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Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

# Staff Budget Presentation #1

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November 30, 2022

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## Goals Today

- Overview of Budget Drivers
  - ◆ Why do we have a budget gap?
    - Revenue
    - Expenses
  - ◆ What is the gap?
  - ◆ Process and timeline from here...
  
- Not....
  - ◆ Specific solutions

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# Overview of Budget Process

October	Initial Projections of Revenue and Expenses
November	Building Admin & Departments Develop Budget Requests
November-December	Superintendent and Leadership Develop Initial Budget Proposal
<b>Jan 12, 2023</b>	<b>First Budget Presentation to School Committee</b>
January-March	Ongoing School Committee Deliberations
<b>March 16, 2023</b>	<b>Final Budget Voted by School Committee</b>
<b>May 2023</b>	<b>Budget approved by Town Meetings (A&amp;B)</b>

# Where does School District Revenue Come from?

In decreasing order:

1. Taxpayers (Through the Town Assessments)
2. State Aid (Chapter 70 + Reimbursements)
3. Grants (Federal and State Grants) Including Pandemic Relief
4. District Reserves (if available)

# Known Budget Drivers as of Today

## Revenue:

- Limited additional State Aid (\$30 per student = ~\$150K)
- Our reserves are declining and we have less available for use in the budget
  - ◆ We are using \$1.5M in reserves to fund this year's budget
  - ◆ Need to try to use less or there is no safety net (not sustainable)
- Federal grant funding for pandemic relief is ending
- Tax burden on households, complicated by inflation
  - ◆ Town of Acton is already taxing at the highest rate possible under state law (Proposition 2 ½)
  
- **Total NEW Revenue (without town taxes) = \$135K**

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# Proposition 2 ½?

- State law passed in 1980
- Limits property tax growth in a municipality to 2.5% each year
  - ◆ Plus new growth (housing or businesses)
    - Total increase is generally about 3%
- What does this mean
  - ◆ If town (including school) budgets grow more than 3% a year it becomes unsustainable over time
- Why this year?
  - ◆ Acton is taxing at its Levy Limit
    - Cannot increase taxes beyond 2.5% (plus new growth)
    - Will severely limit tax money available to fund town and schools

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## Revenues - The Bottom Line

- Acton is taxing at the Levy Limit
  - Cannot sustain growth more than 2.5% plus new growth

***We will need to target 3% as an increase in our assessment to Acton***

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## Known Budget Drivers as of Today

### Expenses

- Fixed Costs Rising at 5% (or more)
  - ◆ Health insurance (incl. Retiree Health Insurance) - 8%
  - ◆ Retirement contributions for non-certified staff (Middlesex County Retirement)
  - ◆ Out of District (OOD) Special Education Tuition & Transportation (state approved 14% rate increase)
  - ◆ Utilities (Inflation)
- Salary Increases
  - ◆ Steps + Lanes (2.5%)
  - ◆ + COLA (?)
  - ◆ Moving current staff forward increases salary budget by 4%
- **Total Expenses (including \$ funded by grants) = +\$5.6M or 5.4%**
  - ◆ Based on provide all of the same services we provide today

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# Town of Acton Budget

3 major components of the Town of Acton Budget:

- **Town Budget** (operations, capital improvements) = 3.X%?
- **School Assessment** (Budget X % student populations to each town) + 3.0% Target
- **Minuteman Regional Vocational Technical High School Assessment** + 30.0%

# The Bottom Line

Projected Expenses	~\$5.7M	+7%
New Revenues/Reserves (non assessment)	\$135K	-0.6%
Available Budget Increase to keep Acton Assessment at 3%	~\$2.67M	3%
<b>Budget Gap</b>	<b>~\$3M</b>	

## What is our approach/philosophy?

- Smaller, more efficient District Office/Leadership
- Look for additional revenue sources or non-personnel budget savings
- Minimize the impact on students and school-based staff to the greatest extent possible
  - ◆ Last year reduced non-certified staff (i.e. assistants and other roles)
  - ◆ Cannot make same reductions this year
  - ◆ Will need to look at administration and certified staff this year

Overall impact on District will likely be reduction of 20+ positions (still TBD)

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## Next steps

### December

- Principals and district admin continue to work on options
- Staff feedback through meetings at each level
- Develop final proposed budget

### January

- Conversations with staff who may be impacted
- Staff Budget Preview (early Jan.)
- School Committee presentation (Jan 12)

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# Questions?

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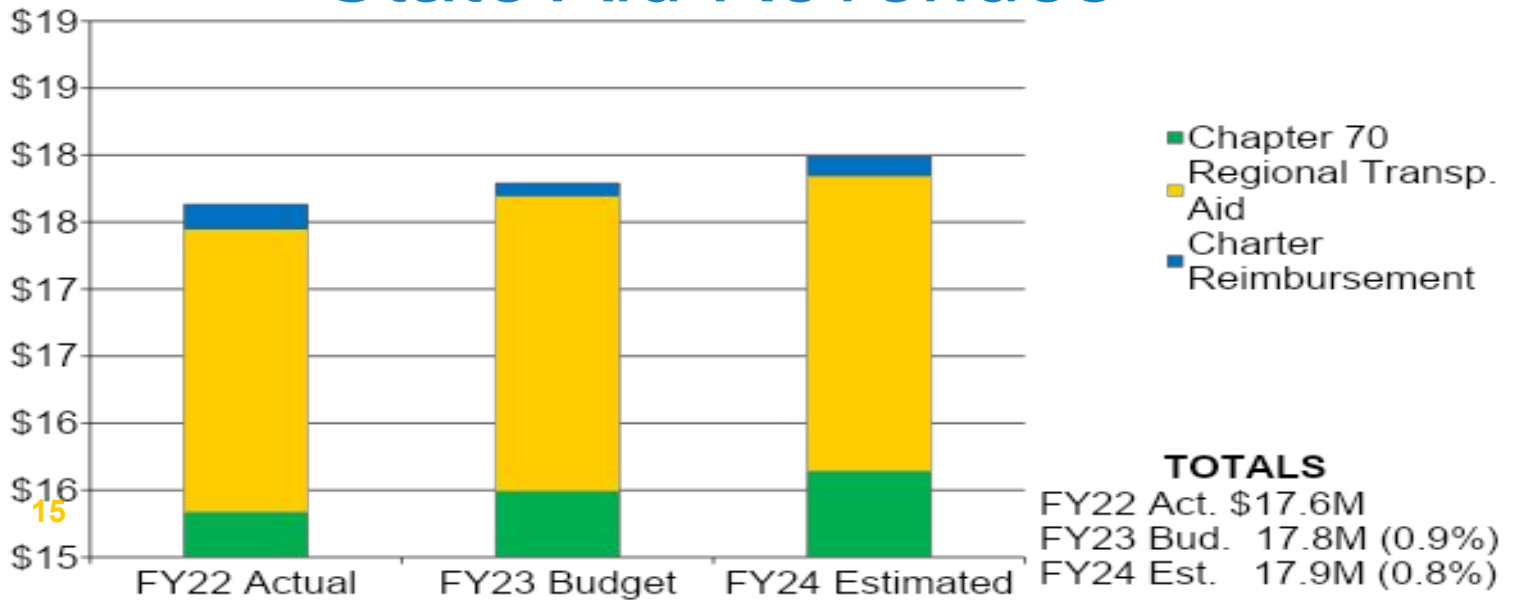
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## Early FY24 Budget Update December 15, 2022

Peter Light, Superintendent of Schools  
 Marie Altieri, Deputy Superintendent & HR Director  
 Dave Verdolino, Director of Finance & Operations

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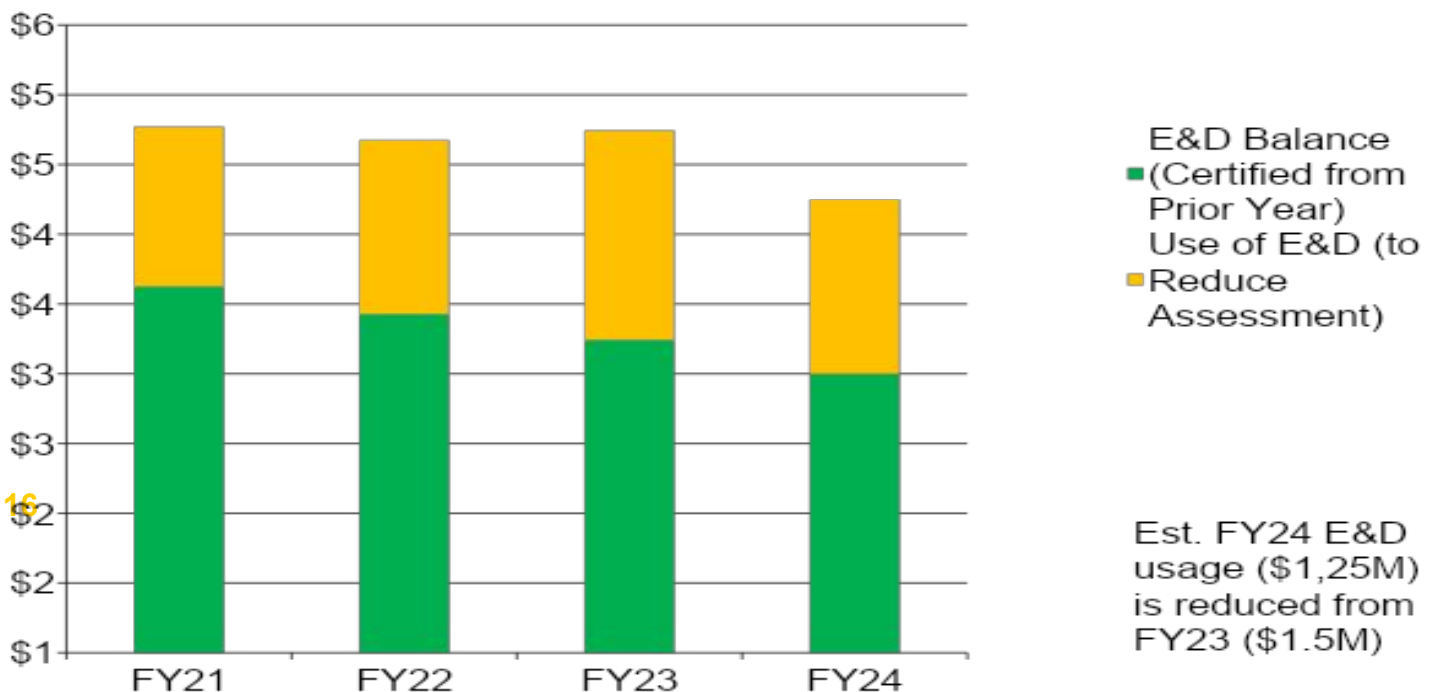
# State Aid Revenues \*



\* - These State Aid sources make up 97% of total (non-Assessment) revenues; state revenues make up a minor portion (less than 20%) of total funding sources.

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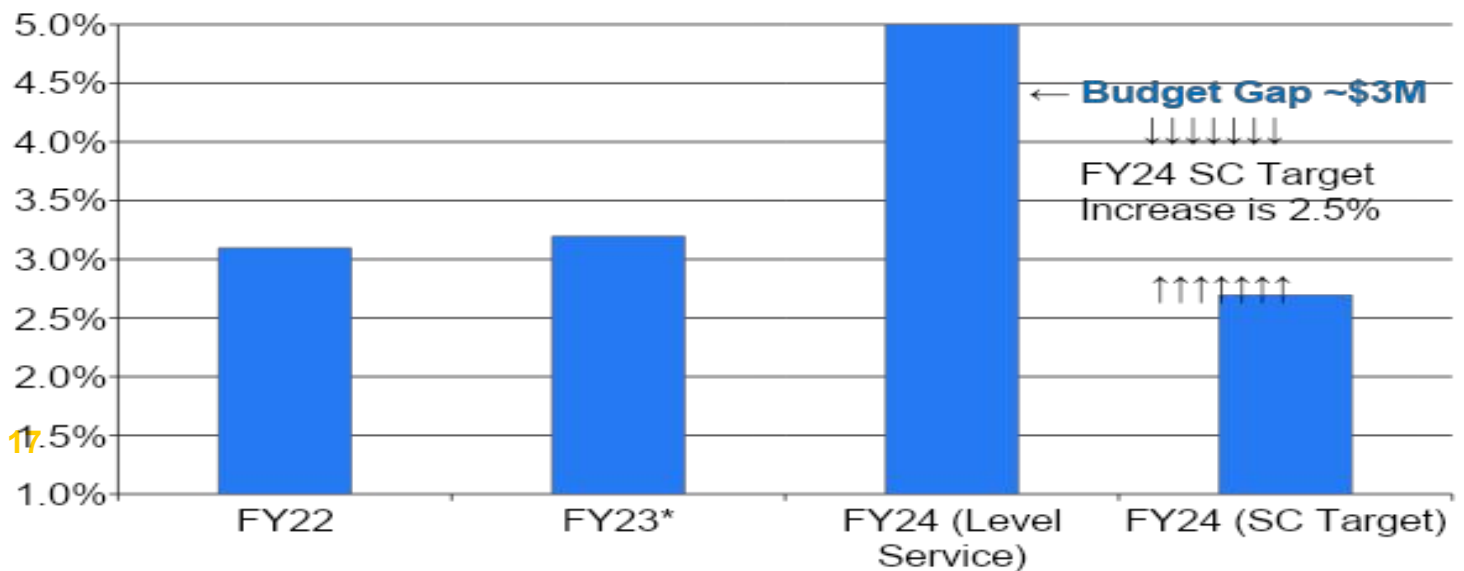
# Reserves



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# Expenditures (Budget Appropriation) %-Increase by Year



\* - FY23 budget reflected a net reduction of 20.6 FTE positions.

## Budget Development – Steps to Date

- Bi-weekly meetings of Budget Subcommittee
- School Committee – Approved Budget Timeline, Guidelines and set Budget increase target
- Meetings with Central Office and Senior Leadership administrators, including all building principals to collaboratively develop budget strategy

## Budget Development – Next Steps

- Process departmental budget submissions
- Update major cost center & other projections:
  - Personnel
  - Health Insurance and Employee Benefits
  - <sup>19</sup> → Out-of-District Tuitions (and Circuit Breaker)
  - FY24 Revenue estimates

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## Budget Development – Next Steps

- Expected budget gap closure to include:
  - Smaller, more efficient Central Office and District leadership organization
  - Non-staffing reductions where possible
  - <sup>20</sup> → Potential additional revenue/funding sources
  - School-based staffing reductions based on District enrollment and maintaining student services

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# FY2024 Superintendent's Preliminary Budget

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January 12, 2023

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# Overview & Timeline

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# Presentation Goals

- Review timeline and process for budget adoption
- Detailed information about FY24 Proposed District Budget
  - Revenues and Budget Drivers
  - Strategies to Balance Budget
  - Proposed Personnel Changes
  - Proposed All Day Kindergarten Plan and Tuition
- Feedback about budget approach to inform next steps

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# FY22 Budget Presentation Schedule

December 15, 2022	Pre-Budget Presentation	High Level Overview of Budget Drivers
January 12, 2023	Presentation #1	Superintendent's Preliminary Budget Overview <ul style="list-style-type: none"> <li>• Budget Guidelines &amp; District Goals</li> <li>• Preliminary Revenues &amp; Budget Drivers</li> <li>• Strategies to Balance Budget</li> <li>• Personnel</li> <li>• Projected Assessments</li> </ul>
January 26, 2023	Presentation #2	Superintendent's Recommended Budget v. 1 <ul style="list-style-type: none"> <li>• Discussion of proposed cost savings and personnel changes</li> <li>• Line Item Budget Details</li> <li>• All Day Kindergarten Discussion</li> <li>• Capital Budget</li> </ul>
February 2, 2023	Presentation #3	Superintendent's Recommended Budget v. 2 (if applicable) <ul style="list-style-type: none"> <li>• ADK Tuition Vote</li> </ul>
February 16, 2023	Presentation #4 <b>BUDGET WORKSHOP</b>	Comprehensive Budget and Program Presentation <b>PRELIMINARY BUDGET VOTE</b>
March 2, 2023	Presentation #5	PUBLIC BUDGET HEARING (required by MGL)
March 16, 2023	Presentation #6	Superintendent's Final Budget Recommendation School Committee Votes FINAL FY24 Budget

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# Important Dates - Regional Agreement

## Town Meetings:

- Acton: Begins May 1, 2023
- Boxborough: Begins May 8, 2023
  - *Budget vote deadlines are counted backwards from earlier Town Meeting*

## Final SC Budget Vote:

- March 16, 2023
  - 45 Days before earliest Town Meeting
  - Vote is  $\frac{2}{3}$  of weighted votes of full School Committee

## Budget and Program Presentation (Workshop):

- February 16, 2023

## Preliminary SC Budget Vote:

- February 16, 2023
  - 25 Days before final budget deadline
  - Vote is majority of members from each town

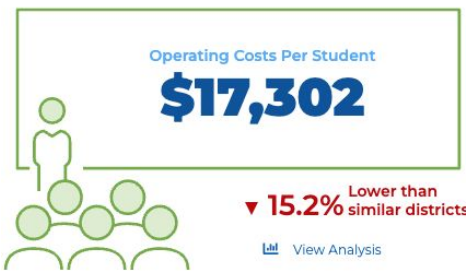
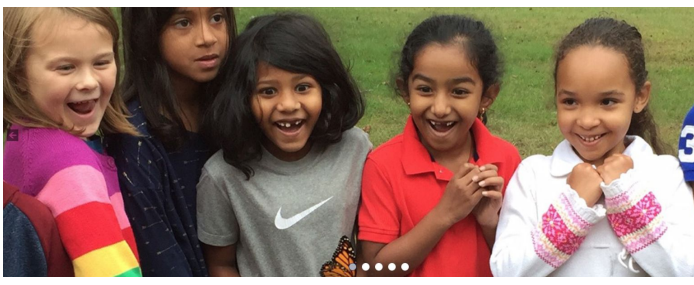
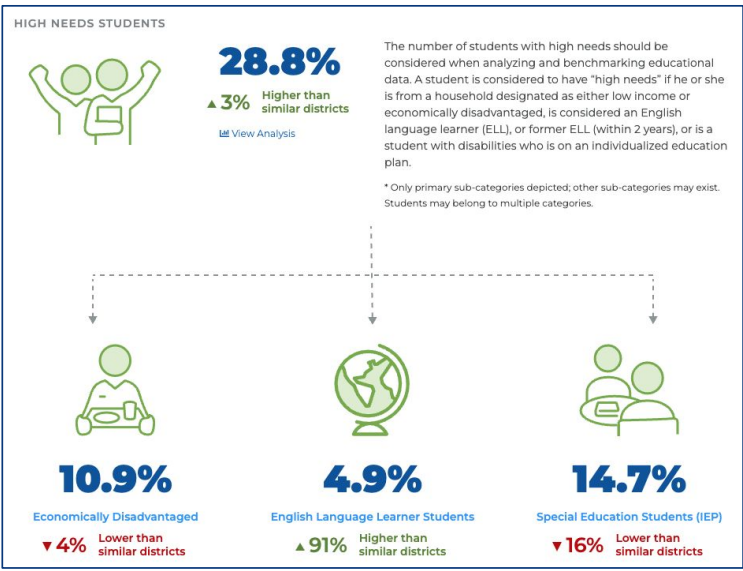
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# Context of the FY24 Budget

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# AB At A Glance

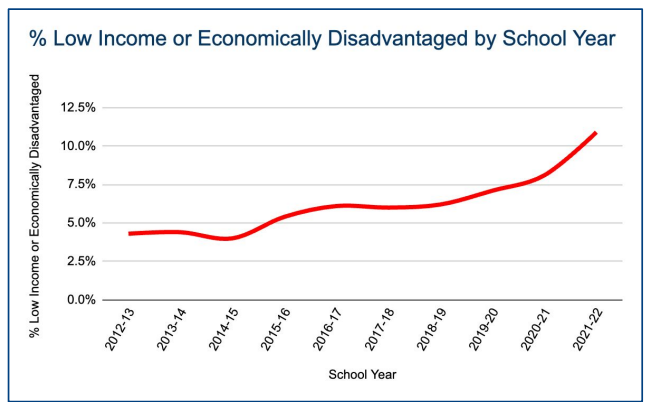
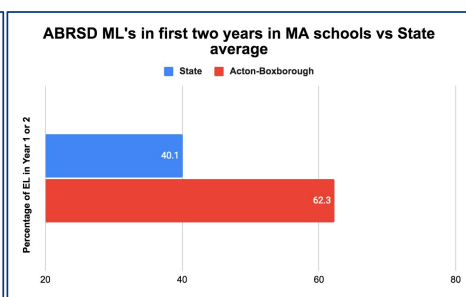
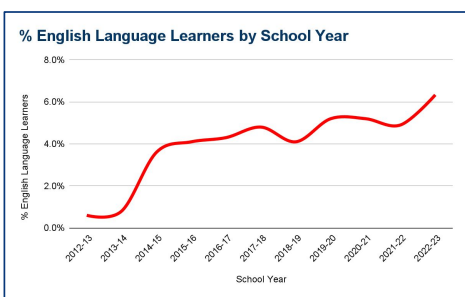
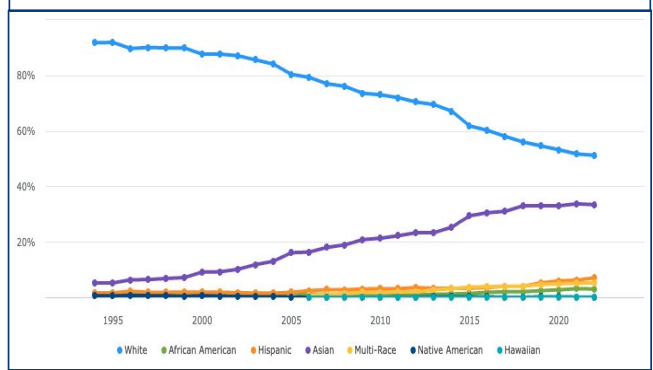


Source: [Cleargov.com](https://www.cleargov.com)

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# Evolving Student Population

20 Year Change by Race/Ethnicity



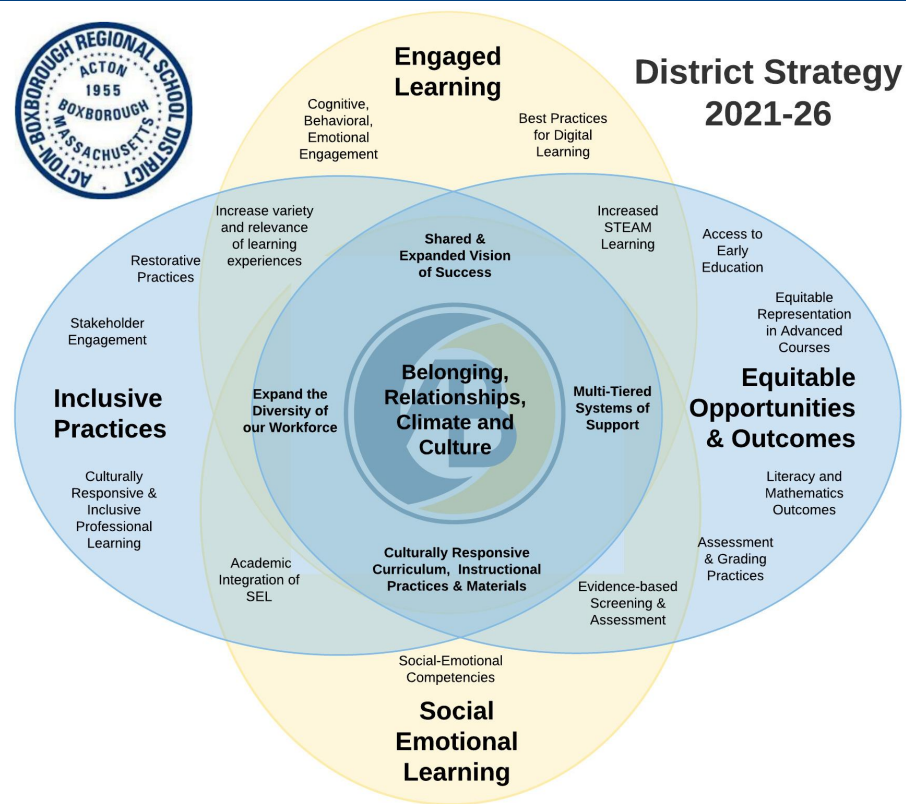
Source: [Cleargov.com](https://www.cleargov.com), Internal Data

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# More about our students

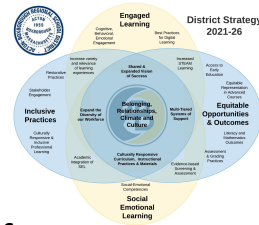
- Some/many students continue to have increased needs following the pandemic and have lagging skills:
  - ◆ Academic
  - ◆ Social Emotional
- Increased mental health and behavioral health needs call for sustained support
- Critical need for English Language acquisition support

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# District Goals (2022-23)



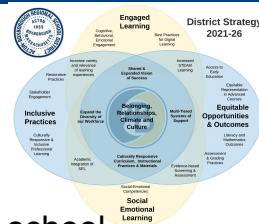
**Goal:** Improve **social-emotional and mental and behavioral health** outcomes for students by shifting our environments, practices and supports so that students can more effectively access learning and cultivate constructive relationships.

**Goal:** Increase the number of students on a pathway to proficiency in Literacy and Mathematics through implementation of a multi-tiered system of supports (MTSS).

**Goal:** Improve students’, staff, and families’ sense of belonging by strengthening school culture and climate, diversifying the professional staff, and intentionally implementing culturally-responsive instructional practices and materials.

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# District Initiatives (2022-23)



## Evaluate course levels at the high school

Evaluate the appropriateness of the current course leveling structure at the high school, examine student course selection pattern and students’ success current environments, and articulate a plan moving forward.

## STEAM visioning

Engage students, educators, families, professionals and university partners in creating a Vision for STEAM education that capitalizes on prior work and continues to articulate a vision for STEAM engagement through grade 12.

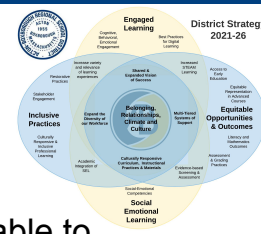
## NEASC/ Portrait of a Graduate

Use the STEAM Visioning process to launch a broader community-wide visioning process for the District to articulate a vision for a Portrait of a Graduate.

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# Admin. Budget Priorities (2023-24)



- Maintain appropriate class sizes at all levels of the district
- Continue MTSS Implementation to ensure a robust system of supports is available to support *all* students' academic and social emotional needs
- Ensure effective supports for students with disabilities, and students from underserved populations
- Increase language acquisition supports for multilingual learners
- Continue to build-out elementary literacy curriculum
- Continue to integrate Culturally Responsive Practices and Social Emotional Learning into schools and classrooms
- Continue to increase access to advanced coursework by evaluating HS course levels
- Prepare for NEASC Accreditation/ Portrait of a Graduate

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# School Committee Budget Guidelines (11/17/22)

1. Consider the budgetary impact of collective bargaining agreements on the District's ability to provide services for students.
2. Evaluate opportunities to create organizational efficiencies in order to prioritize services to students, including those who have been disproportionately underserved.
3. Evaluate class sizes at all levels and budget, to the degree resources are available, to maintain class sizes within school committee guidelines
4. Ensure students have access to a robust system of supports for their:
  - a. Social emotional, mental and behavioral health needs, as well as their
  - b. Academic needs

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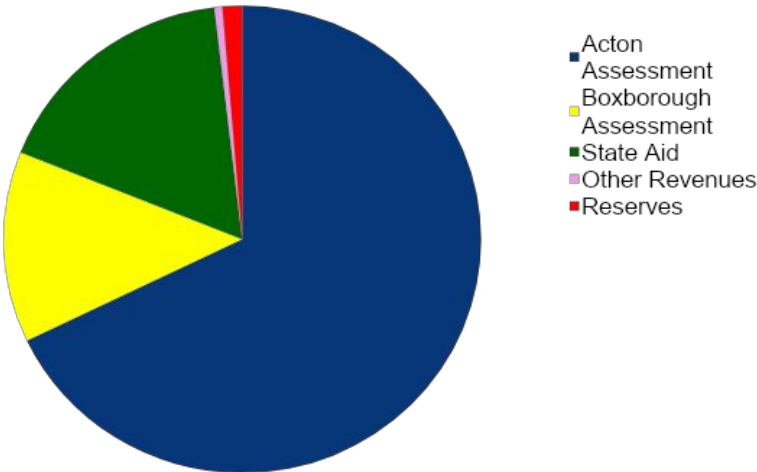
# Financial Overview

## Revenue & Reserve Projections

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## How is the FY24 Budget Funded?

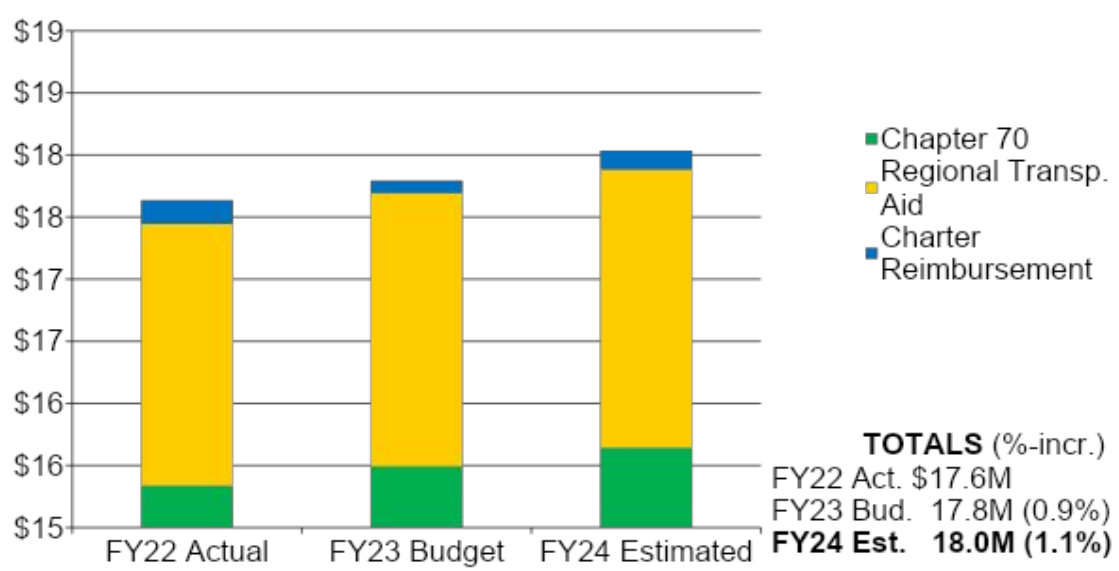
ABRSD Preliminary Budget - Funding Sources



**Total Budget = \$105,747,586**

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# State Aid Revenues \*



\* - These State Aid sources make up 97% of total (non-Assessment) revenues; state revenues make up a minor portion (less than 20%) of Total Funding Sources..

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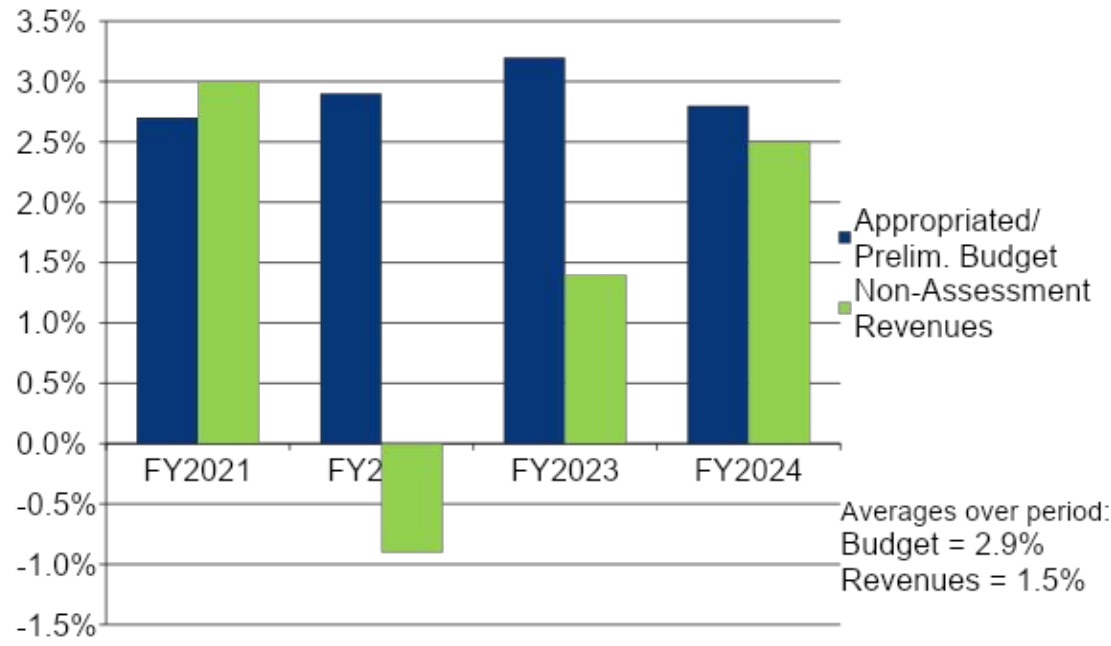
# Comparative Revenue Summary

ACCOUNT DESCRIPTION	FY2020 BUDGET	FY2021 BUDGET	FY2022 BUDGET	FY2023 BUDGET	FY2024 PRELIM BUDGET
<b>STATE AID -</b>					
Foundation Aid (Chapter 70)	15,187,441	15,345,811	15,341,311	15,492,511	15,642,511
Regional Transp. Reimb. Aid	1,907,131	2,097,225	1,930,403	2,200,000	2,241,018
Charter School Reimb. Aid	30,000	50,000	100,000	100,000	150,000
<b>OTHER REVENUES -</b>					
Medicaid Reimbursement	200,000	250,000	250,000	200,000	250,000
Earnings on Investments	200,000	300,000	265,000	150,000	300,000
Rental Income	0	7,500	7,500	0	15,000
Miscellaneous - Operations	10,000	10,000	10,000	10,000	10,000
<b>Revenue Total</b>	<b>17,534,572</b>	<b>18,060,536</b>	<b>17,904,214</b>	<b>18,152,511</b>	<b>18,608,529</b>
<b>% of FY Budget Funding</b>	<b>19.3%</b>	<b>18.6%</b>	<b>18.0%</b>	<b>17.6%</b>	<b>17.6%</b>
<b>% Revenue Growth vs. P/Y</b>	<b>5.5%</b>	<b>3.0%</b>	<b>-0.9%</b>	<b>1.4%</b>	<b>2.5%</b>
<b>% Budget Growth vs. P/Y</b>	<b>2.5%</b>	<b>6.5%*</b>	<b>2.9%</b>	<b>3.2%</b>	<b>2.8%</b>
		<i>* 2.7% after excluding first year debt service for new school</i>			
<b>Appropriated/Prelim Budget</b>	<b>90,982,111</b>	<b>96,912,701</b>	<b>99,719,222</b>	<b>102,899,440</b>	<b>105,747,586</b>

Non-Assessment Revenues:  
 a shrinking funding source

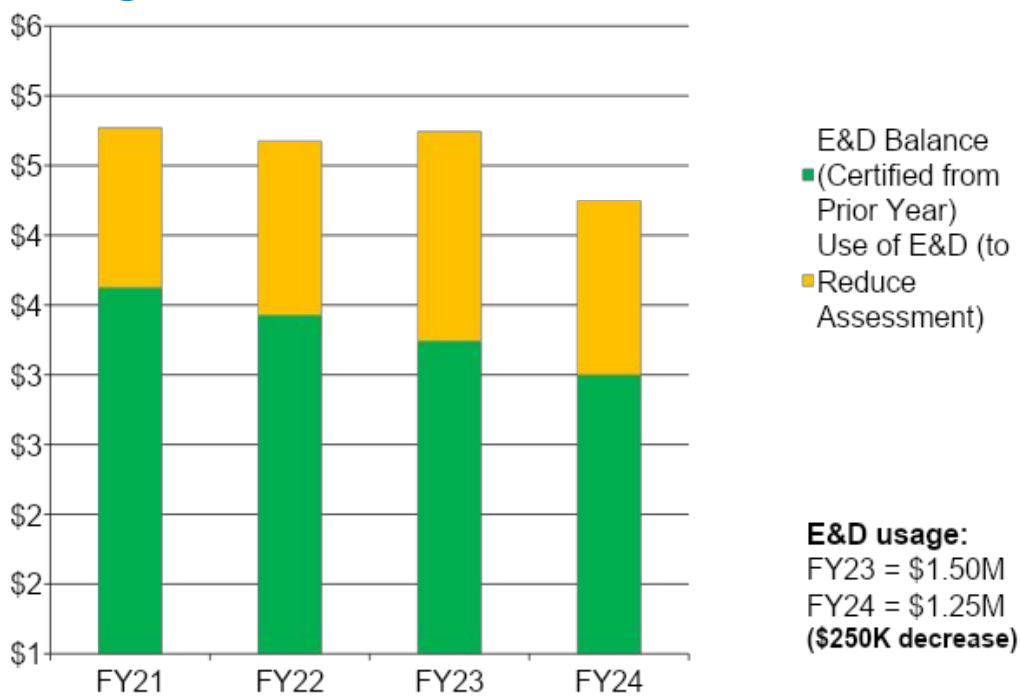
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# Budget vs. Revenues – Annual % Growth



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# Recent Usage and Balance of E&D Reserve



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## FY2024 Staff Preliminary Budget

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January 11, 2023

(excerpted from 1/12/23 School Committee presentation)

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## Budget Development - The Bottom Line

- Acton is taxing at the Levy Limit
  - ◆ Cannot sustain growth more than 2.5% plus new growth
- We will need to target 3% as an increase in our assessment to Acton
- This results in a 2.77% Budget Increase for the District

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# Known Budget Drivers as of Today

## Expenses

- Fixed Costs Rising at 5% (or more)
  - ◆ Health insurance (incl. Retiree Health Insurance) - 8%
  - ◆ Retirement contributions for non-certified staff (Middlesex County Retirement)
  - ◆ Out of District (OOD) Special Education Tuition & Transportation (state approved 14% rate increase)
  - ◆ Utilities (Inflation)
- Salary Increases
  - ◆ Steps + Lanes (2.5%)
  - ◆ + COLA (?)
  - ◆ Moving current staff forward increases salary budget by 4%
- **Total Expenses (including \$ funded by grants) = +\$5.6M or 5.4%**
  - ◆ Based on provide all of the same services we provide today

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# FY24 Budget Development - Overview

FY23 Appropriated Budget	\$102,899,440
FY24 – Level FY23 Services, plus est. inflation	<b>\$107,269,013</b> (4.25% increase)
Preliminary Budget, Presented 1/12/23	<b>\$105,747,586</b> (2.77% increase)

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# FY24 Budget Development - Process

	Budget	% Increase	Description
<b>FY24 Level Services</b>	<b>\$107,269,013</b>	<b>4.25%</b>	
Incorporate Expired Grants	+\$945,748		Math Specialists, Literacy Coach, Continue All Day K plan
Special Education Assistants	+\$275,000		Added this year to meet student needs in specialized programs
Add 2 English Language Educators	+\$125,000		
<b>Total Original FY24 Budget Projection</b>	<b>\$108,614,761</b>	<b>5.55%</b>	
<b>Budget Presented Tonight</b>	<b>\$105,747,586</b>	<b>2.77%</b>	\$2.8 million gap

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# FY24 Budget Development - Process

Level Services plus est. inflation,  
 per previous slide **\$107,269,013**  
 (FY23 budgeted staff and costs at estimated FY24 rates)

Identified Additions to FY24 requirements -  
 Need to add 2 EL teachers 125,000  
 Continue Programs funded by grants  
 (MTSS, All Day K, DEI, Mental Health) **1,220,748**

Initial FY24 Budget Calc. **\$108,614,761**  
 (5.55% increase)

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# Identified Additions to FY24 Budget - Grant Restorations & Other Costs

Fund programs funded through grants in FY23, restored to operating budget in FY24:

## ARPA

SEED stipends, EL/SEL staff, Assabet Valley Collab.	\$123,500
ADK Tuition reduction	\$200,000

## ESSER-3

MTSS, Professional Learning	\$442,248
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Continued

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# Identified Additions to FY24 Budget - Grant Restorations & Other Costs (cont'd)

Other - Planned FY24 budget increases:

Special Ed Assistants (added after FY23 budget was adopted)	\$275,000
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Continue to reduce ADK Tuition	<u>\$180,000</u>
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<b>Total Grant &amp; Non-budgeted</b>	<b>\$1,220,748</b>
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*Adding these costs did not increase services provided by the District in FY23.*

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# FY24 Budget Development – Initial View

Level Services – estimated costs	<b>\$107,269,013</b>
Identified Additions	<u>1,345,748</u>
a. Result of above (5.55% increase)	\$108,614,761
Initial SC Target (2.53% increase)	105,502,796
b. Revised* (3.0% max Acton assess.)	<b>\$105,747,586</b>
(a – b) Adjustments** to Meet Target	<b>\$ 2,867,175</b>

\* - The budget increase is a derivative of the primary target of holding the Acton assessment to 3.0% max.

\*\* - Combination of revenue increases & budget cuts

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# Budget Adjustments – Non-Personnel

Net Adj. Needed to Target (prev. slide)	<b>\$2,867K</b>
Less Adjustments to revenue estimates (state aid, etc.), reducing required budget cuts	<u>(191K)</u>
Remaining Adjustments/Required Budget Cuts	\$2,676K
1. Finance Dept. (actual versus 5%)	
a. Benefits and Insurance	(75K)
b. Choice/Charter Assessments	38K
3. Special Ed. Dept. (actual versus 14%)	
OOD Tuition, Transp., Circuit Breaker	(625K)
4. Instructional Budgets	(150K)
5. Utility costs funded by Foods Program	<u>(55K)</u>
Remaining budget adjustments required	<b>\$1,809K</b>

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# Preliminary Budget Summary

*(\$ amounts in millions)*

<u>FY23 Final Budget Appropriation</u>	<u>\$102.9M</u>
FY24 Preliminary Budget Request:	
Est. cost of FY23 services	\$107.3M
Identified Budget Additions	+ 1.3
Revenue Adjustments	(0.2)
Non-personnel adjustments	(0.9)
Personnel adjustments	<u>(1.8)</u>
<b>FY24 Preliminary Budget</b>	<b>\$105.8M</b>

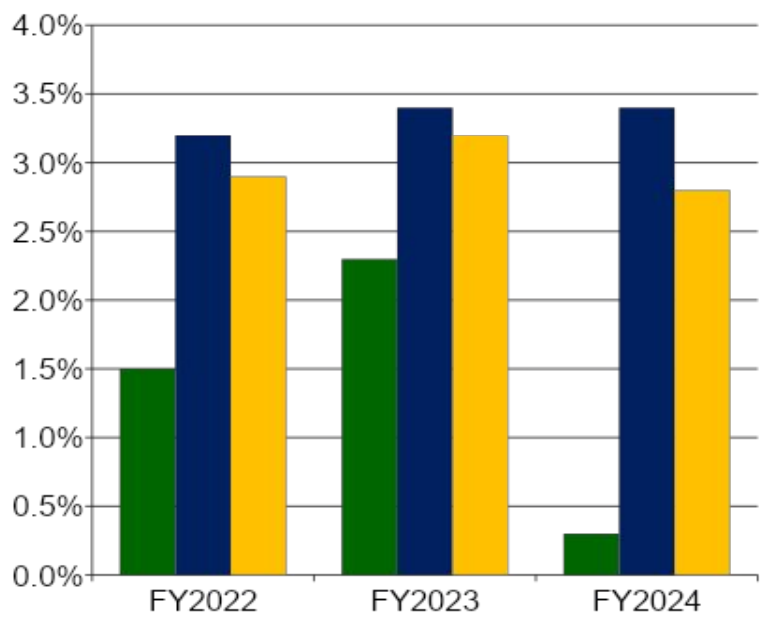
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## Budget Adjustments – Personnel

1. Separate presentation
2. Input from Senior Leadership Team
3. Priority to attrition-based reductions
4. Selected CO department reorganizations
5. Consideration of enrollment and class size
6. Avoid catastrophic level of staff reductions
7. **Achieved targeted budget request (\$1,809K)**

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# Budget Increases – by Component

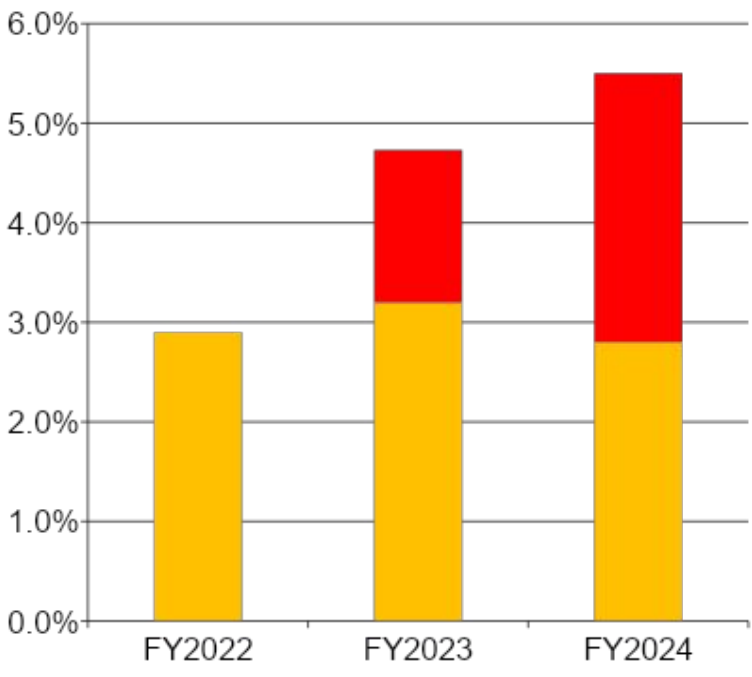


Revenue increases have not kept pace with Budget increases; so assessment increases EXCEED Budget increases.

- Revenues & Reserves
- Total Assessments
- Appropriated Budget

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# FY22-24 Level Service vs. Budget



Totals for each column represent cost of *level* District services

- Proposed Budget
- NET Budget Reductions

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# Financial Overview (cont.)

## Preliminary Assessment Calculations

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## Preliminary Calculation - FY24 Assessments

### 1. Previous 3-year Enrollment:

	<u>ACT.</u>	<u>BOX.</u>
Oct. 1, 2020	4311 <sub>(-157)</sub>	832 <sub>(-22)</sub>
Oct. 1, 2021	4257 <sub>(-54)</sub>	811 <sub>(-21)</sub>
Oct. 1, 2022	4144 <sub>(-113)</sub>	858 <sub>(+47)</sub>

### 3-Year Average:

Regular Allocation	83.56%	16.44%
Prior Debt <sub>(+/- 5%)</sub>	88.56%	11.44%
<b>Weighted Allocation</b>	<b>83.71%</b>	<b>16.29%</b>

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# Preliminary Calculation - FY24 Assessments

## 2. Allocation of Assessed Costs and Offsets:

	<u>Total</u>	<u>ACT.</u>	<u>BOX.</u>
	<i>(\$ amounts in millions)</i>		
Prelim. Budget	\$105.7	\$88.5	\$17.3
Less-Revenues & Use of Reserves	<u>\$ 20.0</u>	<u>\$16.7</u>	<u>\$ 3.3</u>

	<i>(in whole dollars)</i>	<i>(allocation.%)</i>
<b>Net Assessment:</b>	<b>\$85,739,057</b>	<i>(3.37% increase over P/Y)</i>
<b>Acton Assessment</b> <i>(2.99% increase)</i>	<b>\$71,774,203</b>	<b>(83.71%)</b>
<b>Boxborough Assessment</b> <i>(5.33% incr.)</i>	<b>\$13,964,854</b>	<b>(16.29%)</b>

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# Preliminary Calculation - FY24 Assessments

## 3. Cost Shift Due to Change in Enrollment(FYI):

Prelim. FY24 Net Assessment		\$85,739,057
<b>FY24 Allocation (previous slide) –</b>		
Acton	(83.71%)	\$71,774,203
Boxborough	(16.29%)	\$13,964,854
<b>Allocation if based on FY23 Average –</b>		
Acton	(84.02%)	\$72,037,956
Boxborough	(15.98%)	\$13,701,101

**Enrollment-Based Assessment Change = +/- \$263,753**

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# Pandemic Relief Fund Status

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## Status of Pandemic Relief Funded Programs

		Budgeted	Grant (ARP)	Excluded
<b>Continued</b> (included in budget)	Math Specialists Literacy Coach Cartwheel (Mental Health Services) Assabet Valley Wrap Around Svcs Panorama	\$271K \$90K \$65K \$80K \$65K	\$85K \$50K	
<b>Discontinued</b> (not included in budget)	Leadership Academy Prof. Learn. New SEED Leader Training LIFTS (Trauma) Prof. Learning All Day K ARPA Relief			\$30K \$50K \$20K \$100K
<b>Modified</b> (partially included in budget)	SEED & Culturally Responsive Teacher Leaders (reduced \$15K)	\$80K		

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# Strategies to Balance Budget

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## Strategies to Balance Budget

- Explore additional revenue sources and other cost-saving strategies (non-personnel)
- Continue/ Discontinue/ Reduce programming previously funded through grants
- Smaller, more efficient District Office/Leadership
- Reduce personnel through attrition, reorganization, examination of enrollment and class size
- Revise/Slow Tuition-Free All Day Kindergarten Implementation Plan

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# Non-personnel Strategies

- 5% instructional supply budget reductions to all schools and departments
- Additional reduction to JHS operating budget (school-level decision)
- Increase use of Circuit Breaker Reserve
- Decrease number of stipend positions available for Culturally Responsive and SEED teacher leaders
- Continue to use some remaining ARPA funds to offset costs (Cartwheel, Assabet Valley Collaborative)

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# Proposed Personnel Changes

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# Personnel Summary

## Overview of Proposed Changes

Additions	2.0 FTE
Reductions	22.4 FTE
<b>NET Change</b>	<b>-20.4 FTE</b>

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# Proposed Personnel Additions

FTE	Description	Rationale	Location
2.0	English Language Educators	Necessary to meet required service delivery for multilingual learners	District-wide

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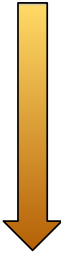
# Proposed Personnel Reductions (22.4 FTE)

Reductions through attrition	9.2 FTE	22.4 FTE
Additional reductions necessary	13.2 FTE	

Reductions by Location/ Level	FTE
District-wide Administration & Leadership	6.2 FTE
Elementary	5.0 FTE
Junior High School	3.6 FTE
High School	7.6 FTE

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# Categories for Proposed Personnel Reductions

	Priority	Category	Note
Priority items 1-4 currently included in FY24 Budget 	1	Attrition	Opportunities to reduce staffing by not hiring vacant positions or through attrition (retirements/departures)
	2	District Leadership/ Administrative Efficiency	Reduce the number of district-level positions that do not directly serve students in schools
	3	Examine Class Sizes	Closely examine all class sizes across the district. Provide adequate staffing to maintain appropriate class size; reduce staffing in areas with average class sizes below guidelines
	4	Program/ More Impactful Reductions	Attempt to avoid reducing programs for students, but consider only after alternate means have been explored
	5	Increase Class Sizes	If additional reductions required, would necessitate increasing class sizes beyond guidelines

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Priority 1:  
Attrition  
9.2 FTE

FTE	Description	Rationale	Location
1.0	Director of Special Projects (Attrition)	Eliminate position	District
1.0	Director of Operations (Vacant)	Eliminate position	District
1.0	Elementary Section K (Vacant)	Low enrollment 22-23SY	Elementary
1.0	HS Social Studies (Vacant)	Declining enrollment	HS
1.0	HS Special Ed Assistant (Vacant)	Not required for services 22-23SY	HS
1.0	JHS Campus Monitor (Vacant)	Vacant	JHS
1.0	DW Digital Literacy Coordinator (Vacant)	Eliminate position, vacant 22-23SY	District
1.0	HS Science Position (Retirement)	Declining enrollment	HS
0.6	DW Art Director (Vacant)	Do not fill, Vacant 22-23SY	District
0.6	DW PE Director (Vacant)	Do not fill, Vacant 22-23SY	District

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Priority 2:  
District  
Leadership &  
Administration  
7.2 FTE

(\* denotes 4.2 FTE previously totaled in attrition)

FTE	Description	Rationale	Location
1.0	* Director of Special Projects	Attrition	District
1.0	* Director of Operations (Vacant 2022-23)	Vacant	District
1.0	* DW Digital Literacy Coordinator (Vacant 2022-23)	Vacant	District
0.6	* DW Art Director (Vacant 2022-23)	Vacant	District
0.6	* DW PE Director (Vacant 2022-23)	Vacant	District
0.4	HS Counseling Admin Assistant	Reduction	HS
0.6	JHS Registrar	Reduction	JHS
2.0	District-wide Curriculum Coordinators	Reduction	District (Elementary)

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### Priority 3:

### Examination of Class Sizes

5.8 FTE

(\* denotes 2.0 FTE previously totaled in attrition)

FTE	Description	Rationale	Location
1.0	* Elementary Section K (Vacant 2022-23)	Vacant	Elementary
1.0	* HS Science Vacant Position	Attrition	HS
1.0	HS English	Reduction	HS
1.0	Elementary Section K (Reduce sections from 16 to 15)	Reduction	Elementary
1.0	JHS World Language Teacher	Reduction	JHS
0.4	PE High School	Reduction	HS
0.4	Art Teacher	Reduction	HS

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### Priority 4:

### Program and Most Impactful Reductions for Students

7.0 FTE

FTE	Description	Rationale	Location
1.0	Convert 1 Elementary Library/Media Certified to Assistant	Reduction	Elementary
1.0	JHS PE/ Health Teacher	Reduction	JHS
1.0	Convert additional elementary Library/Media to Assistant	Reduction	Elementary
1.0	HS TV/Radio Studio Manager	Reduction	ABRHS
0.4	Senior Seminar Coordinator	Reduction	ABRHS
1.0	Elementary Section 1st Grade	Reduction	Elementary
1.0	High School Counseling	Reduction	ABRHS

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## Priority 5:

Reductions that increase class sizes beyond guidelines

Not Included At This Time/ Only If Necessary

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## Summary Personnel Reductions (22.4 FTE)

Priority	Category	FTE	Note
1	Attrition	9.2	Opportunities to reduce staffing by not hiring vacant positions or through attrition (retirements/departures)
2	District Leadership/ Administrative Efficiency	7.2 <small>(less 4.2 from attrition)</small>	Reduce the number of district-level positions that do not directly serve students in schools
3	Examine Class Sizes	5.8 <small>(less 2.0 from attrition)</small>	Closely examine all class sizes across the district. Provide adequate staffing to maintain appropriate class size; reduce staffing in areas with average class sizes below guidelines
4	Program/ More Impactful Reductions	6.4	Attempt to avoid reducing programs for students, but consider only after alternate means have been explored
5	Increase Class Sizes	NA	If additional reductions required, would necessitate increasing class sizes beyond guidelines

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# Elementary Sections, Class size, and All Day K

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## Elementary Classrooms and Class Size

Grade	FY23 Budget	FY23 Actual	FY24 Proposed Budget	Projected Students	Projected Class Size	Class Size Guidelines
K	17	16	15	310	20.7	18-20
1	16	16	15	317	21.1	20-22
2	17	17	17	359	21.1	20-22
3	17	17	17	343	20.2	20-22
4	17	17	17	365	22.8	22-24
5	17	17	17	384	22.6	22-24
6	18	18	17	405	23.8	22-24
<b>Total</b>	<b>119</b>	<b>118</b>	<b>115</b>			

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# All Day Kindergarten Plan (Going into this year)

Year	Tuition	ARPA	Expenses Covered by Tuition	Amount to be added to budget
2021-2022	\$3,750			
2022-2023	\$1,800	\$200,000	\$721,706	\$180,000
2023-2024	\$1,800	\$200,000	\$570,574	\$180,000
2024-2025	\$1,800	\$100,000	\$413,397	\$180,000
2025-2026	Free		\$249,933	\$180,000
2025-2026	Free		\$79,930	\$180,000
2026-2027	Free			\$80,000

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# All Day Kindergarten Actual

Year	Tuition	ARPA	Expenses Covered by Tuition	Amount to be added to budget
2021-2022	\$3,750			
2022-2023	\$1,800	\$200,000	\$721,706	\$180,000
2023-2024	\$1,800	\$200,000	\$570,574	<del>\$180,000</del>
2024-2025	\$1,800	<del>\$100,000</del>	\$413,397	\$180,000
2025-2026	Free		\$249,933	\$180,000
2025-2026	Free		\$79,930	\$180,000
2026-2027	Free			\$80,000

Actual Expenses \$680,000

Newly Projected Expenses \$597,000

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# ADK Options

- Find money (State grants, other revenue sources)?
- Increase tuition
- Further reduce staff

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# Possible Options

Year	Tuition	ARPA	Expenses Covered by Tuition	Amount to be added to budget
2021-2022	\$3,750			
2022-2023	\$1,800	\$200,000	\$721,706	\$180,000
2023-2024	\$2,400	\$200,000	\$597,000	0
2024-2025	\$2,400		\$413,397	\$100,000
2025-2026	\$2,400		\$249,933	\$100,000
2025-2026	\$2,400		\$79,930	\$100,000
2026-2027	\$2,400			\$100,000

Tuition would be free after 2027, but we will need to budget another \$100k per year for 4 more years (until 2032)

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# Wrap up and next steps

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## Summary Notes

- FY24 preliminary budget results in a 2.77% budget increase with *assessment* increases (totaling 3.37%) of:
  - ◆ 2.99% to Acton
  - ◆ 5.33% to Boxborough
- Variety of cost saving strategies proposed
- Proposed personnel changes result in NET *reduction* of 20.4 FTE
  - ◆ + 2.0 FTE (EL Teachers)
  - ◆ - 22.4 FTE
- Proposed revision to ADK Plan results in a tuition *increase* for FY24 and longer duration of plan to tuition free ADK
- The strategies incorporated into this budget still result in a \$560K gap in the ALG model

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# Next Steps

## Next Meeting:

January 26, 2023	Presentation #2	Superintendent's Recommended Budget v. 1 <ul style="list-style-type: none"> <li>• Discussion of proposed cost savings and personnel changes</li> <li>• Line Item Budget Details</li> <li>• All Day Kindergarten (SC Vote Tuition Rate)</li> <li>• Capital Budget</li> </ul>
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## Suggestions for feedback:

- What items from this presentation do you want to hear more about and discuss?
- What additional information would you like from us?
- Other feedback about budget proposals

# Backup Slides

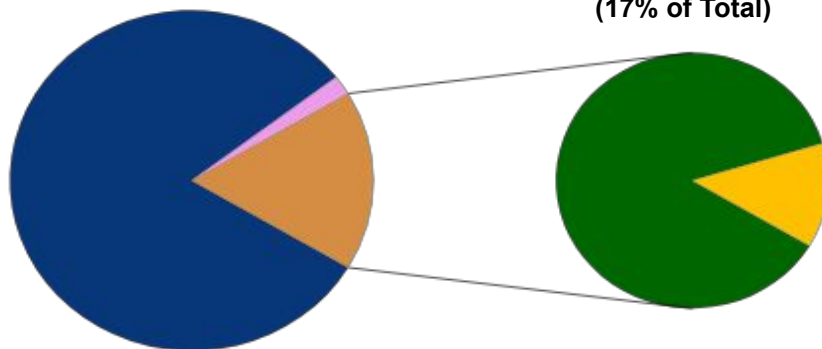
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Detailed Revenue Information  
(for presentation at a later date)

# Budget Funding Source – State Aid

All Budget Funding Sources

State Aid  
(17% of Total)



Total State Aid  
FY24 Budget  
Increase =  
\$241,018

- Assessments
- Other Revenues plus Reserves
- Chapter 70 (\$15,642,511)
- Regional Transp. (\$2,241,018) & Charter (\$150,000) Reimb.

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# FY23 Chapter 70 Aid Calc. for A-B

(\$ amounts in thousands)

	<u>FY22</u>	<u>FY23</u>
A – Foundation Budget (pp basis)	\$57,823	\$61,160
<i>5.8% increase (4.5% inflation plus SOA)</i>		
B – Districts' Contribution	\$46,723	\$48,378
<i>3.5% increase (MRGF; 82.5% cap/penalty)</i>		
A minus B =		
Foundation Aid (15% increase)	\$11,100	\$12,783
Add – Minimum Aid (\$0 / \$60pp)*	-	303
Add – “Hold Harmless”	<u>4,239</u>	<u>2,556</u>
<b>Chapter 70 Aid (2% increase)</b>	<b>\$15,339</b>	<b>\$15,642</b>

\* - FY24 increase (\$30pp minimum per SOA) = \$150K

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## Regional Transportation Aid for A-B

<u>FY</u>	<u>Eligible Costs</u>	<u>Reimb. %</u>	<u>State Aid</u>
2016	\$1,958K	73.1%	\$1,431K
2017	1,923	73.4	1,412
2018	1,967	<b>71.3</b>	1,403
2019	2,095	77.2	1,618
2020	2,527 <sup>A</sup>	83.9	2,122
2021	2,540	<b>96.2</b>	2,448
2022	2,321 <sup>B</sup>	90.7	2,106
2023	2,767 <sup>C</sup>	80.0	2,200
2024	\$2,801K	80.0	<b>\$2,241K</b>

Notes: A – Reflects first year of single-tier elementary service  
 B – Reduced service due to pandemic/hybrid classes  
 C – Projected costs reflect increases in fuel & pay

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## Net Charter Tuition Cost for A-B

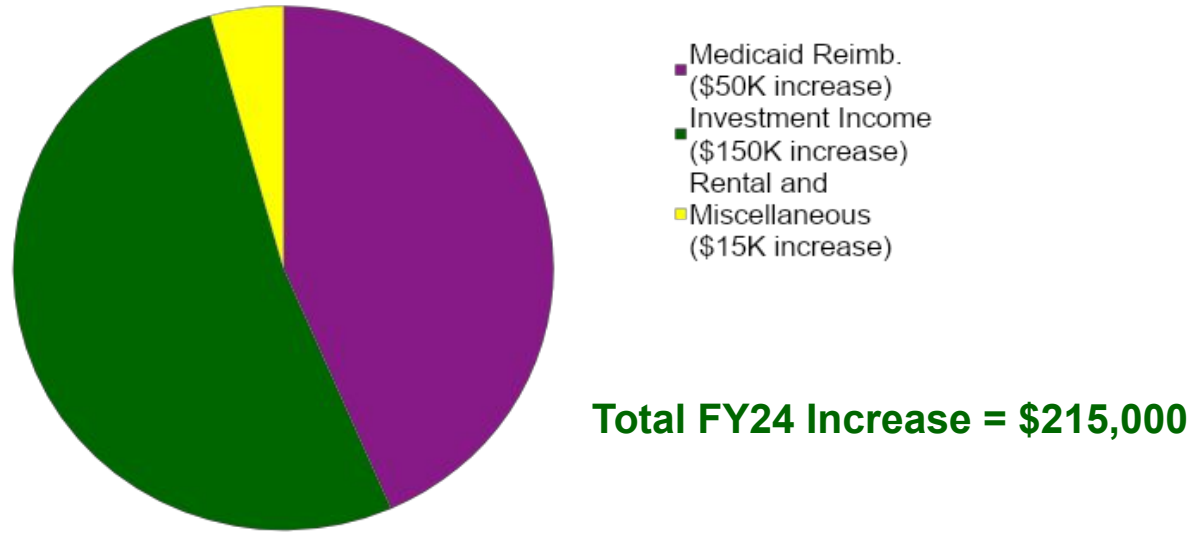
<u>FY</u>	<u>Students</u>	<u>Assessment</u>	<u>State Aid</u>	<u>Net Cost</u>
2016	28	\$393K	\$43K	\$350K
2017	24	333	21	312
2018	23	327	21	306
2019	20.5	303	18	285
2020	26	346	55	291
2021 <sup>A</sup>	34.5	517 <sup>A</sup>	157	360
2022	36	574	190	384
2023	39	684	238	450
2024	TBD	TBD	TBD	450 (est.)

Notes: A – First year of implementation of Student Opportunity Act (SOA), which increased program costs and aid.

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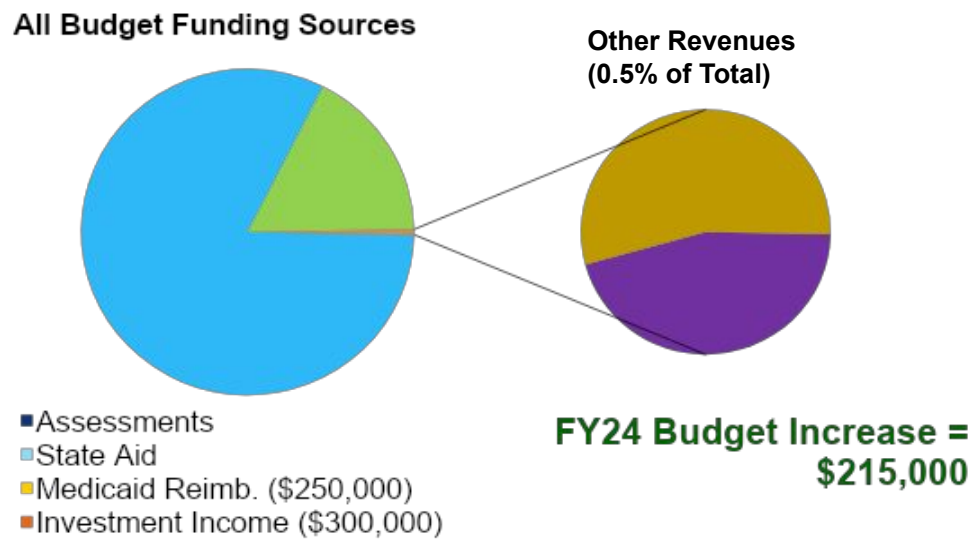
# Budget Funding Source – Other Revenues

ABRSD - Estimated FY24 Local Revenues



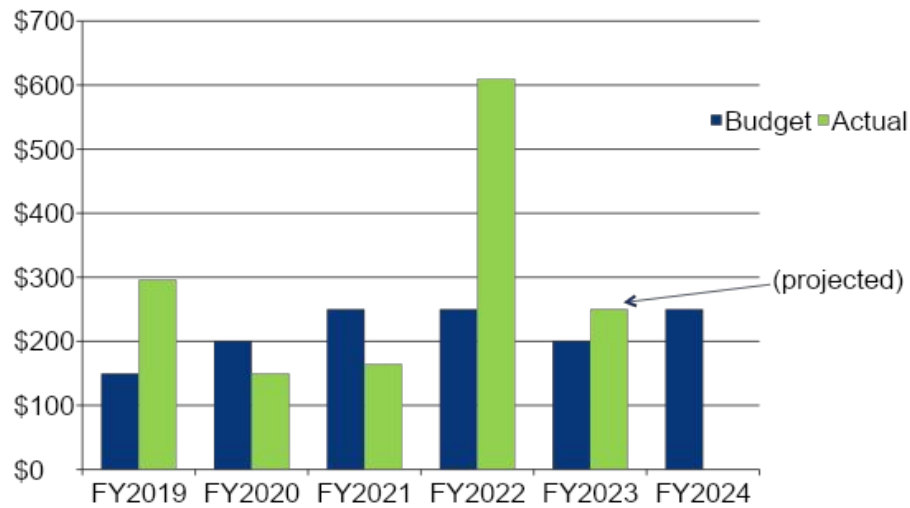
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# Other Revenue Funding Sources



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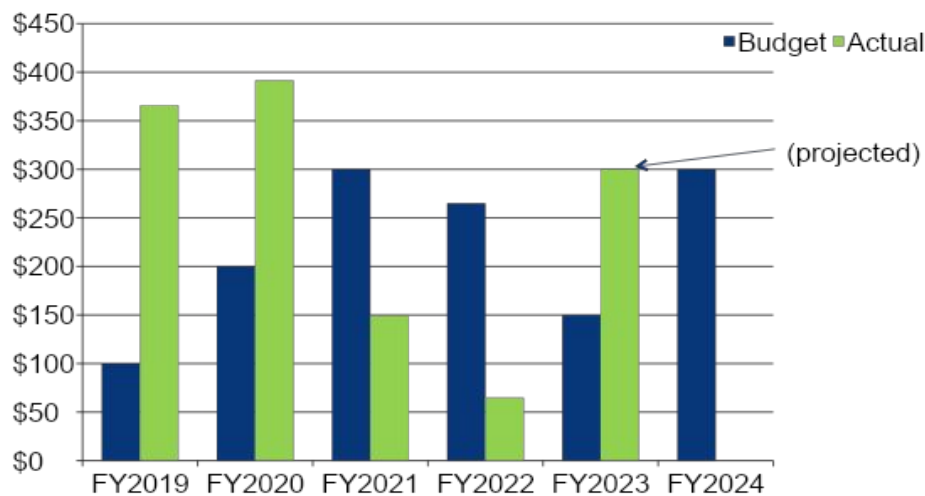
# Other Revenues – Budget and Actual MEDICAID REIMBURSEMENT



Average annual budget = \$216K; Average actual = \$294K

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# Other Revenues – Budget and Actual INVESTMENT INCOME



Average annual budget = \$219; Average actual = \$254K

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Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

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Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

# FY2024 Superintendent's Preliminary Budget v.2

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January 26, 2023

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# Overview & Timeline

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# FY22 Budget Presentation Schedule

December 15, 2022	Pre-Budget Presentation	High Level Overview of Budget Drivers
January 12, 2023	Presentation #1	Superintendent's Preliminary Budget Overview <ul style="list-style-type: none"> <li>Budget Guidelines &amp; District Goals</li> <li>Preliminary Revenues &amp; Budget Drivers</li> <li>Strategies to Balance Budget</li> <li>Personnel</li> <li>Projected Assessments</li> </ul>
January 26, 2023	Presentation #2	Superintendent's Preliminary Budget v. 2 <ul style="list-style-type: none"> <li>Updates</li> <li>Discussion of selected proposed personnel changes</li> <li>Initial Capital Planning</li> <li>All Day Kindergarten Discussion</li> <li>Line Item Budget Details</li> </ul>
February 2, 2023	Presentation #3	Superintendent's Recommended Budget v. 1 (if applicable) <ul style="list-style-type: none"> <li>Possible ADK Tuition Vote</li> </ul>
February 16, 2023	Presentation #4 <b>BUDGET WORKSHOP</b>	Comprehensive Budget and Program Presentation <b>PRELIMINARY BUDGET VOTE</b>
March 2, 2023	Presentation #5	PUBLIC BUDGET HEARING (required by MGL)
March 16, 2023	Presentation #6	Superintendent's Final Budget Recommendation School Committee Votes FINAL FY24 Budget



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# Important Dates - Regional Agreement

**Town Meetings:**

- Acton: Begins May 1, 2023
- Boxborough: Begins May 8, 2023
  - *Budget vote deadlines are counted backwards from earlier Town Meeting*

**Final SC Budget Vote:**

- March 16, 2023
  - 45 Days before earliest Town Meeting
  - Vote is 2/3 of weighted votes of full School Committee

**Budget and Program Presentation (Workshop):**

- February 16, 2023

**Preliminary SC Budget Vote:**

- February 16, 2023
  - 25 Days before final budget deadline
  - Vote is majority of members from each town

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# The Bottom Line - Budget Gap

FY24 Projected Increased Expenses	\$5.72M	+5.6%
Net Decrease in Revenues/Reserves (non assessment sources)	- \$135K	- 0.6%
Available Budget Increase to keep Acton Assessment Increase at 3%	\$2.67M	+2.8%
<b>Budget Gap</b>	<b>~ \$3 Million</b>	

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# Preliminary Budget Summary

*(\$ amounts in millions)*

<u>FY23 Final Budget Appropriation</u>	<u>\$102.9M</u>
FY24 Preliminary Budget Request:	
Est. cost of FY23 services	\$107.3M
Identified Budget Additions	+ 1.3
Revenue Adjustments	(0.2)
Non-personnel adjustments	(0.9)
Personnel adjustments	<u>(1.8)</u>
<b>FY24 Preliminary Budget</b>	<b>\$105.8M</b>

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# Preliminary Calculation - FY24 Assessments

## 2. Allocation of Assessed Costs and Offsets:

	<u>Total</u>	<u>ACT.</u>	<u>BOX.</u>
	<i>(\$ amounts in millions)</i>		
Prelim. Budget	\$105.7	\$88.5	\$17.3
Less-Revenues & Use of Reserves	<u>\$ 20.0</u>	<u>\$16.7</u>	<u>\$ 3.3</u>

	<i>(in whole dollars)</i>	<i>(allocation.%)</i>
Net Assessment:	\$85,739,057	<i>(3.37% increase over P/Y)</i>
Acton Assessment <i>(2.99% increase)</i>	\$71,774,203	<b>(83.71%)</b>
Boxborough Assessment <i>(5.33% incr.)</i>	\$13,964,854	<b>(16.29%)</b>

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# Staffing

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# Personnel Summary

## Overview of Proposed Changes

Additions	2.0 FTE
Reductions	22.4 FTE
<b>NET Change</b>	<b>-20.4 FTE</b>

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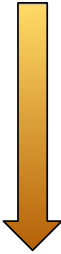
# Proposed Personnel Reductions (22.4 FTE)

Reductions through attrition	9.2 FTE	22.4 FTE
Additional reductions necessary	13.2 FTE	

Reductions by Location/ Level	FTE
District-wide Administration & Leadership	6.2 FTE
Elementary	5.0 FTE
Junior High School	3.6 FTE
High School	7.6 FTE

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# Categories for Proposed Personnel Reductions

	Priority	Category	Note
Priority items 1-4 currently included in FY24 Budget 	1	Attrition	Opportunities to reduce staffing by not hiring vacant positions or through attrition (retirements/departures)
	2	District Leadership/ Administrative Efficiency	Reduce the number of district-level positions that do not directly serve students in schools
	3	Examine Class Sizes	Closely examine all class sizes across the district. Provide adequate staffing to maintain appropriate class size; reduce staffing in areas with average class sizes below guidelines
	4	Program/ More Impactful Reductions	Attempt to avoid reducing programs for students, but consider only after alternate means have been explored
	5	Increase Class Sizes	If additional reductions required, would necessitate increasing class sizes beyond guidelines

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Priority 1:  
Attrition  
9.2 FTE

FTE	Description	Rationale	Location
1.0	Director of Special Projects (Attrition)	Eliminate position	District
1.0	Director of Operations (Vacant)	Eliminate position	District
1.0	Elementary Section K (Vacant)	Low enrollment 22-23SY	Elementary
1.0	HS Social Studies (Vacant)	Declining enrollment	HS
1.0	HS Special Ed Assistant (Vacant)	Not required for services 22-23SY	HS
1.0	JHS Campus Monitor (Vacant)	Vacant	JHS
1.0	DW Digital Literacy Coordinator (Vacant)	Eliminate position, vacant 22-23SY	District
1.0	HS Science Position (Retirement)	Declining enrollment	HS
0.6	DW Art Director (Vacant)	Do not fill, Vacant 22-23SY	District
0.6	DW PE Director (Vacant)	Do not fill, Vacant 22-23SY	District

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Priority 2:  
District  
Leadership &  
Administration

7.2 FTE

(\* denotes 4.2 FTE  
previously totaled in  
attrition)

FTE	Description	Rationale	Location
1.0	* Director of Special Projects	Attrition	District
1.0	* Director of Operations (Vacant 2022-23)	Vacant	District
1.0	* DW Digital Literacy Coordinator (Vacant 2022-23)	Vacant	District
0.6	* DW Art Director (Vacant 2022-23)	Vacant	District
0.6	* DW PE Director (Vacant 2022-23)	Vacant	District
0.4	HS Counseling Admin Assistant	Reduction	HS
0.6	JHS Registrar	Reduction	JHS
2.0	District-wide Curriculum Coordinators	Reduction	District (Elementary)

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Priority 3:  
Examination  
of Class  
Sizes

5.8 FTE

(\* denotes 2.0 FTE  
previously totaled in  
attrition)

FTE	Description	Rationale	Location
1.0	* Elementary Section K (Vacant 2022-23)	Vacant	Elementary
1.0	* HS Science Vacant Position	Attrition	HS
1.0	HS English	Reduction	HS
1.0	Elementary Section K (Reduce sections from 16 to 15)	Reduction	Elementary
1.0	JHS World Language Teacher	Reduction	JHS
0.4	PE High School	Reduction	HS
0.4	Art Teacher	Reduction	HS

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## Priority 4:

### Program and Most Impactful Reductions for Students

### 6.4 FTE

*(note: erroneously noted as 7.0 previously)*

FTE	Description	Rationale	Location
1.0	Convert 1 Elementary Library/Media Certified to Assistant	Reduction	Elementary
1.0	JHS PE/ Health Teacher	Reduction	JHS
1.0	Convert additional elementary Library/Media to Assistant	Reduction	Elementary
1.0	HS TV/Radio Studio Manager	Reduction	ABRHS
0.4	Senior Seminar Coordinator	Reduction	ABRHS
1.0	Elementary Section 1st Grade	Reduction	Elementary
1.0	High School Counseling	Reduction	ABRHS

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# Changes since January 12

What has changed...

- ➔ Several previously unanticipated retirements and staff currently on LoA who will not return
- ➔ Allowed for several critical positions to be restored to proposed budget
  - ◆ “Priority 4” List
  - ◆ Did not address all of “Priority 4” positions

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### Priority 4:

Program and Most Impactful Reductions for Students

Previously: 6.4 FTE

Now 1.4 FTE

FTE	Description	Rationale	Location
1.0	Convert 1 Elementary Library/Media Certified to Assistant	Reduction	Elementary
1.0	JHS PE/ Health Teacher	Reduction	JHS
1.0	Convert additional elementary Library/Media to Assistant	Reduction	Elementary
1.0	HS TV/Radio Studio Manager	Reduction	ABRHS
0.4	Senior Seminar Coordinator	Reduction	ABRHS
1.0	Elementary Section 1st Grade	Reduction	Elementary
1.0	High School Counseling	Reduction	ABRHS

Position was previously proposed as reduced, but has been restored

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## Updated Proposed Personnel Reductions

	Jan. 12	Jan. 26	Jan 12.	Jan. 26
Reductions through attrition	9.2 FTE	9.2 FTE	22.4 FTE	17.4 FTE
Additional reductions necessary	13.2 FTE	8.2 FTE		

	Jan. 12	Jan. 26
Reductions by Location/ Level	FTE	FTE
District-wide Administration & Leadership	6.2	6.2
Elementary	5.0	2.0
Junior High School	3.6	3.6
High School	7.6	5.6

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## Discussion of Selected Positions

- Health & Physical Education Teacher (JHS)
- Senior Seminar Coordinator (HS)
- Science Curriculum Coordinator (District/ Elementary)

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## Capital Budget

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# Capital Plan Funding - Current Status

CIP Fund Balance (projected at June 30, 2023)	\$1,300,000
Capital Stabilization Fund Balance (6/30/23)	700,000
FY24 Capital Appropriation (in preliminary budget)	700,000
<b>Total Capital Projects Funding Sources thru FY24</b>	<b>\$2,700,000</b>

# Capital Improvement Plan - Current Status

Notes on Anticipated Needs:

- CIP and all facilities currently being re-evaluated by Bureau Veritas
- Final report due in March
- Anticipated needs are based on combination of current CIP needs and unanticipated priority projects
  - ◆ All anticipated needs currently being evaluated for scope and estimated costs

## Capital Plan - Anticipated Priority Needs (2-3 years)

<u>Project Description</u>	<u>Reason for Priority Status</u>	<u>Projected Cost</u>
DW - Upgrade Phone System*	E-911 compliance required	\$ 450,000
HS - Mechanical Systems	Rooftop units outdated	2,400,000**
ADMIN - Roof Replacement*	Badly leaks; ineligible MSBA	900,000
CON - Ceiling Replacement*	Remove ACM materials	600,000
BL - Roof Replacement	MSBA suspended ARP	1,200,000
PDB - Mechanical Systems	Rooftop units outdated	1,500,000**
* - Not on CIP project list ** - Net of projected rebates	<b>Total Priority Needs Cost</b>	<b>\$7,050,000</b>

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## 3-Year Capital Plan Funding - Current Status

CIP Fund Balance (projected at June 30, 2023)	\$1,300,000
Capital Stabilization Fund Balance (6/30/23)	700,000
FY24 Capital Appropriation (in preliminary budget)	700,000
FY25 Capital Appropriation (per CIP Funding Plan)	800,000
FY26 Capital Appropriation (per CIP Funding Plan)	900,000
<b>Total Capital Projects Funding Sources thru FY26</b>	<b>\$4,400,000</b>

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# Capital Plan Funding Proposal

**Goal = Provide funding for priority needs over the next three years**

CIP Fund Balance (projected at June 30, 2023)	\$1,300,000
Capital Stabilization Fund Balance (6/30/23)	700,000
Capital Appropriations, FY24 through 26	2,400,000
<b>Capital Projects Funding Sources - current status</b>	<b>\$4,400,000</b>
Proposed repurpose of Douglas/Gates project savings	\$3,200,000
<b>Total Potential Capital Projects Funding through FY26</b>	<b>\$7,600,000</b>

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## Capital Planning Recommendations

- Maintain current level of funding in operating budget
- Convene **Capital Improvement Subcommittee** and **Debt Strategy Subcommittee** to consider possibility of repurposing school building appropriation by towns
- Maintain flexible approach to FY24 Capital planning to incorporate Bureau Veritas recommendations

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# All Day Kindergarten

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## All Day Kindergarten

	Original Plan (2019)	Current Plan (2021)	FY24 Budget and Options
Unbudgeted Costs	\$1M	\$721,706	\$570,000
Plan to lower tuition	Reduce tuition \$750 per year	\$1,800 for 3 years	
Budget Impact	Add \$200,000 per year	Add \$180,000 per year for years	
Other sources	\$1.2M E&D	\$500,000 ARPA	

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# All Day Kindergarten Proposal

(if no additional funding available)

Year	Original Plan (2019)	Current Plan (2021)	Possible Plan
2019-2020	\$4,500	\$4,500	\$4,500
2020-2021	\$3,750	NA	NA
2021-2022	\$3,000	\$3,750	\$3,750
2022-2023	\$2,250	\$1,800	\$1,800
2023-2024	\$1,500	\$1,800	?
2024-2025	Free	\$1,800	?
2025-2026	Free	Free	?

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# All Day Kindergarten Plan (Going into this year)

Year	Tuition	ARPA	Expenses Covered by Tuition	Amount to be added to budget
2021-2022	\$3,750			
2022-2023	\$1,800	\$200,000	\$721,706	\$180,000
2023-2024	\$1,800	\$200,000	\$570,574	\$180,000
2024-2025	\$1,800	\$100,000	\$413,397	\$180,000
2025-2026	Free		\$249,933	\$180,000
2026-2027	Free		\$79,930	\$180,000
2027-2028	Free			\$80,000

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# All Day Kindergarten Actual

Year	Tuition	ARPA	Expenses Covered by Tuition	Amount to be added to budget
2021-2022	\$3,750			
2022-2023	\$1,800	\$200,000	\$721,706	\$180,000
2023-2024	\$1,800	\$200,000	\$570,574	<del>\$180,000</del>
2024-2025	\$1,800	<del>\$100,000</del>	\$413,397	\$180,000
2025-2026	Free		\$249,933	\$180,000
2026-2027	Free		\$79,930	\$180,000
2027-2028	Free			\$80,000

Actual Expenses  
\$680,000

Newly Projected Expenses  
\$597,000

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# ADK Options

- Find money (State grants, other revenue sources)?
- Increase tuition
- Further reduce staff

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# All Day Kindergarten Options

Year	Tuition	ARPA	Expenses Covered by Tuition	Amount to be added to budget
2021-2022	\$3,750			
2022-2023	\$1,800	\$200,000	\$721,706	\$180,000
2023-2024	\$2,250	\$200,000	\$597,000	
2024-2025	\$2,250			\$100,000

Current Estimates - 5 years of tuition at \$2,250  
Add \$100,000 to budget each year for 9 years

# Feedback & Next Steps