



WAYLAND PUBLIC SCHOOLS

School Committee Recommended
FY14 Operating and Capital Budgets

March 11, 2013



AGENDA

- Goals & Priorities
- FY14 Budget Process
- School Committee's Recommended Operating Budget
 - Enrollment & Staffing
 - Budget by Location
 - Charges Against Revolving Accounts
 - Cost Savings/Efficiencies
 - Initiatives Not Funded
 - Budget Drivers
 - Peer Comparison
- School Committee's Recommended Capital Requests
- Discussion

+ GOALS & PRIORITIES

- **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 and Wellness:** Enhance health and wellness education, employing a systemic approach to curriculum, instruction, extra-curricular activities and school culture.
 2. **Evaluation:** Prepare to successfully implement the new state-mandated Educator Evaluation Framework.
 3. **Achievement Gap:** Narrow the achievement gap as defined by the indicators of success which comprise the system-wide measurement tool.
 4. **Response to Intervention (RTI):** 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.
 5. **Technology:** Increasingly employ instructional technology for the purpose of improving student proficiency with core content knowledge and skills.
- **CENTRAL OFFICE-DRIVEN GOALS:**
 1. **Fiscal Operations:** Continue to improve the fiscal operations within the school system with an eye toward efficiency, transparency and accountability.
 2. **Elementary Building Use:** Identify options and priorities regarding the utilization of elementary space, and conduct a cost/benefit analysis for each option to ensure an equitable, high-quality educational program for all students.



FY14 BUDGET PROCESS

3 Budgets Presented to School Committee

- ***Superintendent's Recommended Budget***
- ***FinCom Allocation Budget***
- ***10% Reduction Budget***

Budget Development Process

- ✓ Developed enrollment projections
- ✓ Established Maintenance of Effort Budget, continuing to look for efficiencies and cost savings measures
- ✓ Examined and justified every line item and its level of funding
- ✓ Identified specific expense reductions, with an eye toward keeping the impact away from the students



FY14 BUDGET PROCESS (cont.)

SUPT RECOMMENDED BUDGET		REDUCTIONS
1.0 Special Education Teaching Assistant	\$24,936	Special Education Staffing at the High School
Coaching Stipends (3)	\$10,454	Cross Country, Boys and Girls Tennis
0.2 Middle School World Languages Position	\$12,649	Middle School World Languages Staffing
School Committee Expense	\$4,420	Legal, Supplies, Awards
Superintendent Expense	\$4,550	Copier Maintenance, Postage, Conference
Assistant Superintendent Personnel Expense	\$2,069	Professional Development
Assistant Superintendent Curriculum Expense	\$16,365	Professional Development and Classroom Materials
Teacher Evaluation	\$13,000	Funds to Implement New Teacher Evaluation Model
Facilities Expense	\$56,350	Supplies, Septic, Electrical Work, Centrex
Special Education Expense	\$2,703	Conferences, Equipment
Technology Expense	\$11,300	Teacher Computers
High School Expense	\$37,195	Classroom Supplies and Equipment, Texts
Athletics Expense	\$6,978	High School Uniforms
Middle School Expense	\$19,292	Classroom Supplies and Equipment, Texts
Elementary Schools Expense	\$30,636	Classroom Supplies and Equipment, Texts
TOTAL	\$252,897	



FY14 BUDGET PROCESS (cont.)

FINCOM ALLOCATION BUDGET		REDUCTIONS
0.55 High School Teachers, 1.0 Teaching Assistant	\$67,821	0.25 TV Production, 0.2 History, 0.1 Business, 1.0 World Languages Lab Assistant
2.0 Elementary Classroom Teachers	\$131,259	1.0 Claypit (Grade 4), 1.0 Happy Hollow (Grade 3) – Results in Large Class Sizes
(2.0 Elementary Classroom Teaching Assistants)	-\$46,548	Elimination of Two Teachers Will Require Additional Teaching Assistant Support
0.4 Middle School Teachers, Stipends	\$30,356	0.2 French, 0.2 Spanish, 2 After-School Clubs Eliminated
Athletics Coach	\$5,227	High School Swim Coach
0.5 Elementary Special Education Secretary	\$12,468	Reduced Clerical Support for Special Education
Custodial Summer Maintenance	\$10,000	Reduction in Summer Building Maintenance Projects
School Committee Expense	\$200	Legal Ads
Assistant Superintendent Personnel Expense	\$500	Professional Development
Assistant Superintendent Curriculum Expense	\$10,000	Conferences, Textbooks
Facilities Expense	\$16,000	Custodial and Maintenance Supplies
High School Expense	\$15,615	Texts, Supplies, Professional Development
Athletics	\$1,500	Uniforms for Middle School
Middle School Expense	\$747	Library Books
Elementary Schools Expense	\$5,294	Classroom Supplies and Equipment, Conferences
	\$260,439	



FY14 BUDGET PROCESS (cont.)

10% REDUCTION BUDGET		REDUCTIONS
FinCom Allocation Budget Cuts	\$260,439	See above
High School		
10.95 Teachers	\$797,500	Full- or part-time faculty members from the following departments: Math, Science, Social Studies, Guidance, Band and Choral, French, Classics, Wellness, Art, RTI, Business, English, Academic Center
1:1 Laptop Initiative (eliminated)	\$235,000	Ends lease agreement for student laptops
China Exchange (eliminated)	\$22,000	
Teaching Assistants	\$18,817	Library Assistant, Computer Lab Assistant and addition of TA for Academic Center
All Clubs (eliminated)	\$47,015	All club advisor stipends (except Student Council or Class)
Freshman Sports (eliminated) - Coaches	\$22,043	9 coaches (minus loss of fees)
Freshman Athletic expenses	\$36,000	
Middle School		
4.9 Teachers	\$335,819	Full- or part-time faculty members from the following departments: Librarian, Applied Science, Grade 6 Cluster teachers, Math Coach, Language
1.3 Teacher Leadership (eliminated)	\$86,895	Math, Science, ELA, Social Studies, Language, Music
Clubs	\$64,866	All club advisor stipends (except Student Council)
1.29 Receptionists	\$33,248	
Admin, Library, Classroom expense	\$23,847	Admin conference and supplies, library budget, applied science budget
Athletics Program	\$20,040	Budget minus fees



FY14 BUDGET PROCESS (cont.)

10% REDUCTION BUDGET (continued)		REDUCTIONS
Elementary		
5.3 Elementary Teachers	\$335,199	Increased class size:K-1:25, 2-3:28, 4-5:30
1.3 Kindergarten Aides	\$30,252	
2.0 Class Size Aides	\$46,542	Elimination of TA positions designed to mitigate large class sizes
1.2 Music, Art, PE	\$75,894	
2.0 Library (eliminated)	\$129,848	Minimal library services
2.0 Library Aides	-\$46,542	Required for coverage purposes
0.9 Media/Technology	\$56,921	
1.0 Specialists	\$63,245	
Math and Literacy Summer Programs (eliminated)	\$35,000	
Math Preview Program (eliminated)	\$17,880	12 stipends (elementary)
District-Wide		
Summer Curriculum Work (eliminated)	\$55,744	
1.0 Custodian	\$40,352	
1.0 Administrative Assistant	\$40,886	
Additional Bus	\$47,954	Bus needed to alleviate overcrowding
Additional Fees		
Transportation- Bus Fee	\$360,000	Triple to \$540. Bus company contract \$695,567
Athletics Fee	\$50,000	Raise by \$50 to \$300 at High School
Instrumental Music Fee	\$4,000	Raise by \$10 to \$160
Itemized Reductions	\$3,346,703	
10% Reduction Budget	\$3,346,201	



FY14 BUDGET PROCESS (cont.)

School Committee Recommended Budget

- ✓ Analyzed all budget options, including detailed budget to actual information for past 3 years, projected budget information for FY13 and proposed reductions

MAINTENANCE OF EFFORT BUDGET: \$33,649,902

Targeted Reductions: \$252,897

SCHOOL COMMITTEE REC BUDGET: \$33,397,005*

*** NOTES:**

- *Approximately \$195,500 above the Finance Committee guideline.*
- *Represents 1.03% increase over FY13 Projected Results and a 2.01% average annual increase over the last 5 years.*



ENROLLMENT & STAFFING

	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Elementary										
Enrollment	1304	1283	1221	1213	1203	1186	1179	1180	1208	1168
Student to Staff Ratio	8.1:1	8.2:1	8.0:1	8.0:1	8.3:1	8.0:1	8.1:1	7.8:1	8.0:1	7.8:1
Middle School										
Enrollment	723	721	720	680	665	639	634	639	640	672
Student to Staff Ratio	7.8:1	7.8:1	7.9:1	8.0:1	7.9:1	7.8:1	8.4:1	8.1:1	7.5:1	7.9:1
High School										
Enrollment	897	912	919	903	891	896	869	856	862	839
Student to Staff Ratio	7.7:1	7.8:1	7.4:1	7.4:1	7.1:1	7.4:1	7.5:1	7.5:1	7.4:1	7.2:1



School Committee Recommended Budget – *Kindergarten*

SCHOOL	FY11 ACTUAL	FY12 FTE	FY12 ACTUAL	FY13 FTE	FY13 BUDGET	FY14 FTE	FY14 BUDGET	FTE CHG	\$ CHANGE	% CHANG E
LOKER	\$829,811	19.66	\$1,063,067	22.47	\$1,223,406	21.51	\$1,285,766	-0.96	\$62,360	5.10%
<i>Enrollment</i>	<i>168</i>		<i>179</i>		<i>190</i>		<i>147</i>		<i>-43</i>	<i>-22.6%</i>

LOKER

- Projects 147 students in 8 classes, down 43 students from FY13 Actuals
- Given potential fluctuation of the kindergarten enrollment estimates, the FY14 budget includes a reserve teacher for a total of 9 classes. FY13 Actuals were 30 more than projected and current estimates for FY14 are at 149 plus a certain number of Boston students.
- FTE change primarily reflects adjustments in FTEs to reflect current staffing positions at each school such as the reallocation of 0.3 FTE for a math coach position, a portion of a custodian and an administrative assistant's time being charged directly to certain revolving accounts, based on a recently adopted allocation agreement, and changes in SPED teachers and TAs to meet evolving needs.
- Reflects change in allocation of utility expenses to building level (\$38,609) and reductions in classrooms supplies, equipment and texts
- Funds contractual obligations



School Committee Recommended Budget – *Elementary*

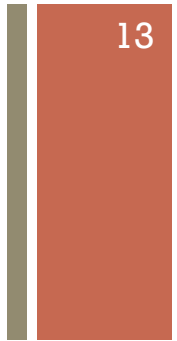
SCHOOL	FY11 ACTUAL	FY12 FTE	FY12 ACTUAL	FY13 FTE	FY13 BUDGET	FY14 FTE	FY14 BUDGET	FTE CHG	\$ CHANGE	% CHANGE
Happy Hollow	\$3,394,585	50.60	\$3,573,729	48.88	\$3,827,680	50.39	\$3,912,783	1.51	\$85,103	2.22%
<i>Enrollment</i>	<i>440</i>		<i>438</i>		<i>441</i>		<i>434</i>		<i>-7</i>	<i>-1.6</i>
Claypit	\$4,418,850	69.67	\$4,607,767	64.05	\$4,880,177	67.15	\$5,101,653	3.10	\$221,476	4.54%
<i>Enrollment</i>	<i>571</i>		<i>563</i>		<i>577</i>		<i>587</i>		<i>+10</i>	<i>1.7%</i>

HAPPY HOLLOW & CLAYPIT

- At Happy Hollow, projects 434 students in 20 classes, down 7 students from FY13 Actuals
- At Claypit, projects 587 students in 27 classrooms, up 10 students from FY13 Actuals
- FTE change reflects 1.0 additional teacher at Claypit due to large class sizes, adjustments in FTEs to reflect current staffing positions at each school such as the reallocation of a math coach position, a portion of a custodian and an administrative assistant's time being charged directly to certain revolving accounts, based on a recently adopted allocation agreement, and changes in SPED teachers and TAs to meet evolving needs.
- Reflects change in allocation of utility expenses to building level (\$72,378 at Happy Hollow and \$80,343 at Claypit) and reductions in classrooms supplies, equipment and texts
- Funds contractual obligations



School Committee Recommended Budget – *Middle School*



SCHOOL	FY11 ACTUAL	FY12 FTE	FY12 ACTUAL	FY13 FTE	FY13 BUDGET	FY14 FTE	FY14 BUDGET	FTE CHG	\$ CHG	% CHG
Middle School	\$5,221,269	73.39	\$5,427,655	81.22	\$5,915,317	80.37	\$6,186,262	-0.85	\$270,945	4.58%
<i>Enrollment</i>	634		639		640		672	+32		4.8%

MIDDLE SCHOOL

- Projects 672 students, up 32 students overall, assuming an additional 6 students in 6th grade, 4 students in 7th grade and 22 students in 8th grade as compared to FY13
- Maintains 2.5 cluster model at 6th grade level and 2 cluster model at 7th and 8th grade levels
- FTE increase reflects an increase in Mandarin teaching position offset against 0.2 FTE reduction in World Language position, adjustments in FTEs to reflect current staffing positions at each school, a portion of a custodian's time being charged directly to certain revolving accounts, based on a recently adopted allocation agreement, and changes in SPED teachers and TAs to meet needs
- Reflects change in allocation of utility expenses to building level (\$189,756) and reduction in classroom supplies, equipment and texts
- Funds contractual obligations



School Committee Recommended Budget – *High School*

SCHOOL	FY11 ACTUAL	FY12 FTE	FY12 ACTUAL	FY13 FTE	FY13 BUDGET	FY14 FTE	FY14 BUDGET	FTE CHG	\$ CHG	% CHG
High School	\$7,621,694	108.78	\$8,011,863	114.16	\$8,888,179	113.39	\$9,444,820	-0.77	\$556,641	6.26%
<i>Enrollment</i>	<i>869</i>		<i>856</i>		<i>862</i>		<i>839</i>		<i>-23</i>	<i>-2.7%</i>

HIGH SCHOOL

- Projected 839 students, down 23 students overall, assuming 32 fewer students in 9th grade, an additional 22 students in 10th grade, 2 additional students in 11th grade but 15 fewer students in 12th grade as compared to FY13
- FTE change primarily reflects addition of 0.25 FTE Cable Studio position, previously funded through revolving account, a reduction of 1FTE SPED teaching assistant, adjustments in FTEs to reflect current staffing positions at each school, and changes in SPED teachers and TAs to meet needs
- Reflects change in allocation of utility expenses to building level (\$344,400) and reduction in classroom supplies, equipment and texts
- Funds contractual obligations

+ School Committee Recommended Budget - *Other*

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DEPT	FY11 ACTUAL	FY12 FTE	FY12 ACTUAL	FY13 FTE	FY13 BUDGET	FY14 FTE	FY14 BUDGET	FTE CHG	\$ CHG	% CHG
Athletics	\$464,563	1.90	\$274,247	1.90	\$739,916	1.90	\$723,600	0.00	(\$16,316)	-2.21%
SPED – Central Office	\$2,768,842	17.96	\$3,023,701	18.74	\$3,306,230	16.60	\$3,558,946	-2.14	\$252,716	7.64%
Technology	\$526,594	6.71	\$628,345	6.71	\$847,915	7.31	\$848,260	0.60	\$345	0.04%
Facilities	\$2,611,944	20.00	\$2,484,817	3.0	\$1,896,318	3.50	\$1,049,458	0.50	(\$846,860)	-44.66%
Central Office	\$2,272,361	11.60	\$2,173,215	13.29	\$2,382,581	13.29	\$2,452,788	0.00	\$70,207	2.95%

- **ATHLETICS** reflects elimination of 3 assistant coaching positions and reduction in uniform expenses.
- **SPED** reflects additional ELL teachers and teaching assistants to meet increased needs and a reduction of pre-school teaching assistants due to changing needs. Includes an increase of \$195,621 for SPED transportation.
- **TECHNOLOGY** assumes reconfiguration of staffing to meet increased use of technology throughout the district.
- **FACILITIES** reflects redistribution of the administrative assistant hours and reallocation of utility expenses to the building level. Includes reduction in maintenance and custodial expenses.
- **CENTRAL OFFICE** reflects addition of one bus to address transportation issues and cost allocation change between mid and full day kindergarten. Also includes reduction in non-personnel expenses.

+ CHARGES AGAINST REVOLVING ACCTS

	FY11	FY12	FY13	FY14	Delta
METCO Grant Transfer	\$150,000	\$150,000	\$96,880	\$96,880	\$0
Athletic Fees	\$258,500	\$258,500	\$270,000	\$270,000	\$0
Fee-Based Programs Transfer	\$150,000	\$270,127	\$270,000	\$0	(\$270,000)**
SPED Circuit Breaker	\$70,000	\$292,000	\$467,235	\$463,551	(\$3,684)
Parking Fee	\$0	\$16,500	\$40,000	\$40,000	\$0
Elementary Instrumental Music Fee	\$40,000	\$40,000	\$60,000	\$50,000	(\$10,000)
Transportation Fee	\$100,000	\$117,000	\$171,900	\$171,900	\$0
Literacy Institute	\$10,000	\$0	\$5,000	\$0	(\$5,000)
FDK Tuition	\$0	\$198,000	\$0	\$0	\$0
TOTAL	\$778,500	\$1,342,127	\$1,381,015	\$1,092,331	(\$288,684)

** A cost allocation plan was put in place last year so that expenses will be charged directly to the WSCP.

+ COST SAVINGS/EFFICIENCIES

■ **TURNOVER SAVINGS**

- Known staff exchange savings from anticipated retirements 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 FY14 (3 teachers @\$20,000 savings each plus \$15,000 in other staff turnover)

■ **SPED TUITION PREPAY**

- Over past 5 years, consistent with state law, the District has made prepayments for out-of-district tuition:
- FY14 Budget assumes a prepayment of \$300,000. Therefore, the tuition line item has been reduced by this amount

■ **OTHER**

- For a summary of other cost saving/efficiency initiatives that have been implemented over the last several years go to:
http://www.wayland.k12.ma.us/administration/superintendent/district_budget/



INITIATIVES NOT FUNDED

- Town funded Full Day Kindergarten
- Longer school days to allow for more time for teacher professional development
- World languages and culture taught in elementary schools
- Schedule and staff provision for robust RTI
- Additional guidance support at elementary and pre-school levels
- Increase to 3 clusters at 6th grade level
- Computers or other appropriate devices for all students from 4th grade up, including installation of SmartBoards where needed
- Additional funding for needed annual license fees for new software



BUDGET DRIVERS

FY13 APPROPRIATION	\$32,526,704
<i>PERSONNEL</i>	
Continuation of FY13 Additions (.1 ELL, 1.0 ELL, .25 Media, 4 Stipends)	\$63,663
FY14 Enrollment Related (.4 Chinese, CH Class)	\$84,725
Athletic Stipends	(\$10,454)
Steps/Lanes	\$624,800
Staff Exchange	(\$176,676)
TOTAL PERSONNEL	\$586,058
<i>NON-PERSONNEL</i>	
Central Office Expenses	(\$30,920)
Tech (Computers, Contracted Services, Conferences)	(\$31,300)
Instructional Software	\$20,000
Professional Development	(\$43,191)



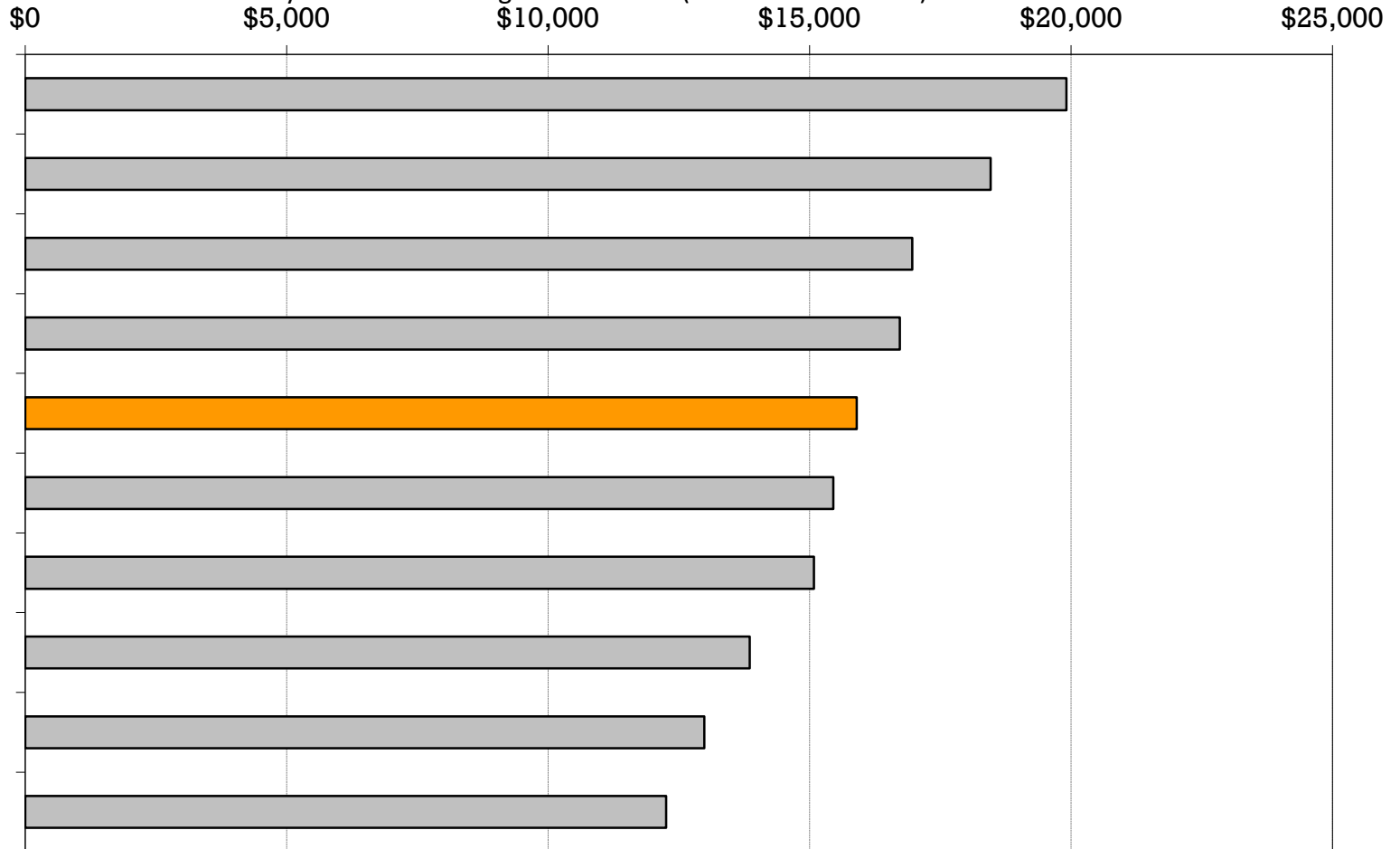
BUDGET DRIVERS (continued)

<i>NON-PERSONNEL (cont)</i>	
Textbooks	(\$39,209)
Instructional Equipment & Supplies	(\$29,325)
Transportation – Regular	\$90,097
Transportation - SPED	\$195,621
Maintenance & Custodial	(\$43,350)
Utilities	(\$98,949)
Athletic Expenses	(\$7,358)
Tuitions	\$5,614
Other Expense (net)	\$7,828
TOTAL NON-PERSONNEL	(\$4,442)
Offsets	\$288,684
FY14 PROPOSED APPROPRIATION	\$33,397,005

+ PEER COMPARISON

FY12 Per Pupil Expenditure Ranking for Wayland and Peer Districts

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



+ School Committee Recommended Capital Requests

- \$260,000 for technology network wiring upgrade at Claypit Hill, Happy Hollow and the Middle School to provide improved bandwidth performance to the desktop computers and to move to a wireless infrastructure in the classrooms
- \$85,000 to create a private 300 SF nurse's office at Happy Hollow
- \$60,000 to replace outdated furniture for 6 classrooms each at Claypit Hill and Happy Hollow
- \$95,000 to replace approximately 24,000 SF of floor tiles at Claypit Hill
- \$25,000 to renovate the boys and girls' bathrooms at Happy Hollow
- 1,414,695 to remove and replace approximately 98,200 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

+ DISCUSSION

THANK YOU