



WAYLAND PUBLIC SCHOOLS

Budget Hearing Presentation
FY19 Operating and Capital Budgets

February 13, 2018



SYSTEM-WIDE LONG-RANGE PLANNING

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

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

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



SYSTEM-WIDE GOAL SETTING

■ SYSTEM-WIDE GOALS: An Integrated Approach

- System-wide Goals



- School Improvement Plan Strategic Initiatives



- Individual Goals and Professional Development Plans

+ *SYSTEM—WIDE GOALS*

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



SCHOOL COMMITTEE BUDGET GOAL



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

+ SCHOOL COMMITTEE BUDGET PROCESS

1. Received the Finance Committee's guideline
 - *Maximum town-wide increase of less than 3.5% over the FY18 Budget*
2. Developed enrollment projections and reviewed related staffing
 - *For more information regarding enrollment, go to this link:*
[FY 2018 Enrollment Report](#)



SCHOOL COMMITTEE BUDGET

FY 19 Enrollment Projections

	2016-2017	2017-2018	2018-2019
CLAYPIT HILL			
# Students	541	542	549
(Change)	+20	+1	+7
<i>Avg Class Size</i>	<i>21.0</i>	<i>20.0</i>	<i>20.0</i>
HAPPY HOLLOW			
# Students	387	387	386
(Change)	-4	0	-1
<i>Avg Class Size</i>	<i>22.0</i>	<i>22.0</i>	<i>22.0</i>
LOKER			
# Students	258	281	291
(Change)	-5	23	10
<i>Avg Class Size</i>	<i>21.0</i>	<i>20.0</i>	<i>21.0</i>

+ SCHOOL COMMITTEE BUDGET

FY 19 Enrollment Projections (cont.)

	2016-2017	2017-2018	2018-2019
MIDDLE SCHOOL			
# Students	638	638	672
(Change)	-6	0	34
Avg Class Size	16.5-19.5	16.3-19.9	N/A**
HIGH SCHOOL			
# Students	831	859	842
(Change)	-9	+28	-17
Avg Class Size	13.6-20.8	13.6-21.2	N/A**
TOTAL DISTRICT	2,655	2,707	2,740
	-11	+52	+33

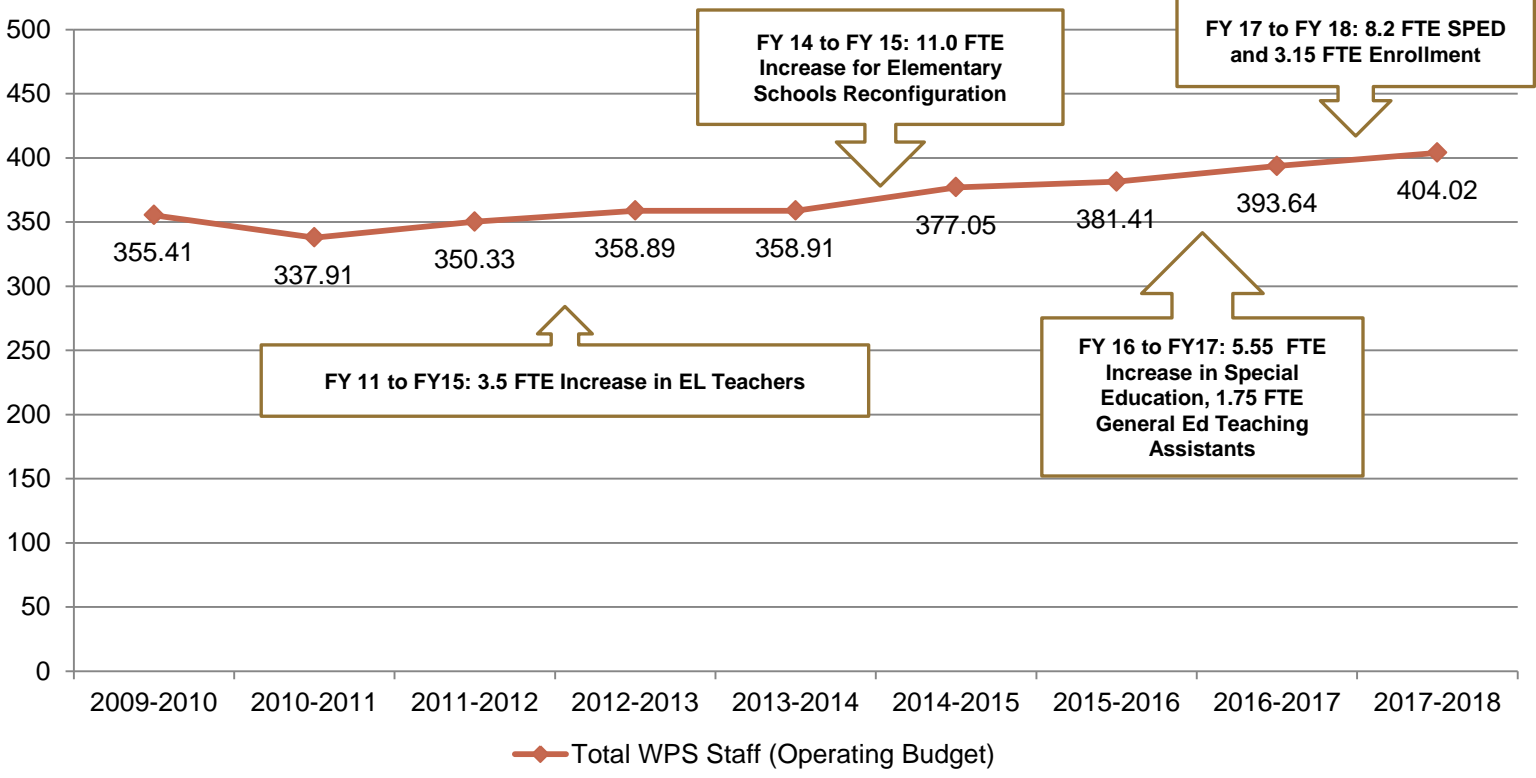
** Average class sizes cannot be calculated at this point since the class selection process has not been completed.



SCHOOL COMMITTEE BUDGET

Trend of Full-Time Equivalent (FTE) Staffing

**Wayland Public Schools Staff
Funded by Operating Budget (Staff Deployment)**



# Students	2,721	2,682	2,675	2,710	2,684	2,665	2,659	2,655	2,707
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+ *SCHOOL COMMITTEE BUDGET*

Budget Process (continued)

3. Met with each Building Principal and Program Director over the course of 3 meetings.
4. Conducted several community outreach meetings including with the Finance Committee.
5. Reviewed the Superintendent's Recommended Budget, which provides a strong foundation for learning.
6. Arrived at School Committee's Recommended Budget, by discussing and debating merits of budget components and their impact on students.
7. In response to the Finance Committee's request, reductions of \$41,275 and \$293,645 were made to the operating and unclassified recommended budgets, respectively.



SCHOOL COMMITTEE BUDGET

FY 19 Budget Increase



FY 19 Personnel Budget Increase:

Steps, Lanes, Salary Increase, Staff Exchange (wage adjustments, longevity stipends, retirements, leaves of absences/returns, staffing re-allocations) \$830,798

Enrollment-Driven and State-Mandated Changes (1.0 SPED TA LO, 1.0 Gr 1 TA HH, 1.0 Adj. Counselor CH, 1.2 EL T CH, .2 Music TA HH, .8 Gr 7 T MS, .19 Nurse DW) 312,000

TOTAL Personnel Budget Increase **\$1,142,798**

FY 19 Non-Personnel Budget Increase:

Contractual/Usage Changes (Utilities, Maintenance, General Education Transportation, Special Education Tuition Fees) \$260,108

Reductions and Resource Re-Allocations (Advertising, Testing, Special Education Contracted Service and Transportation, Waste Water Contracted Services, Loker Instructional Supplies) (\$181,865)

TOTAL Non-Personnel Budget Increase **\$78,243**

FY 19 Instructional Priorities and Efficiencies Budget Increase:

Personnel (1.0 Academic Center HS, 1.0 Substitute MS, .40 Waste Water Manager, Elementary Stipends, Schedule and Salary Adjustments) \$116,511

Non-Personnel (AV Replacement) \$30,000

TOTAL Instructional Priorities and Efficiencies Budget Increase **\$146,511**



SCHOOL COMMITTEE BUDGET

FY 19 Budget Increase

Total FY 2019 Personnel Budget Increase	\$1,142,798
Total FY 2019 Non-Personnel Budget Increase	\$78,243
Total FY 2019 Instructional Priorities and Efficiencies Increase	\$146,511
TOTAL FY 2019 Budget Increase	\$1,367,552
<i>Total Percentage Increase</i>	<i>3.49%</i>

+ SCHOOL COMMITTEE BUDGET

FY 19 FTE Staffing

ENROLLMENT-DRIVEN AND STATE-MANDATED	5.39 FTE
<ul style="list-style-type: none"> • 1.0 FTE SPED Teacher Assistant @ Loker • 1.0 FTE Grade 1 Teacher Assistant @ Happy Hollow • 1.0 FTE Adjustment Counselor @ Claypit Hill • 1.20 FTE English Learner (EL) Teacher @ Claypit Hill • 0.20 FTE Specialist Teacher @ Elementary • 0.80 FTE Grade 7 Teacher @ Middle School • 0.19 FTE Nurse @ District-Wide 	<ul style="list-style-type: none"> • To address classes that exceed class size guidelines and to be compliant with legally mandated obligations
INSTRUCTIONAL PRIORITIES	2.40 FTE
<ul style="list-style-type: none"> • 1.0 FTE Academic Center Teacher Assistant @ High School • 1.0 FTE School-based Substitute @ Middle School • 0.40 FTE Waste Water Manager @ High School 	<ul style="list-style-type: none"> • To address deficiencies in programs, increase staffing and service delivery efficiencies, prevent additional costs in future years

+ SCHOOL COMMITTEE BUDGET

Additional Changes

The Finance Committee requested personnel, non-personnel and unclassified budget reductions totaling \$901,000 from the town and school departments. In response to the Finance Committee's request, reductions of \$31,275 to personnel, \$10,000 to non-personnel and \$293,645 to unclassified budgets were made to the school department's operating and unclassified recommended budgets.

PERSONNEL	\$31,275	
<ul style="list-style-type: none"> • Unanticipated retirement • Delay in hiring MS 2-day substitute 	<ul style="list-style-type: none"> • \$25,000 • \$6,275 	<ul style="list-style-type: none"> • Increased risk – Budget Staffing Exchange of (\$150,000) reflects unanticipated retirements and other potential staff savings • Principal and Assistant Principal will continue to provide coverage for staff absences
NON-PERSONNEL	\$10,000	
<ul style="list-style-type: none"> • Reduce funding for instructional supplies • Reduce funding for textbooks 	<ul style="list-style-type: none"> • \$5,000 • \$5,000 	<ul style="list-style-type: none"> • Purchase with end year savings • Purchase with end year savings
UNCLASSIFIED	\$293,645	
<ul style="list-style-type: none"> • Reduce Health Care Benefits Projection • Reduce OPEB Projections 	<ul style="list-style-type: none"> • \$273,260 • \$20,385 	<ul style="list-style-type: none"> • Eliminate contingency • Reduce cost estimate



School Department Total Revenue

	FY15	FY16	FY17	NOTES
REVENUE				
Prior Year Unused Encumbrance	\$46,076	\$154,592	\$85,583	Unspent balance
Local Sources	77,942	108,981	\$122,869	Medicaid and E-rate
State Aid	4,252,338	4,428,048	\$5,236,143	Circuit Breaker, MA School Building Authority, Charter School, Ch. 70
Grants	1,394,368	1,496,459	\$1,529,958	Federal and State grants
Other Local Receipts & Private Grants	5,440,119	5,428,637	\$5,811,540	Private, Grants, Gifts, Fees
Appropriation	35,433,047	36,719,239	\$37,588,368	
TOTAL REVENUE	\$46,643,890	\$48,335,956	\$50,374,461	

+ School Department Total Expenditures

	FY15	FY16	FY17	NOTES
EXPENDITURES				
School Committee	\$35,284,436	\$36,392,717	\$37,588,368	Operating
Town	11,631,501	13,705,804	\$14,530,955	Total Town (includes nurses, crossing guards, fringe, maintenance, building project debt payments)
Fed & State Grants	1,443,339	1,520,826	\$1,565,680	METCO, IDEA, SPED, Title IIA, Title I
Circuit Breaker	592,240	642,240	\$718,531	State tuition reimbursement
Private Grants/Gifts	336,202	202,390	\$260,659	Gifts, METCO Revolving, Athletic Club, PD
Revolving Accounts	5,275,147	4,982,204	\$5,393,694	Fees, WPSF, Food Service, WSCP
TOTAL EXPENDITURES	\$54,562,865	\$57,392,181	\$60,057,887	
PER PUPIL EXP	\$17,652	\$17,426	*\$	*FY 2017 per pupil data is unavailable at this time.

+ *School Department Benefits*

Total and Per Eligible Employee

FY17 Benefits Actual Expenditures	Amount	NOTES
Health Insurance	\$2,796,329	Total Active School Employees
Retiree Health Insurance	948,194	Total Retiree School Employees
Life Insurance	11,652	Total Active School Employees
Medicare Payroll Taxes	419,963	Total Active School Employees
Middlesex Retirement Contribution	873,790	Non-Teacher Active and Retiree School Employees
OPEB	n/a	Total Active and Retiree School and Town Employees
Unemployment	28,789	Total Active School and Town Employees
Workers' Comp	156,662	Total Active School and Town Employees
AVG COSTS PER BENEFITS ELIGIBLE EMPLOYEE		
Non-Teacher	\$16,439	
Teacher	\$11,747	

+ SCHOOL COMMITTEE BUDGET

Demographic Profile – Peer Communities

Community	FY16 Average Single Family Tax Bill (1)		FY16 Per Pupil Expenditure (2)		FY16 Student Teacher Ratio (2)		FY16 PARCC ELA CPI (2)		FY16 PARCC Math CPI (2)		FY16 Combined SAT (2)	
	Amount	Rank	Amount	Rank	Ratio	Rank	Score*	Rank	Score	Rank	Score**	Rank
Acton-Boxborough	\$ 9,681.50	11	\$ 14,745.00	13	15.3 : 1	13	94.9	*	93.1	*	1863	2
Bedford	\$ 9,103.00	13	\$ 18,120.00	8	11.5 : 1	4	92.8	6	89.2	6	1688	10
Carlisle	\$ 13,588.00	6	\$ 19,709.00	4	11.3 : 1	3	96.9	1	97.0	1	1856	4
Concord	\$ 13,490.00	7	\$ 18,857.00	6	12.9 : 1	7	95.8	2	94.3	2	1856	-
Dover	\$ 14,149.00	4	\$ 23,233.00	2	13.4 : 1	9	94.4	*	95.3	*	1860	3
Lexington	\$ 12,955.00	8	\$ 18,003.00	9	12.1 : 1	5	96.1	*	95.0	*	1875	1
Lincoln	\$ 15,033.00	3	\$ 21,799.00	3	10.4 : 1	1	91.7	*	86.2	*	1759	8
Needham	\$ 9,587.00	12	\$ 16,547.00	11	14.3 : 1	12	95.0	*	92.9	*	1727	9
Sherborn	\$ 15,104.00	2	\$ 19,135.00	5	12.9 : 1	7	94.4	*	95.0	*	1860	-
Sudbury	\$ 12,082.00	9	\$ 15,259.00	12	13.8 : 1	11	95.8	2	92.7	5	1759	-
Wayland	\$ 11,730.00	10	\$ 17,426.00	10	12.8 : 1	6	94.0	5	92.8	4	1807	7
Wellesley	\$ 13,971.00	5	\$ 18,636.00	7	13.7 : 1	10	96.0	*	92.3	*	1813	6
Weston	\$ 18,762.00	1	\$ 23,899.00	1	11.2 : 1	2	95.5	4	93.8	3	1834	5

Key:

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

(2) Source: Commonwealth of MA Department of Education Website. Blended per pupil expenditures for regional high schools:

Concord-Carlisle=\$21,506, Dover-Sherborn=\$18,999, Lincoln-Sudbury=\$19,282

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

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

+ SCHOOL COMMITTEE BUDGET

Peer Comparison

FY16 Expenditure Per Pupil	WAYLAND	PEER AVG*
Admin & Instructional Leadership	\$1,927	\$2,168
Teachers	7,183	7,308
Other Teaching Services	1,526	1,898
Professional Development	196	266
Instructional Mat/Equip/Tech	373	572
Guidance, Counseling, Testing	614	542
Pupil Services	1,457	1,281
Operations & Maintenance	1,442	1,369
Benefits & Fixed Charges	1,937	2,560
Expenditure per in-district pupil	16,655	17,964
Expenditure per out-of-district pupil	53,453	80,906

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

+ *SCHOOL COMMITTEE BUDGET*

FY19 Capital Budget Requests

- \$285,000 to repair Waste Water Treatment Plant at High School
- \$3,500,000 to relocate and renovate Athletic stadium complex at High School
- \$1,960,000 to relocate and renovate Athletic stadium complex at High School (swap tennis courts/softball field, build outdoor basketball and volley ball courts)
- \$350,000 to replace and upgrade the Loker kitchen
- \$125,000 to upgrade the phone system at the Middle School, comparable to the systems at the High School, Claypit Hill, Happy Hollow, Loker and Central Office
- \$30,000 to purchase various custodial equipment, including an auto floor scrubber and polisher to care for new tile floors at the Middle School
- \$35,000 to continue tile replacement work at Happy Hollow
- \$35,000 to continue furniture replacement program at the Middle School
- **TOTAL = \$6,320,000**



SCHOOL COMMITTEE BUDGET

FY20-23 Capital Requests

PROJECT/EQUIPMENT	FY2020	FY 2021	FY2022	FY2023
CH Boiler & Controls	\$400,000			
CH Food Service Equipment	\$60,000			
CH Roof Top HVAC Unit Replacement	\$350,000			
CH Air Conditioning				\$2,000,000
HH Floor Tile Replacement	\$35,000	\$35,000		
HH Boiler Replacement		\$400,000		
Loker Floor Tile Replacement	\$50,000	\$50,000	\$35,000	
Loker Parking (Front & Back)	\$250,000			
Loker Roof Replacement			\$140,000	\$1,390,000



SCHOOL COMMITTEE BUDGET

FY20-23 Capital Requests

PROJECT/EQUIPMENT	FY2020	FY 2021	FY2022	FY2023
Loker Roof Equipment				\$1,000,000
Loker Boiler & Controls				\$400,000
Loker Gym Floor Renewal	\$225,000			
Loker Music Room Reconfiguration			\$325,000	
MS Furniture Replacement	\$35,000	\$35,000		
MS Floor Tile Replacement	\$150,000	\$75,000		
MS Music Space in Cafeteria				\$350,000
MS Stage Lighting		\$115,000		
MS Gym Floor Re-surfacing	\$225,000			



SCHOOL COMMITTEE BUDGET

FY20-23 Capital Requests

PROJECT/EQUIPMENT	FY2020	FY 2021	FY2022	FY2023
MS HVAC Replacement				\$3,000,000
MS Courtyard Windows Replacement				\$350,000
CH, HH, WMS Serving Lines			\$60,000	
HS Stadium Project Reposition Baseball Field and Improve Sub Base	\$1,200,000			
HS Field House Indoor Track Replacement				\$125,000
Custodial Equipment		\$30,000		
Replace Vehicle/Maintenance	\$30,000		\$35,000	
Bus Parking Development	\$600,000			
TOTAL	\$3,610,000	\$740,000	\$595,000	\$8,615,000

+ DISCUSSION

THANK YOU