



NORTH MIDDLESEX REGIONAL SCHOOL DISTRICT

**Superintendent's Budget Recommendation to the
School Committee
FY21 Budget**

Focus of FY 2021

To present a transparent and responsible budget that will meet the needs of the students and staff of NMRSD. This year, we accomplished this through a series of meetings between district and town representatives. The process began early and three meetings have been held in September, November, and January.

Budget

Budgets are the vehicle by which leaders communicate their priorities and implement the mission, vision, core values, and goals of the organization. Without a commitment of financial resources, the goals of the school system cannot be accomplished. The decrease in student population has had little impact on services due to increases in the areas of contractual obligations, rising health insurance costs, transportation increases, and the need to address social emotional education and supports for our students.

FY 2021 Vision & Priorities

Areas of focus include:

1. To create a proposed budget that is transparent and specific so that School Committee and community leaders can understand our proposals and how they support the educational vision of the District.
2. To create programmatic consistency at the preschool, elementary, and secondary levels as we work towards truly becoming a PreK-12 district. Currently, there are differences in programs and delivery of curriculum among all three elementary schools and both middle schools.
3. To build a support system to assist the Assistant Superintendent with curriculum, instruction, assessment, and data analysis.

FY 2021 Vision & Priorities

4. To examine all potential sources of revenue that the District has at its disposal in order to fund additional enhancements without overly burdening the annual operating budget.
5. To build an equitable technology infrastructure so that we can increase our purposeful use of technology to benefit students and staff.
6. To begin implementation of a long-term vision for instructional materials and equipment.

3 Key Principles

- Classroom teachers and maintaining appropriate class size are important.
- Professional learning and program evaluation are critical elements of a successful organization. A second focus has been on teaching and learning, program review, professional learning around system objectives, and data analysis as the building blocks of continuous improvement.
- We have prioritized providing consistent programming at the elementary and middle levels, while putting a focus on how to actively market NMRHS as an institution that offers an education and overall culture that, at minimum, matches private, technical, and charter schools in the area.

2018 Per Pupil Cost

North Middlesex Regional School District

\$16,047

Groton Dunstable Regional School District

\$15,607

Grafton Public Schools

\$12,758

Tewksbury Public Schools

\$17,276

Norton Public Schools

\$15,137

State Average Cost

\$16,506

Overall Budget Picture

The FY2021 budget represents a 3.78% increase over FY2020:

- An increase from \$2,134,444 to \$58,661,116
- Preliminary Budget Message was an increase of 4.51%
- An FTE change from 444.34 in FY2020 to 458.96 for FY2021 (9.4 FTE are paraprofessionals that were reduced in the FY20 budget, but added back in due to special education service mandates - I view this budget as a level services budget due to increased needs from facilities and ground, counseling, and coaching/grants.
- In addition, the operating systems at NMRHS are now a part of the operating budget, where the first three years were paid for by the building project.

The Breakdown...

The 3.78% comes from the following:

- 2.55% - Contractual Obligations including active & retiree health insurance estimates
- .23% - Transportation -includes special ed and regular ed transportation
- .13% - Middlesex Retirement Assessment

The remaining 0.87% increase is what we believe to be essential in order to keep the district moving forward.

Proposed Staffing Changes

FY20 Changes:

- Add 9.5 FTE Paraprofessionals added due to IEP/ supports
- Add 1.0 FTE - HBMS Theater

FY21 Proposed:

- Reinstate 1.0 FTE Librarian - SMS
- Add .6 FTE Reading/Curriculum/Grants Administrator/Administrative Coach
- Add 1.0 FTE Guidance Counselor/Adjustment Counselor- .5 FTE at SMS and .5 FTE at VBES - IEP Compliance
- Reinstate 1.0 FTE Custodial Staff
- Add 1.0 FTE Custodial Staff
- Stipend position Custodial Foreman
- Add .20 FTE Secretarial - plant & facilities

FY21 Reductions:

- Reduce 1.6 FTE

Enrollment Changes FY 2021

FY 2020

- Ashby 363 11.51%
- Pepperell 1,526 48.40%
- Townsend 1,264 40.09%

Total: 3,153

FY2021

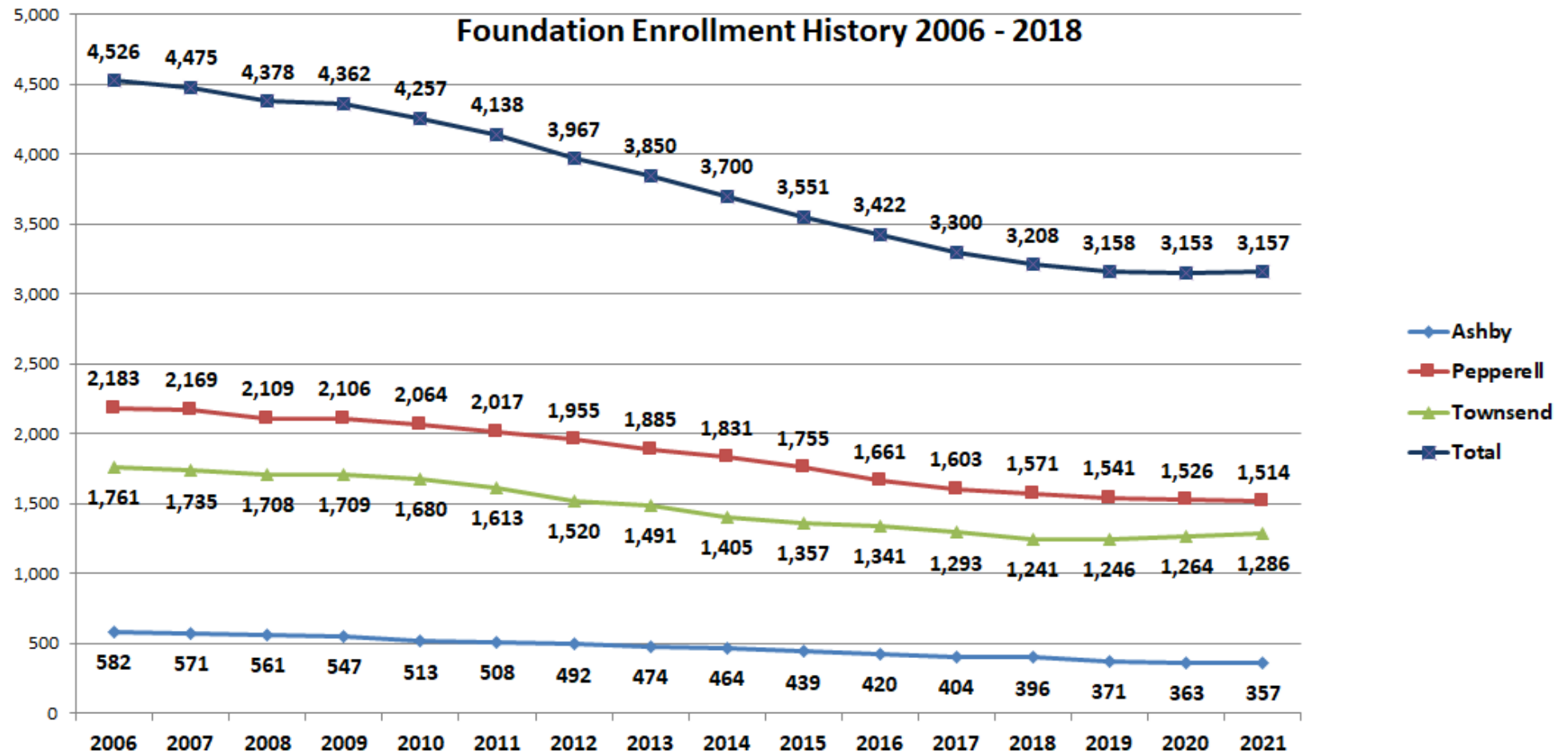
- Ashby 357 11.31%
- Pepperell 1514 47.96%
- Townsend 1286 40.73%

Total: 3,157

Change over FY 2019

- Ashby - Reduction of students by 0.20%
- Pepperell - Reduction of students by 0.44%
- Townsend- Increase of students by 0.65%

Historical Enrollment Projections



Revenue State & District

	FY20	FY21	Change	Percent
STATE AID REVENUE	Adopted	Draft	FY20 to FY21	FY20 to FY21
Chapter 70 Aid	20,361,653	20,487,923	126,270	0.62%
Chapter 71 Transp. Aid/McKinney Vento	981,984	1,049,651	67,667	6.89%
Charter Reimbursement	67,800	127,609	59,809	88.21%
Total State Aid Revenue	21,411,437	21,665,183	253,746	1.19%
	FY20	FY21	Change	Percent
DISTRICT REVENUE	Adopted	Draft	FY20 to FY21	FY20 to FY21
Excess & Deficiency (E&D)	1,300,000	1,300,000	0	0.00%
Medicaid Reimbursement	240,000	240,000	0	0.00%
School Choice	624,310	489,556	-134,754	-21.58%
Investment Income	9,500	9,500	0	0.00%
Total District Revenue	2,173,810	2,039,056	-134,754	-6.20%

Revenue

Town Operating & Transportation Assessment Calculations

	FY20	FY21	Change	Percent
Total Operating Assessment	Adopted	Draft	FY20 to FY21	FY20 to FY21
Ashby	3,098,267	3,246,929	148,662	4.80%
Pepperell	13,325,982	14,081,116	755,134	5.67%
Townsend	9,882,345	10,603,327	720,982	7.30%
Total Operating Assessment	26,306,594	27,931,372	1,624,778	6.18%
	FY20	FY21	Change	Percent
Transportation Assessment	Adopted	Draft	FY20 to FY21	FY20 to FY21
Ashby	306,907	305,692	-1,215	-0.40%
Pepperell	1,290,192	1,296,407	6,215	0.48%
Townsend	1,068,678	1,101,176	32,498	3.04%
Total Transportation Assessment	2,665,777	2,703,275	37,498	1.41%
	FY20	FY21	Change	Percent
TOTAL LOCAL REVENUE	Adopted	Draft	FY20 to FY21	FY20 to FY21
Ashby	3,405,174	3,552,621	147,447	4.33%
Pepperell	14,616,174	15,377,523	761,349	5.21%
Townsend	10,951,023	11,704,503	753,480	6.88%
Total Local Revenue	28,972,371	30,634,647	1,662,276	5.74%

Revenue Debt Service

<i>Long-term Debt Assessment</i>				
Ashby	376,413	396,788	20,375	5.41%
Pepperell	2,078,298	2,296,833	218,535	10.52%
Townsend	1,453,269	1,572,123	118,854	8.18%
Premium Used for Interest Pmt	61,074	56,487	-4,587	-7.51%
<i>Total Long-Term Debt Assessment</i>	3,969,054	4,322,231	353,177	8.90%

* Debt Service includes increases for High School long term notes, short term debt for the SECC, VBES and HBMS Accelerated Repair Projects and the remaining short term debt on the high school borrowing needed.

Excess & Deficiency History

From Fiscal Year Activity	E&D Certified	Amount Used for Subsequent Year Budget	Remaining	% Used toward budget
FY14	\$ 1,516,911	\$ 250,000	\$ 1,266,911	16.48%
FY15	\$ 1,958,782	\$ 300,000	\$ 1,658,782	15.32%
FY16	\$ 2,744,243	\$ 490,000	\$ 2,254,243	17.86%
FY17	\$ 3,035,703	\$ 1,360,000	\$ 1,675,703	44.80%
FY18	\$ 3,172,219	\$ 1,300,000	\$ 1,872,219	40.98%
<i>FY19</i>	<i>\$ 3,118,552</i>	<i>\$ 1,300,000</i>	<i>\$ 1,818,552</i>	<i>41.69%</i>

** FY19 Above 5% amount = \$323,434

Projected Elementary Class Sizes FY 2021

Ashby	Section 1	Section 2	Section 3	Section 4	Section 5	Average Class Size
Kindergarten	17	17				17.00
Grade 1	19	18				18.50
Grade 2	26					26.00
Grade 3	18	18				18.00
Grade 4	18	18				18.00
Spaulding	Section 1	Section 2	Section 3	Section 4	Section 5	Average Class Size
Kindergarten	22	22	23	23		22.50
Grade 1	23	23	23	23		23.00
Grade 2	22	22	23	23		22.50
Grade 3	22	22	23	23		22.50
Grade 4	22	23	23	23		22.75
Varnum	Section 1	Section 2	Section 3	Section 4	Section 5	Average Class Size
Kindergarten	20	20	20	20	20	20.00
Grade 1	20	20	20	20	21	20.20
Grade 2	21	21	22	22	22	20.60
Grade 3	21	22	22	22	22	21.80
Grade 4	21	21	22	22	22	21.60

Projected Enrollment Middle Schools FY 2021

Hawthorne Brook Middle School	Average Class Size
Grade 5	20.50
Grade 6	19.17
Grade 7	22.50
Grade 8	23.00

Nissitissit Middle School	Average Class Size
Grade 5	17.83
Grade 6	19.83
Grade 7	21.00
Grade 8	25.00

Projected Enrollment High School FY 2021

NMRHS	Enrollment 2019	Enrollment 2020	Projected Enrollment 2021
Grade 9	203	173	227
Grade 10	209	213	173
Grade 11	213	213	213
Grade 12	181	213	213
	806	812	826

Other Revenue Sources

FUND:	FY21- Anticipated Use
Athletics Revolving	Athletic transportation & supplies
Preschool Revolving	Teacher & paraprofessional salaries
Tuition Revolving	Teacher & paraprofessional salaries
Building Use and Rental Revolving	Custodial salary & turf lease
FLLAC Lease at SECC & HS	Custodial salary and capital expenses
Circuit Breaker Fund	Special Education tuition costs
School Choice Fund	Active Employee Health Insurance costs
Food Service Revolving	Costs associated with the operation of the food service program
Grant funding - Title I	Title 1 teachers
Grant funding - Title IIA	Professional development
Grant funding - Special Education Allocation grant	Paraprofessional salaries & summer school program

Revolving Accounts

NMRSD has several revolving accounts:

1. FLLAC Rental

1. Pre-School Tuition

1. School Choice

1. Tuition

Other Revenue Sources

Our goal for FY 2021 is to utilize some of the monies available in these revolving accounts to address one-time costs, such as curriculum purchases, technology needs, building needs, etc.

Hopefully, through utilizing these funds, we can get the budget closer to our goal of a 3% increase. We anticipate updates to retiree health insurance (GIC vote on 2/27) and the circuit breaker funding. The Student Opportunity Act includes a 25% reimbursement through circuit breaker claims for special education transportation. These adjustments will also assist in driving the budget down.

Expected Grants or Revolving Funds

- Preschool Revolving – Supports teacher -1.5 FTE
- Building Rental – FLLAC Supports custodial coverage - 1 FTE
- Tuition Revolving - Teacher 1 FTE, Paraprofessional 2 FTE
- Special Education Allocation Grant (Federal) – Supports paraprofessionals - budget 30 FTE and Special Ed summer school programs
- Title I Grant (Federal) TBD – Supports approximately 6 FTE and 1 PT teachers
- Building Use Revolving – Supports custodial OT
- Athletic Revolving & Donation funds – Supports transportation cost, supplies/materials, and supervision, turf lease payment
- Title II A (Federal)– Supports professional development and curriculum work
- Circuit Breaker - Out of District Tuitions
- School Choice - Health Insurance Costs

General Fund - Budget Summary FY 2021



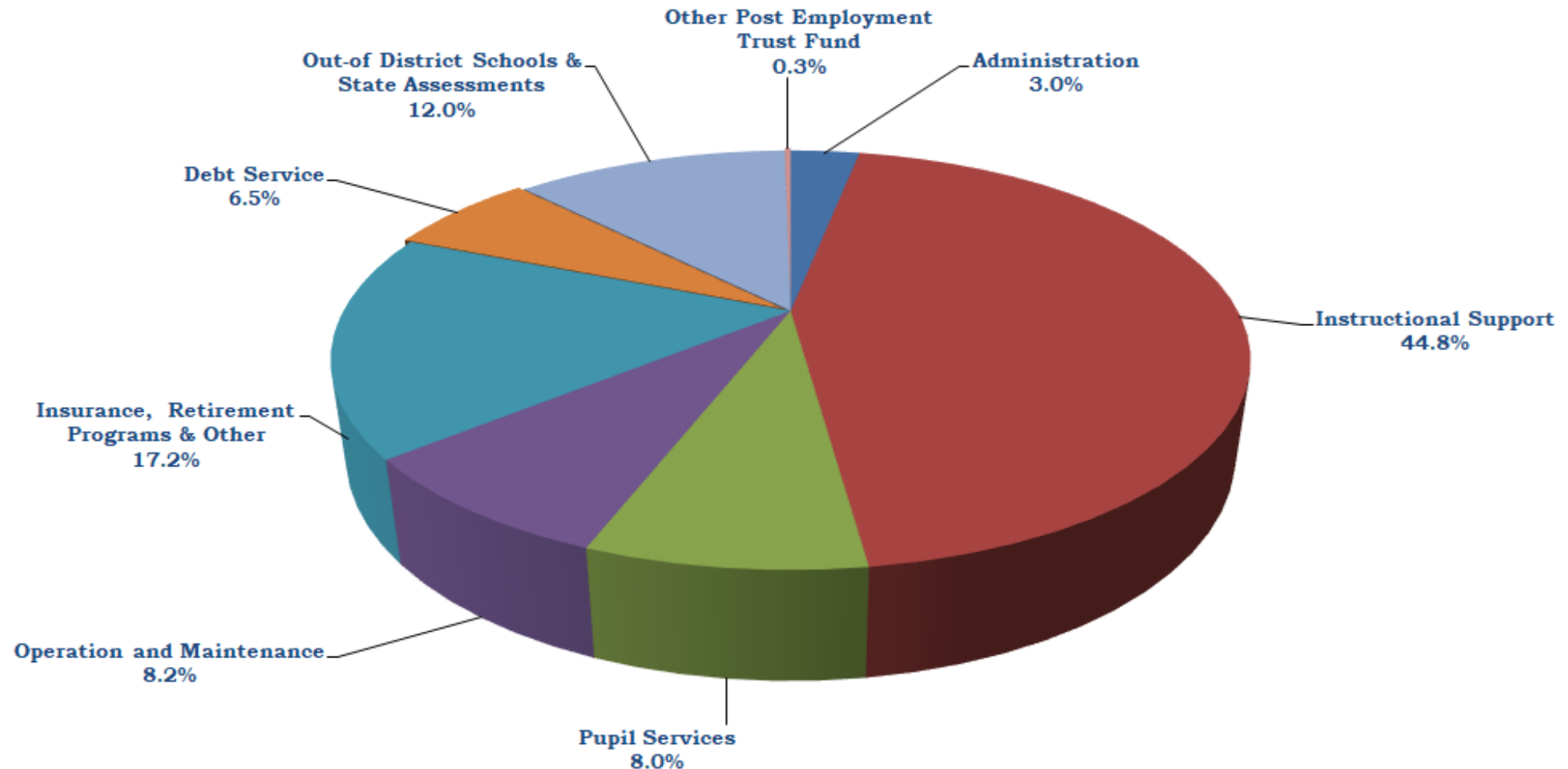
North Middlesex Regional School District

Fiscal Year 2021 Budget - Budget Hearing

2/10/2020

Appropriation Category	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Budget	Increase over FY20 Budget	% increase over FY20	FTE
Administration	\$1,570,116	1,590,131	1,817,207	1,783,459	-\$33,748	-1.86%	16.00
Instructional Support:	\$23,783,590	24,144,528	25,196,245	26,287,846	\$1,091,601	4.33%	376.00
<i>Instructional Leadership</i>	\$2,208,573	2,190,823	2,311,507	2,451,194	\$139,687	6.04%	24.00
<i>Classroom & Specialist Teachers</i>	\$17,126,171	17,694,633	18,413,832	19,016,329	\$602,497	3.27%	245.00
<i>Other Teaching Services</i>	\$3,610,487	3,587,746	3,539,204	3,749,085	\$209,881	5.93%	107.00
<i>Professional Development</i>	\$134,719	16,974	181,300	185,600	\$4,300	2.37%	-
<i>Instructional Materials, Equipment & Technology</i>	\$703,640	654,352	750,402	885,638	\$135,236	18.02%	-
Pupil Services:	\$4,140,071	4,273,317	4,559,208	4,663,770	104,562	2.29%	30.00
<i>Guidance, Counseling & Testing</i>	\$1,272,073	1,290,723	1,332,278	1,406,738	\$74,460	5.59%	19.00
<i>Pupil Services</i>	\$2,867,998	2,982,594	3,226,930	3,257,032	\$30,102	0.93%	11.00
Operations & Maintenance	\$3,916,534	4,449,483	4,491,557	4,781,101	\$289,545	6.45%	33.50
Insurance, Retirement Programs & Other	\$8,437,817	8,799,175	9,761,262	10,109,592	\$348,330	3.57%	4.00
Debt	\$2,368,957	3,374,577	3,291,323	3,840,860	\$549,537	16.70%	-
Out-of District Schools & Assessments	\$6,947,599	7,189,181	7,259,870	7,044,488	-\$215,382	-2.97%	-
Transfer to Other Post Employment Benefits Trust		150,000	150,000	150,000	\$0	0.00%	-
Total General Fund Appropriation	\$51,164,684	\$53,970,392	56,526,672	\$58,661,116	\$2,134,445	3.78%	459.50

FY 2021 Budget by Appropriation Category



Conclusion

While the aforementioned investments represent increases to the FY2020 budget, the FY2021 budget still does not address other needs such as additional FTEs counseling, a more aggressive approach towards strengthening the infrastructure in technology, progress on our capital improvement needs, and other key supports for students and teachers.

Conclusion

The FY2021 spending proposal for NMRSD represents our effort to continue a strong educational agenda in a challenging fiscal environment, continued examination of our priorities and beliefs, and at a time when we are contending with the costs of serving our students and families at a level that NMRSD demands of its public school system.

This plan is focused on our Vision, Mission, and Core Values, along with the long-established priorities and policy drivers of this system:

- Classroom teachers and class size are important.
- Professional learning and program evaluation are critical elements of a successful organization.
- Serving NM students within the NMRSD is best for families and our schools.

Conclusion

- Equity does not mean equal . . . some of our students require more of our teachers and services than others in order to meet rigorous standards.
- Quality early education programming is an integral part of a public school system.
- Technology is an important component of a quality teaching and learning environment.
- An agile central administration is necessary to serve a complex school population.

Most importantly, this FY 2021 proposal is designed to allow us to address key needs in the classroom, in classroom support, in special education, and in technology during the coming year, while continuing to work toward long-term solutions to the financial implications of our growing capital improvement list.

We look forward to the opportunity to provide elected officials, appointed representatives, and the community with further explanation of these important proposals over the coming months.

Thank you for your support!

For more information, please contact
the North Middlesex Regional
School District at:
info@nmrsd.org.

