

**Belmont Public Schools  
FY19 Budget Executive Summary**

**School Committee**

**Draft 1 Budget  
February 27, 2018**



## BUDGET OVERVIEW

### *Using FY18 to Inform FY19*

The School Department is appreciative and thankful to have benefited in FY17 from the increase in funding, as a result of the Proposition 2 ½ Override passed by the Town of Belmont in April 2015. This needed increase in funding supported several lines in our budget including: 20 FTE teaching positions (between FY16 and FY18), funds for Students Services, Out-of-district Tuitions, and Special Education Transportation.

This increase in funding for FY16 - FY18 put the district in the position to fully realize budget lines that supported teaching and learning, including the purchases of text, materials and supplies that have been historically frozen and reduced mid-year.

As we use our FY18 budget to inform our FY19 budget planning, the district continued to utilize a zero-based budgeting process with each school and department, which was initiated for the FY17 budget. This process required every department director and school principal to meet with the Central Office administration to justify each salary and non-salary budget line amount for FY19.

The purpose of these meetings and the budgeting goal of the district is to allocate our funds toward the priorities of the School Department's Strategic Plan. The Financial Highlights section of this document shows the allocation of funds among major cost centers of the budget, which represent the district's priorities.

In FY16 the district implemented Year 1 of the 3 Year Fiscal Plan that was outlined in the Financial Task Force budget. The pressure points of increasing enrollment and subsequent space challenges continue to be a high priority. In FY16 the district was able to hire 10 FTEs to combat higher class size and provide additional courses for Chenery and Belmont High School to reduce the number of non-scheduled and non-engaged students. In FY16 the district was able to create five additional classroom spaces for teaching and learning. Two spaces were repurposed at Chenery and Butler. Additionally, the high school moved into three modular spaces located behind the building.

In FY17 the district implemented Year 2 of the 3 Year Fiscal Plan that brought 5 FTEs to support the reduction of class size and enrollment concerns. The school district formed a Space Task Force to analyze the enrollment and space issues. The recommendation of this group was to expand the high school footprint to the three additional modular spaces. These modular structures remain from previous building projects, and after some attention and maintenance, are now suitable for classroom use. At the elementary level the district has repurposed a computer lab and after school program space into instructional space. At the Chenery the district received financial support from Town Meeting for the procurement of 6 modular classrooms to increase instructional space as the building is over capacity. The result is an increase of 11 classrooms throughout the district in response to growing enrollment challenges.

In FY18 the district implemented Year 3 of the 3 Year Fiscal Plan by adding 5 FTEs to support student enrollment and class size. The district has also been able to continue to provide the budgeted funds to each department head and principal for their on-going needs for texts, materials and supplies. In an attempt to support the overall Town Budget, the district is utilizing State Circuit Breaker funds to offset a larger portion of the General Fund allocation for out-of-district tuitions. This one-time offset is only possible due to favorable State Circuit Breaker allocations in FY17. The School Committee has successfully negotiated MOU's with five unions that are in alignment with the Financial Task Force model.

Also, in preparation for FY19, the Space Task Force was reactivated to explore the challenges of class size and high enrollment at the elementary level. Based on the work of the Space Task Force and the School Department, the Capital Budget Committee and Town Meeting approved the purchase of four modular classrooms at the elementary level. Over the course of three years, the district will have increased by over 21 additional classroom spaces district-wide to address the continued increase in enrollment. These short-term space initiatives are in place as the work of the Belmont High School Building Committee project is on-going.

In conclusion, for FY19 the School Department will utilize its Strategic Plan to guide and prioritize the allocation of its budget dollars. We continue to implement the sound fiscal practices incorporated into the Town's Fiscal Plan including a zero based budgeting process to ensure that every dollar is expended with efficiency and effectiveness; and indexing costs in accordance with inflationary factors identified during the development of the Town's Plan. School Department funds will be allocated toward the goal of providing our students, staff, families, and community the best educational experience that the Town of Belmont expects and deserves.

Respectfully submitted,

John P. Phelan  
Superintendent

Note: -This Executive Summary is supported by the Belmont Public Schools FY19 Draft 1 Budget Presentation document, presented to the School Committee on 2/27/18, found at <http://www.belmont.k12.ma.us/bps/Administration/School-Budget>

-Line item detail for the FY19 Budget can be found at <http://www.belmont.k12.ma.us/bps/Administration/School-Budget>

## BELMONT PUBLIC SCHOOLS STRATEGIC PLAN 2017-2018

### MISSION STATEMENT: 2012 – 2018

With a commitment to teaching and learning, the Belmont Public Schools strive to nurture the knowledge, skills, and emotional development of each student in order to create a community of engaged learners who contribute to the common good and are of service to others.

### CORE BELIEFS

We believe that

All students are capable of learning at high levels.

Everyone deserves to learn in a safe and supported learning environment in which all members of the school community demonstrate respect for each other.

Successful students and educators need 21<sup>st</sup> century skills, including the ability to solve problems, communicate effectively, collaborate, and think critically.

A sense of community is essential for the development of every learner.

Education for the whole child requires development of the child's academic, social, physical, and emotional well-being.

Education is best achieved when students, teachers, and parents work together.

Students will work and live in a world very different from the one in which they, their teachers, and their parents grew up.

Student success is measured in a variety of ways.

Public education is the primary means society has for safeguarding democracy and achieving social justice.

### VISION STATEMENT: 2018

The Belmont Public Schools provide an innovative environment where all adults and children develop and apply the curiosity, skills, and habits of life-long learners. Our success is built on a partnership of educators, families, and community members that is committed to providing the means for Belmont's children to create happy and successful lives.

In June 2018, all students in the Belmont Public Schools

- Learn: Develop the confidence and resilience that result from exceptional effort;
- Think: Authentically engage in a rigorous curriculum;
- Create: Apply their learning to address important challenges;
- Serve: Make a positive difference in the lives of other people.

### MOTTO: 2012 - 2018

Learn \* Think \* Create \* Serve

**BELMONT PUBLIC SCHOOLS STRATEGIC PLAN 2017-2018 (Continued)**

	<b>Strategic Goals</b>	<b>Key Initiatives for 2017-2018</b>
A.	<p><i>To prepare all students for college, career, and life-long learning through</i></p> <ul style="list-style-type: none"> <li>• a balanced and healthy school experience,</li> <li>• continuity of curricula aligned with Commonwealth and community standards,</li> <li>• support for educators to experiment and innovate, and</li> <li>• clear articulation of instructional models.</li> </ul>	<p><u>Focus Areas:</u>            A1. Implement short term plans and develop long term vision to address student achievement gaps.            A2. Continue district-wide implementation of Social Emotional Learning framework.</p> <p><u>Ongoing Operational Work:</u>            A3. Align Belmont curriculum to new state frameworks for science.            A4. Improve the use of common assessment data at middle and high schools.            A5. Continue district-wide implementation of state model for English language learners.</p>
B.	<p><i>To support continuous improvement and overall programmatic and fiscal stability by</i></p> <ul style="list-style-type: none"> <li>• engaging administrators, teachers, students, and community stakeholders in generally accepted practices of long-term strategic planning.</li> </ul>	<p><u>Focus Areas:</u>            B1. Collaborate with the Massachusetts School Building Authority, the BHS Building Committee, Building Team (Architect &amp; Owner’s Project Manager), and BPS and Belmont community members to address short and long term enrollment and space needs through the Building Project (gr. 7-12, 8-12, or 9-12) and the installation of modular classrooms at the Burbank School. This work includes developing a district vision for the future of teaching and learning for the next Strategic Plan (2018-2023).</p> <p><u>Ongoing Operational Work:</u>            B2. Continue to implement short plans to address increasing enrollment including space, staff, and resources.            B3. Define current special education programs and service-delivery models and develop plans to improve in-district capacity to meet a variety of special education needs.            B4. Develop, communicate, quantify, and incorporate into the budget an annual plan for preventative maintenance of school facilities.            B5. Continue to develop a fiscal management plan for texts, materials, supplies, furniture, technology, and substitutes.            B6. Establish consistent safety protocols, provide training, and practice them in all schools.            B7. Implement the Technology Plan for technology infrastructure and integration in support of teaching and learning.            B8. Review and respond to NEASC findings at BHS.</p>
C.	<p><i>To ensure that students receive instruction from consistently highly qualified educators who pursue continuous improvement of their art by</i></p> <ul style="list-style-type: none"> <li>• hiring well-prepared and diverse professionals,</li> <li>• sustaining continuous professional development by means of clear and coherent plans, and</li> <li>• implementing a successful educator evaluation system in line with new Commonwealth standards.</li> </ul>	<p><u>Ongoing Operational Work:</u>            C1. Continue to expand professional personnel recruitment to increase the diversity of the applicant pool.            C2. Develop a sustainable substitute system.</p>

## **FY19 SCHOOL DEPARTMENT INITIATIVES, GUIDED BY BELMONT PUBLIC SCHOOLS STRATEGIC PLAN**

- To support the Strategic Plan of the Belmont Public Schools
- To continue the district-wide professional development for staff on Social Emotional Learning, to support the outcomes of the Achievement Gap Task Force (A.1, A.2)
- Continuation of the Three Year Budget Plan of the Financial Task Force Committee's work in budgeting to address class size issues, to engage students in educationally beneficial programming (B)
- Continued review of class sizes and control of elementary assignments with planning for projected enrollment increases (B.1)
- To increase teaching and learning spaces throughout the district by implementing the recommendations of the Space Task Force (B.1)
- Continue to monitor and analyze the deployment of Student Services funding in the FY19 budget to address mandated costs; simultaneously review and improve the budget tracking systems in these areas (B)
- Expansion of iPad instructional models (1:1 for all students in grades 9, 10,11, and 12 at BHS) (B.7)
- Professional development focus areas preK-12: curriculum and assessment development and review; technology tools and applications to improve instruction, teaching English Language Learners, shared inquiry circles to develop critical thinking skills, social emotional learning to improve the district's capacity to engage and support all learners (A.2, A.4, A.5, B.3)
- Development of a prioritized three year plan for textbook (and ebook) adoption in all curriculum areas (B.5)

## **FY19 BUDGET OBJECTIVES**

- Align FY19 budget to the priorities of the district strategic plan
- Maintain rigorous and high quality of instruction and student engagement for all students
- Maintain the staffing levels commensurate to the increase in enrollment needed to maintain 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, extra-curricular experiences, and community service
- Meet existing contractual commitments
- Maintain and support the continuous improvement of our staff through professional development
- To the extent possible, address increasing class sizes and program offerings
- Maintain existing facilities and avoid deferred maintenance
- Maintain competitive compensation to attract and retain high quality teachers and administrators
- Meet the space challenges presented by continued increased enrollment

#### **PRIMARY COST DRIVERS**

- Strategic Plan Based Cost Drivers (SPCDs)
  - Student enrollment has increased by approximately 100 students each year for the past 5 years
  - Enrollment is expected to increase by an estimated 100 students through FY20
  - Consistently increasing enrollment for multiple years has resulted in the need for:
    - Addition of professional and non-professional staff
    - Increase in supports for services for mandated costs (Special Education and English Language Learners)
    - Maintain level of purchases texts/materials/supplies, technology, equipment, furniture
- External Cost Drivers (ECDs)
  - Health insurance premiums increasing by 11% for FY19, for existing and new staff being added
  - Special Education tuitions, transportation and contracted services budgeted to rise 7% in accordance with Task Force model

## UNKNOWN VARIABLES

- Further increases in student enrollment, and the cost of the corresponding additional student supports needed, especially in the areas of ELL, Special Education and space needs
- Increases or decreases in State and Federal Grants (METCO, Circuit Breaker Reimbursement, Title I, Title IIA, etc.) have not been finalized for FY19. Note that funding for the State Circuit Breaker Program (for Special Education out of district tuitions) has decreased from FY17 to FY18.

**FY19 BUDGET  
FINANCIAL HIGHLIGHTS**

The FY19 School Department Budget includes amounts rolled-forward from our existing operations; plus additional necessary costs to address strategic plan goals (primarily continued, sustained increasing enrollment), and additional necessary costs for other cost drivers (i.e. Town-wide health insurance rates and Special Education costs):

- **Roll-forward amounts – 3.7% increase over the FY18 Budget**

	<b>FY18 Budget</b>	<b>FY19 Roll-Forward Budget</b>	<b>Change</b>	<b>% Change</b>
Existing staff and contractual increases	35,225,756	36,645,564	1,419,808	4.0%
Stipends for staff & curriculum development; custodial overtime; substitutes – Increase based on historical costs	1,210,875	1,556,959	346,084	28.6%
Health insurance - covering unanticipated enrollments in FY18	6,294,282	6,516,791	222,509	3.5%
Other Employee Benefits - Decrease based on historical costs	916,637	902,008	(14,629)	-1.6%
Special Educ. Tuitions	4,778,593	4,778,593	-	0.0%
Special Educ - Transp.	1,207,470	1,207,470	-	0.0%
Special Educ - Contr. Svcs.	1,115,705	1,115,705	-	0.0%
Dept. Operating Expenses	2,006,491	2,006,491	-	0.0%
Equipment	213,675	213,675	-	0.0%
<b>FY19 General Fund Roll-Forward Amounts Only</b>	<b>52,969,484</b>	<b>54,943,256</b>	<b>1,973,772</b>	<b>3.7%</b>

- **Additional due to costs drivers**
  - Strategic Plan-based Costs Drivers (SPCDs)- Additional 1.6% increase over the FY18 Budget

	<b>FY19 Budget</b>
<u>SPCD1</u> Positions/enrollment - 9.0 FTEs -1.00 Elementary Classroom Teacher. -0.10 Elementary Physical Education Teacher -0.60 Elementary Art Teacher -0.60 Elementary Special Education Teacher -0.20 Elementary Music Teacher -2.00 Middle School Classroom Teachers -1.00 Middle School Administrator -2.50 High School Teachers -1.00 District-Wide English Language Learner Teacher	613,214
<u>SPCD2</u> Health insurance for new positions	90,000
<u>SPCD3</u> Texts, materials, supplies - Increase due to enrollment; and reflecting greater reliance on annual appropriation instead of donations	109,326
<u>SPCD4</u> Equipment and replacement furniture	15,826
<b>Total Strategic Plan-Based Cost Drivers</b>	<b>828,366</b>

- External Cost Drivers (ECDs)- Additional 2.3% increase over the FY18 Budget

	<b>FY19 Budget</b>
<u>ECD1</u> Health insurance rate increase for all Town Departments - 11%	716,846
<u>ECD2.1</u> Special Educ. Tuitions - 7% using Town Financial Task Force model	334,502
<u>ECD2.2</u> Special Educ - Transp. - 7% using Town Financial Task Force model	84,523
<u>ECD2.3</u> Special Educ - Contr. Svcs. - 7% using Town Financial Task Force model	78,099
<b>Total Costs from External Cost Drivers</b>	<b>1,213,970</b>

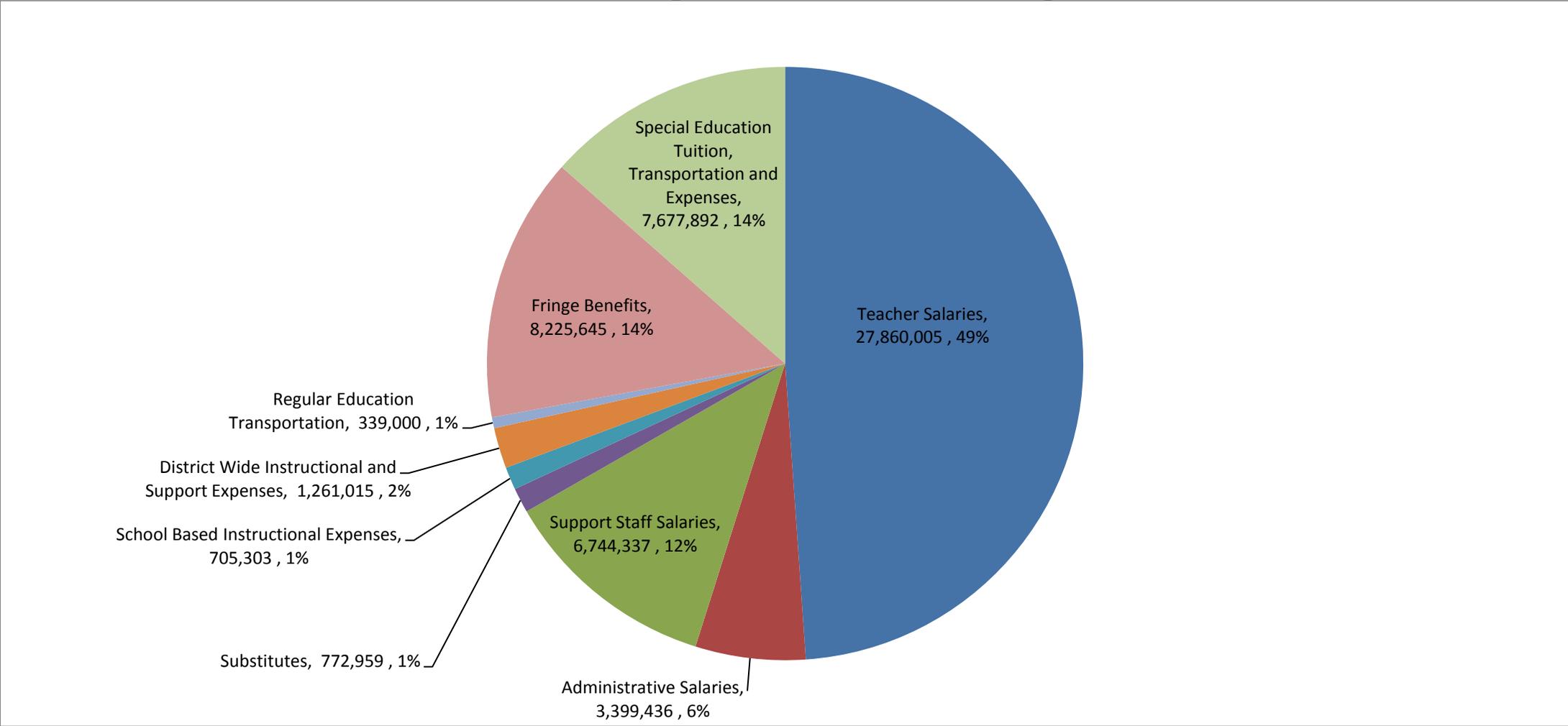
<b>Total Additional Costs from Cost Drivers (SPCD &amp; ECD) - Additional 3.9% increase over the FY18 Budget</b>	<b>2,042,336</b>
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**FY19 Total General Fund Budget: Roll-forward amounts plus strategic-plan cost drivers and other cost drivers – 7.6% increase over FY18 Budget**

	<b>FY18 Budget</b>	<b>FY19 Roll- Forward Budget</b>	<b>Strategic Plan Cost Drivers</b>	<b>External Cost Drivers</b>	<b>Total FY19 General Fund Budget</b>	<b>Change FY18 to FY19</b>	<b>% Change</b>
Existing staff and contractual increases	35,225,756	36,645,564	613,214		37,258,778	2,033,022	5.80%
Substitutes; stipends for staff & curriculum development; custodial overtime	1,210,875	1,556,959			1,556,959	346,084	28.60%
Health insurance - covering unanticipated enrollments in FY18	6,294,282	6,516,791	90,000	716,846	7,323,637	1,029,355	16.40%
Other Employee Benefits - Decrease based on historical costs	916,637	902,008			902,008	-14,629	-1.60%
Special Educ. Tuitions	4,778,593	4,778,593		334,502	5,113,095	334,502	7.00%
Special Educ - Transp.	1,207,470	1,207,470		84,523	1,291,993	84,523	7.00%
Special Educ - Contr. Svcs.	1,115,705	1,115,705		78,099	1,193,804	78,099	7.00%
Dept. Operating Expenses (incl. texts/mat/sup)	2,006,491	2,006,491	109,326		2,115,817	109,326	5.40%
Equipment	213,675	213,675	15,826		229,501	15,826	7.40%
<b>Total FY19 General Fund Budget</b>	<b>52,969,484</b>	<b>54,943,256</b>	<b>828,366</b>	<b>1,213,970</b>	<b>56,985,592</b>	<b>4,016,108</b>	<b>7.60%</b>
<b>% Change over FY18 Budget</b>		3.7%	1.6%	2.3%	7.6%		

# FY19 Belmont Public Schools General Fund Budget

Dollar Amount and % of Total by Category  
Total FY19 School Department General Fund Budget is \$56,985,592



## TECHNICAL BUDGET ASSUMPTIONS

- School General Fund Budget for FY19 is \$56,985,592
- School Committee and Union MOU's will be ratified; which aligns with the Financial Task Force model
- Roll forward all existing positions; and add 9.0 FTEs as provided to address continued increasing enrollment
- Health insurance premiums are budgeted to increase by 11% over FY18 rates (Town-wide)
- Special Education out-of-district tuition, transportation and contracted services budgeted at FTF model index factor of 7% over the FY18 General Fund Budget
- Federal grants budgeted in FY19 as level funded from FY18 plus contractual increases for staff allocated to grants
- User fees will remain the same for FY19
- State Circuit Breaker allocations will continue to be used strategically, in accordance with the School Department's multi-year plan.
- Full Day Kindergarten revolving funds will continue to offset a portion of Kindergarten teacher and aide salaries.
- School Building Rental revolving funds will continue to be utilized to support the maintenance and repairs of school facilities