

# THE MENDON-UPTON REGIONAL SCHOOL DISTRICT FY2021 BUDGET



Empowering all learners to thrive



## The MURSD FY2021 Budget Subcommittee

Philip DeZutter, Chair

Leigh Martin

Sean Nicholson

Dr. Heather Allcock, Mendon Finance Committee

Paul Flaherty, Upton Finance Committee

Jay Byer, Director of Finance & Operations

Dr. Joseph Maruszczak, Superintendent of Schools



## FROM THE SUPERINTENDENT

Dear MURSD Families & Community Members-

The following pages contain the proposed budget of the Mendon-Upton Regional School District for fiscal year 2021 (FY2021). Because of your ongoing support, the district continues to provide a high quality education for all students. As the data on the following pages indicate, class sizes continue to be conducive to learning. Our students continue to excel both academically and in numerous athletic, artistic, and extracurricular endeavors. As a district we are deeply committed to our district mission of empowering every child entrusted in our care to thrive.

The proposed FY2021 operational budget of \$38,961,161 is a 6.99% increase over the current year's expenditures. This budget is one of level services, i.e., keeping existing programs and services in place for our students. It also includes some longstanding, critical needs that are integral to our success. For FY2021, the six largest drivers to the increases in our budget are the following:

- An increase of \$636,692 in all employees' wages, including obligated steps and lanes increases (3.17% increase over FY2020)
- An increase of \$574,597 in health care insurance (11.66% increase over FY2020)
- An increase of \$111,440 in regular transportation (6.54% increase over FY2020)
- An increase of \$92,615 in charter school assessments (86.72% increase over FY2020) due to six additional students accessing a charter school
- An increase of \$77,050 in the Worcester County Retirement assessment (9.90% increase over FY2020)

Included in this budget request are 4.0 additional FTEs that are critical needs for the district. First, there is the restoration of the Library-Media/Information Services Specialist position at Nipmuc Regional High School. This position was part of the 4.0 FTEs that were cut last year due to budgetary constraints. It is imperative that this position be restored as the school's continued accreditation through the New England Association of Schools & Colleges (NEASC) is contingent upon this position being filled. Second, for many years there have not been any certified school psychologists working in the district. This also is a critical need, as their evaluative and clinical services are desperately needed to meet numerous student mental health needs and social-emotional learning. Thus, there is a request for 2.0 FTE School Psychologists, as each will serve the two schools in each respective town. Last, included in this proposal is the addition of 1.0 FTE Elementary Special Education Team Chair. This position too is an essential need, as there is an increased demand for special education case management with oftentimes, a greater degree of complexity of student needs and commensurate services.

As we typically do at this point, we have used the House I Budget (Governor Baker's FY2021 Budget Proposal) as the foundation of our revenue projections. Chapter 70 aid was increased by the paltry sum of only \$30/student, which translates to \$65,310 in additional funding (an increase of 0.52% over FY2020). Regional Transportation Reimbursement, the other main strand of state funding, has been level funded at the same 70% reimbursement rate as FY2020, and the district will be receiving only an additional \$19,012 in this reimbursement. As a result, the trend will continue with the burden of funding to be borne by our communities.

The proposed spending plan calls for a \$1,295,033 increase in the assessment to Mendon (a 13.38% increase to \$10,970,835) and a \$1,471,697 increase in the assessment to Upton (a 12.56% increase to \$11,128,346) for the operational budget (exclusive of debt service for each community). These local assessments to each community would meet and exceed the mandated increases in the local minimum contribution (MLC) as mandated by the state PK-12 education funding formula. However, due to the limited size of each community's tax base and the magnitude of this request will certainly necessitate the need for a Proposition 2 1/2 operational override.

This is never an easy proposition. However, I cannot underscore the fact that the overwhelming amount of the budgetary request is simply to maintain level services in the MURSD. If this request is not met, cuts will be have to be executed and the effects will be highly detrimental to the education of our students, as class sizes will dramatically increase and many programs and services that are critical to a balanced education will be cut.

As always, our FY2021 budget has been carefully constructed by our administration and Budget Subcommittee based upon the goals and objectives as detailed in our district strategic plan, *Inspire: The MURSD Strategic Plan, 2018-23*. (Please see pp. 4-5 for more information.) This new plan, developed by parents, community members, students, teachers, and administrators, lays out a clear blueprint of the programs/services that our students need to be successful in a rapidly changing, increasingly diverse, and interconnected world.

On the following pages is the summary of the MURSD FY2021 Budget broken down by each of our eight major cost centers: central office/district-wide expenses, our four schools, student support services, technology, and buildings & grounds/maintenance. The entire FY2021 line-item budget is available on the district website, [www.mursd.org](http://www.mursd.org).

As always, on behalf of the Regional School Committee, I thank you for your ongoing support and engagement in the annual budget process.

Cordially,



Dr. Joseph P. Maruszczak  
Superintendent of Schools



# WHAT DRIVES US...

## OUR MISSION

We empower all learners to *thrive*.



## OUR VISION

In order to bring our mission to life, we will:

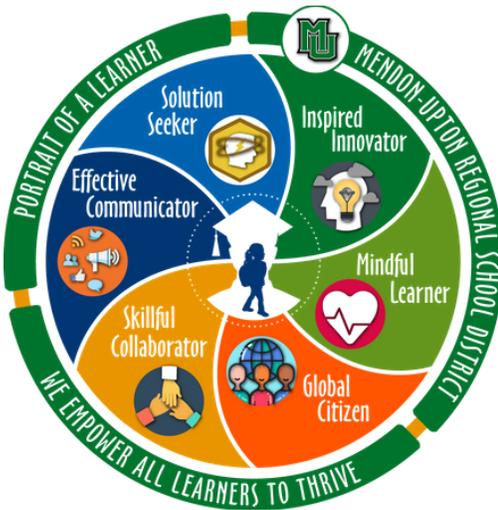
- Create programs, practices, and partnerships that value the whole child
- Lead innovation
- Inspire meaningful learning that ignites individual passions
- Reimagine education to align with our beliefs about learning
- Leverage technology to communicate, collaborate, and innovate
- Expand our definition of success beyond traditional metrics to celebrate the diverse talents, interest, accomplishments, and growth of the learner
- Engage students, parents, educators, and the community in an ongoing partnership focused on learning

## OUR STRATEGIC OBJECTIVES

- We will engage the community as partners in learning
- We will support social-emotional learning so our schools are safe, healthy, and balanced learning environments
- We will redefine and reimagine school to empower learning for a modern context
- We will align our professional practices with the *MURSD Beliefs About Learning*

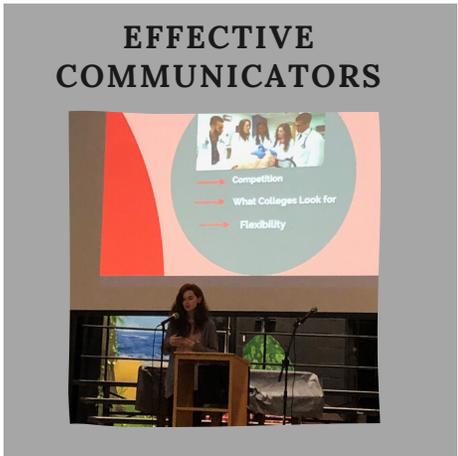


# THE MURSD PORTRAIT OF A LEARNER



**What are the skills necessary for all learners to succeed in a rapidly changing, increasingly diverse, and interconnected world?** Like other forward-thinking public school districts across the United States, the MURSD has created a *Portrait of a Learner* (PoL) profile to answer this question. The PoL competencies move MURSD educators to look beyond the high-stakes testing environment and help our students develop skills, so they can be successful in the world and in the workforce of the future. The six competencies also create an essential framework for the organization of innovative learning opportunities for all MURSD students, PK-12.

## WE CREATE INSPIRED LEARNING SO OUR STUDENTS ARE...



# REVENUE & EXPENDITURE SUMMARY, MURSD OPERATIONAL BUDGET, FY17- FY21

## Revenue to the General Fund

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020- FY2021 Change	FY2020- FY2021 %Change
<b>State Aid</b>							
Chapter 70	\$12,253,186	\$12,317,476	\$12,382,726	\$12,448,756	\$12,514,066	\$65,310	0.52%
Transportation Reimbursement	\$1,026,118	\$1,026,431	\$1,119,338	\$1,145,848	\$1,165,563	\$19,715	1.72%
Charter Tuition Reimbursement	\$6,937	\$7,010	\$5,358	\$14,552	\$45,745	\$31,193	214.36%
MA Building Authority-Reimbursement (Nipmuc/Miscoe)	\$1,272,722	\$337,880	\$337,880	\$0	\$0	\$0	0.00%
<b>Total State Aid</b>	<b>\$14,558,963</b>	<b>\$13,688,797</b>	<b>\$13,845,302</b>	<b>\$13,609,156</b>	<b>\$13,725,374</b>	<b>\$116,218</b>	<b>0.85%</b>
<b>Local Receipts</b>							
Mendon Assessment - Operational	\$8,655,068	\$8,877,076	\$9,173,051	\$9,675,801	\$10,970,835	\$1,295,034	13.38%
Mendon Assessment - Debt	\$787,180	\$411,371	\$429,737	\$415,773	\$403,263	(\$12,510)	-3.01%
Upton Assessment - Operational	\$10,398,709	\$10,732,757	\$11,128,346	\$11,721,117	\$13,192,814	\$1,471,697	12.56%
Upton Assessment - Debt	\$993,827	\$512,143	\$463,713	\$442,912	\$418,875	(\$24,037)	-5.43%
<b>Total Local Receipts</b>	<b>\$20,834,784</b>	<b>\$20,533,347</b>	<b>\$21,194,847</b>	<b>\$22,255,603</b>	<b>\$24,985,787</b>	<b>\$2,730,184</b>	<b>12.27%</b>
<b>District Receipts</b>							
E&D	\$0	\$58,970	\$400,000	\$300,000	\$0	(\$300,000)	-100.00%
Vision Program	\$118,540	\$130,959	\$120,885	\$75,000	\$75,000	\$0	0.00%
Transfer from Revolving	\$195,000	\$150,000	\$150,000	\$150,000	\$150,000	\$0	0.00%
Medicaid Reimbursement	\$91,992	\$81,429	\$83,349	\$25,000	\$25,000	\$0	0.00%
Interest	\$22,380	\$21,458	\$16,152	\$0	\$0	\$0	0.00%
Misc. Revenue	\$45	\$2,053	\$145	\$0	\$0	\$0	0.00%
<b>Total District Receipts</b>	<b>\$427,957</b>	<b>\$444,868</b>	<b>\$770,531</b>	<b>\$550,000</b>	<b>\$250,000</b>	<b>(\$300,000)</b>	<b>-54.55%</b>

## General Fund Expenditures

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020- FY2021 Change	FY2020- FY2021 %Change
<b>State Codes</b>							
Administration (1000)	\$978,373	\$995,742	\$934,144	\$990,380	\$983,848	(\$6,532)	-0.66%
Instruction (2000)	\$18,546,734	\$18,429,431	\$18,238,415	\$18,722,897	\$20,169,992	\$1,447,095	7.73%
Pupil Services (3000)	\$3,020,983	\$3,233,612	\$3,537,292	\$3,872,168	\$4,080,458	\$208,290	5.38%
Operations and Maintenance (4000)	\$2,924,045	\$2,883,792	\$3,293,559	\$3,405,432	\$3,624,376	\$218,944	6.43%
Benefits and Fixed Charges (5000)	\$5,432,702	\$5,890,809	\$6,062,336	\$6,316,701	\$7,027,158	\$710,457	11.25%
Acquisition, Improvement and Replacement of Fixed Assets (7000)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Retirement and Service (8000)	\$3,053,728	\$923,514	\$893,449	\$858,685	\$822,138	(\$36,547)	-4.26%
Programs with Other School Districts (9000)	\$1,845,793	\$2,310,111	\$2,392,301	\$2,248,668	\$2,253,190	\$4,522	0.20%
<b>Total Expenditures</b>	<b>\$35,802,358</b>	<b>\$34,667,012</b>	<b>\$35,351,496</b>	<b>\$36,414,931</b>	<b>\$38,961,160</b>	<b>\$2,546,229</b>	<b>6.99%</b>

## Debt Service

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020- FY2021 Change	FY2020- FY2021 %Change
Mendon Debt Assessment	\$798,515	\$787,180	\$411,371	\$429,737	\$415,773	(\$13,964)	-3.25%
Upton Debt Assessment	\$1,008,007	\$993,827	\$512,143	\$463,713	\$442,912	(\$20,801)	-4.49%
Bond Premium	\$8,457	\$7,722	\$6,986	\$6,251	\$5,515	(\$735)	-11.76%
MSBA Reimbursement	\$1,272,721	\$1,272,721	\$337,880	\$337,880	\$0	(\$337,880)	0.00%
<b>Total Revenue</b>	<b>\$3,087,700</b>	<b>\$3,061,450</b>	<b>\$1,268,380</b>	<b>\$1,237,580</b>	<b>\$864,200</b>	<b>(\$373,380)</b>	<b>-30.17%</b>
Principal Payment	\$2,720,000	\$2,805,000	\$790,000	\$775,000	\$755,000	(\$20,000)	-2.58%
Interest Payment	\$367,700	\$256,450	\$140,500	\$124,700	\$109,200	(\$15,500)	-12.43%
<b>Total Payment</b>	<b>\$3,087,700</b>	<b>\$3,061,450</b>	<b>\$930,500</b>	<b>\$899,700</b>	<b>\$864,200</b>	<b>(\$35,500)</b>	<b>-3.95%</b>

## PROJECTED REVENUE FOR THE MURSD, THROUGH STATE AID & COMMUNITY CONTRIBUTIONS

Per the Regional School District Charter, operational costs are apportioned to the member's towns on the basis of their respective pupil enrollments in the district as determined by the previous year's October 1 enrollment plus the number of students from each community that choice out to other school districts. This October 1, 2019 enrollment figure is 2,175 students (965 from Mendon and 1,210 from Upton). Thus, the proportional share of local contributions for FY2020 is 44.37% for Mendon and 55.63% for Upton.

Mendon Upton Regional School District Fiscal Year 2021 Operational Budget		FY2020 Final	FY2021 Projected	\$ Increase	% Increase
		\$36,414,759	\$38,961,160	\$2,546,401	6.99%
<b>State Aid</b>					
	Chapter 70 (additional \$30 per student (2,152))	\$12,448,756	\$12,514,066	\$65,310	0.52%
	Transportation Reimbursement (66%-FY18)	\$1,145,848	\$1,165,563	\$19,715	1.72%
	Charter Tuition Reimbursement	\$14,552	\$45,745	\$31,193	214.36%
	<b>Total State Aid</b>	<b>\$13,609,156</b>	<b>\$13,725,374</b>	<b>\$116,218</b>	<b>0.85%</b>
<b>Mendon</b> 44.37%					
	Minimum Local Contribution	\$7,234,022	\$7,725,850	\$491,828	6.80%
	Transportation & Fixed Assets (Net of State Aid)	\$739,392	\$885,952	\$146,560	19.82%
	Operational Additional	\$1,702,387	\$2,359,032	\$656,645	38.57%
	<b>Subtotal (not including debt)</b>	<b>\$9,675,801</b>	<b>\$10,970,835</b>	<b>\$1,295,033</b>	<b>13.38%</b>
<b>Debt Service</b>					
	Long Term Debt Clough/Memorial School	\$347,104	\$334,878	(\$12,226)	-3.52%
	Long Term Debt Miscoe Green Repair	\$68,669	\$68,385	(\$284)	-0.41%
	<b>Subtotal Debt Service</b>	<b>\$415,773</b>	<b>\$403,263</b>	<b>(\$12,510)</b>	<b>-3.01%</b>
	<b>Total Mendon Operational Assessment (including debt)</b>	<b>\$10,091,574</b>	<b>\$11,374,097</b>	<b>\$1,282,523</b>	<b>12.71%</b>
<b>Upton</b> 55.63%					
	Minimum Local Contribution	\$8,654,881	\$9,124,333	\$469,452	5.42%
	Transportation & Fixed Assets (Net of State Aid)	\$928,535	\$1,110,785	\$182,250	19.63%
	Operational Additional	\$2,137,701	\$2,957,696	\$819,995	38.36%
	<b>Operational Assessment (not including debt)</b>	<b>\$11,721,117</b>	<b>\$13,192,814</b>	<b>\$1,471,697</b>	<b>12.56%</b>
<b>Debt Service</b>					
	Long Term Debt Clough/Memorial School	\$356,096	\$334,872	(\$21,224)	-5.96%
	Long Term Debt Miscoe Green Repair	\$86,816	\$84,003	(\$2,813)	-3.24%
	<b>Subtotal Debt Service</b>	<b>\$442,912</b>	<b>\$418,875</b>	<b>(\$24,037)</b>	<b>-5.43%</b>
	<b>Total Upton Operational Assessment (including debt)</b>	<b>\$12,164,029</b>	<b>\$13,611,689</b>	<b>\$1,447,660</b>	<b>11.90%</b>

## ADDITIONAL FUNDING FOR THE MURSD, THROUGH DISTRICT FUNDING, SCHOOL CHOICE, AND STATE & FEDERAL ENTITLEMENT GRANTS

The Regional School District also receives entitlement grants through the federal government and the state Department of Elementary and Secondary Education (DESE) to address specific programmatic needs such as literacy instruction for students of poverty, teacher professional development, and special education. Additionally, the district receives funds for students that are “choiced” into the district from neighboring communities. These grants and revolving accounts are earmarked for specific purposes and expenditures that are outside of the operational budget.

	FY2020 Final	FY2021 Projected	\$ Increase	% Increase
<b>School District</b>				
E&D	\$300,000	\$0	(\$300,000)	-100.00%
Vision, Sped Tuition, Interest	\$75,000	\$75,000	\$0	0.00%
Transfers In-Revolving Accts	\$150,000	\$150,000	\$0	0.00%
Medicaid Reimbursement	\$25,000	\$25,000	\$0	0.00%
<b>Total School District</b>	<b>\$550,000</b>	<b>\$250,000</b>	<b>(\$300,000)</b>	<b>-54.55%</b>
<b>Total Operational Budget</b>	<b>\$36,414,759</b>	<b>\$38,961,160</b>	<b>\$2,546,401</b>	<b>6.99%</b>
<b>Grants, Choice, Circuit Breaker</b>				
Sped Entitlement Grant	\$518,208	\$518,208	\$0	0.00%
Title 1 ( <i>based on census poverty reporting</i> )	\$68,497	\$68,497	\$0	0.00%
Title IIA - Teacher Quality	\$32,324	\$32,324	\$0	0.00%
Title IVA	\$10,000	\$10,000	\$0	0.00%
Early Childhood Entitlement	\$20,809	\$20,809	\$0	0.00%
Academic Support	\$0	\$0	\$0	0.00%
Sped Program Improvement	\$0	\$0	\$0	0.00%
Early Childhood Program Improvement	\$0	\$0	\$0	0.00%
Net Choice Tuition	\$1,000,000	\$400,000	(\$600,000)	-60.00%
Circuit Breaker Reimbursement (60%-65%)	\$792,514	791,428	(\$1,086)	-0.14%
<b>Total Grants, Choice, Circuit Breaker Revenue</b>	<b>\$2,417,682</b>	<b>\$1,841,266</b>	<b>(\$576,416)</b>	<b>-23.84%</b>
<b>Total Revenue FY2021</b>	<b>\$38,832,613</b>	<b>\$40,802,426</b>	<b>\$1,969,985</b>	<b>5.07%</b>

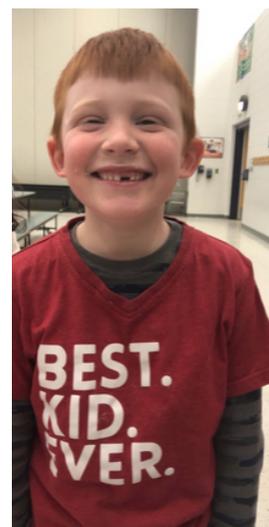


# STUDENT ENROLLMENT & STAFFING IN THE MURSD, FY2017-2021

The MURSD will see stable enrollment for the 2020-21 school year, with a slight reduction at Miscoe Hill Middle School due to a smaller incoming 5th grade class. Of concern are the most recent NESDEC enrollment projections that show a growth of 130 students over the next five years. Below are tables detailing official October 1 enrollment and staffing by full-time equivalents (FTEs) in the district since 2016.

## Student Enrollment

School	2016-17	2017-18	2018-19	2019-20	2020-21 projected
Clough	431	375	368	378	379
Memorial	437	479	484	472	485
Miscoe Hill	781	778	793	761	721
Nipmuc	594	633	657	641	647
Out of District	30	31	31	34	33
<b>Totals</b>	<b>2273</b>	<b>2296</b>	<b>2333</b>	<b>2286</b>	<b>2265</b>



Source: Student Information Management System (SIMS) Report submitted to the MA Department of Elementary & Secondary Education annually; FY21 Projections from New England Staff Development Council (NESDEC), preliminary PK and K enrollments, and 9th grade private school/career and technical school acceptances.

## Professional Staffing

Entire MURSD	2016-17	2017-18	2018-19	2019-20	2020-21 proposed
<b>Administrators</b>	13.0	11.0	11.0	11.0	11.0
<b>Instructional Staff (Teachers)</b>	165.17	160.81	161.06	158.92	157.92
<b>Instructional Support Staff</b>	14.39	18.80	19.24	17.91	20.91
<b>Paraprofessionals</b>	68.6	73.98	78.31	78.27	78.27
<b>Office/Clerical/Admin Support</b>	23.33	23.9	22.89	20.39	20.39
<b>Special Ed Related Staff</b>	14.4	12.5	12.6	14.8	15.8
<b>Medical Health Services</b>	6.0	6.5	6.5	6.5	6.5
<b>Total FTEs</b>	<b>304.89</b>	<b>307.49</b>	<b>311.6</b>	<b>307.79</b>	<b>310.79</b>

Source: Education Personnel Information Management System (EPIMS) Report submitted to the MA Department of Elementary & Secondary Education annually.

## ENROLLMENT BY SCHOOL & GRADE AND AVERAGE CLASS SIZES

### 2019-20 Enrollment by School & Grade

	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	SP	Total
Clough	28	62	65	73	75	75										378
Memorial	28	92	94	95	79	84										472
Miscoe							160	193	205	203						761
Nipmuc											151	174	159	154	3	641
Out of District					1	1	2	3	2	2	4	4	5	4	6	34
<b>Total District</b>	<b>56</b>	<b>154</b>	<b>159</b>	<b>168</b>	<b>155</b>	<b>160</b>	<b>163</b>	<b>196</b>	<b>207</b>	<b>205</b>	<b>155</b>	<b>178</b>	<b>164</b>	<b>158</b>	<b>9</b>	<b>2286</b>

### 2020-21 Projected Enrollment by School & Grade

	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	SP	Total
Clough	30	71	65	65	73	75										379
Memorial	30	92	93	94	96	80										485
Miscoe							160	161	193	207						721
Nipmuc											160	151	174	159	3	647
Out of District						1	1	2	3	2	2	4	4	5	9	33
<b>Total District</b>	<b>60</b>	<b>163</b>	<b>158</b>	<b>159</b>	<b>169</b>	<b>156</b>	<b>161</b>	<b>163</b>	<b>196</b>	<b>209</b>	<b>162</b>	<b>155</b>	<b>178</b>	<b>164</b>	<b>12</b>	<b>2265</b>

### 2020-21 Projected Average Class Size by Grade & School

Based upon the projected student enrollment and proposed level of staffing, the following average class sizes are projected for next year in the table below. Class sizes for Nipmuc Regional High School are not delineated as they vary from content area and academic level.

	PK	K	1	2	3	4	5	6	7	8
Clough	13	23	22	22	18	19	--	--	--	--
Memorial	13	23	23	19	19	20	--	--	--	--
Miscoe	--	--	--	--	--	--	23	23	25	25

# FY2021 CENTRAL OFFICE/DISTRICT-WIDE BUDGET

The MURSD Central Office is staffed with eleven full-time positions (5 district administrators and 6 support staff). Additionally, two special education administrative assistants work within the four schools to coordinate the IEP team process, support students and their families, and ensure regulatory compliance.

Below is a delineation of the staffing and operational budget of central office as well as district-wide expenditures since FY2017. The request for FY2021 is also detailed.

## Central Office Staffing

Central Office	2016-17	2017-18	2018-19	2019-20	2020-21 proposed
Administrators	5.0	5.0	5.0	5.0	5.0
Office/Clerical/Admin Support	8.0	8.0	8.0	8.0	8.0
<b>Total FTEs</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>



## Central Office & District-Wide Expenditures Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020- FY2021 Change	FY2020- FY2021 %Change
School Committee	\$42,763	\$11,340	\$11,476	\$16,830	\$16,950	\$120	0.71%
District-wide Administration	\$339,771	\$392,217	\$416,593	\$432,491	\$444,755	\$12,264	2.84%
Finance and Administration Services	\$346,372	\$327,064	\$314,846	\$347,134	\$351,343	\$4,209	1.21%
District-wide Instruction	\$600,468	\$724,157	\$739,527	\$759,078	\$857,353	\$98,275	12.95%
Student Transportation	\$1,537,848	\$1,563,312	\$1,625,009	\$1,704,760	\$1,816,200	\$111,440	6.54%
Employee Retirement	\$887,014	\$934,484	\$1,051,447	\$1,116,965	\$1,230,158	\$113,193	10.13%
Health Insurance	\$4,353,324	\$4,727,658	\$4,764,701	\$4,929,903	\$5,504,500	\$574,597	11.66%
Fixed Charges	\$190,999	\$227,750	\$246,138	\$263,473	\$286,140	\$22,667	8.60%
Debt Service	\$3,053,728	\$923,514	\$893,449	\$858,685	\$822,138	(\$36,547)	100.00%
<b>Total District-Wide Expenditures</b>	<b>\$11,352,289</b>	<b>\$9,831,495</b>	<b>\$10,063,186</b>	<b>\$10,429,319</b>	<b>\$11,329,537</b>	<b>\$900,218</b>	<b>8.63%</b>

# FY2021 H.P. CLOUGH ELEMENTARY SCHOOL BUDGET

The following details the present student demographics, performance data, and staffing patterns at the Henry P. Clough Elementary School in Mendon. The operational budget summary since FY2017 and request for FY2021 are also delineated.

## FAST FACTS ABOUT CLOUGH:

### Student Demographics:

Enrollment



378

% Receiving Special Services



14.0%

% Economically Disadvantaged



9.0%

Average Daily Student Attendance



95.8%

### Staffing:

# of Teachers



26.5 FTEs

% of Professional Staff with Advanced Degrees



92%

Student:Teacher Ratio



14 : 1

Average Homeroom Class Size



20.3

### Student Performance:

Spring 2019  
MCAS  
Results

	ELA		Math	
	Clough	State	Clough	State
Grade 3	59%	56%	57%	49%
Grade 4	51%	52%	48%	49%

% of students Meeting Expectations or better

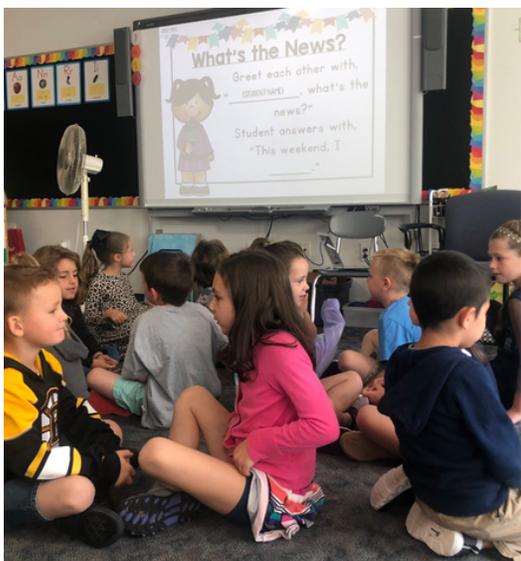


## Clough IS AN INSPIRATION BECAUSE...

- It is an innovative and nurturing school where all children can thrive. Our staff designs learning experiences that allow students to exercise agency through genius hour projects, and project based learning opportunities.
- We integrate technology in a seamless way so that students learn to effectively communicate, collaborate, think, and act globally. We use green screen technology, Seesaw digital portfolios, Skype, and the Google suite to further assist our students in meeting the *Portrait of a Learner* competencies.
- Clough's whole staff works in close collaboration with Mendon's public safety and our school resource officer to ensure that Clough Elementary is a safe school. We use mindfulness, the *Fuel Up to Play 60* Program and maintain a school vegetable garden to promote a healthy lifestyle.

### H.P. Clough Professional Staffing

Clough Elementary School	2016-17	2017-18	2018-19	2019-20	2020-21 proposed
Administrators	1.6	1.0	1.0	1.0	1.0
Instructional Staff (Teachers)	29.25	27.5	26.5	26.5	26.5
Instructional Support Staff	2.98	4.96	5.15	5.06	5.56
Paraprofessionals	12.2	12.79	13.02	12.58	12.58
Office/Clerical/Admin Support	1.8	1.8	1.8	1.8	1.8
Special Ed Related Staff	3.95	2.95	2.73	3.23	3.73
Medical Health Services	1.0	1.5	1.5	1.5	1.5
<b>Total FTEs</b>	<b>52.78</b>	<b>52.5</b>	<b>52.0</b>	<b>51.67</b>	<b>52.67</b>



### Clough Elementary School Expenditures Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020-2021 Change	FY2020-2021 %Change
School Leadership Salaries	\$163,596	\$178,778	\$184,782	\$188,923	\$189,109	\$186	0.10%
School Leadership Services	\$4,115	\$6,253	\$5,676	\$8,000	\$6,150	(\$1,850)	-23.13%
Instructional Salaries	\$2,141,240	\$1,978,674	\$1,762,840	\$1,838,035	\$2,046,077	\$208,042	11.32%
Instructional Materials	\$59,291	\$45,471	\$46,775	\$46,510	\$60,560	\$14,050	30.21%
Other School Services	\$94,655	\$102,173	\$148,791	\$157,273	\$170,781	\$13,508	8.59%
<b>Total Clough Elementary School Expenditures</b>	<b>\$2,462,897</b>	<b>\$2,311,349</b>	<b>\$2,148,864</b>	<b>\$2,238,741</b>	<b>\$2,472,677</b>	<b>\$233,936</b>	<b>10.45%</b>



# FY2021 MEMORIAL ELEMENTARY SCHOOL BUDGET



The following details the present student demographics, performance data, and staffing patterns at the Memorial Elementary School in Upton. The operational budget summary since FY2017 and request for FY2021 are also delineated.

## FAST FACTS ABOUT MEMORIAL:

### Student Demographics:

Enrollment



472

% Receiving Special Services



14.8%

% Economically Disadvantaged



9.1%

Average Daily Student Attendance



95.9%

### Staffing:

# of Teachers



32.75 FTEs

% of Professional Staff with Advanced Degrees



83%

Student:Teacher Ratio



14 : 1

Average Homeroom Class Size



20.3

### Student Performance:

Spring 2019  
MCAS  
Results

	ELA		Math	
	Memorial	State	Memorial	State
Grade 3	56%	56%	54%	49%
Grade 4	73%	52%	67%	49%

% of students Meeting Expectations or better

## MEMORIAL IS AN INSPIRATION BECAUSE...

- Through our Positive Behavior Intervention Strategies RISE, all students are explicitly taught what RESPECT, INCLUSIVITY, SAFETY, and EMPATHY look like in all school settings. Positive behaviors are celebrated during school-wide assemblies and the distribution of "brag tags".
- Flexible skill based groupings and inclusion are utilized to ensure that all students have access to the full curriculum. Differentiation allows students to participate in all lessons at their current entry point.
- Teachers continue to use meaningful technology integration to enhance their instruction. As a result, students are creating online portfolios, coding, taking virtual field trips, and learning about robotics.



### Memorial Professional Staffing

Memorial Elementary School	2016-17	2017-18	2018-19	2019-20	2020-21 proposed
Administrators	1.8	1.0	1.0	1.0	1.0
Instructional Staff (Teachers)	30.6	31.0	32.8	32.75	32.75
Instructional Support Staff	3.47	3.53	4.34	4.8	5.3
Paraprofessionals	22.7	28.39	30.89	31.89	31.89
Office/Clerical/Admin Support	1.9	1.9	1.9	1.9	1.9
Special Ed Related Staff	4.9	4.25	4.43	5.4	5.9
Medical Health Services	1.5	1.5	1.5	1.5	1.5
<b>Total FTEs</b>	<b>66.35</b>	<b>71.57</b>	<b>76.86</b>	<b>79.24</b>	<b>80.24</b>



### Memorial Elementary School Expenditures Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020-FY2021 Change	FY2020-FY2021 %Change
School Leadership Salaries	\$158,190	\$181,023	\$185,379	\$192,974	\$190,063	(\$2,911)	-1.51%
School Leadership Services	\$3,969	\$2,804	\$3,182	\$7,700	\$5,925	(\$1,775)	-23.05%
Instructional Salaries	\$2,129,276	\$2,123,572	\$2,190,623	\$2,198,463	\$2,412,616	\$214,153	9.74%
Instructional Materials	\$72,802	\$47,946	\$43,771	\$46,950	\$61,430	\$14,480	30.84%
Other School Services	\$108,918	\$110,492	\$141,833	\$153,728	\$155,120	\$1,392	0.91%
<b>Total Memorial Elementary School Expenditures</b>	<b>\$2,473,155</b>	<b>\$2,465,838</b>	<b>\$2,564,787</b>	<b>\$2,599,815</b>	<b>\$2,825,154</b>	<b>\$225,339</b>	<b>8.67%</b>

# FY2021 MISCOE HILL MIDDLE SCHOOL BUDGET

The following details the present student demographics, performance data, and staffing patterns at the Miscoe Hill Middle School in Mendon. The operational budget summary since FY2017 and request for FY2021 are also delineated.

## FAST FACTS ABOUT MISCOE:

### Student Demographics:

Enrollment



761

% Receiving Special Services



17.7%

% Economically Disadvantaged



10.4%

Average Daily Student Attendance



96.2%

### Staffing:

# of Teachers



52.4 FTEs

% of Professional Staff with Advanced Degrees



85%

Student:Teacher Ratio



15 : 1

Average Homeroom Class Size



23.8



### Student Performance:

Spring 2019 MCAS Results

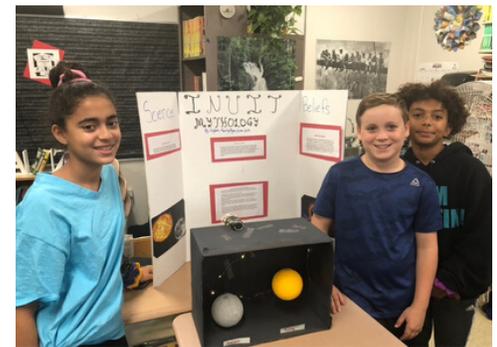
	ELA		Math		Science	
	Miscoe	State	Miscoe	State	Miscoe	State
Grade 5	56%	52%	41%	48%	52%	49%
Grade 6	53%	53%	54%	52%	---	---
Grade 7	58%	48%	44%	48%	---	---
Grade 8	59%	52%	50%	46%	59%	46%

% of students Meeting Expectations or better

## MISCOE HILL IS AN INSPIRATION BECAUSE...

- Bolstered by over \$100,000 in competitive grant monies, the school has created the Innovative Inspiration Center, a MakerSpace dedicated to student making, learning, exploring and sharing that uses both high tech and traditional tools. Lessons in this collaborative workspace are also being guided by the national *Project Lead the Way (PLTW)* Engineering and Design curriculum.
- School stakeholders have created and implemented a comprehensive school behavioral expectations matrix, based upon setting. These clear expectations are consistent with the creation of a comprehensive Positive Behavioral Interventions & Supports (PBIS) System.
- In conjunction with the Bridge for Resilient Youth in Transition (BRYT) program in Brookline, the school has created the Miscoe Bridge Program, which provides short-term intervention/supports during times of academic and social-emotional stress, with the aim of getting students back to their regular academic schedule.

Miscoe Hill Professional Staffing					
Miscoe Hill Middle School	2016-17	2017-18	2018-19	2019-20	2020-21 proposed
Administrators	2.6	2.0	2.0	2.0	2.0
Instructional Staff (Teachers)	57.1	54.59	54.9	52.4	51.4
Instructional Support Staff	2.95	3.31	3.9	3.6	4.1
Paraprofessionals	20.9	20.8	23.4	23.0	23.0
Office/Clerical/Admin Support	6.1	7.1	6.6	4.6	4.6
Special Ed Related Staff	3.35	3.25	3.73	4.3	4.3
Medical Health Services	2.0	2.0	2.0	2.0	2.0
<b>Total FTEs</b>	<b>95.0</b>	<b>93.05</b>	<b>96.53</b>	<b>91.9</b>	<b>91.4</b>



Miscoe Hill Middle School Expenditures Summary							
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020-2021 Change	FY2020-2021 %Change
School Leadership Salaries	\$350,515	\$346,965	\$353,352	\$360,631	\$368,123	\$7,492	2.08%
School Leadership Services	\$5,841	\$3,654	\$4,018	\$6,339	\$6,789	\$450	7.10%
Instructional Salaries	\$3,823,659	\$3,704,756	\$3,680,704	\$3,629,128	\$3,824,095	\$194,967	5.37%
Instructional Materials	\$102,799	\$94,829	\$47,595	\$41,281	\$44,949	\$3,668	8.89%
Other School Services	\$160,661	\$169,027	\$179,904	\$179,123	\$185,261	\$6,138	3.43%
Athletics	\$10,000	\$0	\$10,000	\$20,000	\$15,000	(\$5,000)	-25.00%
<b>Total Miscoe Hill School Expenditures</b>	<b>\$4,453,475</b>	<b>\$4,319,231</b>	<b>\$4,275,573</b>	<b>\$4,236,502</b>	<b>\$4,444,217</b>	<b>\$207,715</b>	<b>4.90%</b>

# FY2021 NIPMUC REGIONAL HIGH SCHOOL BUDGET

The following details the present student demographics, performance data, and staffing patterns at the Nipmuc Regional High School in Upton. The operational budget summary since FY2017 and request for FY2021 are also delineated.

## FAST FACTS ABOUT NIPMUC:

### Student Demographics:

Enrollment



641

% Receiving Special Services



11.5%

% Economically Disadvantaged



9.2%

Average Daily Student Attendance



94.8%

### Staffing:

# of Teachers



47.27 FTEs

% of Professional Staff with Advanced Degrees



84%

Student:Teacher Ratio

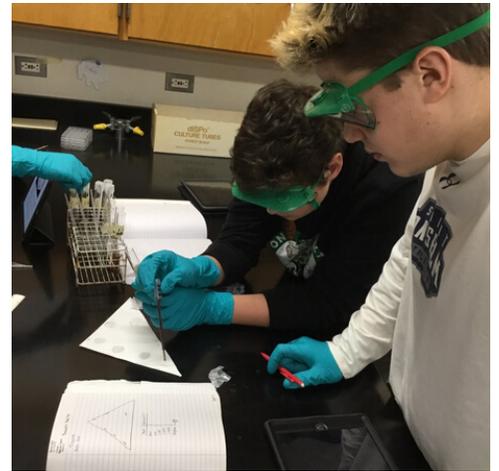


14 : 1

Average Class Size



22.8



### Student Performance:

Spring 2019 MCAS Results

	ELA		Math		Biology	
	Nipmuc	State	Nipmuc	State	Nipmuc	State
Grade 9	---	---	---	---	90%	74%
Grade 10	77%	61%	75%	61%	---	---

Mean SAT Results, 2018-19:

Reading/Writing			Mathematics			Participation Rate		
Nipmuc	State	US	Nipmuc	State	US	Nipmuc	State	US
568	548	531	559	550	528	92%	81%	52%

Advanced Placement (AP) Performance, 2018-19:

# of AP courses offered	AP exams administered in spring 2019	# of test takers	% earning a qualifying score (3 or higher)
19	364	180	73%

% of students Meeting Expectations or better

## NIPMUC IS AN INSPIRATION BECAUSE...



- It is one of just 22 schools across the Commonwealth accepted to be part of DESE's *Kaleidoscope Collective* - a group of learning communities that work with Commissioner Riley to develop innovative approaches to promote deeper learning.
- The school embraces opportunities for innovative programming including *Inspired Learning Days*, the *Legacy Program*, Financial Wellness Fairs, the *EPIC Engineering Challenge*, career shadowing, and Wellness Weeks - all of which connect our classrooms to the community through professional partnerships.
- It has gained state and national recognition for student achievement. The school has been selected as one of the top 500 schools in the nation by *Newsweek* magazine. *US News and World Report* awarded Nipmuc a silver medal. Nipmuc has also been named as a *Commended School* by DESE.

### Nipmuc Professional Staffing

Nipmuc Regional High School	2016-17	2017-18	2018-19	2019-20	2020-21 proposed
Administrators	3.0	2.0	2.0	2.0	2.0
Instructional Staff (Teachers)	48.22	47.72	46.86	47.27	47.27
Instructional Support Staff	4.99	7.0	5.75	5.55	7.05
Paraprofessionals	12.8	12.0	11.0	10.8	10.8
Office/Clerical/Admin Support	5.53	5.1	5.6	5.1	5.1
Special Ed Related Staff	2.2	2.05	1.93	1.9	1.9
Medical Health Services	1.5	1.5	1.5	1.5	1.5
<b>Total FTEs</b>	<b>78.24</b>	<b>77.37</b>	<b>74.64</b>	<b>74.12</b>	<b>75.62</b>



### Nipmuc Regional High School Expenditures Summary

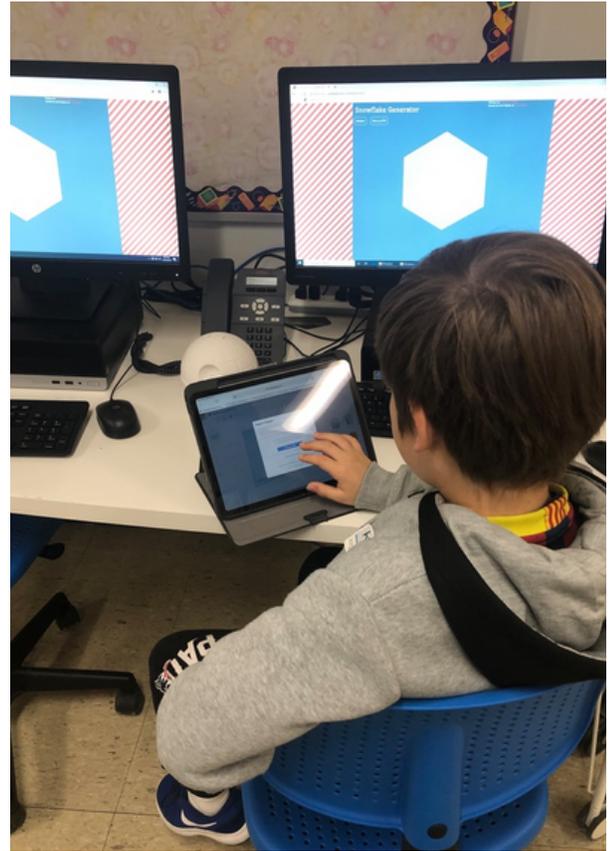
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020-FY2021 Change	FY2020-FY2021 %Change
School Leadership Salaries	\$362,426	\$362,250	\$385,529	\$397,975	\$406,888	\$8,913	2.24%
School Leadership Services	\$24,388	\$26,232	\$28,586	\$30,925	\$30,525	(\$400)	-1.29%
Instructional Salaries	\$3,601,985	\$3,583,246	\$3,524,858	\$3,622,523	\$3,936,628	\$314,105	8.67%
Instructional Materials	\$137,290	\$104,145	\$104,880	\$111,561	\$130,304	\$18,743	16.80%
Other School Services	\$159,029	\$165,758	\$171,696	\$174,582	\$179,051	\$4,469	2.56%
Athletics	\$231,832	\$274,159	\$231,419	\$237,062	\$249,305	\$12,243	5.16%
<b>Total Nipmuc Regional High School Expenditures</b>	<b>\$4,516,950</b>	<b>\$4,515,789</b>	<b>\$4,446,968</b>	<b>\$4,574,628</b>	<b>\$4,932,701</b>	<b>\$358,073</b>	<b>7.83%</b>



# OTHER COST CENTER EXPENDITURES

## FY2021 Technology Budget

Two administrators lead the MURSD Technology Department, a Director of Technology Operations who manages all the district's network and infrastructure, and a Director of Technology Integration, who works closely with staff and students to improve teaching and learning with technology. The department also consists of three full-time technology support assistants and one full-time student data specialist who manages all state and federally mandated reporting requirements. Major expenditures include the renewal of annual lease payments on approximately 600 personal computers/laptops and peripheral devices, software licensing fees, instructional hardware (e.g., SMARTBoards, digital projectors, servers, etc.), copier leases/maintenance, and Internet service provision. The district continues its investment in the 1:1 learning program as in the coming year approximately 90% of all devices will be district-owned. Below the operational budget since FY17 and request for FY21 are delineated.



Technology Expenditures Summary							
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2020-	FY2020-
	Actual	Actual	Actual	Adopted	Requested	FY2021	FY2021
						Change	%Change
Technology Salaries	\$399,589	\$424,028	\$432,765	\$424,665	\$428,624	\$3,959	0.93%
Technology Services	\$252,353	\$270,365	\$451,785	\$462,015	\$453,500	(\$8,515)	-1.84%
Instructional Materials	\$536,872	\$582,508	\$374,067	\$436,201	\$505,931	\$69,730	15.99%
<b>Total Technology Expenditures</b>	<b>\$1,188,813</b>	<b>\$1,276,901</b>	<b>\$1,258,617</b>	<b>\$1,322,881</b>	<b>\$1,388,055</b>	<b>(\$4,556)</b>	<b>-0.34%</b>

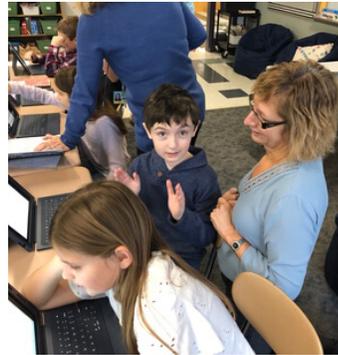


## FY2021 Student Support Services Budget

A full-time Director of Student Services leads the MURSD Student Services Department. The department also employs one full-time assistant that facilitates the administrative work associated with the delivery of special education services. Major expenditures include the cost of tuitions for out-of-district placements for students with substantial medical, social, and emotional disabilities. Also included are the costs associated with the transportation of out-of-district placed students. The operational budget also covers the expense of summer programming and services such as physical therapy, occupational therapy, and instruction of English learners.

### Student Support Services Expenditures Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020- FY2021 Change	FY2020- FY2021 %Change
Student Support Leadership Salaries	\$155,752	\$161,459	\$167,559	\$176,664	\$182,233	\$5,569	3.15%
Student Support Leadership Services	\$4,004	\$3,557	\$11,388	\$22,800	\$22,800	\$0	100.00%
Instructional Salaries	\$3,763,830	\$3,954,291	\$4,051,881	\$4,270,331	\$4,728,420	\$458,089	10.73%
Contracted Services	\$587,805	\$577,733	\$701,438	\$658,000	\$565,000	(\$93,000)	-14.13%
Instructional Materials	\$40,969	\$30,296	\$32,830	\$47,000	\$42,700	(\$4,300)	-9.15%
Transportation	\$712,511	\$840,808	\$1,022,895	\$1,237,000	\$1,302,600	\$65,600	5.30%
Out of District Tuition	\$1,476,829	\$1,821,125	\$1,908,615	\$1,790,865	\$1,713,772	(\$77,093)	-4.30%
<b>Total Student Support Services Expenditures</b>	<b>\$6,741,700</b>	<b>\$7,389,269</b>	<b>\$7,896,606</b>	<b>\$8,202,660</b>	<b>\$8,557,525</b>	<b>\$354,865</b>	<b>4.33%</b>



## FY2021 B & G/Maintenance Budget

A full-time director oversees the MURSD Buildings & Grounds Department. A total of 18 full-time and 2 part-time custodians clean and maintain the district's four schools, specifically the physical plants and grounds. Also included are the ongoing costs for the proactive maintenance of the four schools, particularly the HVAC systems, which have been a recent challenge. Below the operational budget since FY17 and request for FY21 are delineated. The summary line items address the maintenance, general repair, and safety of operating four schools.

### Building & Grounds/ Maintenance Expenditures Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Adopted	FY2021 Requested	FY2020- FY2021 Change	FY2020- FY2021 %Change
Custodial Salaries	\$978,662	\$1,011,500	\$1,016,284	\$1,054,295	\$1,159,918	\$105,623	10.02%
Custodial Supplies	\$78,168	\$78,402	\$74,804	\$87,875	\$91,125	\$3,250	3.70%
Heating of Buildings	\$431,984	\$336,741	\$379,014	\$365,950	\$386,500	\$20,550	5.62%
Utility Services	\$535,574	\$553,058	\$598,927	\$682,856	\$659,251	(\$23,605)	-3.46%
Maintenance of Grounds	\$191,596	\$152,363	\$165,645	\$246,684	\$243,500	(\$3,184)	-1.29%
Maintenance of Buildings	\$334,574	\$355,406	\$375,839	\$290,000	\$365,000	\$75,000	25.86%
Building Security	\$2,184	\$4,800	\$10,510	\$12,725	\$10,000	(\$2,725)	-21.41%
Maintenance of Equipment	\$60,339	\$64,869	\$75,871	\$70,000	\$96,000	\$26,000	37.14%
<b>Total Operation and Maintenance of Plant Expenditures</b>	<b>\$2,613,079</b>	<b>\$2,557,139</b>	<b>\$2,696,895</b>	<b>\$2,810,385</b>	<b>\$3,011,294</b>	<b>\$200,909</b>	<b>7.15%</b>



## RETURN ON YOUR INVESTMENT

In 2015 the taxpayers of Mendon and Upton supported this MURSD through the passage of Proposition 2 1/2 operational override. This funding sustained the district, keeping in place reasonable class sizes and essential programs such as the performing and fine arts and athletics. But the financial support also served as a springboard for unprecedented success in the district, as the district's programs continue to meet students' academic and social-emotional needs. Among our accomplishments **in the past five years...**

### NATIONAL/STATE RECOGNITION:



Nipmuc has been recognized as one of *Newsweek's* Top 500 High schools in America; a silver Award medalist by *US News & World Report*; and is a *Commended School* by the state Department of Education.

### A COMMITMENT TO SUSTAINABILITY:



The US Department of Education has recognized the MURSD as a *Green Ribbon District* due to our environmentally-friendly practices of conservation and emphasis on sustainability.

### EMPHASIS ON THE WHOLE CHILD:



The district has continued to make social-emotional learning (SEL) its focus, taking a leadership role in the state's *ExSEL Network*, exploring and implementing practices to meet all students' needs.

### INNOVATION AND AGENCY:



From district-wide *Inspired Learning Days* to the creation of the new *Inspired Innovation Center*, a *MakerSpace* in Miscoe, there is a deep commitment to creating meaningful new learning opportunities for all students.



### SUCCESS BEYOND THE CLASSROOM:

The district's programming in extracurricular and cocurricular activities such as the arts, music, and various clubs continues to excel. In fact, during the past five years alone, student participation in athletics at Nipmuc and Miscoe has increased by 30%!