

WAYLAND PUBLIC SCHOOLS

Wayland, Massachusetts

OVERVIEW

The School Committee unanimously supports and requests that residents approve an operating appropriation of \$32,526,704 to educate an estimated 2,640 students for the 2012-2013 school year. In addition to this amount, the Committee plans to raise \$1,381,015 in fees and other charges against revolving accounts for a total FY13 operating budget of \$33,907,719. The Committee also requests that the Town approve a capital request of \$1,920,000 to address certain technology and building needs.

OPERATING BUDGET

Overview

The FY13 budget appropriation meets the Finance Committee guideline and represents a 2.35% increase over the FY12 budget appropriation, after taking into account all contractual compensation adjustments. Including the fees and other charges against revolving accounts, the FY13 operating budget assumes a 2.62% increase as compared to anticipated FY12 actual results. Over the last 5 years, the average annual increase of the schools' operating budget has been approximately 2.10%, using actual expenditures of prior years.

Process

The FY13 budget was developed with the following key principles in mind. The budget should:

- Reflect and support the ongoing goals of the Wayland Public Schools
- Respect the financial challenges facing the Town and State
- Provide guidance and help set priorities as the District strives to balance competing programs of value against limited resources
- Continue to move the system forward and not just maintain the status quo

Therefore, in building the FY13 budget from the bottom up, the following steps were taken:

1. Developed Enrollment Projections

Using a projection model, an estimated 2,640 students are expected to attend the Wayland Public Schools in the 2012-2013 school year, 35 fewer students than the current school year and a 1.3% decrease. Enrollment is projected to change from the current school year at the building level in the following ways:

- 19 fewer kindergarten students at Loker (10.78% decrease)
- 11 additional students at Claypit Hill (1.95% increase)
- 12 fewer students at Happy Hollow (2.63% decrease)
- 18 fewer students at the Middle School (2.83% decrease)
- 3 additional students at the High School (0.36% increase)

Given the potential fluctuations in kindergarten enrollment estimates, the FY13 budget includes a reserve kindergarten teacher. Otherwise, the FY13 budget assumes no material changes to the Regular Education staffing structure from the current school year, as there is not a sufficient decrease or increase at any one particular grade level that would warrant such a change.

For more information regarding enrollment, please refer to page 7 or go to http://www.wayland.k12.ma.us/UserFiles/Servers/Server_1036352/File/District%20Reports/2011_2012_Enrollment_Report.pdf

2. Established a Maintenance of Effort Budget

Based on these enrollment projections, a Maintenance of Effort budget was then developed, that determined what it would take to offer the same level of services in the 2012-2013 school year that students benefit from during the current school year. As part of this effort, areas that drove up costs and those which promised savings were also identified. For an overview of these drivers, please go to

http://www.wayland.k12.ma.us/UserFiles/Servers/Server_1036352/File/Superintendent/Budget_Book_FY13.pdf

3. Analyzed Potential Revenue Sources

Next, additional revenue opportunities were identified by examining the revolving accounts. At the Administration's recommendation, the School Committee supports the philosophy that fees collected should, in their entirety, be used to cover costs of the programs for which the fees were collected.

Therefore, the revolving accounts were reviewed to determine if the fees could cover a greater percentage of the associated program expenses. As such, an additional \$39,000 will be applied to the FY13 budget from the revolving accounts but with no new fees instituted.

4. Identified New Cost Saving Opportunities

Two areas were identified where additional cost savings could be achieved in the FY13 budget. First, it was determined that, in recent years, at least 3 Wayland teachers on average have unexpectedly left the District, resulting in unanticipated savings. The School Committee agreed with the Administration's recommendation that it would be fiscally prudent to conservatively incorporate approximately \$75,000 in such savings into the FY13 budget, an average of \$20,000 savings per position plus an additional total savings of \$15,000 in other staff turnover.

Second, over the last 5 years, consistent with state law, the District has annually prepaid between \$184,000 and \$345,000 for out-of-district special education tuition costs. The FY13 budget assumes a similar prepayment of \$300,000. Therefore, the Administration recommended and the School Committee supported a corresponding reduction in the operating budget tuition line item.

5. Evaluated Initiatives

Lastly, the Administrators prioritized initiatives that would have the greatest impact on student learning and the overall operations of the school and most enhance the system-wide and school based goals. Keeping within the Finance Committee guideline, certain initiatives were recommended by the Administration and supported by the School

Committee, such as the 1:1 Computer Learning Initiative at the High School, 0.25 FTE Chinese Language Teacher at the Middle School and a Chinese Exchange Program at the High School, 0.5 FTE Middle School Math Coach, an Elementary Math Preview Program and 0.5 FTE English Language Learner Elementary Teacher. For a complete listing of the new initiatives, please go to http://www.wayland.k12.ma.us/UserFiles/Servers/Server_1036352/File/Superintendent/Supts_FY13_Proposed_Budget_Presentation.pdf

Summary

In summary, the FY13 budget supports the number of students expected to attend the Wayland Public Schools in the 2012-13 school year, incorporates new revenue sources and cost saving opportunities, and implements new initiatives that will move this District forward.

CAPITAL BUDGET

The School Committee also recommends the following building and technology capital requests:

- \$50,000 for technology network upgrades
- \$50,000 to purchase a tractor with snow blower and sidewalk sweeper attachments for the High School
- \$60,000 to replace outdated furniture for 6 classrooms each at Claypit Hill and Happy Hollow
- \$90,000 to replace approximately 11,200 SF of floor tiles at Claypit Hill
- \$100,000 to repave approximately 9,000 SF of paved surfaces at Claypit Hill
- \$70,000 to purchase one full size school bus to replace three older buses (1999, 2001, 2002)
- \$1.5 million to remove and replace approximately 124,000 SF of an existing EPDM roofing system at the Middle School

For more detailed information regarding these capital requests, please go to http://www.wayland.ma.us/Pages/WaylandMA_Finance/FY13cipFINAL.pdf

Concluding Remarks

The School Committee unanimously advocates for the recommended operating budget that will continue to deliver a high-quality educational program to the children in the Wayland Public Schools. Similarly, the requested capital budget represents the necessary investment in the schools to support the standard of education the Town desires.

Wayland has a very dedicated group of professional educators and school employees. We thank them for the educational opportunities they provide to the students of Wayland. We also thank the numerous organizations and individuals throughout the Town

who play a vital role in supporting our schools. We truly appreciate the partnership that exists between the schools and the Wayland community.

Thank you,

The Wayland School Committee

Barb Fletcher, Chair

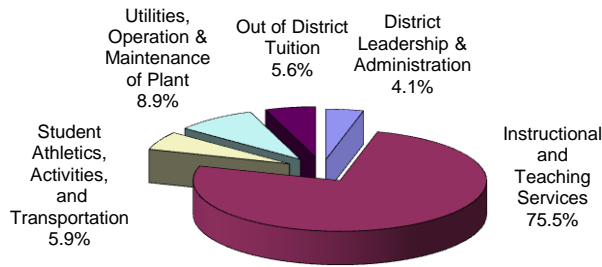
Beth Butler, Vice Chair

Malcolm Astley

Ellen Grieco

Shawn Kinney

An Overview of the FY2013 Budget



Wayland spends the largest share of its school budget on instructional programs. Of the \$33,907,719 in total budget for FY2013:

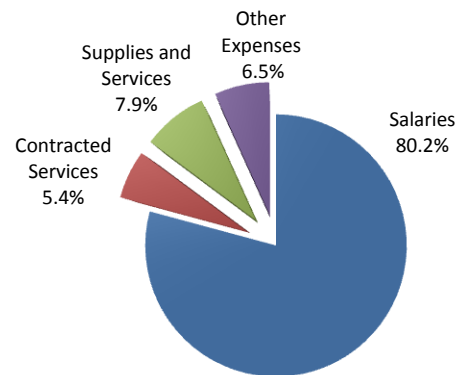
- \$27,493,303, or 81.1% is devoted to direct instructional services to students, including out of district special education tuition charges;
- \$1,995,385, or 5.9% is directed toward extra-curricular activities such as athletics and after-school clubs and student transportation;
- \$1,403,329, or 4.1% is focused on district wide leadership and administration, including oversight of curriculum and special education services; and
- \$3,015,702 or 8.9% is set aside for operations and maintenance, including custodial services, equipment and building repair and utilities.

The total budget is offset by \$1,381,015, or 4.1% in funding from other sources resulting in a net number of \$32,526,704 being requested as an appropriation from the Annual Town Meeting.

The majority of the district's budget --\$27,205,076 or 80.2% is allocated to salary costs for all employees, including classroom teachers and specialists, teaching assistants, principals, curriculum leaders and department heads, district wide administration, clerical and other support staff,

custodial and maintenance staff, coaches and co-curricular advisors.

Of the \$6,702,643 non-personnel budget, \$1,836,388 is allocated to Contract Services including regular and special education transportation and building maintenance; \$2,675,261 for Supplies and Services including textbooks and classroom supplies, utilities and telecommunications; and \$2,190,994 to Other Expenses which includes out-of-district tuitions payable to special education private and collaborative schools, with the balance allocated for professional development.



Capital Budget Request for FY2013

The School Committee has seven capital budget requests for FY2013.

1. \$50,000 for technology network wiring upgrades in the Middle and Elementary schools
2. \$50,000 to purchase a tractor with snow blowing and sweeper attachments
3. \$60,000 to replace outdated furniture for 6 classrooms at Claypit Hill and Happy Hollow
4. \$90,000 to replace floor tiles at Claypit Hill
5. \$100,000 to repave surfaces at Claypit Hill
6. \$70,000 to purchase one full size bus to replace 3 older buses (1999, 2001, and 2002)
7. \$1.5 million to remove and replace 124,000 SF Middle School EDPM roofing system

Wayland Public Schools FY2013 Budget by State Function

GENERAL FUND	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>REQUEST</u>	PCT <u>CHANGE</u>
(0001) BUDGET OFFSET	\$ -	\$ (1,342,127)	\$ (1,381,015)	2.90%
1000 DISTRICT LEADERSHIP AND ADMINISTRATION				
(1110) SCHOOL COMMITTEE	\$ 55,117	\$ 18,500	\$ 20,680	11.78%
(1210) SUPERINTENDENT	\$ 334,575	\$ 284,721	\$ 288,418	1.30%
(1220) ASST SUPERINTENDENT	\$ 141,999	\$ 192,487	\$ 189,707	-1.44%
(1230) OTHER DISTRICT ADMIN	\$ -	\$ 70,522	\$ (75,000)	-206.35%
(1410) BUSINESS & FINANCE	\$ 242,637	\$ 190,241	\$ 288,266	51.53%
(1420) HR & BENEFITS	\$ 152,678	\$ 136,016	\$ 137,798	1.31%
(1430) LEGAL SERVICES	\$ 40,286	\$ 18,500	\$ 28,500	54.05%
(1450) DISTRICTWIDE IM & TECHNOLOGY	\$ 255,851	\$ 315,618	\$ 524,960	66.33%
2000 INSTRUCTIONAL SERVICES				
(2110) K-12 CURRICULUM DIRECTORS	\$ 449,107	\$ 552,116	\$ 593,661	7.52%
(2120) K-12 DEPARTMENT HEADS	\$ 52,010	\$ 62,285	\$ 63,118	1.34%
(2210) SCHOOL LEADERSHIP	\$ 1,312,695	\$ 1,345,958	\$ 1,357,876	0.89%
(2220) SCHOOL CURRICULUM LEADERS	\$ 224,176	\$ 285,097	\$ 282,608	-0.87%
(2250) BUILDING TECHNOLOGY	\$ -	\$ -	\$ -	0.00%
(2305) TEACHERS- CLASSROOM	\$ 12,977,799	\$ 14,210,838	\$ 14,679,288	3.30%
(2310) TEACHERS- SPECIALISTS	\$ 2,204,538	\$ 2,428,504	\$ 2,806,327	15.56%
(2315) INSTRUCTIONAL TEAM LEADERS	\$ 299,481	\$ 330,842	\$ 336,360	1.67%
(2320) MEDICAL/THERAPEUTIC SERVICES	\$ 675,426	\$ 784,915	\$ 804,948	2.55%
(2325) SUBSTITUTE TEACHERS	\$ 188,484	\$ 250,000	\$ 257,500	3.00%
(2330) PARAPROFESSIONALS	\$ 1,715,090	\$ 1,806,553	\$ 1,545,527	-14.45%
(2340) LIBRARIANS/MEDIA CENTER	\$ 302,888	\$ 333,794	\$ 341,925	2.44%
(2357) PROFESSIONAL DEVELOPMENT	\$ 322,411	\$ 324,501	\$ 327,859	1.03%
(2410) TEXTBOOKS	\$ 144,059	\$ 190,254	\$ 194,570	2.27%
(2415) OTHER INSTRUCTIONAL MATERIALS	\$ 64,692	\$ 73,558	\$ 71,665	-2.57%
(2420) INSTRUCTIONAL EQUIPMENT	\$ 182,225	\$ 82,791	\$ 86,967	5.04%
(2430) GENERAL SUPPLIES	\$ 269,254	\$ 232,734	\$ 245,359	5.42%
(2440) OTHER INSTRUCTIONAL SERVICES	\$ 3,829	\$ 15,356	\$ 11,983	-21.97%
(2451) CLASSROOM INSTRUCTIONAL TECHNOLOGY	\$ 331,223	\$ 84,593	\$ 121,429	43.54%
(2453) OTHER INSTRUCTIONAL HARDWARE	\$ 92	\$ 3,786	\$ 500	-86.79%
(2455) INSTRUCTIONAL SOFTWARE	\$ 33,709	\$ 40,024	\$ 58,559	46.31%
(2710) GUIDANCE	\$ 644,256	\$ 665,745	\$ 680,793	2.26%
(2720) TESTING AND ASSESSMENT	\$ 995	\$ 3,141	\$ 3,942	25.50%
(2800) PSYCHOLOGICAL SERVICES	\$ 665,892	\$ 717,278	\$ 735,665	2.56%
3000 OTHER SCHOOL SERVICES				
(3200) MEDICAL & HEALTH SERVICES	\$ -	\$ -	\$ -	0.00%
(3300) TRANSPORTATION	\$ 926,821	\$ 1,156,738	\$ 1,015,960	-12.17%
(3400) FOOD SERVICE	\$ -	\$ -	\$ -	0.00%
(3510) ATHLETICS	\$ 474,447	\$ 738,683	\$ 739,916	0.17%
(3520) OTHER STUDENT ACTIVITIES	\$ 190,282	\$ 164,607	\$ 239,509	45.50%

(3600) SCHOOL SECURITY	\$ 3,500	\$ -	\$ -	0.00%
4000 OPERATION AND MAINTENANCE OF PLANT				
(4110) CUSTODIAL SERVICES	\$ 1,140,917	\$ 1,112,994	\$ 1,095,264	-1.59%
(4120) HEATING OF BUILDINGS	\$ 409,087	\$ 475,000	\$ 310,000	-34.74%
(4130) UTILITY SERVICE	\$ 529,011	\$ 683,000	\$ 769,560	12.67%
(4210) MAINTENANCE OF GROUNDS	\$ -	\$ 5,000	\$ 5,000	0.00%
(4220) MAINTENANCE OF BUILDINGS	\$ 511,143	\$ 485,020	\$ 463,974	-4.34%
(4230) MAINTENANCE OF EQUIPMENT	\$ 26,077	\$ 13,600	\$ 6,949	-48.90%
(4400) NETWORKING & TELECOMMUNICATIONS	\$ 184,044	\$ 203,355	\$ 192,642	-5.27%
(4450) TECHNOLOGY MAINTENANCE	\$ 136,106	\$ 134,312	\$ 172,313	28.29%
5000 FIXED CHARGES				
(5200) INSURANCE	\$ 2,862	\$ -	\$ -	0.00%
6000 COMMUNITY SERVICES				
(6200) CIVIC ACTIVITIES	\$ 229	\$ -	\$ -	0.00%
9000 PROGRAMS WITH OTHER SCHOOL DISTRICTS				
(9100) TUITION TO MA SCHOOLS	\$ 85,848	\$ 198,427	\$ 319,769	61.15%
(9300) TUITION - NON-PUBLIC SCHOOLS	\$ 1,056,907	\$ 1,473,627	\$ 1,207,784	-18.04%
(9400) TUITION - COLLABORATIVES	\$ 462,663	\$ 226,864	\$ 357,321	57.50%
GRAND TOTAL	\$ 30,427,418	\$ 31,780,368	\$ 32,526,704	2.35%

The FY2013 budget is formatted in conformance with the Massachusetts Department of Elementary and Secondary Education's Criteria for Financial Reporting, and is organized into the following functional areas:

- *District Leadership and Administration* for the general administration of the school district that is system wide and not restricted to one school or school activity. (1000 series)
- *Instructional Services* for the activities involving teaching of students, supervision of staff, development and use of curriculum materials and related services, all of which can be reported on a school basis. (2000 series)
- *Other School Services* for non-instructional functions such as health services, transportation, athletics, and after-school activities. (3000 series)
- *Operation and Maintenance of Plant* for the physical maintenance and operation of school buildings and grounds, including custodial services, building repairs and utilities. (4000 series)
- *Fixed Charges* for retirement and insurance programs, rental of land and buildings, and debt service for loans, including principal and interest on current loans. (5000 series)
- *Community Services* for those services provided by the school district for the community as a whole or for some segment of the community. (6000 series)
- *Programs with Other School Districts* for the payment to other districts or to non-public schools for tuition and services for students residing in town. (9000 series)

FY12 represented a major change in methodology in how data is captured and presented. All budgets are in the Town's financial system MUNIS with budget offsets no longer embedded in the line items thereby allowing for more accurate comparison.

FY2013 Budget by Location

Combined, the High School and Middle School represent 44.4% of the School Department's requested FY2013 budget. Another 28.4% is allocated for the combined budgets of Claypit Hill, Happy Hollow, and Loker schools.

District-wide operations account for the remaining 27.2% of the school department's budget. This includes in-district transportation, utilities and maintenance for all five schools, and out-of-district tuition and transportation costs for special education.

Wayland Public Schools Budget by Location

		<u>FY11</u>	<u>FY12 (1)</u>	<u>FY13</u>	<u>DELTA</u>
HS	Personnel	8,079,738	8,211,865	8,575,649	363,784
	Non-Personnel	<u>623,495</u>	<u>652,839</u>	<u>682,839</u>	<u>30,000</u>
	Total	\$ 8,703,233	\$ 8,864,704	\$ 9,258,488	\$ 393,784
	Enrollment	869	856	859	3
	HS Per Pupil Cost	\$ 12,960	\$ 13,786	\$ 14,276	\$ 489
MS	Personnel	5,302,402	5,425,036	5,590,928	165,892
	Non-Personnel	<u>209,530</u>	<u>210,028</u>	<u>211,620</u>	<u>1,592</u>
	Total	\$ 5,511,932	\$ 5,635,064	\$ 5,802,548	\$ 167,484
	Enrollment	634	639	621	(18)
	MS Per Pupil Cost	\$ 8,694	\$ 8,819	\$ 9,344	\$ 525
CH	Personnel	4,504,336	4,453,586	4,568,792	115,206
	Non-Personnel	<u>201,320</u>	<u>182,000</u>	<u>173,300</u>	<u>(8,700)</u>
	Total	\$ 4,705,656	\$ 4,635,586	\$ 4,742,092	\$ 106,506
	Enrollment	571	563	574	11
	CH Per Pupil Cost	\$ 8,241	\$ 8,234	\$ 8,261	\$ 28
HH	Personnel	3,503,625	3,607,950	3,571,910	(36,040)
	Non-Personnel	<u>144,251</u>	<u>143,000</u>	<u>143,000</u>	<u>-</u>
	Total	\$ 3,647,876	\$ 3,750,950	\$ 3,714,910	\$ (36,040)
	Enrollment	440	438	426	(12)
	HH Per Pupil Cost	\$ 8,291	\$ 8,564	\$ 8,720	\$ 157
LO	Personnel	892,721	1,016,724	1,112,754	96,030
	Non-Personnel	<u>22,515</u>	<u>43,000</u>	<u>43,000</u>	<u>-</u>
	Total	\$ 915,236	\$ 1,059,724	\$ 1,155,754	\$ 96,030
	Enrollment	168	179	160	(19)
	LO Per Pupil Cost	\$ 5,448	\$ 5,920	\$ 7,223	\$ 1,303
SYS	Personnel	2,407,374	3,654,654	3,785,043	130,389
	Non-Personnel	<u>5,491,406</u>	<u>5,521,813</u>	<u>5,448,884</u>	<u>(72,929)</u>
	Total	\$ 7,898,780	\$ 9,176,467	\$ 9,233,927	\$ 57,460
	Enrollment	2,682	2,675	2,640	(35)
	SYS Per Pupil Cost	\$ 2,945	\$ 3,430	\$ 3,498	\$ 67
TOTAL	Personnel	24,690,196	26,369,815	27,205,076	835,261
	Non-Personnel	<u>6,692,517</u>	<u>6,752,680</u>	<u>6,702,643</u>	<u>(50,037)</u>
	Total	\$ 31,382,713	\$ 33,122,495	\$ 33,907,719	\$ 785,224
	Offsets	(786,000)	(1,342,127)	(1,381,015)	(38,888)
	APPROPRIATION	\$ 30,596,713	\$ 31,780,368	\$ 32,526,704	\$ 746,336

Budget Offsets for FY2013

Budget offsets reduce the total amount of the budget appropriation that is requested at Town Meeting. Offsets come from a variety of sources: athletics fees and gate receipts, student transportation fees, state and/or federal grants, private gifts and grants, elementary instrumental music fees, and Wayland School Community Programs such as BASE, Pegasus and the Children's Way.

Offsets of \$1,381,015 for FY2013 will come from:

- SPED Circuit Breaker Transfer \$467,235
- Athletic Fees at HS and MS \$270,000
- WSCP Occupancy Allocation \$270,000
- Student Transportation Fees \$171,900
- METCO Grant Transfer \$96,880
- Elem. Instrumental Music Fees \$60,000
- HS Parking Fees \$40,000
- Literacy Institute \$5,000

Additional information about the FY2013 School Department budget and its development is available on the web at http://www.wayland.k12.ma.us/administration/superintendent/district_budget/ and in the Office of the Superintendent.

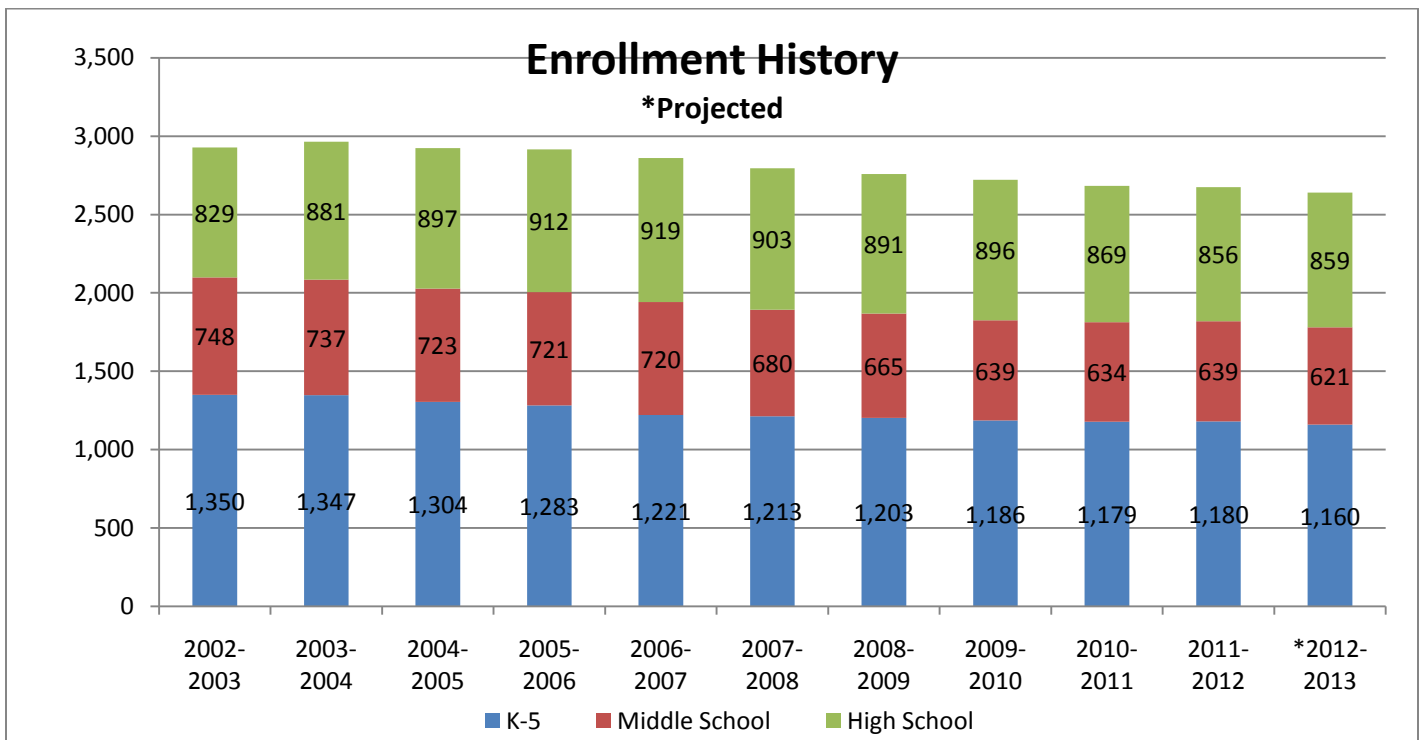
Enrollment Projections for 2012-2013

Each October, projections are developed for student enrollment for the following school year. These projections are then used as the basis for the Superintendent’s budget request, particularly to plan for the number of classroom sections that will be needed for students expected in Grades K-5.

For the 2012-2013 school year, the district projects 2,640 students to be in attendance across the five schools, 35 fewer students than were enrolled on October 1, 2011, and the ninth consecutive year of enrollment decline across the district. This total does not include special needs students who attend classes outside of the district in private or collaborative special needs programs.

Of the 2,640 students expected in the Wayland schools in the fall, 859 will be enrolled at the High School, 3 more than were reported in October 2011. The Middle School will see a decline of 18 students from this year for an enrollment of 621.

The district’s K-5 enrollment is expected to decrease by 20 students to 1,160, with 574 students expected at Claypit Hill (an increase of 11 students), 426 students at Happy Hollow (a decrease of 12), and 160 kindergarteners at Loker (a decrease of 19 students). Distribution of these students across the six grades will result in a decrease of one classroom section at Loker and no change in the number of classrooms at Claypit Hill and Happy Hollow, for a projected total of 26 classroom sections at Claypit Hill, 20 at Happy Hollow, and 8 at Loker. Preliminary indications are that a 9th section may be needed at Loker. This contingency has been planned for in the budget.



FY2013 Budget Summary

The Wayland School Committee requests an operating budget of \$33,907,719, including \$1,381,015 in offsetting fees and transfers, for the 2012-2013 school year. Town Meeting will be asked to appropriate \$32,526,704, an increase of 2.35%, or \$746,336 above the current year's appropriation for the operation of the district's five schools. This is within the Finance Committee's guideline.

The School Committee also has seven capital budget requests which include technology wiring upgrades for

\$50,000, furniture replacement at Happy Hollow and Claypit for \$60,000, replacement of floor tile at Claypit Hill for \$90,000, paving at Claypit for \$100,000 and Middle School roof replacement for \$1.5 million. Two other articles include a new school bus for \$70,000 and the purchase of a new tractor for \$50,000.

Wayland Annual Town Meeting begins Monday, April 9, at 7:30 PM in the Wayland Middle School.

Wayland Public Schools System-wide Goals

The FY13 Budget was built in support of Wayland's system-wide goals, which are listed below:

1. To implement a system-wide integrated RTI program in a teaching and learning environment that includes teacher collaboration, sharing of best practices, differentiated instruction, and the use of data to inform instruction
2. To increasingly employ instructional technology for the purpose of improving student understanding of core content knowledge and skills, including in the areas of formative assessment and differentiation
3. To enhance health and wellness education, employing a systemic approach to curriculum, instruction, extra-curricular activities and school culture
4. To continue to define and narrow the achievement gap
5. To restructure the fiscal operations within the school system with an eye toward efficiency, transparency, and accountability
6. To review the full day kindergarten pilot – including its educational impact, financing, and parental assessment – and recommend future directions
7. To review new state regulations regarding teacher evaluation, and accordingly, work to adjust supervisory practice in Wayland
8. To increasingly align the curricular and extra-curricular activities with activities that will help prepare students to become global citizens in a global economy

For more detail on System-wide Goals (see page 10)

http://www.wayland.k12.ma.us/UserFiles/Servers/Server_1036352/File/Superintendent/Budget_Book_FY13.pdf