



Weston Public Schools

# **FY2018 Budget Presentation**

**Superintendent's Recommended Budget**

Robert A. Tremblay, Superintendent of Schools

# **GOAL: PROVIDE STUDENTS WITH THE TOOLS AND RESOURCES THEY NEED TO SUCCEED AT A HIGH LEVEL**

- **Excellence in Curriculum and Instruction**

Preserve the quality of our programs and services that enable all students to reach high standards and expectations, as measured through data driven assessments, in addition to meeting the state and federal benchmarks established for standardized test scores for all students.

- **Safe and Secure Environment and Infrastructure**

Support safe, secure, and educationally sound school environments and partner with the Town to achieve economies of scale in the maintenance and operation of our facilities and grounds.

- **Budget Change at a Responsible Level**

Be sensitive to the Town's short and long-term financial constraints, including the tax burden of budgetary decisions and the uncertainty of state and federal funds. Staffing levels should be regularly assessed to be sure that they reflect changes in enrollment levels.

*2017-2018 Budget Guidelines  
Approved by the Weston School Committee  
September 26, 2016*

## BUDGET PRIORITIES

- Provide consistent, strong student support, academic rigor, and achievement in all classrooms.
- Support each student to make measurable academic growth over the course of each school year.
- Sustain and improve high quality instruction through the allocation of adequate resources, diligent hiring practices, effective mentoring, rigorous evaluation of teachers and administrators, and highly effective professional development.
- Consider known and expected collective bargaining contractual obligations, known special education expenses, projected enrollment shifts, class size policy guidelines, and program improvements.

## School Budget Planning Process To Date

- Long Range Plan
- Budget Guidelines
  - Excellent Instruction
  - Safe and Secure Facilities
  - Fiscally Responsible
- Enrollment Projections
  - Class Size Policy
  - Special Education Mandates
- Superintendent Proposes Budget
- Public Review and Refinements

## School Costs Carried by Town

- Debt Service
- Health Insurance
- Retirement (Staff Only)
- OPEB
- Bus Maintenance
- Insurance
  - Unemployment
  - Workers' Compensation
  - Property
- Facility and Grounds Maintenance
- Minuteman Vocational

## SUMMARY OF EXPENSES: GENERAL FUND

*As presented to the Weston School Committee on January 9, 2017*

Category	FY2017 Adjusted Budget	FY2018 Proposed Budget	\$ Change	% Change	% of Total FY2018 Budget
Salary and Other Compensation	\$33,281,664	\$33,989,268	\$707,603	2.13%	86.32%
Instructional Materials/Supplies	\$1,237,386	\$1,263,422	\$26,036	2.10%	3.21%
Contracted Services	\$1,072,275	\$1,127,390	\$55,115	5.14%	2.86%
Contracted Student Services	\$2,974,978	\$2,986,586	\$11,608	0.39%	7.59%
Utilities	\$1,202,896	\$1,185,028	(\$17,868)	-1.49%	3.01%
Equipment	\$758,944	\$694,194	(\$64,750)	-8.53%	1.76%
State Aid and Offset Accounts	(\$1,781,503)	(\$1,871,286)	(\$89,783)	5.04%	(4.75%)
<b>TOTAL</b>	\$38,746,640	<b>\$39,374,602</b>	<b>\$627,961</b>	<b>1.62%</b>	100%

The recommended budget proposes an increase of 1.62% (consistent with Budget "A" Proposal)

Level Service Budget = 1.20%

Program Improvements = 0.42%

# SUMMARY OF EXPENSES: GENERAL FUND

## *Revised Budget Proposal: March 9, 2017*

Category	FY2017 Adjusted Budget	FY2018 Proposed Budget	\$ Change	% Change	% of Total FY2018 Budget
Salary and Other Compensation	\$33,281,664	\$34,064,928	\$783,264	2.35%	86.67%
Instructional Materials/Supplies	\$1,237,386	\$1,238,422	\$1,036	0.08%	3.15%
Contracted Services	\$1,072,275	\$1,131,390	\$59,115	5.51%	2.88%
Contracted Student Services	\$2,974,978	\$2,895,125	(\$79,853)	(2.68%)	7.37%
Utilities	\$1,202,896	\$1,204,722	\$1,826	0.15%	3.07%
Equipment	\$758,944	\$628,694	(\$130,250)	(-17.16%)	1.60%
State Aid and Offset Accounts	(\$1,781,503)	(\$1,860,896)	(\$79,393)	4.46%	(4.73%)
<b>TOTAL</b>	\$38,746,640	<b>\$39,302,385</b>	<b>\$555,744</b>	<b>1.43%</b>	100%

The recommended budget proposes an increase of 1.43% (below the Budget "A" Proposal)

Level Service Budget = 0.98%

Program Improvements = 0.45%

## BUDGET HIGHLIGHTS: SALARY AND OTHER COMPENSATION

Category	FY2017 Adjusted Budget	FY2018 Proposed Budget	\$ Change	% Change	% of Total FY2018 Budget
Salary and Other Compensation	\$33,281,664	\$34,064,928	\$783,264	2.35%	86.67%

- Reflects retirements and contractual lane changes
- The projected enrollment for FY2018 shows the need to reduce sections in Grade 2, Grade 4, Grade 6, and Grade 8 with additional sections needed in Grade 3 and Grade 5 resulting in an overall reduction of 3.10 FTEs.
- At Country and Woodland Schools, the budget includes an additional 0.2 FTE at each school for reading/writing intervention, improving our Response to Intervention (RTI) model.
- Due to enrollment reductions and the frequency of small class sizes in the current school year, the High School budget reflects a reduction of 2.5 FTEs.
- As part of the Weston Education Association (WEA) collective bargaining agreement, all Grade Leader, House Director and House Supervisor funds remain in the budget. This model remains under review.



## BUDGET HIGHLIGHTS: INSTRUCTIONAL MATERIALS AND SUPPLIES

Category	FY2017 Adjusted Budget	<b>FY2018 Proposed Budget</b>	\$ Change	% Change	% of Total FY2018 Budget
Instructional Materials/Supplies	\$1,237,386	\$1,238,422	\$1,036	0.08%	3.15%

- Funds at the High School have been shifted to provide instructional materials funds to support June Academy.
- The budget includes \$20K for the renovation of the High School Library to provide quiet space for students and collaborative space for classes.
- Education Record Bureau (ERB) testing funds have been re-allocated to Teaching and Learning contracted services.

## BUDGET HIGHLIGHTS: CONTRACTED SERVICES

Category	FY2017 Adjusted Budget	FY2018 Proposed Budget	\$ Change	% Change	% of Total FY2018 Budget
Contracted Services	\$1,072,275	\$1,131,390	\$59,115	5.51%	2.88%

- Includes funds to implement the recommendations of the English Language Arts/Drama Program Review specifically targeted to improve our writing curriculum (K-8).
- Continued enhancement of school security districtwide.

## BUDGET HIGHLIGHTS: CONTRACTED STUDENT SERVICES

Category	FY2017 Adjusted Budget	FY2018 Proposed Budget	\$ Change	% Change	% of Total FY2018 Budget
Contracted Student Services	\$2,974,978	\$2,895,125	(\$79,853)	(2.68%)	7.37%

- In FY2017, funding for out of district transportation was transferred to the Special Education federal grant. With the delay in the approval of the grant until September, the general fund covered the transportation costs related to summer programming. In FY2018, the general fund budget includes the reduction of \$40K in transportation as summer transportation costs in FY2018 will be fully covered by the federal grant.
- Private placement costs are expected to increase by \$100,249 while collaborative placements are expected to be reduced by \$140,102. These costs represent an expected inflation factor of 2% on all known placements as of March 1, 2017.

## BUDGET HIGHLIGHTS: UTILITIES

Category	FY2017 Adjusted Budget	FY2018 Proposed Budget	\$ Change	% Change	% of Total FY2018 Budget
Utilities	\$1,202,896	\$1,204,722	\$1,826	0.15%	3.07%

- Below are the changes by fuel source:
  - Diesel (increase of \$17,917): fuel bid increased approximately 20%.
  - Natural Gas (reduction of \$41,446): anticipated reduction in need.
  - Electricity (increase of \$21,084): contracted prices effective November, 2016.
  - Gasoline (increase of \$1,777): fuel bid increased approximately 28%.
  - Water (increase of \$2,494): projection is based on the irrigation controls being supported at Town Meeting and in place next summer.

## BUDGET HIGHLIGHTS: EQUIPMENT

Category	FY2017 Adjusted Budget	FY2018 Proposed Budget	\$ Change	% Change	% of Total FY2018 Budget
Equipment	\$758, 944	\$628,694	(\$130,250)	(-17.16%)	1.60%

- The FY2018 budget continues to fund the computer replacement in the general fund at approximately \$328K.
- The budget includes \$40K for a joint Town/School purchase of a new Storage Area Network (SAN) device. A battery back-up currently used at Town Hall will be moved to the Middle School. The cost of this move is estimated at \$12K.
- One-time purchases made in FY2017 have been taken out of the FY2018 budget, including emergency radio communications, a network switch, and projectors for a total of \$137K.
- A reserve is budgeted for Grade 6 Chromebooks at \$51,015.

## BUDGET HIGHLIGHTS: STATE AID AND OFFSET ACCOUNTS

Category	FY2017 Adjusted Budget	FY2018 Proposed Budget	\$ Change	% Change	% of Total FY2018 Budget
State Aid and Offset Accounts	(\$1,781,503)	(\$1,860,896)	(\$79,393)	4.46%	(4.73%)

- Based on FY2017 receipts, the Circuit Breaker offset will increase by \$92,783.
- Weston Middle School Drama Program revenue assumptions, and related costs, have been reduced by \$3,000 based on the history of the past two school years.
- Roxbury-Weston Pre-School offset has been eliminated as we will no longer be providing transportation to the program.

## Components of Increase

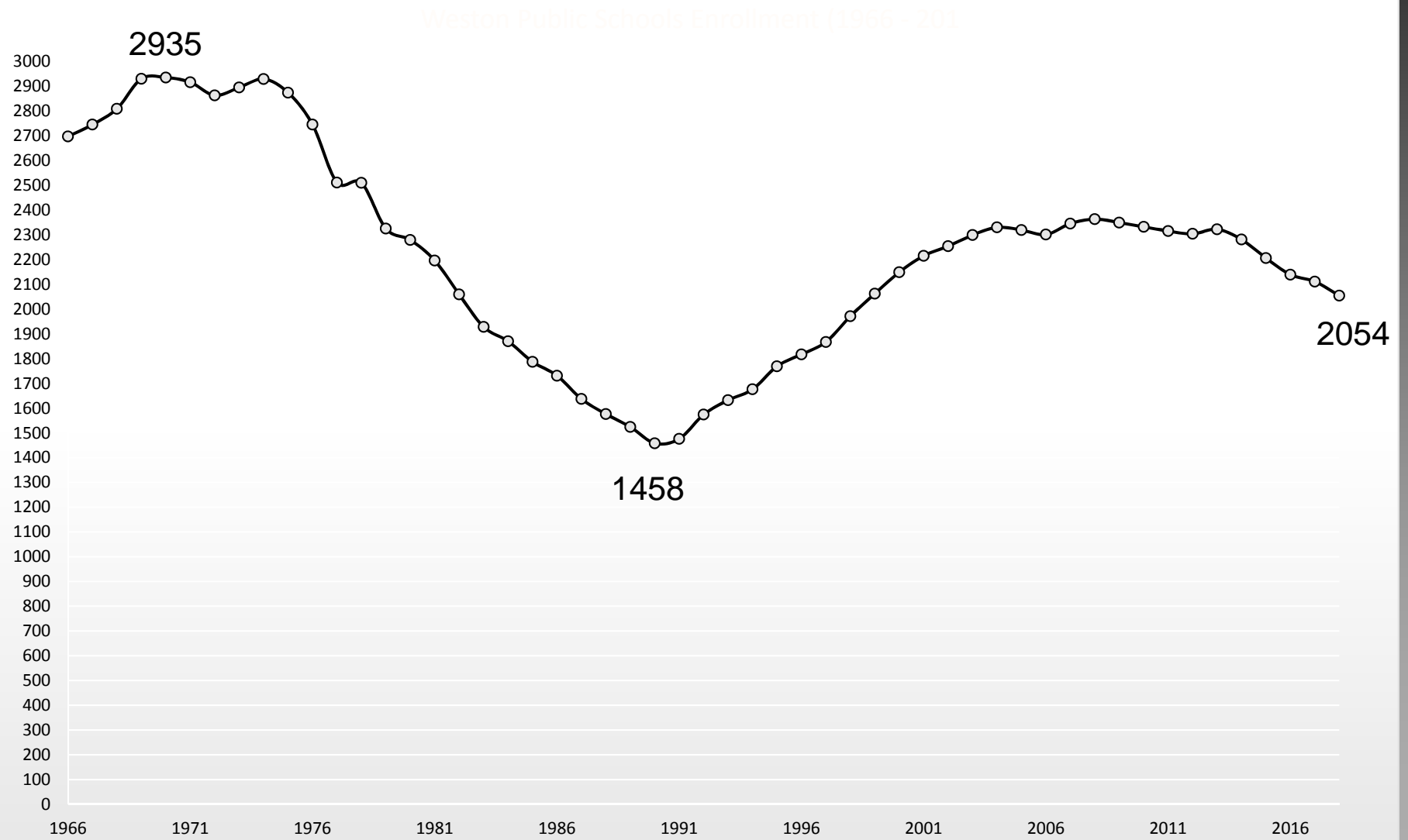
Total Recommended Increase	1.43%	\$555,744
Level Service Component	0.98%	\$379,948
• Salary/Collective Bargaining		\$1,026,209
• Enrollment Fluctuations		(\$418,333)
• Increase in Offsets / Revenue		(\$79,393)
• Special Education		\$49,238
• Utilities and Other Changes		(\$197,773)
Program Improvements	0.45%	\$175,797
• ELA Program Review/Writing Enhancements		\$48,000
• Targeted Academic Support		\$52,297
• Security and Technology		\$55,500
• Library Commons		\$20,000

## ENROLLMENT: OCTOBER 1, 2016

Country School (Grades PK-3)	285 Students
Woodland School (Grades PK-3)	302 Students
Field School (Grades 4-5)	347 Students
Weston Middle School (Grades 6-8)	514 Students
Weston High School (Grades 9-12)	705 Students
Sub-Total Enrollment (PK-12)	2,153 Students
Out-of-District Placements	28 Students
<b>Total Weston Public Schools Enrollment</b>	<b>2,181 Students</b>



# WESTON PUBLIC SCHOOLS ENROLLMENT: 1966-2018



## K-5 Class Size and Staffing Ratios

- Class size remains stable and consistent with Class Size Policy
- Enrollment is projected to decline slightly next year and for the next few years.

Grade	Range (Min-Max)	Target	11-12	12-13	13-14	14-15	15-16	16-17	17-18
K	17-21	19	17.1	19.3	17.7	17.4	18.1	18.1	18.1
1	17-21	19	17.9	19.5	19.1	18.0	17.3	19.0	18.4
2	18-22	20	19.4	18.9	20.5	19.4	18.7	19.1	20.0
3	18-22	20	20.8	20.1	19.4	19.9	19.4	18.9	19.0
4	20-24	22	20.8	20.8	20.9	20.3	19.5	23.8	19.6
5	20-24	22	22.8	21.5	21.3	21.8	20.0	19.6	21.3

\* Classes at the secondary level (Grades 8 -12) have a minimum class size of 12.

## MIDDLE SCHOOL CLASS SIZE (GRADES 6-8)

Grade	Sections & Class Size			
WESTON MIDDLE SCHOOL	2016-2017		2017-2018	
Grade 6	8	20.6	7	22.3
Grade 7	8	21.0	8	20.3
Grade 8	9	20.1	8	21.5

**-2.0 Sections**  
from FY2017 to FY2018

## HIGH SCHOOL CLASS SIZE (GRADES 9-12)

- At the Middle and High Schools, the range, median, and mean for the classes by department are calculated each year.
- At the High School, the minimum class size is 12 students for a course to run unless prior approval by the Superintendent and School Committee is obtained.
- The High School enrollment is expected to drop by 18 students next year. Enrollment projections next year are similar to the enrollment from FY2007. With no change in graduation requirements in the past 10 years, a reduction of 2.5 FTE's was included in Budget A. This would bring the FTE level consistent with the FY2007 staffing levels.

**-2.5 FTE**  
from FY2017 to FY2018

## General Fund Staffing

Description	FY'17 FTE	FY'18 FTE	FTE Variance
School Administration/Reserve	14.025	15.225	1.200
Elementary Schools	92.056	90.831	(1.225)
Middle Schools	56.887	53.787	(3.100)
High Schools	84.252	81.652	(2.600)
Facilities Department	31.140	31.140	0.000
Information Technology	13.029	13.029	0.000
Special Education	103.845	107.045	3.200
Transportation	21.195	21.115	(0.080)
<b>Total</b>	<b>416.430</b>	<b>413.824</b>	<b>(2.605)</b>

The FY'18 FTE count does not include the 2 Learning Assistants hired at Field School for the 16-17 school year for Grade 4.

## TREND DATA: RATE OF GROWTH

	FY'13	FY'14	FY'15	FY'16	FY'17	FY'18
Total Overhead*	\$9,916,682	\$9,950,325	\$10,486,266	\$11,105,465	\$11,609,707	\$11,708,495
Debt Service	\$3,025,862	\$4,206,511	\$4,074,298	\$4,588,735	\$4,460,766	\$4,500,209
WPS Budget	<u>\$34,135,541</u>	<u>\$35,755,383</u>	<u>\$37,023,312</u>	<u>\$37,483,440</u>	<u>\$38,746,641</u>	<u>\$39,302,385</u>
<b>Total Cost (\$)</b>	<b>\$46,358,085</b>	<b>\$45,912,219</b>	<b>\$51,583,876</b>	<b>\$53,177,640</b>	<b>\$54,817,113</b>	<b>\$55,511,089</b>

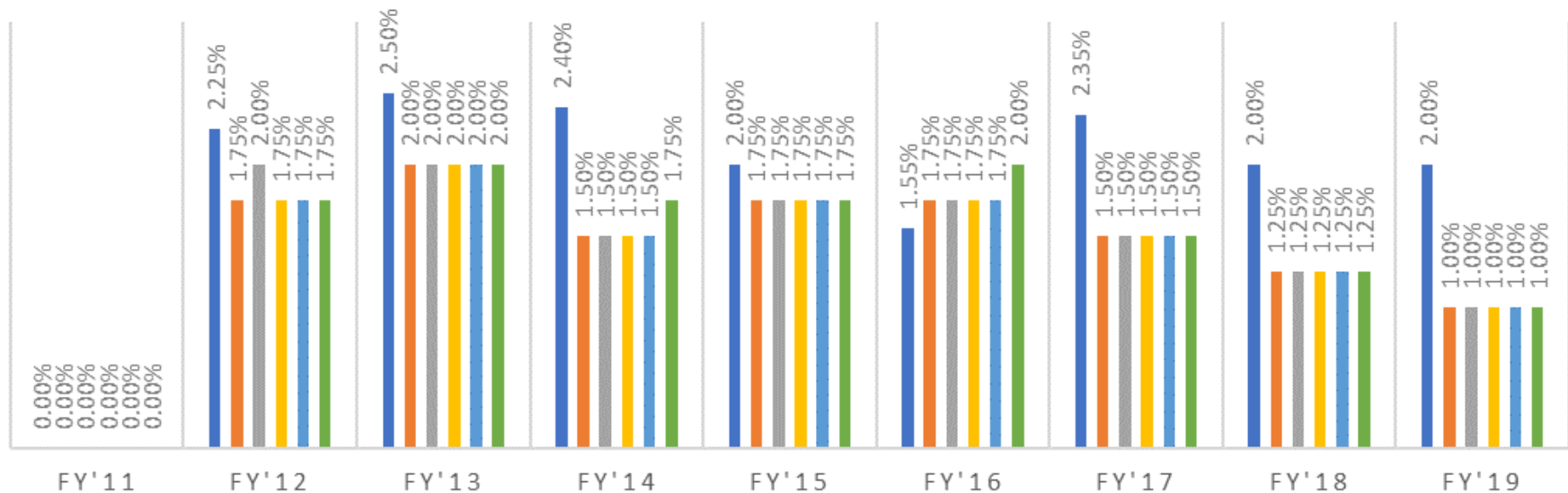
	FY'14	FY'15	FY'16	FY'17	FY'18
Total Overhead*	8.2%	5.4%	5.9%	4.5%	0.9%
Debt Service	39.0%	-3.1%	12.6%	-2.8%	0.9%
WPS Budget	<u>4.7%</u>	<u>3.5%</u>	<u>1.2%</u>	<u>3.4%</u>	<u>1.4%</u>
<b>Total Percent of Growth (%)</b>	<b>7.7%</b>	<b>3.3%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>1.3%</b>

\*Overhead includes: Health Insurance, Workers' Compensation, Unemployment, Property & Casualty Insurance, Retirement and OPEB

# TREND DATA: COLLECTIVE BARGAINING INCREASES

## COLLECTIVE BARGAINING ANNUAL INCREASES

■ WEA ■ WAPA ■ WEAAA ■ B&G ■ Transportation ■ Cafeteria

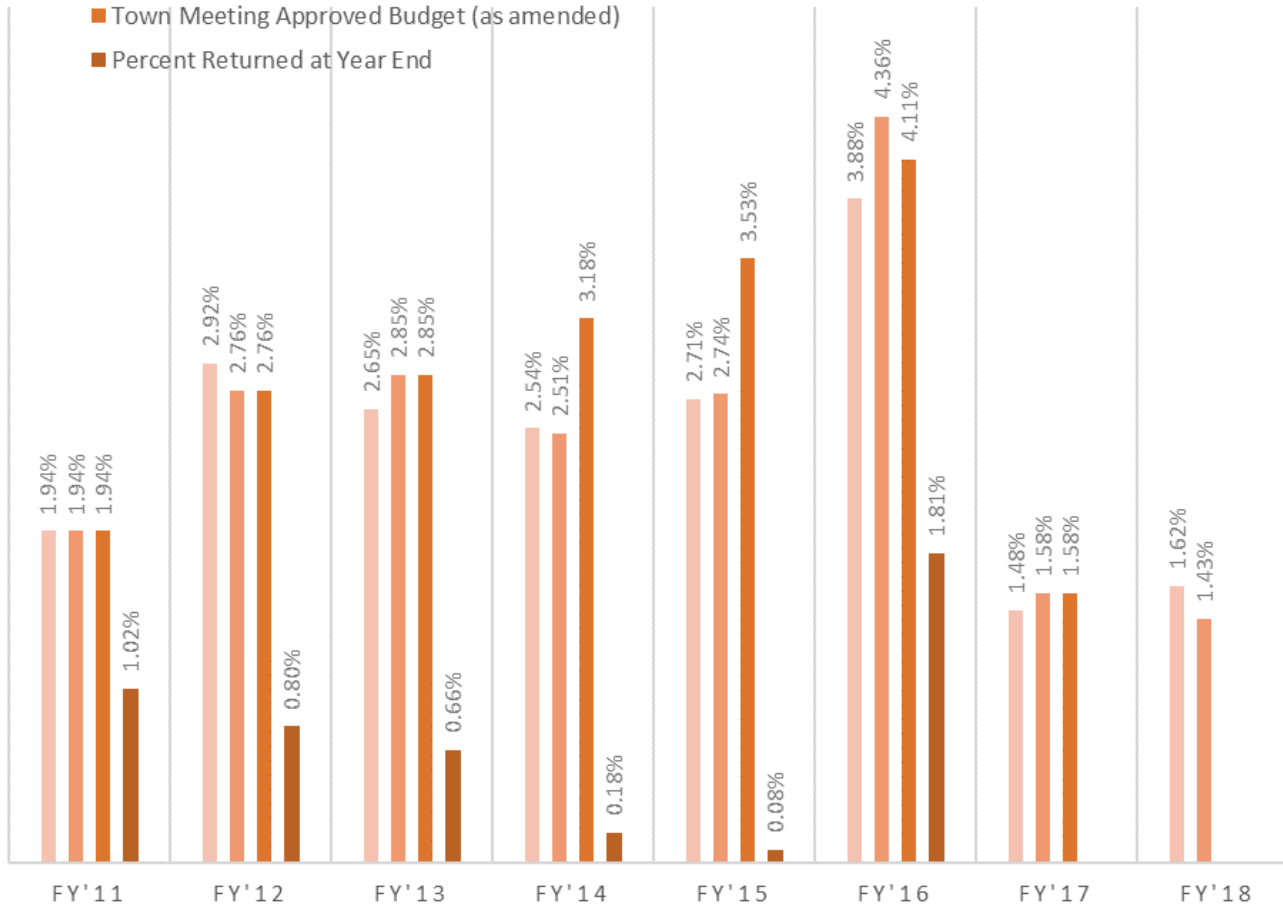


The 2014-2016 Weston Education Association (WEA) contract included a 0.35% cost of living adjustment on the last day of the contract. This 0.35% is added to the 2.0% increase in FY17 to reflect when the percentage was applied to the salary table.

# TREND DATA: ANNUAL BUDGET GROWTH

## PERCENT GROWTH

- Superintendent's Recommended Budget
- School Committee Voted Budget
- Town Meeting Approved Budget (as amended)
- Percent Returned at Year End





# TREND DATA: INSTRUCTIONAL STAFF

		Total Staffing		
		FY'16 FTE	FY'17 FTE	FY'18 FTE
	Direct Service: General Education Teachers	171.730	167.300	163.225
	Direct Service: Nurse, Librarian, Guidance, Metco	24.200	24.900	24.900
	Supervision: Release Time (Dept. Hd., Directors, etc.)	6.050	6.100	6.000
	Other: Trainer, Drama Release, WEA Release, OOD	2.550	2.550	2.550
	Direct Service: OT, PT, SPL, ELL, Psych	15.660	15.813	15.813
	Direct Service: Special Education Teachers	33.600	35.400	35.400
<b>Weston Education Association</b>		<b>253.790</b>	<b>252.063</b>	<b>247.888</b>
	Classroom Based (Kindergarten, Pre-School)	7.940	9.170	9.170
	Building Based and Special Education Clerical	18.280	17.531	17.281
	Building Based Technology Support	5.880	5.291	5.291
<b>Weston Aides and Paraprofessional Assoc.</b>		<b>32.100</b>	<b>31.992</b>	<b>31.742</b>
	Administrative Assistants	20.120	21.217	21.217
<b>Weston Education Administrative Asst. Assoc.</b>		<b>20.120</b>	<b>21.217</b>	<b>21.217</b>
	Custodian and Maintenance	30.000	30.000	30.000
<b>AFSCME Building and Grounds</b>		<b>30.000</b>	<b>30.000</b>	<b>30.000</b>
	Bus Drivers	20.210	19.275	19.195
<b>Weston School Bus Driver Association</b>		<b>20.210</b>	<b>19.275</b>	<b>19.195</b>
	Central Office Administration	5.340	5.806	5.806
	Principals/Assistant Principals	7.000	7.000	7.000
	Other: Athletics, Technology, Bus, Food Svc., Analyst	9.490	8.932	8.932
<b>System Wide Non-Unit Personnel:</b>		<b>21.830</b>	<b>21.738</b>	<b>21.738</b>
	Direct Service: Special Education/ ELL	46.080	51.389	50.509
	Direct Service: Regular Education/Academic Support	5.910	7.705	6.155
<b>Non-Unit Personnel Learning Assistants:</b>		<b>51.990</b>	<b>59.094</b>	<b>56.664</b>
	Cafeteria	19.830	19.180	19.180
<b>AFSCME Cafeteria</b>		<b>19.830</b>	<b>19.180</b>	<b>19.180</b>
<b>Totals</b>		<b>449.870</b>	<b>454.559</b>	<b>447.624</b>
	Direct Service	305.120	311.677	305.172
	Non-Direct Service	143.750	142.882	142.452
<b>Total</b>		<b>448.870</b>	<b>454.559</b>	<b>447.624</b>
	% Direct Service	68.0%	68.6%	68.2%

# TREND DATA: INSTRUCTIONAL STAFF

		Total Staffing		
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	Direct Service: General Education Teachers	171.730	167.300	163.225
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	Supervision: Release Time (Dept. Hd., Directors, etc.)	6.050	6.100	6.000
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	Classroom Based (Kindergarten, Pre-School)	7.940	9.170	9.170
	Building Based and Special Education Clerical	18.280	17.531	17.281
	Building Based Technology Support	5.880	5.291	5.291
<b>Weston Aides and Paraprofessional Assoc.</b>		<b>32.100</b>	<b>31.992</b>	<b>31.742</b>
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	Bus Drivers	20.210	19.275	19.195
<b>Weston School Bus Driver Association</b>		<b>20.210</b>	<b>19.275</b>	<b>19.195</b>
	Central Office Administration	5.340	5.806	5.806
	Principals/Assistant Principals	7.000	7.000	7.000
	Other: Athletics, Technology, Bus, Food Svc., Analyst	9.490	8.932	8.932
<b>System Wide Non-Unit Personnel:</b>		<b>21.830</b>	<b>21.738</b>	<b>21.738</b>
	Direct Service: Special Education/ ELL	46.080	51.389	50.509
	Direct Service: Regular Education/Academic Support	5.910	7.705	6.155
<b>Non-Unit Personnel Learning Assistants:</b>		<b>51.990</b>	<b>59.094</b>	<b>56.664</b>
	Cafeteria	19.830	19.180	19.180
<b>AFSCME Cafeteria</b>		<b>19.830</b>	<b>19.180</b>	<b>19.180</b>
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Direct Service		305.120	311.677	305.172
Non-Direct Service		143.750	142.882	142.452
<b>Total</b>		<b>448.870</b>	<b>454.559</b>	<b>447.624</b>
% Direct Service		68.0%	68.6%	68.2%

If Weston contracted out for cleaning services, food services and bus drivers, the % of direct service would be:

FY'16: 79.49%

FY'17: 79.69%

FY'18: 79.42%



Weston Public Schools

# **FY2018 Budget Presentation**

**QUESTIONS**