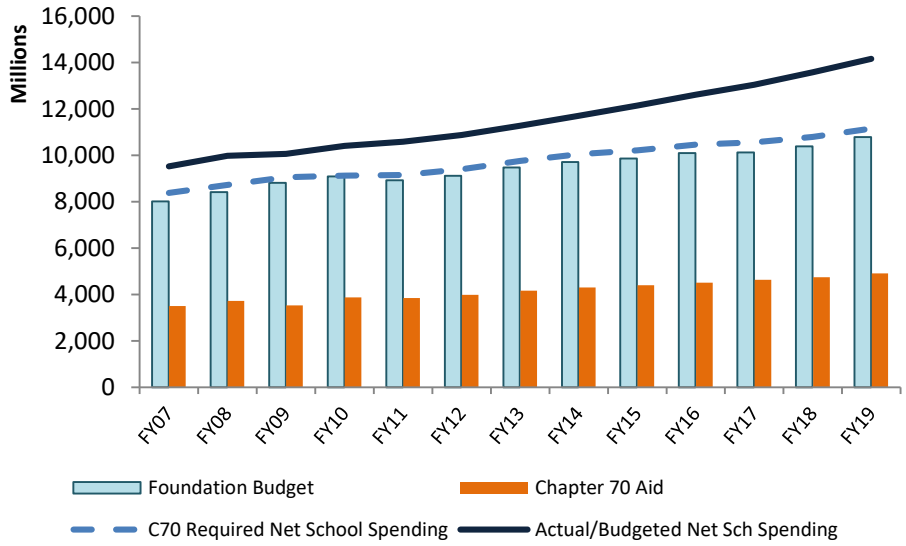
Informational Section

INFORMATIONAL SECTION

The Informational Section of the budget is designed to provide the reader a broader context of the Town of Weston and Weston Public Schools. This section will review Weston's taxation structure in relation to the property valuations; examine enrollment trends and forecasts; forecast future budgetary impacts to revenue and expenditures; compare financial data with neighboring communities and highlight student achievement data.

Summary Information

In 1993, Massachusetts passed the Education Reform Act. One of the major tenants of the legislation included a greater and more equitable funding source to schools over a 7-year period, otherwise known as the Foundation Budget. The Foundation Budget was designed to bring communities up to a minimum funding level, which varied by district based on local demographic and economic factors. The Foundation Budget began at $5,500 per student in FY'93 and has reached $10,150 in FY'19, demonstrating a significant investment in public education by the state of Massachusetts. Weston Public Schools relies heavily on local property taxes to fund the school system. As the foundation budget has increased, the required net school spending, or local contribution, has also increased. The required net school spending is the minimum amount a community can allocate to the schools. As the chart below indicates[1], Weston receives relatively little Chapter 70 (state educational aid) Aid while spending in excess of the required levels (net school spending).



Similar to many other high performing Massachusetts school districts, Weston spends significantly more local funds on education than required by the net school spending formula. The additional funds are a result of a class size policy for Kindergarten through Grade 5; diverse course offerings at all academic levels; transportation for all students; ratio of enrollment to operating costs and an emphasis on maintaining highly qualified educators.

[1] Source: Massachusetts Department of Elementary and Secondary Education web site.

Property Taxes

Weston relies heavily on local revenue sources to fund the public schools. In 1980, a ballot initiative in Massachusetts to limit the growth of local property taxes passed. This law, referred to as Proposition 2 1/2[2], went into effect in 1982. Essentially, the personal property tax may not increase more than 2.5% of the prior year's levy limit, plus new growth and any overrides or exclusions. A community may vote to allow for a Proposition 2 ½ override vote to permanently increase the tax burden. Below is a table showing the historical property valuations and tax rates:

	FY'13	FY'14	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20
Population[10]	11,608	11,580	11,581	11,391	11,472	11,389	11,486	11,138
Number of Voters[11]	7,264	7,860	8,179	8,008	8,442	8,312	8,312	8,049
Valuation of Real Estate	$5,151,565,800	$5,292,759,000	$5,565,225,800	$5,811,898,500	$5,881,989,600	$5,952,190,900	$6,106,168,300	$6,190,659,400
Valuation of Personal Property	$43,864,400	$48,169,200	$47,169,200	$49,587,500	$59,025,200	$63,924,000	$69,551,400	$71,681,100
Total Assessed Valuation	$5,195,430,200	$5,340,928,200	$5,612,459,200	$5,861,486,000	$5,941,014,800	$6,016,114,900	$6,175,719,000	$6,262,340,500
Tax Rate per $1,000 Valuation	$12.40	$12.73	$12.28	$12.16	$12.40	$12.51	$12.59	$12.83

Weston has a single tax rate for residential, commercial, industrial and personal property. Given the limited commercial base in town, having a single rate is understandable. Below is a historical view of the tax levy and associated collections. The information is provided as a table.

				Collections as of Fiscal Year End	
Fiscal Year	Gross Tax Levy	Overlay Reserve for Abatements	Net Tax Levy	Dollar Amount	% of Net Tax Levy
2013	$64,423,335	$430,916	$63,992,419	$62,772,902	98.1%
2014	$67,990,016	$434,643	$67,555,373	$66,944,011	99.1%
2015	$69,920,999	$450,988	$69,470,011	$68,349,217	98.4%
2016	$71,275,670	$406,511	$70,869,159	$70,166,805	99.1%
2017	$73,668,584	$446,753	$74,115,337	$73,448,299	99.1%
2018	$75,261,598	$427,107	$74,834,490	$74,329,915	99.3%
2019	$76,876,659	$430,187	$76,446,472	$75,794,185	99.1%
2020	$80,345,829	$463,846	$79,881,983		

The Town of Weston actively seeks the collection of taxes that is reflected in the percent of net tax levy collections in excess of 99%.

[2] Massachusetts General Law Ch. 59 § 21C

Proposition 2 ½ Overrides History

With property taxes capped through Proposition 2 ½, a community may request an override from the local legislative body. In Weston's case, an operating override has been requested on a number of occasions over the past three decades, but not in the last thirteen years. Approval of an override results in the permanent increase in the tax structure. Below is a summary of the overrides and their outcome.

Fiscal Year	Override Amount	Fiscal Year	Override Amount	Fiscal Year	Override Amount
2021	$0	2008	$0	1995	$300,000
2020	$0	2007	$1,100,000	1994	$200,000
2019	$0	2006	$1,370,000	1993	$0
2018	$0	2005	$0	1992	$700,000
2017	$0	2004	$0	1991	$800,000
2016	$0	2003	$0	1990	$245,000
2015	$0	2002	$500,000	1989	$362,700
2014	$0	2001	$590,000	1988	$341,600
2013	$0	2000	$0	1987	$0
2012	$0	1999	$0	1986	$0
2011	$0	1998	$450,000 (Defeated)	1985	$150,000
2010	$0	1997	$0	1984	$274,000
2009	$0	1996	$0	1983	$266,000

As this table indicates, the taxpayers of Weston have been very supportive of general operating budget overrides presented to them by the Board of Selectmen and the School Committee.

Debt Exclusion

Debt exclusions create temporary increases in the levy limit to fund the payment of debt service costs for the capital projects funded by borrowing. The additional amount for the debt service is added to the levy limit for the life of the debt. Exclusions do not become part of the base upon which the levy limit is calculated in future years. A majority vote of the Board of Selectmen is required to add a debt exclusion vote to the Town Meeting warrant. Town Meeting members must pass the warrant by a majority vote for approval. Below is a summary of votes since 1984:

Fiscal Year	Debt Exclusion Amount	Fiscal Year	Debt Exclusion Amount	Fiscal Year	Debt Exclusion Amount
2019	$7,941,707	2007	$2,130,000	1995	$2,380,000
2018	$8,094,771	2006	$2,187,500	1994	$945,000
2017	$8,084,603	2005	$3,787,000	1993	$181,500
2016	$8,105,064	2004	$1,165,000	1992	$3,950,000
2015	$7,027,037	2003	$5,130,000	1991	$1,950,000
2014	$3,572,000	2002	$37,406,000	1990	$2,375,000
2013	$750,000	2001	$2,525,000	1989	$620,000
2012	$45,110,000	2000	$4,660,000	1988	$2,100,000
2011	$2,526,937	1999	$5,550,000	1987	$1,950,000
2010	$16,720,500	1998	$10,925,000	1986	$4,250,000
2009	$1,234.500	1997	$15,480,000	1985	$1,890,000
2008	$3,095,000	1996	$988,000	1984	$460,000

Over the past 36 years, Weston taxpayers have voted in favor of proposed exclusions presented to Town Meeting. A single vote can represent approval or denial of multiple projects. The debt exclusions are a mix of Town and School related items.

Tax Impact

In 2000, Massachusetts enacted the Community Preservation Act[3] (CPA) permitting cities and towns accepting the provisions to raise monies to acquire, preserve and restore open space. A surcharge of up to 3% on real property tax bills is matched by state dollars from the registry of deeds fees. The funds are maintained in a restricted fund. Weston enacted this provision in 2002. Through Town Meeting approval, Weston was one of the original 34 communities opting into this program. The summary of the components of the property tax bill for a home assessed at $1,187,400, which is the median property value in Weston in fiscal year 2019 is:

	FY'12	FY'13	FY'14	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20 Estimated
Base Property Tax	$10,314	$10,511	$10,999	$11,573	$11,943	$12,262	$12,506	$12,770	$13,480
Allowable 2.5% Increase / New Growth	527	389	486	545	508	570	593	636	495
Excluded Debt (New and Old)	1,410	1,260	1,459	1,376	1,558	1,582	1,579	1,544	1,710
Proposition 2 ½ Override	0	0	0	0	0	0	0	0	0
Community Preservation Act Surcharge	326	328	350	368	384	395	403	411	431
Total Tax Bill	**$12,378**	**$12,487**	**$13,294**	**$13,861**	**$14,392**	**$14,809**	**$15,081**	**$15,360**	**$16,116**

[3] Massachusetts General Law, Chapter 44B

Below is a table detailing how the property tax for the median residential value of $1,187,400 (fiscal year 2020 data) is allocated across departments:

Category of Spending	FY'15 Dollars	FY'15 Percent	FY'16 Dollars	FY'16 Percent	FY'17 Dollars	FY'17 Percent	FY'18 Dollars	FY'18 Percent	FY'19 Dollars	FY'19 Percent	FY'20 Dollars	FY'20 Percent
Schools & Minuteman Vocational	$8,807	63.5%	$9,245	64.2%	$9,470	63.9%	$9,597	63.6%	$9,554	61.9%	$9,805	60.8%
Public Safety	1,608	11.6%	1,720	12.0%	1,725	11.6%	1,667	11.1%	2,008	13.0%	2,021	12.5%
Public Works	1,078	7.8%	1,070	7.4%	1,147	7.7%	1,214	8.0%	1,316	8.5%	1,595	9.9%
General Government	624	4.5%	635	4.4%	733	4.9%	911	6.0%	795	5.2%	870	5.4%
Library & Recreation	508	3.6%	539	3.6%	557	3.7%	560	3.5%	596	3.8%	610	5.4%
Facilities, Town-wide	339	2.4%	302	2.1%	336	2.3%	386	2.6%	368	2.4%	376	3.7%
Finance	196	1.4%	207	1.4%	200	1.4%	240	1.6%	324	2.1%	331	2.3%
Insurance and Other Unclassified	205	1.5%	198	1.4%	147	1.0%	27	0.2%	0	0.0%	0	2.1%
Health & Human Services	91	0.7%	70	0.5%	70	0.5%	75	0.5%	69	0.4%	71	0.4%
Planning & Land Use	36	0.3%	21	0.1%	28	0.2%	11	0.1%	0	0.0%	6	0.0%
	$13,493	97.3%	$14,008	97.3%	$14,414	97.3%	$14,678	97.3%	$15,030	97.3%	$15,685	97.3%
CPA Surcharge	368	2.7%	384	2.7%	395	2.7%	403	2.7%	412	2.7%	431	2.7%
Total Median Property Tax Bill	**$13,861**	**100%**	**$14,392**	**100%**	**$14,809**	**100%**	**$15,081**	**100%**	**$15,442**	**100%**	**$16,116**	**100.0%**

Prior to 1991, Massachusetts had a separate tax rate for education at the municipal level. The current tax rate of the Town supports educational and municipal expenditures and is set by the Town Assessor's Office, with approval by the Massachusetts Department of Revenue, on an annual basis. Historically, Weston has had the highest average single-family tax bill in Massachusetts. The table below provides a brief history of the average single family in neighboring communities.

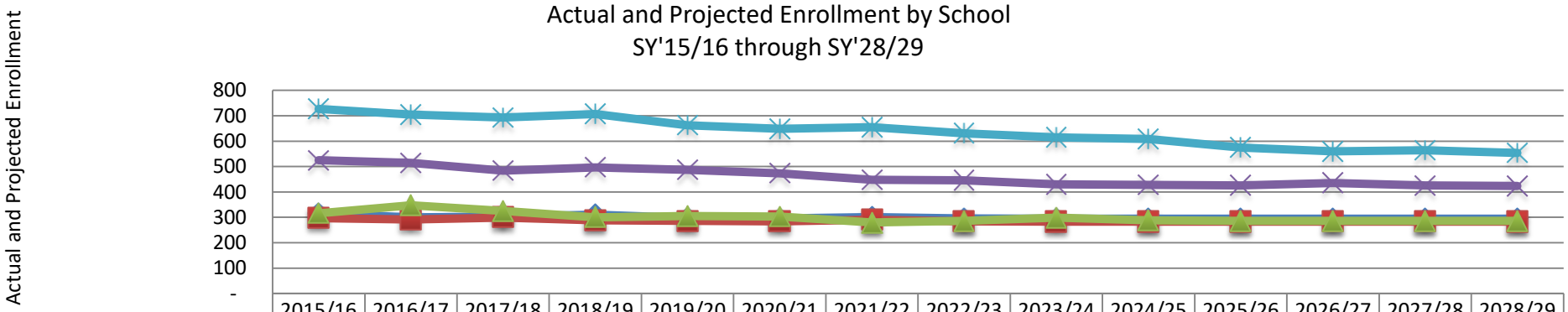
	FY'16			FY'17			FY'18			FY'19			FY'20		
	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank[4]	Table Rank
Belmont	$11,656	12	10	$11,950	12	10	$12,196	14	10	$12,720	11	9			
Carlisle	$13,588	6	6	$14,062	6	6	$14,701	5	5	$15,016	6	6	$15,423		7
Concord	$13,490	7	7	$13,895	7	7	$14,494	7	7	-		-		-	
Dover	$14,149	4	4	$14,527	4	4	$14,670	6	6	$15,693	4	4	$15,679		5
Lexington	$12,955	8	8	$13,506	8	8	$14,169	8	8	$14,834	7	7	$15,547		6
Lincoln	$15,033	3	3	$15,185	3	3	$15,629	2	2	$16,118	2	2	$18,097		2
Needham	$9,587	25	12	$10,034	23	12	$10,749	21	12	$11,402	16	11	$12,272		10
Newton	$10,728	15	11	$11,346	15	11	$11,830	15	11	$12,393	13	10	$12,849		9
Sherborn	$15,104	2	2	$15,425	2	2	$15,496	3	3	$15,952	3	3	$16,259		3
Wayland	$11,730	11	9	$12,529	9	9	$12,906	10	9	$13,719	8	8	$14,214		8
Wellesley	$13,971	5	5	$14,333	5	5	$14,839	4	4	$15,406	5	5	$15,760		4
Weston	$18,762	1	1	$19,380	1	1	$19,653	1	1	$20,016	1	1	$20,922		1
Statewide Ave.[5]	**$5,391**			**$5,587**			**$5,792**			**$5,993**			**$6,245**		

[4] As of December 19, 2019, the statewide raking was unavailable on the Massachusetts Department of Revenue, Division of Local Services web site.
[5] Source: Massachusetts Department of Revenue, Division of Local Services.

The School Committee and Administration is appreciative of the support taxpayers have provided to the schools and are mindful of the budgetary implications on the taxpayers when developing a budget proposal.

Student Enrollment (Current and Projected)

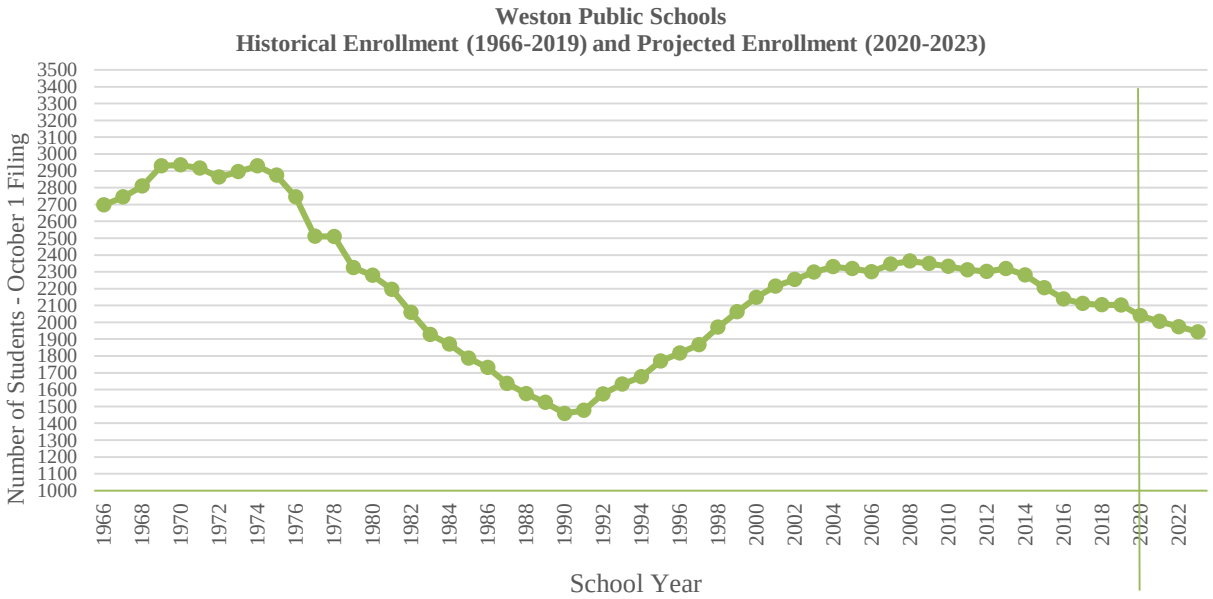
Weston Public Schools reports student enrollment and demographic data to the Massachusetts Department of Elementary and Secondary Education (MA DESE) three times a year: October 1, March 1 and Year End. The October 1 numbers are used to determine staffing for the Superintendent's Recommended Budget on an annual basis. Weston utilizes the cohort survival method, a commonly used projection methodology among school districts throughout the country. The table below reflects pre-school through Grade 12.



	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Country School	316	300	303	311	298	296	301	296	295	295	295	295	295	295
Woodland School	297	291	299	288	286	284	290	284	283	283	283	283	283	283
Field School	316	347	325	300	305	303	280	286	299	288	286	286	286	286
Weston Middle School	525	514	484	497	487	473	448	446	430	428	426	436	426	423
Weston High School	727	705	693	707	663	649	655	631	615	609	575	560	564	554

The cohort survival method utilizes historical enrollment data by grade to calculate a ratio of the number of students in a particular grade in one year to the number of students in that grade from the previous year. Kindergarten projections are typically based on the number of live births reported by the Massachusetts Department of Public Health five years prior. For school year 2020-2021, the Kindergarten projection is based on the birth to kindergarten ratio from school year 2019-2020 of 2.21. Three ratios are developed: 3-year average, 5-year average and 10-year average. Based on available demographic and community data, a ratio is chosen for the upcoming school year. This ratio is applied to the current enrollment (October 1 figures) to calculate the upcoming school year projections.

Historically, Weston has experienced significant fluctuations in enrollment over the past 50 years. Since school year 2014-2015, there has been a gradual decrease in enrollment. Over the past five years, our enrollment has dropped by 142 students. This gradual decrease is forecasted to continue into the near future of 20-50 students decrease in each of the next 5 years. Below is a view of the historical changes to enrollment.



Enrollment Highlights:

Historical High:
Year: 1970
Number of Students: 2,935

Historical Low:
Year: 1990
Number of Students: 1,458

Current Year:
Year: 2020
Number of Students: 2,039

Projected Enrollment in 2023:
Number of Students: 1,943

Average Enrollment:
1966 through 2020
Number of Students: 2,214

Class Size Policy

In 2005, the School Committee approved the Class Size Policy for Kindergarten through Grade 5. Staffing patterns proposed in the budget are directly related to ensure compliance with the class size policy; mandated staffing such as Special Education and English Language Learners (ELL); or change in the Middle and High School Program of Studies. The table below provides a historical view of our class sizes compared to the policy guidelines.

Average Number of Pupils per Classroom - Grades K-5

Grade	Range (Min-Max)	Target	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20
K	17-21	19	19.4	17.1	19.7	17.1	19.3	17.7	17.4	18.1	18.1	19.7	19.9	18.3
1	17-21	19	19.5	20.9	18.8	17.9	19.5	19.1	18.0	17.3	19.0	19.7	17.4	20.0
2	18-22	20	20.9	19.9	20.0	19.4	18.9	20.5	19.4	18.7	19.1	20.1	20.1	21.0
3	18-22	20	20.4	21.1	20.0	20.8	20.1	19.4	19.9	19.4	18.9	19.8	21.7	20.9
4	20-24	22	21.0	20.6	22.0	20.6	20.8	20.9	20.3	19.5	23.8	19.3	19.0	22.0
5	20-24	22	20.1	20.4	20.6	22.9	21.5	21.3	21.8	20.0	19.6	21.1	21.1	21.6

At the Middle and High Schools, the range, median and mean for the classes by department are calculated each year. At the Middle and High Schools, the minimum class size is 15[6] for a course to run unless prior approval by the Superintendent and School Committee is obtained. The tables below provide a 4-year range of data.

Average Number of Pupils per Classroom - Grades 6-12

Middle School	16-17 Range	16-17 Median	16-17 Mean	17-18 Range	17-18 Median	17-18 Mean	18-19 Range	18-19 Median	18-19 Mean	19-20 Range	19-20 Median	19-20 Mean
English	14 to 24	19	19.9	14 to 24	20	20.0	13 to 26	20	19.8	12 to 24	21.0	20.6
Social Studies	14 to 24	21	20.5	17 to 25	21	20.9	17 to 25	21	20.6	17 to 25	21.0	21.2
Mathematics	12 to 24	18.5	19.2	13 to 24	19.5	19.5	13 to 24	19	19.2	13 to 25	20.5	19.8
World Lang.	13 to 24	19	18.2	9 to 28	17	18.6	9 to 28	18	18.4	12 to 27	18.0	18.7
Science	14 to 25	21	20.5	16 to 24	22	21.0	16 to 24	21	20.7	17 to 24	21.0	21.2

High School	16-17 Range	16-17 Median	16-17 Mean	17-18 Range	17-18 Median	17-18 Mean	18-19 Range	18-19 Median	18-19 Mean	19-20 Range	19-20 Median	19-20 Mean
English	10 to 24	19	18.8	11 to 24	18.5	18.8	12to 26	20	19.6	13 to 25	18.0	18.5
Social Studies	13 to 24	18.5	19.1	8 to 24	22	20.8	16 to 25	22	21.9	12 to 24	22.0	20.8
Mathematics	9 to 25	19	19.1	11 to 25	21	19.4	8 to 26	21	19.7	12 to 26	18.0	18.7
World Lang.	6 to 24	17	16.8	9 to 24	19	17.7	10 to 24	18	17.5	10 to 23	18.0	17.7
Science	9 to 24	21	19.0	8 to 25	21	19.9	9 to 25	22	20.7	11 to 24	21.0	19.7

[6] At the December 11, 2017 School Committee meeting, the members voted to raise the minimum class size from 12 students to 15 students. Classes expected to run under 15 students must request School Committee approval.

Personnel Resource Allocation

Education is a staff dependent business. With a clear class size policy (kindergarten through grade 5), staff resources are determined annually based on enrollment projections and mandated services (special education, English Language Learners, math and literacy support, etc.)

Enrollment Decline (13.63 Full Time Equivalents – FTE's): Due to enrollment declines districwide, the budget includes the reduction of 13.63 FTE's. There is an increase of 1.0 FTE's at the elementary level due to student needs. While staying within the Weston Public Schools class size policy, we were able to decrease FTE's while maintaining programming and opportunities for students. Below is a summary of the full time equivalent (FTE) changes:

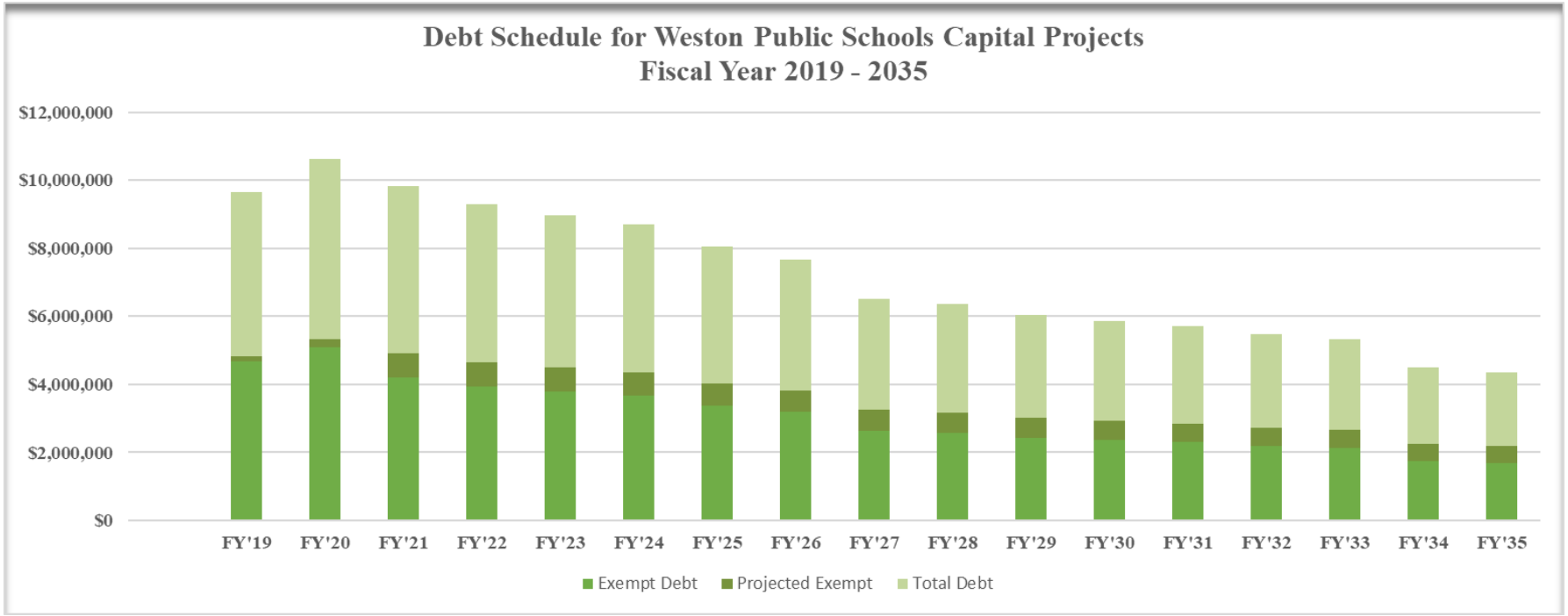
Additions		
Nurse	1.0 FTE	$76,278
Total Additions:	**1.0 FTE**	**$76,278**

Reductions		
Elementary	4.35 FTE	($206,195)
Middle School	2.76 FTE	($141,994)
High School	5.81 FTE	($339,628)
Districtwide	1.71 FTE	($94,808)
Total Reductions:	**14.63 FTE**	**($782,625)**

With parallel pre-Kindergarten to Grade 3 schools, the number of Kindergarten sections are split across the buildings. When an odd number of sections are expected, the 'additional' section is swapped between the two schools: Country (C) School and Woodland (W) School. In school year 2020-2021, we anticipate seven (7) sections of Kindergarten, with the fourth section going to Woodland School. Over time, this balances out the classrooms, and staffing impacts, across the buildings.

Bond Schedule

Weston Public Schools does not have the statutory authority to issue bonds. The district must work collaboratively with the Town of Weston to identify and prioritize capital projects. The current year debt payments are related to the renovations of the High School (1996), Middle School (1996), Country and Woodland Schools (2001), School Bus Replacements (2002-2010), Paving (2004-2008), School Technology (2008-2010), High School Science Labs (2011) and Field School (2013).



In Massachusetts, municipal school districts do not have the authority to issue debt. All debt is carried by the Town. Debt is a financial indicator that is reviewed annually to ensure the debt as a percent of operating revenue is favorable and does not adversely impact the Town's bond rating. Projected debt is used for internal planning purposes to ensure our total outstanding debt for the Town does not exceed 15% of operating revenue, a benchmark set by the rating agencies. In 2017, total debt services are 9.65% of gross operating revenue. Over the past ten years, this percentage has ranged from a high of 10.91% in 2008 to a low of 9.21% in 2015. Debt service exceeding 15% of operating revenues is considered a warning indicator by the credit rating organizations. In 2017, the financial impact to each household was $2,222. The full school related debt schedule is available in the Financial Section of the budget document.

Comparable Community Data

Weston Public Schools has, like many other public schools, emphasized the use of data to drive decision-making. This section will focus on a few data points and compare Weston data to our comparable communities.

Per Pupil Expenditure:

Each September, the Assistant Superintendent for Finance and Operations submits the End of Year (EOY) report to the Massachusetts Department of Elementary and Secondary Education (MA DESE). As described by the DESE, "[The EOY report] shows all school operating expenditures including those outside the general fund such as grants, private donations, and revolving accounts. They include payments for local resident pupils who are being educated in schools outside the district. As well as showing the overall cost per pupil, they provide detail about how schools spend their funds in specific functional areas such as teaching, maintenance, and administration."

The Per Pupil Expenditure (PPE) is calculated for each district based on the submission of the data contained in the EOY report. Below is a historical view of Weston's Per Pupil Expenditures by major category. Since fiscal year 2011, the per pupil expenditures has increased. At the initiation of the teacher's union, a joint labor management committee was formed in fiscal year 2008 to investigate switching from self-insured health plans to the state sponsored Group Insurance Commission (GIC). In July 2007, the state legislature allowed municipalities to join GIC as a cost reducing measure. Weston joined the GIC on July 1, 2009 as part of the third group of municipalities to do so. Reconsideration and negotiation for that contract comes up at the end of FY'21. Below is a summary of the categories that make up the PPE for Weston for the past seven years.

Category	FY'12 PPE	FY'13 PPE	FY'14 PPE	FY'15 PPE	FY'16 PPE	FY'17 PPE	FY'18 PPE	% Inc./(Dec.) from FY'17	% Inc./(Dec.) from FY'12
Administration	$686.73	$687.76	$775.14	$799.45	$926.05	$807.85	$894.73	10.75%	30.29%
Instructional Leadership	$1,393.52	$1,386.61	$1,596.05	$1,711.13	$1,768.06	$1,839.95	$1,856.93	0.92%	33.25%
Classroom and Specialist Teachers	$7,000.90	$7,386.31	$7,913.47	$8,138.85	$8,175.95	$8,811.57	$8,969.52	1.79%	28.12%
Other Teaching Services	$1,616.71	$1,403.18	$1,443.72	$1,757.22	$2,084.04	$1,750.91	$2,019.43	15.34%	24.91%
Professional Development	$278.07	$202.41	$242.48	$243.12	$297.54	$337.21	$161.07	(52.23%)	(42.08%)
Instructional Materials, Equipment and Technology	$743.66	$886.34	$574.84	$631.00	$811.24	$883.83	$915.46	3.58%	23.10%
Guidance, Counseling and Testing	$555.59	$630.71	$686.70	$656.35	$684.49	$734.57	$704.79	(4.05%)	26.85%
Pupil Services	$1,724.41	$1,815.02	$1,875.41	$1,966.32	$1,899.27	$2,089.65	$2,165.12	3.61%	25.56%
Operations and Maintenance	$1,646.70	$1,644.29	$1,721.27	$1,761.62	$1,797.84	$1,794.86	$2,062.40	14.91%	25.24%
Insurance, Retirement Programs and Others	$3,711.42	$3,747.90	$3,996.88	$4,161.20	$4,425.74	$4,647.53	$4,757.25	2.36%	28.18%
Per Pupil Expenditure	**$19,915**	**$20,579**	**$21,652**	**$22,768**	**$23,898**	**$24,458**	**$25,367**	**3.72%**	**27.38%**

Although Weston regularly reviews our own per pupil expenditures over time, we also compare our spending with comparable communities. Below is a table of PPE for the past seven (7) school years:

FY'18			FY'12		FY'13		FY'14		FY'15		FY'16		FY'17		FY'18	
Grades	**Enr.**	**District**	**PPE**	**Rank**	**PPE**	**Rank**	**PPE**	**Rank**	**PPE**	**Rank**	**PPE**	**Rank**	**PPE**	**Rank**	**PPE**	**Rank**
pk-12	4,696	Belmont	$12,259	16	$12,659	16	$12,799	16	$13,029	15	$13,349	16	$13,656	16	$14,246	16
pk-12	7,904	Brookline	$16,556	9	$16,924	10	$17,291	10	$17,652	11	$18,866	9	$19,649	9	$19,922	9
pk-8	629	Carlisle	$16,614	8	$17,280	6	$17,704	6	$18,050	9	$19,709	5	$20,395	6	$20,052	8
pk-8	2,149	Concord	$16,893	6	$16,274	12	$16,457	12	$17,517	13	$19,169	7	$19,324	10	$19,916	10
9-12	1,315	Concord Carlisle	$20,525	1	$20,802	1	$20,446	3	$21,519	3	$21,585	4	$21,877	4	$22,471	4
K-5	506	Dover	$18,313	4	$19,323	3	$21,336	2	$24,263	1	$23,233	2	$23,335	2	$24,039	2
6-12	1,211	Dover Sherborn	$16,434	10	$17,123	9	$17,650	7	$18,673	5	$18,999	8	$20,252	7	$20,970	6
pk-12	7,355	Lexington	$16,726	7	$16,812	11	$17,496	9	$17,867	10	$18,069	12	$18,369	13	$18,747	13
pk-8	1,241	Lincoln	$19,598	3	$19,155	4	$19,923	4	$20,982	4	$21,799	3	$22,943	3	$23,426	3
9-12	1,554	Lincoln Sudbury	$17,340	5	$18,304	5	$18,116	5	$18,550	6	$19,282	6	$20,427	5	$21,778	5
pk-12	5,774	Needham	$13,742	14	$14,320	14	$15,020	14	$15,900	14	$16,547	14	$17,390	14	$18,149	14
pk-12	13,042	Newton	$16,400	11	$17,141	8	$17,581	8	$18,096	8	$18,779	10	$19,095	11	$19,396	11
pk-8	2,770	Sudbury	$12,899	15	$13,426	15	$14,246	15	$14,710	15	$15,279	15	$15,632	15	$16,556	15
pk-12	2,775	Wayland	$15,902	12	$16,177	13	$16,445	13	$17,652	12	$17,426	13	$18,483	12	$18,751	12
pk-12	5,076	Wellesley	$15,085	13	$17,232	7	$17,108	11	$18,185	7	$18,636	11	$19,934	8	$20,381	7
pk-12	2139	Weston	$19,915	2	$20,579	2	$21,652	1	$22,768	2	$23,898	1	$24,458	1	$25,367	1
		State Average[7]	**$13,636**		**$13,999**		**$14,518**		**$14,941**		**$15,537**		**$15,956**		**$16,506**	

As this table indicates, the PPE for Weston is consistently one of the highest among our comparable communities. These costs are driven by a comprehensive class size policy to enhance instruction; emphasis on continued learning through professional development; strong leadership model; and successful fundraising by Weston Education Enrichment Fund Committee (WEEFC). Parents and students alike frequently comment on how well prepared the students are for college due to Weston High School's rigorous curriculum and high standards set by the faculty. The rank shown above is based on the table data not statewide data.

Average Teacher Salary:

Similar to the PPE report above, the average teacher salary is derived from the data submitted in the EOY report and the Educator Personnel Information Management System (EPIMS) submitted bi-annually by the Human Resource Office. Average teacher salaries tend to fluctuate depending on the collective bargaining cycle of the respective community. In addition, the average teacher salary is influenced by the staff make-up and turnover rate in each district. Teacher salary tables are based on years of service (steps) and educational degrees (lanes). Teachers move throughout the salary table during their career. The distribution of teachers within a salary table has a significant impact on the average teacher salary. As teachers retire at the high end of the salary table, less experienced teachers often fill the vacancy at a lower salary.

[7] Source: Massachusetts Department of Elementary and Secondary Education (MA DESE) web site.

Below is a table of the average teacher salary for the past seven years:

District	FY'12 Average Salary	Rank	FY'13 Average Salary	Rank	FY'14 Average Salary	Rank	FY'15 Average Salary	Rank	FY'16 Average Salary	Rank	FY'17 Average Salary	Rank	FY'18 Average Salary	Rank
Belmont	$79,143	14	$79,244	12	$82,943	12	$85,279	13	$85,906	13	$85,906	13	$90,616	11
Brookline	$85,867	7	$82,488	10	$93,213	3	$91,507	6	$93,727	5	$101,413	1	$95,208	8
Carlisle	$85,406	8	$85,980	7	$91,588	4	$91,182	8	$100,803	1	$99,727	4	$100,691	4
Concord	$84,883	9	$89,171	4	$91,142	5	$94,282	4	$95,732	4	$98,295	5	$99,501	5
Concord Carlisle	$93,712	1	$95,947	1	$100,008	1	$100,731	1	$97,978	2	$100,222	2	$102,630	1
Dover	$91,933	2	$84,005	8	$93,410	2	$95,020	2	$96,429	3	$93,103	8	$89,268	12
Dover Sherborn	$90,578	3	$89,600	3	$90,476	6	$94,698	3	$90,341	10	$92,626	10	$94,331	10
Lexington	$75,115	15	$77,442	14	$78,713	14	$80,975	14	$78,776	15	$82,322	14	$84,840	15
Lincoln	$79,798	11	$79,176	13	$82,938	13	$86,451	12	$89,757	11	$93,039	19	$89,155	13
Lincoln Sudbury	$89,017	5	$94,087	2	$89,798	7	$91,243	7	$92,859	8	$95,518	7	$102,175	2
Needham	$79,303	12	$81,062	11	$87,175	10	$87,555	11	$89,622	12	$91,350	12	$95,184	9
Newton	$79,152	13	$76,904	15	$75,862	15	$75,665	16	$78,209	16	$81,180	15	$82,045	16
Sudbury	$69,107	17	$70,279	16	$73,472	16	$76,991	15	$83,234	14	$80,592	16	$89,124	14
Wayland	$88,329	6	$89,099	5	$88,378	9	$89,900	10	$93,108	7	$96,103	6	$97,739	6
Wellesley	$73,975	16	$82,799	9	$83,376	11	$90,041	9	$93,536	6	$91,478	11	$95,371	7
Weston	$83,884	10	$87,321	6	$89,489	8	$93,953	5	$91,044	9	$99,887	3	$101,652	3
State Average[8]	**$70,960**		**$71,983**		**$73,966**		**$74,744**		**$76,656**		**$78,670**		**$80,222**	

As the table indicates, Weston's average teacher salary is competitive with our comparable communities. Weston has approximately 67.0% of the faculty positions at the top step in their salary lane.

[8] Source: Massachusetts Department of Elementary and Secondary Education (MA DESE) web site.

Special Education:

Special Education services are provided to eligible children from age 3 through age 22. Following federal and state regulations, Weston has a strong inclusion model that seeks to educate special education students in the least restrictive environment, such as in the same classrooms as their peers. General education and special education teachers collaborate to ensure the success of inclusion throughout the district. In some cases, Weston is unable to create a program that can meet the individual educational needs of a child and must seek an outside placement for a student.

Tuition rates for the out-of-district (OOD) placements are determined by the Massachusetts Executive Office for Administration and Finance, Operational Services Division, Special Education Pricing unit. These rates are set annually and are outside of the districts control. OOD placement in-state costs for fiscal year 2020 range from $309K to $147K annually for day programs and $77K to $363K annually for residential programs. Managing a special education budget is challenging and complex as students move in and out of the district and individual needs change. As the table below demonstrates, Weston has focused on meeting student needs, if possible in district, which provides more programmatic oversight and fiscal control. The table rank is based on the table data not statewide data.

Below is a table showing the percent of general fund spending on special education (DESE only has this updated through FY'15 on their website):

District	FY'10 % of Total Budget	Rank	FY'11 % of Total Budget	Rank	FY'12 % of Total Budget	Rank	FY'13 % of Total Budget	Rank	FY'14 % of Total Budget	Rank	FY'15 % of Total Budget	Rank
Belmont	19.8%	10	20.2%	10	21.8%	10	21.9%	11	22.2%	9	24.1%	6
Brookline	22.9%	6	21.8%	8	22.6%	9	22.7%	10	22.0%	10	21.4%	12
Carlisle	22.7%	8	25.1%	3	25.6%	3	25.3%	6	23.9%	7	24.4%	5
Concord	23.8%	4	25.0%	4	20.5%	12	25.1%	7	21.8%	11	23.5%	8
Concord Carlisle	25.5%	2	23.7%	6	24.2%	6	26.0%	3	26.6%	2	22.2%	10
Dover	27.6%	1	28.5%	1	30.2%	1	31.4%	1	34.4%	1	37.1%	1
Dover Sherborn	7.1%	16	8.4%	16	11.9%	16	12.7%	16	12.3%	16	13.9%	15
Lexington	22.6%	9	20.6%	9	23.1%	7	23.8%	9	24.2%	6	24.1%	6
Lincoln	13.3%	15	15.1%	13	13.6%	15	13.7%	15	12.9%	15	14.3%	14
Lincoln Sudbury	19.2%	11	19.1%	12	24.3%	5	28.8%	2	25.8%	3	25.2%	4
Needham	19.0%	12	19.9%	11	21.1%	11	21.4%	12	20.9%	12	21.4%	12
Newton	23.4%	5	24.5%	5	25.2%	4	25.7%	4	25.2%	5	25.8%	2
Sudbury	22.8%	7	23.1%	7	22.7%	8	23.9%	8	23.6%	8	22.6%	9
Wayland	16.0%	13	9.7%	15	18.4%	13	18.2%	13	19.2%	13	22.1%	11
Wellesley	24.0%	3	25.2%	2	28.1%	2	25.6%	5	25.6%	4	25.3%	3
Weston	14.0%	14	14.2%	14	14.5%	14	15.3%	14	17.2%	14	19.0%	13
State Average[9]	**20.0%**		**19.8%**		**23.0%**		**23.3%**		**20.9%**		**21.1%**	

[9] Source: Massachusetts Department of Elementary and Secondary Education (MA DESE) web site.

Budgetary Impacts on Student Achievements

Weston's focus on student growth is at the center of decision-making and resource allocation. Regardless of where a student begins, the district supports each student to make measurable social and academic growth over the course of the school year. The Class of 2019 made substantial growth from their initial MCAS assessments in Grade 3 to their final MCAS 2.0 assessments in Grade 10 in all three content areas: English Language Arts, mathematics, and science and technology/engineering. To affect this level of growth, Weston has placed resources into meaningful and targeted supports. Three areas of support wherein resources have been allocated are academic supports, professional development, and leadership salary/differentials.

Academic Supports:

Weston offers a full range of academic supports from Kindergarten through Grade 12. These supports span all subjects and serve all students enrolled in Weston. The costs are divided into two categories: General Fund and External Funds (grants and revolving funds). These supports address the student who is not yet meeting the grade level standard, the student who needs additional practice/time with content, and/or the student who seeks the challenge of an Honors or Advanced Placement course.

Professional Development:

Weston places a high value on professional development of all faculty and staff. The Weston Educators Association (WEA) contract requires a 184-day year for teachers, 180 school days and 4 professional development days. In addition, several early release Wednesdays and an eight-hour contractual day provide time for team and departmental meetings. The teacher's contract also specifies the number of summer workshop days the district will offer to faculty. Directors are eligible for additional summer days. Summer workshop days are used to develop and refine curriculum, including new units and/or courses, share best practices, learn new content, and provide technology training.

Professional Development	General Fund	External Funds	Total
Conferences	$52,204	$29,345	$81,550
Consultants	$139,055	$188,522	$327,577
Professional Development (4 Days)	$519,766	$18,283	$538,049
Summer Workshops	$282,491	$11,095	$293,586
Teacher Mentors	$0	$13,500	$13,500
Tuition Reimbursement	$186,017	$0	$186,017
FY'19 Total	**$1,179,534**	**$260,745**	**$1,440,279**

Leadership Release Salary and Differentials:

Weston Public Schools educational leaders build the team's/department's capacity to improve both content and pedagogy, while becoming increasingly aware and supportive of students' overall social and emotional wellbeing. Administrators facilitate team/department meetings to communicate clearly, to motivate colleagues, and to create a positive learning environment for students and teachers. At all levels, time is provided for leaders to carry out this important work. Those faculty who have release time from teaching responsibilities to serve as leaders also assist in the coordination of curriculum across schools and grades. Many also serve as evaluators in our teacher evaluation model.

Leadership Stipends and Differentials	General Fund	External Funds	Totals
K- 5 Grade Leaders Stipends	$53,040	$0	$53,040
Elementary Curriculum Specialist (Differential and Salary)	$362,094	$0	$362,094
Grade 6-8 Directors (25% Release Time and Stipends)	$99,458	$0	$99,458
Grades K-12 Director (40%-50% Release Time and Differentials)	$264,196	$67,793	$331,989
Grades 6-12 Department Head (50% Release Time and Differentials)	$418,278	$0	$418,278
Director of Nursing Services Stipend	$17,000	$0	$17,000
FY'20 Total	**$1,214,066**	**$67,793**	**$1,281,859**

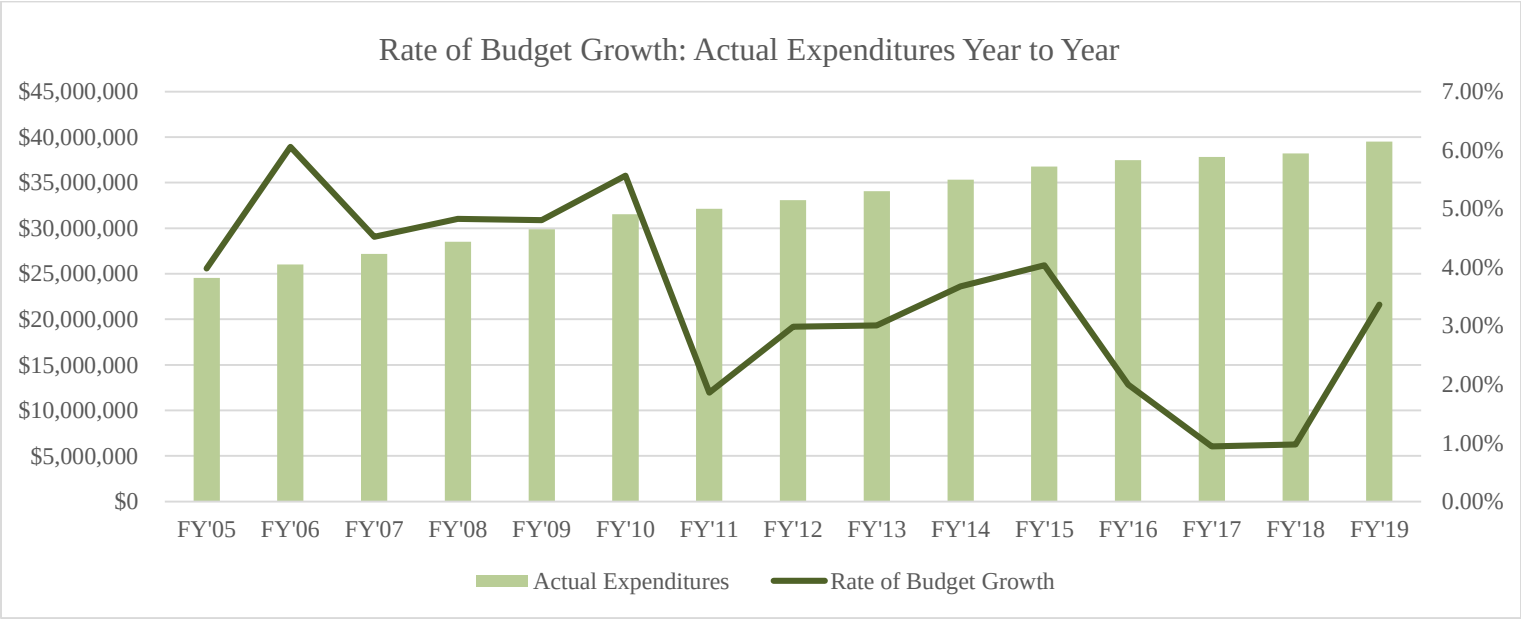
Although there is no single contributor to student achievement nor driver of the per pupil expenditure amount, the attributes listed above set Weston apart from other districts. On average, Weston hires new faculty with a Master's degree and eight (8) years of experience at a salary of $76,278 (FY'20). Faculty is encouraged to stay current in their fields through professional development. Reasonable class sizes and lower class loads for faculty provide the opportunity for individual attention to students. Academic supports are in place to ensure all students pass the Massachusetts Comprehensive Assessment System (MCAS), a state graduation requirement for all schools.

Historical Data

Weston Public Schools consistently ranks among the best public school systems in the state and nationally. Maintaining a system of excellence is a result of the collaboration among administrators, faculty, staff, parents, students and the town. Voters at Town Meeting have, historically, been very supportive of the schools both through their approval of the annual operating budget and through regular approval of capital (debt exclusion) requests.

Historical Spending (Operating Budget Only):

As the budget timeline suggests, the budget development process spans many months. All known costs are factored into the recommended budget. During the course of the year, budget estimates are regularly updated to reflect actual contractual, personnel, utility, and special education costs. The School Committee and Administration have worked to identify ways to slow the rate of budget growth. The district has built in-house special education programs where appropriate cohort of students exist; reviewed class sizes at the secondary level and revised the minimum class size to 15 students to run a course without prior approval of the School Committee; implemented energy efficient monitoring systems; and restructured K-8 leadership responsibilities and related stipends.



Since Massachusetts school districts may not maintain general fund surpluses, all funds are reverted to the Town of Weston on June 30th. These funds, once returned to the town, are classified as Free Cash[10]. After the Massachusetts Department of Revenue, Division of Local Services certifies the free cash amount, it is used to offset costs in a future budget cycle. For instance, the FY'19 surplus funds were used to offset costs in the FY'20 budget. Reduced spending is dependent on multiple factors: faculty and staff turnover; maternity leaves; utility usage; substitute needs; special education costs and instructional material needs.

	2012	2013	2014	2015	2016	2017	2018	2019
Transfer to Free Cash	$267,842	$225,713	$63,695	$28,649	$661,992	$910,110	$875,165	$611,406

Student Performance Measures

There are several student performance measures one could present. This section will focus on five: Massachusetts Comprehensive Assessment System (MCAS) 2.0, Scholastic Aptitude Tests (SAT), American College Testing (ACT), Advanced Placement (AP) test and Weston based assessments. In all measures, Weston Public Schools continues to rank high within Massachusetts and nationally among public and private schools.

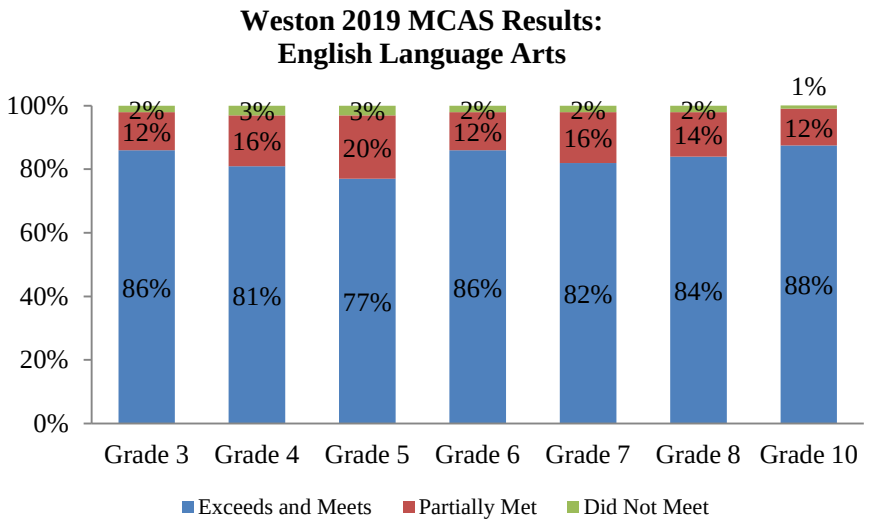
Massachusetts Comprehensive Assessment System (MCAS):

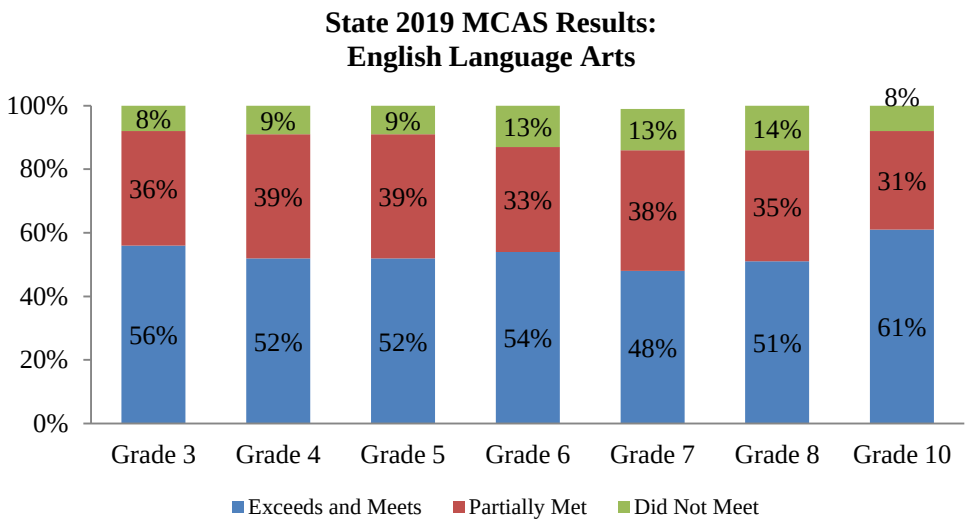
The table below provides a summary of the MCAS tests that were administered by grade and subject in the school year 2018-2019.

Grade	School Year 2018-2019	
	Legacy MCAS	Next Generation MCAS (MCAS)
3rd		ELA, Math
4th		ELA, Math
5th	Science	ELA, Math
6th		ELA, Math
7th		ELA, Math
8th	Science	ELA, Math
9th	Science	
10th	ELA, Math, Science	

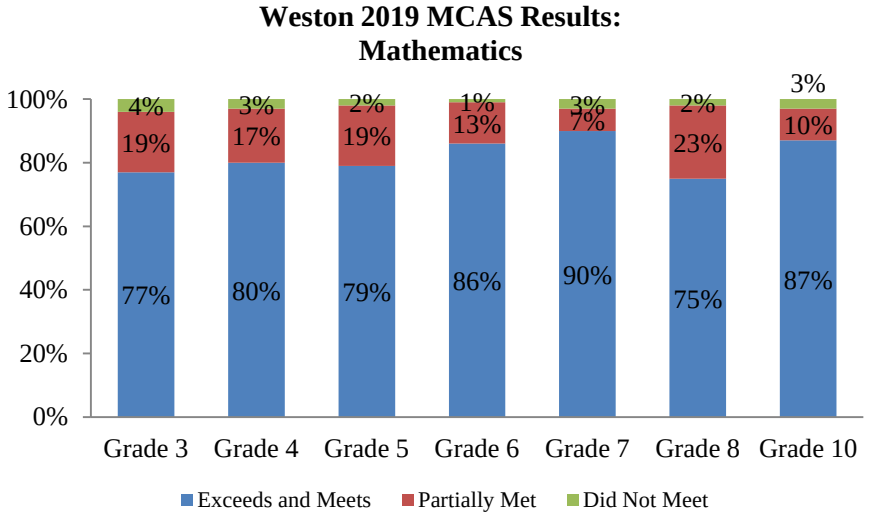
MCAS was administered using Chromebooks. The MCAS test provides results as: Exceeding Expectations, Meeting Expectations, Partially Meeting Expectations and Not Meeting Expectations. Below is a table of the 2019 MCAS results for Weston vs. State:

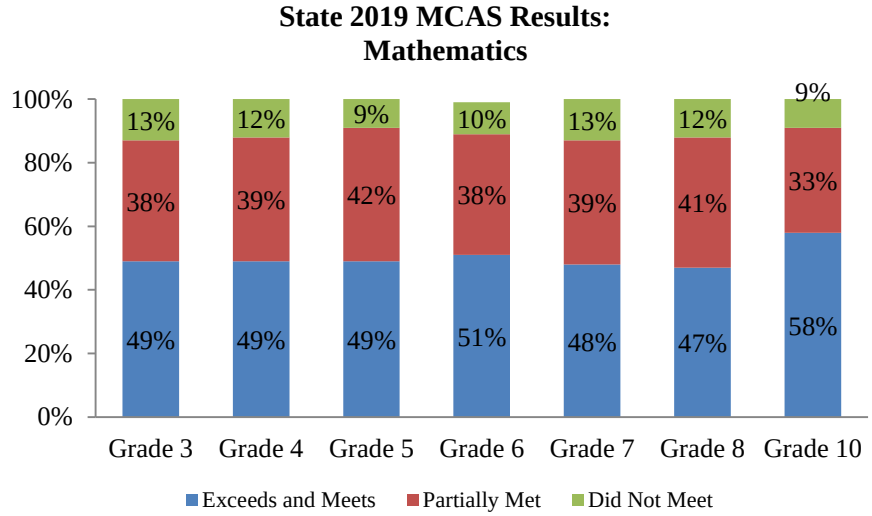
[10] According to the Massachusetts Department of Revenue, Division of Local Services 'Free Cash' is a communities remaining unrestricted operating funds from the previous year as shown on the balance sheet.





As these graphs indicate, overall Weston did well compared to the statewide results.

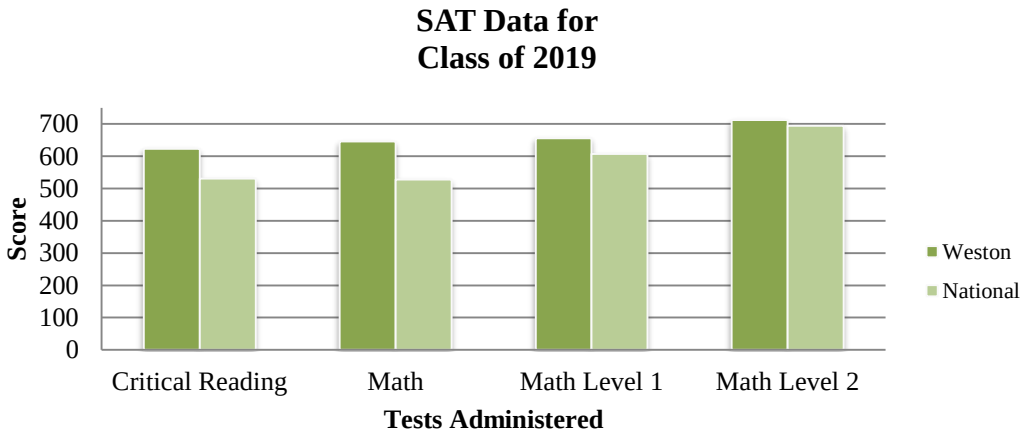




Historically, Weston's scores have improved significantly as student's progress through the grades. Weston has sustained a high level of performance over the years while maintaining a diversified curriculum and limiting time allotted to test preparation. Over the past five years, Weston has increased the importance of using assessment data to help guide instructional interventions.

Scholastic Aptitude Test (SAT):

Weston students may take both the Preliminary Scholastic Aptitude Test (PSAT) as well as the Scholastic Aptitude Test (SAT) in 15 different test subjects. In addition to Mathematics and English Language Arts, the SAT tests include World Languages, Social Studies and Science. The chart below provides the data for 4 of these tests. Below are the scores for Weston and National in Critical Reading, Math, Math Level I and Math Level II.

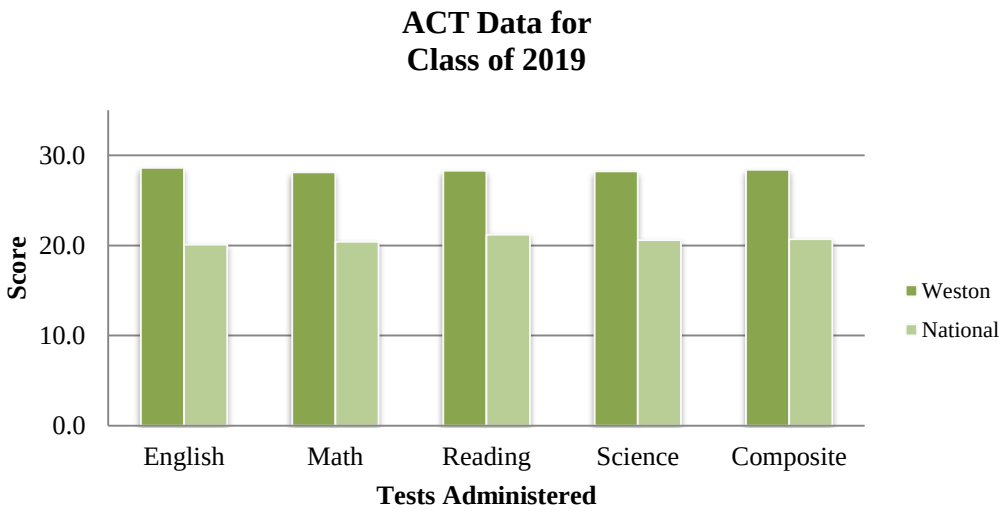


The table below provides a ten-year historical view of SAT results by subject and year. For comparison purposes, national scores are provided.

	Weston			National		
Year Grade	Critical Reading	Math	Writing	Critical Reading	Math	Writing
2009	618	629	626	501	515	493
2010	621	641	635	501	516	492
2011	607	634	620	497	514	489
2012	615	645	630	496	514	488
2013	615	635	626	496	514	488
2014	608	628	607	497	513	487
2015	599	624	602	495	511	484
2016	619	643	618	494	508	482
2017	630	632	N/A	538	533	N/A
2018	650	670	N/A	536	531	N/A
2019	623	646	N/A	531	528	N/A

American College Test (ACT):

The ACT (American College Test) is an increasingly popular test that Weston High School students are utilizing in the college application process. Given the increased numbers of students who are taking this test, it is important to include it as a regular part of the reported data.



The table below provides a ten-year historical view of ACT results by subject and year. For comparison purposes, national scores are provided.

	Weston					State of Massachusetts					National				
Year Grade	English	Math	Reading	Science	Comp.[11]	English	Math	Reading	Science	Comp.	English	Math	Reading	Science	Comp.
2008	25.5	26.0	25.3	24.9	25.6	23.5	23.9	24.0	22.5	23.6	20.6	21.0	21.4	20.8	21.1
2009	27.3	26.5	27.6	25.3	26.8	23.9	24.3	24.3	22.8	23.9	20.6	21.0	21.4	20.8	21.1
2010	26.7	26.2	26.5	25.5	26.3	24.0	24.3	24.2	23.1	24.0	20.5	21.0	21.3	20.9	21.1
2011	27.1	25.9	26.2	24.7	26.1	24.1	24.6	24.4	23.2	24.2	20.6	21.1	21.3	20.9	21.1
2012	26.0	25.9	25.9	25.2	25.9	23.9	24.5	24.2	23.2	24.1	20.5	21.1	21.3	20.9	21.1
2013	28.1	27.0	27.7	26.4	27.1	23.8	24.4	24.4	23.2	26.9	20.2	20.9	21.1	20.7	20.9
2014	27.2	26.6	27.0	26.4	26.7	24.0	24.6	24.5	23.5	24.3	20.3	20.9	21.3	20.8	21.0
2015	25.6	25.2	25.7	25.3	25.6	24.2	24.6	24.6	23.8	24.4	20.4	20.8	21.4	20.9	21.0
2016	27.2	26.4	27.4	26.4	26.9	24.4	24.9	25.3	24.1	24.8	20.1	20.6	21.3	20.8	21.0
2017	27.3	26.8	27.7	26.6	27.2	25.4	25.3	25.9	24.7	25.4	20.3	20.7	21.4	21.0	21.0
2018	28.8	27.9	28.7	28.1	28.5	25.2	25.2	25.9	24.7	25.5	20.2	20.5	21.3	20.7	20.8
2019	28.6	28.1	28.3	28.2	28.4	24.2	24.6	24.6	23.8	24.4	20.1	20.4	21.2	20.6	20.7

[11] Comp. refers to Composite

Advanced Placement (AP) Tests:

Weston offers a strong Advanced Placement (AP) curriculum to our students. In SY'18-19, 335 of Weston students took AP exams for a total of 730 exams. Weston offers 19 AP courses with most students required to take the AP exam or a final exam after the course. With a rating system of 5 (extremely qualified) to 1 (no recommendation), Weston students continue to excel in the exams with 85.0% of students scoring a 3 or higher. Of the 730 AP tests administered, the following awards of distinction were presented:

- AP Scholar Award (score of 3 or higher on 3 or more exams)
  40 Students (20 seniors, 19 juniors and 1 sophomores)
- AP Scholar with Honor Award (average grade of 3.25 on all AP exams taken and grades of 3 or higher on five or more AP exams)
  30 Students (19 seniors and 11 juniors)
- AP Scholar with Distinction Award (average grade of 3.5 on all AP exams taken and grades of 3 or higher on five or more AP exams)
  64 Students (54 seniors and 10 juniors)
- AP National Scholar Award (students earning an average grade of 4 or higher on all AP exams and grades of 4 or higher on eight or more exams)
  14 Students (12 seniors and 2 juniors)

The number of AP tests administered fluctuated with totals ranging from a low 455 to a high of 730 over the past nine years. Consistently, Weston students have performed quite well. The table below provides an eight-year historical view of AP results by year.

	Weston AP Test Totals (2011-2019)					
Year	**5**	**4**	**3**	**2**	**1**	**Total**
2011	145 32%	117 26%	113 25%	49 11%	31 7%	455
2012	154 32%	129 26%	104 21%	66 14%	35 7%	488
2013	124 24%	165 31%	124 24%	66 13%	45 9%	524
2014	144 28%	158 30%	130 25%	58 11%	33 6%	524
2015	160 34%	147 31%	107 23%	38 8%	17 4%	469
2016	147 29%	155 31%	126 25%	58 11%	18 4%	504
2017	146 29%	164 33%	110 22%	57 11%	25 5%	511
2018	173 29%	185 31%	154 25%	62 10%	33 5%	608
2019	221 30%	228 31%	174 24%	83 11%	24 3%	730

Over the past nine years, 79% to 88% of all students who have taken an AP exam scored a 3 or better. In Weston, all students enrolled in an Advanced Placement (AP) course are encouraged to take the exam.

Weston's Standards and Benchmarks:

Weston has developed system-wide learning standards for all students. The standards based curriculum builds on topics shifting the emphasis from what is taught to students to what is learned by students. Based on state and national curriculum standards, the Standards and Benchmarks provide:

Standard: or statement about what a student is expected to learn;
Big Ideas: or reasons for a student to learn a particular standard; and
Benchmarks: or specific grade level expectations of learning.

Weston's Standards and Benchmarks are reviewed regularly.

New England Association of Schools and Colleges (NEASC)

In 2012, Weston High School was re-accredited by NEASC. The self-study took place in school year 2010-2011. All members of the Weston High School community were involved in each aspect of the process including many parents and students. The visiting committee was on-site from October 16 through October 19, 2011. The final report, submitted to the School Committee on December 5, 2012, included many commendation and recommendations. The visiting committee wrote:

"Weston High School is a vibrant learning community that provides an excellent education for its students. It is evident that Weston High School is an academically high performing school environment where higher order thinking and a commitment to high expectations are the norm, but what sets this school apart is the apparent commitment to a personalized learning experience for every student and the structures put in place to ensure that all students needs are met. There is an impressive amount of time during the school day for teachers to work with students and collaborate with one another. There are targeted summer and school year programs to ensure that all students have access and opportunities to high level classes and there are multiple extra-curricular clubs and organizations that give students a place to find their passion.[12] *Weston was commended for their strong academic, extracurricular and athletic programs."*

The Weston High School community has, and will continue, to focus on the recommendations outlined in the report. NEASC accreditation occurs every 10 years.

[12] NEASC Visiting Committee Report, Overview of Findings.

Dropout Rates

The dropout rate calculation is based on high school enrollment as of October 1st and the End of Year Student Information Management System (SIMS) filing with the Massachusetts Department of Elementary and Secondary Education (MA DESE). The final dropout rate = [(Summer Dropouts + School Year Dropouts) – Returned Dropouts] / High School Enrollment. The MA DESE checks the dropouts against all other district's data and the last district that the student is reported by is held accountable. Below is a historical view of Weston's dropout rate:

Weston High School Historical Drop Out Data							
Description	SY'11-12	SY'12-13	SY'13-14	SY'14-15	SY'15-16	SY'16-17	SY'17-18
High School Enrollment: Total enrollment in Grades 9-12 based on October 1st.	755	781	774	704	726	705	693
Summer Dropouts: Students determined to have dropped out of school over the summer before the start of the school year.	0	0	2	0	0	0	1
School Year Dropouts: Students determined to have dropped out of school in any reporting periods during the school year.	0	0	0	0	0	0	0
Returned Dropouts: Students who were reported as returned to school, graduated or earned a GED before October 1st.	0	0	2	0	0	0	1
Final Dropout Count (Adjusted Dropouts): Summer dropouts and school year dropouts minus returned dropouts.	0	0	0	0	0	0	0
Final Dropout Rate (Adjusted Dropout Rate): Total adjusted dropouts divided by the total enrollment multiplied by 100.	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Statewide Dropout Rate:	2.5%	2.2%	2.0%	1.9%	1.9%	1.8%	1.9%

In 2011, The U.S. Department of Education (US DOE) created a uniform method of reporting dropout rates nationally. The uniform rate calculation is based on an adjusted four-year cohort graduation rate rather than absolute numbers. The final dropout rate for school year 2018-2019 (following the new US DOE calculation) will not be complete until the October 1, 2019 data is submitted. Overall, Weston has a very low dropout rate compared to the state average of 1.9% in school year 2017-2018.

National School Lunch Program

The United States Department of Agriculture (USDA) and the Massachusetts Department of Elementary and Secondary Education (MA DESE) oversee the National School Lunch program. As a participant in the program, Weston is required to serve meals that meet the Federal and State requirements. Families with income at or below 130 percent of the poverty level ($33,475 as of July 1, 2019 for a family of four) are eligible for free meals. Families with income between 130 and 185 percent of the poverty level ($47,638 as of July 1, 2019 for a family of four) are eligible for reduced-price meals (40 cents). Below is a historical view of the number of participants in the National School Lunch program:

Reporting Period	Total Enrollment	Number of Eligible Students	Percent of Eligible Students
October 2012 (SY'12-13)	2,322	110	4.74%
October 2013 (SY'13-14)	2,285	85	3.72%
October 2014 (SY'14-15)	2,253	106	4.70%
October 2015 (SY'15-16)	2,180	125	5.73%
October 2016 (SY'16-17)	2,154	67	3.11%
October 2017 (SY'17-18)	2,104	107	5.09%
October 2018 (SY'18-19)	2,103	144	6.84%
October 2019 (SY'19-20)	2,039	146	7.16%

The USDA, through the MA DESE, reimburses the Weston School Lunch program for a fraction of the total cost of all paid, free and reduced priced meals served. The reimbursement rate (federal and state rates combined) for the National School Lunch program per meal served is:

Type of Meal	2011 Rates	2012 Rates	2013 Rates	2014 Rates	2015 Rates	2016 Rates	2017 Rates	2018 Rates	2019 Rates
Paid	$0.3125	$0.3125	$0.3275	$0.3975	$0.4100	$0.4200	$0.4300	$0.4500	$0.4100
Reduced	$2.3725	$2.4225	$2.5175	$2.6975	$2.7900	$2.8800	$2.9500	$3.0600	$3.1000
Free	$2.7725	$2.8225	$2.9175	$3.0975	$3.1900	$3.2800	$3.3500	$3.4600	$3.5000

Although annual revenue receipts vary based on the number of meals served, generally we are reimbursed between $94K and $116K. Below is a summary of federal and state receipts:

Type of Meal	2011 Revenue	2012 Revenue	2013 Revenue	2014 Revenue	2015 Revenue	2016 Revenue	2017 Revenue	2018 Revenue	2019 Revenue
Federal	$81,754.57	$97,803.11	$86,613.84	$84,152.70	$96,218.86	$101,559.99	$102,085.12	$93,388.24	$107,244.65
State	$12,510.83	$13,301.85	$12,545.91	$10,260.33	$10,037.16	$10,205.33	$10,065.23	$8,640.789	$9,328.89
Total	$94,265.40	$111,104.96	$99,159.75	$94,413.03	$106,256.02	$111,765.32	$112,150.35	$102,029.03	$116,573.54

Global Education

Weston Public Schools is committed to broadening a student's lens through global education. At the elementary level, students learn about various parts of the world. Examples of the curriculum that supports global education include: Kindergarteners learn about Me in My World; Grade 1 students study Japan; and Grade 2 students study people who make a difference in communities around the world. Ethnically and globally diverse books are available in the library and classrooms to provide each student exposure to the world around them from a very early age. At the secondary level, students have numerous travel options related to the curriculum. These include world language travel (Mandarin Chinese: China; Spanish: Argentina, Peru and Costa Rica; Latin: Italy, French: Quebec and France). By High School, students can choose to participate in two long-standing exchange programs. Since the 1950's, Weston has maintained a year-long student exchange program with Rombas, France. Since 1960's, Weston has maintained a semester-long student exchange with Porto Alegre, Brazil. In 2007, Weston developed a third exchange program as part of the US-China Principal Shadowing Project with Luoyang, China. Since the inception, groups have travelled to Weston from China and Weston students have travelled to China. Future exchanges are expected as the relationship continues. Since 2008, administrators and faculty have travelled regularly to Western Uganda to volunteer in seven (7) primary schools. In 2012, Weston High School students travelled to Uganda with World Challenge on a student-directed tour.

The science wing at Weston High School includes a Global Education Center (GEC). This center is used to further Global Education in Weston.

District Awards and Achievements

Weston Public Schools has consistently ranked among the top school districts in Massachusetts for student achievement. National acknowledgement has also shown Weston as a high performing, best value school district. Examples of these acknowledgements include:

October 2019	Niche: Weston Public Schools ranked #4 Best School Districts in Boston area.
October 2019	Niche: Weston High School ranked #5 Best Public High School in Massachusetts.
September 2019	Boston Magazine: Weston Public Schools ranked #8 in the state
April 2019	US News and World Report: Weston High School ranked #21 in the state and #630 nationally.
May 2018	ASBO International: Meritorious Budget Award