


Better Together For Children



ELMER THIENS - MARY HALL SCHOOL

Superintendent's Proposed FY24 Operating and Capital Budgets

Presented to the Marlborough Board of Education, January 26, 2023

Proposed Budget Supports MES Mission, Vision & Goals

This budget contains the necessary investments in staffing, curriculum, instruction, professional development and operations as outlined in the **MES Strategic Continuous Improvement Plan (SCIP)** to meet learners where they are and lead them to gains in the acquisition of fundamental knowledge and skills in a safe and happy school.

MES Vision: To inspire wonder, awe, and curiosity and to motivate young minds to embrace learning

MES Mission Statement: In a partnership of family, school, and community, our mission is to educate, challenge and inspire each individual to excel and become a contributing member of society.

MES On The Rise : *School of Distinction* *Strong Return on Investment*

Per Pupil Expenditure

Andover.....	\$22,574
Hebron.....	\$20,395
State Average	\$20,022
Marlborough.....	\$19,617

Accountability Index

Marlborough.....	81.4
Hebron.....	73.6
State Average.....	69.7
Andover.....	68.6

Based upon data from 2021-2022

Budget Development: Guiding Principles

- Maintain commitment to class size guidelines
- Maintain support for programs that show demonstrable results
- Support programs and services that are part of the branding of Marlborough Elementary School
- Consider new programs after study and stakeholder input
- Benchmark with comparable high-performing schools to help guide decisions
- Be fiscally responsible and collaborate with the Boards of Finance and Selectmen in the budget process
- Seek alternate funding sources through grants and/or revenue
- Seek opportunities for shared services with the Town and Region 8

Budget Development: Action Steps

- Determine staffing needs per projected enrollment, class size guidelines, and learner needs
- Determine special education requirements per IEPs, including out-of-district placement(s)
- Review and prioritize initiatives, mandates, and incorporate contractual obligations, e.g. salary, benefits, services
- Analyze line items based on historical expenditures and projected needs
- Analyze facility needs
- Consult with town officials regarding fiscal conditions and resources

FY24 Budget Facts

- Special education out-of-district placement(s) is anticipated to be 1 (same as FY 23)
- Instructional supplies remain budgeted at the current level (\$300/teacher)
- We continue to leverage grant and revenue sources to support technology, furniture, and equipment
- We are members of the Region 8 Medical Insurance Consortium which helps to manage health benefits renewal costs (3% increase currently projected)
- MECCA rental fees will increase 1.5% per contract and this revenue supports building maintenance and improvements
- There are financial increases in contractual obligations in salaries, utilities (electricity), transportation, heating oil, diesel fuel and gasoline

FY24 Budget Facts

- Staffing is based upon enrollment/class size guidelines and in consideration of student needs
 - Student enrollment is projected to be similar to FY23 (450 PreK-6)
 - 24 K-6 class sections are projected (same as in FY23)
 - Kindergarten enrollment is projected to be 61 students (4 class sections proposed)
 - We anticipate six (6) students enrolled at magnet schools for which the district is required to pay tuition (approximately \$5535 per student)
- We are maintaining current staffing levels in mental health and behavioral supports
- We are not anticipating any teacher retirements for next year

Enrollment Projections

Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	K-6	PK-6
2017	49		2022-23	24	58	73	55	67	57	55	66	431	455
2018	49		2023-24	24	61	58	73	55	67	57	55	426	450
2019	49		2024-25	24	61	61	58	73	55	67	57	432	456
2020	70		2025-26	24	89	61	61	58	73	55	67	464	488
2021	59		2026-27	24	74	89	61	61	58	73	55	471	495
2022	54	(est.)	2027-28	24	69	74	89	61	61	58	73	485	509
2023	55	(est.)	2028-29	24	71	69	74	89	61	61	58	483	507
2024	57	(est.)	2029-30	24	73	71	69	74	89	61	61	498	522
2025	58	(est.)	2030-31	24	75	73	71	69	74	89	61	512	536
2026	56	(est.)	2031-32	24	72	75	73	71	69	74	89	523	547
2027	55	(est.)	2032-33	24	72	72	75	73	71	69	83	515	539

Note: NESDEC enrollment projections used for Pre-K and incoming K; current actual K-5 enrollment rolled forward for grades 1-6.

K-6 Class Size

2022-23 & Projected 2023-24

Grade	2022-23 Enrollment	2022-23 # Sections	2022-23 Class Size	2023-24 Projected Enrollment	2023-24 Projected # Sections	2023-24 Projected Class Size	Diff.
K	58	4* Budgeted	19.3*	61	4	15.3	-
1	73	4	18.3	58	4	14.5	-
2	55	3	18.3	73	4	18.3	+1
3	67	4	16.8	55	3	18.3	-1
4	57	3	19	67	3	22.3	-
5	55	3	18.3	57	3	19	-
6	66	3	22	55	3	18.3	-
TOTAL	431	24	18.9	426	24	18	-

* Kindergarten operated with 3 class sections in 2022-23 with additional paraprofessional support

Class Size Guidelines

Grades K-1 15-18 students; Grades 2-4 18-23 students; Grades 5-6 20-25 students

Notable Budget Driver: Addition of Necessary Staffing

- Addition of two (2) necessary full-time positions for **Operations** (Facilities/Technology/Security/Transportation) and for **Security** (SRO)
 - Account for 2% of the overall 4.96% operating budget increase
 - Without these necessary additions, the budget would have been closer to a 3% increase, on par with recent annual budgets, largely driven by salaries, benefits, and contractual obligations
 - While offsets to these additions and other budget reductions were leveraged as much as possible, there were no large “budget softeners” such as retirements, reduction in enrollment/class sections, or reduction in special education costs/placements

Operations Position

- **Combination of Director of Facilities and Director of Technology into one full-time, 12-month position to oversee Facilities & Maintenance, Security Systems, Technology, and Transportation**
 - Develops a long-term **Capital Plan** and prioritizes projects based upon input from **Architectural Study**
 - Prepares the annual school Capital Improvement Plan and oversees all approved projects to maintain and upgrade the facility
 - Leverages federal and state grant and reimbursement opportunities, including those related to energy efficiency.
 - Supervises and coordinates repairs, renovations, and preventive maintenance of the building and its utility systems
 - Ensures that all **security systems** are in place, properly maintained, and operating
 - Leads all **IT functions**; infrastructure, security, instructional and operational hardware & software
 - Coordinates **transportation** functions

School Resource Officer (SRO)

- A proactive and preventative deterrent to potential acts of criminal behavior and a direct liaison to law enforcement and emergency personnel
- An active-duty Constable assigned by the Town of Marlborough to MES full-time during the school year to support a safe and positive school environment
- A role-model and resource for students and an asset for instruction on topics deemed pertinent and appropriate by the school administration

Per agreement with the Town of Marlborough, BOE responsible for 90% of the cost (as a Purchased Service); Town: 10%

Proposed Budget: Summary

	Approved FY 23	Proposed FY 24	Difference
Operating	\$8,046,932	\$8,446,429	(+) \$399,497 4.96%
Capital	\$424,600	\$85,000	(-) \$339,600
TOTAL	\$8,471,532	\$8,531,429	(+) \$59,897

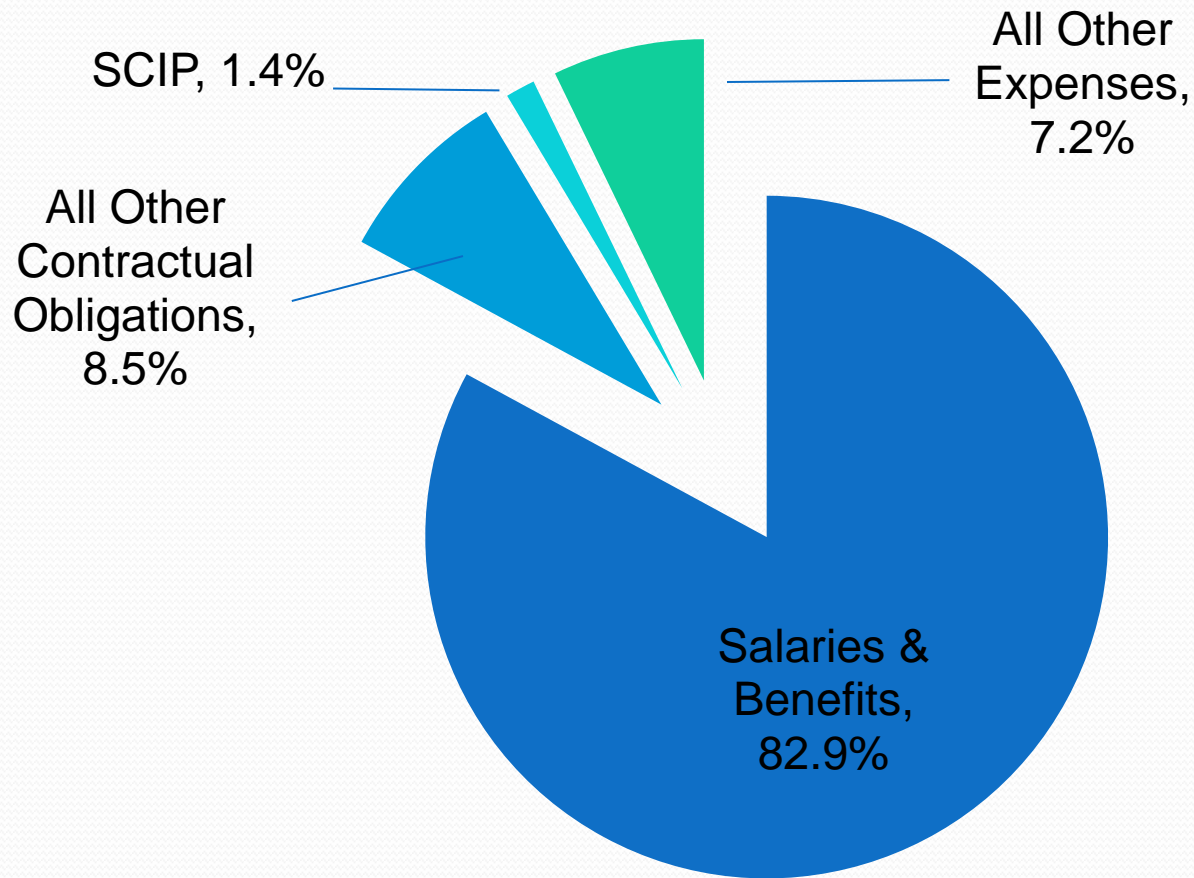
Net Increase Over FY23 Funding	0.71%
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Proposed Capital Request: Summary

Key Facilities and Reserves in Good Shape; Architectural Study Needed for Future Planning

PROJECT	COST
Repointing / Waterproofing Brick Exterior	\$30,000
Replace Five (5) Additional Doors/Frames	\$30,000
Architectural Study of Facility	\$25,000
Total Capital Request	\$85,000 (\$339,600 <u>less than</u> FY23)

FY24 Proposed Operating Budget: 91.4% of Budget is Salaries, Benefits, and Contractual Obligations



Strategic Focus Areas & Investments

- Retain and recruit highly qualified and caring staff and provide relevant and high-quality professional development
- Implement a Literacy Program which is aligned to the Science of Reading- including explicit and systematic foundational instruction in K-3
- Continue to implement the Math Program with fidelity (Growth in Math performance was the key to *School of Distinction* status)
- Support a robust Essential Arts and After-School Club program, providing students with a well-rounded learning experience
- Utilize our new student assessment database to inform instruction and monitor student progress towards grade level learning outcomes
- Maintain up-to-date technology tools to enhance instruction

Strategic Focus Areas & Investments

- Provide critical student supports: School Psychologists/BCBA, AHM Social Worker, Speech & Language Pathologist, Occupational and Physical Therapy Services, and Paraeducators
- Support the social and emotional wellbeing of students
- Continue improved early intervention:
 - Pre-K for 4 -year-olds five days/week (vs. 4 days)
 - In-house ABA (Applied Behavioral Analysis program) with a full-time School Psychologist/BCBA and support staff

Students with Special Needs Are Well-Supported

- Our current staffing and program for early intervention in Pre-K and school-wide allows us to keep children in the least restrictive environment (LRE) in their home school as much as possible
 - We have seen a rise in the number and intensity of needs in children entering to Pre-K as well as children moving into the district at other grade levels
 - We *may* need additional certified and non-certified staff in the future to meet students' needs
 - Such additional investments are not built into the FY24 budget as we can support children's needs as we forecast to next year with what we know at this time.

FY 24 Budget Proposal

	Adopted Budget 2022-23	Proposed Budget 2023-24	% Change
111 PERSONNEL - CERTIFIED STAFF Contractual salaries for administrators, teachers and other support activities	\$4,304,142	\$4,451,358	3.42%
112 PERSONNEL - NON-CERTIFIED STAFF Salaries for office and operations support, paraeducators, nurse, custodians, occupational therapy	\$1,406,197	\$1,420,704	1.03%
200 EMPLOYEE BENEFITS Group health insurances, social security, pensions, workers comp, unemployment	\$1,081,363	\$1,131,264	4.61%
300 PURCHASED PROFESSIONAL SERVICES AHM Social Worker, SRO, Physical Therapy services, legal and audit fees, consultants	\$105,921	\$246,867	133.07%
400 PURCHASED PROPERTY SERVICE Electricity, sewer fees, contracts for facility maintenance	\$313,021	\$318,855	1.86%

FY 24 Budget Proposal

	Adopted Budget 2022-23	Proposed Budget 2023-24	% Change
500 OTHER PURCHASED SERVICES Bus contract, liability insurance, magnet school tuition, phone/email, postage	\$546,837	\$572,235	4.64%
600 SUPPLIES AND MATERIALS Curriculum/custodial/office supplies, textbooks, heating oil, diesel/gasoline	\$275,606	\$288,327	4.62%
700 CAPITAL OUTLAY New or replacement furniture/equipment	\$0	\$0	0.00%
800 OTHER OBJECTS Membership fees, meetings/conferences	\$13,845	\$16,820	21.49%

Grants Which Support District Needs

FUNDING SOURCE	AMOUNT	EXAMPLES OF USE
Title I	\$18,929	Portion of a Curriculum Specialist's salary
Title II	\$7,718	Purchased Professional and Technical Services (professional development and training and substitutes)
Title IV	\$10,000	Curriculum Materials & After School Clubs
IDEA Section 611	\$107,139	0.2 FTE of two (2) teachers (0.4FTE total) & FM/DM units
IDEA Section 619 (Pre-K)	\$4,754	Salary off-sets & Supplies/technology/assessment
REAP	\$45,000	Instructional Hardware & Software

Other Funding/Revenue Sources

FUNDING SOURCE	AMOUNT (Estimated)	EXAMPLES OF USE
MECCA Rental Income	(\$48,000)	Air conditioning units, technology infrastructure, building maintenance and improvements
Medicaid reimbursement	(\$9,000)	Supplemental curriculum resources
State Special Education Excess Cost Grant (estimated)	(\$88,000)	Reimbursement for expenses in excess of 4.5x Per Pupil Expenditure

Shared Services And Cost Saving Measures

- Member of R8 Insurance Consortium
- Bus contract cooperative contract with Andover, Hebron and RHAM
- Cooperative bidding on fuel/oil with RHAM
- Weekend overtime costs charged to users
- Lunch program funds
- MECCA rental income
- Lighting cost savings over time

Proposed Capital Request: Summary

Key Facilities and Reserves in Good Shape; Architectural Study Needed for Future Planning

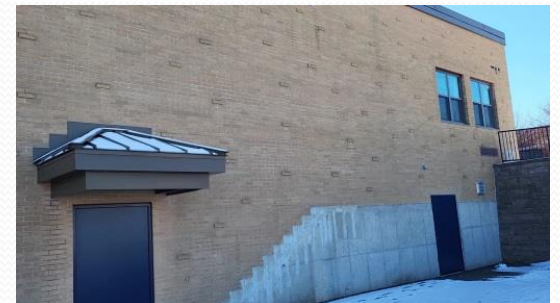
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Total Capital Request	\$85,000 (\$339,600 <u>less than</u> FY23)

Repointing/Waterproofing Brick Exterior

Project Objective: To preserve the integrity of the building's exterior brick walls.

- 4-year project (began in 2021–2022)

PRIOR APPROVED FUNDING 2021-22 & 2022-23	2023- 2024	2024- 2025
\$60,000	\$30,000	\$30,000



Replacement Doors

Project Objective: To replace ten (10) additional doors and door frames over the next two years.

PRIOR APPROVED FUNDING 5 Doors/Frames Replaced	2023-2024 5 Doors/Frames	2024-2025 5 Doors/Frames
\$21,000	\$30,000	\$30,000



Architectural Study of Facility

Project Objective: Conduct an onsite assessment of functional life-expectancy and issues with the facility (infrastructure, systems, and exterior spaces) to comply with current building codes, implement energy efficiency initiatives, and enhance building use as a community resource.

This study and a resulting long-term Capital Plan are necessary to be eligible for competitive grants, including those for which could qualify for federal or state reimbursement.

PRIOR FUNDING	2023-2024
\$0	\$25,000

Roof and Heating System

Reserves are currently adequate; not requesting additional reserve funds at this time

Roof Replacement: Project/timeline to be informed by architectural study

- Roof sections installed between 2002 to 2004; roof is in very good condition; eligible for state reimbursement for full replacement in 2028–2029
- Estimated cost of full replacement (not including possible solar installation): \$3.6 million; currently 50% state reimbursement rate, therefore estimated replacement cost is \$1.8 million based upon today's dollars

Heating System

The system is working well. Replacement, if or when necessary, to be informed by architectural study

Current Roof Reserve	Current Heating System Reserve
\$220,000	\$104,000

BOE Budget Review/Adoption

STEP I Superintendent Presentation and Board Review – January 26, 2023

- Superintendent presents Proposed Operating and Capital Budget and conducts line-item review
- Board Members request additional information via email to Superintendent by February 3rd
- Administration responds to Board questions on February 9, 2023 at Special Meeting

STEP II Board Review /Adoption - February 9, 2023

- Superintendent responds to questions/information requested by Board Members
- Superintendent completes line-item discussion, as needed
- Board reviews and discusses line items and Capital Plan
- Board members make motion(s) for budget approval or amendment(s); motion(s) seconded for discussion; Board votes on motion(s); when all motions are voted upon, Board moves to adopt their Operating and Capital Budgets

STEP III Board of Education Presentation to Board of Finance- February 16, 2023

- BOE Operating and Capital Budgets are transmitted and presented to Board of Finance

FY24 Budget Development Timeline

September 22, 2022	Board of Education receives and adopts Budget Guiding Principles, Budget Assumptions and Timeline
October 3, 2022	Department budget requests process begins
October 11, 2022	Principal presents budget guiding principles and timeline to MES faculty/staff at October staff meeting
October 19, 2022	Board of Education and the Superintendent attends the Board of Finance Budget Kickoff Meeting to establish goals and objectives
October 21, 2022	Department budget requests submitted to building administrators
October 27, 2022 7:00PM	Board Community Forum prior to Budget Development
November-December, 2022	Opportunities for public input on budget
November 1-4, 2022	Building administrators review budget requests and assumptions with Finance Assistant and Superintendent
November 14, 2022	Building Principal submits budget to Superintendent based on budget assumptions adopted by the Board
November 28 –December 2, 2022	Building administrators review budget with Superintendent and Finance Assistant and prepare Superintendent’s budget to present to the Board
January 26, 2023	Board of Education receives Superintendent’s Proposed Operating Budget and Capital Plan and posts budget on website; Board conducts line-item analysis of the Superintendent’s Proposed Operating Budget
February 9, 2023 6:00PM	Special Meeting as Board of Education reviews the Proposed Operating and Capital Budgets; Board of Education adopts the FY 2023-24 Board of Education budget
February 16, 2023 7:00 PM	Superintendent and Board present the Board’s Adopted Operating and Capital Plan Budgets to the Board of Finance. BOF meeting to be held in the MES Library.
March 16, 2023 7:00PM	Superintendent and Board of Education transmits the FY 2023-24 Adopted Operating and Capital Plan Budgets to the Board of Finance. BOF meeting to be held in the MES Library.
April 4, 2023	Board of Finance finalizes town and school budgets
Date TBD	Board of Education meets to discuss and make decisions following any Board of Finance budget action as needed
April 17, 2023	Town of Marlborough Public Hearing on FY 2023-24 budgets. Meeting to be held in the MES Cafeteria.
May 1, 2023	Second Town of Marlborough Public Hearing on FY 2023-24 budgets. Meeting to be held in the MES Cafeteria.
May 2, 2023	Town of Marlborough Referendum on FY 2023-24 budget. Voting takes place in the MES Community Room.
Date TBD	Board of Education votes to adopt final FY 2023-24 budget