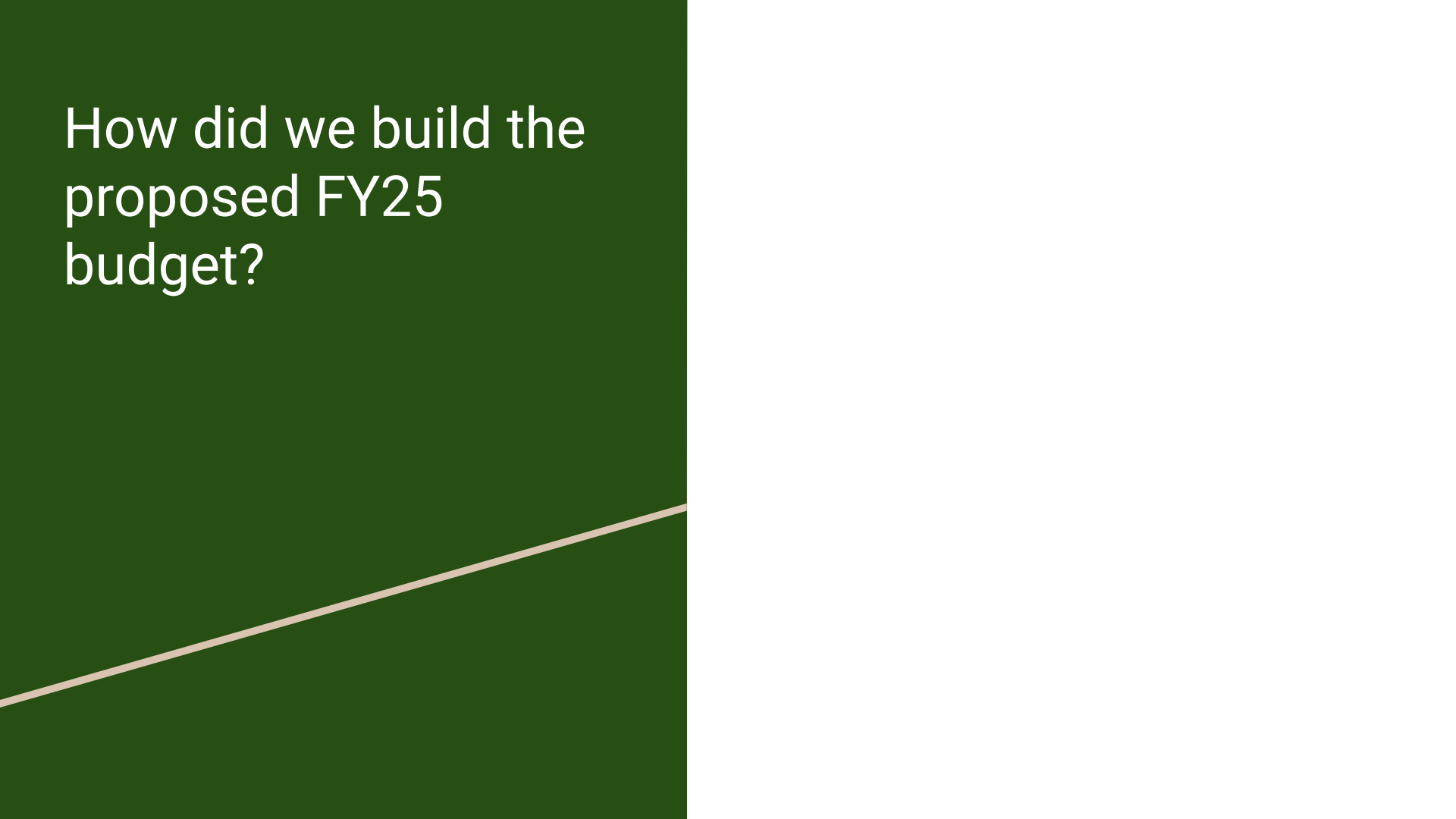


Westwood Public Schools Fiscal Year 2025 Proposed Budget

Westwood School Committee
January 18, 2024

How did we build the
proposed FY25
budget?



How did we build the proposed FY25 budget?

At the October School Committee meeting, we shared that budget priorities will be informed by the following :

- District Goals and Strategic Priorities
 - Approved by the Committee in September
 - Highlighted Priority: Hire a Director of Human Resources
 - Supported by findings from District Equity Audit
- Findings of Superintendent's Entry Plan
 - Presented in November
- Other priorities identified by School Committee

How did we build the proposed FY25 budget?

At the October School Committee meeting, we also shared our annual budget drivers:

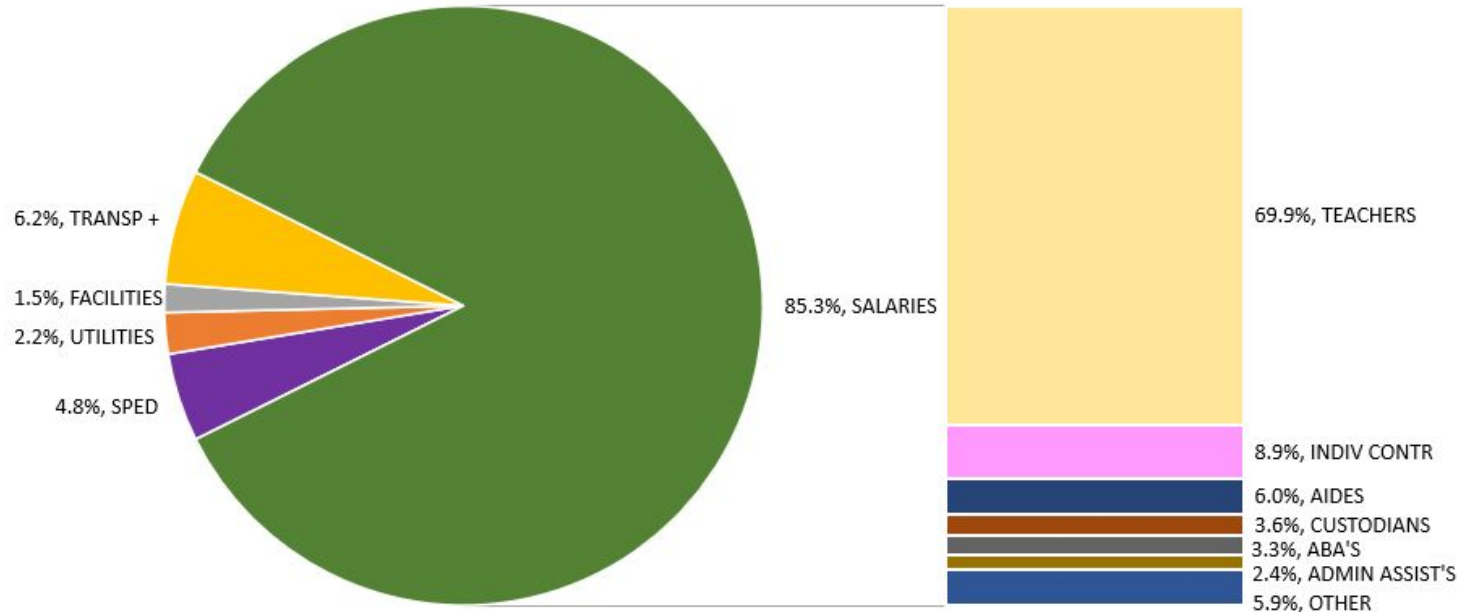
- Meet contractual **salary obligations**
- Meet other **inflation-impacted costs** (e.g., transportation, utilities)
- Maintain reasonable **class sizes**
- Address **special education** needs
- Continue to make progress on the **educational goals** articulated in the WPS *Strategy for District Improvement*

How did we build the proposed FY25 budget?

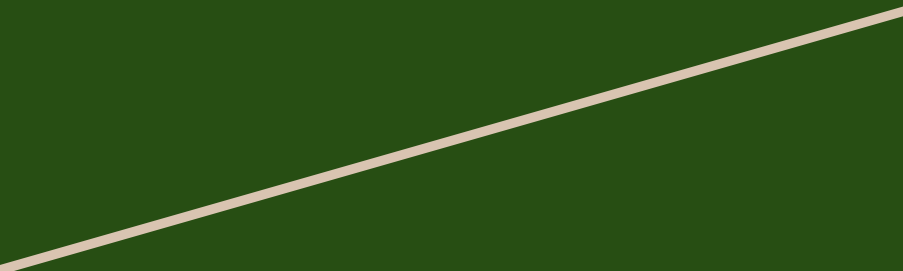
- Entry plan identified significant strengths:
 - High levels of student achievement
 - High quality teaching, administrative, and support staff
 - Robust levels of community support
- Given the existing strengths in the district, the FY25 budget is built upon:
 - Financial resources required to maintain existing educational and personnel infrastructure
 - Strategic additions and reductions aligned with goals and strategic priorities in the WPS Strategy for District Improvement

How did we build the proposed FY25 budget?

- Education is a “people business”, with 85% of budget dedicated to salaries:



Proposed FY25 Budget



Proposed FY25 Budget - Cost Drivers

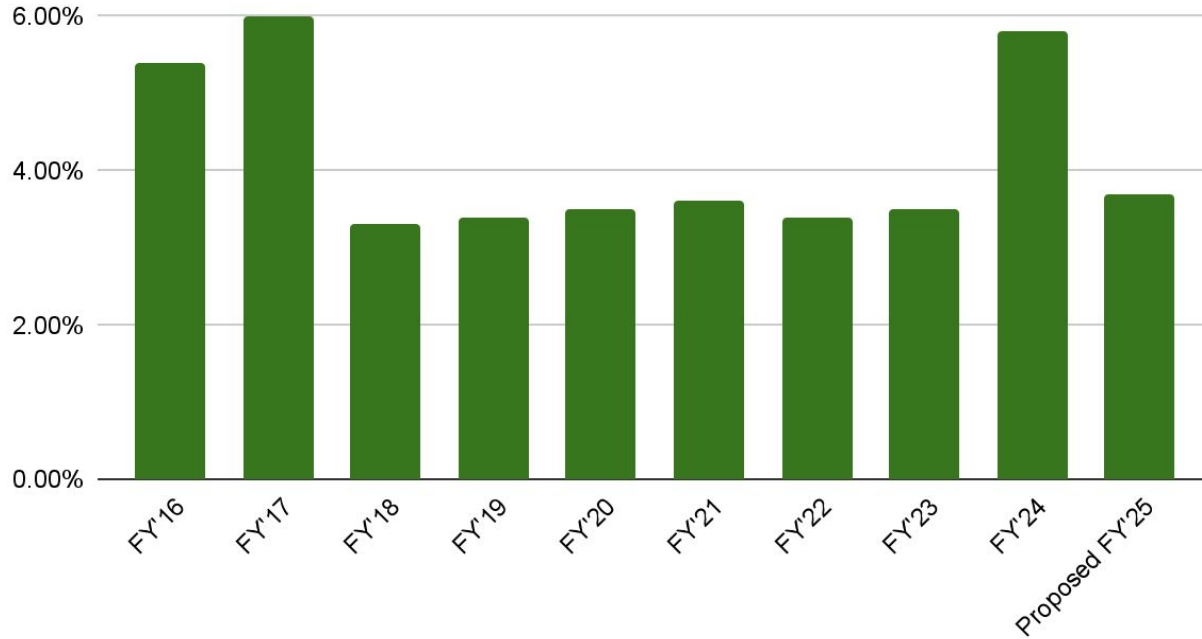
- Biggest cost driver is contractual salary obligations
 - Greater clarity in FY25 as most contracts are settled through the end of FY25
- Cost escalation in other areas:
 - Transportation
 - Special Education
 - Both non-salary (tuition) and salary (non-discretionary service additions)
- The financial impact of a level services budget for FY25 is a 3.77% increase over FY24

FY25 Proposed Budget Request

- This is a 3.69% increase over FY24 - below the level services percentage of 3.77%
 - This increase is more consistent with typical budget growth rates from FY18-FY23
- This budget request allows us to make programmatic changes consistent with our strategic priorities for continuous improvement, while maintaining our fiscal responsibility to the community
- Recommended budget for FY25 is **\$56,763,603.**

FY25 Proposed Budget Request

WPS Operating Budget % Increases



FY25 Proposed Budget Request

FY24 Budget		\$54,743,565
Net increase for salaries for existing personnel		\$1,825,243
Changes with Pine Hill Consolidation	(4.0 FTE)	(\$268,000)
Other Staffing Changes	4.7 FTE	\$351,900
Net increase to various non-salary accounts		\$110,895
Total Change	0.7 FTE	\$2,020,038
FY25 Superintendent's Recommended Budget		\$56,763,603

FY25 Proposed Budget Request - Major Categories

Major Budget Category	Voted FY24 Budget	Proposed FY25 Budget	Incremental Change (\$)	Incremental Change as %
Total Salaries	\$46,497,322	\$48,406,465	\$1,909,143	4.11%
Non-Salary				
Special Education	\$2,625,520	\$2,711,168	\$85,648	3.26%
Utilities	\$1,287,182	\$1,262,182	(\$25,000)	(1.94%)
Facilities	\$864,335	\$864,335	-	-
All other non-salary	\$3,469,206	\$3,519,453	\$50,247	1.45%
TOTAL	\$54,743,565	\$56,763,603	\$2,020,038	3.69%

FY25 Proposed Budget Request - All Funds

Major Budget Category	Voted FY24 Budget	Proposed FY25 Budget	Incremental Change (\$)	Incremental Change as %
Total Salaries	\$48,564,995	\$50,499,222	\$1,934,227	3.98%
Non-Salary				
Special Education	\$3,730,097	\$3,786,279	\$56,182	1.51%
Utilities	\$1,391,182	\$1,344,682	(\$46,500)	(3.34%)
Facilities	\$864,335	\$904,335	\$40,000	4.63%
All other non-salary	\$4,265,621	\$4,214,550	(\$51,071)	(1.20%)
TOTAL	\$58,816,230	\$60,749,068	\$1,932,838	3.29%

Enrollment Considerations



FY25 Proposed Budget - Enrollment Considerations

- No significant change in FY25 enrollment at high school or middle school
- Elementary enrollment has begun to rise since its low point in 2020-2021
 - Increase of 72 students in the last two years
- Challenges with use of census data to predict incoming kindergarten enrollment
 - 2023-2024 school year provided a dramatic break in previous trends

FY25 Proposed Budget - Enrollment Considerations

Kindergarten Enrollment Difference Between Actual and Census Data by Year

	Eligible K Students in Town Census	Enrolled K Students (as of Oct. 1 report)	Difference (Actual to Census)
2019-2020	185	206	21
2020-2021	174	203	29
2021-2022	181	201	20
2022-2023	177	197	20
2023-2024	157	225	68

FY25 Proposed Budget - Enrollment Considerations

- In building 2024-2025 Kindergarten enrollment projections, we proceed conservatively to avoid the need for post-budget staffing additions
 - Assumption that FY25 Kindergarten enrollment is level with FY24
- Number of classroom sections in each building relies on guidelines for elementary class sizes:
 - 18-22 students in Grades K-3
 - 18-24 students in Grades 4-5
- Projected enrollment for FY25 shows no net change from FY24 in the number of elementary classroom sections
 - Shift of one section from Downey to Martha Jones

FY25 Proposed Budget - Enrollment Considerations

FY25 Enrollment and Classroom Sections by School/Grade Level

	Downey	Martha Jones	Pine Hill	Sheehan
Grade K	48 (2.5)	56 (3)	69 (4)	55 (3)
Grade 1	48 (2.5)	56 (3)	69 (4)	55 (3)
Grade 2	50 (3)	39 (2)	72 (4)	43 (2)
Grade 3	48 (3)	43 (2)	87 (4)	47 (3)
Grade 4	47 (2)	58 (3)	77 (4)	53 (3)
Grade 5	43 (2)	35 (2)	65 (3)	45 (2)
TOTAL	284 (15)	287 (15)	439 (23)	298 (16)

Pine Hill Consolidation and Elementary Specials



FY25 Proposed Budget - Pine Hill Consolidation

- A significant factor in developing the FY25 budget were costs savings realized through the consolidation of Hanlon and Deerfield into Pine Hill
- Due to the overall increase in elementary enrollment in the district, anticipated reductions in classroom sections at Pine Hill were not able to be actualized as budget savings
- Cost savings were identified in other areas:
 - Administrative costs
 - Strategic programmatic redesign possible due to consolidation
 - Total reduction of 4.0 FTE and \$268,000 in savings

FY25 Proposed Budget - Pine Hill Consolidation

<i>Changes with Pine Hill Consolidation</i>	
Reduce Pine Hill Assistant Principal (12 month to 10 month)	(\$10,000)
Reduce 0.2 FTE ES Special Education Department Head	(\$10,500)
Reduce 1.0 FTE Administrative Assistant at Pine Hill	(\$67,000)
Reduce 1.0 FTE Building-Based substitute from ES	(\$34,000)
Reduce 1.0 FTE Speech Language Pathologist Assistant	(\$69,000)
Add 1.0 FTE ES Adjustment Counselor at Pine Hill	\$85,000
Reduce 1.0 FTE Psychologist at Pine Hill	(\$98,900)
Reduce 1.0 FTE ES Music Teacher	(\$96,300)
Reduce 0.8 FTE ES Art Teacher	(\$52,300)
Add 1.0 FTE ES Instructional Technology Specialist (ITC)	\$85,000

FY25 Proposed Budget - Pine Hill Consolidation

- Administrative Cost Savings:
 - Reduction of Assistant Principal at Pine Hill from 12 months to 10 months
 - Reduction of 0.2 FTE Special Education Department Head
 - Reduction of 1.0 FTE Administrative Assistant
- Programmatic Consolidation Savings:
 - Reduction of 1.0 FTE Building-Based Substitute at Elementary Schools
 - Reduction of 1.0 FTE Speech Language Pathologist Assistant (SLPA)
- Redesign to Increase Proactive Mental Health and SEL Supports:
 - Reduction of 1.0 FTE Psychologist
 - Addition of 1.0 FTE Adjustment Counselor

FY25 Proposed Budget - Elementary Specials

- Reviewing the structure and variety of offerings for elementary specials has been a strategic priority for the district since 2021
 - Implementation tabled due to ongoing curriculum reviews and budgetary impact
- Digital Literacy/Computer Science (DLCS) review identifies need to expand DLCS offerings in elementary school
 - Final report to be presented in February
 - Current elementary offering is in Grade 3 only
- Continued district commitment to provide high quality instruction in Visual Arts, Performing Arts, Library, and Physical Education

FY25 Proposed Budget - Elementary Specials

Current Elementary Specials (2023-2024)

Grade K	Art	Music	Library	PE	PE
Grade 1	Art	Music	Library	PE	Art/PE
Grade 2	Art	Music	Library	PE	Art
Grade 3	Art	Music	Library	PE	DLCS
Grade 4	Art	Music	Library	PE	Inst Music
Grade 5	Art	Music	Library	PE	Chorus/Drama

FY25 Proposed Budget - Elementary Specials

Proposed Elementary Specials (2024-2025)

Grade K	Art	Music	Library	PE	PE
Grade 1	Art	Music	Library	PE	PE
Grade 2	Art	Music	Library	PE	DLCS
Grade 3	Art	Music	Library	PE	DLCS
Grade 4	Art	Music/ Inst Music	Library	PE	DLCS
Grade 5	Art	Chorus/Drama	Library	PE	DLCS

FY25 Proposed Budget - Elementary Specials

- In the redesign of elementary specials:
 - DLCS is expanded to all students in Grades 2-5 weekly
 - Students in all grades maintain a weekly class in Visual Arts, Performing Arts, Library, and Physical Education
 - Students in Grades K-1 have a Physical Education class twice each week
- Instrumental Music/General Music:
 - In Grade 4, students/families will be provided with a choice of either instrumental music or general music
 - Provides future opportunity to introduce strings program to ES
 - No change in Grade 5 instrumental music structure

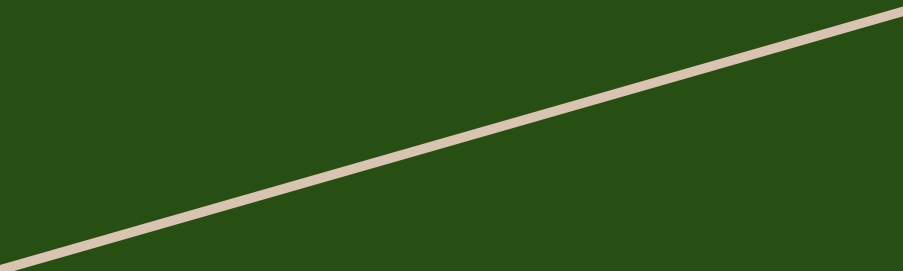
FY25 Proposed Budget - Elementary Specials

- In addition to the programmatic changes to specials, the structural redesign also provide the opportunity to increase common preparation time for elementary classroom teachers
 - Minimum of three times/week for all grades
 - Every day for Grades 4-5
- Internal staff will provide weekly music, physical education, and library instruction for students in Westwood Integrated Preschool

FY25 Proposed Budget - Elementary Specials

- These changes allow us to meet our strategic goals while also realizing a net savings in the FY25 budget
 - Addition of 1.0 FTE Instruction Technology Coach (ITC)
 - Reduction of 1.0 FTE Music Teacher
 - Reduction of 0.8 FTE Art Teacher

Other Staffing Changes



FY25 Proposed Budget - Other Staffing Changes

Reduce 0.5 FTE MS Instructional Technology Specialist (ITC)	(\$62,000)
Establish four (4) MS Technology Facilitator Stipends	\$16,000
Reduce 0.6FTE Technology Support Specialist by reconfiguring two positions	(\$29,500)
Add 1.0 FTE MS Library/Media Specialist	\$85,000
Add 1.0 FTE Human Resources Director	\$125,000
Add 1.0 FTE HS BRIDGE Program Teacher	\$85,000
Add 0.5 FTE MS Speech Language Pathologist	\$42,500
Add 0.3 FTE MS Occupational Therapist	\$25,500
Add 2.0 FTE Special Education Instruction Assistants (IAs)	\$59,600
Add Stipends for SEL Team Leaders	\$4,800

FY25 Proposed Budget - Technology Staffing

- Reduction of 0.5 FTE MS Instructional Technology Coach
- Establish four (4) MS Technology Facilitator Stipends
 - Replacement of stand-alone ITC position for all classrooms in middle school with stipends for technology team leaders at each grade level and in Art
 - Benefit in effectiveness from grade-level peers with knowledge of curriculum
- Reduce 0.6 FTE Technology Support Specialist by reconfiguring two positions
 - Continuation of successful FY24 pilot of centralized technology support

FY25 Proposed Budget - Strategic Additions

- Add 1.0 FTE Human Resources Director
 - Has been a consistent priority of the district
 - Need corroborated by recent equity audit
 - Need is more critical in the post-pandemic work climate
 - Significant increase in staff turnover, particularly among support staff
 - Aligned with district strategic priority to recruit, hire, and develop more diverse staff to better mirror student population
 - Role will include a significant focus on district communications strategy

FY25 Proposed Budget - Strategic Additions

- Add 1.0 FTE MS Library/Media Specialist
 - Restoration of position eliminated in Fiscal Year 2021
 - Critical position to support students' informational literacy development
 - Need identified through recent Library curriculum review

- Add 1.0 FTE HS BRIDGE Program Teacher
 - Allows for creation of a therapeutic "BRIDGE" program at WHS
 - Support at-risk and high-need students to re-engage with school
 - Clinical support and trauma-informed instruction across academic content
 - Investment that could potential decreased special education referrals and future out-of-district placements

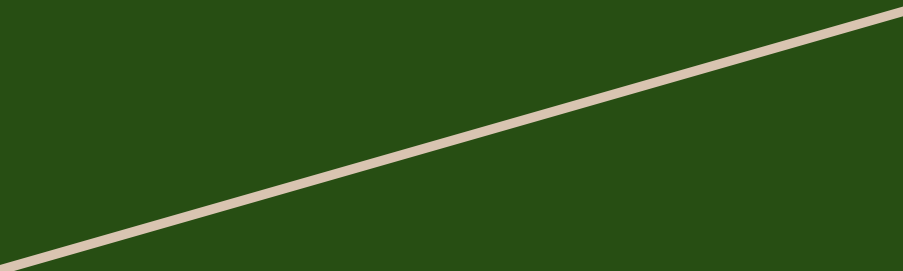
FY25 Proposed Budget - Strategic Additions

- Add 0.5 FTE MS Speech Language Pathologist
- Add 0.3 FTE MS Occupational Therapist
- Add 2.0 FTE Special Education Instruction Assistants (IAs)

These are non-discretionary additions responsive to the requirements of IEPs
Increase at middle school due to large cohort moving from ES to MS

- Add Stipends for SEL Team Leaders
 - District commitment to support students' social-emotional learning
 - Advisory stipends currently exist at MS; expands to SEL Team Leaders in ES

Special Education, Non-Salary Budget Changes, and Revenue Assumptions



FY25 Proposed Budget - Special Education

- The most variable part of any district budget is special education costs
- Westwood has created several district-wide programs that allows us to educate almost all of our students in-district
 - In FY24, less than 1% of students attended out-of-district SPED placements
- Operational Services Division (OSD) has set a 4.69% increase in tuition costs for FY25
 - On top of 14% increase in FY24
 - Prior to FY24, typical increase was 2-3%
- The FY25 budget contains a net decrease in tuition, but an increase in transportation
 - Reduction in residential tuitions; increase in day tuitions

FY25 Proposed Budget - Special Education

Tuition	FY24	FY25	Difference
Residential Tuition	\$539,402	\$145,805	(\$393,597)
Day Tuition	\$1,093,120	\$1,538,058	\$444,938
Collaborative Tuition	\$649,168	\$401,426	(\$247,742)
Tuition Total	\$2,281,690	\$2,085,289	(\$196,401)
Transportation	FY24	FY25	Difference
Out-of-District SPED Transportation	\$461,229	\$596,470	\$135,241
In-District SPED Transportation	\$373,774	\$491,116	\$117,342
Transportation Total	\$835,003	\$1,087,586	\$252,583

FY25 Proposed Budget - Non-Salary Budget Changes

- Increase in Special Education Tuition and Transportation: \$85,648
 - Net impact of tuition, transportation, and Circuit Breaker offset
- Increase in Yellow Bus Transportation: \$42,247
 - Contractual increase for third year of contract with Connolly Bus
- Increase in Professional Development Providers: \$8,000
- Decrease in Electricity due to Solar Revenue: (\$25,000)
 - Increase in offset from solar agreement

FY25 Proposed Budget - Revenue Assumptions

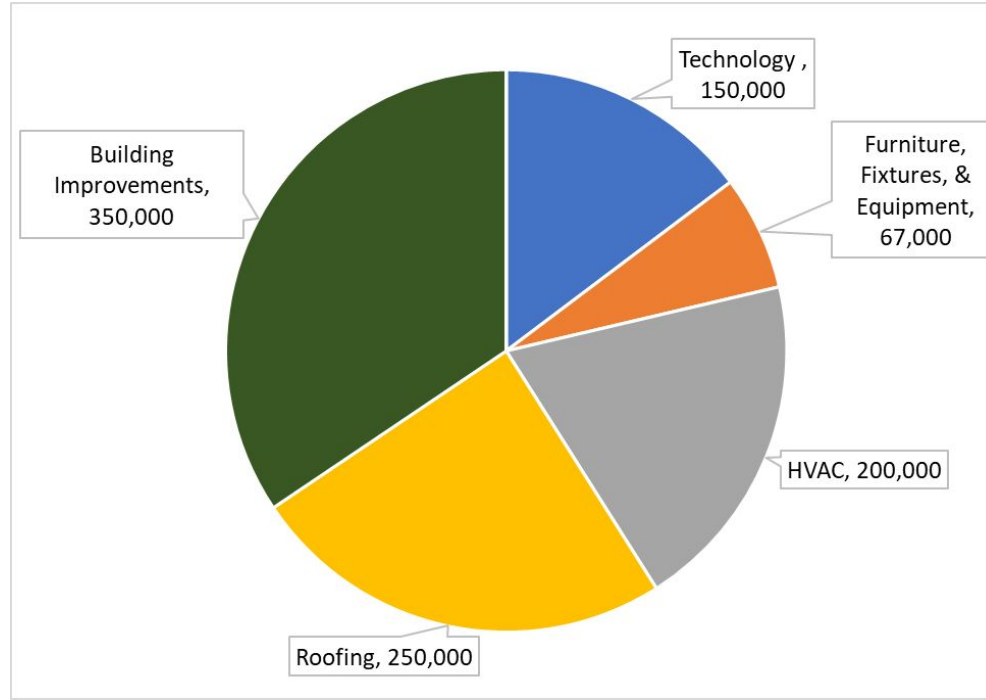
- Circuit Breaker
 - Offset based on previous year's receipts
 - FY25 offset is \$29,466 lower than FY24
- User Fees
 - Proposed 3% increase to Bus Fees, Athletic Fees, and Preschool Tuition
- Solar Revenue
 - Increase of \$25,000 offset based on actuals for power purchasing agreement

Capital Budget



FY25 Capital Budget

- FY25 Capital Budget level-funded at \$1.017M from FY24



FY25 Capital Budget

- Technology:
 - Replacement of Chromebooks for students in Grades 6 and 9
 - New Macbooks for high school teachers
 - 3.5 year refresh cycle for Chromebooks; 5 year cycle for teacher laptops
- Furniture, Fixtures, and Equipment:
 - Regular replacement cycle
 - With opening in Pine Hill, allows for investment in other buildings

FY25 Capital Budget

- Building Improvements/HVAC:
 - District recently conducted a condition assessment of mechanical, fire, and electrical systems
 - Recommended equipment replacement and upgrades (e.g., fire and electrical panels, rooftop HVAC units, chillers)
- Roofing:
 - Infrared roof moisture study conducted last year
 - Prioritization of Sheehan non-sloped roof with available funds in roofing reserve
 - Restoration project needed at WHS to extend life
 - Estimated cost of \$2.5 million requested through TM borrowing article

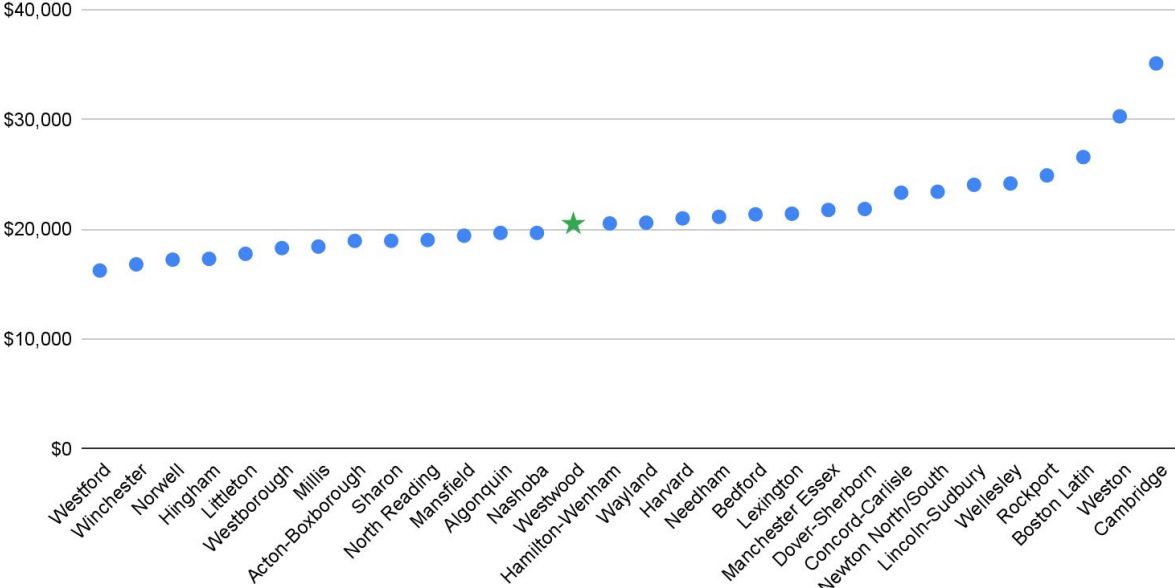
Comparisons and Future Priorities



How does Westwood's Per-Pupil Spending Compare?

Boston Magazine's Top Public High Schools (2023)

FY'21 Per Pupil Spending (most recent data available)



Future Priorities

- Creation of Additional Preschool Classroom
- High School Wellness Teacher
- Elementary Health Teachers
- District Data Analyst
- ELL Teacher
- WHS Science Teacher
- WHS School to Career Counselor

Future priorities will also be informed through the development of the new district vision and strategy, as well as the creation of a new master facilities plan

Next Steps

- School Committee Public Budget Hearing: **February 8, 2024**
- Finance Committee Presentations and Budget Hearings: **TBD**
- Annual Town Meeting: **May 6, 2024**