

Better Together For Children



**Superintendent's Proposed FY25
Operating Budget & Capital Request**

Presented to the Marlborough Board of Education, January 25, 2024

Superintendent's Proposed Budget: Summary

	Approved FY 24	Proposed FY 25	Difference
Operating	\$8,434,685	\$8,661,578	(+) \$226,893 2.69%
Capital	\$85,000	\$75,000	(-) \$10,000

Proposed Budget Supports MES Mission, Vision & Strategic 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.

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 Town Manager & Boards of Finance and Selectmen in the budget process
- Seek opportunities for shared services with the Town and Region 8
- Seek alternate funding sources through grants and/or revenue

Budget Development Action Steps

- Determine staffing needs per projected enrollment, Class Size Guidelines, and learner needs
- Enrollment is projected to be similar to the past 3 years at approx. 453 PreK-6 students
 - 25 PreK-6 classrooms are planned for FY25 (same as FY24)
- Determine special education staffing and services per IEPs, including out-of-district placement(s)

Budget Development Action Steps (cont.)

- 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

Strategic Focus Areas

- Retain, recruit, and support a highly qualified and caring staff to continue to positively impact students
- Continue actions outlined in our Strategic Continuous Improvement Plan (SCIP), including:
 - Full implementation of our K-3 Literacy Program, aligned to the Science of Reading and approved by the CSDE
 - MES was one of only 17 out of 85 CT school districts who earned unconditional CSDE Waiver approval; a testament to our collective professional research and commitment to best practices for students
 - Implementation of the EnVision Math Program with an emphasis on student attainment of core skills and growth

Strategic Focus Areas

- Utilization of our curriculum assessments and data-team approach to inform instruction and monitor individual and collective student growth and achievement
- Implementation (year 2) of our SEL Program (*Choose Love*)
- Support of our robust and award-winning Essential Arts program, providing students with a well-rounded learning experience
- Utilization of up-to-date technology tools to enhance instruction (maximizing grants for funding)

Enrollment Projections

Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	K-6	PK-6
2018	49		2023-24	35	52	58	70	56	67	57	56	416	451
2019	49		2024-25	40	54	52	57	70	56	67	57	413	453
2020	71		2025-26	40	85	54	52	57	70	56	67	441	481
2021	59	(prov.)	2026-27	40	71	85	54	52	57	70	56	445	485
2022	62	(prov.)	2027-28	40	74	71	85	54	52	57	70	463	503
2023	58	(est.)	2028-29	40	70	74	71	85	54	52	57	463	503
2024	60	(est.)	2029-30	40	72	70	74	71	85	54	52	478	518
2025	62	(est.)	2030-31	40	74	72	70	74	71	85	54	500	540
2026	60	(est.)	2031-32	40	72	74	72	70	74	71	85	518	558
2027	60	(est.)	2032-33	40	73	72	74	72	70	74	71	506	546
2028	60	(est.)	2033-34	40	72	73	72	74	72	70	74	507	547

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

PreK-6 Class Sections Projection

Grade	2023-24 # Sections	2024-25 Projected Enrollment	2024-25 Projected # Sections	2024-25 Projected Class Size	Budgeted Sections Change
PreK	1*	40	2*		+1
K	4**	54	3	18	-1
1	4	52	3	17.3	-1
2	4	57	3	19	-1
3	3	70	4	17.5	+1
4	3***	56	3	18.7	0
5	3	67	4	16.8*	+1
6	3	57	3	19	0
TOTAL	25	453	25	Avg. K-6 Class Size 18	0

K-6 (-1) PreK (+1)

Class Size Guidelines

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

* Budgeted 1 but ran 2 sections in FY24 **Budgeted 4 but ran 3 sections in FY24 *** Budgeted 3 but ran 4 sections in FY 24

FY25 Budget “Softeners”

- Special education out-of-district placement(s) is anticipated to reduce to **0** (**1 less** than FY 24)
- There are **two teacher retirements** to be **replaced at lower cost** with 1 K-6 teacher and 1 PreK teacher*

*PreK teacher was hired in summer, 2023 based upon student numbers and needs and is now accounted for in the proposed FY24 budget. Therefore, there is one K-6 teacher to be hired for 2024-2025.

Cost-Containment Measures

- Member of R8 Insurance Consortium (has historically operated well below market increases in medical benefits—until this year; [see Budget Driver slide](#))
- Shared cost of buses* and fuel with RHAM (*[see Budget Driver slide; new/extension of bus contract](#))
- Weekend custodian overtime costs charged to users
- Lunch program funds to invest in cafeteria equipment and other food program expenses

FY24 Budget “Drivers”

- Health Benefits: R8 premium renewal placeholder is 16.5% due to heavy claims experience across consortium member groups thus far in 2023-2024 (vs. 1.5 % in FY24, -6% in FY23, and 0% in FY22)
 - The district cost for health benefits is 9.3% of the overall budget
- Contractual Increases: Financial increases in contractual obligations for salaries, utilities (electricity), transportation, heating oil, diesel fuel and gasoline
 - Contract negotiations with Paraeducators and with Custodians in spring, 2024
 - Extended Bus Contract 6% increase in FY25 (better than avg. market double-digit increases)
- Staffing: (1) Return of a part-time (.45 FTE) Pupil Services Director
(2) Addition of a Registered Behavior Technician (RBT) for our ABA Program to meet student needs (3) Addition of two paraeducators to meet student needs/IEPs

~Staffing Supports Students~

Including Those With Special Needs

- Our staffing for intervention/support allows us to **serve students and contain costs**, such as reducing need for out-of-district placements, including:
 - **In-House Applied Behavior Analysis (ABA) Program** with Board Certified Behavior Analyst (BCBA) and Registered Behavior Technician (RBT) staffing
 - **Expanded PreK** which; meets the needs of children with special needs entering PreK from Birth-To-Three; provides required seats for Peer Models, and; provides space for children who are not age-eligible for K in 2024-2025*.

*Children not turning 5 by September 1st may be considered for admission to K in 2024-2025 by written parent request and screening by school personnel

~Staffing Supports Students~

Including Those With Special Needs

- Staffing necessary to **serve students and contain costs** includes:
 - Special Education teachers, School Psychology staff, Speech & Language Pathologist, Occupational and Physical Therapy Services, AHM Social Worker, and Paraeducators
 - Literacy and Math Specialists promote literacy and math proficiency (provide targeted and timely intervention and support both in small groups as well as within classrooms in partnership with classroom teachers)

~Return of a~ Part-Time Pupil Services Director

- Given what is involved in special services administration, the time has come to return a position which was reduced over 6 years ago for sustainable leadership role design in service to students
- Essential duties include (but are not limited to):
 - Overseeing the school's special education, 504, and related services instruction and programs
 - Serving as the district liaison with social service agencies (DCF, AHM...) and with out-of-district placement and magnet educational agencies
 - Preparing for mediations, hearings, and court proceedings
 - Completing required federal and state reports and grants

Grants Which Support District Needs

FUNDING SOURCE	AMOUNT	EXAMPLES OF USE
Title I 7/23-6/25	\$19,320	Portion of a Curriculum Specialist's salary
Title II 7/23-6/25	\$6,412	Purchased Professional and Technical Services (professional development & training and substitutes)
Title IV 7/23-6/25	\$10,000	Curriculum Materials & After School Clubs
IDEA Section 611 7/23-6/25	\$113,094	0.4 FTE of two (2) teachers (0.8 FTE total) & specialized equipment
IDEA Section 619 (PreK) 7/23-6/25	\$5,096	Supplies/technology/assessment
REAP 7/23-6/25	\$38,694	Instructional Hardware & Software; consultant services
PEGPETIA 07/23-06/24	\$82,390	Instructional Hardware & Software
CSDE Grant 7/23-6/26	\$65,744	Registered Behavioral Technicians (2) [100% FY24 & FY25; 70% FY26]

Other Funding/Revenue Sources

FUNDING SOURCE	AMOUNT (Estimated)	EXAMPLES OF USE
MECCA Rental Income	\$48,000	Building maintenance and improvements; technology infrastructure
Medicaid reimbursement	\$9,000	Supplemental curriculum resources
State Special Education Excess Cost Grant	\$0*	Reimbursement for expenses in excess of 4.5x Per Pupil Expenditure

* Majority of ECG reimbursement offsets tuition and transportation costs associated with out-of-district placement(s). With no students ODP for FY25, we are not anticipating noteworthy ECG funds.

Proposed Capital Request: Summary

Architectural Study Will Inform Future (beyond FY25) Planning

PROJECT	COST
Repointing / Waterproofing Brick Exterior	\$30,000
Replace 4 External Doors/Frames	\$20,000
Sidewalk Concrete Repair	\$25,000
Total Capital Request	\$75,000

Architectural Study of Facility

Currently Underway: 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.

Repointing/Waterproofing Brick Exterior

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

- 4-year project (began in 2021–2022 and to be completed in 2024–2025)



PRIOR APPROVED FUNDING	2024-2025
\$90,000	\$30,000

Replacement of Doors

Project Objective: To replace four (4) additional doors and door frames.

PRIOR APPROVED FUNDING 10 Doors/Frames Replaced	2024-2025 4 Doors/Frames
\$51,000	\$20,000

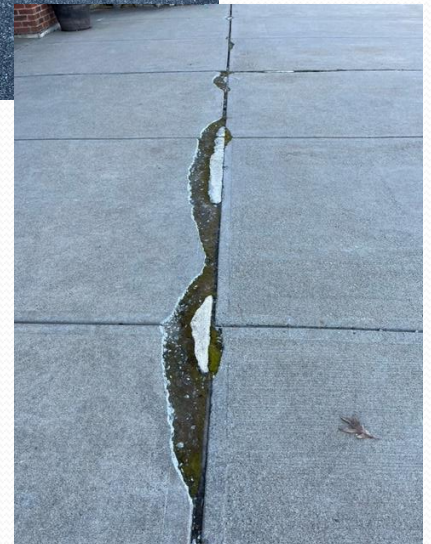
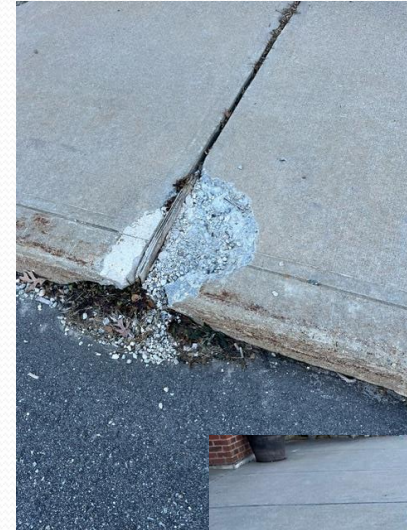


Sidewalk Concrete Repairs

Project Objective: To repair sidewalk concrete in areas that pose risk.

2024-2025

\$25,000



Roof and Heating System

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

Future Roof Replacement: Timeline to be informed by architectural study

- Roof sections installed between 2002 to 2004; roof is in 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/Reserve

One boiler is currently being replaced with costs covered by insurance. Continued replacement, if or when necessary, to be informed by architectural study.

Current Roof Reserve	Current Heating System Reserve
\$145,000	\$103,000

BOE Budget Review/Adoption

STEP I Superintendent Presentation and Board Review – January 25, 2024

- Superintendent presents Proposed Operating and Capital Plan Request
- Board Members transmit questions via email to Superintendent by January 30th

STEP II BOE Special Meeting to Review /Adopt Budget - February 7, 2024

- Superintendent responds to questions by Board Members
- Board reviews and discusses Operating Budget and Capital Plan Request
- 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 Budget and Capital Plan Request

STEP III Board of Education Presentation to Board of Finance- February 15, 2024

- BOE Operating Budget and Capital Plan Request are transmitted and presented to Board of Finance

FY25 Budget Development Timeline

MARLBOROUGH BOARD OF EDUCATION FY 2024-25 BUDGET DEVELOPMENT TIMELINE	
DATE	TASK/TOPIC
September 28, 2023	Board of Education adopts Budget Guiding Principles & Budget Assumptions and Budget Development Timeline
October 3, 2023	Principal presents budget guiding principles and timeline to MES faculty/staff at October Staff Meeting
October 19, 2023 (7:00 P.M.)	Board of Finance Budget Kickoff Meeting attended by Superintendent and BOE representatives
October 23, 2023	Department budget requests submitted to building administrators
October 26, 2023 (7:00 P.M.)	Board of Education Budget Community Forum (directly after the Regular BOE Meeting)
November-December 2023	Opportunities for public input on budget
November 1-3 2023	Administrators review budget requests and assumptions with Finance Assistant and Superintendent
November 13, 2023	Building Principal, Director of Operations and Finance Assistant review budget figures with Superintendent based on budget assumptions adopted by the Board
November 27 –December 1, 2023	Building Principal, Director of Operations and Finance Assistant continue to work with the Superintendent to prepare the Superintendent's Proposed Budget
January 25, 2024	Board of Education receives Superintendent's Proposed Operating Budget and Capital Plan. Budget posted to the website. Board conducts analysis of the Superintendent's Proposed Operating Budget and Capital Plan
February 7, 2024	Special Meeting as Board of Education continues analysis of Operating Budget and Capital Plan, as needed. Board of Education adopts its FY 2024-25 budgets
February 15, 2024	Superintendent and Board present the Board's Adopted Operating and Capital Plan Budgets to the Board of Finance
March 14, 2024	Superintendent and Board of Education transmit the FY 2024-25 Adopted Operating and Capital Plan Budgets to the Board of Finance
Date TBD (tentative)	Board of Education meets to discuss and make decisions following any Board of Finance budget action
April 4, 2024	Board of Finance reviews and adopts town and school budgets
April 15, 2024	Town of Marlborough Public Hearing on FY 2024-25 budgets
May 6, 2024	Second Town of Marlborough Public Hearing on FY 2024-25 budgets
May 7, 2024	Town of Marlborough Referendum on FY 2024-25 budget
Date TBD	Board of Education votes to adopt final FY 2024-25 budget