



FY2023 RECOMMENDED OPERATING BUDGET

Presented January 27, 2022
(Updated Feb 1, 2022)

FY2023 PRELIMINARY BUDGET RECOMMENDATION

PERSONNEL (81.15%)	\$77,899,943
GENERAL EXPENSE (18.85%)	\$18,100,948
TOTAL	\$96,000,891 (3.68% increase)

MAJOR INITIATIVES FOR FY23 AND BEYOND

- Expand coaching and instructional support for math K-8
- Begin curriculum development process across grades and content areas
- Implement a new middle school schedule to enable increased core academic time and additional focus on social-emotional learning
- Expand supports for students with emotional and behavioral needs

MAJOR INITIATIVES FOR FY23 AND BEYOND

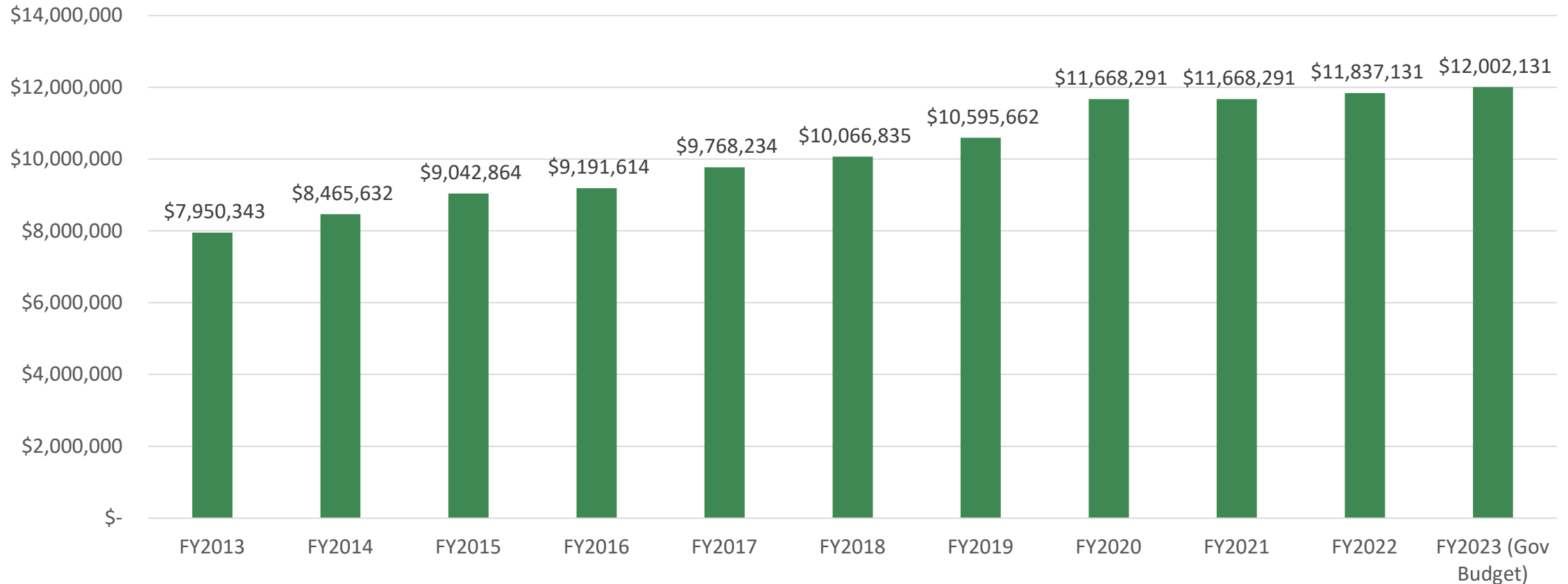
- **Improve back-office effectiveness and efficiency**
 - Implementation of electronic requisition and purchase orders
 - Business Manager (School Accountant plus additional responsibilities)
 - Transportation support (vendor and family communications)
 - Business office generalist

FY2023 STAFFING RECOMMENDATION

Analyze current performance data, staffing and enrollment to strategically allocate staff and maximize efficiencies to:

- Address the learning gap created by the pandemic
- Provide targeted support to schools/departments based on identified needs
- Provide structures to promote continuous professional learning and curriculum development
- Support social emotional learning for students

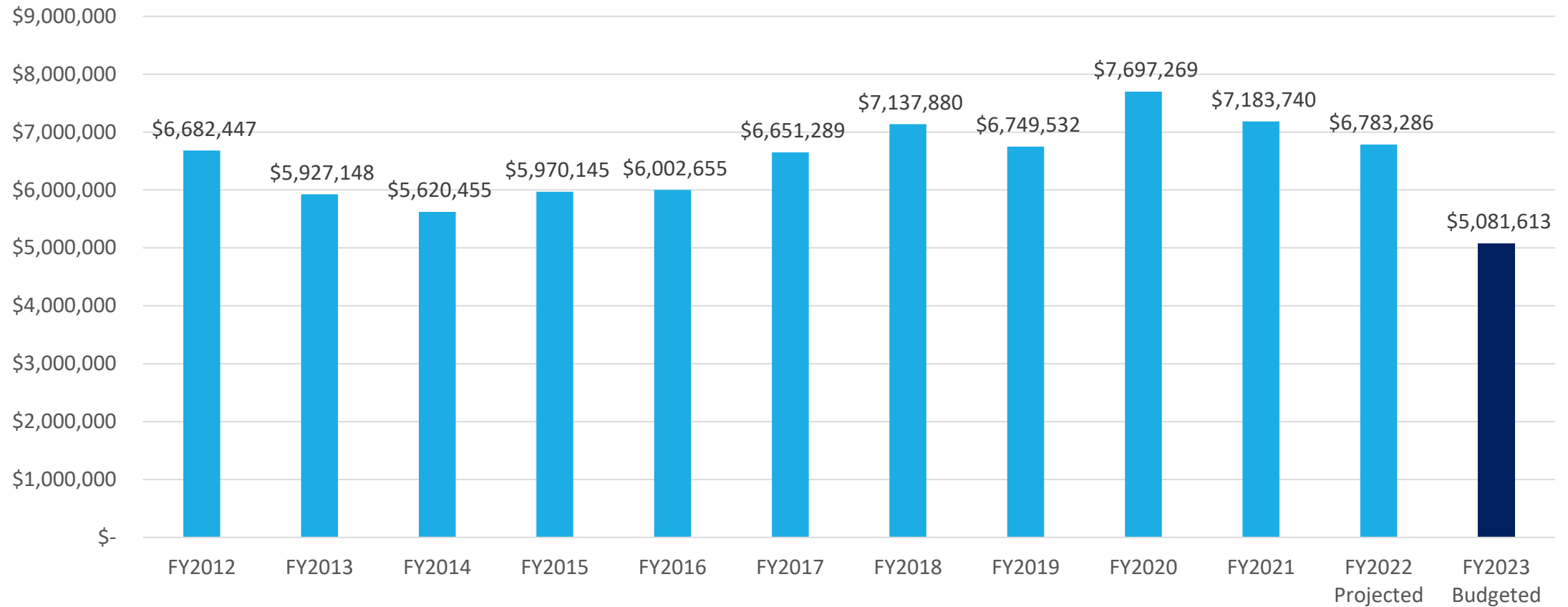
Chapter 70 State Aid for Education



Note: For FY23, State Aid continues to be the state minimum increase, which is \$30 per student.

Out-of-District Tuition Expenses

Operating Budget and Circuit Breaker OOD Expenses



BUDGET RECOMMENDATION: HIGHLIGHTS

- ✓ Stays below Town Manager recommendation (3.68% versus 3.75% increase)
- ✓ Meets all obligations, and provides for personnel salary increases
- ✓ Meets all educational and curricular requests presented by Principals, Department Heads, Asst Superintendents the week of January 10th
- ✓ Increases budgets for student activities, including requests from athletics and fine arts to assume expenses traditionally carried by parent/booster organizations
- ✓ Invests resources in back-office efficiencies (business office)
- ✓ Continues to move full-day kindergarten expenses into operating budget
- ✓ Reduces student fees (bus and middle school extra-curriculars)
- ✓ Provides increased investment in instructional technology (including student devices)
- ✓ Accelerates some facility projects that do not realistically fit within CIP
- ✓ Leverages ESSER and other grants for student supports in targeted areas

BASELINE/LEVEL-SERVICE DRIVERS

- Primary Obligations (Non-Discretionary) Increasing Budget
 - Salary increases (step, track, COLA and other financial compensation)
 - Transportation (general and special education contract increases)
- Offsets & Cost Savings in Budget
 - Out-of-district special education tuition (expense reduction, and strategic management of circuit breaker funds)
 - Natural attrition (retirements) of tenured staff and resignations replaced by new hires at lower end of pay scales
 - Resource response to enrollment decline, including FTE restructuring
 - Support through ESSER funds and other grants

FY2023 BUDGET SUMMARY

Categories of Investment (more detail later slides)

Obligations	<ul style="list-style-type: none">• Non-discretionary budget impacts	\$1,383,569
Operational Efficiencies	<ul style="list-style-type: none">• Investments that improve operations	\$403,000
Core Curriculum	<ul style="list-style-type: none">• Direct impact on core curriculum, teaching and learning	\$524,585
SPED and SEL	<ul style="list-style-type: none">• Additions to special education and social-emotional learning supports	\$0 (using ESSER funds)
Student Activities	<ul style="list-style-type: none">• Investment in curricular and extra-curricular student activities	\$238,302
Capital Projects	<ul style="list-style-type: none">• Acceleration of facility projects that do not fit within the CIP• Adds instructional technology to operating budget	\$854,000
TOTAL FY23 BUDGET INCREASE (3.68% over FY22)		\$3,403,456

FY2023 BUDGET: OBLIGATIONS

Non-discretionary budget impacts

Personnel	<ul style="list-style-type: none"> Increase in salaries, including contractually obligated step, track, COLA and other financial increases 	\$3,083,613
Transportation	<ul style="list-style-type: none"> Increases due to transportation contracts (general and special education) and additional special education services 	\$1,050,604
Out-of-district special education	<ul style="list-style-type: none"> Reduction in spending on out-of-district tuitions Strategic use of circuit breaker to offset expenses 	(\$1,687,787)
Retirements and other natural attrition	<ul style="list-style-type: none"> Reduction in spending where there are staff transitions (tenured staff replaced by new hires at lower end of pay scale) 	(\$1,123,596)
Full-day kindergarten	<ul style="list-style-type: none"> Continuing transition of FDK expenses from revolving account to operating budget to support tuition-free FDK 	\$343,754
Special Ed Evaluations	<ul style="list-style-type: none"> Spending on special education contracted services 	(\$56,000)
Operations	<ul style="list-style-type: none"> Adjustments in school accounts, superintendent line, SC note taking, business office software, etc. 	(\$247,019)
HR expense transfer	<ul style="list-style-type: none"> One-time transfer of HR expenses from school to town budget 	\$20,000
TOTAL NON-DISCRETIONARY OBLIGATIONS		\$1,383,569

FY2023 BUDGET: OPERATIONAL EFFICIENCIES

Recommended budget investments that impact operational efficiency of the district

Business Office Support	<ul style="list-style-type: none"> Addition of part time (0.5 FTE) Business Office Generalist Salary increases for Asst Super Finance recruitment and Business Manager conversion (vs School Accountant) Contracted part-time transportation call center resources to improve response time to families 	\$80,000
Additional school buses	<ul style="list-style-type: none"> Contract 2 additional buses to improve service on routes 	\$128,000
Website services	<ul style="list-style-type: none"> Contract to clean up website and establish new baseline 	\$45,000
Substitute Teachers	<ul style="list-style-type: none"> Funding to respond to ongoing substitute shortage and invest in “building based” model 	\$50,000
Bus Fee Reduction	<ul style="list-style-type: none"> Reduce transportation fee (7-12 graders) from \$300 to \$200 	\$100,000
TOTAL NEW OPERATIONAL EFFICIENCIES		\$403,000

FY2023 BUDGET: TEACHING & LEARNING

Recommended budget investments in core curriculum areas

Professional Development	<ul style="list-style-type: none"> Ongoing, continuous professional learning Addition of stipends for summer PD and curriculum work 	\$125,000
Math Support	<ul style="list-style-type: none"> Addition of 1 Math Program Coordinator Addition of 2 elementary Math Coaches Addition of 1 middle school Math Interventionist 	\$0 (all from restructuring, no budget or FTE additions)
Math Curriculum	<ul style="list-style-type: none"> K-8 curriculum review, materials and professional development 	\$200,000 (+ additional from ESSER)
Engineering Curriculum	<ul style="list-style-type: none"> Bring AHS Engineering position from 0.5 to 1.0 FTE through FTE repurposing (no FTE add, cost is salary increase) 	\$25,000
Instructional Technology	<ul style="list-style-type: none"> Support continued innovation in STEM/STEAM, Maker Space, CAD and Engineering across grades K-12 	\$150,000
Curriculum Advisor Stipends	<ul style="list-style-type: none"> Restore stipends at all middle school level for curriculum leads in multiple disciplines (15 stipends at \$1,639 each) 	\$24,585
TOTAL NEW CORE CURRICULAR INVESTMENTS		\$524,585

FY2023 BUDGET: SPED & SEL

Recommended budget investments in Special Education and Social-Emotional Learning

Student Services	<ul style="list-style-type: none">• Add 1 BRIDGE teacher• Add EFT for BRIDGE Program• Add BCBA for BRIDGE Program• Add part-time SLP to BRIDGE program	\$0 (all from restructuring, no budget or FTE additions)
Social-Emotional Learning initiative	<ul style="list-style-type: none">• Addition of 1 SEL position (grant-funded for 2 years)	\$0 (funded through ESSER grants)
Middle School Guidance Counselors	<ul style="list-style-type: none">• Addition of 3 Middle School Guidance Counselors (grant-funded for 2 years)	\$0 (funded through ESSER grants)
TOTAL NEW SPED & SEL INVESTMENTS		\$0

FY2023 BUDGET: STUDENT ACTIVITIES

Recommended investments in additional curricular and extra-curricular areas

Performing Arts	<ul style="list-style-type: none">Budget to assume significant items typically paid for by parent/booster organizations including: performance costumes (Show Choir and theater), music royalties (band), uniform maintenanceFunding for stipends: Technical Director (3), Winter Guard (with North Andover)	\$65,000
Athletics	<ul style="list-style-type: none">Budget to assume significant items typically paid for by parent/booster organizations including: uniforms (implement refresh cycle), stipends for additional coaches (8 male, 9 female, 4 co-ed teams)	\$130,000
Middle School Extra Curriculars	<ul style="list-style-type: none">Eliminate \$125 per-student fee for middle school extracurriculars	\$43,302
TOTAL NEW ADDITIONAL CURRICULAR AND EXTRA-CURRICULAR INVESTMENTS		\$238,302

FY2023 BUDGET: CAPITAL PROJECTS

Recommended investments in capital projects

Capital Projects (SCH-5)	<ul style="list-style-type: none">• Repayment of loan to accelerate some facility projects that do not realistically fit within CIP	\$604,000
Device Leasing (IT-2)	<ul style="list-style-type: none">• Moves student device leases from CIP to operating budget• Provides test fleet to support MCAS and school based assessments at AHS	\$250,000
TOTAL FOR CAPITAL PROJECTS		\$854,000

FY2023 BUDGET: CAPITAL/FACILITY PROJECTS

Operating budget expense of \$604,000 (ongoing for term of borrowing) for:

➤ **Doherty Middle School Improvements:**

- Items identified by facilities and architects to improve function until future major renovation
- Scope includes: installation of an elevator; reuse of ramp area outside the gymnasium; construction of new, accessible, single-user restrooms near auditorium; installation of HVAC for that area; installation of sprinklers throughout building
- Currently in CIP (SCH-5) for \$8,000,000 in FY2025; \$9,000,00 would include contingencies

➤ **Completing Andover High School Design**

- Building project widely-recognized as necessary; scope and timing under evaluation
- \$ 1,238,419.73 allocated at 2021 Town Meeting toward feasibility and design (repurposed from Bancroft project audit; no new cost to taxpayers)
- Estimated \$1,700,000 (for town project) or \$2,500,000 (for MSBA project) additional needed to complete design work

FY2023 BUDGET: Device Leasing

Operating budget expense of \$250,000 (ongoing) for:

➤ **Student Device Leases**

- Traditionally funded out of the CIP (IT-2) using free cash
- Create testing fleet to support MCAS and school-based assessments
- Funds will support the refresh cycle for devices

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- ✓ Meets all educational and curricular requests presented by administration at budget hearings
- ✓ Increases budget for student activities, including athletics and fine arts
- ✓ Invests resources in back-office efficiencies
- ✓ Moves add'l FDK expenses into operating budget
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THANK YOU