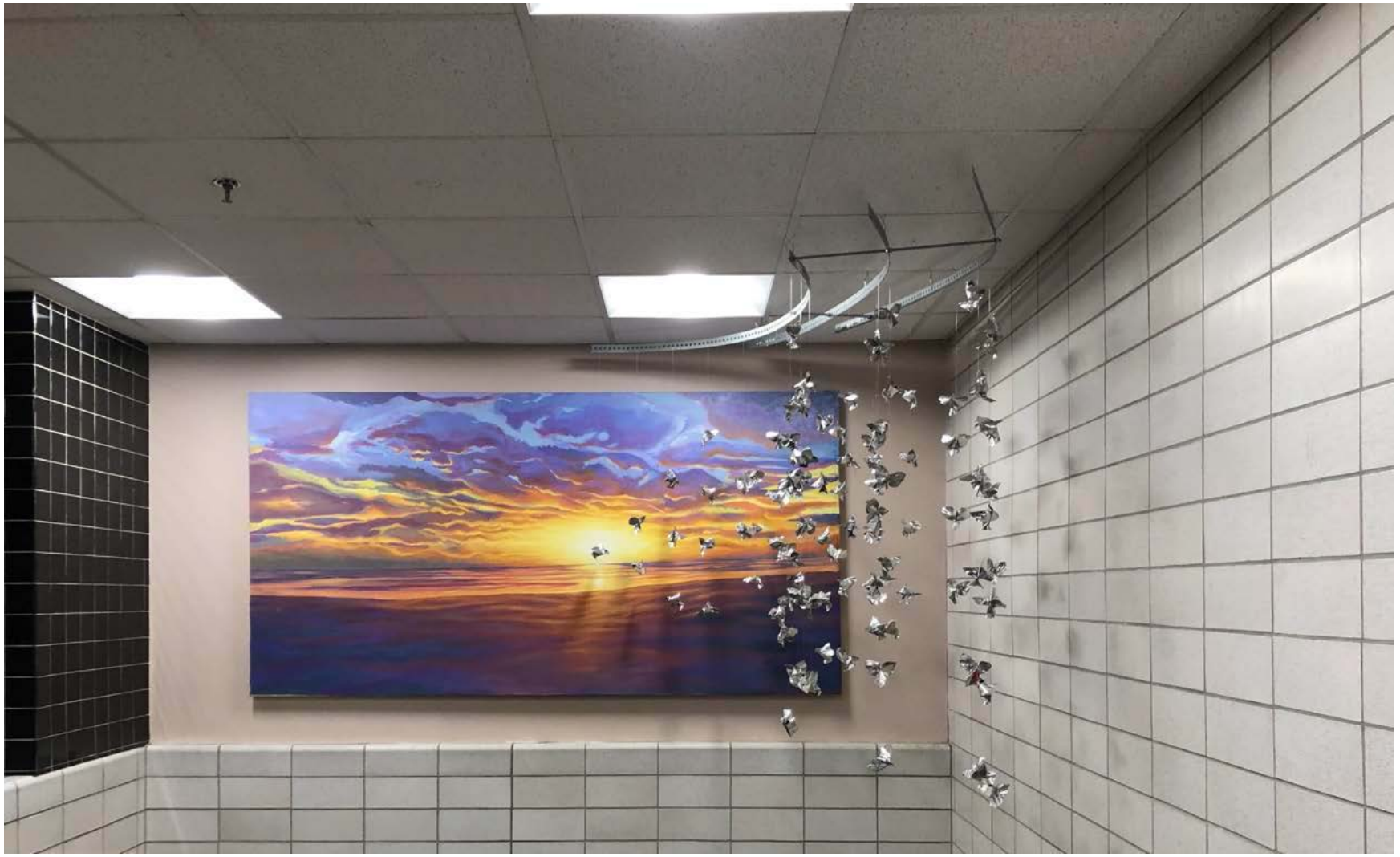


Financial Section

FINANCIAL SECTION

Funding Sources

Weston Public Schools is funded through multiple sources including the general fund, special revenue funds, and capital funds. Below is a brief explanation of the various funds that will be discussed in more detail throughout the budget document.

The *General Fund* is the main operating fund of the district. It is used to account for all financial resources that are not restricted to a specific purpose or otherwise required to be accounted for in another fund. In accordance with Massachusetts General Law, any balance in the school's general fund at year's end is returned to the Town. Schools may not maintain a general fund balance. Based on the recommendations of the Superintendent, the School Committee reviews and approves a budget for Town Meeting consideration. Once approved by Town Meeting, the School Committee approves distribution of funds within the school's account structure.

Special Revenue Funds are used to account for general government financial resources that are restricted by law or contractual agreement to a specific purpose other than debt service or major capital projects.

Grant Funds:
Grant funds supplement the general fund and are restricted to the terms of the grantee. There are five types of grants: entitlement; allocation; competitive; other non-competitive and continuation. Once grants are announced as available, the district submits a written application for each grant. Once awarded, the funds are accounted for in separate accounts and must adhere to the grantees requirements. Quarterly and/or annual financial and programmatic reports are submitted as required.

Revolving Funds:
Revolving funds are established to dedicate a specific source of revenue from fees and charges to pay expenses in rendering the service for which those payments are made. The hallmarks of a revolving fund are that expenses cannot be paid until sufficient amounts have been received and that once received, money in the fund can be expended without further appropriation.[1] Each fund is accounted for separately and must adhere to the requirements established by Massachusetts General Law, Massachusetts Department of Revenue and Massachusetts Department of Elementary and Secondary Education. For instance, tuition collected for enrollment in the pre-school program, are expended to support the costs of operating the pre-school program.

Capital Funds: Massachusetts General Law (MGL) Chapter 44 sections 7 and 8 allow municipalities to incur debt for long term assets and projects, such as, equipment purchases, construction and reconstruction, remodeling, land acquisitions, and pavement/resurfacing. The Town of Weston's Debt Policy (Policy Number 2007.001) limits debt to projects authorized under M.G.L. Ch. 44 sections 7 and 8; debt length equal to or less than the project's useful life; and appropriate debt levels so that the AAA bond rating is not jeopardized. Debt service exceeding 15 percent of operating revenues is considered a warning indicator by the credit rating agencies. To avoid going over the 15 percent guidelines, the Town has been careful to plan new debt as old debt is expiring.

[1] City and Town, Volume 17, No. 2 February 2004, http://www.mass.gov/dor/docs/dls/publ/ct/2004/february.pdf.

All Funds Summary (Revenue Overview)

There is a myriad of revenue sources that fund Weston Public Schools including federal, state, local and private monies. The following table provides historical, current and forecast of revenues by source. An explanation of each source and forecast methodology is also provided for greater clarity.

All Funds	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Approved Budget	FY'21 Recommended Budget	FY'22 Forecast	FY'23 Forecast	FY'24 Forecast	FY'25 Forecast
General Fund									
State Aid (Chapter 70)	$ 3,299,788	$ 3,579,112	$ 3,728,527	*$ 3,949,220*	*$ 3,949,220*	$ 3,949,220	$ 3,949,220	$ 3,949,220	$ 3,949,220
Local Property Taxes and School Offsets	$ 35,446,853	$ 35,500,417	$ 36,370,941	*$ 37,492,171*	*$ 38,957,589*	$ 39,881,291	$ 40,828,085	$ 41,798,549	$ 42,793,274
Town of Weston	$ 11,145,579	$ 12,265,747	$ 11,404,262	*$ 12,070,209*	*$ 12,444,256*	$ 12,830,843	$ 13,230,417	$ 13,643,440	$ 14,070,396
Special Revenue Funds									
Grant Fund									
Federal	$ 794,301	$ 590,227	$ 1,034,120	*$ 1,101,785*	*$ 876,344*	$ 874,294	$ 872,265	$ 870,255	$ 868,266
State	$ 1,008,004	$ 1,007,995	$ 1,052,084	*$ 1,364,702*	*$ 1,225,000*	$ 1,175,000	$ 1,175,000	$ 950,000	$ 950,000
Private Grants	$ 241,453	$ 244,273	$ 179,970	*$ 173,000*	*$ 168,000*	$ 162,000	$ 157,000	$ 152,000	$ 147,000
Revolving Funds									
Athletic	$ 58,291	$ 65,195	$ 19,848	*$ 19,848*	*$ 20,000*	$ 25,000	$ 20,000	$ 25,000	$ 20,000
Circuit Breaker (Special Ed. Reimbursement)	$ 910,012	$ 745,099	$ 853,998	*$ 775,000*	*$ 1,050,000*	$ 900,000	$ 900,000	$ 900,000	$ 900,000
Drama	$ 33,642	$ 24,935	$ 25,754	*$ 20,000*	*$ 20,000*	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Facility Rental	$ 89,344	$ 92,653	$ 94,517	*$ 90,000*	*$ 90,000*	$ 90,000	$ 90,000	$ 90,000	$ 90,000
Field Trips	$ 39,975	$ 71,171	$ 57,666	*$ 40,000*	*$ 40,000*	$ 40,000	$ 40,000	$ 40,000	$ 40,000
Food Services	$ 1,197,887	$ 1,102,805	$ 1,044,125	*$ 1,000,000*	*$ 1,001,000*	$ 1,002,001	$ 1,003,003	$ 1,004,006	$ 1,005,010
Gifts	$ 73,959	$ 36,838	$ 31,932	*$ 30,000*	*$ 35,000*	$ 35,000	$ 35,000	$ 35,000	$ 35,000
Global Education	$ -	$ -	$ -	*$ -*	*$ -*	$ -	$ -	$ -	$ -
Guidance	$ 60,064	$ 67,127	$ 83,643	*$ 60,000*	*$ 60,000*	$ 60,000	$ 60,000	$ 60,000	$ 60,000
Lost and Damaged Textbooks	$ 1,424	$ 863	$ 1,100	*$ 1,000*	*$ 1,000*	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Music	$ 19,172	$ 19,795	$ 36,987	*$ 20,000*	*$ 20,000*	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Non-Resident Tuition	$ 67,981	$ 17,185	$ 4,600	*$ 5,000*	*$ 5,000*	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Pre-School Tuition	$ 303,720	$ 361,747	$ 374,457	*$ 340,000*	*$ 340,000*	$ 340,000	$ 340,000	$ 340,000	$ 340,000
Transportation	$ 26,392	$ 31,775	$ 12,690	*$ 16,002*	*$ 25,000*	$ 25,500	$ 26,010	$ 26,530	$ 27,061
Capital Fund									
Exempt Debt (Issued and Rescinded)	$ 5,103,352	$ 5,047,327	$ 4,689,992	*$ 5,086,298*	*$ 4,191,420*	$ 3,930,163	$ 3,790,610	$ 3,681,668	$ 3,362,350
Projected Exempt Debt (Not Issued)	$ -	$ -	$ 139,237	*$ 234,773*	*$ 731,077*	$ 711,625	$ 694,838	$ 678,050	$ 661,263
Total All Funds Revenue	**$ 59,921,193**	**$ 60,872,287**	**$ 61,240,450**	***$ 63,889,008***	***$ 65,249,906***	**$ 66,077,937**	**$ 67,257,447**	**$ 68,289,719**	**$ 69,364,840**

All Funds Summary (Expenditure Overview)

The Massachusetts Department of Elementary and Secondary Education (MA DESE) requires each district to submit an end-of-year financial report in the format prescribed by the Department. Weston complies with this requirement by creating a crosswalk of our chart of accounts to the MA DESE chart of accounts. The summary financial information provided in the budget document is based on the local chart of accounts. In the expenditure detail sheets, a column indicates the MA DESE account structure. The Weston Public Schools uses seven expense categories to display actual, planned and projected expenditures. Since the Town of Weston's support of schools are reported to the Massachusetts Department of Elementary and Secondary Education (MA DESE) in thirteen broad categories, the categories with reported expenditures are shown here. An explanation of each category and forecast methodology is also provided for greater clarity.

All Funds	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Approved Budget	FY'21 Recommended Budget	FY'22 Forecast	FY'23 Forecast	FY'24 Forecast	FY'25 Forecast
Expenditures									
Salary and Other Compensation	$35,014,845	$35,126,702	$36,314,228	*$ 37,931,187*	*$ 38,587,045*	$39,336,162	$40,204,192	$40,930,466	$41,834,846
Instructional and Other Materials	$ 2,416,100	$ 2,062,216	$ 1,905,844	*$ 2,015,531*	*$ 1,998,947*	$ 2,004,697	$ 2,016,312	$ 2,028,159	$ 2,040,244
Contracted Services	$ 1,128,735	$ 1,526,154	$ 1,419,432	*$ 1,410,718*	*$ 1,541,650*	$ 1,500,767	$ 1,515,024	$ 1,529,424	$ 1,543,969
Contracted Services (Special Education)	$ 3,870,991	$ 4,336,965	$ 3,900,626	*$ 4,407,144*	*$ 5,306,602*	$ 5,269,300	$ 5,385,379	$ 5,504,940	$ 5,628,089
Utilities	$ 1,214,129	$ 1,223,197	$ 1,198,274	*$ 1,190,697*	*$ 1,314,440*	$ 1,340,729	$ 1,367,543	$ 1,394,894	$ 1,422,792
Equipment and Vehicles	$ 759,122	$ 574,751	$ 770,593	*$ 603,066*	*$ 665,790*	$ 669,236	$ 675,228	$ 681,281	$ 687,393
State Aid and Offsets	$ (1,902,417)	$ (1,894,495)	$ (1,682,122)	*$ (1,929,230)*	*$ (2,030,665)*	$ (2,009,525)	$ (2,009,525)	$ (2,009,525)	$ (2,009,525)
Town of Weston Budget									
General Administrative Services	$ 102,507	$ 127,028	$ 132,969	$ 136,917	*$ 139,656*	$ 142,449	$ 145,298	$ 148,204	$ 151,168
Pupil Transportation	$ 178,128	$ 177,197	$ 201,770	$ 207,892	*$ 209,971*	$ 212,070	$ 214,191	$ 216,333	$ 218,496
Operations and Maintenance	$ 776,522	$ 880,200	$ 1,000,857	*$ 1,021,756*	*$ 1,042,191*	$ 1,063,035	$ 1,084,296	$ 1,105,982	$ 1,128,101
Extraordinary Maintenance	$ 128,797	$ 269,048	$ 584,613	*$ 300,394*	*$ 318,418*	$ 337,523	$ 357,774	$ 379,241	$ 401,995
Middlesex Retirement Contributions	$ 1,880,942	$ 1,875,730	$ 1,643,842	*$ 1,699,527*	*$ 1,733,517*	$ 1,768,188	$ 1,803,552	$ 1,839,623	$ 1,876,415
Insurance for Active Employees	$ 5,965,331	$ 6,771,533	$ 5,871,547	*$ 6,480,185*	*$ 6,706,992*	$ 6,941,736	$ 7,184,697	$ 7,436,162	$ 7,696,427
Insurance for Retired Employees	$ 1,825,227	$ 1,937,949	$ 1,700,138	*$ 1,869,570*	*$ 1,935,005*	$ 2,002,730	$ 2,072,826	$ 2,145,375	$ 2,220,463
Non-Employee Insurance	$ 165,315	$ 165,114	$ 235,676	*$ 253,967*	*$ 256,507*	$ 259,072	$ 261,663	$ 264,279	$ 266,922
Tuition to Mass. Schools	$ 122,810	$ 61,948	$ 32,850	*$ 100,000*	*$ 102,000*	$ 104,040	$ 106,121	$ 108,243	$ 110,408
Capital Funds									
Exempt Debt (Issued and Rescinded)	$ 5,103,352	$ 5,047,327	$ 4,689,992	*$ 5,086,298*	*$ 4,191,420*	$ 3,930,163	$ 3,790,610	$ 3,681,668	$ 3,362,350
Projected Exempt Debt (Not Issued)	$ -	$ -	$ 139,237	*$ 234,773*	*$ 731,077*	$ 711,625	$ 694,838	$ 678,050	$ 661,263
Total All Funds Expenditures	**$58,750,436**	**$60,268,565**	**$60,060,366**	***$ 63,020,393***	***$ 64,750,562***	**$65,583,997**	**$66,870,019**	**$68,062,799**	**$69,241,816**
Excess of Revenue Over (Under) Expenditures	**$ 1,170,757**	**$ 603,722**	**$ 1,180,084**	***$ 868,615***	***$ 499,344***	**$ 493,940**	**$ 387,428**	**$ 226,920**	**$ 123,024**
Transfer to Free Cash	**$ 910,110**	**$ 875,165**	**$ 611,406**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Transfer to Fund Balance/Carry Forward	**$ 260,647**	**$ (271,443)**	**$ 568,678**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

At the end of the fiscal year, any surplus remaining in the General Fund is transferred to the Town. The "Transfer to Free Cash" represents the surplus amount in each fiscal year that was returned to the Town.

Description of Categories and Forecast Methodology:
To clarify the various elements of the revenue and expenditure all funds summary, a brief description of the category and methodology used to develop the forecast is included below.

State and Local Aid	Description
Chapter 70	Chapter 70 refers to the state education aid in Massachusetts. The legislative intent of the statute is to ensure every district has sufficient resources to meet its foundation budget spending level. The foundation budget is updated annually and determined based on three factors: enrollment fluctuations, student characteristics and geographical wage differences. In Weston, Chapter 70 revenue funds approximately 6.53% of the operating budget. The forecast assumes level funding at the fiscal year 2021 and beyond.
Local Property Tax	The property tax levy is the revenue a community can raise through real and personal property taxes and is the largest source of revenue supporting the schools. Proposition 2 ½ (passed by Massachusetts voters in 1980) places limits the annual tax increases to 2.5 percent of the total full and fair cash value of all taxable real and personal property in the community. Weston has few commercial properties to reduce the tax burden on residential properties. Local property tax funds approximately 85.94% of the schools operating budget. The forecast assumes a 2.7% growth in revenue in FY'21 and a 2.5% growth in FY'22 and beyond.

Town Support of Schools	Description
Town Support	The Weston Public Schools is a department within the Town of Weston. Therefore, certain costs are carried centrally by the Town but support the functions of the schools. The Massachusetts Department of Elementary and Secondary Education (MA DESE) regulation (603 Code of Massachusetts Regulation 10.04) requires school districts to report city or town services directly related to the local school department. In Weston, the Town carries the following expenses: • Retiree and active employee health insurance (forecast assumes 5% growth in FY'21 and beyond); • Middlesex retirement contributions (forecast assumes 7.2% growth in FY'21 and 6.5% in FY'22 and beyond); • Non-employee insurance (forecast assumes 2.5% growth in FY'21 and beyond); • Maintenance of building and grounds (forecast assumes 6.0% growth in FY'21 and beyond); and • School bus maintenance (mechanics and materials) (forecast assumes 3.0% growth in FY'21 and beyond). In FY'08, the Town of Weston and the Weston Public Schools consolidated the Facilities department. The consolidated department is overseen by a Director of Facilities who reports to both the Town Manager and Assistant Superintendent for Finance and Operations. The Town of Weston invests maintenance resources to ensure a long useful life of the structures and

	fields. The school budget includes information on the continuing balance maintenance account, otherwise known as "small capital."

Federal Grants	
Early Education Special Education Fund Code 262	A grant funded through the Massachusetts Department of Early Education and Care for occupational therapy, physical therapy and speech and language services to pre-school age children. The forecast assumes 2% growth in salaries in FY'21 and beyond. Grant Manager: Jennifer Truslow, Director of Student Services
Special Education I.D.E.A. Fund Code 240	A grant funded through the MA DESE for the direct and support costs related to special education. The SPED I.D.E.A. grant includes a provision known as the Tydings Amendment that allows the funds to be expended over a 27-month period. When the district is granted approval, the carry forward funds are shown as a separate account. The forecast assumes 2% increase in salaries for FY'21 and beyond. Grant Manager: Jennifer Truslow, Director of Student Services
Special Education Program Improvement Fund Code 274	A grant funded through the MA DESE for professional development activities, which will advance the knowledge, skills, and capacity of educators to meet the diverse needs of students with Individualized Education Plans (IEPs), ages three through 21. The grant has not been awarded to Weston since fiscal year 2018. Grant Manager: Jennifer Truslow, Director of Student Services
Special Education Program Improvement Fund Code 298	A grant funded through the MA DESE to support pre-school district activities to ensure that eligible children with disabilities, ages 3-5, receive a free and appropriate public education that includes special education and related services designed to meet their individual needs, and that is provided in natural/least restrictive environments. The grant has not been awarded to Weston since fiscal year 2018. Grant Manager: Jennifer Truslow, Director of Student Services
Title I Fund Code 305	A grant funded through the MA DESE for math and literacy support to qualifying schools. The Title I grant includes a provision known as the Tydings Amendment that allows the funds to be expended over a 27-month period. For Title I, the limit to carry forward is 15% of the original entitlement. When the district is granted approval, the carry forward funds are shown as a separate account. The forecast assumes -1% growth in FY'21 and beyond. Grant Manager: Dr. J. Kimo Carter, Asst. Superintendent of Teaching and Learning
Title IIA: Teacher Quality Fund Code 140	A grant funded through the MA DESE for professional development purposes. The Title IIA grant includes a provision known as the Tydings Amendment that allows the funds to be expended over a 27-month period. When the district is granted approval, the carry forward funds are shown as a separate account. The forecast assumes -1% growth in FY'21 and beyond. Grant Manager: Dr. J. Kimo Carter, Asst. Superintendent of Teaching and Learning
Title IV: Student Support Fund Code 309	A grant funded through the MA DESE to build the capacity of the district to ensure all students have equitable access to high quality educational experiences.

	Grant Manager: Dr. J. Kimo Carter, Asst. Superintendent of Teaching and Learning

State Grants	
Enhanced School Health Services *Fund Code 459*	A grant funded through the Massachusetts Department of Public Health for school nursing services in Weston Public Schools and partner schools. The forecast assumes 2% growth in salaries in FY'21 and beyond. Grant Manager: Laurie Melchionda, Director of Health Services
Transition to Full Day Kindergarten *Fund Code 701*	A grant funded through the MA DESE to support communities in the expansion of high-quality, full-day kindergarten classrooms. The grant ended in fiscal year 2016. Grant Manager: Dr. J. Kimo Carter, Asst. Superintendent of Teaching and Learning
METCO *Fund Code 317*	A grant funded through the MA DESE for instruction and transportation costs related to the education of METCO students. METCO, which stands for Metropolitan Council for Education Opportunity, is a voluntary program intended to expand educational opportunities, increase diversity, and reduce racial isolation, by permitting students in Boston and Springfield to attend public schools in suburban communities such as Weston. The forecast assumes a level funding of the per pupil allocation multiplied against the enrollment in the program which has declined in recent years with a 2% increase in salaries. Grant Managers: Sheri Matthews, Asst. Superintendent for Finance and Operations LaToya Rivers, METCO Director

Private Grants	
Biogen IDEC *Fund Code 003*	A grant funded through the Biogen IDEC Foundation to support a Grade 11 Chemistry and a Grade 10 Biology summer program for METCO students. The grant ended in fiscal year 2015.
MA. Cultural Council *Fund Code 013*	A grant funded through the Massachusetts Cultural Council and the Weston Cultural Council to support visiting international students. The grant ended in fiscal year 2017.
Dairy Council *Fund Code 008*	A grant funded through the Massachusetts Dairy Council to purchase a smoothie maker and associated supplies for the Middle School Cafeteria. The grant ended in fiscal year 2015.
edX *Fund Code 007 - 009*	A grant funded through edX to create the following courses: On-Ramp Advanced Placement French Language and Culture; Advanced Placement Biology; Advanced Placement Physics; Advanced Placement Calculus. The grant ended in fiscal year 2016.
FIRST *Fund Code 010*	A grant funded through the non-profit For Inspiration and Recognition of Science and Technology grant to support the FIRST Lego League. The grant ended in fiscal year 2017.

Green STEAM *Fund Code 012*	A grant funded through the Biogen IDEC Foundation and the Cambridge Community Foundation to fund "Take It Outdoors: Green STEAM" pilot program. The grant ended in fiscal year 2016.
METCO Outreach *Fund Code 002*	A grant funded to support summer programming for METCO students. The grant ended in fiscal year 2015.
Percussion Around the World *Fund Code 009*	A grant funded by the Massachusetts Cultural Council and the Weston Cultural Council to support music in Country School. The grant ended in fiscal year 2016.
Presidential Math *Fund Code 22903*	A grant funded by National Science Foundation based on a 1996 Presidential Award for Excellence in Mathematics Teaching to former Grade 6-12 Math Department Head Dennis McCowan. The funds were used to support the secondary math program. The grant ended in fiscal year 2015.
St. Peter's Episcopal *Fund Code 006*	A grant funded through St. Peter's Episcopal Church in Weston to support travel expenses for METCO students. This is an annual grant submission. The forecast assumes a funding level of $2,000 in FY'21 and beyond.
STARs Residency *Fund Code 011*	A grant funded by the Massachusetts Cultural Council and the Weston Cultural Council to support music in Country and Woodland Schools. The grant ended in fiscal year 2017.
Weston Education Enrichment Fund Committee (WEEFC) *Fund Code 82*	WEEFC is a subcommittee of the School Committee that raises funds to enrich the curriculum beyond what the regular budget allows. Funds are spent in the year they are raised to support programs preK-12. These programs are integral to the curriculum and to the enhancement of our operations. WEEFC members are volunteers who are appointed by the School Committee. The forecast assumes a reduction of $5,000 each year to reflect a declining enrollment.

Revolving Funds	**Description**
Athletic *Fund Code 23*	Revenue generated from gate receipts are deposited to this fund. Athletic related expenses are charged to this fund. The total cost of the athletic program (general fund) is offset by revenue collections. In FY'21, we anticipate returning gate receipts to $20K. The forecast assumes an additional $5K in revenue every other year representing the revenue from the rival Wayland/Weston Thanksgiving Day football game on years Weston is host.
Circuit Breaker *Fund Code 266*	Special education students, whose educational costs exceed $45,792 per year (four times foundation: FY'19 costs), invoke the circuit breaker reimbursement. Legislatively, reimbursement is capped at 75%. Recently, the reimbursement level has fluctuated between 60% and 75% of costs in excess of four times foundation. The total costs of providing special educational services (general fund) are offset by $775,000 of state reimbursement revenue for FY'20. The forecast assumes a 35% increase in FY'21 to offset tuition costs by $1,050,000.

Drama *Fund Code 24*	Revenue generated from entrance fees to drama performances are deposited to this fund. Expenses related to the drama program are charged to this fund. The total cost of the Middle and High Schools drama programs (general fund) are offset by $20,000 through the revenue collected. The forecast assumes level funding in FY'21 and beyond.
Facility Rental *Fund Code 24*	Rental fees charged to community groups for the use of school buildings, pool, and athletic fields are deposited to this fund. Custodial overtime and other building related expenses are charged to this fund. The total cost of school utilities (general fund) are offset by $20,000 through facility rental fees. The forecast assumes level funding in FY'21 and beyond.
Field Trips *Fund Code 24*	Revenue generated from the collection of bus fees for field trips are deposited to this fund. Expenses related to the reimbursement of actual costs incurred for transportation are charged to this fund. Weston owns and operates our own buses; and therefore, we provide the transport for field trips. The revolving fund allows for payment of these costs. The forecast assumes level funding in FY'21 and beyond.
Food Services *Fund 21*	Revenue generated by the sales of meals, as well as federal and state reimbursements, is deposited to the fund. Program related expenses such as salaries, food purchases, equipment maintenance and repair, etc. are charged to this account. The forecast assumes a 1% increase in revenue and a 0.5% increase in expenses in FY'21 and beyond.
Gift *Fund Code 23*	Revenues generated through program-specific donations are deposited to this fund. Expenses related specifically to the donation are expended through this fund. The estimated e-rate (Universal Service Administrative Company: School and Libraries Program) offset ended in FY'18.
Global Education *Fund Code 24*	Revenue generated through donations is deposited and expenses related to the hosting of international students are charged to this fund. This fund is the former Weston International Affiliation (WIA) fund. Based on the lack of revenue, the fund is expected to be depleted at the end of fiscal year 2018.
Guidance *Fund Code 24*	Fees charged for Advanced Placement (AP) Test, Preliminary Scholastic Aptitude Test (PSAT), Scholastic Aptitude Test (SAT), and American College Testing (ACT) Test are deposited to this fund. Expenses related to proctoring and College Board testing fees are charged to the account. The forecast assumes level funding in FY'21 and beyond.
Lost and Damaged Books *Fund Code 24*	Revenue and expenses related to the replacement fee for lost textbooks are charged to this fund. In addition, students who wish to purchase Advanced Placement (AP) textbooks are deposited and expended from this fund. The forecast assumes level funding in FY'21 and beyond.
Music *Fund Code 24*	Revenue generated by entrance fees to student concerts are deposited to this fund. Expenses related to the music program are charged to this fund. The total cost of the music program (general fund) is offset by $20,000 through the revenue collection. The forecast assumes level funding in FY'21 and beyond.
Non-Resident Tuition *Fund Code 24*	Revenue related to the collection of tuition for foreign and non-resident students are deposited to this fund. Weston Public Schools has authority from Homeland Security to issue J-1 visas to qualified students. The district issues up to two visas on an

	annual basis. In addition, a materials fee are charged to faculty and staff who enroll their children in Weston Public Schools based on their collective bargaining agreement. This program ended in FY'18.
Pre-School Fund Code 23	Revenue generated through the education of typically-developing pre-school aged children (school-year tuition, stay day revenue, and summer program) are deposited to this fund. Expenses related to their education are charged to the fund. The forecast assumes level funding in FY'21 and beyond.
Student Activity Fund Code 24	Revenue and expenses related to student activity fees. These funds are monitored by the Asst. Superintendent of Finance and Operations and the Budget Analyst. They are derived from a collection of funding for student purposes.
Transportation Fund Code 24	Revenue and expenses related to transporting Meadowbrook School, a private school in town, late runs. The forecast assumes a 2% increase in FY'21 and beyond.

Capital Fund	**Account Description / Purpose**
Bond Financed Items Fund Code 30	The amounts reported in this category are the school related expenses for: purchase of land and buildings, equipment, capital technology, and motor vehicles that have been funded through bonds. Principal and interest payments of the long-term debt, as well as short-term notes (BANS) are reported in this category.
Cash Capital	The amounts reported in this category represent the Town's purchase of capital related items through free cash saving the payment of interest rates.

General Fund Summary (by Expense Category)

The general fund budget is the focus of the FY'21 Superintendent's Recommended budget. Weston's government is conducted in an Open Town Meeting. Town meeting is the legislative body where all spending and changes to the Town's General and Zoning by-laws must be approved. In January, the Superintendent recommends a financial plan for the upcoming fiscal year. In March, School Committee approves a budget for the school department. This School Committee approved budget is presented at Town Meeting for ratification.

Although there are multiple ways to summarize the district's general fund expenditures, Weston has chosen seven broad categories. These categories include: salary and other compensation, supplies, materials and other expenses, contracted services, contracted student services, utilities, equipment and vehicles, and state aid and offset accounts. The table below summaries the revenue and expenditures for the general fund. For a clearer picture of how the individual accounts fit into these categories, object code level detail is summarized by expense category later in this section.

General Fund	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Adjusted Budget	FY'21 Recommended Budget	FY'22 Forecast	FY'23 Forecast	FY'24 Forecast	FY'25 Forecast
Revenue									
State Aid (Chapter 70)	$ 3,299,788	$ 3,579,112	$ 3,728,527	$ 3,949,220	$ 3,949,220	$ 3,949,220	$ 3,949,220	$ 3,949,220	$ 3,949,220
Local Property Taxes	$33,544,436	$33,406,810	$34,688,819	$35,562,941	$ 36,948,064	$ 37,871,766	$38,818,560	$39,789,024	$40,783,749
School Based Revenue and Offsets	$ 1,902,417	$ 2,093,607	$ 1,682,122	$ 1,929,230	$ 2,009,525	$ 2,009,525	$ 2,009,525	$ 2,009,525	$ 2,009,525
Total General Fund Revenue	**$38,746,641**	**$39,079,529**	**$40,099,468**	**$41,441,391**	**$ 42,906,809**	**$ 43,830,511**	**$44,777,305**	**$45,747,769**	**$46,742,494**

General Fund	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Adjusted Budget	FY'21 Recommended Budget	FY'22 Forecast	FY'23 Forecast	FY'24 Forecast	FY'25 Forecast
Expenditures									
Salary and Other Compensation	$32,877,896	$32,860,789	$34,011,000	$35,888,565	$ 36,547,045	$ 37,286,162	$38,139,042	$38,849,939	$39,738,710
Instructional and Other Materials	$ 1,217,417	$ 1,352,735	$ 1,230,275	$ 1,405,421	$ 1,388,947	$ 1,388,947	$ 1,388,947	$ 1,388,947	$ 1,388,947
Contracted Services	$ 969,027	$ 1,219,540	$ 1,190,242	$ 1,199,760	$ 1,334,650	$ 1,347,997	$ 1,361,476	$ 1,375,091	$ 1,388,842
Contracted Student Services	$ 2,769,254	$ 2,882,482	$ 2,771,952	$ 3,155,497	$ 3,756,602	$ 3,869,300	$ 3,985,379	$ 4,104,940	$ 4,228,089
Utilities	$ 1,214,129	$ 1,223,197	$ 1,198,274	$ 1,190,697	$ 1,314,440	$ 1,340,729	$ 1,367,543	$ 1,394,894	$ 1,422,792
Equipment and Vehicles	$ 691,225	$ 560,116	$ 768,440	$ 530,681	$ 595,790	$ 599,236	$ 605,228	$ 611,281	$ 617,393
State Aid and Offsets	$ (1,902,417)	$ (1,894,495)	$ (1,682,122)	$ (1,929,230)	$ (2,030,665)	$ (2,009,525)	$ (2,009,525)	$ (2,009,525)	$ (2,009,525)
Total General Fund Expenditures	**$37,836,531**	**$38,204,364**	**$39,488,062**	**$41,441,391**	**$ 42,906,809**	**$ 43,822,845**	**$44,838,091**	**$45,715,567**	**$46,775,249**
Excess of Revenue Over (Under) Expenditure	**$ 910,110**	**$ 875,165**	**$ 611,406**	**$ -**	**$ -**	**$ 7,665**	**$ (60,786)**	**$ 32,201**	**$ (32,754)**
Transfer to Free Cash	**$ 910,110**	**$ 875,165**	**$ 611,406**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Significant Trends:

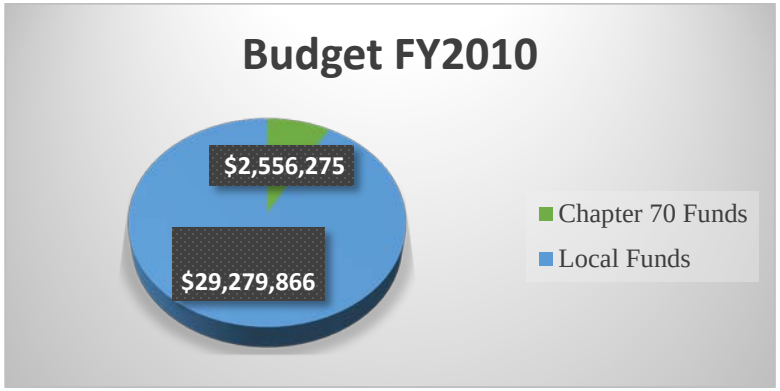
There are four trends that are worth looking at more closely. State aid to public elementary and secondary schools is referred to as Chapter 70. The Chapter 70 formula was created to ensure every district had sufficient resources to meet its foundation budget. Collective bargaining has a significant impact on the budget. Since negotiations office every three years, changes are often incremental and often take more than one collective bargaining cycle to make changes. Special education and utility expenses can vary greatly year to year. Students who have an approved Individual Education Plan (IEP) qualify for services. These services can range from speech therapy to an out of district residential placement. Utility costs have become more predictable with the implementation of energy saving initiatives the district has undergone in the past few years.

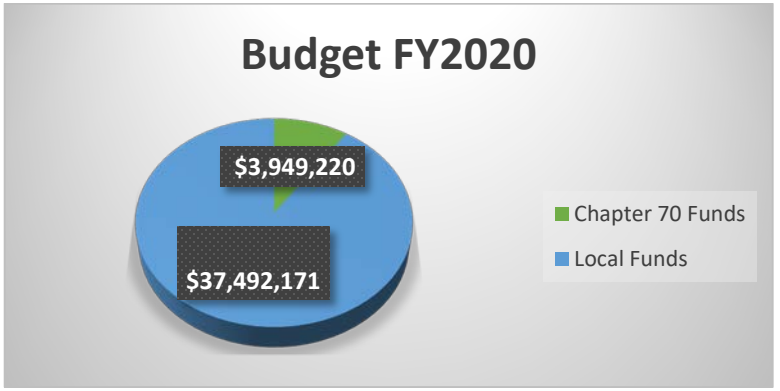
Chapter 70 Funding History:

The Chapter 70 formula was created to ensure every district had sufficient resources to meet its foundation budget. The foundation budget is influenced by three key factors: foundation enrollment, inflation, and a wage adjustment factor. The foundation enrollment is the number of students a district is financially responsible for at a point in time – October 1st of each year.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Chapter 70	$2,556,275	$2,406,938	$2,419,859	$2,512,979	$2,571,779	$2,988,929	$3,045,154	$3,299,788	$3,579,112	$3,728,527	$3,949,220

Although the Chapter 70 payments to the Town of Weston have increased roughly 30% over a five year period, Chapter 70 as percent of the total General Fund expenditures remain relatively flat.





In Weston, Chapter 70 funding levels have increased recently. Still, the Weston Public Schools is predominantly funded through local property taxes.

Special Education (Circuit Breaker) History:

In fiscal year 2004, Massachusetts replaced the special education reimbursement program, formally known as the "50/50" program, with the Circuit Breaker program. According to Massachusetts Department of Elementary and Secondary Education, "the threshold for eligibility is tied to four times the state average foundation budget per pupil as calculated under the chapter 70 program, with the state paying [up to] 75 percent of the costs above the threshold." Since its passage, the Massachusetts Legislative has maintained its commitment to fund the program when state revenue allows.

		2012	2013	2014	2015	2016	2017	2018	2019
Total Claim		$ 2,187,356	$ 1,573,763	$ 1,798,246	$ 2,069,622	$ 2,217,194	$ 2,443,443	$ 2,024,650	$2,205,178
Number of Students		26	24	22	26	28	28	23	24
Reimbursement Amount		$ 598,418	$ 607,890	$ 680,237	$ 730,473	$ 782,072	$ 910,012	$ 745,099	$ 853,998
Reimbursement %		71.15%	74.60%	75.00%	73.56%	75.00%	73.16%	65.00%	74.40%
Foundation Level		$ 9,729	$ 10,128	$ 10,352	$ 10,486	$ 10,710	$ 10,774	$ 11,027	$ 11,448
Four Times Foundation		$ 38,916	$ 40,512	$ 41,408	$ 41,944	$ 42,840	$ 43,096	$ 44,106	$ 45,792

In Weston, the Circuit Breaker reimbursement has been used to offset the total cost of day and residential placements.

Utility History:

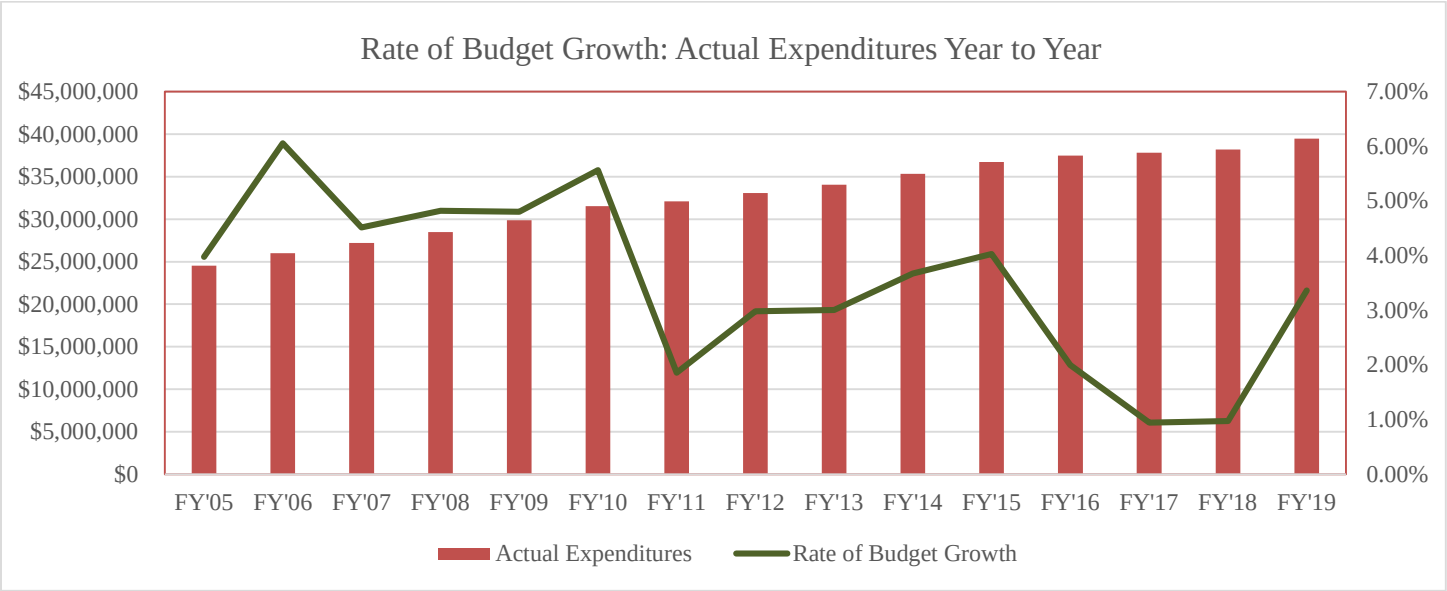
Utility usage is dependent on many factors including outdoor and indoor temperature, age and structural integrity of the building, miles driven, fuel type, and bid prices. Under Massachusetts General Law, Chapter 30 B (Uniform Procurement Law), we are required to bid out utilities. Gasoline and diesel are bid annually through a collaborative purchasing group. Electric and natural gas are bid every three to five years depending on the current pricing. To be more energy efficient, the High School was converted to a natural gas heating system in 2012. The two (2) compressed natural gas (CNG) powered school buses life cycle ended in 2011. For the past seven (7) years, the school buses have been replaced with enhanced emissions diesel vehicles (formerly gasoline). Starting in fiscal year 2018, the district began purchasing gasoline powered school buses to replace the aging fleet. In fiscal year 2017, the Town of Weston hired a Grounds Coordinator position to oversee the maintenance of all athletic and recreation fields. With a greater emphasis on reviving the fields, the water usage has increased significantly. The table below provides historical use data by utility service[2].

	Units	2012	2013	2014	2015	2016	2017	2018	2019
Natural Gas	Therm	250,506	352,811	417,752	562,791	545,603	591,456	733,685	654,821
Heating Oil	Gallons	31,212	0	0	0	0	0	0	0
Gasoline	Gallons	11,499	11,025	6,311	4,481	3,479	2,251	2,723	9,859
Compressed Natural Gas	GGE	0	0	0	0	0	0	0	0
Diesel	Gallons	25,544	36,475	39,852	41,333	44,861	40,343	38,318	31,191
Electricity	kWh	3,725,493	3,655,980	3,899,495	3,748,522	4,069,940	4,183,440	4,019,906	3,952,793
Water	Gallons	673,700	837,200	524,600	701,600	506,500	1,356,200	480,700	534,900

Slowing the Rate of Growth:

With much of the school operating budget funded through local property tax, the School Administration and School Committee have jointly worked to slow the growth of spending while meeting the educational needs of all students. Although our enrollment has declined over the past five years, budget growth is imbedded in previously negotiated collective bargaining agreements; changing student needs and the growth of social emotional health concerns (hospitalizations, school avoidance, etc.); and a desire to build high quality in-house special education programs when an appropriate cohort of students reside in the district. Below is a graph showing the actual spending and percent growth in the general fund.

[2] A unit of compressed natural gas is measured in Gas Gallon Equivalent (GGE). A unit of electricity is measured as a Kilowatt-hour (kWh).



The rate of growth in the school department budget (General Fund only) has slowed over the past few years.

Largest Increase
FY'06 at a 6.06% Increase

Smallest Increase
FY'17 at a 0.94% Increase

Average Increase Over 15 Years
3.50% Increase

Fee for Service:
Although Weston does not currently charge fees for participation in athletics, music, drama, parking, student activities, etc., it is a topic of discussion regularly. In FY'06, the student activity fee was phased out. Discussions of potential fees (revenue sources) have not led to the re-introduction of fees. This decision is subject to change.

Description of Categories and Forecast Methodology:
Although there are multiple ways to summarize the district's general fund expenditures, Weston has chosen seven broad categories. These categories include: salary and other compensation; instructional materials and supplies; contracted services; contracted student services; utilities; equipment and vehicles; and state aid and offset accounts. The table below summaries the revenue and expenditures for the general fund. For a clearer picture of how the individual accounts fit into these categories, object code level detail is summarized by expense category later in this section.

Expenditure Category	Description / Purpose
Salary and Other Compensation	This is the largest category of expenses for the district. Expenses in this category include salaries for faculty, secretarial support, administrators, leadership stipends (grade leaders, curriculum specialists, house directors and department heads), bus drivers, facilities (custodians, maintenance and grounds staff), nurses, librarians, special education staff (school psychologists, speech and language pathologists, physical and occupational therapists, and learning assistants), etc. Other compensation categories include substitute teachers (daily and long term), professional development stipends, student activity and intramural stipends, and athletic coaches. The forecast assumes anticipated enrollment changes and salary negotiations.

Instructional Materials and Supplies	This category includes classroom materials, textbooks, library materials, software, office supplies, testing materials, athletic supplies, custodial cleaning and paper products, travel and conference fees, custodial uniforms, and mileage reimbursement. The forecast assumes a slight decrease in instructional materials and supplies.
Contracted Services	This category includes software maintenance, printing, copiers, insurance, athletic game officials, speaker and consultant fees, physician services, legal expenses (general education), phone and data charges, security and general maintenance. The forecast assumes an increase of 11.24% in FY'21.
Contracted Student Services	This category includes contracted services to special education services including legal expenses (special education), transportation costs, collaborative placement, and day and residential placement costs. The forecast assumes a 19.05% increase in FY'21.
Utilities	This category includes natural gas, water, electricity, gasoline, and diesel expenses. The forecast assumes a 10.39% increase in FY'21.
Equipment and Vehicles	This category includes equipment purchases (maintenance equipment, computers, furniture, etc.) and school buses. The forecast assumes an 12.27% increase in FY'21.
State Aid and Offset Accounts	There are several state aid and offset accounts that make up this category. These include: Athletics: Local gate receipts used to offset transportation costs. E-Rate: Local reimbursement receipts from the Schools and Libraries Program of the Universal Service Fund administered by the Universal Service Administrative Company (USAC). Building Use: Local receipts used to offset utility costs due to after-hours use of the school buildings. Circuit Breaker: State reimbursement funds used to offset the costs of special education. Drama: Local performance receipts used to offset program costs. METCO: Grant receipts used to offset the costs of instructional salaries in Kindergarten through Grade 12 classrooms. Music: Local performance receipts used to offset program costs. Pre-School: Local receipts for typically-developing children attending pre-school. Technology: Middle School Chromebooks offset. Transportation: Local receipts used to offset the costs associated with transportation of Meadowbrook students (late buses). The forecast assumes an increase of 5.26% in FY'21.

Special Revenue Funds

Grant Fund Summary – Revenue and Expense (by Expense Category):

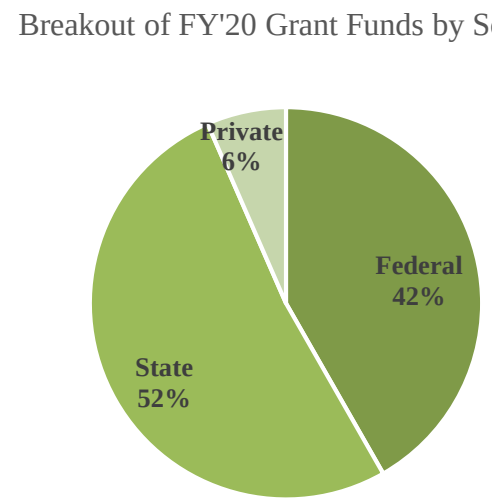
All grant funds that have been awarded to the district between 2017 and 2020 are presented here. Grant revenue is summarized in three broad categories: federal grants (e.g. Title I); state grants (e.g. METCO); and private grants (e.g. Weston Education Enrichment Fund Committee – WEEFC).

State grants are the largest share of funds with 52% of the total or $1,364,702 in funding. The largest share of this is the METCO grant.

Federal grants are the second largest share of the funds with 42% of the total or $1,101,785 in funding. The largest share of this is the Special Education I.D.E.A. grant.

Although private grants account for the smallest share of the total at 6%, almost 100% of these funds are a result of the generosity of Weston residents in their donations to the Weston Education Enrichment Fund (WEEFC) that enrich the student's experience in Weston Public Schools.

Grant expenses (federal, state and private combined) are summarized into the seven broad categories.



Grant Funds	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Approved Budget	FY'21 Recommended Budget	FY'22 Forecast	FY'23 Forecast	FY'24 Forecast	FY'25 Forecast
Federal Grants									
Early Education Special Education	$ 24,474	$ 21,767	$ 23,991	$ 24,478	$ 24,478	$ 24,478	$ 24,478	$ 24,478	$ 24,478
Special Education I.D.E.A.	$ 450,264	$ 313,743	$ 459,334	$ 646,866	$ 646,866	$ 646,866	$ 646,866	$ 646,866	$ 646,866
Special Education I.D.E.A. (Carry Forward)	$ 178,412	$ 178,418	$ 309,558	$ 168,508	$ -	$ -	$ -	$ -	$ -
Special Education Program Improvement	$ 17,757	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Special Education Program Improvement	$ 1,400	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Title I	$ 64,756	$ 33,566	$ 160,513	$ 198,223	$ 160,000	$ 158,400	$ 156,816	$ 155,248	$ 153,695
Title I (Carry Forward)	$ 16,070	$ 8,512	$ 29,096	$ 7,644	$ -	$ -	$ -	$ -	$ -
Title IIA: Teacher Quality	$ 22,193	$ 18,831	$ 47,081	$ 44,739	$ 40,000	$ 39,600	$ 39,204	$ 38,812	$ 38,424
Title IIA: Teacher Quality (Carry Forward)	$ 18,975	$ 13,502	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Title IV: Student Support	$ -	$ 1,888	$ 4,547	$ 11,327	$ 5,000	$ 4,950	$ 4,901	$ 4,851	$ 4,803
State Grants									
Enhanced School Health Services	$ 49,200	$ 49,200	$ 49,200	$ 49,200	$ -	$ -	$ -	$ -	$ -
Comprehensive School Health Grant	$ -	$ -	$ -	$ 225,000	$ 225,000	$ 225,000	$ 225,000	$ -	$ -
Metropolitan Council for Educ. Opp. (METCO)	$ 958,804	$ 958,795	$ 1,002,884	$ 1,090,502	$ 1,000,000	$ 950,000	$ 950,000	$ 950,000	$ 950,000
Private Grants									
Cultural Council	$ 350	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FIRST	$ 1,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
St. Peter's Episcopal/METCO	$ 3,252	$ 3,000	$ 5,000	$ 3,000	$ 3,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
STARs Residency	$ 7,000	$ 5,900	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Weston Education Enrichment Fund (WEEFC)	$ 229,851	$ 235,373	$ 174,970	$ 170,000	$ 165,000	$ 160,000	$ 155,000	$ 150,000	$ 145,000
Total Grant Revenue	**$ 2,043,758**	**$ 1,842,495**	**$ 2,266,174**	**$ 2,639,487**	**$ 2,269,344**	**$ 2,211,294**	**$ 2,204,265**	**$ 1,972,255**	**$ 1,965,266**

Grant Funds	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Approved Budget	FY'21 Recommended Budget	FY'22 Forecast	FY'23 Forecast	FY'24 Forecast	FY'25 Forecast
Expenditures									
Salary and Other Compensation	$ 1,376,730	$ 1,179,351	$ 1,306,358	$ 1,042,622	$ 1,040,000	$ 1,040,000	$ 1,040,000	$ 1,040,000	$ 1,040,000
Instructional Materials and Supplies	$ 93,951	$ 96,731	$ 133,609	$ 35,110	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000
Contracted Services	$ 113,433	$ 135,663	$ 152,800	$ 133,958	$ 130,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
Contracted Student Services	$ 392,692	$ 544,459	$ 383,585	$ 501,647	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Equipment and Vehicles	$ 63,819	$ -	$ -	$ 67,385	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000
State Aid and Offsets	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Grant Expenditures	**$ 2,040,625**	**$ 1,956,203**	**$ 1,976,352**	**$ 1,780,722**	**$ 1,770,000**	**$ 1,715,000**	**$ 1,715,000**	**$ 1,715,000**	**$ 1,715,000**
Excess of Revenue Over (Under) Expenditure	**$ 3,133**	**$ (113,708)**	**$ 289,822**	**$ 858,765**	**$ 499,344**	**$ 496,294**	**$ 489,265**	**$ 257,255**	**$ 250,266**
Transfer to Fund Balance/Carry Forward	**$ 3,133**	**$ (113,708)**	**$ 289,822**	**$ 858,765**	**$ 499,344**	**$ 496,294**	**$ 489,265**	**$ 257,255**	**$ 250,266**

The Special Education I.D.E.A. grant covers the costs related to contracted transportation services to students on an Individual Education Plan and transported to an out of district placement. Although an expected surplus of grant funds is reflected at this point in the fiscal year, cost estimates for special education transportation are variable.

Revolving Fund Summary - Revenue and Expense (by Expense Category):

All revolving funds that have been established by the district between fiscal year 2017 and 2020 are presented here. An increase is anticipated in Circuit Breaker based on current placements.

Revolving Funds	FY'17 Actual	FY'18 Actual	FY'19 Actual	FY'20 Approved Budget	FY'21 Recommended Budget	FY'22 Forecast	FY'23 Forecast	FY'24 Forecast	FY'25 Forecast
Revenue									
Athletics	$ 58,291	$ 65,195	$ 19,848	$ 19,848	$ 20,000	$ 25,000	$ 20,000	$ 25,000	$ 20,000
Circuit Breaker (Special Ed. Reimbursement)	$ 910,012	$ 745,099	$ 853,998	$ 775,000	$ 1,050,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
Drama	$ 33,642	$ 24,935	$ 25,754	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Facility Rental	$ 89,344	$ 92,653	$ 94,517	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000
Field Trips	$ 39,975	$ 71,171	$ 57,666	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
Food Service	$ 1,197,887	$ 1,102,805	$ 1,044,125	$ 1,000,000	$ 1,001,000	$ 1,002,001	$ 1,003,003	$ 1,004,006	$ 1,005,010
Gifts	$ 73,959	$ 36,838	$ 31,932	$ 30,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000
Guidance	$ 60,064	$ 67,127	$ 83,643	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
Lost and Damaged Books	$ 1,424	$ 863	$ 1,100	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Music	$ 19,172	$ 19,795	$ 36,987	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Non-Resident Tuition	$ 67,981	$ 17,185	$ 4,600	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Pre-School	$ 303,720	$ 361,747	$ 374,457	$ 340,000	$ 340,000	$ 340,000	$ 340,000	$ 340,000	$ 340,000
Transportation	$ 26,392	$ 31,775	$ 12,690	$ 16,002	$ 25,000	$ 25,500	$ 26,010	$ 26,530	$ 27,061
Total Revolving Fund Revenue	**$ 2,881,863**	**$ 2,637,189**	**$ 2,641,316**	**$ 2,416,850**	**$ 2,707,000**	**$ 2,563,501**	**$ 2,560,013**	**$ 2,566,536**	**$ 2,563,071**
Expenditures									
Salary and Other Compensation	$ 760,219	$ 1,086,562	$ 996,869	$ 1,000,000	$ 1,000,000	$ 1,010,000	$ 1,025,150	$ 1,040,527	$ 1,056,135
Instructional Materials and Supplies	$ 1,104,732	$ 612,750	$ 541,959	$ 575,000	$ 575,000	$ 580,750	$ 592,365	$ 604,212	$ 616,297
Contracted Services & Transportation	$ 46,275	$ 170,951	$ 76,391	$ 77,000	$ 77,000	$ 77,770	$ 78,548	$ 79,333	$ 80,127
Contracted Student Services	$ 709,045	$ 910,025	$ 745,089	$ 750,000	$ 1,050,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Equipment and Vehicles	$ 4,078	$ 14,635	$ 2,152	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
State Aid and Offsets	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Revolving Fund Expenditures	**$ 2,624,349**	**$ 2,794,923**	**$ 2,362,461**	**$ 2,407,000**	**$ 2,707,000**	**$ 2,573,520**	**$ 2,601,063**	**$ 2,629,073**	**$ 2,657,558**
Excess of Revenue Over (Under) Expenditure	**$ 257,514**	**$ (157,735)**	**$ 278,856**	**$ 9,850**	**$ -**	**$ (10,019)**	**$ (41,050)**	**$ (62,537)**	**$ (94,487)**
Transfer to Fund Balance/Carry Forward	**$ 257,514**	**$ (157,735)**	**$ 278,856**	**$ 9,850**	**$ -**	**$ (10,019)**	**$ (41,050)**	**$ (62,537)**	**$ (94,487)**

Significant Trends:

Revolving fund programs are expected to collect revenues equal to or more than the annual program expenses. Fund balances fluctuate based on the annual performance of the program. Tuition and rental rates are calculated annually by the Assistant Superintendent for Finance and Operations based on the actual cost of the program. The following funds have significant vulnerabilities:

Food Service:

For school year 2019-2020, the School Committee approved a price increase of $0.50 per meal. Over the past ten years, the program has changed significantly. Changes include: healthier offerings such as nitrate free meats, free range turkey, and organic products; sustainable practices such as removing plastics and Styrofoam from our kitchens; new federal and state regulations; hiring a Nutrition Analyst/Farm to School Coordinator; and purchasing local fruits and vegetables when possible. In addition, collective bargaining pressures to maintain competitive salaries impacts the fund balance. Although the revenue collected from sales, federal and state reimbursement and catering covers most the program costs; health insurance and utilities are covered by the Town and School departments not through sale receipts.

Many neighboring communities have chosen to outsource food services with mixed results. Weston has valued the in-house program due to the quality of food and service, as well as, the programmatic changes that have been implemented quickly and successfully. Food service management companies may not be as responsive. The School Committee will continue to weigh the pros and cons of in-house versus a management company.

Circuit Breaker:

This is a significant revenue source to the district and is dependent on state funding authorizations and high special education costs. If the costs to provide services to special education students are reduced, the associated reimbursement level mirrors the reduction. Legislatively, the state can reimburse up to 75% of costs more than four times foundation ($45,792 in FY'19). Reimbursement levels have fluctuated from 60% to 75% and are dependent on the appropriation set by the state Legislature on an annual basis. Beginning in FY'21, transportation costs will now be considered for reimbursement.

General Fund Summary and Expenditure Detail

Category	FY'20 Revised Budget	FY'21 Supt. Rec. Budget	FY'21 Variance	% Change
Salary and Other Compensation	$35,888,565	$36,547,045	$658,480	1.83%
Instructional and Supply Materials	$1,405,421	$1,388,947	($16,474)	(1.17%)
Contractual Services	$1,199,760	$1,334,650	$134,890	11.24%
Contractual Student Services	$3,155,497	$3,756,602	$601,105	19.05%
Utilities	$1,190,697	$1,314,440	$123,743	10.39%
Equipment and Vehicles	$530,681	$595,790	$65,109	12.27%
State Aid and Offset Accounts	($1,929,230)	($2,030,665)	($101,435)	5.26%
Total General Fund:	$41,441,391	$42,906,809	$1,465,418	3.54%
General Fund Only Total FTE:	424.054	411.035	(13.019)	

The below table represents costs broken down by district department.

Description	FY'20 Revised Budget	FY'20 FTE	FY'21 Recommended	FY'21 FTE	FY'21 Funding Change	FY'21 FTE Change	% Change
District Wide	1,772,945	13.754	1,916,162	13.754	143,217	0.000	8.08%
Country School	3,006,554	32.558	3,089,443	32.193	82,889	(0.365)	2.76%
Woodland School	2,761,314	30.077	2,881,756	30.192	120,442	0.115	4.36%
Field School	2,858,153	28.289	2,895,546	27.314	37,393	(0.975)	1.31%
Middle School	6,049,288	56.440	6,114,664	54.490	65,376	(1.950)	1.08%
High School	9,189,625	81.462	9,314,482	77.774	124,857	(3.688)	1.36%
Facilities Dept.	3,005,845	31.000	3,366,031	31.000	360,186	0.000	11.98%
Information Tech.	1,621,378	12.232	1,704,994	12.232	83,616	0.000	5.16%
Student Services	10,042,575	115.232	10,417,473	109.076	374,898	(6.156)	3.73%
Transportation	1,133,714	23.010	1,206,258	23.010	72,544	0.000	6.40%
General Fund Only Total	41,441,391	424.054	42,906,809	411.035	1,465,418	(13.019)	3.54%