



WAYLAND PUBLIC SCHOOLS

Budget Hearing Presentation
FY18 Operating and Capital Budgets

March 6, 2017



AGENDA

- System-Wide Vision, Long-Range Planning, Goal Setting
- School Committee Recommended Operating & Capital Budgets
 - Goal
 - Budget Process
 - Finance Committee Guideline
 - Enrollment Projections
 - Full-Time Equivalent (FTE) Staffing
 - Meetings with Principals and Department Heads
 - Community Outreach
 - Superintendent's Recommended Budget
 - Stepping Stones & Unmet Needs
 - Budget Drivers
 - Summary
 - FY18 FTE Staffing
 - Additional Changes
 - Additional Budget Information
 - Total Revenue for Prior 3 Fiscal Years
 - Total Expenditures for Prior 3 Fiscal Years
 - Benefit Summary
 - Peer Comparison
 - FY18-22 Capital Budget Requests
- Discussion

+ SYSTEM-WIDE *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 *LONG-RANGE* *PLANNING*

The School Committee conducted a Summit with the Wayland community to discuss key topics of importance. They included:

- **Raising the Bar** – A discussion about personalizing learning and, in particular, serving the needs of students "in the middle."
- **Enhancing the Curriculum** – A discussion about areas where there has been an expressed wish for new or expanded curricula, such as world languages in the elementary school or more writing instruction.
- **Promoting Health and Wellness** – A discussion about aspects of school programming that promote social/emotional learning and reflection on healthy relationships.
- **Employing Technology** – A discussion about the use of instructional technology at all levels and its future potential.
- **Exploring Early Childhood Education** – A discussion about early childhood programs and full day kindergarten.

The areas for enhancement articulated by the Summit subgroups helped inform this year's goals.



SYSTEM-WIDE *GOAL SETTING*

- SYSTEM-WIDE GOALS: An Integrated Approach

- System-wide Goals



- School Improvement Plan Strategic Initiatives



- Individual Goals and Professional Development Plans



SYSTEM-WIDE *FY17* GOALS

- **Using Data Wisely** - To strengthen the achievement of each learner through ongoing access to and use of data so that resources (funding, staffing, and time) are allocated efficiently, accurately and effectively.
- **Nurturing Early Childhood Development** - To nurture early childhood development by fostering community structures and support services to meet the growing social, emotional, and educational needs of the children and families in Wayland.
- **Infusing Technology and Design** - To infuse technology and design throughout the curriculum with an emphasis on students building the skills they need to solve real world problems as they create, model and learn.
- **Training Global Citizens** - To train students to be productive global citizens of their country, nation and world able to demonstrate requisite skills, which include civility and cultural proficiency.
- **Elevating Achievement** - To utilize existing systems of structured support and engagement in combination with new initiatives to elevate the academic achievement of all students.
- **Deepening Wellness Skills and Insights** - To deepen and strengthen students' wellness education by employing a systemic approach to curriculum, instruction, extra-curricular activities, school culture and safety.



SCHOOL COMMITTEE BUDGET

Goal

To fully support the academic and social/emotional growth of our students, while respecting the fiscal restraints facing Wayland residents



SCHOOL COMMITTEE BUDGET

Budget Process

1. Received the Finance Committee's guideline
 - *Seeks a maximum town-wide increase of 2.5% over the FY17 Budget*

2. Developed enrollment projections and reviewed related staffing
 - *For more information regarding enrollment, go to this link:*

[FY 2017 Enrollment Report](#)



SCHOOL COMMITTEE BUDGET

Enrollment Projections

	2015-2016	2016-2017	2017-2018
CLAYPIT HILL			
# Students (Change)	521** -3	541 +20	555 +14
<i>Avg Class Size</i>	<i>22.0</i>	<i>22.0</i>	<i>22.0</i>
HAPPY HOLLOW			
# Students (Change)	391** -17	387 -4	386 -1
<i>Avg Class Size</i>	<i>22.0</i>	<i>22.0</i>	<i>21.0</i>
LOKER			
# Students (Change)	263** +56	258 -5	255 -3
<i>Avg Class Size</i>	<i>22.0</i>	<i>22.0</i>	<i>21.0</i>

** Reflects final year of elementary reconfiguration with 5th graders included at Loker.



SCHOOL COMMITTEE BUDGET

Enrollment Projections (cont.)

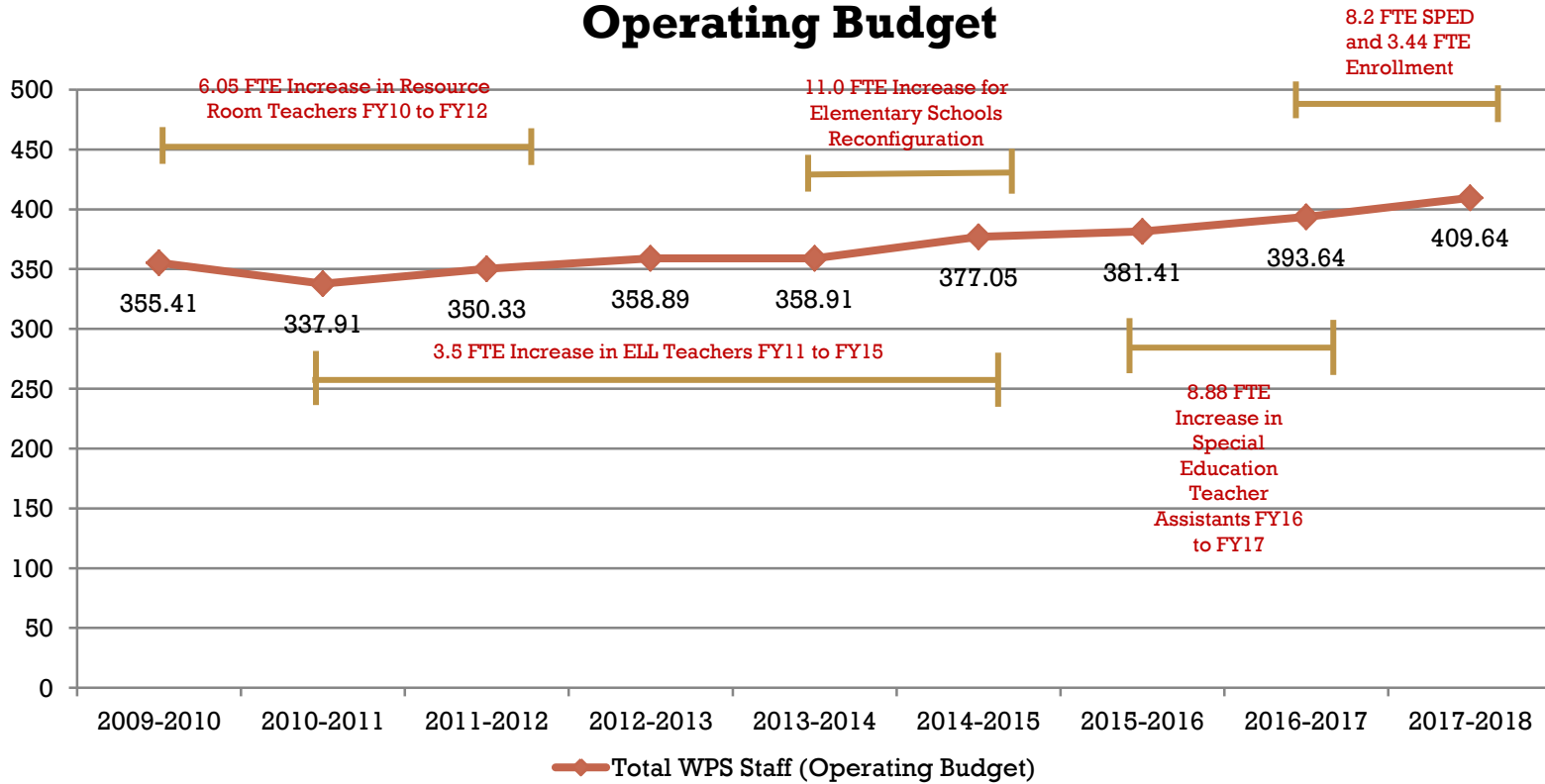
	2015-2016	2016-2017	2017-2018
MIDDLE SCHOOL			
# Students	644	638	622
(Change)	-28	-6	-16
Avg Class Size	17.4-19.5	16.5-19.5	N/A**
HIGH SCHOOL			
# Students	840	831	858
(Change)	-14	-9	+27
Avg Class Size	15.6-20.5	13.6-20.8	N/A**
TOTAL DISTRICT	2,659	2,655	2,676
	-6	-11	+21

** Average class sizes cannot be calculated at this point since the class selection process has not been completed.

SCHOOL COMMITTEE BUDGET

Full-Time Equivalent (FTE) Staffing

Total Wayland Public Schools Staff Operating Budget



# Students	2,721	2,682	2,675	2,710	2,684	2,665	2,659	2,655	2,676
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SCHOOL COMMITTEE BUDGET

Budget Process (cont.)

3. Met with each Building Principal and Department Head over the course of 3 meetings
4. Conducted several community outreach meetings and cable broadcast, including with the Finance Committee
4. Reviewed the Superintendent's Recommended Budget, which is foundational and forward thinking
 - *Established a level service budget for personnel and a zero increase for non-personnel as the cornerstone of the school system*
 - *Evaluated strategic new initiatives to move the District forward*



SCHOOL COMMITTEE BUDGET

Budget Process (cont.)

5. Evaluated Stepping Stones and Unmet Needs that were not included in the Superintendent's Recommended Budget, using a similar worksheet we used last year.
6. Arrived at School Committee's Recommended Budget, by discussing and debating merits of budget components and their impact on students



SCHOOL COMMITTEE BUDGET

Budget Drivers



FY 2018 Personnel Budget Drivers:

Steps, Lanes, Salary Increase, Staff Exchange (shifts, reductions, longevity stipends, retirements)	\$269,362
Enrollment Driven Changes (0.65 K – TA, 0.2 MS Social Worker, 2 Elementary Teachers, 0.7 HS, 8 SPED TAs less staffing reductions)	333,000
Stepping Stones (Elementary World Language, Guidance & Extracurric Stipends, MS Writing Lab, HS Interdisciplinary Teacher, Academic Center TA & Tech Asst, Evening Custodial Supervisor)	257,244
TOTAL PERSONNEL CHANGES	\$859,606

FY 2018 Non-Personnel Budget Drivers:

Contractual/Usage Changes (utilities, facilities maintenance, transportation)	(\$11,411)
Enrollment Driven Cost Increases (CH Grade 1 & Loker Grade 5 equipment)	6,000
Stepping Stones (elementary world language supplies, roof unit maintenance contract, iPad and Chromebook replacement)	67,000
TOTAL NON-PERSONNEL CHANGES	\$61,589



SCHOOL COMMITTEE BUDGET

Budget Summary

Total FY 2018 Personnel Changes	\$859,606
Total FY 2018 Non-Personnel Changes	61,589
TOTAL FY 2018 INCREMENTAL INCREASE	\$921,195
TOTAL FY 2018 SCHOOL COMMITTEE REC BUDGET	\$38,644,028
<i>Total Percentage Increase</i>	<i>2.44%</i>



SCHOOL COMMITTEE BUDGET

FY18 FTE Staffing

ENROLLMENT DRIVEN	3.44 FTE
<ul style="list-style-type: none"> • 1.0 FTE Grade 5 @ Loker • 1.0 FTE Grade 1 @ Claypit • 0.65 FTE Kindergarten TA @ Claypit • 0.20 FTE Mandarin Teacher @ High School • 0.25 FTE English Teacher @ High School • 0.25 FTE Biology Teacher @ High School • (0.20) FTE World Language Teacher @ Middle School • 0.29 FTE Correction 	<ul style="list-style-type: none"> • To address classes that exceed class size guidelines
SPECIAL EDUCATION DRIVEN	8.20 FTE
<ul style="list-style-type: none"> • 3.0 FTE SPED TA @ The Children's Way • 2.0 FTE SPED TA @ Loker • 1.0 FTE SPED TA @ Claypit • 2.0 FTE SPED TA @ Middle School • 0.20 FTE Social Worker @ Middle School 	<ul style="list-style-type: none"> • To be compliant with legally mandated obligations
STEPPING STONE DRIVEN	4.65 FTE
<ul style="list-style-type: none"> • 0.35 FTE Elementary World Language Immersion Program Coordinator • 1.0 FTE Middle School Writing Center • 0.50 FTE Elementary Guidance • 1.0 FTE Evening Custodial Supervisor • 0.40 FTE High School Interdisciplinary Teacher • 1.0 FTE High School Technology Specialist • 0.40 FTE High School Academic Center TA 	<ul style="list-style-type: none"> • To address deficiencies in programs, provide resources recommended by outside consultants, prevent additional costs in future years

+ SCHOOL COMMITTEE BUDGET

Additional Changes

After several conversations with the School Committee, the Finance Committee voted to reduce the School operating budget by \$157,566. The School Committee supports the reductions listed below. Another \$20,000 will need to be identified at a later date.

ELEMENTARY		
<ul style="list-style-type: none"> • Chromebooks/IPADS • Elementary stipends (2 per school) 	<ul style="list-style-type: none"> • \$50,000 • \$9,030 	<ul style="list-style-type: none"> • No shift to 1 to 1 initiative to grades 4 and 5 and no investment in upgrade of older model IPADS • Limited amount of extra-curricular programming
HIGH SCHOOL		
<ul style="list-style-type: none"> • 0.40 FTE Interdisciplinary Teacher • 1.0 FTE Technology TA • 0.40 FTE Academic Center TA 	<ul style="list-style-type: none"> • \$25,200 • \$28,000 • \$10,000 	<ul style="list-style-type: none"> • No HS interdisciplinary program • Less time available for Instructional Technology Specialist to support classroom instruction & teachers • No support of students through Academic Center by TA
DISTRICT		
<ul style="list-style-type: none"> • Custodial maintenance contract 	<ul style="list-style-type: none"> • \$15,000 	<ul style="list-style-type: none"> • Defer maintenance of roof top units

+ SCHOOL COMMITTEE BUDGET

Additional Changes

However, the following stepping stones WILL be funded and go forward in FY18.

<ul style="list-style-type: none"> Elementary World Language Immersion Program Middle School Writing Lab Elementary Guidance Evening Custodial Supervisor 	<ul style="list-style-type: none"> \$26,550 \$64,200 \$41,264 \$55,000 	<ul style="list-style-type: none"> 0.35 FTE coordinator stipend and supplies 1.0 FTE 0.20 FTE @CH, 0.10 FTE@HH, 0.20 FTE @LO 1.0 FTE
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The FY18 school budget of \$38,486,462, which is \$157,566 below the School Committee's original recommended FY18 budget, will be submitted to Town Meeting with the approval of both Committees.

+ School Dept Total Revenue

Prior 3 Fiscal Years

	FY14	FY15	FY16	NOTES
REVENUE				
Prior Year Unused Encumbrance	\$10,696	\$46,076	\$154,592	Unspent balance
Local Sources	75,675	77,942	108,981	Medicaid and E-rate
State Aid	4,879,156	4,252,338	4,428,048	Circuit Breaker, MA School Building Authority, Charter School, Ch. 70
Grants	1,383,105	1,394,368	1,496,459	Federal and State grants
Other Local Receipts & Private Grants	4,778,328	5,440,119	5,428,637	Private, Grants, Gifts, Fees
Appropriation	33,610,470	35,433,047	36,719,239	
TOTAL REVENUE	\$44,737,430	\$46,643,890	\$48,335,956	

+ School Dept Total Expenditures

Prior 3 Fiscal Years

	FY14	FY15	FY16	NOTES
EXPENDITURES				
School Committee	\$33,522,606	\$35,284,436	\$36,392,717	Operating
Town	16,752,457	11,631,501	13,705,804	Total Town (includes nurses, crossing guards, fringe, maintenance, building project debt payments)
Fed & State Grants	1,393,559	1,443,339	1,520,826	METCO, IDEA, SPED, Title IIA, Title I
Circuit Breaker	493,993	592,240	642,240	State tuition reimbursement
Private Grants/Gifts	364,287	336,202	202,390	Gifts, METCO Revolving, Athletic Club, PD
Revolving Accounts	4,277,585	5,275,147	4,982,204	Fees, WPSF, Food Service, WSCP
TOTAL EXPENDITURES	\$56,804,487	\$54,562,865	\$57,446,181	
PER PUPIL EXP	\$16,445	\$17,652	*\$XX	*FY 2016 per pupil data is unavailable at this time.

+ School Dept Benefits

Total and Per Eligible Employee

FY16 Benefits Actual Expenditures		NOTES
Health Insurance	\$2,759,765	Total Active School Employees
Retiree Health Insurance	676,362	Total Retiree School Employees
Life Insurance	10,021	Total Active School Employees
Medicare Payroll Taxes	486,740	Total Active School Employees
Middlesex Retirement Contribution	1,153,068	Non-Teacher Active and Retiree School Employees
OPEB	N/A	Total Active and Retiree School and Town Employees
Unemployment	42,383	Total Active School and Town Employees
Workers' Comp	153,590	Total Active School and Town Employees
<i>AVG COSTS PER BENEFITS ELIGIBLE EMPLOYEE</i>		
<i>Non-Teacher</i>	<i>\$16,285</i>	
<i>Teacher</i>	<i>\$12,152</i>	

SCHOOL COMMITTEE BUDGET

Demographic Profile – Peer Communities

Community	FY16 Average Single Family Tax Bill (1)		FY15 Per Pupil Expenditure (2)		FY16 Student Teacher Ratio (2)		FY16 PARCC ELA CPI (2)		FY16 PARCC Math CPI (2)		FY16 Combined SAT (2)	
	Amount	Rank	Amount	Rank	Ratio	Rank	Score*	Rank	Score	Rank	Score**	Rank
Acton-Boxborough	\$ 9,681.50	11	\$ 14,016.00	13	15.3 : 1	13	94.9	*	93.1	*	1863	2
Bedford	\$ 9,103.00	13	\$ 17,839.00	8	11.5 : 1	4	92.8	6	89.2	6	1688	10
Carlisle	\$ 13,588.00	6	\$ 18,050.00	6	11.3 : 1	3	96.9	1	97.0	1	1856	4
Concord	\$ 13,490.00	7	\$ 17,517.00	10	12.9 : 1	7	95.8	2	94.3	2	1856	-
Dover	\$ 14,149.00	4	\$ 24,263.00	1	13.4 : 1	9	94.4	*	95.3	*	1860	3
Lexington	\$ 12,955.00	8	\$ 17,867.00	7	12.1 : 1	5	96.1	*	95.0	*	1875	1
Lincoln	\$ 15,033.00	3	\$ 20,982.00	3	10.4 : 1	1	91.7	*	86.2	*	1759	8
Needham	\$ 9,587.00	12	\$ 15,900.00	11	14.3 : 1	12	95.0	*	92.9	*	1727	9
Sherborn	\$ 15,104.00	2	\$ 19,534.00	4	12.9 : 1	7	94.4	*	95.0	*	1860	-
Sudbury	\$ 12,082.00	9	\$ 14,710.00	12	13.8 : 1	11	95.8	2	92.7	5	1759	-
Wayland	\$ 11,730.00	10	\$ 17,652.00	9	12.8 : 1	6	94.0	5	92.8	4	1807	7
Wellesley	\$ 13,971.00	5	\$ 18,185.00	5	13.7 : 1	10	96.0	*	92.3	*	1813	6
Weston	\$ 18,762.00	1	\$ 22,768.00	2	11.2 : 1	2	95.5	4	93.8	3	1834	5

Key:

(1) Source: Commonwealth of MA Department of Revenue Website. Acton-Boxborough rate takes an average of Acton and Boxborough bills.

(2) Source: Commonwealth of MA Department of Education Website. Blended per pupil expenditures for regional schools : Concord/Carlisle = \$18,890, Dover/Sherborn = \$20,130, Lincoln/Sudbury = \$17,159

* = A-B, Dover, Lexington, Lincoln, Needham, Sherborn & Wellesley MCAS data as those districts did not take PARCC in 2016

** = SAT scores reported for Concord-Carlisle, Dover-Sherborn and Lincoln-Sudbury regional high schools



SCHOOL COMMITTEE BUDGET

Peer Comparison

FY15 Expenditure Per Pupil	WAYLAND	PEER AVG*
Admin & Instructional Leadership	\$1,899	\$2004
Teachers	6,864	7,013
Other Teaching Services	1,461	1,657
Professional Development	215	255
Instructional Mat/Equip/Tech	375	477
Guidance, Counseling, Testing	585	506
Pupil Services	1,512	1,266
Operations & Maintenance	1,495	1,358
Benefits & Fixed Charges	2,487	2,448
Expenditure per in-district pupil	\$16,893	\$16,985
Expenditure per out-of-district pupil	\$57,315	\$97,835

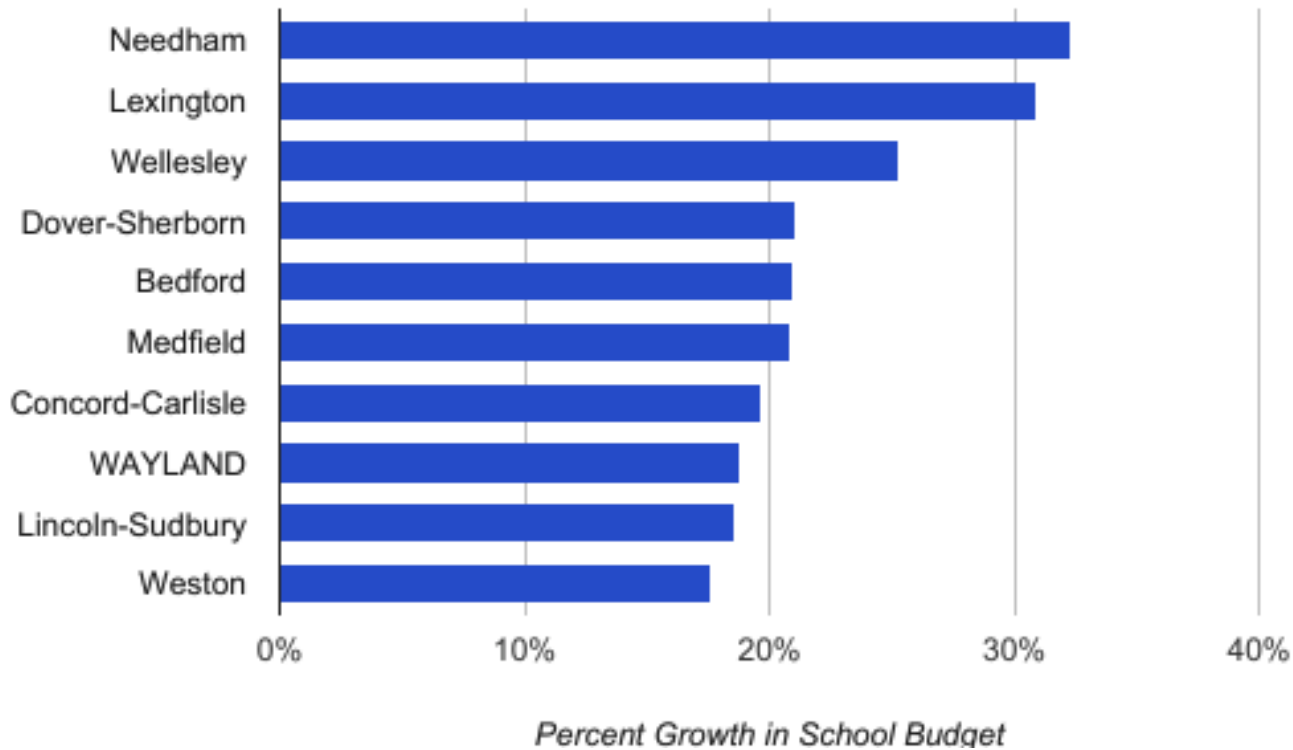
* Peer communities include Acton-Boxborough, Bedford, Carlisle, Concord, Dover, Lexington, Lincoln, Needham Sherborn, Sudbury, Wellesley, and Weston. The per pupil expenditures for the regional districts are combined based on their relative enrollment.



SCHOOL COMMITTEE BUDGET

Peer Comparison – SC Peers

Cumulative School Budget Growth since 2012

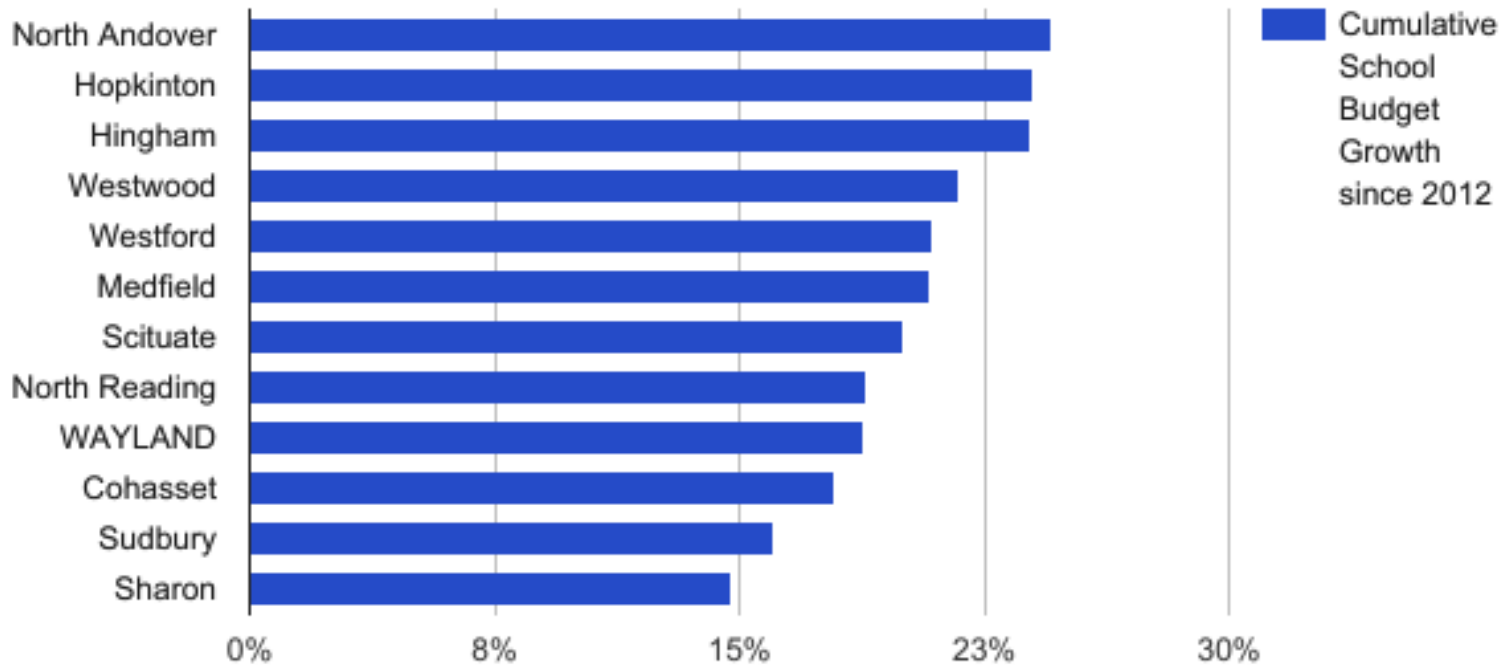




SCHOOL COMMITTEE BUDGET

Peer Comparison – FinCom Peers

Cumulative School Budget Growth since 2012



Cumulative School Budget Growth since 2012

+ SCHOOL COMMITTEE BUDGET

FY18 Capital Budget Requests

- \$150,000 to replace carpeting at the Middle School with vinyl-containing floor tile
- \$60,000 to upgrade major pieces of food service equipment, such as a walk in refrigerator and freezer at Happy Hollow
- \$50,000 to upgrade the phone system at Claypit Hill, comparable to the system at the High School, Happy Hollow, Loker and Central Office
- \$30,000 to purchase various custodial equipment, including a walk behind auto scrubber and floor polisher each for Loker and the Happy Hollow
- **TOTAL = \$290,000**

+ SCHOOL COMMITTEE BUDGET

FY19-22 Capital Requests

PROJECT/EQUIPT	FY2019	FY2020	FY2021	FY2022
CH Boiler & Controls		\$400,000		
CH Food Service Equipment	\$60,000			
CH Roof Top HVAC Unit Replace		\$350,000		
HH Floor Tile Replacement ¹	\$35,000	\$35,000	\$35,000	
HH Boiler Replacement			\$400,000	
Loker Floor Tile Replacement ¹	\$50,000	\$50,000	\$35,000	
Loker Parking (Front & Back)	\$250,000			
Loker Roof Replacement				\$1,530,000
Loker Roof Equipment				\$1,000,000
Loker Boiler & Controls				\$400,000
MS Phone Upgrade	\$100,000			
MS Furniture Replacement ¹	\$35,000	\$35,000	\$35,000	
MS Floor Tile Replacement	\$150,000	\$75,000		

NOTES:

1. Originally requested as an FY18 capital request but was deferred by the Finance Committee.
2. Subject to completion of High School campus study of outside athletic facilities.

+ SCHOOL COMMITTEE BUDGET

FY19-22 Capital Requests

PROJECT/EQUIPT	FY2019	FY2020	FY2021	FY2022
MS Music Space in Cafeteria		\$350,000		
MS Stage Lighting			\$115,000	
MS Gym Floor Re-surfacing		\$225,000		
MS Food Service Equipment		\$60,000		
HS Stadium Repairs ²	\$150,000			
HS Field Light/Bleacher Repair	\$1,500,000			
HS Re-Carpet Artificial Turf Field	\$800,000			
HS Re-Surface All Weather Track	\$300,000			
HS Tennis Court Renovation	\$180,000	\$120,000		
AV Equipment ¹	\$120,000	\$120,000	\$120,000	\$120,000
Custodial Equipment		\$20,000		\$20,000
Replace Vehicle/Maint		\$30,000		\$35,000
TOTAL	\$3,730,000	\$1,870,000	\$740,000	\$3,105,000

+ DISCUSSION

THANK YOU