY21 Expansion %	FY21 Total Budget Request	FY21 TOTAL \$ Change	FY21 TOTAL % Change
SALARIES (Steps, Lanes, COLA)	\$ 34,767,908	\$ 35,596,655	\$ 828,747	2.4%	\$ 392,835	1.1%	\$ 35,989,490	\$ 1,221,582	3.5%
OPERATING EXPENSES	\$ 2,470,308	\$ 2,532,746	\$ 62,438	2.5%	\$ 68,722	2.8%	\$ 2,601,468	\$ 131,160	5.3%
SPEC ED - OUT OF DIST TUITION	\$ 2,686,365	\$ 3,216,328	\$ 529,963	19.7%	\$ -		\$ 3,216,328	\$ 529,963	19.7%
REGULAR TRANSPORTATION	\$ 1,127,607	\$ 1,181,210	\$ 53,603	4.8%	\$ -		\$ 1,181,210	\$ 53,603	4.8%
SPEC ED TRANSPORTATION	\$ 792,178	\$ 770,422	\$ (21,755)	-2.7%	\$ -		\$ 770,422	\$ (21,755)	-2.7%
TOTAL	\$ 41,844,365	\$ 43,297,361	\$1,452,996	3.5%	\$ 461,557	1.1%	\$ 43,758,918	\$ 1,914,553	4.6%

BY MAJOR EXPENSE	FY20 Adjusted Budget	FY21 Maintenance of Effort	FY21 MOE \$ Change	FY21 MOE % Change	FY21 Expansion Request	FY21 Expansion %	FY21 Total Budget Request	FY21 TOTAL \$ Change	FY21 TOTAL % Change
SALARIES (Steps, Lanes, COLA)	\$ 34,767,908	\$ 35,596,655	\$ 828,747	2.4%	\$ 392,835	1.1%	\$ 35,989,490	\$ 1,221,582	3.5%
OPERATING EXPENSES	\$ 2,470,308	\$ 2,532,746	\$ 62,438	2.5%	\$ 68,722	2.8%	\$ 2,601,468	\$ 131,160	5.3%
SPEC ED - OUT OF DIST TUITION	\$ 2,686,365	\$ 2,766,328	\$ 79,963	3.0%	\$ -		\$ 2,766,328	\$ 79,963	3.0%
REGULAR TRANSPORTATION	\$ 1,127,607	\$ 1,181,210	\$ 53,603	4.8%	\$ -		\$ 1,181,210	\$ 53,603	4.8%
SPEC ED TRANSPORTATION	\$ 792,178	\$ 770,422	\$ (21,755)	-2.7%	\$ -		\$ 770,422	\$ (21,755)	-2.7%
TOTAL	\$ 41,844,365	\$ 42,847,361	\$1,002,996	2.4%	\$ 461,557	1.1%	\$ 43,308,918	\$ 1,464,553	3.50%

Option 3: 3.5% Without OOD Carve-out/Reserve Fund Transfer

OPTION A

Eliminate the entire expansion request. Impacts would include, for example:

- Inability to adequately support SAIL students at DAVIS **
- Inability to adequately support SAIL students at JGMS
- Without support, SAIL students will not make effective academic and social progress
- Understaffing will result in disruptive behaviors taking longer and occurring more frequently, to the detriment of the dysregulated child and the rest of the classroom
- 3rd Grade classes over guideline without support** will make it more difficult to attend to the complexity of academic and emotional needs and address behaviors.
- BHS Counseling staff, already struggling with emotional overload due to the acuity of their student's needs, the suicide that tragically impacted the whole school, and intense psychiatric presentations this year, will go unsupported.

OPTION B

Take a look at the entire budget to make alternative cuts: e.g., athletics, class size-impacting teacher reductions, needed professional development, etc.

****There would be significant cost implications involving OOD placements.**