

WAYLAND • PUBLIC • SCHOOLS

WAYLAND, MASSACHUSETTS

Phone: (508) 358-7728

www.wayland.k12.ma.us

FAX: (508) 358-7708

Gary A. Burton, Ph.D.
Superintendent of Schools
(508) 358-3774

Brad J. Crozier
Assistant Superintendent
(508) 358-3772

Marlene M. Dodyk, Ph.D.
Director of Student Services
(508) 358-3756

Joy E. Buhler
Business Administrator
(508) 358-3750

Leisha Simon
Technology Director
(508) 358-3714

To: Wayland School Committee
From: Gary A. Burton
Date: December 18, 2008
Re: FY'10 Budget Narrative

Introduction

Attached is the FY10 Superintendent's recommended budget for your review and discussion. It has been developed over the past two months through the cooperative efforts of the district's instructional staff, the appropriate maintenance personnel, the district's curriculum leaders and administrators. Those involved have been guided by the School Committee's Budget Principles as announced on October 20th and greatly influenced by the Finance Committee's guideline of \$31,431,713 (before offsets). The district's leadership has also been mindful of the district's core values, the School Committee's strategic long range planning efforts, and my annual goals as approved by the Committee on October 6th. These documents, plus our enrollment projections, the Staff Deployment & Class Size Report, and other necessary data, were referenced or used prior to making decisions about what to include within the proposed budget.

Of equal importance, I have tried to be mindful of the recent downturn in the state's economy and the uncertainty of the future. Our nation's economy is not good, and this budget does not assume that this condition will improve significantly within the next fiscal year. Also, the proposed budget does not assume that staff positions and established programs or student activities of the past and present can be continued into the future without administrative justification, a deliberate willingness by the School Committee to advocate for them and, finally, broad community support. I, along with Assistant Superintendent Brad Crozier, Business Administrator Joy Buhler, and Director of Student Services Marlene Dodyk, look forward to our discussions with the School Committee regarding this recommended FY10 budget.

As Superintendent, I am pleased to recommend an FY10 budget of \$32,073,713 with offsets of \$642,000. This represents a 4.57% budget increase from FY09 to FY10. Assuming that my proposed budget is acceptable to the School Committee, voters at the annual town meeting in April would be asked to raise and appropriate \$31,431,713 for an operational budget increase from this year to next of 4.45%. The amount to be raised by Wayland taxpayers meets exactly the Finance Committee's guideline that was given to the School Department in late October.

Annual offsets have been increased from \$581,500 to \$642,000 or \$60,500. This is primarily due to a recommended implementation of student transportation fees, which is projected to generate \$72,000, and \$15,000 for the current rental of the middle school. Reduced offsets for elementary instrumental music fees (\$17,500) and the ski team's purchase of passes (\$9,000) are also noted. Overall, offsets have been increased by approximately ten percent.

Budget Document

The budget is presented in two formats, as we transition from a format that has been used for the past ten years to one that is compatible with the Town's MUNIS system and the DOE's financial reporting requirements. The new format should be more easily understood by those who closely follow budget expenditures. While the new format is seen as an improvement, it may temporarily make comparisons of line item accounts from previous fiscal years difficult. This will correct itself over time. Those with specific questions about the proposed budget or previous ones are asked to contact either me or the district's Business Administrator, Joy Buhler. Where it's possible, expanded explanations of individual accounts and past spending patterns will be provided.

The budget backup documents that follow contain information by (1) personnel and non-personnel accounts, (2) location (high school, middle school, etc.), and (3) educational functions (regular education, special

education, etc.). The personnel summary pages further break down expenses by supervision, teacher, paraprofessional and clerical, as well as budgeted totals for FY09 and FY10. The non-personnel budget summary pages explain expenditures for supplies, texts, software, computer equipment, etc., and also identifies FY09 to FY10 budget changes.

Location budgets for the five buildings and Central Office (district wide) reflect budget expenditures for FY09 and FY10 by both personnel and non-personnel assigned to that particular building or district-wide service. Individual department budgets are clearly identified. Thus, within each major category, individual "objects" or sub-categories, such as substitute salaries, electricity, etc. are made known.

Attached to this narrative is additional information about the METCO program, our athletic offerings for grades 6 through 12, an explanation of increased special education costs, a cost estimate for modular classrooms, a further explanation of our technology request, and a recommendation for fee-based bussing. This and other related information may be useful in the Committee's deliberations of this budget.

Budget Overview

The FY10 Superintendent's recommended budget of \$32,073,713 (before subtracting offsets) continues to support the core services of the district's academic program, ensures class sizes that, with few exceptions, conform to school committee guidelines, keeps intact our co-curricular offerings, and addresses the daily maintenance needs of our buildings. Within the limits of the guideline established by the FinCom, the proposed budget promotes the School Committee's four strategic goal areas and the five administrative initiatives that have been widely publicized and are already underway within the district. Personnel accounts are up 1.77%, while non-personnel expenses are projected to increase by 16.87%. Overall, the budget is up 4.57%. The following is a brief explanation of the budget changes by school or function.

Loker School: Personnel -3.75%, Non-Personnel 3.74%, Combined -3.55%

Budget to budget, there is an increase in non-personnel expenses, due primarily to a specific request by the school principal for additional playground equipment, given that the building is used exclusively by kindergarten students. The decrease in personnel expenses is due to the exact exchange of staff from one budget year to the next. However, there will continue to be nine sections of kindergarten.

Happy Hollow: Personnel 2.44%, Non-Personnel 8.66%, Combined 2.70%

The personnel increases generally reflect negotiated salary increases, while the non-personnel increases include the principal's requests for additional computer equipment and various increases for classroom supplies and materials. (See request from Principal Lee dated November 24, 2008.)

Claypit Hill: Personnel 1.89%, Non-Personnel -0.28%, Combined 1.82%

The small increase in personnel is a result of three fewer classroom sections due to a projected decline in enrollment. This is also seen in non-personnel expenditures, which were essentially level funded throughout the building.

Middle School: Personnel 0.08%, Non-Personnel 8.10%, Combined 0.36%

The slight increase in personnel is due to the removal of .9 FTEs in instructional staff from this building, while acknowledging salary increases for the returning staff. A grade level cluster team of 3.6 FTEs has been eliminated due to the cumulative effect of declining enrollment over the past five years. At the same time, special education has been increased by 1.7 FTEs. Student/teacher ratios in certain situations will increase to levels that were common five years ago. The non-personnel increases result from requests to increase funding for reading/LA, world languages and athletics. (See John Kavaleski's memo of November 24.)

High School: Personnel 4.68%, Non-Personnel 4.69%, Combined 4.68%

The personnel increases are primarily a result of negotiated salary increases and the addition of a part-time (.5 FTE) adjustment counselor within the special education department. Non-personnel increases are primarily a

reflection of the inflationary cost of supplies and materials for established programs. (For numerous reasons, high schools are generally more expensive to operate than elementary schools.)

Central Office: Personnel 4.50%, Non-Personnel 20.51%, Combined 15.11%

Increases result from budgeted salary increases for non-union personnel that will be determined by the School Committee in June 2009. The sizeable increase in the non-personnel accounts are a result of contracted services for students with special needs. This includes increases in the number of students that are enrolled out of district and increases in tuitions for these placements. (Please see Marlene Dodky's memo of December 9, 2008.)

Utilities: 11.92%

While actual utilities are tracked carefully by Joy Buhler, per instructions from the FinCom, these accounts have been increased approximately 12% in anticipation of market prices July 2009 through June 2010.

Information Technology: 0.00%

For budgeting purposes, expenses associated with the daily operation of the district's computers and other technologies are carried as operational expenses and have been level funded. Requests for new and additional technology are carried in a separate warrant article that is further explained elsewhere.

Special Education: Personnel 5.16%, Non-Personnel 32.43%

In establishing the district's guidelines, the FinCom earmarked \$50,000 for increases in the district's special education accounts. Unfortunately, it is highly likely that the amount will prove to be inadequate given the children with special needs who are currently in the district and who will most certainly be here next year. Deliberate unfunding of this account is comparable to hoping that we will not need to heat our buildings next winter. Additional personnel (2.4 FTE) have been added, due to the increasing number and severity of children with special needs. (See Marlene's memo of December 9, 2008.) Savings that may have resulted from staff reductions have now been shifted to special education.

Staffing - 5.92 FTEs

Proposed staffing has resulted in the elimination of 8.6 FTEs, while 2.68 FTEs have been added. The net difference is 5.92 fewer positions for FY10. The positions eliminated are primarily due to the cumulative effects of declining enrollment at both the elementary and middle schools levels. Increased staffing needs center around special education and counseling services. The actual exchanges are as follows:

| | |
|----------------------|--|
| Reductions: | 1.0 custodian (district-wide) |
| 8.6 FTEs | 1.0 bus driver (First Student to cover route) |
| | 1.0 Mathematics (MS) |
| | 1.0 English (MS) |
| | 0.8 Science (MS) |
| | 0.8 Social studies (MS) |
| | 3.0 Elementary (CH) |
| Additions: | 0.5 Adjustment Counselor (HS) |
| 2.68 FTEs | 0.5 adjustment counselor (MS) |
| | 0.2 World languages (MS) |
| | 1.0 Special education (MS) |
| | 0.4 Guidance for SPED (HH) |
| | 0.08 Transportation Coordinator for fee-based busing |
| Δ - 5.92 FTEs | |

METCO – A State Funded Program

The funding for our METCO program is provided entirely by the state from year to year. Approved for expenditure this year is \$699,367. From this funding, \$150,000 is paid directly to the district in support of our general operating expenses. One hundred thirty-two Boston children participate in the program and staff salaries, related benefits, and student transportation costs are covered via the remaining funds. The state's

funding for FY10 is unknown at this time (this is not unusual), and the METCO staff contracts for FY10 are predicted upon adequate state funding. Wayland METCO engages also in fundraising, which is used to expand upon learning opportunities that would otherwise not be affordable with state funds alone. Currently, an additional \$14,755 will be spent on the program with a similar amount needed in FY10. (The FY09 METCO budget is attached.)

Full Day Kindergarten

At this time, no additional funds have been included for full day kindergarten. The study committee that is looking into this possibility has yet to complete its work. However, the need to present a budget necessitates a decision on my part to include or exclude additional funds for full day kindergarten classes. Given today's economy, the lack of state support for full day kindergarten and the availability of our fee-based extended day program at Loker, I do not recommend a full day program at this time. Should the study committee recommend otherwise and a secure funding source identified, I will be happy to revisit this possibility.

Offsets: +\$60,500

Offsets (revenues other than those generated by local taxes) have been increased due to the administrative recommendation that the district implement a fee-based bussing system. This is explained elsewhere. There is also a onetime revenue of \$15,000 from the rental of the middle school this year. Revenue from ski passes will now be paid directly by those on the ski team, and the elementary instrumental music fee revenue projection has been adjusted downward to more accurately reflect funds collected for the past two years. The current athletic fee of \$200 per sport is recommended to remain unchanged. The same is true for the student parking fee at the High School. A complete listing of offsets is found elsewhere in the budget.

Warrant Articles and Capital Equipment Needs: \$2,105,000

(This amount is subject to an adjustment based on ongoing discussions with the FinCom.) The district's technology needs, as identified in a comprehensive 2008 audit will be addressed through a separate warrant article for \$750,000 that the School Committee presents at the town's annual meeting in April. A second warrant article for no more than \$900,000 for the High School will also be put before the voters. These funds are recommended by the High School Building Committee and are needed for the preliminary architectural drawings for a new or renovated Wayland High School. After discussions with the FinCom, other capital equipment requests totaling \$500,000 for two high school modular classrooms, the replacement of the middle school gym lights, a solar panel design/study, an ADA access ramp at Happy Hollow, a maintenance van, and funds for the continued testing of the Claypit Hill parking lot (due to a 1992 oil spill) may be included within the town's omnibus budget. This arrangement of the schools' capital equipment needs as a part of the town's capital equipment budget is not unusual in Wayland.

In closing, I am pleased to recommend the attached budget. As is true of all school budgets, it represents the district's philosophy in dollars. I believe that this particular budget is necessary to maintain the level of services and the range of activities that have become customary in Wayland. Many of the programs found within the budget, such as our commitment to instrumental music and foreign languages, have a long and proud history in this district and have, over the years, helped define the Wayland Public Schools. The budget attempts to do very little that is new; however, there are subtle shifts in funding priorities that can be identified and defended. Certainly, our district's interest in the expanded use of technology should be actively encouraged as we educate children in the 21st century.

Finally, I would note again, as I have done previously, that a school's budget should be viewed as an investment in the future and not simply as an annual expense. I am well aware that the economic times are difficult (to say the least) and this alone should serve as an incentive to encourage a strong and focused defense of our community's need to provide Wayland young people with a quality education.