



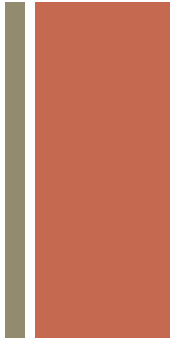
WAYLAND PUBLIC SCHOOLS

School Committee Recommended
FY15 Operating Budget

January 27, 2014



AGENDA



- System-Wide Goals
- School Committee Budget Guidelines
- FinCom Guideline
- FY15 Budget Process
- School Committee's Recommended Budget
 - Enrollment & Staffing
 - Budget by Location
 - Funding from Other Sources
 - Cost Savings/Efficiencies
 - New Initiatives
 - Initiatives Not Funded
 - Reductions Needed to Meet FinCom Guideline
 - Budget Drivers
- Peer Comparison
- Discussion

+ SYSTEM-WIDE GOALS

- **VISION:** All students will experience a rigorous and stimulating academic environment which promotes the acquisition of knowledge and skills and encourages them to become self-confident, collaborative, and conscientious, so that they reach their full potential and become principled, informed, and capable citizens.

- **SYSTEM-WIDE GOALS:**

1. **Health:** To enhance health and wellness education, employing a systemic approach to curriculum, instruction, extra-curricular activities and school culture. *School Year Emphasis: Healthy Relationships*
2. **Evaluation:** To successfully implement the new state-mandated Educator Evaluation Framework. *School Year Emphasis: 50% Implementation, District Determined Measures*
3. **Achievement Gap:** To narrow the achievement gap as defined by the indicators of success which comprise the system-wide measurement tool. *School Year Emphasis: Culturally Relevant Curriculum and Instruction, Data Analyses*
4. **Response to Intervention (RTI):** To implement a system-wide RTI program in a teaching and learning environment that integrates teacher collaboration, sharing of best practices, differentiated instruction, and the use of data to inform instruction. *School Year Emphasis: Individual School Bases Emphases which may include common Assessments, Implementing RTI Blocks, Differentiation, Data Driven Instruction, Common Core Alignment, Coaching Model, Intervention Strategies*
5. **Technology:** To increasingly employ instructional technology for the purpose of improving student proficiency with core content knowledge and skills, while building technology-related competencies. *School Year Emphasis: Personalized Learning, On-line Tools for Learning, Digital Citizenship, Enhancing 1:1 Initiative*



SCHOOL COMMITTEE BUDGET GUIDELINES



- Maintain the high quality and breadth of our program offerings.
- Place highest budgetary priority on personnel, budgeting for staff/pupil ratios in accordance with prevailing district policy, and on the supervision and evaluation thereof, with an overall expectation that any budget reductions minimize the impact on student learning.
- Provide for the continued development of programs as designated in the curriculum review process and explore the possible creation of new programs.
- Respect the fiscal priorities of the Town by considering cost reduction, new revenue, and program redefinition, with attention given to such considerations as staff patterns, operational efficiencies, and cooperative ventures.
- Budget realistically, based on the needs of the system without the benefit of a contingency fund, for non-personnel items, including materials, technology, maintenance, cleaning, and general operation of all school buildings.
- Advocate for significant equipment and building capital needs.

+ FY15 FINCOM GUIDELINE



FY14 APPROPRIATION	\$33,397,005
Contractual Obligations (Steps, Lanes, COLAs)	1,122,856*
Retirement Savings	(257,237)
Agreed to WTA Contract Changes	205,685**
Utility and Bus Contract Costs	<u>60,821</u>
 FINCOM GUIDELINE BUDGET	 \$34,529,130

NOTE:

*Includes \$54,770 of contractual obligations related to recently announced retirements.

**Includes \$72,000 of contractual obligations related to longevity stipends.

+ FY15 BUDGET PROCESS



Budget Development Process

- ✓ Developed enrollment projections
- ✓ Established Maintenance of Effort Budget, continuing to look for efficiencies and cost savings measures
- ✓ Met with each of the department heads
- ✓ Evaluated new initiatives for inclusion in the budget, as well as reductions needed to meet FinCom Guideline
- ✓ Arrived at recommended budget

+ School Committee Recommended Budget *Summary*



■ FY14 Budget Appropriation	\$33,397,005
■ FY15 Increase Before Elementary Reconfig	1,441,397
■ FY15 Maintenance of Effort Budget <i>(before elementary reconfiguration)</i>	\$34,838,402*
■ Supt Recommended Elementary Reconfig	594,645
■ FY15 SC's Recommended Budget <i>(after elementary reconfiguration)</i>	\$35,433,047

NOTE:

* \$309,272 over FinCom guideline.



School Committee Recommended Budget – *Enrollment & Staffing* (not including elementary reconfig)



	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Elementary										
Enrollment	1283	1221	1213	1203	1186	1179	1180	1208	1174	1142
Student to Staff Ratio	8.2:1	8.0:1	8.0:1	8.3:1	8.0:1	8.1:1	7.8:1	8.0:1	7.4:1	7.2:1
Middle School										
Enrollment	721	720	680	665	639	634	639	640	663	689
Student to Staff Ratio	7.8:1	7.9:1	8.0:1	7.9:1	7.8:1	8.4:1	8.1:1	7.5:1	7.7:1	7.6:1
High School										
Enrollment	912	919	903	891	896	869	856	862	847	864
Student to Staff Ratio	7.8:1	7.4:1	7.4:1	7.1:1	7.4:1	7.5:1	7.5:1	7.4:1	7.5:1	7.8:1



School Committee Recommended Budget – *Kindergarten* (not including elementary reconfiguration)



SCHOOL	FY12 ACTUAL	FY13 ACTUAL	FY14 BUDGET	FY15 BUDGET	CHANGE (Budget to Budget)	% CHANGE (Budget to Budget)
LOKER	\$1,063,000	\$1,179,315	\$1,237,827	\$1,230,862	(\$6,965)	-0.56%
FTE	19.66	19.76	20.94	21.40	0.46	2.20%
Enrollment	179	190	147	168	4	2.44%

LOKER

- Projects 168 students in 9 classes, an increase of 4 students from FY14 Actuals. FY14 Actuals were 21 students above projections.
- Currently, there are 164 students in 8 classrooms with an average class size of 20.5 students. The FY14 Budget included a reserve kindergarten section. In FY15, with 9 classes the average class size will be 18.7 students.
- FTE change primarily reflects adjustments in FTEs to reflect current staffing positions at each school and changes in SPED teachers and TAs to meet evolving needs.
- Non-personnel expenses remain level funded with some minor shifts in individual line items.
- Funds contractual obligations



School Committee Recommended Budget – *Elementary* (not including elementary reconfiguration)



SCHOOL	FY12 ACTUAL	FY13 ACTUAL	FY14 BUDGET	FY15 BUDGET	CHANGE (Budget to Budget)	% CHANGE (Budget to Budget)
Happy Hollow	\$3,571,746	\$3,585,772	\$3,716,297	\$3,768,601	\$52,304	1.41%
FTE	50.60	47.78	48.14	50.38	2.24	4.65%
Enrollment	438	441	436	406	-30	-6.88
Claypit	\$4,607,291	\$4,579,159	\$4,745,415	\$4,768,134	\$22,719	0.48%
FTE	69.67	61.55	63.40	62.40	-1.00	-1.58
Enrollment	563	577	587	568	-19	-3.24

HAPPY HOLLOW & CLAYPIT

- At Happy Hollow, projects 406 students in 20 classes, down 31 students from FY14 Actuals. Currently, there are 437 students across 20 classrooms with an average class size of 20.8 students. In FY15, the average class size will be 20.3 students.
- At Claypit, projects 568 students in 25 classrooms, down 11 students from FY14 Actuals. Currently, there are 579 students across 27 classrooms with an average class size of 21.4 students. In FY15, the average class size will be 22.7 students.
- FTE change reflects 2.0 fewer teachers at Claypit due to reduced projected enrollment, adjustments in FTEs to reflect current staffing positions at each school and changes in SPED teachers and TAs to meet evolving needs.
- Non-personnel expenses remain level funded with some minor shifts in individual line items.
- Funds contractual obligations



School Committee Recommended Budget – *Middle School*

SCHOOL	FY12 ACTUAL	FY13 ACTUAL	FY14 BUDGET	FY15 BUDGET	CHANGE (Budget to Budget)	% CHANGE (Budget to Budget)
Middle School	\$5,416,676	\$5,660,441	\$5,820,917	\$6,231,484	\$401,567	7.05%
FTE	73.39	78.26	76.62	80.49	3.87	5.05%
Enrollment	639	640	672	688	+17	2.38%

MIDDLE SCHOOL

- Projects 688 students, up 25 students overall as compared to FY14 Actuals, assuming an additional 15 students in 6th grade, 7 students in 7th grade and 3 students in 8th grade.
- Maintains 2 cluster model at 7th and 8th grade levels. However, increases from 2.5 clusters to 3.0 clusters at the 6th grade level.
- FTE increase reflects an increase in the 6th grade clusters by 1.75 FTE and 0.2 FTE Mandarin teaching position put in place in FY14 and changes in SPED teachers and TAs to meet needs.
- Non-personnel expenses remain level funded with some minor shifts in individual line items.
- Funds contractual obligations



School Committee Recommended Budget – *High School*

SCHOOL	FY12 ACTUAL	FY13 ACTUAL	FY14 BUDGET	FY15 BUDGET	CHANGE (Budget to Budget)	% CHANGE (Budget to Budget)
High School	\$8,003,649	\$8,316,367	\$8,788,883	\$8,885,773	\$96,890	1.10%
FTE	108.78	105.99	106.19	104.23	-1.96	-1.85%
Enrollment	856	862	839	864	25	2.97%

HIGH SCHOOL

- Projected 864 students, an increase of 16 students overall as compared to FY14 Actuals, assuming 19 additional students in 9th grade, 35 fewer students in 10th grade, 29 additional students in 11th grade and 3 additional students in 12th grade.
- FTE change primarily reflects reallocation of staffing to accommodate an additional 0.4 FTE for Chinese and 0.4 FTE for expansion of the Computer Science Program, a reallocation of funds between Physical Education, Health Education and Athletic Director and changes in SPED teachers and TAs to meet needs, such as 1.5FTE for a Learning & Life Skills Program. Also assumes continued administrative level of staffing with 2 Assistant Principals, a change made during FY14.
- Non-personnel expenses remain level funded with some minor shifts in individual line items.
- Funds contractual obligations.

+ School Committee Recommended Budget - *Other*

DEPT	FY12 ACTUAL	FY13 ACTUAL	FY14 BUDGET	FY15 BUDGET	CHANGE (Budget to Budget)	% CHANGE (Budget to Budget)
Athletics	\$271,900	\$522,978	\$491,298	\$493,875	\$2,577	0.52%
FTE	1.90	1.90	1.90	2.20	0.30	15.78%
SPED – Central Office	\$3,006,735	\$2,899,160	\$3,004,914	\$3,617,880	\$612,966	20.40%
FTE	17.96	17.10	16.60	21.05	4.45	26.81%

- **ATHLETICS** reflects additional stipends for freshmen girls volleyball coach, existing swimming assistant, and middle school cross-country assistant, as well as reinstates the assistant tennis and cross country stipends. Non-personnel expenses increase in order to reflect the actual level of expenditures.
- **SPED** reflects additional 2.00 FTE ELL teachers, 1.0 FTE elementary nurse, 1.45 Preschool Teaching Assistants and a significant increase in out of district tuition costs to meet increased needs, as well as the reduction in the tuition prepayment. Includes an increase of funds for ELL supplies and materials given the implementation of new English Language Standards and assessment system.

+ School Committee Recommended Budget - *Other*

DEPT	FY12 ACTUAL	FY13 ACTUAL	FY14 BUDGET	FY15 BUDGET	CHANGE (Budget to Budget)	% CHANGE (Budget to Budget)
Technology	\$628,345	\$850,177	\$829,860	\$950,928	\$121,068	14.59%
<i>FTE</i>	<i>6.71</i>	<i>6.71</i>	<i>7.31</i>	<i>7.31</i>	<i>0.00</i>	<i>0.00%</i>
Facilities	\$2,484,817	\$2,378,387	\$2,485,625	\$2,564,085	\$78,460	3.16%
<i>FTE</i>	<i>20.00</i>	<i>21.00</i>	<i>20.25</i>	<i>19.90</i>	<i>-0.35</i>	<i>-1.73%</i>
Central Office	\$2,015,858	\$2,321,624	\$2,275,969	\$2,326,780	\$50,811	2.23%
<i>FTE</i>	<i>11.60</i>	<i>13.29</i>	<i>13.29</i>	<i>13.29</i>	<i>0.00</i>	<i>0.00%</i>

- **TECHNOLOGY** reflects increased costs associated with expiration of licensing and computer leases. Funds for 1:1 computers at the HS moved to this budget (approx. \$80,000). Expiring leases at Middle School will be used to fund a 1:1 initiative.
- **FACILITIES** reflects increase in utility costs. FTE delta reflects a change in how the custodian's time was allocated to the revolving accounts.
- **CENTRAL OFFICE** reflects increased costs anticipated with renegotiation of bus contract and \$36,000 one-time payment from contract settlement.

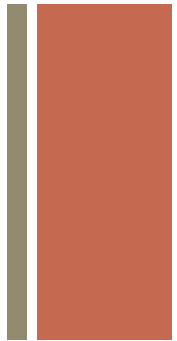


School Committee Recommended Budget - *Funding from Other Sources*

	FY13	FY14	FY15	Change
METCO Grant Transfer	\$96,880	\$96,880	\$96,880	\$0
Athletic Fees	\$270,000	\$270,000	\$325,000	\$55,000
Fee-Based Programs Transfer	\$270,000	\$0	\$0	\$0
SPED Circuit Breaker	\$467,235	\$463,551	\$491,555	\$28,004
Parking Fee	\$40,000	\$40,000	\$0	(\$40,000)
Elementary Instrumental Music Fee	\$60,000	\$50,000	\$50,000	\$0
Transportation Fee	\$171,900	\$171,900	\$221,900	\$50,000
Literacy Institute	\$5,000	\$0	\$0	\$0
TOTAL	\$1,381,015	\$1,092,331	\$1,185,335	\$93,004
Planned Prepaid SPED Tuition	\$300,000	\$300,000	\$200,000	(\$100,000)



School Committee Recommended Budget – *Cost Savings/Efficiencies*



■ **TURNOVER SAVINGS**

- Known staff exchange savings from anticipated leaves built into Maintenance of Effort budget
- In recent years, at least 3 staff members have unexpectedly left Wayland each year, resulting in unanticipated savings
- Fiscally prudent to anticipate such savings of \$75,000 for FY15 (3 teachers @\$20,000 savings each plus \$15,000 in other staff turnover)

■ **SPED TUITION PREPAY**

- Over past 6 years, consistent with state law, the District has made prepayments for out-of-district tuition:
- FY15 Budget assumes a prepayment of \$200,000, which is a reduction from FY14 of \$100,000 due to anticipated results for current year. Therefore, the tuition line item has been reduced by this amount



School Committee Recommended Budget - *STEM Initiative*



- **Build a Comprehensive STEM Curriculum**
 - The GateWay Project at the Museum of Science: A Partnership with the National Center for Technological Literacy

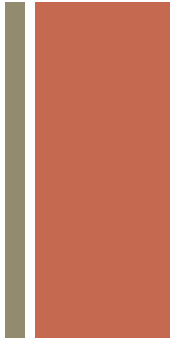
- **Expand Computer Science Education**
 - MassCAN in Partnership with Code.org

- **Leverage Online Learning**

- **Scale Up K-2 Math Assessment and Intervention Tools**
 - Kathy Richardson's Assessing Math Concepts and Developing Number Concepts



School Committee Recommended Budget - ***Elementary Reconfiguration*** *(Supt Recommended)*



- The Elementary Building Use Task Force worked for the past 16 months.
 - Identified variables
 - Reviewed research
 - Conducted site visits
 - Held community and staff forums
 - Debated the pros and cons of each model
 - Narrowed options to a K-5 model and a K-1 (Lower Elementary) model
 - Supported Superintendent's recommendation

- Superintendent Recommendation
 - K-5 (2,3,4) Model
 - School Size
 - Loker: 12 classrooms, 2 per grade
 - Happy Hollow: 18 classrooms, 3 per grade
 - Claypit Hill: 24 classrooms, 4 per grade

- School Committee voted to include the costs associated with the Supt Recommended elementary school reconfiguration in the FY15 Budget, with the type of model to be determined (K-1, K-5 2/3/4 or K-5 3/3/3 options).



School Committee Recommended Budget - *Elementary Reconfiguration* (Supt Recommended)

POSITION	FTE	ANNUAL COST**
Librarian	0.4	\$ 24,456
Specialists	0.8	73,382
Special Ed Teachers	2.0	122,280
Special Ed TAs	2.0	47,482
Guidance	0.5	30,570
Speech/OT	0.4	24,456
Special Ed Team Leader Stipend		3,636
ELL TA	1.0	23,741
Principal	0.7	77,600
Building Sub	1.5	36,465
Secretary	1.0	24,798
Custodian	1.0	44,679
Moving Expenses (one year only)		37,500
Library Upgrades (one year only)		<u>23,600</u>
TOTAL		\$594,645

** Capital costs equal \$496,400 (\$211,400 for Loker kitchen and cafeteria renovation, \$200,000 for Happy Hollow Cafeteria and art room renovation and \$85,000 for Happy Hollow nurse area – approved at Spring 2013 ATM)



School Committee Recommended Budget – *Initiatives Not Funded*



- **FULL DAY KINDERGARTEN:** Town funded Full Day Kindergarten
- **HEALTH & WELLNESS:** Multi-faceted approach to Health & Wellness, consisting of curricular, extra curricular and counseling components
- **TECHNOLOGY:** Expansion of deployment of personal computer or tablet device (K-12) and increase professional development time
- **WORLD LANGUAGE:** World languages and culture taught in elementary schools
- **RTI MODEL:** Schedule and staff provision for comprehensive RTI
- **INSTRUCTIONAL LEADERSHIP:** Building based instructional leadership to include assistant principal at Claypit and increased evaluative responsibilities of department heads
- **FISCAL OPERATIONS:** Increased fiscal operation capacity by hiring staff with expertise in capitalizing on efficiencies in energy, transportation, and business operations and pursuing other sources of revenue
- **PROGRAM OPTIMIZATION:** Program optimization to meet the needs of diverse learners
- **EXPANDED LEARNING TIME:** Expanded learning time to provide more instructional time in core subjects, to integrate enrichment and applied learning opportunities and more time for common planning and professional development for teachers.



School Committee Recommended Budget - *Reductions Needed to Meet FinCom Guideline*

- 1.0 FTE Elementary School Librarian (add 1.0 FTE Library Assistant)
- 0.9 FTE Elementary Tech Specialist (add 1.0 FTE Technology Assistant)
- Elementary Math Preview Program
- Elementary Math and Literacy Summer Programs
- 0.5FTE Middle School Librarian
- Most Middle School After-School Clubs
- A Total 1.5 FTE from High School Academic Departments
- \$16,500 in High School Club Stipends
- High School Language Lab TA





School Committee Recommended Budget

Budget Drivers (not including elementary reconfiguration)



FY14 APPROPRIATION	\$33,397,005
<i>PERSONNEL CHANGES</i>	
New Positions (4.95 FTE)	\$336,352
Approved Changes to Positions after FY14 Budget (2.87 FTE)	\$85,990
Retirement Savings (5 employees)	(\$257,237)
Stipend Changes (Leadership, Athletic)	\$48,724
Steps, Lanes, COLA, Staff Exchange (Corrections, longevity stipends, recently announced retirements)	\$739,943
TOTAL PERSONNEL CHANGES	\$953,772
<i>NON-PERSONNEL CHANGES</i>	
One Time Payment per Contract Settlement	\$36,000
Special Education Tuition	\$199,660
Prepaid Tuition Reduction (paid in prior yr)	\$100,000

+ School Committee Recommended Budget – *Budget Drivers* (cont. - not including elementary reconfig)

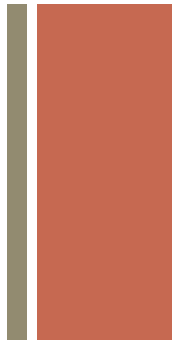
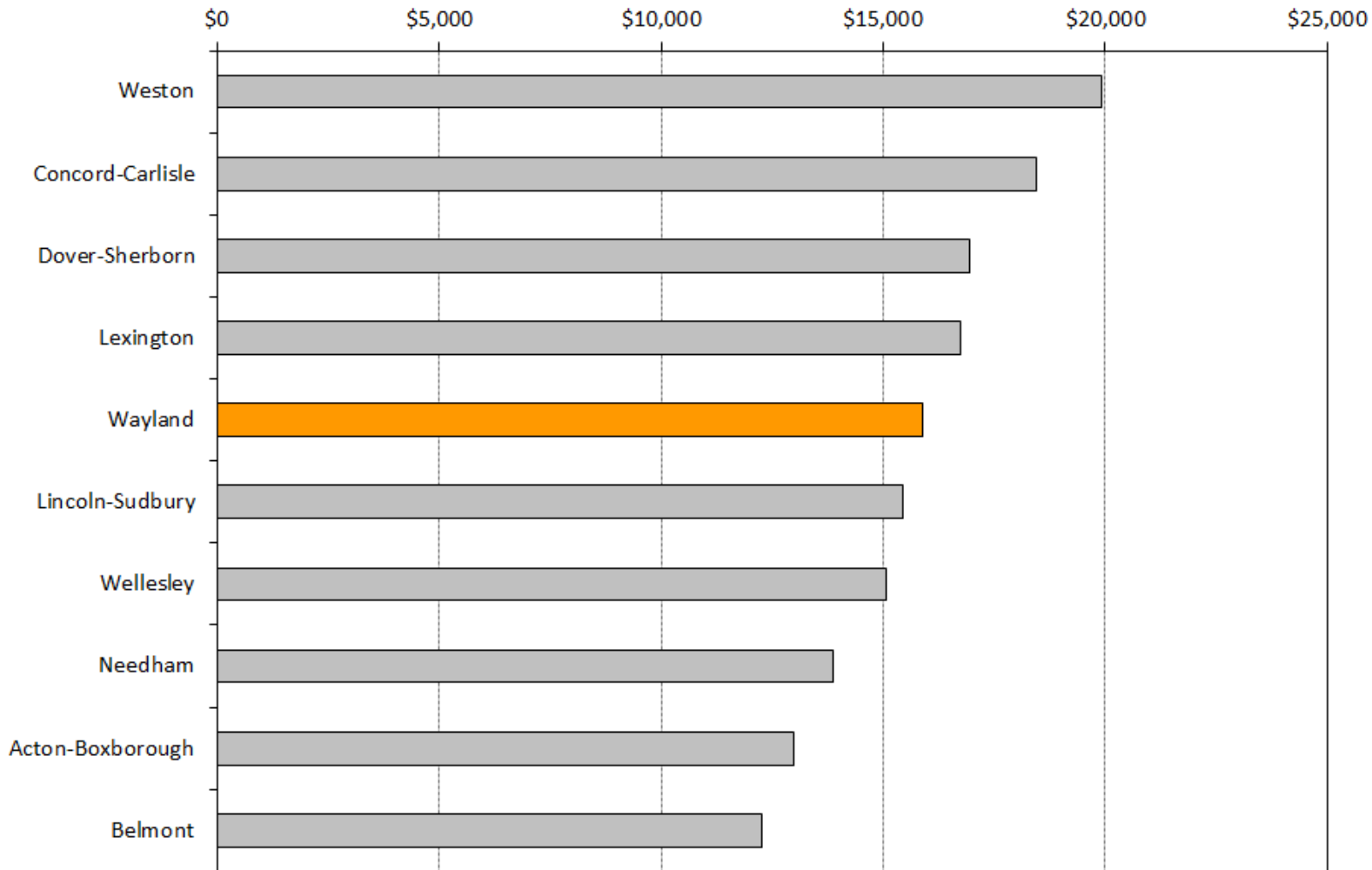
<i>NON-PERSONNEL CHANGES (cont)</i>	
ELL Materials	\$17,000
Special Education Expenses	\$48,880
Special Education Transportation	\$15,374
Regular Bus Transportation	(\$20,315)
Utilities	\$31,136
Athletic Expenses	\$31,295
Technology Expenses	\$22,745
Other Expense (net)	\$5,850
TOTAL NON-PERSONNEL CHANGES	\$487,625
FY15 BUDGET	\$34,838,402**

***Represents 4.18% increase over FY14 Projected Results and a 2.37% average annual increase over the last 5 years. With the elementary reconfiguration, represents 5.96% over FY14 Projected Results and a 2.67% average annual increase over the last 5 years.*

+ PEER COMPARISON

FY12 Per Pupil Expenditure Ranking for Wayland and Peer Districts

Wayland Ranks 5th highest out of 10 (data from MA DESE)



+ DISCUSSION



THANK YOU