

Webster Public Schools
Webster, Massachusetts

School Budget at a Glance

July 1, 2016 - June 30, 2017

Public Hearing

X:XX P.M. Xxxday, XX, 2016

Location

Town Meeting

7:00 P.M. Monday May 9, 2016

BHS Auditorium

Webster Public Schools Vision Statement

Our mission is to provide a quality education and a safe learning environment for all students and to empower them to succeed as responsible, productive citizens in an ever-changing global society.

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We welcome your questions, comments and suggestions regarding this publication.
Details concerning the budget summarized here may be requested from the

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Message from the Superintendent of Schools

FY 17 Budget Priorities

The Webster community has much to be proud of regarding the continued support and investment in education. The new Park Avenue Elementary School and subsequent grade reconfiguration allows for our youngest students to learn in a safe academic environment and to preserve the learning experiences of students in age appropriate grade spans. The achievement of the Bartlett High School students in academics through statewide assessments and the Advanced Placement course program, the fine and performing arts opportunities, and athletics participation without fees provides for college and career readiness skills needed by each graduate. The provision of high quality special education programming in the district supports more students to obtain the life skills needed in the least restrictive of environments.

The investments of the community in both enrichment and alternative programs have had an impact by providing more students the opportunity to obtain a rigorous education. The Nichols Honors Academy provides students with an accelerated high school academic program in preparation for the challenges of competitive college enrollment. The Freshmen Strong team supports students to obtain academic credit during the 9th grade and reduce the risk for dropout. The Quest program provides students with opportunities for credit recovery and small class instruction to support students in obtaining a high school diploma. The district wide investment in Science, Technology, Engineering, and Mathematics (STEM) initiative supports the development of critical thinking skills for innovation and problem solving necessary for 21st Century success.

The challenges facing the student in public school today are quite different than those of past generations. Whether persistent or growing economic concerns, transience, past trauma, exposure to adult substance abuse, and increasing social, emotional, and mental health needs at younger ages, we must address the conditions that make academic gains possible in order for all students to learn. We must address the needs of students in order to have a safe and supportive academic school environment. Webster Public Schools has implemented Breakfast in the Classroom at Park Avenue Elementary School through a grant funded program serving over 700 breakfasts each day. As a Community Eligibility Provision (CEP) district, we have implemented a free breakfast and lunch program for all Webster Public School students with federal and state financial support. Through the use of grant funds from the

Department of Elementary and Secondary Education, Park Avenue Elementary School and Bartlett High School staff have implemented a Positive Behavior Intervention and Support (PBIS) program, a nationally recognized program for improving student self regulation of behaviors in and out of the classroom. In addition, Park Avenue Elementary School staff have participated in training for Trauma Sensitive Schools and implemented Mindfulness in the Classroom, a research based approach supported by the UMASS Medical Center. Webster Middle School has implemented a student Advisory program for student engagement and to develop academic success strategies to be implemented across the core curriculum. We have implemented a district wide Student Support Team (SST) process for referral of students proactively to prevent academic failure, chronic absenteeism, and escalating behaviors leading to disciplinary action such as school suspensions. Our success in these areas can be measured by our recent requests to share our strategies at state conferences and through requests for presentations and site visits by other school districts.

Webster Public Schools have improved on our 2015 statewide accountability measures. In different areas we are either “On Target” or “Improved Below Target”. At the district level the data indicates the following:

- “Improved Below Target” in both English language arts and Mathematics for Proficiency Gap Narrowing
- “Extra Credit” for English language arts for increasing the number of students scoring Advanced and decreasing the number of students scoring Warning/Failing
- “Above Target” Growth in English language arts and moderate Growth in Mathematics
- “Extra Credit” for English language proficiency increases (pertains to English Language Learners)
- 2014 high needs subgroup “Improvement Below Target” in 4 year cohort graduation rate

Bartlett High School data for 2015 indicates the following:

- BHS School Percentile went from 9% to 14% for a school cohort representing grades 7-12 (This is statistically significant because it means that we are no longer in consideration for an increase in accountability status level for this school.)
- “Improved Below Target” in English Language Arts and Mathematics
- “Extra Credit” in English Language Arts and Mathematics

- English Language Arts Growth is “Above Target” and “On Target” for Mathematics

And Webster Middle School data indicates the following:

- Improved below target in English language arts
- Extra credit in English language arts for increasing the number of students scoring Advanced and decreasing the number of students scoring Warning/Failing
- English language arts Growth is above target
- Moderate Growth in Mathematics

In order to maintain the academic improvements of the last few years, the budget developed for FY 17 includes a maintenance of effort for programs, but also addresses the needs in three priority areas:

1. Class Size Reduction.

With increased enrollment at each of the Webster Public Schools, average class sizes in grades 1, 2, and 4 at Park Avenue Elementary School, in the exploratory/enrichment classes at Webster Middle School, and in academic and arts programs at Bartlett High School exceed 30 students per class.

a) Park Avenue Elementary School - According to GreatKids.org, studies over a period of years have pointed to a number of trends as a result of lowering class size:

- Gains associated with small classes generally appear when the class size is reduced to less than 20 students.
- Gains associated with small classes are stronger for the early grades.
- Gains are stronger for students who come from groups that are traditionally disadvantaged in education.
- Gains from class size reduction in the early grades continue for students in the upper grades. Students are less likely to be retained, more likely to stay in school and more likely to earn better grades.
- Academic gains are not the only benefit of lowering class size. A recent study published in the *American Journal of Public Health* revealed that reducing class sizes in elementary schools may be more cost-effective than most public health and medical interventions. This is because students in smaller classes are more likely to graduate from high school,

and high school graduates earn more and also enjoy significantly better health than high school dropouts.

Park Avenue Elementary School has an enrollment exceeding 800 students. With the current six classrooms for grade 1, the average class size will be 29 students in FY 17, but with the addition of one classroom the average class size would be approximately 23 students. In grade 2, our currently highest enrolled grade level, with six classes the average class size will be 29 students, but with the addition of one section the average class size will be 24 students. For grade 4, with currently 5 classes the average class size will be 30 students, but with the addition of one more class the average class size is projected to be 25 students. These average class sizes are based on current enrollments with a grade advance into the next grade level and do not take into account the continuous enrollment of new students.

b) **Webster Middle School** - As part of the grade reconfiguration the middle school had to adapt an existing schedule for grades 3 to 6 to a high school preparatory schedule for grades 5 to 8. The schedule was developed with the intent of maintaining a Foreign Language introductory program in the junior high school grades and provide art, music and STEM instruction for all students. The FY 17 budget looks to restore the 2.0 FTE Foreign Language teachers to Webster Middle School which were reduced from the budget in FY 16. These teaching positions would maintain the integrity of Foreign language acquisition in high school, support English language arts academic achievement, prepare students for a global economy through cultural learning experiences, and reduce the class sizes in the exploratory/enrichments classes from exceeding average class sizes of 28 students per class to approximately 23 students per class.

According to Jane Swift, CEO of Middlebury Interactive Languages, "Rather than being a "luxury item" on the school menu, language learning is a must-have. The importance of language is recognized in the many rigorous state and national standards that align with the research-proven strength of a strong second language acquisition program, specifically its value as a building block in English language learning. The national standards for language learning align with the key English Language Arts Curriculum Frameworks standards, specifically those addressing reading, listening and speaking English."

c) Bartlett High School - The projected enrollment at Bartlett High School will exceed 500 students in FY 17. Due to the increased graduation requirements by School Committee policy and in keeping with the MassCore, the Massachusetts High School Program of Studies, which is intended to help the state's high school graduates arrive at college or the workplace well prepared and reduce the number of students taking remedial courses in college, more students will need to take core classes. This will require adding sections to English language arts, mathematics, science, foreign language, art, and music. Without these additional sections, either class sizes will need to increase or enrichment opportunities in Advanced Placement courses or fine and performing arts may need to be eliminated.

2. Technology Upgrades.

With the opening of the new Park Avenue Elementary School, the school community was able to develop a state of the art technology infused educational program for grades PreK-4. With tablets, ChromeBooks, and instructional technology resources such as interactive whiteboards, document cameras, and screens, there is essentially a one-to-one student to computer ratio. Through the support of the community and an e-rate reimbursement of approximately \$150,000.00, the wifi infrastructure at Webster Middle School and Bartlett High School have been upgraded to allow for increased student access to the internet. However, the devices available for student use are limited or outdated and can no longer support the software updates needed for instructional and assessment purposes. Webster Public Schools students in grades 3-8 have participated in the PARCC assessment using a paper and pencil version of the assessment without the universal test accommodations provided through the online version. With the Commissioner's recent announcement regarding the transition of the state assessments to a new version, it is anticipated that the statewide assessments will be online tests for all students. This would require having sufficient number of updated devices to assess one grade level at a testing session.

"Effective technology integration is achieved when the use of technology is routine and transparent and when technology supports curricular goals" (Edutopia.org). The use of technology in school in many ways replaces the traditional curriculum resources of textbooks, worksheets, and teacher led instruction. Every student needs to learn to be a good citizen of the information community, to be a good consumer of information by questioning internet

material, and by learning effective and safe communication through the internet. Access alone is insufficient without guidance for how, when, and what information is worthy of use.

3. Safe Learning Environments.

The Webster Public Schools have developed and successfully implemented programs and strategies to maximize student learning potential. At the high school, we have implemented an administrator model, which includes the Principal, Assistant Principal, and a Dean of Students. This administrative model has allowed for a greater emphasis on instructional leadership, educator supervision and evaluation, and immediate intervention and action where needed to maintain an orderly and academically focused school. With the grade reconfiguration, Park Avenue Elementary School and Webster Middle School have increased enrollment. While it was acceptable in the past to say that younger students have more manageable behaviors, it is no longer an appropriate assumption with the increasing intensity of needs of younger students and increasing multi-agency involvement with families. According to the American Psychological Association, “a significant number of children in American society are exposed to traumatic life events...Traumatic events include sexual abuse, physical abuse, domestic violence, community and school violence, medical trauma, motor vehicle accidents, acts of terrorism, war experiences, natural and human-made disasters, suicides, and other traumatic losses. In community samples, more than two thirds of children report experiencing a traumatic event by age 16.”

In order for all of our schools to be able to provide an academically rich learning environment, the position of the Dean of Students at Park Avenue Elementary School and Webster Middle School provides the necessary case management of our highest need students, intervening with students and families proactively, and insuring more immediate response and ongoing communication with parents and guardians. In addition, the FY 17 budget includes requests for teacher and instructional assistant positions to maintain the efficacy of the STAR program for students with social and emotional needs, mental and physical health needs based on student caseload, and provision of extracurricular activities to engage students in the school community in positive ways .

In summary, the FY 17 draft budget that the Webster Public Schools has prepared represents the district and school administration and instructional and support staff requests to meet the needs of our students and to move from continuous incremental improvement efforts to holistic and systemic changes that will yield significant positive results. As always we remain grateful to the community for the financial support that has been provided and look forward to our collaborative efforts to provide the resources, programs, and high quality instruction for each student's success.

Sincerely,

Barbara Malkas, Ed.D.
Superintendent of Webster Public Schools

Factors Affecting FY17 Budget

In FY16 the school district underwent an entire grade reconfiguration that required zero-based budgeting to fund three “new” schools. For FY17 the procedure was more in line with the traditional process. Each building administrator met with their staffs to determine needs in each department. The Business Office determined what a “level service” budget would require taking into consideration contractual obligations and other fixed costs. The District Leadership team then met over a period of two months to review those proposals and formulate a district budget.

Building a budget based on no revenue numbers is always challenging. The primary factor considered is the DESE Foundation Budget. This includes state Chapter 70 Funding and the Local Minimum Contribution. Those numbers are released with the Governor's Budget the 4th Wednesday in January (January 27, 2016) . Several experts have pegged the likely growth of state tax revenues in FY17 at less than 4%. At a December hearing the estimates came in as low as 3.2% and as high as 5.6%. The current uncertainty in the national economy and global unrest also have an impact our local economy.

Two factors that could weigh in our favor are student enrollment and the new low income classification, “**economically disadvantaged**” students. With the opening of our new Park Ave Elementary School and continued increase in student achievement our district enrollment has increased. As we saw in FY16 an increase in student enrollment has a significant effect on our foundation funding.

The foundation budget previously relied on free and reduced price data to determine low income status. FY16 was a transition year, using free and reduced price data plus direct certification for new students in CEP districts. For FY17 and beyond, low-income increments in the formula should be increased sufficiently to offset the lower number of students in the economically disadvantaged category. How our low income data is calculated in our foundation budget could have a dramatic effect in our funding. This will be watched very closely.

School Choice has been a major factor in the loss of revenue to our district over the past 10 years. The good news is school choice enrollment trends are improving. From a high of 129 students that choice out in FY14 there has been a decrease the last two

years. The number of students choosing in for FY16 is the highest it has ever been. That being said, the district has been relying on school choice in funds the past few years that has exceeded the amount being received. It is necessary we begin to lower the use of school choice funds in our FY17 budget.

Special Ed Circuit Breaker is another source of funding that the district relies on to balance the budget. As with school choice funds, the last few years have seen the district spend more than was taken in, resulting in a much lower surplus being carried which is typically reserved to offset any extraordinary increases in sped out-of-district expenses. Again the recommendation is we begin to lower the use of circuit breaker funds in our budget.

The district also relies on Federal and State Grants to offset the operating budget. Those funds, which now exceed \$2 million are critical to our success. However, several grants are trending lower than previous years. One in particular, the Kindergarten Grant has been eliminated in our budget based on previous recommendations at the state level.

The District will continue to prioritize student achievement across the board. At the same time, we will continue to make sure that we are providing adequate resources to those critical services that are important to our students and families. As always, we look forward to the challenge.

Ted Avlas
Assistant to the Superintendent for Business

FY17 - New / Restored Positions

| FTE | Assignment | LEA Salary | FTE | Assignment | LEA Salary |
|----------------------|---------------------------------|--------------------|--------------------------|----------------------------------|------------------|
| Park Ave | | | Webster Middle | | |
| 1.0 | Dean of Students | \$83,564 | 1.0 | Dean of Students | \$83,564 |
| 1.0 | Grade 1 Teacher | \$60,375 | 2.0 | World Language | \$120,750 |
| 1.0 | Grade 2 Teacher | \$60,375 | 1.0 | Art Teacher | \$38,584 |
| 1.0 | Grade 4 Teacher | \$60,375 | 1.0 | Adjustment Counselor | \$60,375 |
| 1.0 | K- Sped Teacher | \$60,375 | 0.5 | Para - ISS | \$10,896 |
| 1.0 | Starr Teacher | \$60,375 | 0.5 | Sped Team Leader | \$22,377 |
| 1.0 | Information Literacy Specialist | \$60,375 | 1.0 | Para - Star Reg Ed | \$21,791 |
| 0.5 | Nurses Assistant | \$19,615 | 1.0 | Admin Assistant - SY | \$22,692 |
| 1.0 | K - Para | \$21,791 | 0.5 | Custodian | \$23,772 |
| | Student Support Team - Stipend | \$1,867 | 0.05 | Nurses Assistant | \$2,049 |
| 8.5 | | \$489,087 | 8.55 | | \$406,850 |
| Bartlett High | | | Special Education | | |
| | | | 0.8 | Out Of District Team Chair (OOD) | \$48,300 |
| 0.2 | World Language | \$11,759 | 1.0 | Psychologist | \$60,375 |
| 0.2 | Art | \$19,374 | 0.1 | OT | \$7,817 |
| 0.2 | English | \$27,398 | 0.5 | Speech Assistant (PAE) | \$19,615 |
| 0.5 | Sped Team Leader | \$37,998 | 2.4 | | \$136,106 |
| 0.6 | Music | \$32,305 | | | |
| 0.4 | Math | \$23,773 | | District | |
| 0.6 | Science | \$31,402 | 0.25 | Custodian | \$11,886 |
| 0.05 | Nurses Assistant | \$2,049 | 0.5 | Admin Assist | \$18,803 |
| | | | 1.0 | IT | \$25,000 |
| 2.75 | | \$186,058 | 1.75 | | \$55,689 |
| Totals | | | | | |
| FTE | | LEA | | | |
| 23.95 | | \$1,273,790 | | | |

FY17 Non Salary Impact Items

| Budget Row # | Park Ave Elementary | FY16 | FY17 | Difference |
|--------------|-------------------------------|-----------|-----------|-----------------|
| 5 | General Educational Supplies* | \$7,900 | \$15,000 | \$7,100 |
| 50 | Student Testing | \$4,000 | \$8,000 | \$4,000 |
| 55 | Nurses - Medical Supplies | \$2,000 | \$3,000 | \$1,000 |
| 65 | Course Reimbursement* | \$10,000 | \$12,300 | \$2,300 |
| 69 | Electricity* | \$125,000 | \$145,000 | \$20,000 |
| 71 | Water/Sewer* | \$8,500 | \$9,500 | \$1,000 |
| 72 | Building Maintenance* | \$15,000 | \$25,000 | \$10,000 |
| 76 | Building Supplies* | \$15,000 | \$18,000 | \$3,000 |
| 75 | Telephone* | \$6,000 | \$7,000 | \$1,000 |
| 78 | Copier Rental/Lease* | \$20,000 | \$26,000 | \$6,000 |
| | Misc | | \$500 | \$500 |
| | Total | | | \$55,900 |
| | *Fixed Costs | | | \$50,400 |

| Budget Row # | Webster Middle | FY16 | FY17 | Difference |
|--------------|------------------------------|-----------|-----------|-----------------|
| 154-156 | World Language Subs/Supplies | 0 | 3750 | \$3,750 |
| 165 | Musical Instruments | \$0 | \$1,000 | \$1,000 |
| 168 | Instructional Tech Supplies | \$0 | \$500 | \$500 |
| 193-196 | Athletics | 0 | \$44,184 | \$44,184 |
| 197 | Extra Curr Activities | \$0 | \$9,494 | \$9,494 |
| 198 | Intramural | \$0 | \$3,400 | \$3,400 |
| 202 | Electricity* | \$135,000 | \$141,000 | \$6,000 |
| 211 | Copier Rental/Lease* | \$11,000 | \$12,000 | \$1,000 |
| | Total | | | \$69,328 |
| | *Fixed Costs | | | \$7000 |

FY17 Non Salary Impact Items

| Budget Row # | BHS | FY16 | FY17 | Difference |
|--------------|-----------------------------|-----------|-----------|------------|
| 229 | General Ed Supplies | \$10,000 | \$12,000 | \$2,000 |
| 256 | Student Testing | \$5,000 | \$7,500 | \$2,500 |
| 258 | Guidance Travel | \$100 | \$1,000 | \$900 |
| 262 | Medical Supplies | \$2,500 | \$4,000 | \$1,500 |
| 281 | English Texts | \$1,000 | \$7,000 | \$6,000 |
| 295 | Science Texts | \$7,000 | \$13,700 | \$6,700 |
| 300 | Soc Studies Texts | \$4,000 | \$11,518 | \$7,518 |
| 305 | World Lang Texts | \$3,300 | \$2,300 | -\$1,000 |
| 316 | Art Program Materials | \$5,000 | \$5,600 | \$600 |
| 321-322 | Music Supplies/Instruments | \$1,650 | \$5,345 | \$3,695 |
| 327 | Phys Ed Supplies | \$3,300 | \$2,115 | -\$1,185 |
| 331 | Athletics - Game Expenses* | \$17,217 | \$20,385 | \$3,168 |
| 329 | Athletics - Transportation* | \$37,595 | \$38,725 | \$1,130 |
| 332 | Athletics - Uniforms | \$0 | \$5,000 | \$5,000 |
| 335 | Extra Curr Activities* | \$31,947 | \$32,272 | \$325 |
| 340 | Electricity* | \$215,000 | \$220,000 | \$5,000 |
| 341 | Heating* | \$110,000 | \$100,000 | -\$10,000 |
| 342 | Water/Sewer* | \$10,000 | \$17,000 | \$7,000 |
| 349 | Copier Rental/Lease* | \$14,000 | \$18,700 | \$4,700 |
| | Misc | | -\$263 | -\$263 |
| | Total | | | \$45,288 |
| | *Fixed Costs | | | \$6,623 |

| Budget Row # | Special Education | FY16 | FY17 | Difference |
|--------------|----------------------------|-------------|-------------|------------|
| 400-403 | OOD Tuitions* | \$1,737,694 | \$1,817,777 | \$80,083 |
| 409 | Sped Contracted Services* | \$80,000 | \$120,000 | \$40,000 |
| 413-414 | Instruc Tech & Ed Supplies | 1000 | 5000 | \$4,000 |
| | Total | | | \$124,083 |
| | *Fixed Costs | | | \$120,083 |

FY17 Non Salary Impact Items

| Budget Row # | District | FY16 | FY17 | Difference |
|--------------|-----------------------------|-------------|-------------|------------|
| 427 | District Expenses | \$17,000.00 | \$22,000.00 | \$5,000 |
| 433 | Longevity/Retire. Stipends* | \$12,480 | \$0 | -\$12,480 |
| 444 | Curriculum Renewal | \$45,000 | \$85,000 | \$40,000 |
| 446 | Instructional Tech Equip | \$0 | \$90,000 | \$90,000 |
| 447 | Non Instructional Tech | \$44,500 | \$100,000 | \$55,500 |
| 455 | SRO* | \$27,500 | \$29,172 | \$1,672 |
| 461 | Electricity* | \$8,000 | \$10,000 | \$2,000 |
| 462 | Heating* | \$12,000 | \$11,000 | -\$1,000 |
| 472 | OOD Tuition - Reg Ed* | \$0 | \$69,832 | \$69,832 |
| | Total | | | \$250,524 |
| | *Fixed Costs | | | \$60,240 |

FY17 Non Salary Impact Items

| | District Wide | FY16 | FY17 | Difference |
|--|-----------------------|--------------|--------------|-------------|
| | Non Salary Increases | | | \$545,124 |
| | *Fixed Costs | | | \$242,867 |
| | Salaries | \$14,245,623 | \$16,132,163 | \$1,886,540 |
| | *Fixed Costs | | | \$614,785 |
| | Total Budget Increase | \$18,271,487 | \$20,703,151 | \$2,431,664 |

Revenue Challenges

| Revenue vs Fy16 | FY16 | FY17 | Difference |
|---------------------|-----------|-----------|-------------------|
| Circuit Breaker | \$665,501 | \$585,418 | -\$80,083 |
| School Choice Funds | \$196,000 | \$100,000 | -\$96,000 |
| K-Grant | \$59,000 | \$0 | -\$59,000 |
| Total | | | -\$235,083 |

Circuit Breaker History - FY2010 - FY2017

| | Income | Expense | Balance | Pre-Pay |
|-------|--------------|--------------|--------------|-----------|
| 2010 | | | \$344,419.00 | |
| 2011 | \$388,903.00 | \$344,419.00 | \$388,903.00 | \$131,587 |
| 2012 | \$529,788.00 | \$388,903.00 | \$529,788.00 | \$201,585 |
| 2013 | \$514,391.00 | \$564,646.00 | \$479,533.00 | |
| 2014 | \$520,642.00 | \$575,055.00 | \$425,120.00 | |
| 2015 | \$618,670.00 | \$715,433.00 | \$328,357.00 | |
| 2016 | \$585,418.00 | \$665,501.00 | \$248,274.00 | |
| *2017 | \$585,418.00 | \$585,418.00 | \$248,274.00 | |

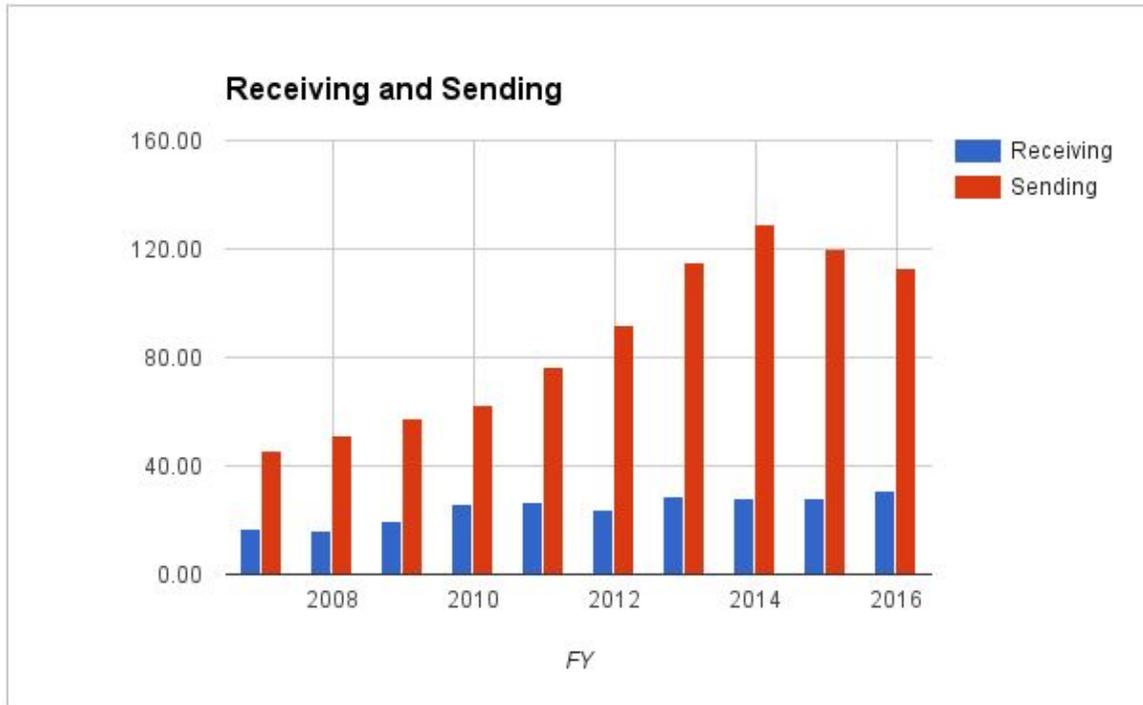
*Budgeted

School Choice History - FY2010 - FY2017

| | Income | Expense | Balance |
|-------|--------------|--------------|--------------|
| 2010 | \$ - | \$ - | \$514,897.00 |
| 2011 | \$165,636.00 | \$110,816.00 | \$569,717.00 |
| 2012 | \$129,510.00 | \$364,200.00 | \$335,027.00 |
| 2013 | \$187,351.00 | \$279,814.00 | \$242,564.00 |
| 2014 | \$160,723.00 | \$190,229.64 | \$213,057.36 |
| 2015 | \$153,939.00 | \$281,500.00 | \$85,496.36 |
| 2016 | \$161,248.00 | \$196,000.00 | \$50,744.36 |
| *2017 | \$161,248.00 | \$100,000.00 | \$111,992.36 |

*Budgeted

School Choice Enrollment Trends



| FY | Receiving | Sending |
|------|-----------|---------|
| 2007 | 16.74 | 45.33 |
| 2008 | 15.86 | 51.01 |
| 2009 | 19.31 | 57.89 |
| 2010 | 25.99 | 62.46 |
| 2011 | 26.70 | 76.30 |
| 2012 | 23.98 | 91.75 |
| 2013 | 28.60 | 114.95 |
| 2014 | 28.32 | 129.43 |
| 2015 | 28.02 | 119.86 |
| 2016 | 31.00 | 113.00 |

Program Budget Overview

| School / Department | Approved FY16 Budget | Recommended FY17 Budget | \$ Change | % Change |
|------------------------------|-------------------------|----------------------------|--------------------|--------------|
| Park Ave Elementary | \$4,606,123 | \$5,530,125 | \$ 904,677 | 19.6% |
| Webster Middle School | \$4,287,788 | \$4,828,258 | \$ 540,470 | 12.6% |
| Bartlett High School | \$4,963,001 | \$5,225,487 | \$ 262,486 | 6.1% |
| Special Education | \$3,029,499 | \$3,402,320 | \$ 372,821 | 12.3% |
| District / Administration | \$1,365,752 | \$1,716,960 | \$ 351,208 | 25.7% |
| Total Proposed Budget | \$18,271,487 | \$20,703,151 | \$2,431,664 | 13.3% |
| Salaries | \$14,245,623 | \$16,132,163 | \$1,886,540 | 13.2% |

Operating Budget Summary - Projected

| Notes | | FY16 Approved Budget | FY17 Proposed Budget | \$ Change | % Change |
|-------|---------------------------|----------------------------|----------------------------|--------------|-------------|
| 1 | Minimum Foundation Budget | \$21,401,885 | \$22,043,942 | \$ 642,057 | 3.0% |
| 2 | Local Contribution | \$ 7,244,471 | \$ 9,135,810 | \$ 1,891,339 | 26.1% |
| 3 | Chapter 70 State Aid | \$11,027,017 | \$11,567,341 | \$ 540,324 | 4.9% |
| 4 | Schedule 19 Town Expenses | \$ 5,032,003 | \$ 5,231,920 | \$ 199,917 | 4.0% |
| 5 | Town Meeting Budget | \$18,271,488 | \$20,703,151 | \$ 2,431,663 | 13.3% |

Notes:

1. A school district's Foundation Budget is a precise calculation of how much funding is needed to provide an adequate education.
2. The Minimum Local Contribution is determined through a formula that takes into account a community's property value and income levels. Town Meeting can vote to increase the amount of local contribution over and above the minimum. The proposed local contribution represents 17.6% above required spending. In Massachusetts the FY15 average of local contribution above minimum was 19.2%.
3. Chapter 70 state funding is determined by taking the minimum foundation budget minus the local contribution.
4. Schedule 19 Town expenses are a calculation of specific town services that are allocated for the school district and therefore reimbursed through Schedule 19.
5. Town Meeting Budget is the amount presented/approved by town meeting voters for education.

Chapter 70 Trends

Statewide general funding for education has hovered between 13 and 19 percent above foundation the past 10 years with spending budgeted at 19 percent above foundation in FY15. One third of all districts spend at foundation levels, while twenty one percent of all districts spend at a rate of 21% and higher above foundation.

Massachusetts Department of Elementary and Secondary Education Chapter 70 Trends

| 316 WEBSTER | | | | | | | | | | | | | Town | State | |
|-----------------------|---------|-------------------|---------------|--------------------|----------------|---------------|---------------------------|---------------|---------------------|-----------------|------|--------------|--------------------------------|--------------------|--------------------|
| Foundation Enrollment | Pct Chg | Foundation Budget | Pct Chg | Required | | | Required | | | Actual | | | Dollars Over/Under Requirement | Percent Over/Under | Percent Over/Under |
| | | | | Local Contribution | Chapter 70 Aid | Pct Chg | Net School Spending (NSS) | Pct Chg | Net School Spending | Pct Chg | | | | | |
| FY06 | 1,926 | 3.8 | \$ 15,041,385 | 6.5 | \$ 7,642,041 | \$ 7,399,344 | 6.9 | \$ 15,041,385 | 6.5 | \$ 16,517,233 | 8.2 | \$ 1,475,848 | 9.8 | 13.0 | |
| FY07 | 1,930 | 0.2 | \$ 16,432,267 | 9.2 | \$ 8,269,809 | \$ 8,162,458 | 10.3 | \$ 16,432,267 | 9.2 | \$ 17,138,371 | 3.8 | \$ 706,104 | 4.3 | 13.3 | |
| FY08 | 1,994 | 3.3 | \$ 17,755,145 | 8.1 | \$ 8,781,928 | \$ 8,973,217 | 9.9 | \$ 17,755,145 | 8.1 | \$ 18,612,794 | 8.6 | \$ 857,649 | 4.8 | 14.3 | |
| FY09 | 1,947 | -2.4 | \$ 18,280,916 | 3.0 | \$ 9,216,413 | \$ 8,231,908 | -8.3 | \$ 17,448,321 | -1.7 | \$ 18,381,472 | -1.2 | \$ 933,151 | 5.3 | 16.2 | |
| FY10 | 1,990 | 2.2 | \$ 19,369,599 | 6.0 | \$ 9,323,234 | \$ 9,015,364 | 9.5 | \$ 18,338,598 | 5.1 | \$ 18,411,398 | 0.2 | \$ 72,800 | 0.4 | 13.9 | |
| FY11 | 1,988 | -0.1 | \$ 19,122,110 | -1.3 | \$ 9,432,847 | \$ 9,503,351 | 5.4 | \$ 18,936,198 | 3.3 | \$ 19,934,087 | 8.3 | \$ 997,889 | 5.3 | 15.4 | |
| FY12 | 1,957 | -1.6 | \$ 19,221,499 | 0.5 | \$ 9,741,513 | \$ 9,554,369 | 0.5 | \$ 19,295,882 | 1.9 | \$ 20,019,606 | 0.4 | \$ 723,724 | 3.8 | 15.4 | |
| FY13 | 1,929 | -1.4 | \$ 19,780,304 | 2.9 | \$ 9,875,242 | \$ 9,905,062 | 3.7 | \$ 19,780,304 | 2.5 | \$ 20,990,241 | 4.8 | \$ 1,209,937 | 6.1 | 15.3 | |
| FY14 | 1,974 | 2.3 | \$ 20,497,533 | 3.6 | \$ 10,176,657 | \$ 10,320,876 | 4.2 | \$ 20,497,533 | 3.6 | \$ 21,536,069 | 2.6 | \$ 1,038,536 | 5.1 | 16.1 | |
| FY15 | 1,980 | 0.3 | \$ 20,776,506 | 1.4 | \$ 10,261,282 | \$ 10,515,224 | 1.9 | \$ 20,776,506 | 1.4 | \$ 22,311,906 * | 3.6 | \$ 1,535,400 | 7.5 | 19.2 | |

In Webster, education funding has averaged between 0.4 and 9.8 percent above foundation the last 10 years with spending at 7.5% above foundation for FY15. While these amounts show a tremendous effort to support education in our community, it is difficult to maintain a competitive edge with other districts in the state that are at 19% and above minimum foundation levels.

Total Expenditure Per Pupil, All Funds, By Function - 2013-2014

| Function | 2013 | | | | 2014 | | | |
|--|---------------------|----------------|-----------------|-------------------|--------------------|----------------|-----------------|-------------------|
| | Total Exp | % of Total | Per Pupil | Per Pupil (State) | Total Exp | % of Total | Per Pupil | Per Pupil (State) |
| Administration | \$871,947 | 3.32% | \$480 | \$483 | \$904,839 | 3.40% | \$495 | \$500 |
| Instructional Leadership | \$1,771,866 | 6.75% | \$976 | \$883 | \$1,859,911 | 6.98% | \$1,018 | \$935 |
| Classroom and Specialist Teachers | \$8,349,993 | 31.83% | \$4,601 | \$5,291 | \$8,718,188 | 32.72% | \$4,773 | \$5,441 |
| Other Teaching Services | \$2,763,437 | 10.53% | \$1,523 | \$1,089 | \$2,519,189 | 9.45% | \$1,379 | \$1,137 |
| Professional Development | \$574,686 | 2.19% | \$317 | \$225 | \$577,705 | 2.17% | \$316 | \$217 |
| Instructional Materials, Equipment and Technolog | \$263,348 | 1.00% | \$145 | \$410 | \$218,237 | 0.82% | \$119 | \$432 |
| Guidance, Counseling and Testing | \$653,405 | 2.49% | \$360 | \$403 | \$643,448 | 2.41% | \$352 | \$421 |
| Pupil Services | \$2,449,258 | 9.34% | \$1,350 | \$1,292 | \$2,399,652 | 9.01% | \$1,314 | \$1,376 |
| Operations and Maintenance | \$1,518,630 | 5.79% | \$837 | \$1,066 | \$1,465,461 | 5.50% | \$802 | \$1,103 |
| Insurance, Retirement Programs and Other | \$3,772,899 | 14.38% | \$2,079 | \$2,367 | \$3,876,277 | 14.55% | \$2,122 | \$2,434 |
| Payments To Out-Of-District Schools | \$3,247,286 | 12.38% | \$18,461 | \$21,500 | \$3,462,558 | 12.99% | \$18,350 | \$21,839 |
| TOTAL EXPENDITURES | \$26,236,755 | 100.00% | \$13,179 | \$14,022 | \$26,645,46 | 100.00% | \$13,221 | \$14,518 |

Professional Staffing

| | FY16 | FY17 | | | FY16 | FY17 |
|---------------------------------|-------------|--------------|--|---------------------------------|--------------|--------------|
| Park Ave Elementary | | | | Bartlett High | | |
| Teachers - Regular Ed | 36.0 | 39.0 | | Teachers - Regular Ed | 29.6 | 31.8 |
| Teachers - Special Ed | 14.3 | 16.8 | | Teachers - Special Ed | 10.0 | 10.5 |
| Teachers - ESL | 2.0 | 2.0 | | Teachers - ESL | 1.0 | 1.0 |
| Instructional Aides - Reg Ed | 7.0 | 7.0 | | Instructional Aides - Reg Ed | 0.0 | 0.0 |
| Instructional Aides - Spec Ed | 18.0 | 19.0 | | Instructional Aides - Spec Ed | 10.0 | 10.0 |
| Academic Interventionist | 3.0 | 3.0 | | Academic Interventionist | 1.0 | 1.0 |
| Information Literacy Specialist | 0.0 | 1.0 | | Information Literacy Specialist | 1.0 | 1.0 |
| Adjustment Counselors | 2.0 | 2.0 | | Guidance/Adjust. Counselors | 4.0 | 4.0 |
| Nurses | 1.5 | 2.0 | | Nurses | 1.0 | 1.25 |
| Administrators | 2.0 | 3.0 | | Administrators | 3.0 | 3.0 |
| Administrative Assistants | 2.0 | 2.0 | | Administrative Assistants | 3.0 | 3.0 |
| Maintenance | 3.5 | 3.5 | | Maintenance | <u>4.0</u> | <u>4.0</u> |
| PAE Totals | 91.3 | 100.3 | | BHS Totals | 67.8 | 70.6 |
| Webster Middle | | | | District | | |
| Teachers - Regular Ed | 36.2 | 37.2 | | Administrators | 7.0 | 7.0 |
| Teachers - Special Ed | 10.5 | 11.0 | | Administrative Assistants | 7.5 | 8.0 |
| Teachers - ESL | 1.0 | 1.0 | | ABA - Sped | 23.0 | 23.0 |
| Instructional Aides - Reg Ed | 1.0 | 3.0 | | Technology Services | 1.0 | 2.0 |
| Instructional Aides - Spec Ed | 10.0 | 10.0 | | Sped Related Services | 7.1 | 9.0 |
| Information Literacy Specialist | 1.0 | 1.0 | | Maintenance | <u>0.75</u> | <u>1.0</u> |
| Adjustment Counselors | 2.0 | 3.0 | | District Wide Totals | 47.4 | 51.0 |
| Nurses | 1.2 | 1.25 | | | | |
| Administrators | 2.0 | 3.0 | | Grand Total | 277.4 | 299.3 |
| Administrative Assistants | 1.0 | 2.0 | | | | |
| Maintenance | 3.5 | 4.0 | | | | |
| Academic Interventionist | <u>1.0</u> | <u>1.0</u> | | | | |
| WMS Totals | 70.9 | 77.5 | | | | |

Revenue Offsets

The Webster Public Schools continues to seek offsets to increasing operating costs in the school budget by identifying new revenue sources. Federal and State grants contribute over \$2 million but are not guaranteed and fluctuate annually. We have been able to generate fee income through the use of school facilities by outside groups. We also encourage school choice students to enroll in our district while working to retain those Webster families who may chose to enroll their students elsewhere.

Our schools also benefit from the efforts of groups like the Webster Educational Foundation, Parent-Teacher Organizations, Booster Clubs and private donations.

FY15 Federal & State Grant Expenditures

| | |
|--|--------------------|
| Academic Support (Directors, Clerical, etc.) | \$335,691 |
| Department Heads/Team Leaders | \$ 25,857 |
| Teachers - Regular Education | \$383,460 |
| Teachers - Special Ed | \$194,885 |
| Instructional Coordinators & Team Leaders | \$ 48,003 |
| Medical Services | \$ 95,503 |
| Instructional Assistants (Regular & Sped) | \$728,895 |
| Professional Development | \$ 63,381 |
| Textbooks/Supplies/Testing | \$ 66,253 |
| Technology | \$ 22,643 |
| Student Body Activities | \$ 21,504 |
| Employer Retirement Contributions | \$ 25,083 |
| Other (Transportation, Ins.) | \$ 41,978 |
| Total FY15 Grant Expenditures | \$2,053,136 |

Information:

Information on the FY17 Budget and supporting documentation can be found on the Webster Public Schools web site at www.webster-schools.org under the Office of Business and Finance. The Office of Business and Finance is available to answer your questions: tavlas@webster-schools.org or mpierangeli@webster-schools.org.