

Westwood Public Schools FY'22 Proposed Budget

February 4, 2021

Topics

- FY'21 Context
- Operating Budget
 - FY'22 proposal
 - Looking ahead to upcoming budget cycles
- Capital Budget
 - FY'22 proposal
 - Longer term issues related to elementary buildings

What has happened
in FY'21?

WPS COVID Expenses to Date: \$1.9m

Technology \$623K

*Accelerated Chromebook purchases for 6 grades
iPads for students and teachers
Zoom subscription
Apple TVs for wireless projection*

Operations \$320K

*PPE & storage
Social distancing signage
Sanitizing and disinfecting supplies
Air purifiers & filters
COVID-19 testing*

Student Services \$535K

*Early intervention
COVID-19 nurse staffing
Specialized materials for safe instruction*

Other \$400K

*Remote teaching support
Food Service supplies
Online platform for ordering meals
Lunch supervision
Overtime
August graduation ceremony
Etc.*

Reduced Revenue Deficit to Date: \$250K

Busing

- FY'21 Projected negotiated bus savings of \$35K
- Reduced bus fee revenue (\$94K in FY'21 versus \$184K in FY'20)

Food Services

- Sept. - Dec. revenue loss (\$56K in FY'21 versus \$279K in FY'20)
- Despite 53% reduction in staff, net loss of over \$100K to date

Extended Day

- Program closed - no \$100K offset
- No viable reduction in a bus or custodian position

Addressing Unanticipated Budget Impact

Reallocation/Elimination of Staff Positions: ~ \$650K of FY'21 approved budget FTEs

State Funding: \$225/student (~\$675K) provided by MA for COVID-related expenses

CARES/FEMA: Town of WW supported charging \$750K to the CARES Act and/or seeking FEMA reimbursement

Despite over \$2M this year in unanticipated COVID-related expenses/revenue loss related to COVID, WPS is on track to close the FY'21 budget on June 30 without having to take further stabilization measures.

Turning to FY'22

Budget assumptions

- Students have returned to full in-person instruction.
- Federal entitlement grants will be level funded.
- Chapter 70 will be level funded.
- Circuit breaker will be funded at 70%.
- Fee-based offsets will return to FY'20 levels.

Budget requests focus on recovery and stabilization in FY'22 from disruption:

- Academic support and intervention
- Mental health support
- Return to strategic priorities that have had to take a back seat

Recent additions provide a foundation:

The FY'20 and FY'21 budgets included several positions related to strategic priorities that **provide a strong foundation for needs going into FY'22:**

Positions added in FY'20 and FY'21 in support of strategic priorities
.5 FTE Middle School ELA Specialist
1.0 FTE Middle School Guidance Counselor
1.0 FTE High School Guidance Counselor
1.0 FTE PreK-8 Social Emotional Learning Coordinator

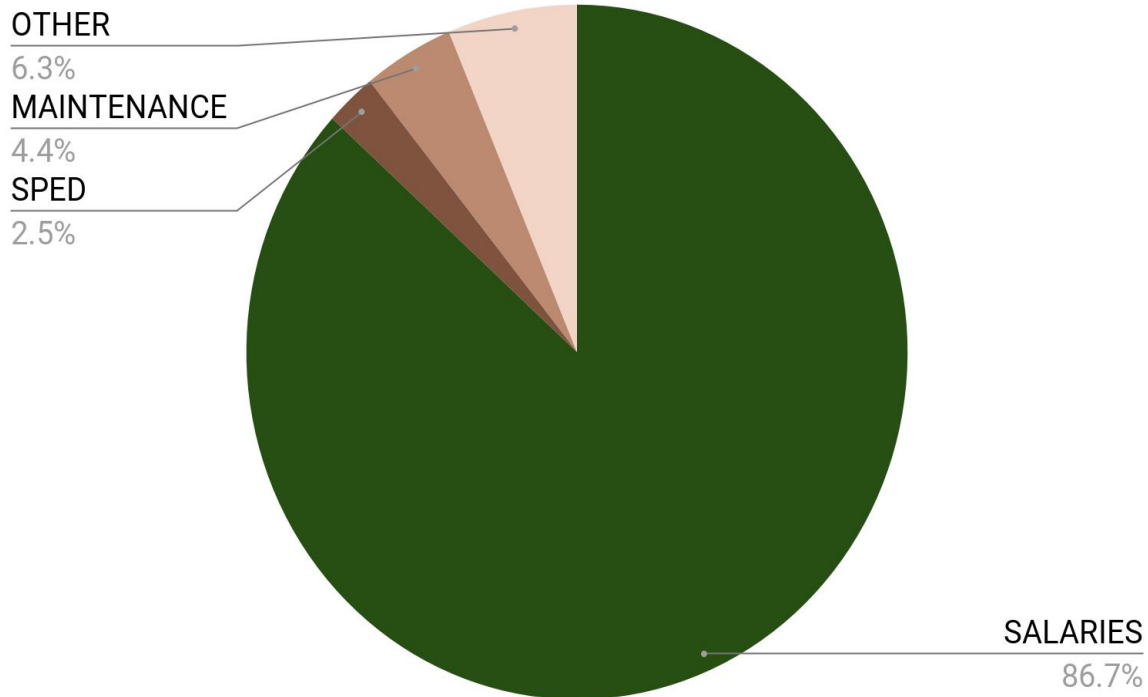
FY'22 Proposed Operating Budget:

FY'21 Final Budget	\$48,347,500
Proposed FY'22 Budget	\$50,003,345
Increase (\$)	\$1,655,845
Increase (%)	3.4%

FY'22 Budget in Context

WPS Operating Budget Increases						
FY'16	FY'17	FY'18	FY'19	FY'20	FY'21	FY'22
5.4%	6.0%	3.3%	3.4%	3.5%	3.6%	3.4%

School budgets are largely about people:



Major Budget Categories

Category	FY'21 Budget	FY'22 Budget	Incremental Change (\$)	Incremental Change (%)
Total salaries	\$42,089,531	\$43,371,359	\$1,282,011	3.0%
Non-Salary				
SPED	\$1,058,367	\$1,242,828	\$199,371	19.1%
Utilities	\$1,207,000	\$1,200,000	(\$7,000)	(0.6%)
Operations & Maint.	\$993,335	\$1,020,335	\$27,000	2.7%
All other	\$2,839,267	\$3,168,823	\$154,463	5.1%
TOTAL	\$48,187,500	\$50,003,345	\$1,655,845	3.4%

Increase driven by:

A \$85K investment in contracted services, addressing short-term student needs

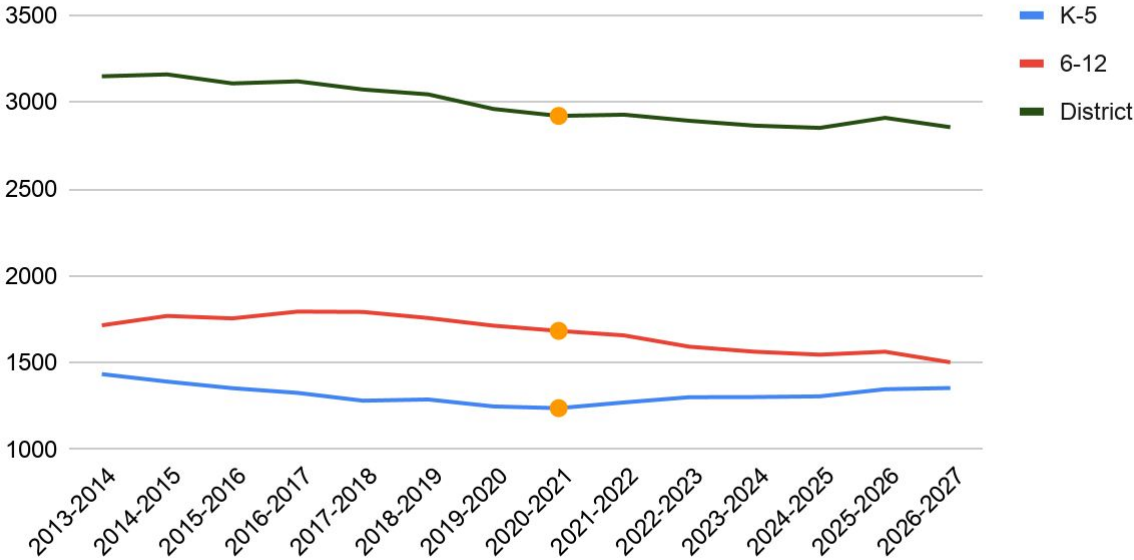
An increase of 3% in SPED tuition and transportation lines due to rates that are determined by the state and contractual increases.

General Education

Enrollment Trends

WPS Elementary and Secondary Enrollment

Historic and Projected

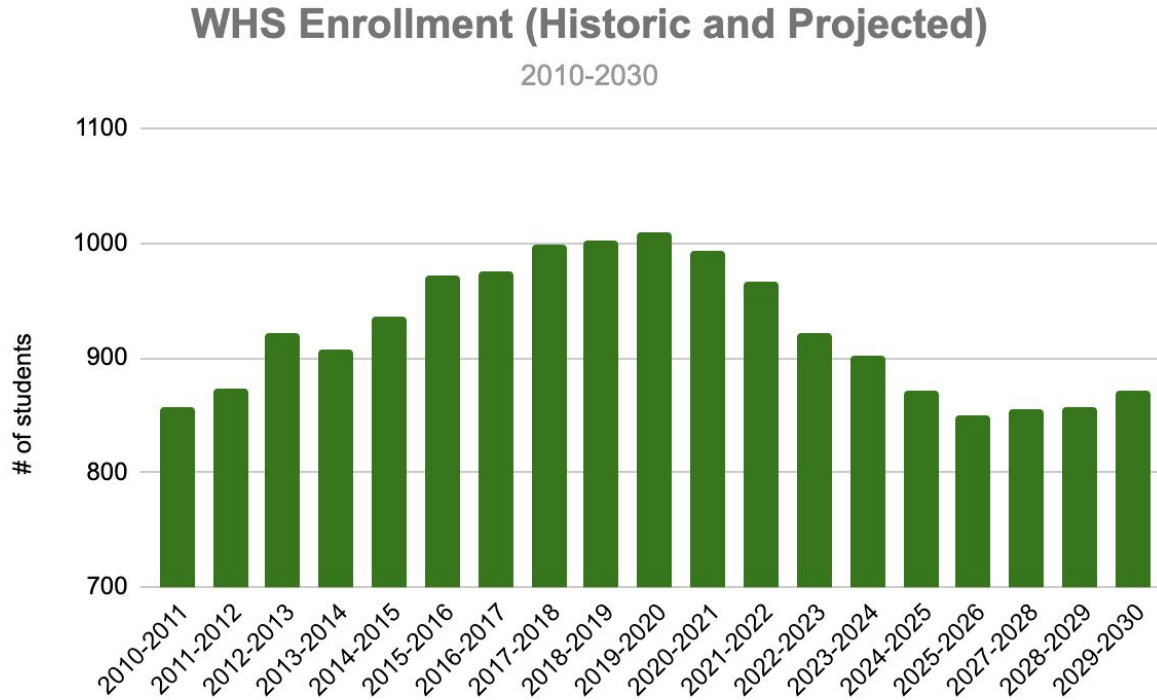


Enrollment by Level

Level	FY'20	FY'21	FY'22 (projected)
Preschool	45	45	45
Elementary	1266	1238	1197*
Middle School	706	683	684
High School	1007	993	980
District Total	3024	3000	2906

*This likely a bit low. It represents what we can “see” right now, but our enrollment projection reports suggests elementary enrollment will increase next year.

HS Enrollment Projected to Decline



FY'22 Proposed Budget

FY'21 Budget		\$48,347,500
Increase salaries for existing personnel (contractual)		\$1,262,011
Faculty/Professional Position Additions	7.9 FTE	\$628,000
Faculty/Professional Position Reductions	(9.0 FTE)	(\$754,500)
Support Staff Positions	4.9 FTE	\$146,000
Net increase to various non-salary accounts		\$373,834
Total Change	3.8 FTE	\$1,655,845
TOTAL FY'22 RECOMMENDED BUDGET		\$50,003,345

Elementary Positions

3.0 FTE Elementary General Education Teachers: \$225,000

- Small elementary schools pose a challenge for hitting class size targets as the addition or reduction of just a few students at a particular school can change the number of class sections required.
- Goal for FY'22 is to keep class sizes within (or lower than) guidelines to facilitate tier 1 intervention

2021-2022 ENROLLMENT PROJECTION

With addition of 3.0 FTE

	Deerfield	Downey	Hanlon	Martha Jones	Sheehan	Buffer
Kindergarten	16, 16	18, 19	16, 16	20, 20	20, 20	2 @ Deerfield
Grade 1	17, 18	22, 22	16, 15	16, 16, 17	15, 15, 16	
Grade 2	13, 12	22, 21	14, 13	16, 16	20, 20	
Grade 3	14, 14	21, 21, 22	15, 14	20, 20	20, 19, 19	
Grade 4	15, 14	16, 16, 17	22, 21	18, 17, 17	22, 23	
Grade 5	16, 15	15, 15, 16	16, 15	16, 16, 17	16, 16, 16	
Total	12	15	12	15	15	69

Note: The above represents a likely scenerio with current projections. However, we would wait to assign FTEs to schools until later as numbers at each school could change. Under this scenario, students in the buffer zone will be assigned to Deerfield

Without addition of 3.0 FTE

	Deerfield	Downey	Hanlon	Martha Jones	Sheehan	Buffer	
Kindergarten	16, 16	18, 19	16, 16	20, 20	20, 20	2 @ Deerfield	
Grade 1	17,18	22, 22	16, 15	16, 16, 17	15, 15, 16		
Grade 2	25	22,21	14, 13	16, 16	20, 20		
Grade 3	14,14	21, 21, 22	15, 14	20, 20	20, 19, 19		
Grade 4	15, 14	16, 16, 17	22, 21	18, 17, 17	22, 23		
Grade 5	16, 15	23, 23	16, 15	16, 16, 17	24, 24		
Total	12	15	12	15	15		69

Note: In above scenario, Downey and Sheehan grade 5 are within guideline. However, given the disruption of the last 2 years, we would prefer to target lower numbers in grade 5.

Elementary Positions

1.2 FTE Elementary Math Specialists: \$95,000

- Allows us to increase math specialist time at all of our larger elementary schools (Downey, MJ, and Sheehan)
- Specialists provide both “push in” support, working within class to support students struggling with current content, and “pull out” interventions for students who have gaps with prerequisite skills

1.9 FTE Elementary General Education IA Support: \$53,800

- Restructuring of kindergarten assistant role to provide additional support for literacy and math intervention
- Increases these positions to full time
- Will work across grade levels as needed

Middle School Positions

1.0 FTE MS Math Specialist/Interventionist: \$75,000

- Working under direction of math department head, the interventionist will help support students whose skill gaps interfere with their efforts to master grade level content.

0.4 FTE Middle School Department Heads: \$48,000

- Increase 2 department heads from 0.8 FTE to 1.0 FTE
- Expanded role to develop and implement a more robust intervention and support model
- Train staff, schedule assessments, analyze results, identify students for programming, and track student progress

Middle School Positions

1.0 FTE Middle School Special Education: \$75,000

- Increase capacity of the TLC Program (social/emotional program, MS counterpart to STAR and FLEX).
- Will bring middle school program in line with other levels
- Program is anticipated to start 2021-2022 with 15 students and anticipates referrals during the year
- Important program for supporting students in-district

High School Positions

2.0 FTE High School Academic Support: \$52,700

- One position will oversee the Academic Support Class (ASC)
- Has historically been staffed piecemeal as part of teacher supervisory structure
- Dedicated supervisor will:
 - Provide continuity in student and family support, access, and communication - which has been a shortfall previously
 - Result in more teacher time available for substantive content-specific assistance, such as expanded Math Seminar and Writing Lab supports
- One position will serve as the METCO academic advisor, paralleling the model at the middle school.
- With an individual dedicated to working with students, the METCO Director will be better able to serve on the district's Administrative Council, guide the district's diversity, equity, and integration work, and support the potential expansion of METCO to the elementary grades.
- Approximately half of the position can be funded by an increase in Westwood's METCO grant.

Student Services Positions

0.3 FTE Psychologist (Hanlon): \$35,000

- Will bring the Hanlon Psychologist to full-time
- Ensure presence of full time highly-qualified mental health staff in all of our schools
- Shared testing resource to *all five* elementary buildings

1.0 FTE Psychologist (District): \$75,000

- This position will be utilized to provide evaluation and testing support across the district, reducing the testing load of our school-based psychologists.
- School-based psychologists will focus on in-school counseling, whole class social emotional support, and faculty and community outreach.
- This position is intended to be short-term (1-2 years) as we transition out of the pandemic.

Operations Position

1.0 FTE Custodian: \$40,000

- Identified need for additional staffing at Thurston Middle School (.5 FTE)
- Remaining .5 FTE will be used to cover custodial absences and leaves at other buildings, reducing the need for overtime staffing
- Cleaning will continue to be a high priority as students return to school in person

Non-Salary Changes

Increase in project-based learning: \$10,000

- Plans for the return of J-Term with decreased reliance on grant funding.

Software subscriptions: \$25,000

- Investment in online platforms to make it easy to quickly assess student progress and plan for intervention
- Accounts for price increases in current online subscription-based services (e.g., iXL, Newsela)

Increase summer academic support programs: \$4,500

- Proactive summer programming for identified cohort of rising 9th graders

Non-Salary Changes

Increase in Regular Transportation: \$25,400

- Contractual increases (5th year of a 5 year contract)
- Have rebalanced transportation budget to adjust for offsets from other funding sources, such as kindergarten tuition, that are no longer available.

Increase in Operations PPE and Sanitizing Supplies: \$50,000

- Assumes the need for continued use of PPE, electrostatic disinfection, and regular HVAC filter replacement.
- We have budgeted modestly for this need.
- Rather than increase operating budget more significantly, bigger, unanticipated needs will need to be covered by future state or federal funding or other mitigation measures.

Special Education

Special Education

- In FY'21, 18.7% of WPS students receive some type of special education services.
- Less than 1% of WPS students are educated in out-of-district placements.
 - Reflects our value of educating students to the extent possible in their community.
 - Relies on strong in-district special education programming.
 - The cost of tuitions (and related transportation) continues to rise.
 - Keeping students in-district often also requires providing in-district Extended School Year programs in the summer.

Special Education Spending Includes:

- **Town funds**
 - Money appropriated to the school budget through the Town Meeting process
 - This represents the bulk of how special education is funded
- **Federal IDEA Grant**
 - Amount of grant varies from year to year and has to be estimated during the budget process
- **Circuit Breaker Offset**
 - State funding that provide partial reimbursement of very high cost special education placements
 - Involves a claiming process
 - Paid in arrears -- in a given fiscal year, the district must be able to cover tuition expenses, but can apply circuit break funding in subsequent years as an offset to the budget

Student Services Focus

- Maintaining current programming and service levels
- Meeting our legal and regulatory responsibilities
- Increasing mental health supports during the period of recovery from COVID impacts

Non-Salary Changes in Special Education

Increase in contracted services: \$85,000

- Contracted services are used for:
 - highly specialized services and consultation required on students' IEPs.
 - staffing flexibility for short-term needs, enabling district to ramp up and staff down efficiently
- We anticipate an increased need for these services as part of COVID recovery and stabilization
- This line item has historically been underfunded, based on a multi-year look back.
 - We propose a four-year structured adjustment to this line item, similar to the approach used to eliminate the kindergarten tuition offset.

Non-Salary Changes in Special Education

- Planning for a 3% escalation for tuitions and budgeting for anticipated placements.
- Budget builds known increases in transportation related to transportation contracts.

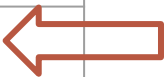
Looking Beyond FY'22

What priorities do we anticipate in upcoming budget cycles?

- Increase in English Language Learner (ELL) staffing
- Hire a Director of Safety and Security
- Expand Westwood's METCO program to the elementary level
 - 31 of 33 METCO member districts begin programming in kindergarten
- Create an additional preschool classroom

FY'22 Capital Budget

Description	FY'17	FY'18	FY'19	FY'20	FY'21	Proposed FY'22
Technology	\$225,000	\$225,000	\$225,000	\$150,000	\$130,000	\$130,000
FF&E	\$129,500	\$129,500	\$129,500	\$111,797	\$111,797	\$100,000
HVAC	\$96,000	\$96,000	\$96,000	\$192,400	\$192,400	\$217,000
Roofing	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000
Repair/Maint.	\$275,000	\$321,950	\$256,500	\$402,803	\$402,803	\$400,000
Copiers	\$60,000	\$60,000	\$60,000	\$60,000	\$20,000	\$20,000
Vehicles	\$0	\$34,550	\$0	\$0	\$60,000	\$50,000
TOTAL	\$885,050	\$867,000	\$867,000	\$1,017,000	\$1,017,000	\$1,017,000



FY'22 key projects:

These are examples of capital projects that will be prioritized this summer:

- High school 2nd floor and Pre-school floor replacement
- High school HVAC glycol project, to protect system and chiller
- Scheduled HVAC duct cleaning at Martha Jones and Downey
- Middle school floor repairs to elevator loading area
- Security projects that cannot be completed during school vacation weeks
- Maintenance shed project with Recreation department
- AC installations, as recommended by Student Services
- Select bathroom restorations, paving projects, gutter repair, carpet and hallway ceiling tile replacements

Total Cost: \$500-600 K

Capital projects that will be deferred:

These projects will be deferred unless other projects come in under budget:

- Districtwide paving
- Downey basketball courts
- Sheehan basketball court
- Districtwide AC installations
- Martha Jones roof repairs*

Total Cost: \$400K

*We are updating our assessment of the roof condition at Martha Jones and Sheehan and are ready to proceed if urgent repairs are needed.

FY'22 technology and vehicles:

In technology, we are making the following investments in FY'22 through a combination of funds in Tech Capital and the Operating Budget:

Item	Units	Cost per Unit	Total Cost
Scheduled replacement of Chromebooks for Grades 6 & 9	450	\$271	\$121,950
Secondary firewall, for protection & to allow students to remotely access course-specific resources in engineering, graphic design, and video production	1	\$32,700	\$32,700

We also propose replacing a 2006 Ford E350 van that is used by the Maintenance department.

Long-term Capital Considerations

Hanlon-Deerfield Project Timeline

2015	Master Plan and Capital Needs Study
Spring 2017	WPS applied to MSBA
December 2017	WPS accepted into MSBA program for Hanlon
Spring 2018	Town vote approving funding for Feasibility Study with MSBA
July 2018	School Building Committee (SBC) formed
December 2018	Eligibility Phase - WPS worked with MSBA to use this partial reimbursement opportunity to solve for 2 schools instead of 1.

February 2019	MSBA votes WPS into Feasibility Phase
Spring/Summer 2019	Design Team formed
Fall, 2019 to the present	Feasibility Study, Decision about scope of project, and Schematic Design
Spring 2021	Town Vote for Bridge Funding
Fall 2021	Town Vote for Full Project Funding
July 2022	Construction Starts
February 2024	Occupancy

Elementary Buildings: Hanlon / Deerfield

The Hanlon-Deerfield School project could significantly change our elementary building portfolio and therefore our maintenance plan. If a new school is funded:

Projects that will proceed on schedule:	Projects that may not need to be funded:
<ul style="list-style-type: none">- Door crash bar replacements (Deerfield)- Plumbing and bathroom repairs (both)- Siding replacement in limited areas (Hanlon)- Security upgrades (both)	<ul style="list-style-type: none">- Floor replacements (Deerfield)- Plumbing replacement (Hanlon)- Roof replacement (Hanlon)- Ceiling tile replacements (both)- Other aesthetic improvements (both)

Sheehan Project - Potential Timeline

February 2020	SC allocated \$30K for high level design study of “remainder school”
Beginning Spring 2021	Review design study results and project options, engage community, determine project to move forward (e.g. renovation, new build, etc.)
Spring 2023	Town vote for design funding through bidding
Fall 2024	Town vote for full project funding
September 2026	Occupancy

Elementary Buildings: Sheehan

We have previously commissioned a study that says that a comprehensive base repair of Sheehan would cost \$29M.

Until a base repair, renovation, or new building can be completed at Sheehan, funding will be required for priority maintenance projects, for example:

- Installation of 21 new univents for efficient and consistent heat: \$252K
- Roof replacement of sections 20+ years in age: \$416K
- Replacement of 10 large windows: \$39K
- Stairs treads and floor repairs: \$20K
- Installation of 4-7 AC units, with potential electric panel upgrade: \$60-115K
- Security improvements: \$25K
- Lighting: \$100-360K

Approximately \$1.8M would ensure safe and comfortable use for a period of 5-7 years pending the permanent solution.

Elementary Buildings: Sheehan

Certain renovations may trigger a requirement to complete the comprehensive base repair (\$29M).

With a building valuation of \$20M and square footage of 50,000:

- If a project totals 30% of the assessed value, or \$6M = ADA compliance, sprinkler installation, wiring upgrades, etc.
- If project totals over 7,500 s.f. or 33% of value (\$6.5M) = ADA compliance, sprinkler system
- If a project totals over \$500,000 = ADA advanced (i.e., elevator installation, grab rails, etc)
- If a project totals over \$100,000 = some ADA compliance (i.e., front doorway accessible and a couple of accessible bathrooms)

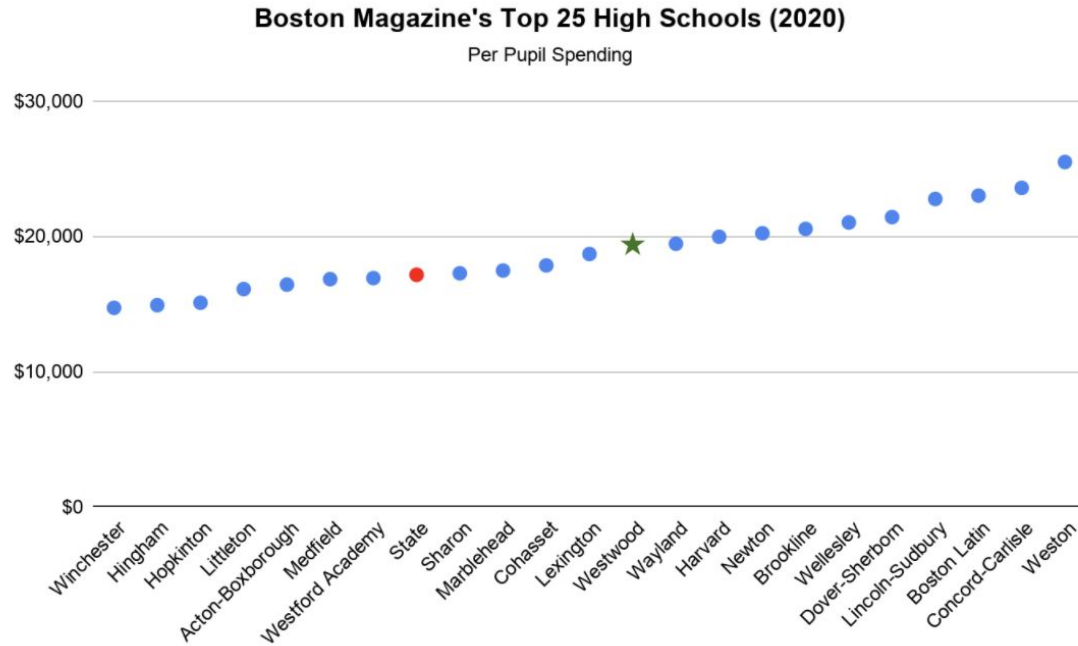
Budget & Educational Landscape

How does Westwood's budget landscape compare?

Westwood Schools is weathering the pandemic thanks to careful budgeting by the Town, support with areas of declining revenue, and the use of CARES and FEMA funding to support the schools with technology and PPE expenses.

- Staffing cuts were limited to sustainable levels
- There was no request to voters to supplement the operating budget in FY'21 from Town funds

How does Westwood's per pupil spending compare?



Next steps:

- Presentation to Fin Com - Feb. 9th
- Meeting with Finance and Warrant Commission (FinCom) Education Subcommittee - Week of Feb. 11th
- School Committee Budget Hearing - Feb. 11th
- Fin Com budget hearings - throughout March
- Annual Town Meeting - May 3rd