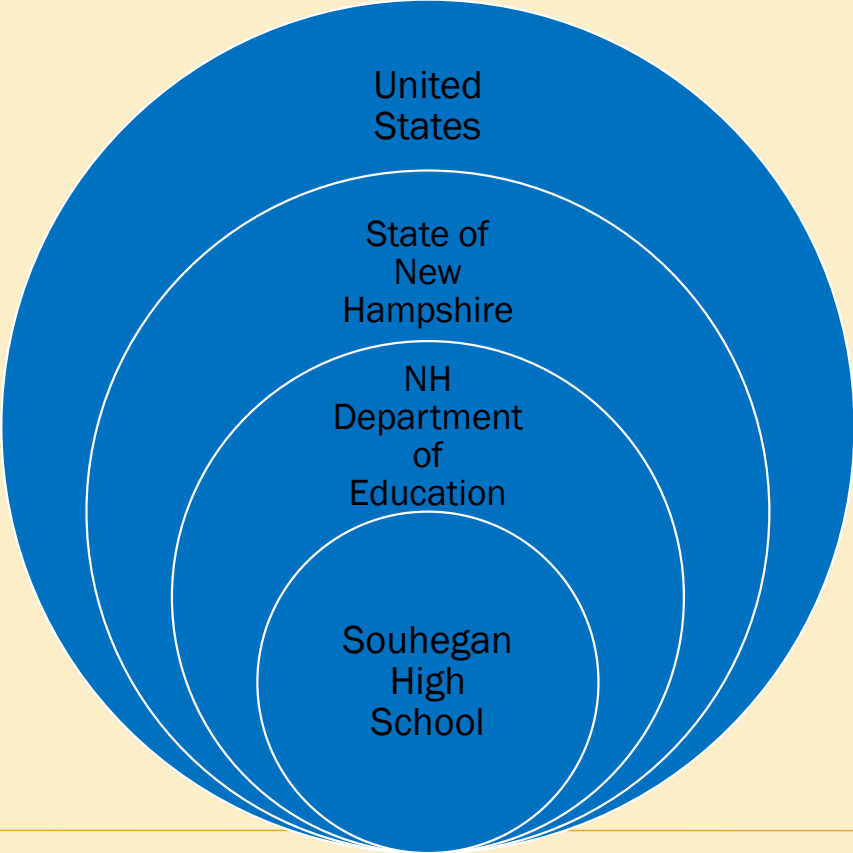


**SOUHEGAN
COOPERATIVE
SCHOOL DISTRICT**

Deliberative Session

February 1, 2016



WE HAVE A PLAN

Prevailing Educational Obligations

Existing Practices/Structures

Budget Strategies

...a transformed educational system that includes competency-based learning environments and multiple pathways to graduation...

New Hampshire Minimum Standards

INSTRUCTION

- Teacher Leader Effectiveness-Thoughtful Classroom Tool
- Professional Development
- Curriculum Development

STUDENT EXPERIENCE

- Competency Based Education
- Next Generation Learning
- Program of Studies

+ Graduation Rates:

2011-2012 100%

2012-2013 100%

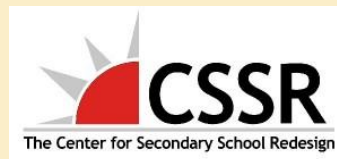
2013-2014 99%

2014-2015 99%

+ College Attendance Rate: 86 %

+ Consistently Ranked in Top 10% in NH for College Readiness

+ Current Co-curricular Participation Rate : 80%



ARTICLE 2: THE BUDGET

Shall the Souhegan Cooperative School District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amount set forth on the budget posted with the warrant, or as amended by vote of the first session, for the purposes set forth therein, totaling **\$17,583,870?** Should this article be defeated, the operating budget shall be **\$17,160,949** which is the same as last year, with certain adjustments required by previous action of the Souhegan Cooperative School District or by law; or the governing body may hold one special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only.

Majority vote required to pass.

BUDGET PROCESS

- ✘ Review budget factors – Goals for enrollment, class size, co-curricular participation, cost per pupil, facility improvements.
- ✘ Use zero based budgeting to meet goals approved by board.
- ✘ Informed by year round work of budget study committee.

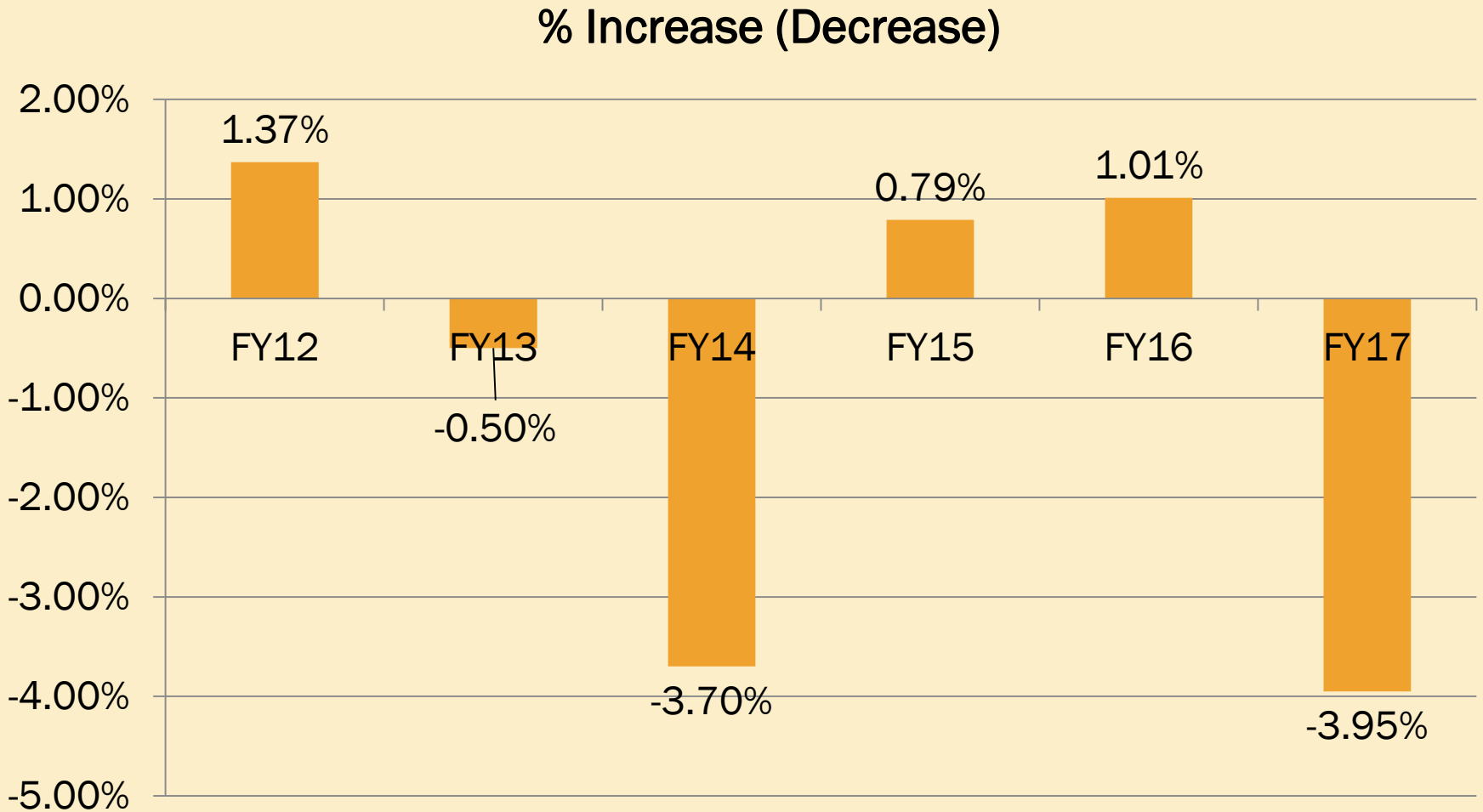
BUDGET ELEMENTS

- **Personnel:**
 - Teachers and Support Staff – 2nd year of 2 year agreement
- **Programs:**
 - Books, supplies and equipment
- **Special Education:**
 - Federally mandated
- **Operation & Maintenance:**
 - Buildings and grounds

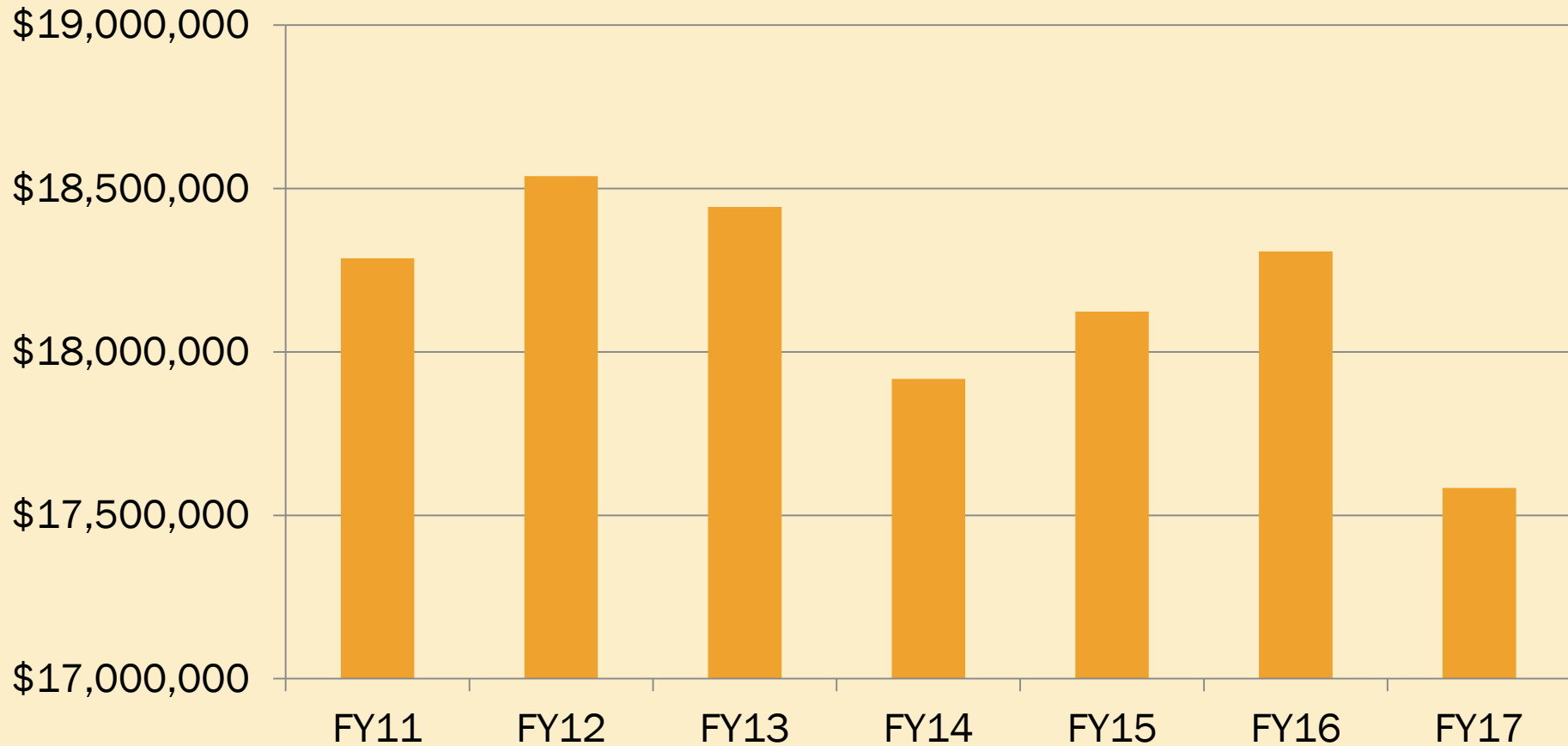
OPERATING BUDGET

The Souhegan School District Proposed Budget for FY2017 is \$17,583,870, a decrease of \$723,388 or 3.95% less than the FY2016 adopted default budget.

ANNUAL PERCENTAGE CHANGE OF BUDGET



ANNUAL BUDGET AMOUNTS



UNDERLYING CORE VALUES AND OBJECTIVES

- ✘ Support Personalized Learning
 - + Class sizes of approximately 20 students
 - + Student/teacher ratio of 80:1

- ✘ Keep Supports in Place to Maintain Goal of a Zero Dropout Rate
 - + Appropriate level of guidance and student services staff
 - + School Resource Officer
 - + 9th and 10th grade team teaching model
 - + Advisory program

UNDERLYING CORE VALUES AND OBJECTIVES

- ✘ Maintain an Incentivized Salary Structure
 - + Attract the best teaching staff
 - + Encourage our staff to earn their increases by continuing education
 - + Encourage longevity for continuity for our students

- ✘ Preserve our Quality Academic and Co-Curricular Activities Meeting Community Expectations

- ✘ Continue to be an Innovator and Leader in Educational Practices
 - + Collaboration with universities such as Stanford
 - + Create business partnerships
 - + PACE

- ✘ Teacher/Leader Effectiveness

- ✘ Student-Led Conferences

How did we accomplish our objectives while still maintaining a fiscally responsible budget?

BUDGET REDUCTIONS

- × FY12: Closed one of our two cafeterias
- × FY13: Negotiated a 2 year contract that included:
 - + .75% increase for professional staff over a 2 year period
 - + 1.25% increase for support staff over a 2 year period
 - + health plans that reflected reduced prescription benefits, introduced higher health deductibles, provided incentives to choose lower cost providers, and for healthy living choices
- × FY14: Eliminated 10.2 positions
- × FY14: Formed Budget Study Committee to meet throughout the year to examine our finances on a continual basis.

BUDGET REDUCTIONS

- × FY15: Eliminated 3.5 positions
- × FY15: Negotiated a contract with a 0% increase for staff over the next two years, with incentives for a lower cost health plan
- × FY15: Unanticipated savings - \$600,000 back to taxpayers

- × FY16: Working in a default budget

- × FY17: Board directed administration to develop a budget of 3%, 4% and 5% cuts.
- × FY17: Eliminated a net of 5.9 Positions, including one administrator

- × Ongoing: Program of studies review
- × Ongoing: Added Lower Cost Health Insurance Incentives

FY17 BUDGET CHANGES IN PERSONNEL

Reductions:

✘ Administration	(1.0) FTE
✘ Teachers	(2.5) FTE
✘ Learning Specialist	(1.0) FTE
✘ Nursing Staff	(0.4) FTE
✘ Administrative Assistant	(1.0) FTE
✘ Seasonal Facilities Technician	(0.5) FTE

Additions:

✘ Speech Therapist	0.5 FTE
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FY17 BUDGET CHANGES IN PERSONNEL

- ✘ Reduces coverage to one teacher for Band and Music
- ✘ Eliminates French 5 and Spanish 5
- ✘ Reduces coverage to one Latin Teacher
- ✘ Eliminates many third team athletics
- ✘ Administrator reductions at both Souhegan and SAU place additional curriculum, evaluation and supervisory responsibilities on remaining administrators.

THE RESULTS OF OUR EFFORTS

+ Average Class Size Went From:

- × FY13 – 17 students
- × FY14 – 19 students
- × FY15 – 20 students
- × FY16 – 20 students

+ Change in Average Teacher Facing Ratios:

- × FY13 – 67:1
- × FY14 – 79:1
- × FY15 – 82:1
- × FY16 – 81:1

THE RESULTS OF OUR EFFORTS

- ✘ FY17 Proposed Budget is less than the FY12 Budget by 5.14%. (\$954,266)
- ✘ Cost per Pupil for FY15 (most current) is reduced from FY13 by \$1,232 per pupil.

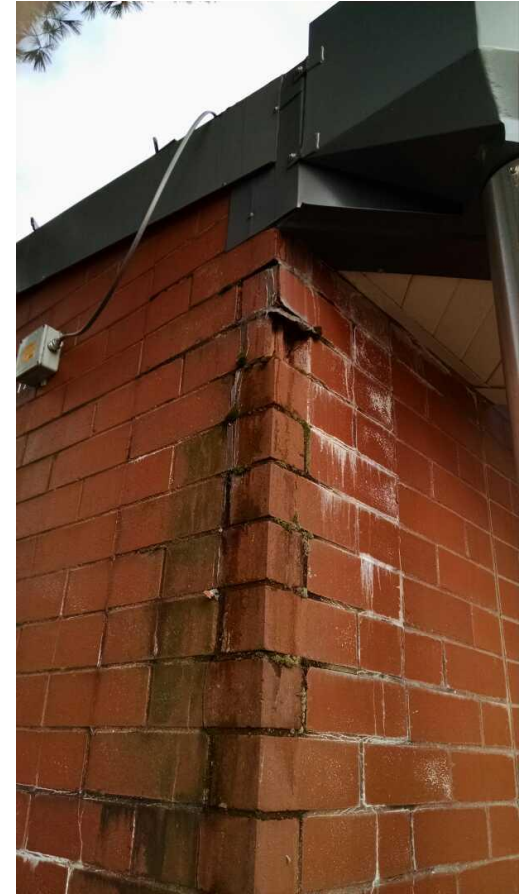
FY15 BUDGET AND RESULTS

✘ FY15 Unanticipated Budget Savings	<u>\$ 685,348</u>
✘ Main Sources of Unanticipated Budget Savings:	
+ Salary & Benefits	\$254,000
✘ (Hiring, 403B, Health Premiums)	
+ HealthTrust Premium Holiday	\$153,000
+ Special Education Out of District	<u>\$213,000</u>
+ Total	<u>\$620,000</u>

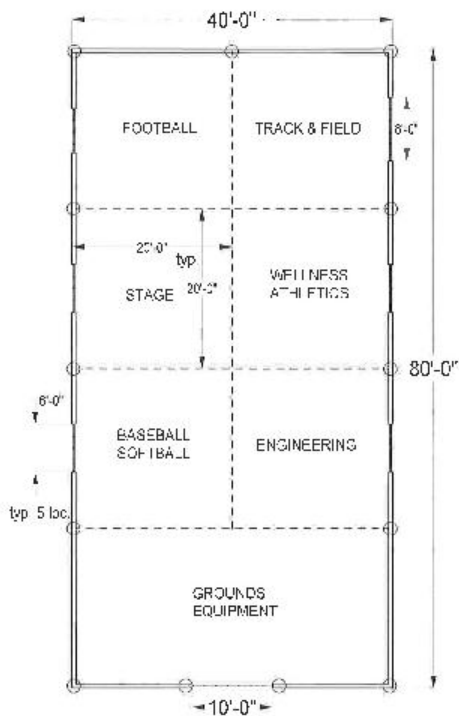
OTHER BUDGET CONSIDERATIONS

- Program of Studies
- Adoption of State Standards
- Supervision/Evaluation Program Review
- Impact of USDA Food Regulations
- Physical Plant Maintenance

Masonry-Brick Damage Music & Café Wings

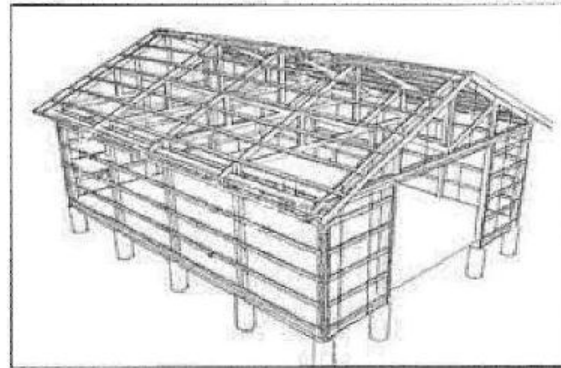


Storage Proposed



STORAGE FACILITY

- Concrete Slab on Grade
- Pole Building Construction
- Metal Siding and Roof
- Uninsulated / Unheated
- Basic Electrical Service & Lighting
- Chainlink Fencing Dividing Areas
- Roll-up Doors
- Est. \$75,000 complete



Rental Storage Containers for Theater and Engineering



Container and Concession Stand Storage areas for Football, Track, Stage Risers And Misc.





Canoe & Trailer Storage / Field Maintenance Equipment



Asphalt Paving Condition Examples



ONGOING FUTURE BUDGET CONSIDERATIONS

- ✘ Facilities Usage Analysis
- ✘ Curriculum program review
- ✘ Reallocation of staff to meet student needs with minimum required staffing
- ✘ Thorough review of co-curriculars offered
- ✘ Cost Per Pupil Information comparisons
- ✘ Implementation of the SAU Strategic Plan

SAU 39 STRATEGIC PLAN

- ✘ The 17 members of the SAU #39 Board engaged with the public in the formulation of the SAU #39 Strategic Plan. The plan identifies specific goals, strategies and initiatives to realize our vision for the future.
- ✘ The Plan is structured under the five Strategic Pillars: Advance, Connect, Invest, Streamline and Unite, It can also be found on our SAU #39 website at: sau39.org.

SAU39 APPORTIONMENT FORMULA

State law requires that the total amount of the SAU budget will be apportioned among the Amherst School District, the Mont Vernon School District and the Souhegan School District based on:

- Attendance the previous school year
- Equalized valuation of each district

SAU39 BUDGET

- Functions performed by SAU 39:
 - Those that are more efficient to consolidate
 - Those that facilitate a more cohesive K-12 education
- The FY17 SAU39 budget: \$2,155,580
 - Decrease over FY16: **(\$57,881) - (2.61%)**
- Major Budget Drivers:
 - Reduction of Staff
 - 1.5% Support Staff Pay Increases
 - 5% Health Care Premium Increase
 - Software Enhancements to Create Efficiencies

SAU39 BUDGET FUNDING BY DISTRICT

	FY16	FY17	Change
Amherst	\$1,192,994	\$1,133,183	(\$59,811)
Mont Vernon	\$181,255	\$177,766	(\$3,489)
Souhegan	\$779,158	\$778,923	(\$235)
Other Funding	\$60,054	\$65,708	\$5,654

COST PER PUPIL AS DEFINED BY DOE

Cost per Pupil is based on current expenditures as reported on each school district's Annual Financial Report (DOE-25). Cost per pupil represents current expenditures less tuition and transportation costs. Any food service revenue is deducted from current expenditures before dividing by ADM in attendance. Capital and debt service are not current expenditures and are not included.

COMPARISON HIGH SCHOOLS

- ✘ Between 500 – 1000 Students per DOE
- ✘ Average Household Income of Community
- ✘ College Readiness Index
- ✘ NECAP Assessment Scores in Math and Reading
- ✘ Graduation Rate
- ✘ Drop Out Rate

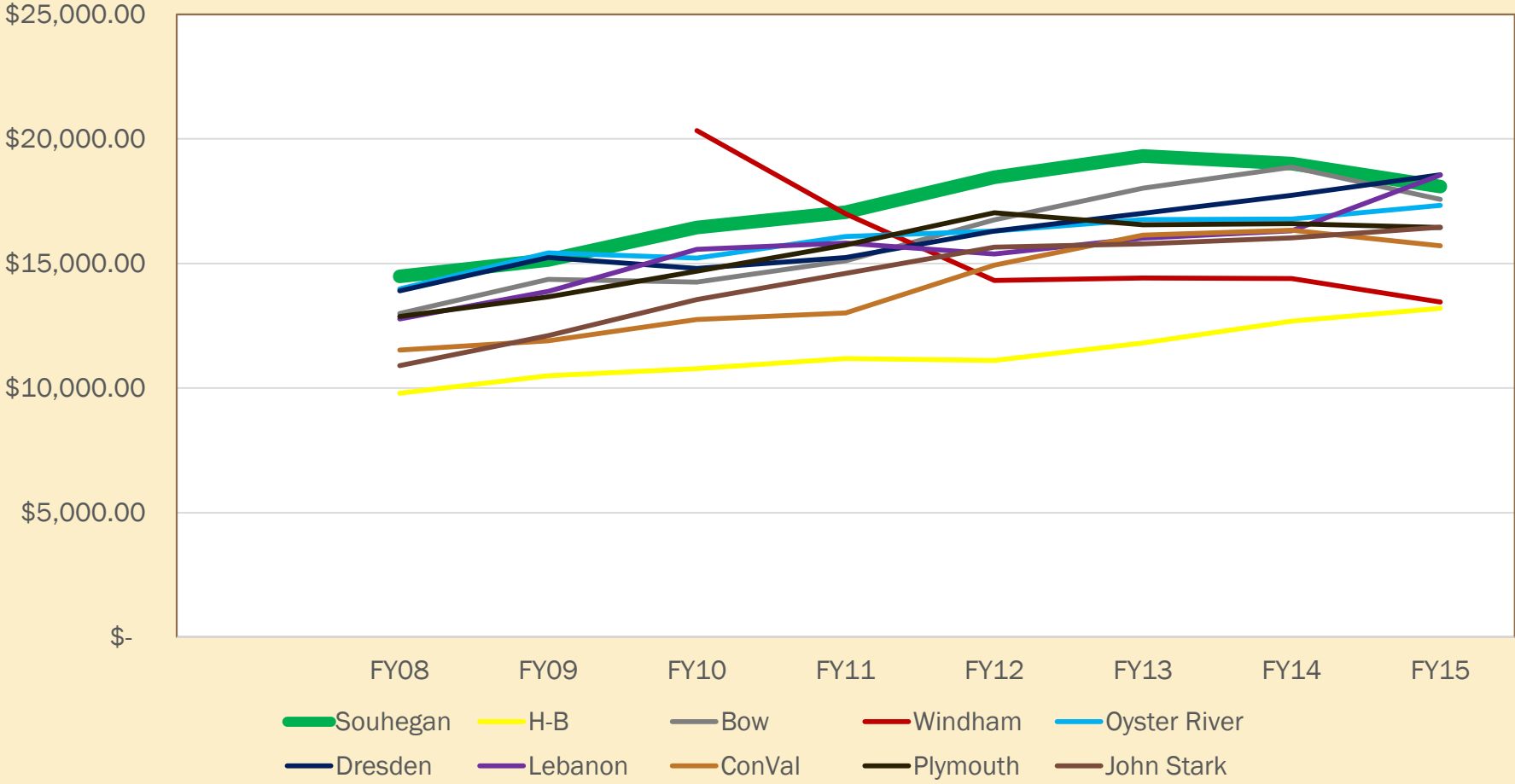
COMPARISON HIGH SCHOOLS

- ✘ Bow
- ✘ ConVal
- ✘ Dresden
- ✘ Hollis-Brookline
- ✘ John Stark
- ✘ Lebanon
- ✘ Oyster River
- ✘ Plymouth
- ✘ Windham

AVERAGE COST PER PUPIL COMPARISON

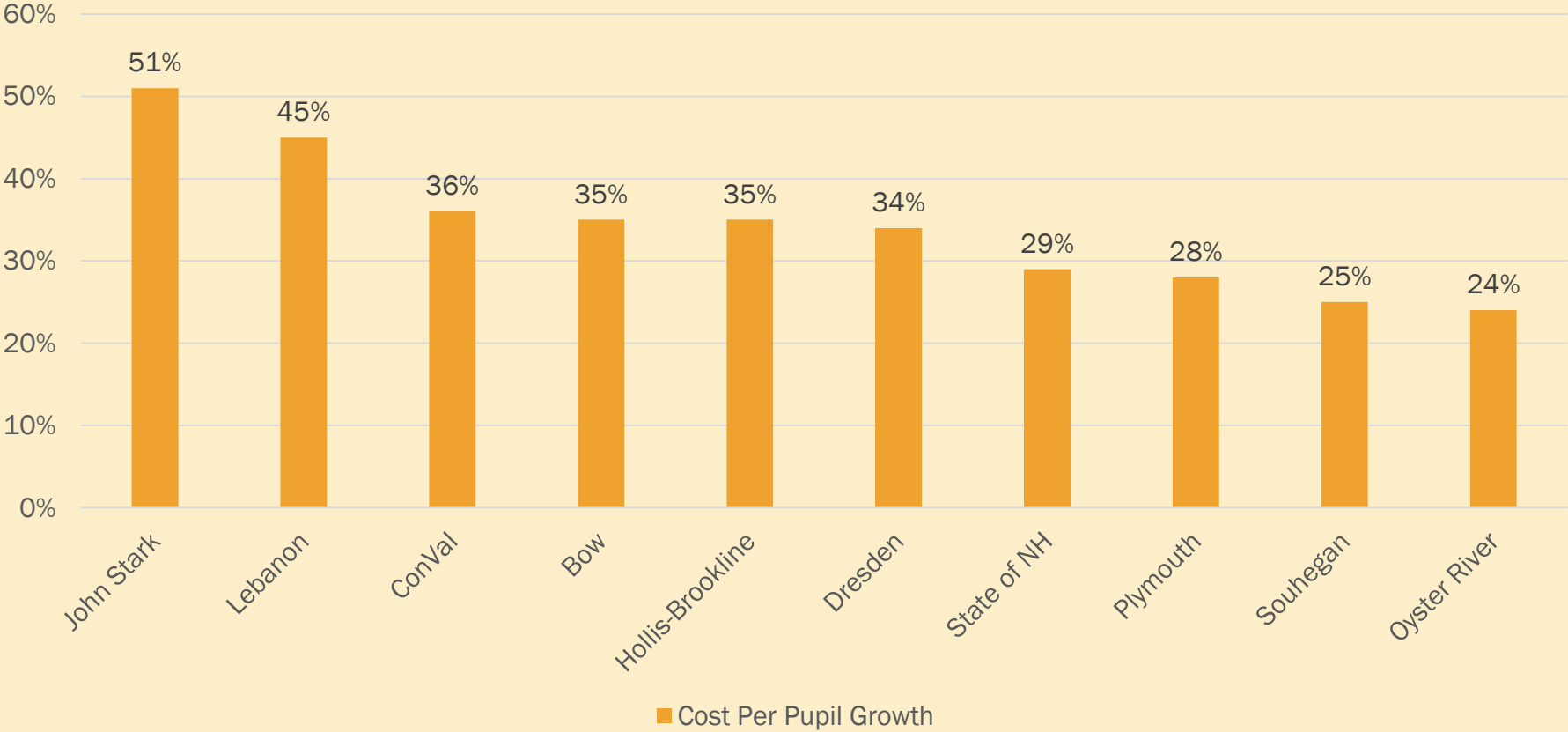
✘ Average Cost Per Pupil	\$16,188
✘ 10% Per Coalition Principle	<u>1,619</u>
✘ Total	\$17,807
✘ Current Souhegan CPP	<u>\$18,086</u>
✘ Differential	\$ 279 - 1.6%

COST PER PUPIL BY DISTRICT



COST PER PUPIL GROWTH – FY08 TO FY15

Cost Per Pupil Growth



ENROLLMENT PROJECTIONS

Fiscal Year	Projected	Actual
FY09	945	943
FY10	907	891
FY11	889	876
FY12	848	859
FY13	860	811
FY14	813	828
FY15	839	842
FY16	815	829
FY17	813	
FY18	765	

KEY STATISTICS

	FY13	FY14	FY15	FY16
Pupil Teacher Ratio	9.1	10.1	10.7	10.9
Cost Per Pupil	\$19,318	\$19,012	\$18,086	\$18,243*
Total Expenditures	\$17,966,611	\$17,771,599	\$17,363,887	\$18,068,790*
Surplus at Year End	\$664,163	\$250,528	\$723,570	\$276,488*
Oct 1 Enrollment	811	828	842	829
Budgeted Staff	164.9	153.4	150.4	150.0
				* Projected

Souhegan Cooperative School District Revenue Estimate

<i>Item</i>	<i>FY16 DRA</i>	<i>FY17 Proposed</i>	<i>Change</i>
<i>Budgeted Expenditures (All Funds)</i>	<i>\$18,307,258</i>	<i>\$17,583,870</i>	<i>(\$723,388)</i>
<i>Unreserved Fund Balance</i>	<i>\$723,570</i>	<i>\$276,468</i>	<i>(\$447,102)</i>
<i>TOTAL State Aid</i>	<i>\$422,000</i>	<i>\$422,000</i>	<i>\$0</i>
<i>TOTAL Federal Aid</i>	<i>\$374,000</i>	<i>\$385,000</i>	<i>\$11,000</i>
<i>TOTAL Other Revenue</i>	<i>\$110,000</i>	<i>\$0</i>	<i>(\$110,000)</i>
<i>TOTAL Local Revenue</i>	<i>\$653,534</i>	<i>\$612,933</i>	<i>(\$40,601)</i>
<i>Current Appropriation</i>	<i>\$16,024,154</i>	<i>\$15,887,469</i>	<i>(\$136,685)</i>
<i>AMHERST SHARE</i>	<i>\$13,538,888</i>	<i>\$13,437,621</i>	<i>(\$101,267)</i>
<i>Total Credits- Amherst</i>	<i>\$2,726,819</i>	<i>\$2,589,433</i>	<i>(\$137,386)</i>
<i>Assessment - Town of Amherst</i>	<i>\$10,812,069</i>	<i>\$10,848,188</i>	<i>\$36,119</i>
<i>Tax Rate - Amherst</i>	<i>\$6.86</i>	<i>\$6.79</i>	<i>(\$0.07)</i>
<i>Statewide School Property Tax - Amherst</i>	<i>\$0.92</i>	<i>\$0.89</i>	<i>(\$0.03)</i>
<i>Total School Tax - Town of Amherst</i>	<i>\$7.78</i>	<i>\$7.68</i>	<i>(\$0.10)</i>
<i>MONT VERNON SHARE</i>	<i>\$2,485,266</i>	<i>\$2,449,848</i>	<i>(\$35,418)</i>
<i>Total Credits- Mont Vernon</i>	<i>\$722,688</i>	<i>\$771,830</i>	<i>\$49,142</i>
<i>Assessment - Town of Mont Vernon</i>	<i>\$1,762,578</i>	<i>\$1,678,018</i>	<i>(\$84,560)</i>
<i>Tax Rate - Mont Vernon</i>	<i>\$6.97</i>	<i>\$6.70</i>	<i>(\$0.27)</i>
<i>Statewide School Property Tax - MV</i>	<i>\$0.91</i>	<i>\$0.96</i>	<i>\$0.05</i>
<i>Total School Tax - Town of Mont Vernon</i>	<i>\$7.88</i>	<i>\$7.66</i>	<i>(\$0.22)</i>

PROPOSED SOUHEGAN BUDGET AMHERST TAX RATE SUMMARY *

	Estimated Tax
FY 2016 Souhegan Tax Rate (amount / \$1,000)	\$7.78
Estimated FY 2017 Souhegan Tax Rate	\$7.68
Estimated FY 2017 Souhegan Tax Rate Decrease	(\$0.10)
Estimated FY 2017 Tax Decrease on \$330,000 home	(\$33.00)

* Includes estimated Statewide School Property Tax

PROPOSED SOUHEGAN BUDGET

MONT VERNON TAX RATE SUMMARY *

	Estimated Tax
FY 2016 Souhegan Tax Rate (amount / \$1,000)	\$7.88
Estimated FY 2017 Souhegan Tax Rate	\$7.66
Estimated FY 2017 Souhegan Tax Rate Decrease	(\$0.22)
Estimated FY 2017 Tax Decrease on \$300,000 home	(\$66.00)

* Includes estimated Statewide School Property Tax

FUND BALANCES RETURNED TO TAXPAYERS

Year	Amount	Amherst (per \$1000)	Mont Vernon (per \$1000)	330K Home Amherst	300K Home Mont Vernon
FY16	\$723,570	\$0.38	\$0.44	\$125.40	\$132.00
FY15	\$250,528	\$0.14	\$0.15	\$46.20	\$45.00
FY14	\$664,163	\$0.37	\$0.38	\$122.10	\$114.00
FY13	\$144,218	\$0.08	\$0.09	\$26.40	\$27.00
FY12	\$502,584	\$0.27	\$0.31	\$89.10	\$93.00
FY11	\$262,590	\$0.12	\$0.17	\$39.60	\$51.00

DEFAULT BUDGET

The Default Budget is calculated under the provisions of RSA 40:13,IX(b):

"Default budget" as used in this subdivision means the amount of the same appropriations as contained in the operating budget authorized for the previous year, reduced and increased, as the case may be, by debt service, contracts, and other obligations previously incurred or mandated by law, and reduced by one-time expenditures contained in the operating budget. For the purposes of this paragraph, one-time expenditures shall be appropriations not likely to recur in the succeeding budget, as determined by the governing body, unless the provisions of RSA 40:14-b are adopted, of the local political subdivision.

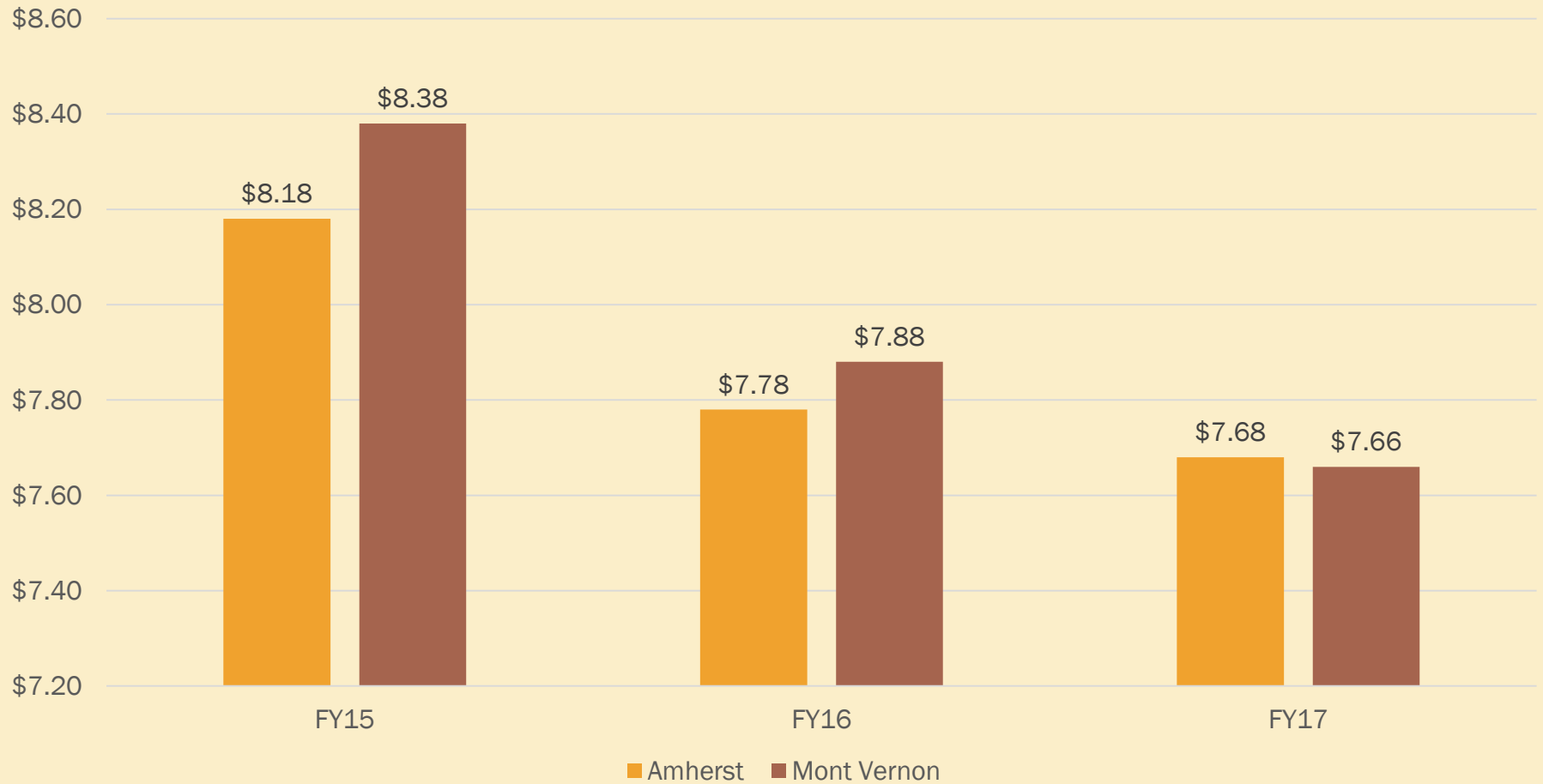
PROPOSED VERSUS DEFAULT BUDGET ESTIMATED TAX RATE SUMMARY PER \$1000

		Amherst	Mont Vernon
FY15 Budget		\$8.18	\$8.38
Current Budget	\$18,307,258	\$7.78	\$7.88
Proposed Budget	\$17,583,870	\$7.68	\$7.66
Default Budget	\$17,160,949	<u>\$7.46</u>	<u>\$7.40</u>
<i>Difference</i>	<i>\$422,921</i>	<i>(\$0.22)</i>	<i>(\$0.26)</i>

DEFAULT ANALYSIS

	Salary & Benefits	Supplies & Materials	Technology, Furniture & Equipment	Prof & Contracted Services, PD, Dues, Travel	Building & Grounds Repair & Site Improvement	Totals
Regular Education	\$ 14,000	\$ 7,667	\$ 46,911	\$ 1,621	\$ -	\$ 70,199
CoCurricular	\$ -	\$ 6,411	\$ 30,115	\$ -	\$ -	\$ 36,526
Student Services	\$ -	\$ -	\$ 140	\$ 2,821	\$ -	\$ 2,961
Instructional	\$ 8,750	\$ -	\$ 1,440	\$ 216	\$ -	\$ 10,406
School Board	\$ 1,000	\$ -	\$ -	\$ 875	\$ -	\$ 1,875
Administration	\$ 10,594	\$ -	\$ 4,918	\$ 725	\$ -	\$ 16,237
Building & Grounds	\$ 14,056	\$ 4,400	\$ 14,630	\$ -	\$ 233,300	\$ 266,386
Transportation	\$ -	\$ -	\$ -	\$ 4,767	\$ -	\$ 4,767
Tech Infrastructure	\$ -	\$ -	\$ 13,564	\$ -	\$ -	\$ 13,564
Totals	\$ 48,400	\$ 18,478	\$ 111,718	\$ 11,025	\$ 233,300	\$ 422,921

TAX RATE CHART



Comments from the Souhegan Advisory Finance Committee

ARTICLE 3: REVOLVING FUND

Shall the Souhegan Cooperative School District establish a Recreation Revolving Fund under the provisions of RSA 35-B:2,II? The money received from fees and charges for recreation services and facilities in the District shall be allowed to accumulate from year to year, and shall not be considered part of the general unassigned fund balance. The treasurer shall have custody of all monies in the fund, and shall pay out the same only upon order of the School Board (no further legislative body approval is required). These funds may be expended only for the recreation purposes, including installation, replacement and maintenance of a synthetic turf field, stated in RSA 35-B and no expenditure shall be made in such a way as to require the expenditure of other funds that have not been appropriated for that purpose.

Majority vote required to pass.

No Tax Impact.

Comments from the Souhegan Advisory Finance Committee

ARTICLE 4: SCHOOL MAINTENANCE EXPENDABLE TRUST

- ✘ Shall the Souhegan Cooperative School District vote to raise and appropriate up to **\$65,000** from the year-end undesignated fund balance (surplus) if available on July 1, 2016 to be added to the Expendable Trust Fund known as the School Maintenance Fund previously established in March, 2005?

Majority vote required to pass.

SCHOOL MAINTENANCE FUND

Current School Maintenance Fund	\$109,098
Proposed Addition if Available	<u>\$ 65,000</u>
Total	<u>\$174,098</u>
Target for Reserve for Buildings	\$100,000
Target for Paving	<u>\$150,000</u>
Long Term Target	<u>\$250,000</u>

TAX ESTIMATE – SCHOOL MAINTENANCE FUND

	Amherst Rate/\$1000	Mont Vernon Rate/\$1000
Proposed Addition \$65,000	.03	.04

Comments from the Souhegan Advisory Finance Committee

TAX IMPACT SUMMARY

	Amount To Be Raised	Amherst	Mont Vernon	330K Home Amherst	300K Home Mont Vernon
Proposed Budget	\$17,583,870	(\$0.10)	(\$0.22)	(\$33.00)	(\$66.00)
Maintenance Fund	\$65,000	0.03	0.04	\$9.90	\$12.00
Impact of all articles passing				(\$23.10)	(\$54.00)

SUMMARY

- ✘ Overall budget reduction of -3.95% (\$723,388) from last year (greatest reduction in 24 year history)
- ✘ A net reduction of staff of 5.9 (including an administrator)
- ✘ Second year negotiated contract with 0% COLA increase for teaching staff
- ✘ Two Projects: 1) a secure storage facility to protect our assets and 2) repaving of road/parking areas out of the operating budget as recommended by the Town CIP plan
- ✘ Two new computer classes and STEM Lab review

THE SOUHEGAN COOPERATIVE SCHOOL BOARD

*We need your support
to maintain the quality
of instruction for our
students.*

Thank you!