

# Belmont Public Schools FY20 Draft 1 Budget Presentation

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School Committee  
February 26, 2019

# FY20 Budget Process

1. Using FY19 to Inform FY20
  1. Context of Expenditures
  2. Context of Revenue
  3. Budget History and Current Status
2. Recognition of Enrollment and Class Size Issues
  1. Overall Enrollment Trend
  2. Enrollment Subcategories
  3. Enrollment and Class Size by Level
3. FY20 Budget Planning
  1. Cost Drivers
  2. Financial Highlights
  3. Technical Budget Assumptions

# Using FY19 to Inform FY20

# 1. Using FY19 to Inform FY20 – Per Pupil Spending

## Context of Expenditures

In FY19 we:

- Are monitoring our FY19 Q2 to ensure a balanced budget in June.
- Are monitoring our Special Education budget lines to ensure our funding is in line with our 3-year Special Education funding guidelines and goals.
- Using our Zero Based budget meetings with our Leadership Council to guide our strategic plan.

\*Note – that absent external pressures of FY19 budget request is 3.51%.

# 1. Using FY19 to Inform FY20 – Per Pupil Spending

- Review of per pupil spending report by the Department of Elementary and Secondary Learning (DESE) from FY11-FY17 (the most recent year available)
- Cohort districts include:
  - Comparable districts
  - Neighboring communities
- Listing of districts:

Acton-Boxborough	Concord	Newton	Wellesley
Arlington	Concord Carlisle	Sharon	Westborough
Bedford	Dover	Sherborn	Westford
<b>BELMONT</b>	Dover-Sherborn	Sudbury	Weston
Brookline	Lexington	Waltham	Westwood
Burlington	Marblehead	Watertown	Winchester
Cambridge	Milton	Wayland	

# 1. Using FY19 to Inform FY20 – Per Pupil Spending

## Findings

- Belmont has consistently spent less on a per pupil basis than the state average, and the average of cohort districts
- Belmont ranks 24<sup>th</sup>, 25<sup>th</sup> or 26<sup>th</sup> in per pupil spending among 27 cohort districts from FY11-FY17

## PER PUPIL SPENDING: BELMONT VS STATE AVERAGE AND COHORT DISTRICTS FY11-FY17 (1 of 3)

	DISTRICT	FY11 \$	FY11 RANK	FY12 \$	FY12 RANK	FY13 \$	FY13 RANK	FY14 \$	FY14 RANK	FY15 \$	FY15 RANK	FY16 \$	FY16 RANK	FY17 \$	FY17 RANK
1	Cambridge	26,305	1	27,018	1	27,474	1	27,163	1	27,569	1	28,399	1	29,206	1
2	Weston	19,352	4	19,915	3	20,579	3	21,653	2	22,768	3	23,899	2	24,458	2
3	Dover	17,607	5	18,313	5	19,323	4	21,336	3	24,263	2	23,233	3	23,335	3
4	Concord-Carlisle	20,066	2	20,525	2	20,751	2	20,446	4	20,760	4	21,585	4	21,877	4
5	Watertown	16,008	12	16,493	10	17,279	7	17,292	11	20,134	5	20,801	5	21,539	5
6	Waltham	19,741	3	18,899	4	18,866	6	19,502	5	19,940	6	20,242	6	20,673	6
7	Burlington	15,008	16	15,893	14	16,643	14	17,700	7	19,238	8	19,866	7	20,671	7
8	Dover-Sherborn	16,495	10	16,434	11	17,123	10	17,650	8	18,673	9	18,999	10	20,253	8
9	Wellesley	15,421	13	15,085	16	17,232	8	17,108	14	18,289	10	18,636	13	19,934	9
10	Brookline	16,556	8	16,626	8	16,924	12	17,291	12	17,652	14	18,866	11	19,649	10
11	Concord	16,637	7	16,893	6	16,098	16	16,457	15	17,517	16	19,169	8	19,324	11
12	Newton	16,397	11	16,400	12	17,141	9	17,581	9	18,096	11	18,779	12	19,095	12
13	Sherborn	15,129	15	15,720	15	19,317	5	18,378	6	19,534	7	19,135	9	18,553	13
14	Wayland	15,156	14	15,902	13	16,177	15	16,445	16	17,650	15	17,426	16	18,484	14

## PER PUPIL SPENDING: BELMONT VS STATE AVERAGE AND COHORT DISTRICTS FY11-FY17 (2 of 3)

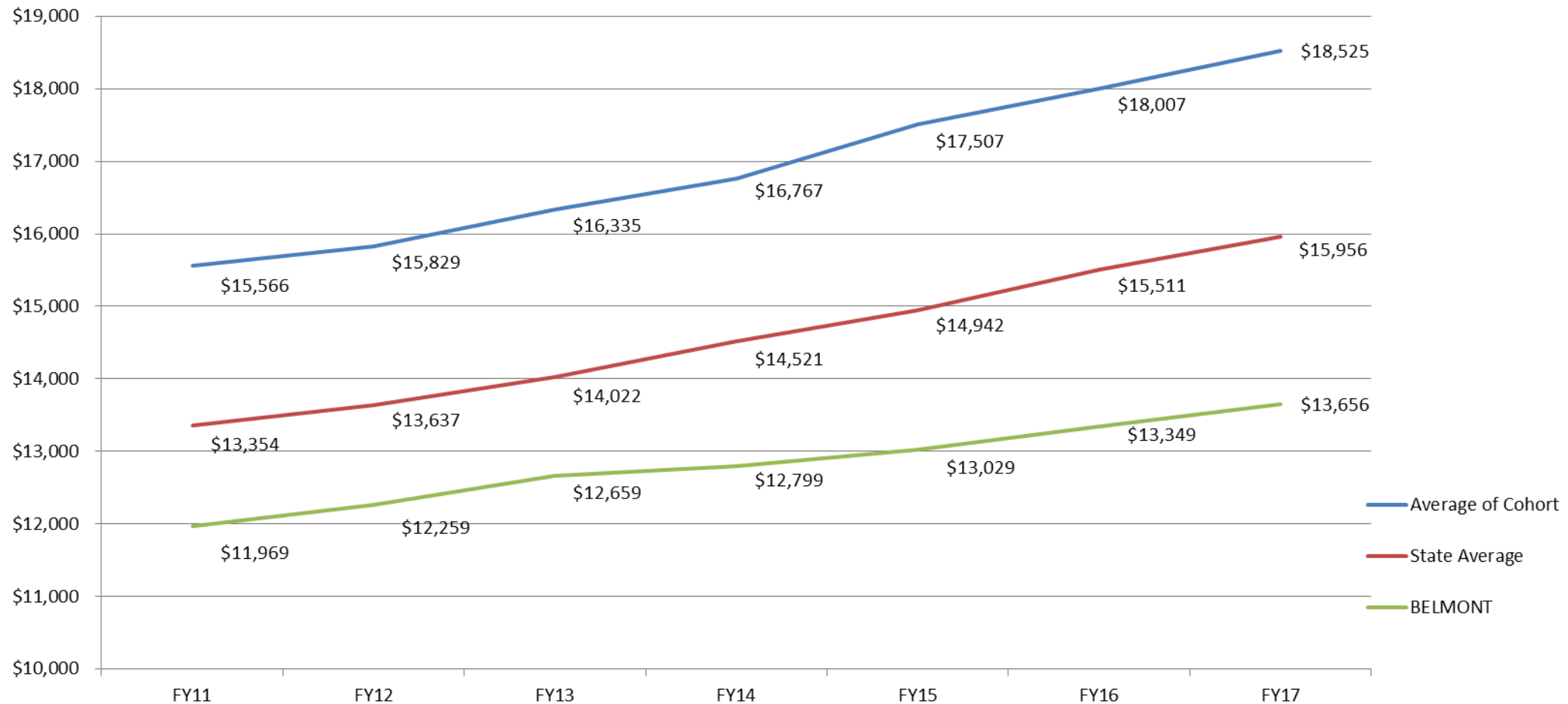
	DISTRICT	FY11 \$	FY11 RANK	FY12 \$	FY12 RANK	FY13 \$	FY13 RANK	FY14 \$	FY14 RANK	FY15 \$	FY15 RANK	FY16 \$	FY16 RANK	FY17 \$	FY17 RANK
15	Lexington	16,552	9	16,726	7	16,821	13	17,496	10	17,867	12	18,069	15	18,369	15
16	Bedford	16,963	6	16,600	9	16,993	11	17,226	13	17,839	13	18,120	14	17,959	16
17	Westwood	13,999	19	14,197	19	14,827	17	15,337	17	15,833	17	16,713	17	17,631	17
18	Sharon	14,096	17	14,527	18	14,659	18	15,021	18	15,401	18	15,416	19	16,317	18
19	Westborough	14,007	18	14,545	17	14,306	19	14,736	20	14,813	19	15,548	18	15,649	19
20	Sudbury	12,359	24	12,899	22	13,426	21	14,246	21	14,797	20	15,268	20	15,632	20
21	Marblehead	12,727	22	12,998	21	12,706	23	13,218	23	13,678	23	14,710	22	15,621	21
22	Acton-Boxborough	13,182	20	13,697	20	13,962	20	14,937	19	14,016	22	14,745	21	15,283	22
23	Milton	12,613	23	12,816	23	12,992	22	13,499	22	14,116	21	14,388	23	14,936	23
24	Arlington	12,942	21	12,603	24	12,546	25	13,085	24	13,290	24	13,984	24	14,332	24
25	Westford	11,179	27	11,449	27	11,838	27	12,529	27	13,118	25	13,528	25	14,131	25
<b>26</b>	<b>BELMONT</b>	<b>11,969</b>	<b>25</b>	<b>12,259</b>	<b>25</b>	<b>12,659</b>	<b>24</b>	<b>12,799</b>	<b>25</b>	<b>13,029</b>	<b>26</b>	<b>13,349</b>	<b>26</b>	<b>13,656</b>	<b>26</b>
27	Winchester	11,822	26	11,954	26	12,380	26	12,579	26	12,801	27	13,312	27	13,610	27



## PER PUPIL SPENDING: BELMONT VS STATE AVERAGE AND COHORT DISTRICTS FY11-FY17 (3 of 3)

DISTRICT	FY11 \$	FY12 \$	FY13 \$	FY14 \$	FY15 \$	FY16 \$	FY17 \$
State Average	13,354	13,637	14,022	14,521	14,942	15,511	15,956
<b>BELMONT</b>	<b>11,969</b>	<b>12,259</b>	<b>12,659</b>	<b>12,799</b>	<b>13,029</b>	<b>13,349</b>	<b>13,656</b>
State Ave vs.. BELMONT	1,385	1,378	1,363	1,722	1,914	2,162	2,300
<b>% Below State Average</b>	<b>10.4%</b>	<b>10.1%</b>	<b>9.7%</b>	<b>11.9%</b>	<b>12.8%</b>	<b>13.9%</b>	<b>14.4%</b>
Average of Cohort	15,566	15,829	16,335	16,767	17,507	18,007	18,525
<b>BELMONT</b>	<b>11,969</b>	<b>12,259</b>	<b>12,659</b>	<b>12,799</b>	<b>13,029</b>	<b>13,349</b>	<b>13,656</b>
Cohort Ave vs. BELMONT	3,597	3,570	3,676	3,968	4,478	4,658	4,869
<b>% Below Cohort Average</b>	<b>23.1%</b>	<b>22.6%</b>	<b>22.5%</b>	<b>23.7%</b>	<b>25.6%</b>	<b>25.9%</b>	<b>26.3%</b>

## PER PUPIL SPENDING: BELMONT VS STATE AVERAGE AND COHORT DISTRICTS FY11-FY17



Data Sources: <http://www.doe.mass.edu/finance/statistics/ppx15.html>  
<http://www.doe.mass.edu/finance/statistics/ppx12-16.html>

## 1. Using FY19 to Inform FY20 (cont.)

1. District benefited enormously by the Spring 2015 Override funds in FY16-FY19:
  1. Additional positions have been added to address increasing student enrollment
  2. Infusion for mandated Student Services costs –Special Education Transportation and Out of District Tuition, and Contract Services
  3. Principals and directors are now able to expend budgeted funds without any mandated “freezes”
  4. FY16 became a new baseline for expenditures of texts, materials & supplies, professional development, and other operational costs

1. Using FY19 to Inform FY20 (cont.)
2. The FY16-FY19 budgets have been managed well in the aggregate
3. FY19 operations are on track to meet existing needs within the budget
4. Continued external pressure points inform the FY20 Budget:
  1. Increased enrollment
  2. Increased class size
  3. Space needs
  4. Health Insurance
  5. Transition to grade reconfiguration

## 2. Recognition of Enrollment and Class Size Issues

## 2. Enrollment, Class Size and Space Issues

### Enrollment – District Wide

Aggregate Increase over 7 Year Period & Projection over the next 1-Year Period

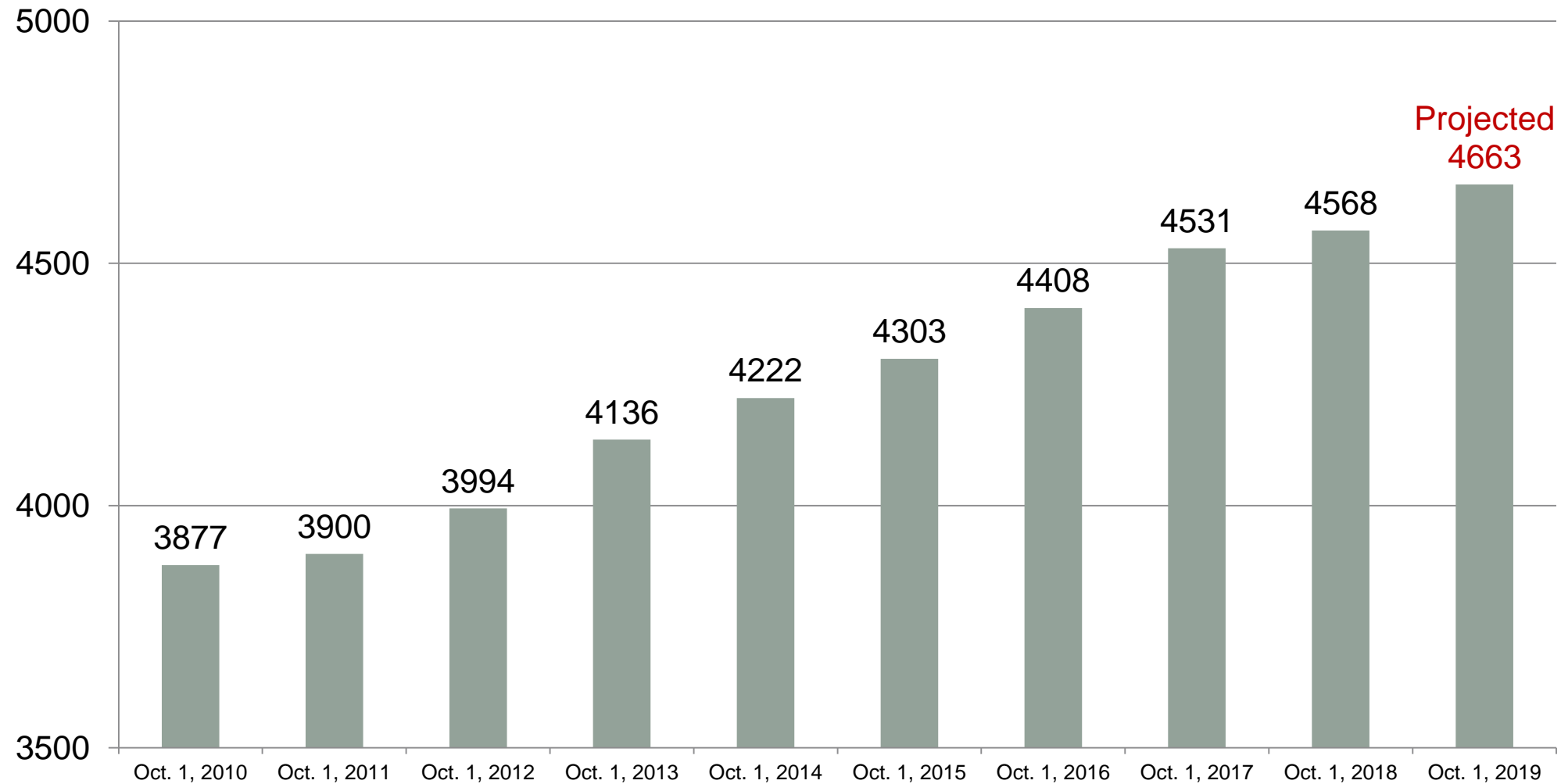
	Oct. 1, 2011	Oct. 1, 2012	Oct. 1, 2013	Oct. 1, 2014	Oct. 1, 2015	Oct. 1 2016	Oct. 1 2017	Oct. 1 2018	Oct. 1, 2019
BPS K-12 Enrollment	3900	3994	4136	4222	4303	4408	4531	4568	**4663
		94	142	86	81	105	123	37	
					<i>Increase, 2011 to 2018:</i>			668	

The average six year increase is 95 students per year which gives the current projection of 4,663 by October 2019. This projection includes the impact of new housing (present and future), the Belmont Royal Apartments (still coming on line) and the Cushing Village apartments.

BPS enrollment of all students (including PreK and OOD) = 4,728

# BPS K-12 Enrollment

## From October 1, 2010 to October 1, 2018



# Current Enrollment Implications

## School Level

### BHS

6 modular classrooms

### CMS

6 modular classrooms

### Elementary

- Burbank, Butler, and Winn Brook reallocated space to accommodate 3 additional classes
- 4 modular classrooms were added to Burbank, 2018/19

## District Wide

- Two elementary teachers were added for a total of 82 K-4 teachers (up from 76 in 2015-16).
- Two grade 5 teachers were added to the middle school.
- An assistant principal was added at CMS, bringing the total to three.
- Mandated services increased. We added another ESL teacher to service our elementary children 2018/19 SY.
- Additional (partial) art, music, PE, Sped and related services FTE were added due to increased enrollment.
- The average YOG cohort size is **351**. The range is **304 → 397**.

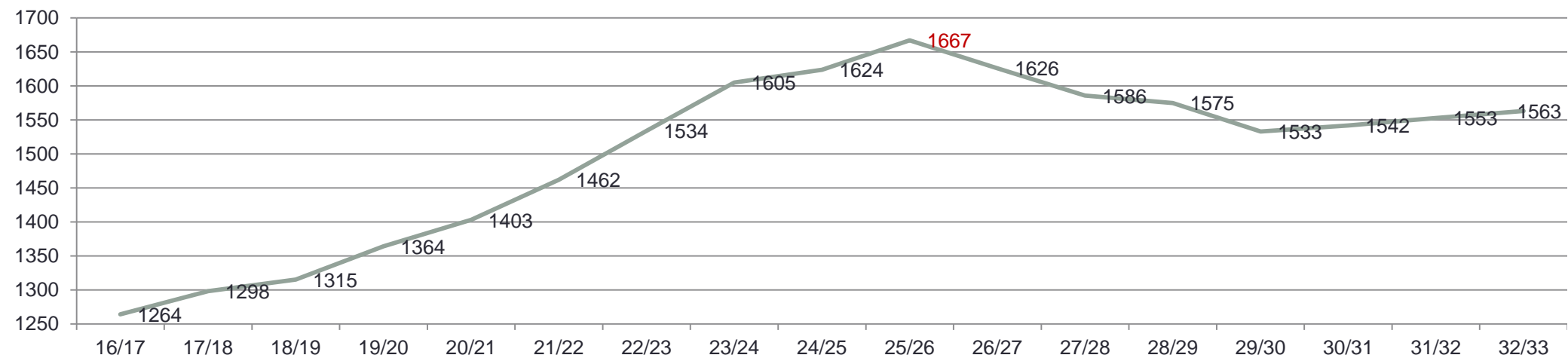


## 2. Enrollment, Class Size and Space Issues

### Belmont High School 9 Year Enrollment Forecast

Year	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	<u>23/24</u>	<u>24/25</u>	<u>25/26</u>	<u>26/27</u>	<u>27/28</u>	<u>28/29</u>	<u>29/30</u>	<u>30/31</u>	<u>31/32</u>	<u>32/33</u>
Enroll	1264	1298	1315	1364	1403	1462	1534	1605	1624	1667	1626	1586	1575	1533	1542	1553	1563
# change	18	34	17	49	39	59	72	71	19	43	-41	-40	-11	-42	9	11	10
% change	1.44%	2.69%	1.31%	3.73%	2.86%	4.21%	4.92%	4.63%	1.18%	2.65%	-2.46%	-2.46%	-0.69%	-2.67%	0.59%	0.71%	0.64%

**BHS Enrollment Projection  
2016/17-2032/33**



Data Source: McKibben Associates, March, 2018

# Student Services Enrollment

Two sub categories of students that we monitor for an increase in enrollment are:

1. *Students who are non-English speaking (ELs)*
2. *Students on IEPs who receive their services through out of district schools (OOD)*

# EL Population Increase K-12

## From Oct. 1, 2010 to Oct. 1, 2018

<b>Date</b>	<b>Total EL Population</b>	<b>Change from Previous Year</b>	<b>% Change</b>
Oct. 1, 2010	118		
Oct. 1, 2011	114	-4	-3%
Oct. 1, 2012	117	3	3%
Oct. 1, 2013	180	63	54%
Oct. 1, 2014	233	53	29%
Oct. 1, 2015	261	28	12%
Oct. 1, 2016	281	20	8%
Oct. 1, 2017	340	59	21%
Oct. 1, 2018	369	29	9%

# EL Population as a Percent of Total Enrollment K-12 From Oct. 1, 2010 to Oct. 1, 2018

<b>Date</b>	<b>Total Enrollment</b>	<b>Total EL Population</b>	<b>% of Total</b>
Oct. 1, 2010	3877	118	3.0%
Oct. 1, 2011	3900	114	2.9%
Oct. 1, 2012	3994	117	2.9%
Oct. 1, 2013	4136	180	4.4%
Oct. 1, 2014	4222	233	5.5%
Oct. 1, 2015	4303	261	6.1%
Oct. 1, 2016	4408	281	6.4%
Oct. 1, 2017	4531	340	7.5%
Oct. 1, 2018	4568	369	8.1%

# Out of District Students

1. Current Enrollment (September through February)
2. 2017-18 Monthly Enrollment
3. Multi-Year Historical Trend

# Belmont Public Schools

## 2018 - 2019 Monthly OOD Student Placements

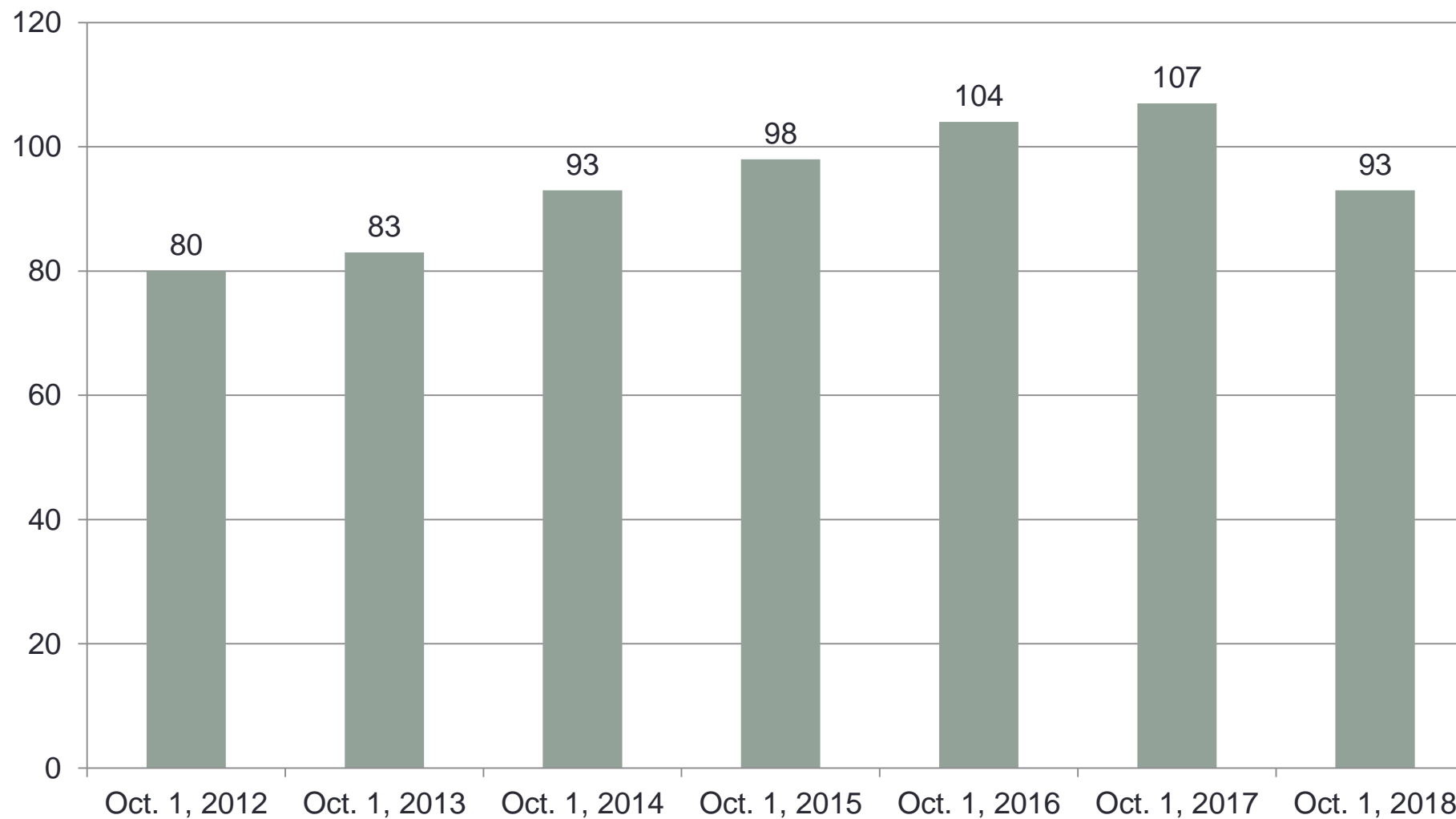
Type	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
LABBB-served in Belmont	20	20	20	20	21	21				
LABBB-served elsewhere	27	26	26	26	27	27				
Collaborative	8	8	8	8	8	8				
Mass Public Schools	2	2	2	2	2	2				
Private Placements	37	37	35	34	38	37				
<b>Total</b>	<b>94</b>	<b>93</b>	<b>91</b>	<b>90</b>	<b>96</b>	<b>95</b>				

# Belmont Public Schools

## 2017 - 2018 Monthly OOD Student Placements

Type	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
LABBB-served in Belmont	20	20	19	19	19	19	19	19	18	20
LABBB-served elsewhere	26	25	26	27	27	27	26	26	26	26
Collaborative	13	12	11	10	11	11	11	11	11	11
Mass Public Schools	2	2	2	2	2	2	2	2	2	2
Private Placements	48	48	49	48	48	48	48	47	49	52
<b>Total</b>	<b>109</b>	<b>107</b>	<b>107</b>	<b>106</b>	<b>107</b>	<b>107</b>	<b>106</b>	<b>105</b>	<b>106</b>	<b>111</b>

# Belmont Public Schools OOD Student Placements From Oct. 1, 2012 to Oct. 1, 2018





## 3. FY20 Budget Planning

1. Primary Cost Drivers
2. Financial Highlights
3. Technical Budget Assumptions

# 3. Budget Planning (cont.)

## 1. Primary Cost Drivers

### 1. Strategic Plan Based Cost Drivers

1. Student Enrollment has increased by approximately 100 students each year for the past five years
2. Student Enrollment is expected to increase by an estimated 100 students through the next several years
3. Consistently increasing enrollment for multiple years has resulted in the need for:
  1. Addition of professional and support staff
  2. Increase in supports for services for mandated costs (Special Education and English Language Learners)
  3. Maintain level of purchases texts/materials/supplies, technology, equipment, furniture, transportation, and support of extracurricular activities

# 3. Budget Planning (cont.)

## 1. Primary Cost Drivers

### 2. External Cost Drivers

#### 1. Health insurance:

1. Premiums increasing by 8% for FY20, for existing and new staff being added

#### 2. Special Education:

1. The Town Financial Task Force Model identified the need to index Special Education tuition, transportation and contract services at a rate of 7% annually.
2. For FY20, Special Education out-of-district tuitions are budgeted at an increase of 3% over the FY19 Budget. An additional 4% of out-of-district costs will be charged to State Circuit Breaker carry over funds allocated to the district in FY19.
3. This is a one-time additional offset which is made possible by favorable State Circuit Breaker allocations in FY18 and FY19.

## 3. Budget Planning (cont.)

### 1. Primary Cost Drivers (cont.)

4. For Special Education contracted services, based on a review of the historical expense trend, the district is budgeting a net decrease from FY19 to FY20 of approximately \$43,000.
5. This is also a one-time adjustment which will need to be reviewed when developing the FY21 Budget.
6. Special Education transportation costs will be budgeted at the Task Force index factor of a 7% increase over the FY19 Budget.

# 3. Budget Planning (cont.)

## 2. Financial Highlights

1. The FY20 School Department Budget includes:
  2. Amounts rolled-forward from our existing operations, plus
  3. Additional necessary costs to address strategic plan goals (primarily continued, sustained increasing enrollment), and
  4. Additional necessary costs for external cost drivers (i.e. Town-wide health insurance rates and Special Education costs)

# 3. Budget Planning (cont.)

## 2. Financial Highlights (cont.)

Roll-forward amounts – 3.51% increase over the FY19 Budget

Budget Category	FY19 General Fund Budget	FY20 Roll- Forward Budget	Change	% Change
Staff	38,712,737	40,591,025	1,878,288	4.85%
Texts, Supplies, Materials, Equipment, Other	2,030,318	2,070,813	40,495	1.99%
Busing	339,000	347,640	8,640	2.55%
Fringe	8,225,645	8,295,637	69,992	0.85%
Special Education Tuition, Transportation, Contract Services	7,677,892	7,677,892	0	0.00%
<b>Totals</b>	<b>56,985,592</b>	<b>58,983,008</b>	<b>1,997,416</b>	<b>3.51%</b>

# 3. Budget Planning (cont.)

## 2. Financial Highlights (cont.)

### Strategic plan-based costs drivers – Additional 1.55% increase over FY19 Budget

	Change for FY20 Budget
1. <u>Positions/enrollment - 3.60 FTEs</u> -1.40 Elementary Guidance Counselors -0.40 Middle School Foreign Language Teacher -0.40 High School Teachers -0.40 High School Assistant Principal -1.00 District-Wide English Language Learner Program Director	298,673
2. Charging a greater portion of extracurricular costs & stipends to the general fund instead of increasing student fees	320,350
3. Texts, materials, supplies - Increase due to enrollment	74,877
4. Relocation for Athletics during BHS Construction	73,024
5. Adding another school bus (for a new total of 9)	73,800
6. Health insurance for new positions	39,800
<b>Total Strategic Plan-Based Cost Drivers</b>	<b>880,524</b>

# 3. Budget Planning (cont.)

## 2. Financial Highlights (cont.)

External cost drivers (ECDs) – Additional 1.38% increase over FY19 Budget

	Change for FY20 Budget
1. Health insurance rate increase for all Town Departments - 8%	585,891
2. Special Education Tuitions - 3%, based on CB balance, as a one-time adjustment to the 7% Town Financial Task Force model	153,393
3. Special Education Transportation - 7% using Town Financial Task Force model	90,440
4. Special Education Contract Services - Reduction from FY19, based on expense trend analysis, as a one-time adjustment to the 7% Town Financial Task Force model	-43,804
<b>Total External Cost Drivers</b>	<b>785,919</b>



# 3. Budget Planning (cont.)

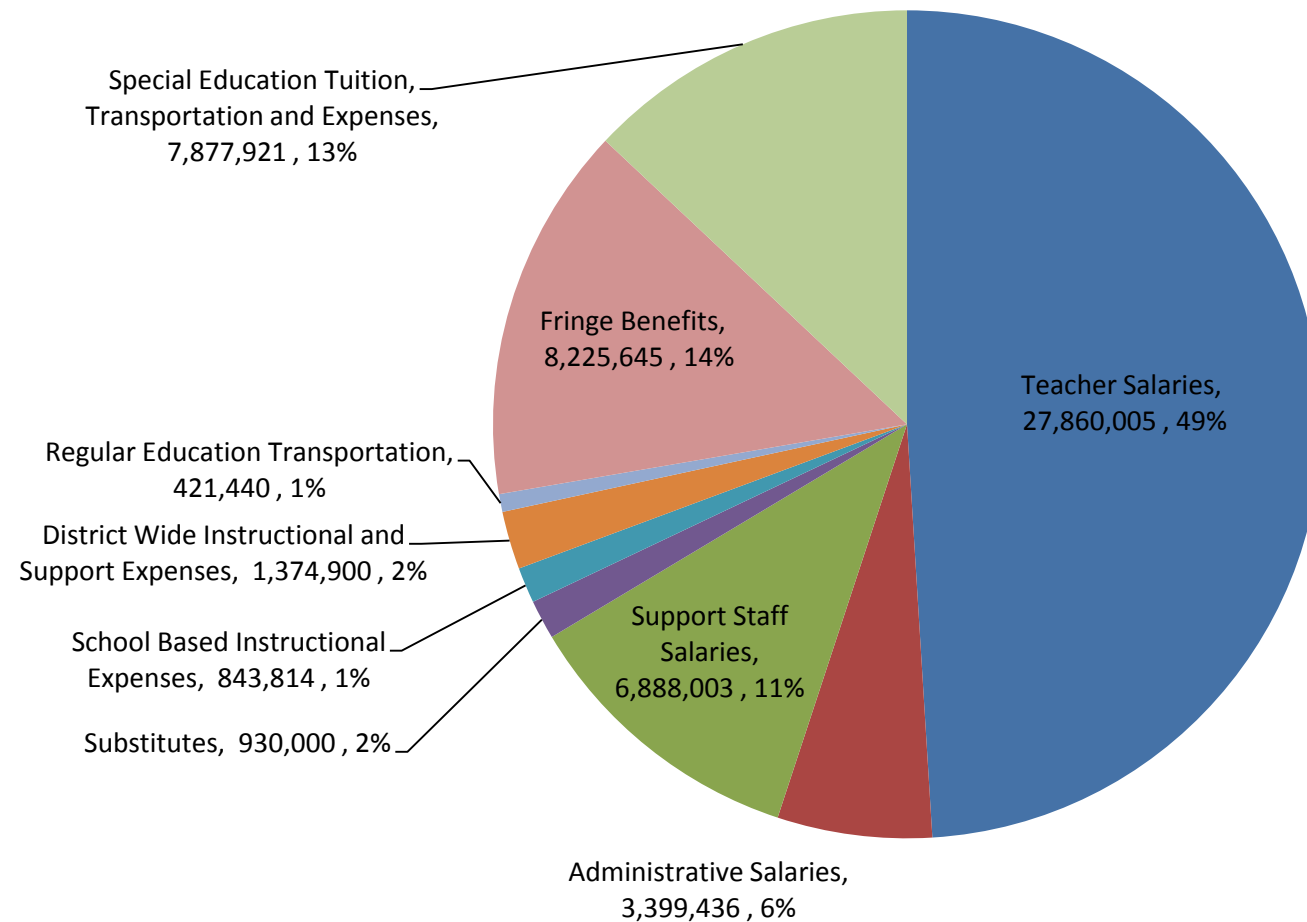
## 2. Financial Highlights (cont.)

**FY20 Total General Fund Budget: Roll-forward amounts plus strategic-plan cost drivers and other cost drivers – 6.43% increase over FY19 Budget**

Budget Category	FY19 General Fund Budget	FY20 Roll-Forward Budget	Strategic Plan Cost Drivers	External Cost Drivers	Total FY20 General Fund Budget	Change FY19 to FY20	% Change
Staff	38,712,737	40,591,025	619,023		41,210,048	2,497,311	6.45%
Texts, Supplies, Materials, Equipment, Other	2,030,318	2,070,813	147,901		2,218,714	188,396	9.28%
Busing	339,000	347,640	73,800		421,440	82,440	24.32%
Fringe	8,225,645	8,295,637	39,800	585,891	8,921,328	695,683	8.46%
Special Education Tuition, Transportation, Contract Services	7,677,892	7,677,892		200,029	7,877,921	200,029	2.61%
<b>Total FY20 General Fund Budget</b>	<b>56,985,592</b>	<b>58,983,007</b>	<b>880,524</b>	<b>785,919</b>	<b>60,649,451</b>	<b>3,663,859</b>	<b>6.43%</b>
<b>% Change over FY19 Budget</b>		<b>3.51%</b>	<b>1.55%</b>	<b>1.38%</b>	<b>6.43%</b>		

# 3. Budget Planning (cont.)

## FY20 General Fund Budget Dollar Amount and % of Total by Category Total General Fund Budget of \$60,649,451



# 3. Budget Planning (cont.)

## 3. Technical Budget Assumptions

1. School General Fund Budget for FY20 is \$60,649,451.
2. Roll forward all existing positions; and add 3.6 FTEs as provided to address continued increasing enrollment
3. Health insurance premiums are budgeted to increase by 8% over FY19 rates (Town-wide)
4. Special Education:
  1. Special Education out-of-district tuition General Fund budget is a 3% increase over the FY19 General Fund Budget; with additional costs to be charged to State Circuit Breaker funds allocated to the district in FY19. This is a one-time adjustment based on favorable State Circuit Breaker allocations in FY18 and FY19.
  2. Special Education transportation is budgeted at Town Financial Task Force index factor of 7% over the FY19 Budget
  3. Special Education contracted services are budgeted at a decrease of approximately \$43,000 below the FY19 Budget, based on a review of the historical cost trend. This is a one-time adjustment which will be reviewed during the development of the FY21 Budget.

# 3. Budget Planning (cont.)

## 3. Technical Budget Assumptions (cont.)

5. Federal grants budgeted in FY20 as level funded from FY19 plus contractual increases for staff allocated to grants
6. User fees will remain the same for FY20
7. State Circuit Breaker allocations will continue to be used strategically, in accordance with the School Department's multi-year plan.
8. Full Day Kindergarten revolving funds will continue to offset a portion of Kindergarten teacher and aide salaries.
9. School Building Rental revolving funds will continue to be utilized to support the maintenance and repairs of school facilities.

# Next Steps ....

1. This is the Draft 1 FY20 budget to be reviewed and considered by the School Committee.
2. A preliminary presentation was provided to the Finance Subcommittee of the School Committee and the Education Subcommittee of the Warrant Committee on 2/26/19.
3. A full presentation will be provided to the School Committee on 2/26/19.
4. The FY20 School Department Budget will be presented at a joint meeting of the School Committee, Board of Selectmen and the Warrant Committee on 3/4/19.
5. There will be further discussion on the FY20 Budget at upcoming Finance Sub Committee meetings and School Committee meetings.