

# STRENGTHEN

# &

# SUPPORT

**FY2024 Budget Development:  
Proposed Budget Plan**

*School Committee Public Hearing  
Thursday, March 23, 2023*



# Topics

- Funding for public education in MA
- CPS revenue and expenditure (FY2023)
- Revenue forecast (FY2024)
- Expenditure forecast (FY2024)
- Proposed budget plan
- Next steps

# Vision

*Chelsea Public Schools is a gateway school system that welcomes and educates ALL students and families*



# Theory of Action

- If we...
  - Improve the quality of teaching and learning at every school;
  - Provide innovative and enriching programming for all;
  - Recruit, support, and retain diverse teachers and leaders;
  - Engage families as our partners in our core work; and
  - Ensure efficient and effective operational systems

## Then...

- We will deliver the high-quality education to ALL students that our Chelsea students deserve and will improve outcomes and access across the system for ALL students; and,
- Every student will graduate from high school on a path to college and career success.

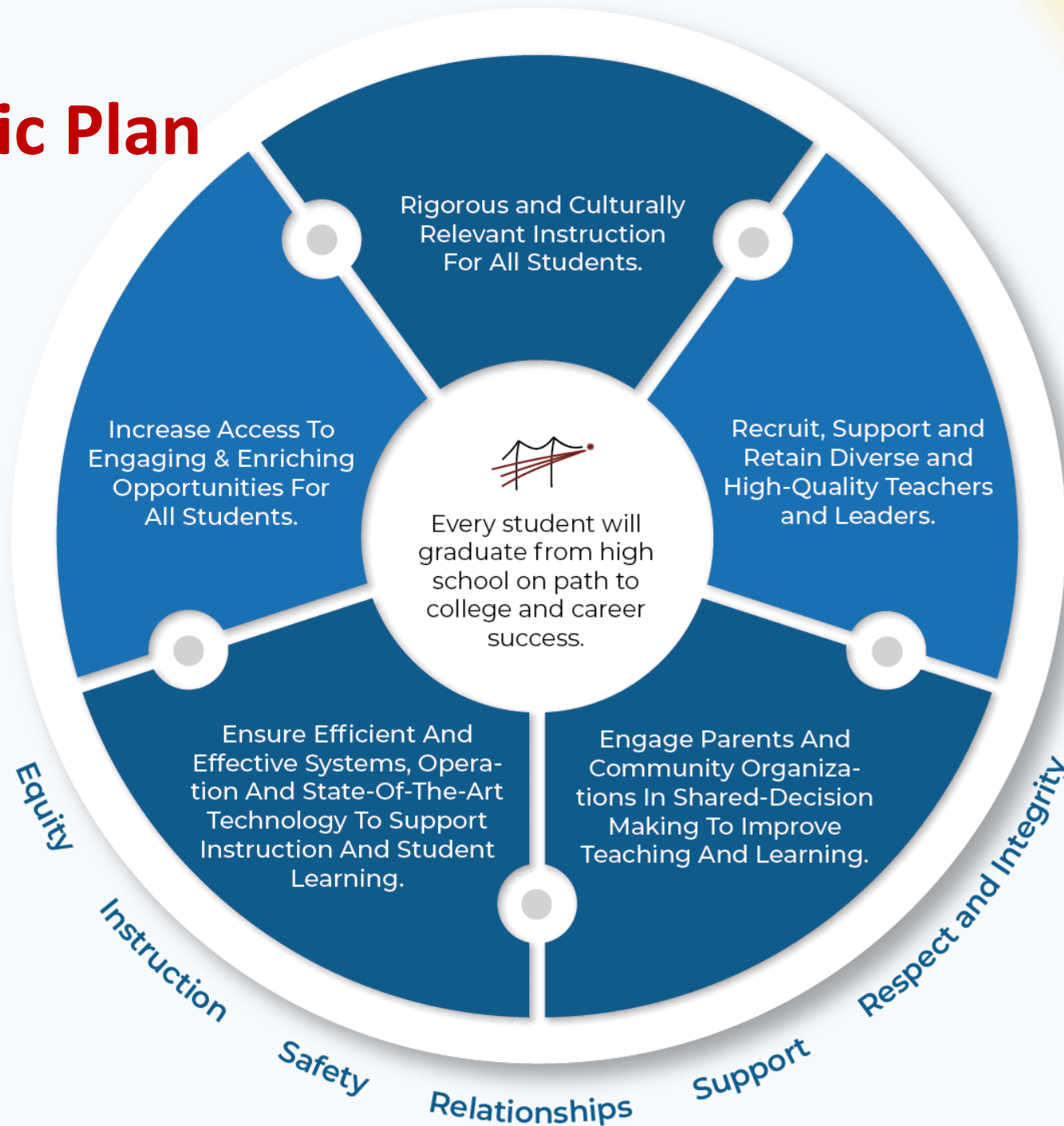
# CPS Strategic Plan

## Our Shared Values

- Relationships
- Equity
- Instruction
- Safety
- Support
- Respect and Integrity

# CPS Strategic Plan

## Our Priorities



# Budget Development Process

- Community conversations
  - February 13, 16, and 27, 2023
- CPS Strategic Plan (2020-2026)
- School and department requests

# **PUBLIC EDUCATION FUNDING IN MASSACHUSETTS**

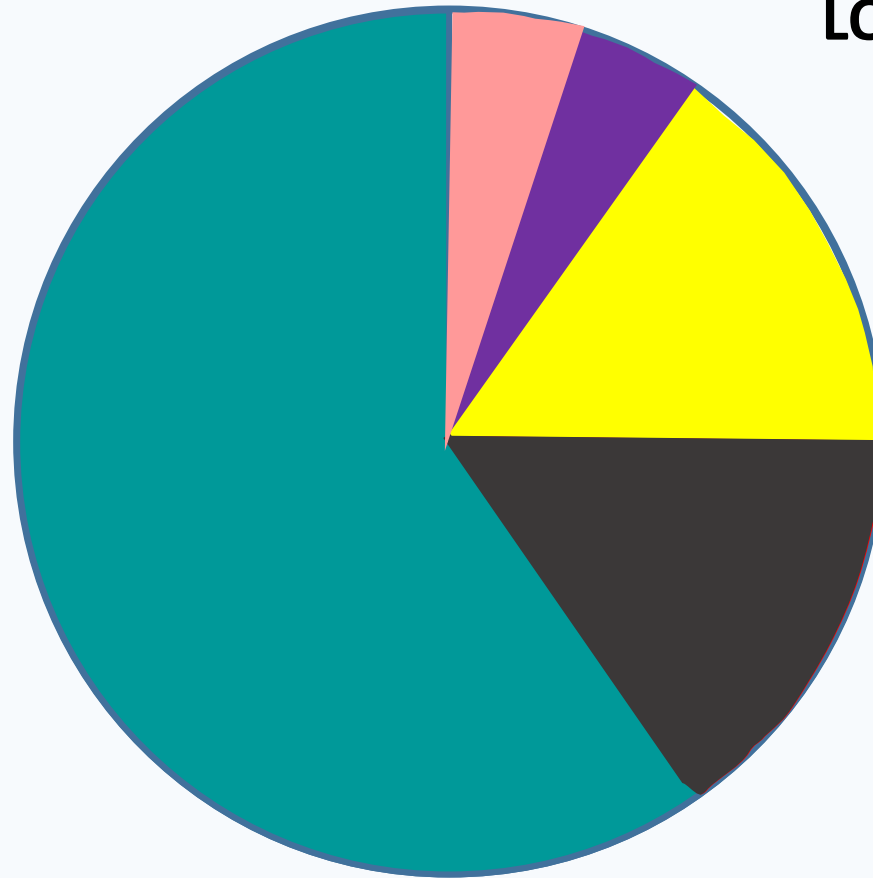
# Funding for Public Education

- “Foundation Budget” - What does it cost to educate all students who live in Chelsea?
- “Local Contribution” - How much can the local community contribute?
- “Chapter 70” – State contribution needed to reach foundation budget
- Funding for charter schools and vocational schools deducted from foundation total
- “Required Net School Spending (NSS)” – How much must be spent by the district on education at a minimum?

# Foundation Budget in Action

## FOUNDATION BUDGET COSTS

**STATE SHARE  
CHAPTER 70**



## LOCAL SHARE

Voluntary local contribution

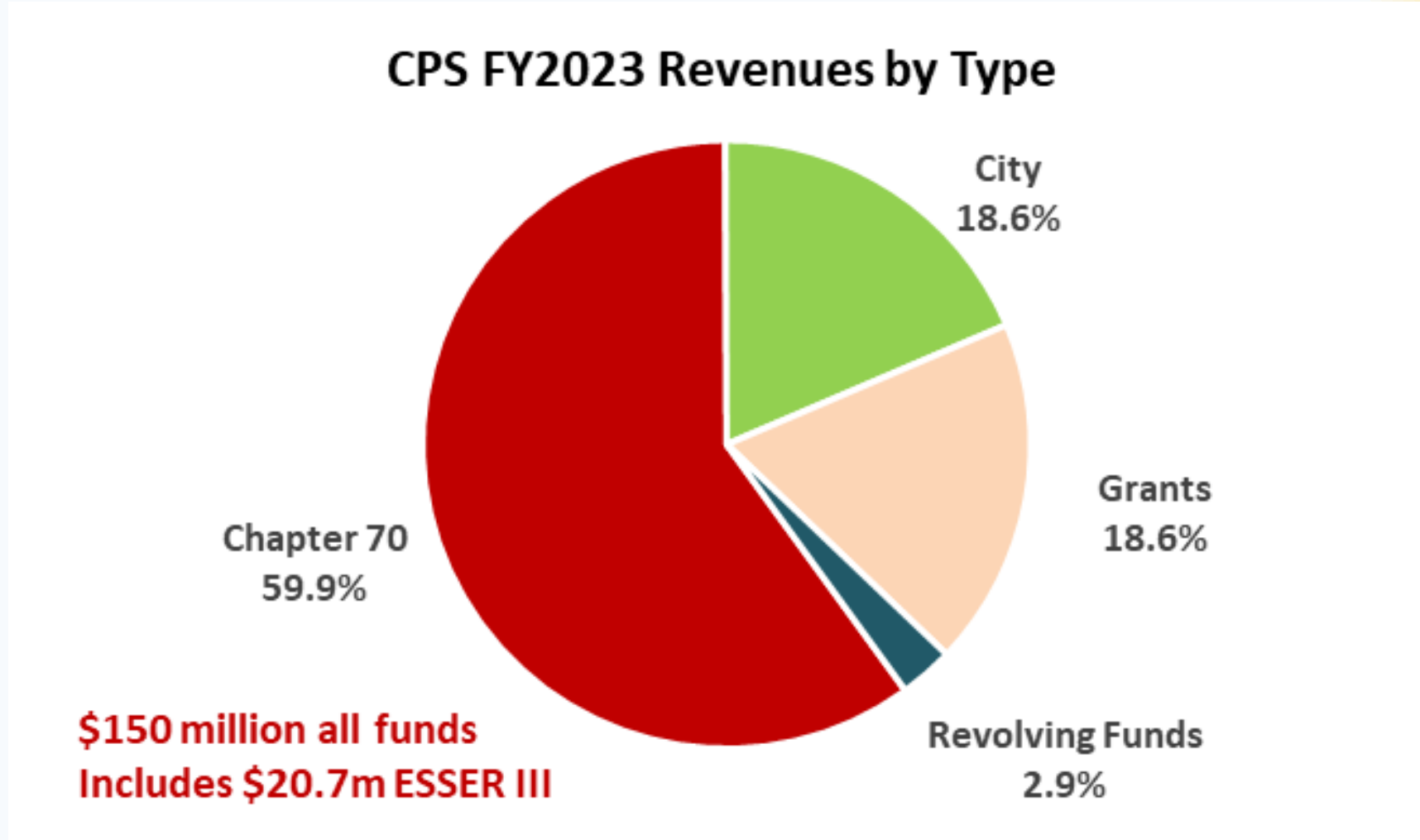
Not NSS Eligible

Required Net School Spending

**CHARTER SCHOOL  
TUITION**

# CPS REVENUE & EXPENDITURE FY2023

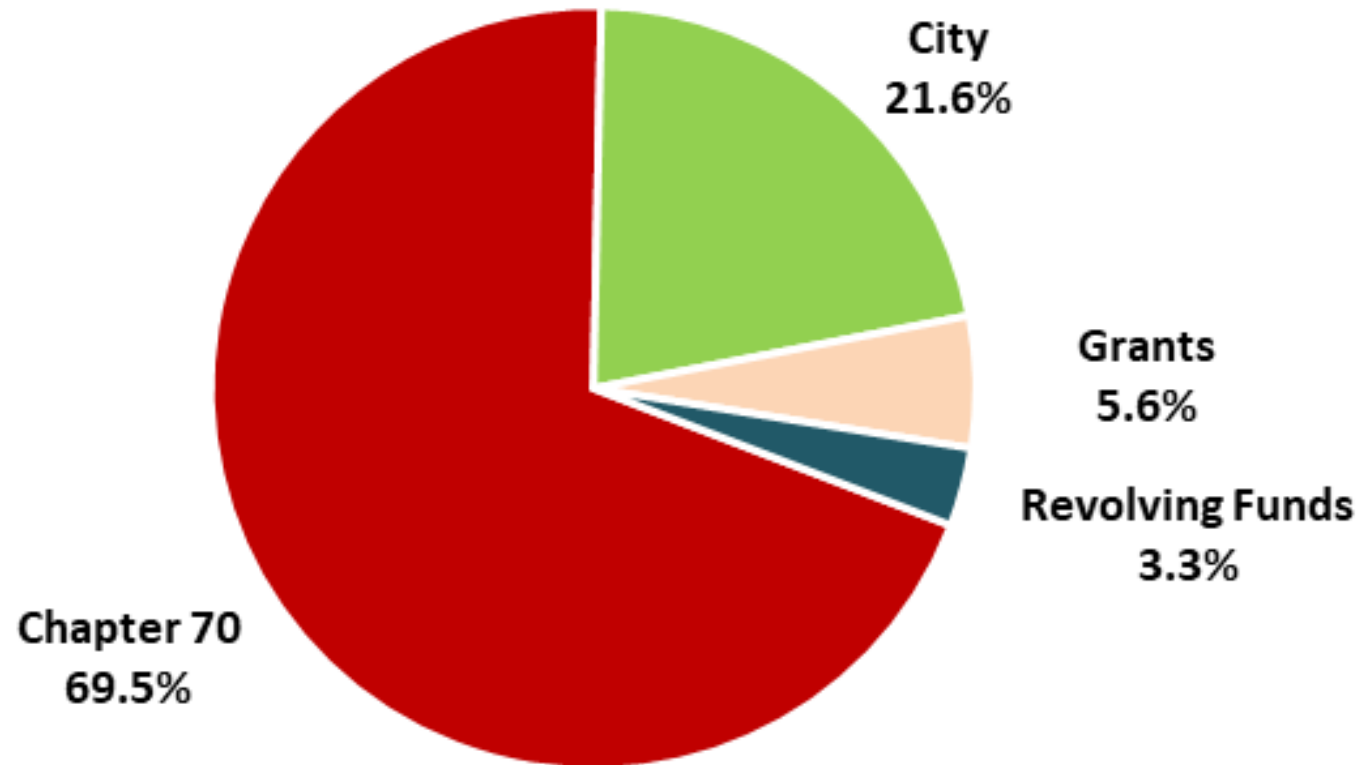
# Current Year Revenues by Type



***\$9.8m increase in all funds from FY2022***

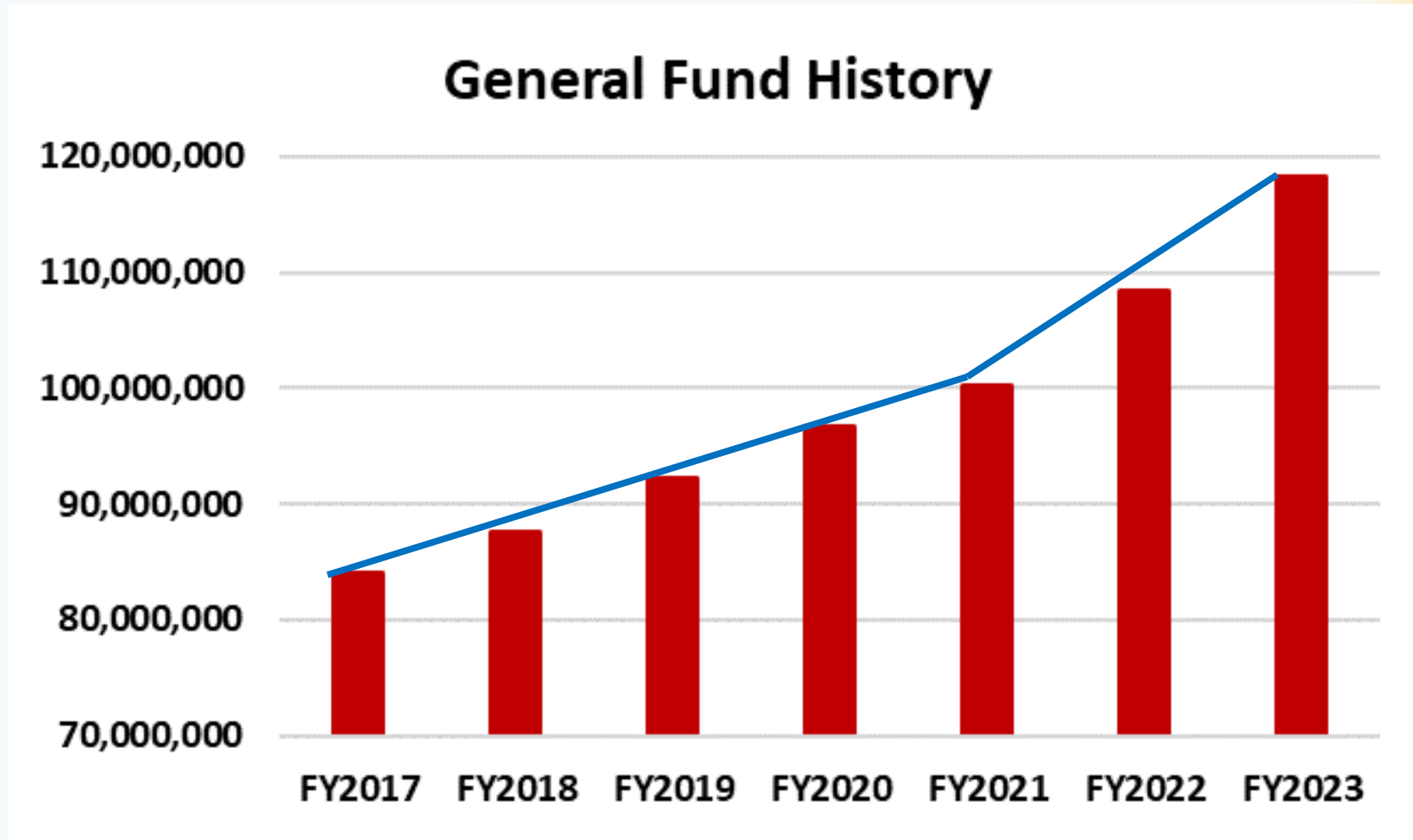
# Current Year Revenues by Type – no covid \$

CPS FY2023 Revenues by Type (no ESSER)

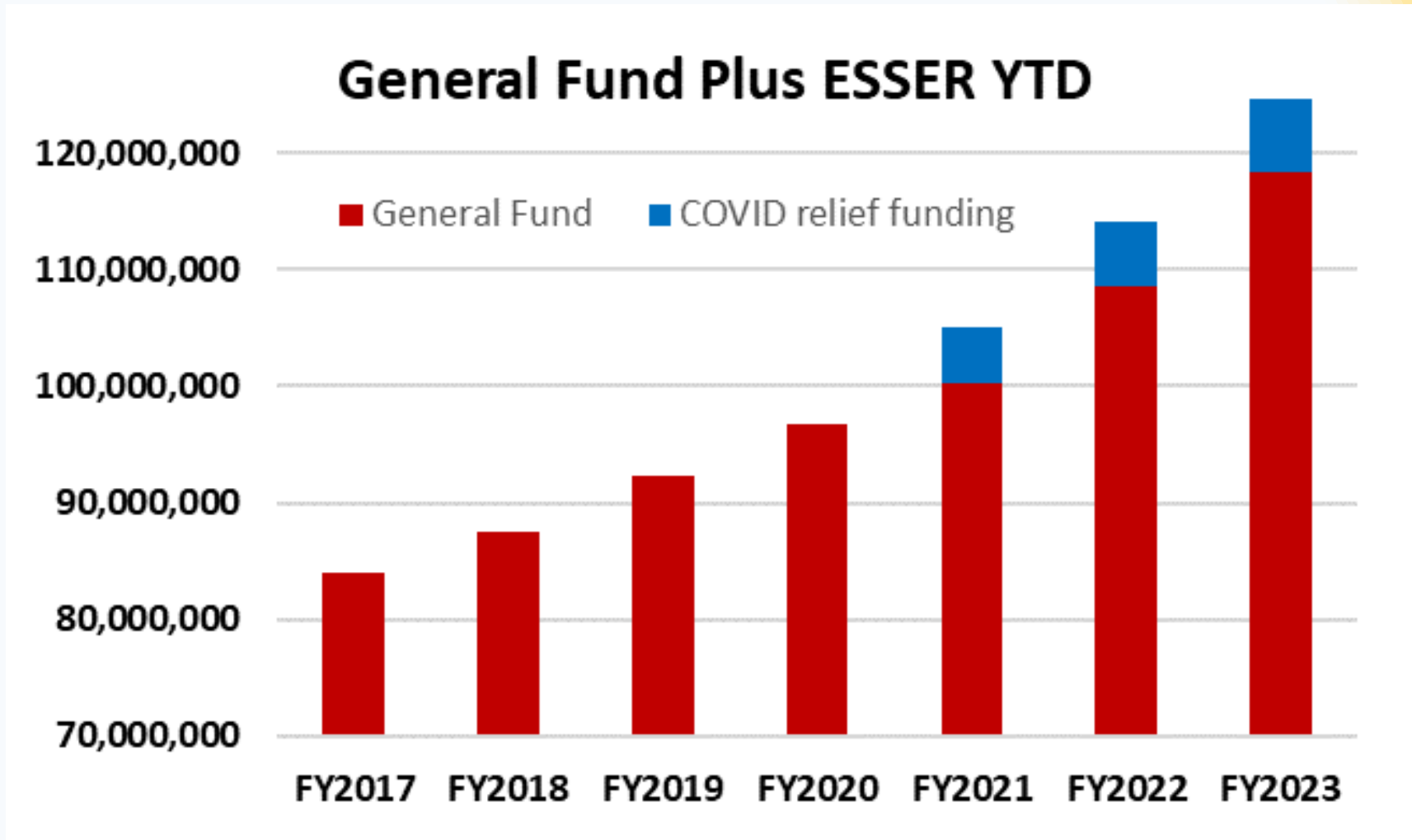


**\$130 million all funds**

# General Fund History

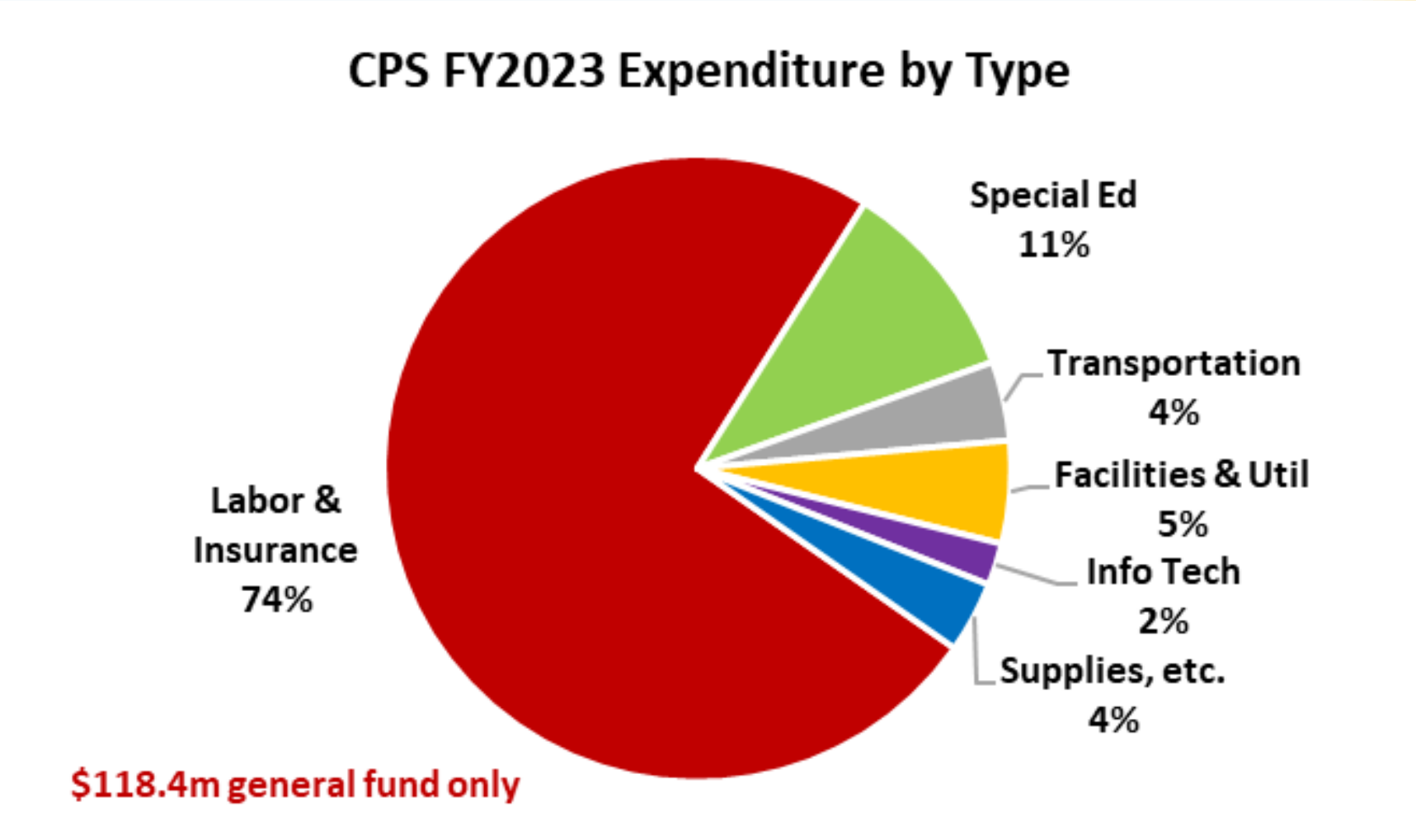


# General Fund & COVID Relief Funds



*ESSER II (\$9.2m) will be fully expended by summer 2023. ESSER III (\$20.7m) ends in Sept 2024.*

# Expenditure Breakdown (FY2023)



# Accomplishments FY2022-FY2023

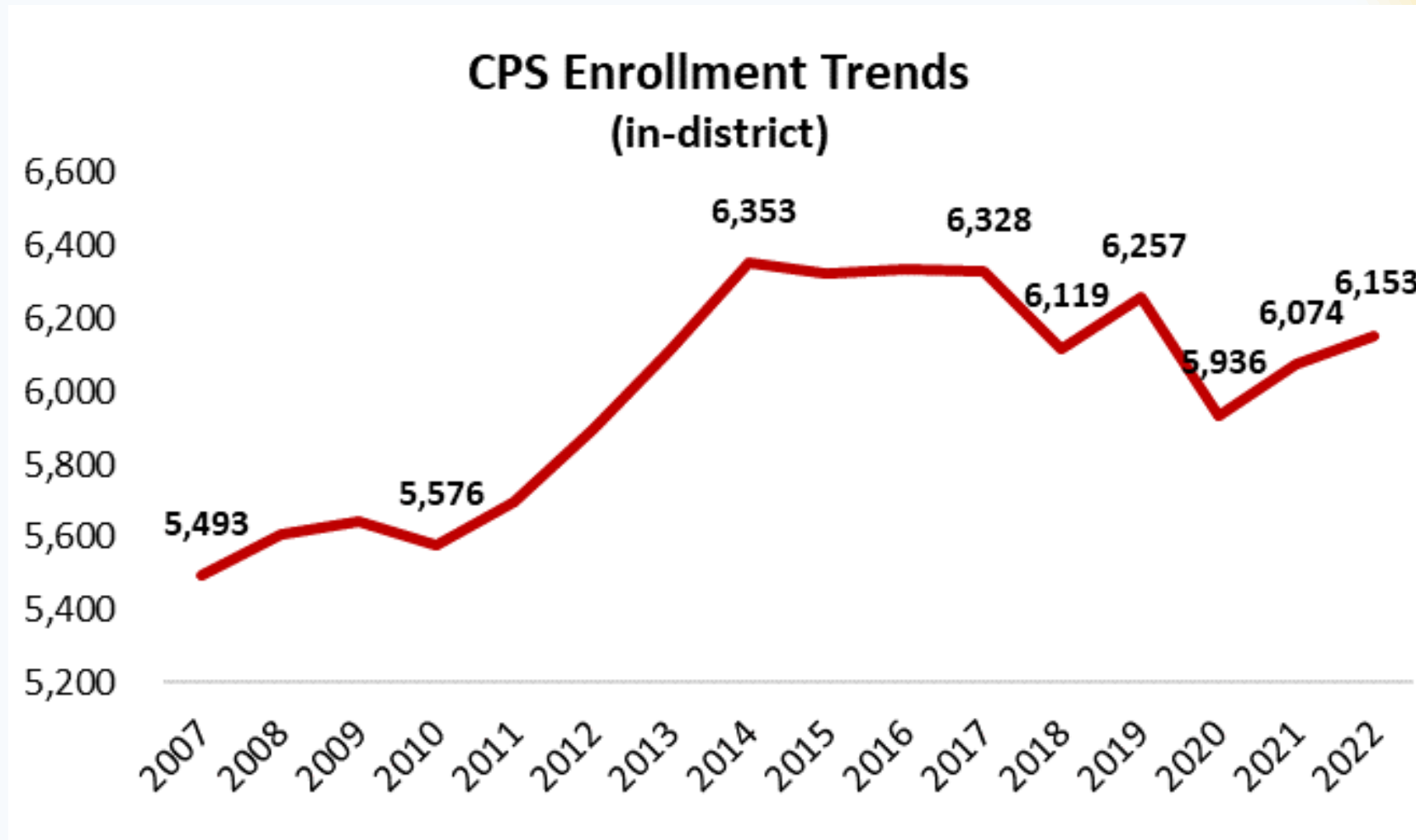
- 165 positions added in 2 years (68 on ESSER, 94 on general fund)
- New Reading Curriculum (elementary) and Math Curriculum (middle); additional curriculum selection efforts in process
- Additional after school offerings – expanded FKO elementary, new middle school (gr 5-6) FKO to start in spring (ESSER), new tutoring services to start in spring (ESSER)
- Successful summer school program (GF and ESSER)
- Building projects – Williams MS cafeteria, playground, furniture, & painting; HVAC projects in process (ELC, MCB, and CHS) (ESSER)

# **FY2024 Budget Development**

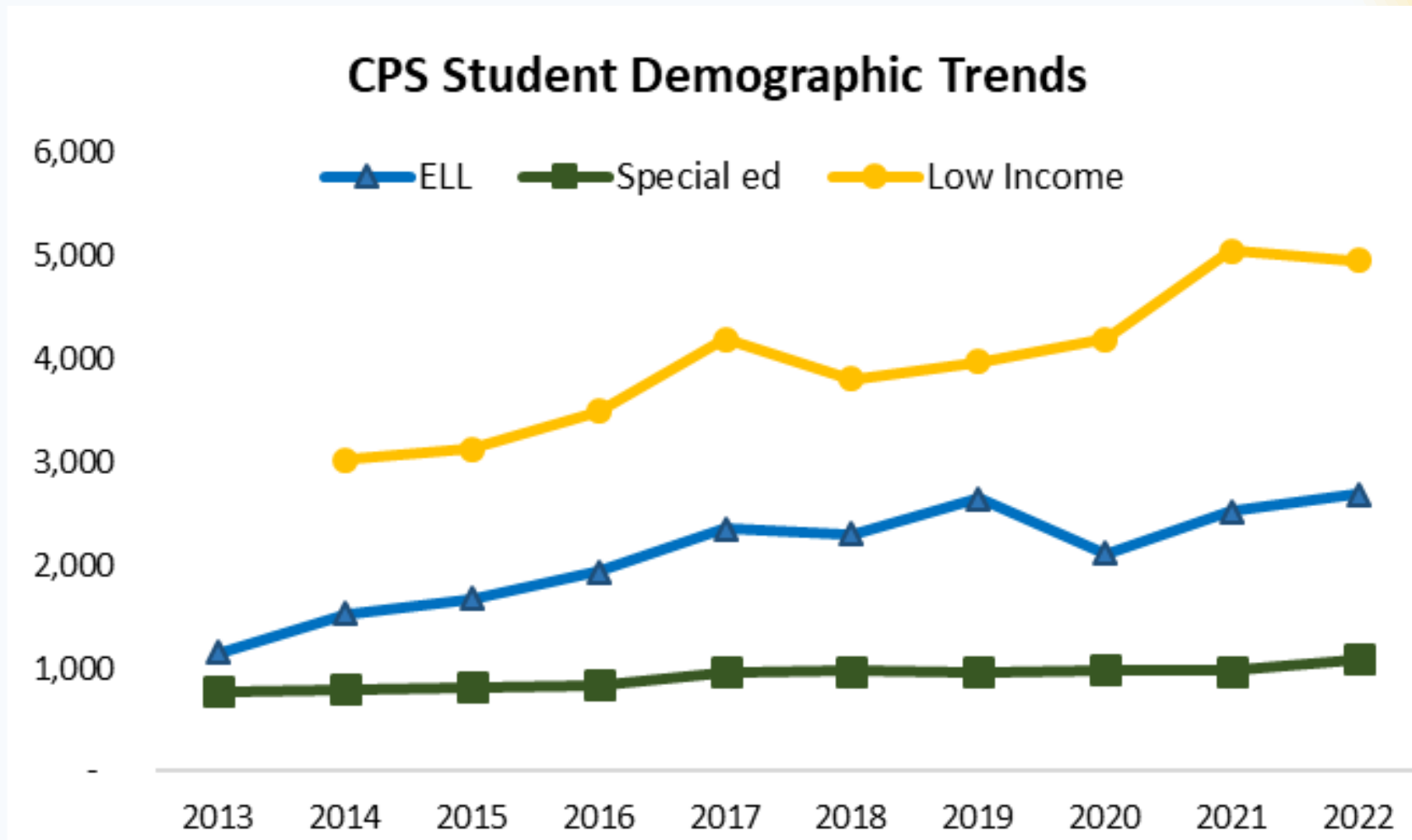
# Factors Influencing FY2024 Budget

- Increase in enrollment between Oct 2021 and Oct 2022 (+83 students)
- Year 3 of Student Opportunity Act (SOA)
- ESSER III funds will carry through FY2024
- Changing student demographics (increased needs)
- Steps and cost of living increases, health insurance
- Transportation costs
- Utilities, insurance, and other fixed costs
- Potential ESSER “cliff” in FY2025 (\$4+m)

# Enrollment Trends



# Demographic Trends



# Chelsea Enrollment Trends

	Oct 2017	Oct 2018	Oct 2019	Oct 2020	Oct 2021	Oct 2022	FY2024 projected
Early Learning Center	870	870	888	637	831	823	827
MCB	2,216	2,076	2,080	1,989	1,893	1,924	1,914
Middle	1,704	1,735	1,792	1,754	1,734	1,642	1,603
CHS / COA	1,538	1,412	1,497	1,556	1,616	1,764	1,757
<b>Sub-Total In-District</b>	<b>6,328</b>	<b>6,093</b>	<b>6,257</b>	<b>5,936</b>	<b>6,074</b>	<b>6,153</b>	<b>6,099</b>
Out-of-District	158	149	153	160	156	160	160
<b>TOTAL</b>	<b>6,486</b>	<b>6,242</b>	<b>6,410</b>	<b>6,096</b>	<b>6,230</b>	<b>6,313</b>	<b>6,259</b>

*Current enrollment is 6,280 in-district.*

# Enrollment Trend Highlights

- Largest high school enrollment since 2003 (data before 2003 is not readily available)
- 1<sup>st</sup> to 4<sup>th</sup> grades larger than 2022, but still smaller than pre-pandemic
- Smallest middle school enrollment since 2017, but larger than projected this time last year
- Large cohort now in 9<sup>th</sup> grade, followed by larger than average 8<sup>th</sup> grade moving to high school next year

# REVENUE FORECAST FY2024

# Projected General Fund Revenues Sum

Anticipated CPS Funding (FY2022)				
	FY2023	FY2024	\$ Diff	% Diff
Chapter 70	104,609,095	116,781,512	12,172,417	11.6%
City	20,484,593	22,081,668	1,597,075	7.8%
<b>Sub-Total (foundation)</b>	<b>125,093,688</b>	<b>138,863,180</b>	<b>13,769,492</b>	<b>11.0%</b>
Charter School revenue	4,212,696	4,089,135	(123,561)	-3.7%
Charter School tuition	(18,536,981)	(19,126,216)	(589,235)	3.4%
City (not Chpt 70 eligible)	5,798,726	6,464,205	665,479	11.5%
City (\$ above minimum)	1,659,993	1,929,993	270,000	15.0%
Indirect Cost Recovery	147,211	147,211	0	0.0%
<b>TOTAL (CPS)</b>	<b>118,375,334</b>	<b>132,367,509</b>	<b>13,992,175</b>	<b>11.8%</b>

*Total City investment in education of over \$30.6m for CPS anticipated, does not include vocational schools.*

# ESSER II – ESSER III Grant Funds

- One time funds, to be used by September 30, 2024
- Approved uses include:
  - 68 positions, including Chelsea Virtual Learning Academy
  - High quality instructional materials (HQIM)
  - After school and summer school programming
  - Mental health services
  - Replacement of HVAC systems

# FY2024 BUDGET PRIORITIES

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# Budget Priorities FY2024

- Strengthen and expand for equity
  - Special education
  - ELL supports
  - Social emotional supports
  - Curriculum development and support
- Acceleration of literacy and math learning
- Reduce teacher:student ratio
- Teacher recruitment and retention

# Student & Family Support Positions (all funds)

	FY2020	FY2023
Counselors	12	17
Social Workers	15	21
Outreach Workers	2	6
BCBAs	1	4
Parent Liaisons	4	11
<b>Total</b>	<b>34</b>	<b>59</b>

# PROPOSED BUDGET PLAN FY2024

# Baseline Expenditure Forecast

<b>PROJECTED INCREASES BY TYPE FY2024</b> <i>(excl. grants, revolving)</i>	
<b>Category</b>	<b>Amount</b>
Labor (cola & steps)	\$4,300,000
Health insurance, retirement*	\$3,200,000
Special Ed (non-labor)	\$0
Transportation	\$800,000
Utilities, liability insurance	\$500,000
Formerly grant-funded	TBD
<b>TOTAL</b>	<b>\$8,800,000</b>

\* Updated

# Early Learning Center (proposed)

- Key Initiatives for FY2024
  - Strengthen special education supports

<b>EARLY LEARNING CENTER</b>	
<b>GENERAL FUND – ADD INCLUSION COACH</b>	
1.5	Teacher, Special Ed, Social Communication
1.0	Teacher, Coach, Special Ed Inclusion
4.0	Paraprofessional, Social Communication
<b>Transfer from ESSER to General Fund</b>	
1.0	Teacher, Educational Team Leader (ETL)
1.0	Social Worker

*Reduction of one vacant Teacher and Paraprofessional, Kindergarten.*

# Berkowitz Elementary (proposed)

- Key Initiatives for FY2024
  - Strengthen special education and ELL supports, enhance planning time

<b>BERKOWITZ ELEMENTARY</b>	
<b>GENERAL FUND – ADD INCLUSION COACH</b>	
1.00	Teacher, ELL Foundational, 1 <sup>st</sup> grade, non-classroom
1.00	Teacher, Technology Specialist
1.00	Teacher, Coach, Special Ed Inclusion
1.00	Paraprofessional, Social Communication (ACE)
0.50	Counselor
0.50	Principal Clerk, Special Education

*Implementation of ACE program in 1<sup>st</sup> grade.*

# Hooks Elementary (proposed)

- Key Initiatives for FY2024
  - Strengthen special education and ELL supports, enhance planning time

<b>HOOKS ELEMENTARY</b>	
<b>GENERAL FUND</b>	
1.00	Teacher, ELL Foundational, 1 <sup>st</sup> grade, non-classroom
1.00	Teacher, Technology Specialist
0.50	Counselor
0.50	Principal Clerk, Special Education
<b>Transfer from ESSER to General Fund</b>	
1.00	Paraprofessional, Learning Center

# Kelly Elementary (proposed)

- Key Initiatives for FY2024
  - Strengthen special education and ELL supports, enhance planning time

<b>KELLY ELEMENTARY</b>	
<b>GENERAL FUND</b>	
1.00	Teacher, ELL Foundational, 1 <sup>st</sup> grade, non-classroom
1.00	Teacher, Technology Specialist
0.50	Counselor
0.50	Principal Clerk, Special Education

# Sokolowski Elementary (proposed)

- Key Initiatives for FY2024
  - Strengthen special education and ELL supports, enhance planning time

SOKOLOWSKI ELEMENTARY	
GENERAL FUND	
1.00	Teacher, ELL Foundational, 1 <sup>st</sup> grade, non-classroom
1.00	Teacher, ELL Transitional
1.00	Teacher, Technology Specialist
0.50	Counselor
1.00	Paraprofessional, Functional Academics (ACE)
0.50	Principal Clerk, Special Education

*Reduce vacant library paraprofessional.  
Implementation of ACE program in 1<sup>st</sup> grade.*

# Browne Middle (proposed)

- Key Initiatives for FY2024
  - Strengthen special education and ELL supports

<b>BROWNE MIDDLE</b>	
<b>GENERAL FUND</b>	
4.00	Teacher, Special Education, Inclusion
1.00	Teacher, ELL, SLIFE
1.00	Paraprofessional, Inclusion

<b>Transfer from ESSER to General Fund</b>	
1.00	Counselor

# Clark Avenue Middle (proposed)

- Key Initiatives for FY2024
  - Strengthen special education and ELL supports

CLARK AVENUE MIDDLE	
GENERAL FUND	
1.00	Teacher, Social Communication
2.00	Teacher, ELL, Foundational/Transitional
1.00	Teacher, ELL, SLIFE
2.00	Paraprofessional, Social Communication
1.00	Principal Clerk, Principal's Office
Transfer from ESSER to General Fund	
1.00	Counselor
0.50	Social Worker

*Reduce two extra FTE provided for enrollment bubble.*

# Wright Academy (proposed)

- Key Initiatives for FY2024
  - Strengthen special education and ELL supports

WRIGHT ACADEMY MIDDLE	
GENERAL FUND	
1.00	Teacher, Special Education, Inclusion
1.00	Teacher, ELL, Transitional
Transfer from ESSER to General Fund	
1.00	Counselor
0.50	Social Worker

*Reduce one teacher and one paraprofessional for Functional Academics.*

# Chelsea High School (proposed)

- Key Initiatives for FY2024
  - Strengthen special education and ELL supports, increase class offerings

<b>CHELSEA HIGH SCHOOL</b>	
<b>GENERAL FUND</b>	
4.00	Teachers, ELA, Math, History/Social Studies, World Language Portuguese
2.00	Teacher and Paraprofessional, Social Communication
1.00	Teacher, ELL, SLIFE
1.00	Assistant Principal, Operations
1.00	Parent Liaison
<b>Transfer from ESSER to General Fund</b>	
1.00	Social Worker, Bridge
1.00	Teacher, Social Communication
2.00	Paraprofessional, Social Communication and Learning Center

# Instruction & Assessment (proposed)

- Key Initiatives for FY2024
  - Acceleration of literacy and math, culturally responsive and high quality curriculum

<b>Districtwide Instruction &amp; Assessment</b>	
<b>GENERAL FUND</b>	
1.00	Coordinator, Visual & Performing Arts
1.00	Coordinator, Early College & Graduation
1.00	La Vida Scholars / AVID Organizer

*Reduce one director and one coordinator position.  
Reduce Inversant Manager at PIC*

# Special Education (proposed)

- Key Initiatives for FY2024
  - Strengthen special education supports

<b>Districtwide Special Education</b>	
<b>GENERAL FUND</b>	
1.00	Coordinator, Related Services
<b>Transfer from ESSER to General Fund</b>	
1.00	Assistant Director of Special Education
3.00	Speech Language Pathologists

*Increase in operating funds, including ACE implementation.*

# Health & Student Support (proposed)

- Key Initiatives for FY2024
  - Continue to strengthen student health services

<b>Districtwide Health &amp; Student Support</b>	
<b>GENERAL FUND</b>	
0.00	Convert Nurse, Case Manager from grant to GF
<b>Transfer from ESSER to General Fund</b>	
3.00	Nurse's Aide

# Other Instructional Programs (proposed)

- Key Initiatives for FY2024
  - Continued expansion of after school and summer school programming

<b>Other Instructional Programs</b>
<b>GENERAL FUND</b>
Expansion of FKO program at elementary schools
Funding for Student Workers
<b>ESSER III</b>
Creation of 5-6 FKO program at middle schools
Targeted Tutoring in Support of Most Struggling Students

# Other Districtwide (proposed)

- Key Initiatives for FY2024
  - Teacher recruitment and retention, ongoing operations

GENERAL FUND	
1.00	HR Specialist, TPP Program
1.00	HR Specialist, New Teacher Developer
1.00	Coordinator, Equity & Excellence
0.00	Convert PIC Director from special revenue to GF
1.00	Building Maintenance Man, ELC
Transfer from ESSER to General Fund	
0.25	Communications Specialist
3.00	Counselor (also shown in schools)
3.00	Social Workers (also shown in schools)

# Reductions vs Additions by Grade Level

General Fund						
	Elem / ELC	Middle	CHS	COA	District-wide	Total
Additions	22.50	15.00	9.00		8.00	54.50
Reductions	3.00	4.00			3.00	10.00
Net Change	19.50	11.00	9.00		5.00	44.50
Former grant move to gen fund	3.00	4.00	4.00		9.25	20.25

*Includes 19 positions recommended for transfer from ESSER III to general fund;  
approx. 40 positions remain on ESSER III*

# Reductions vs Additions by Position Type

	Additions	Reductions	Former grant to be continued	Total (excl fmr grant)
Instructional	29.50	4.00	2.00	25.50
Student Support	2.00		13.00	2.00
Paraprofessionals	10.00	3.00	3.00	7.00
Administrative	5.00	2.00	1.00	3.00
Other	8.00	1.00	1.25	7.00
<b>Total</b>	<b>52.50</b>	<b>10.00</b>	<b>20.25</b>	<b>44.50</b>

*Other Additions include 3 Clerks, 1 Parent Liaison, 2 HR Specialists, 1 Custodian, La Vida/AVID; Other Former Grant include PIC Director, Communications Specialist*

# Position Additions by Area (FY2022 to FY2024 proposed)

	Special Education	ELL	SEL / Equity	General Ed	Total
Teacher, SW, Couns, SLP	30	29	22	33	114
Paraprofessional	25	1		9	35
Administrative	2			9	11
Other	13			19	32
<b>Total</b>	<b>70</b>	<b>32</b>	<b>22</b>	<b>70</b>	<b>192</b>

# Summary

Investment in all budget priority areas:

- Special education ✓
- ELL supports ✓
- Curriculum development and support ✓
- Social emotional supports ✓
- Acceleration of literacy and math learning ✓
- Reduce teacher:student ratio ✓
- Teacher recruitment and retention ✓

# Questions & Comments

## Next Steps

- School Committee budget adoption
  - Thursday, March 30<sup>th</sup>, 6:30 pm, City Hall, Council Chambers
- City Council budget hearing and adoption
  - TBD

**THANK YOU!!!**

# Financial Investments FY2024

	Amount
Baseline Expenditures	\$8,800,000
Former grant	\$1,600,000
New positions / health insurance	\$4,100,000
Operations	\$700,000
Offsetting reductions	-\$1,200,000
<b>Total</b>	<b>\$14,000,000</b>