



**FY 2011
SCHOOL COMMITTEE'S
PROPOSED BUDGET**

March 4, 2010

**Presented to the Northbridge
Finance Committee**



2009-2010 District Goals

1. To increase academic achievement with high expectations and active engagement for all students and staff.
2. To secure a fiscally responsible budget for the 2010-11 academic year that addresses the mission and beliefs of the district.
3. To improve the social and emotional climate in the district.
4. To strengthen the district's relationship with the Northbridge community.
5. To support the consistent review and implementation of school committee policy.



Student Centered Budget Goals

- In building the FY2011 Budget, the general budget goals that relate to success for all learners included but were not limited to:
 - Student achievement
 - Curriculum, instruction and assessment
 - High quality professional development
 - Maintain class size with current personnel
 - Improve service delivery to at risk learners such as Title I and Special Education students
 - Improve the graduation rate



Student Centered Budget Goals cont.

- Enhance general education programs and services to advanced learners
 - Technology initiatives
 - Restoring the MS related arts program as recommended by NELMS to include Art, Music, Physical Education, Health, Technology Education, and World Language
 - Maintain the World Language Program at the HS Level
 - Offer virtual learning opportunities to Middle School students and promote virtual learning opportunities to our High School students



Student Centered Budget Goals cont.

- Maintain educational leadership at the Elementary Level through Team Leaders
- Continue to provide student and family services through the adjustment counselors and guidance counselors.
- Enhance the social and emotional climate by providing high quality training to students and staff such as Responsive Classroom & Link Crew
- Enhance academic tools for 21st Century Learning



Zero Based Budgeting

- Budget conservatively built from the ground up focusing on District and student centered goals
- Site Based Managers compiled budget binders detailing and justifying each dollar budgeted with input from staff
- Site Based Managers presented budget over the course of two Saturdays in November to the budget subcommittee



FY2011 Operating Budget

- The Operating Budget includes all expenses regardless of funding source.
- Although the Operating Budget may increase, it does not mean the appropriation that the town is contributing increases, resulting in the school being dependent upon grants and revolvers to fund the operating budget



FY2011 Operating Budget

- The main revenue sources include the following:
 - **Chapter 70:** the major program of state aid to public elementary and secondary schools
 - **Town Contribution:** the amount of money the town contributes to the School's operating budget in the form of appropriation less the chapter 70 aid
 - Chapter 70 + Town Contribution = Appropriation**
 - **Grants:** Federal and State awards, both allocated and competitive, including stimulus dollars
 - **Revolver Accounts:** School Choice, Tuition Revolver, Athletic Revolver, Use of School Property, and Circuit Breaker

Operating Budget Components

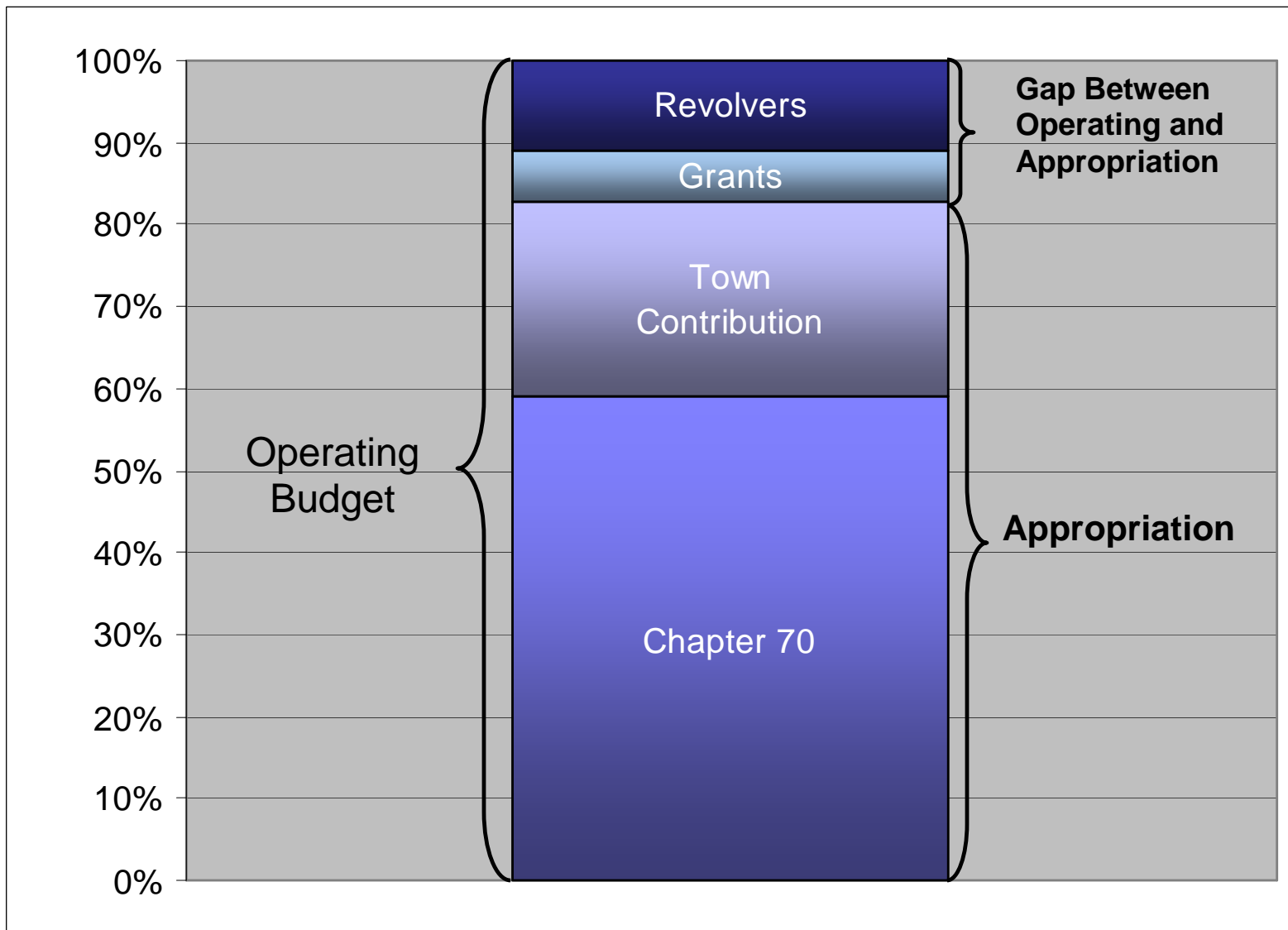
| | | |
|-------------------|------------|------|
| Chapter 70 | 13,971,740 | 60% |
| Town Contribution | 5,740,215 | 24% |
| Grants | 1,826,676 | 8% |
| Revolvers | 1,940,167 | 8% |
| Total Operating | 23,478,799 | 100% |
| | | |

Northbridge has a very heavy reliance on Chapter 70 state aid.

| FY2011 Anticipated | | |
|--------------------|------------|------|
| Chapter 70 | 14,271,099 | 59% |
| Town Contribution | 5,740,215 | 24% |
| Grants | 1,462,883 | 6% |
| Revolvers | 2,663,730 | 11% |
| Total Operating | 24,137,927 | 100% |

The Governor's initial Chapter 70 proposal for FY2011 is \$299,359 higher than FY2010 because the \$299,359 that the school department received in FY2010 as State Fiscal Stabilization Funds has been added into Chapter 70. The appropriation request from the Town, therefore, is expected to be level funded plus this \$ 299,359.

FY2011 Operational Budget Gap





Budgeting from Revolver Accounts FY2011

| | |
|------------------|------------------|
| Operating Budget | 24,137,927 |
| — Appropriations | 20,011,314 |
| — <u>Grants</u> | <u>1,462,883</u> |
| = Revolvers | 2,663,730 |

- Assumes level funded appropriation + 299,359 in SFSF that was added to Chapter 70

Budgeting From Revolver Accounts FY2011

| | Balance 7/1/2009 | FY 2010 PROJECTED Expense | FY 2010 PROJECTED Revenue | PROJECTED Balance 7/1/2010 |
|--------------------------|-----------------------------|--|--|---|
| Tuition Revolver | 1,852,340 | 568,210 | 409,032 | 1,693,162 |
| School Choice | 1,265,412 | 603,630 | 364,496 | 1,026,278 |
| Circuit Breaker | 492,708 | 577,698 | 363,636 | 278,646 |
| Athletic Revolver | 30,397 | 129,629 | 99,603 | 371 |
| Use of School | 110,517 | 61,000 | 37,198 | 86,715 |
| | 3,751,373 | 1,940,167 | 1,273,965 | 3,085,171 |

| | |
|------------------------------------|----------------|
| PROJECTED Balance 7/1/2010 | 3,085,171 |
| PROJECTED Expenses FY 2011 | 2,663,730 |
| Balance Before FY11 Revenue | 421,441 |
| PROJECTED Revenues FY 2011 | 1,200,000 |
| PROJECTED Balance 6/30/2011 | 1,621,441 |

Revolver Projections for FY 2012

- To estimate the FY 2012 Operating Budget, a 2.81% increase is applied, which results in an increase of \$678,276.
- Grants for FY2012 are estimated to be \$475,836 less because the stimulus grants are only expected to be funded through FY2011.

| FY 2012 Estimated Budget | |
|---------------------------------|----------------|
| Operating Budget | 24,816,203 |
| Appropriations | 20,011,314 |
| <u>Grants</u> | <u>987,047</u> |
| Revolvers | 3,817,842 |

| | |
|--|--------------------|
| PROJECTED Revolver Balance 7/1/11 | 1,621,441 |
| PROJECTED Revolver Expenses FY 12 | 3,817,842 |
| Balance Before FY12 Revenue | (2,196,401) |
| PROJECTED Revolver Revenue FY 12 | 1,200,000 |
| PROJECTED Revolver Balance 7/1/12 | (996,401) |



Stimulus Funding

| | 2010 | 2011 |
|---------------|----------------|------------------------|
| Stabilization | 299,359 | Now part of Chapter 70 |
| IDEA-Sped | 390,380 | 389,630 |
| IDEA-PK | 15,180 | 15,180 |
| Title I | 71,157 | 71,026 |
| | 776,076 | 475,836 |

- District is fortunate to receive some continued stimulus funding in FY11
- District will not receive State Fiscal Stabilization Funding in the form of a Federal Grant in FY 2011, however, it is currently proposed to come in the form of Chapter 70



State Fiscal Stabilization Funding

| FY 2010 | |
|------------------|----------------|
| Health Insurance | 130,000 |
| Transportation | 153,109 |
| Behavior Tech-MS | 16,250 |
| | 299,359 |

| FY 2011 | |
|-----------------------------|----------------|
| 21st Century Learning | 80,000 |
| Technology | 159,025 |
| Math Instructional Supplies | 60,334 |
| | 299,359 |



Operating Budget History

| FY | Operating Budget | \$ Increase | % Increase over prior year | % Increase over FY07 |
|------|------------------|-------------|----------------------------|----------------------|
| 2007 | 22,790,840 | | | |
| 2008 | 20,397,452 | (2,393,388) | -10.50% | -10.50% |
| 2009 | 22,149,725 | 1,752,273 | 8.59% | -2.81% |
| 2010 | 23,478,799 | 1,329,074 | 6.00% | 3.02% |
| 2011 | 24,137,927 | 659,128 | 2.81% | 5.91% |

- The FY 2011 Operational budget is only up 2.8% from last year and 5.9% from 4 years ago



Staffing History

- FY2008

- 87 Positions were eliminated across the District

- FY2009

- 17 Teaching Positions were restored
- 2 additional Instructional Assistants were hired
- 1 ELL Teacher was hired



Staffing History Cont.

■ FY2010

- New Autism and Therapeutic Program staff hired:
 - 2 Teachers
 - 1 Adjustment Counselor
 - 5 Behavior Technicians
- 1 Instructional Assistant was hired
- 3 additional Instructional Assistants are proposed to comply with IEP's of newly enrolled students
- Also, in FY2010 positions within the budget have been reorganized to better meet the needs of students without further increasing the total number of School Department staff.



Chapter 70 Funding History

| FY | Chapter 70 | \$ Increase | % Increase |
|------|------------|-------------|------------|
| 2007 | 13,322,608 | | |
| 2008 | 14,114,803 | 792,195 | 5.95% |
| 2009 | 14,256,878 | 142,075 | 1.01% |
| 2010 | 13,971,740 | (285,138) | -2.00% |
| 2011 | 14,271,099 | 299,359 | 2.14% |

- The Governor's initial proposed FY11 Chapter 70 aid equals last year's Chapter 70 amount plus the FY10 SFSF grant
- FY2010 reflects a 2% decrease in Chapter 70 where the initial FY2011 Chapter 70 figure reflects a 2% increase due to the added SFSF

Appropriation History

| FY | Original Appropriation | Final Appropriation | Difference between Original and Final | \$ Increase over Prior Year Original | % Increase over Prior Year Original |
|------|------------------------|---------------------|---------------------------------------|--------------------------------------|-------------------------------------|
| 2007 | 21,059,644 | 20,556,515 | (503,129) | | |
| 2008 | 18,921,955 | 18,921,955 | - | (2,137,689) | -10.15% |
| 2009 | 19,711,955 | 19,636,955 | (75,000) | 790,000 | 4.18% |
| 2010 | 19,711,955 | 19,711,955 | - | - | 0.00% |
| 2011 | 20,011,314 | | | 299,359 | 1.52% |

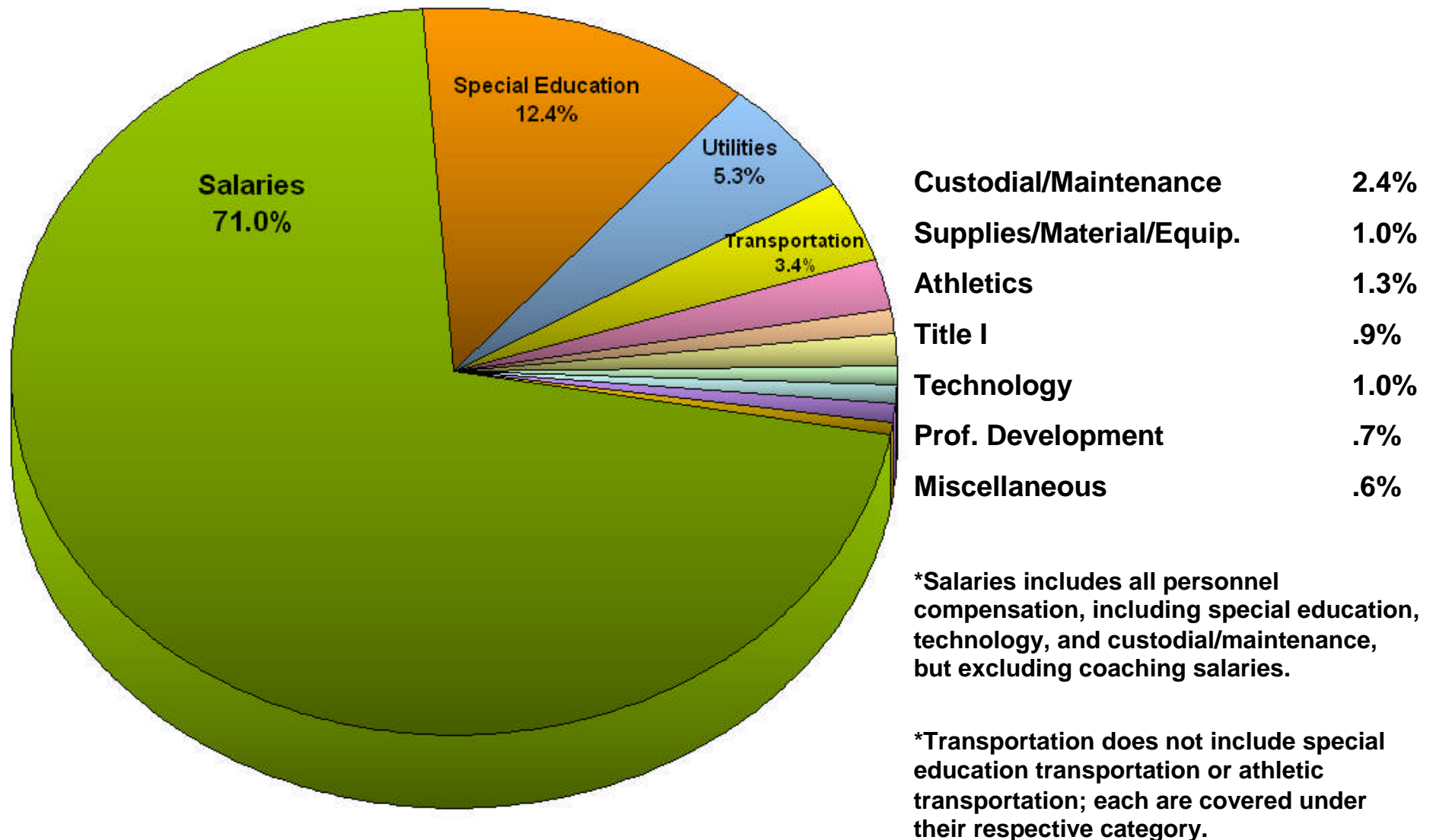
- In 2007 the School Department returned 503,129 to the Town and in 2009 the School Department appropriation was reduced by 75,000 at the May Town Meeting.
- FY2010 appropriation is level funded to the original FY2009 appropriation, and is still 1,347,689 below the original FY07 appropriation.
- The FY2011 appropriation is expected to be level funded plus the additional 299,359 in SFSF that is proposed to be added to Chapter 70.



FY 2011 Operational Budget

| Category | FTE | Request |
|-----------------------|--------------|-------------------|
| ADMINISTRATION | 6.0 | 551,740 |
| CURRICULUM | 1.0 | 292,690 |
| ATHLETICS | | 321,480 |
| ELEMENTARY SCHOOL | 25.8 | 1,674,704 |
| BALMER SCHOOL | 33.8 | 2,137,665 |
| MIDDLE SCHOOL | 48.9 | 3,330,383 |
| HIGH SCHOOL | 50.6 | 3,180,941 |
| SPECIAL ED / PPS | 128.5 | 8,487,942 |
| CUSTODIAL/MAINTENANCE | 18.4 | 2,713,791 |
| TECHNOLOGY | 5.0 | 463,432 |
| TITLE I | | 217,000 |
| TRANSPORTATION | 0.9 | 766,160 |
| TOTAL | 318.9 | 24,137,927 |

FY2011 Operating Budget





FY 2011 Unfunded Mandates for At Risk Learners

| | |
|--|-----------|
| Expenditures for At Risk Learners | 8,052,170 |
| Targeted Federal & State Grants | 1,260,437 |
| Circuit Breaker Reimbursement | 320,612 |
| Total Mandate Funding | 1,581,049 |
| Unfunded Mandates for At Risk Learners | 6,471,121 |

- 33% of the Operational Budget is attributed to expenditures for At Risk Learners
- Under 20% of all mandates for At Risk Learners are funded by grants or circuit breaker reimbursement



Operating Comparison

| Category | FY11 Operating | FY10 Operating | Difference |
|---------------------------|-----------------------|-----------------------|-------------------|
| Salaries | 17,136,970 | 16,608,824 | 528,145 |
| Special Education | 2,989,782 | 2,984,304 | 5,479 |
| Utilities | 1,281,146 | 1,187,170 | 93,975 |
| Transportation | 826,100 | 844,137 | (18,037) |
| Custodial/Maintenance | 573,689 | 574,874 | (1,185) |
| Supplies/Materials/Equip. | 238,116 | 195,748 | 42,368 |
| Athletics | 321,480 | 297,842 | 23,638 |
| Title I | 217,000 | 212,157 | 4,843 |
| Technology | 237,608 | 263,582 | (25,974) |
| Professional Development | 163,537 | 164,657 | (1,121) |
| Miscellaneous | 152,501 | 145,504 | 6,997 |
| | 24,137,927 | 23,478,799 | 659,128 |

- Miscellaneous includes advertising, postage, legal services, accreditation, and MRTS benefits paid from federal grants.

Proposed Staff Reorganizations FY2011

| Current Position | FTE | Proposed Position | FTE |
|---------------------------|------------|-------------------------------|------------|
| Special Education Teacher | 1.0 | BCBA Teacher at Balmer | 1.0 |
| Instructional Assistant | 1.0 | IA for BCBA Teacher at Balmer | 1.0 |
| Math Teacher | 1.0 | MS Tech Ed Teacher | 1.0 |
| Instructional Assistant | 1.0 | MS Related Arts Teacher | 1.0 |
| Tutor | 0.6 | MS Related Arts Teacher | 1.0 |
| .5 PreSchool Teacher | 0.5 | | |
| Guidance Counselor | 1.0 | MS Adjustment Counselor | 0.3 |
| | | HS Adjustment Counselor | 0.7 |
| | 6.1 | | 6.0 |




Proposed Staff FY2011

| Proposed Position | Budgeted | FTE |
|----------------------------|------------------|------------|
| Part-time HS Latin Teacher | 15,020.60 | 0.2 |
| MS World Language Teacher | 51,927.00 | 1.0 |
| | 66,947.60 | 1.2 |



FY2011 Budget Timeline

- The School Committee votes to approve the Superintendent's Budget on January 26, 2010. Upon approval, it becomes the School Committee's Draft FY 2011 Budget.
- The School Committee submits their draft budget to the Town Manager: January 27, 2010
- The Town Manager reviews the School Committee's Draft FY2011 Budget and develops the complete Municipal Budget
- The Town Manager makes recommendations to the Selectman and Finance Committee regarding the proposed budgets
- The Finance Committee sets meetings with all Department Heads and School Committee: March 4, 2010
- The School Committee has a Public Hearing and then votes to approve the final budget: March 09, 2010



Please consider the School Department Budget as presented. The School Committee feels confident that this budget, although very conservative, uses the limited resources available in the best interest of the students and strives to support high expectations and active engagement of all learners.

A full narrative and detail of the School Committee's Proposed FY2011 Budget is available at www.nps.org



"...the train of childhood passes through the station only once in life; if you miss that train you will not be able to recuperate."

Dr. Joseph Biederman, Harvard Medical School, Boston