

SUPERINTENDENT'S FY18 BUDGET REQUEST

BEDFORD PUBLIC SCHOOLS

DECEMBER 20, 2016

Revised January 9, 2017

Final January 26, 2017

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COMMUNITY EXPECTATIONS

- High performing schools that nurture intellectual curiosity, creative expression, independent thinking and skillful problem solving
- A supportive, safe and caring school culture that promotes an appreciation of diversity
- Intellectually engaging and challenging learning experiences for all
- Robust music, arts and wellness courses for all students
- Ample athletic and extracurricular opportunities for all students
- College and Career Readiness for all
- A commitment to educational equity and closing achievement gaps
- Measurable and clearly identified learning outcomes
- Cost-conscious planning that respects the community's fiscal conditions

Post FY17 Budget Process FTE Changes

- Unanticipated additional students and evaluations have required additional staff at no increase to the District budget/ Offsets derived from Out of District savings and hiring cost differentials
 - Enrollment Driven Change
 - Additional 1.0 Fifth Grade Teacher at Lane
 - Anticipated Kindergarten (\$60,000 reserve) unrealized/ Additional Fifth Grade teacher (\$30,000 reserve)
 - Special Education Needs
1.4 special education teacher, .2 Speech, .6 Eas, 7.6 TAs

Program	Additional Students	Professional Staff	Paraprofessiona l Staff	Cost to District	Benefit Cost to Town
SAIL: Davis	6	1.2 FTE	6.0 FTE	\$0.0	\$67,794
Integ Pre-School	9	.4 FTE	1.2 FTE	\$0.0	\$5,400
Integ First Grade	0	0	1.0 FTE	\$0.0	\$5,400

FTE ADDITIONAL COST			REVENUE FROM RETURNED STUDENTS AND COST AVOIDANCE			
SAIL PROGRAM			Students Returning to District 16/17	Date of return	Cost Recouped / Avoided	Net Cost Recouped/ Avoided After Next Year Circuit Breaker
SAIL Program Behaviorist TA	\$16,005	\$5,400	Student 1	9/16	\$126,520 (w/sp. Trans)	\$95,414.80
SAIL Program BehTA Switch	\$2,000		Student 2	11/9/16	58,360.47	\$48,366.94
SAIL Program Behaviorist TA	\$26,152	\$9,000	Cost Recouped		\$184,880.47	\$143,781.74
SAIL Program Behaviorist TA	\$26,152	\$9,000	Additional Returnees			
SAIL Program Behaviorist TA	\$26,152	\$9,000	Student 3	9/16	\$50,056.38	\$45,875.71
SAIL Program Behaviorist TA	\$26,152	\$9,000	Student 4	9/16	\$64,109.80	\$50,091.74
Special Ed Teacher	\$57,646	\$17,294	Student 5	9/16	\$47,736.00	\$45,179.60
.2 Speech and Language	\$10,972		Student 6	9/16	\$49,847.40	\$47,213.02
			Total Recouped Revenue		\$396,627.05	\$332,141.81
INTEGRATED PRE-SCHOOL			9 Early Intervention Students	10/16-11/16	\$525,242.43	\$435,301.92
.4 Pre-school Teacher	\$20,026		Late FY16/FY17	7 Outplaced	\$316,260.45	
.3 Pre-school EA	\$5,371			Additional Movement in and out		
.3 Pre-school EA	\$5,371		Late FY16/FY17		21 students	
.6 Pre-school TA	\$8,868	\$5,400				
Integrated First Grade						
One on One TA (Autism)	\$14,781	\$5,400				
Total Cost	\$271,800	\$78,494				

Budget Process

- September-November 2016: Assessed District's Needs
- November 15: Budget Overview to School Committee
- December 1, 2016: Overview Projection to FinCom
 - 2.89% M of E/ 4.75% Max
- November 15 to January 24 School Committee Deliberations
 - Superintendent's Budget Request (4.05%)
 - School Committee Reviewed All Budget Line Items
 - December 9 – January 20: Received Special Education Credits from CASE Tuitions, CASE Transportation and LABBB Tuitions to Reduce MofE to 2.22%
 - School Committee Reviewed 3.75% and 3.50% Scenarios
 - Voted 3.72% and Requested Additional Information on 3 Holds
- January 25: SC Voted 3.5% Budget Increase
 - Difficult Decisions: Arts/Wellness Class Size (JGMS), ELL Support, Instructional Technology
 - Given needs, 3.5% only made possible by special education savings (successful in-house programs, good fortune)

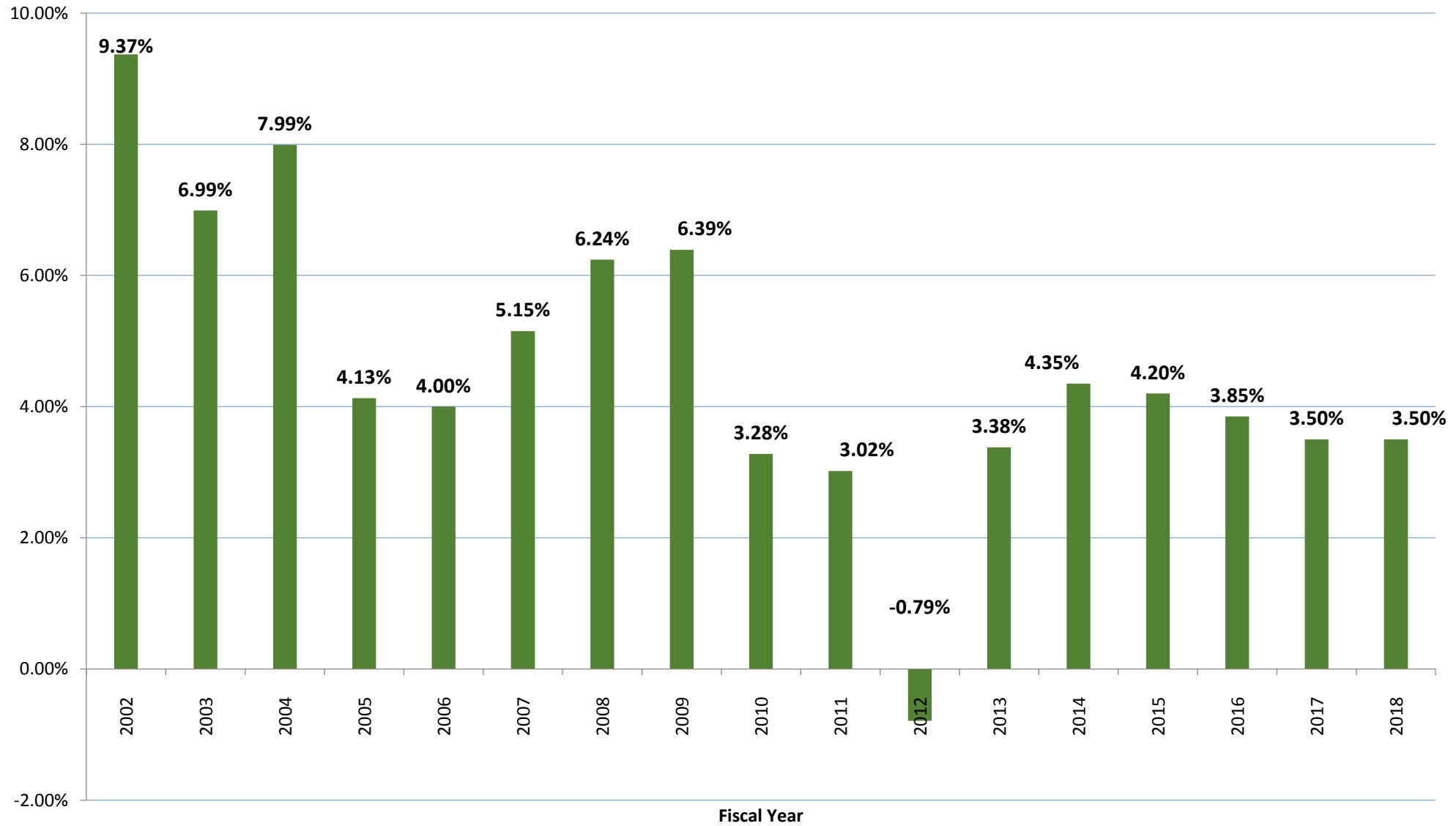
FY18 Budget Request

OVERVIEW

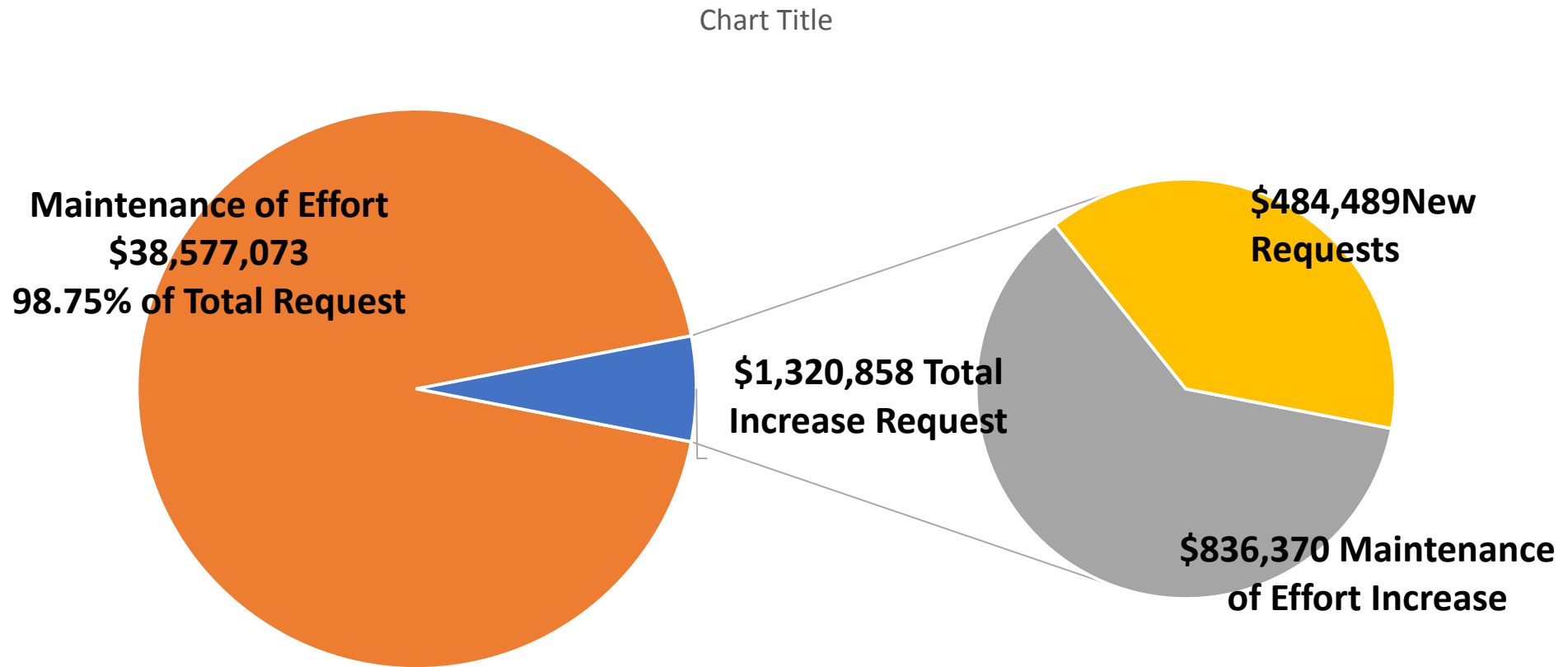
FY18 MoE REQUEST	FY18 TOTAL REQUEST	FY17 APPROVED BUDGET	MoE BUDGET INCREASE
\$38,577,073	\$1,320.858	\$37,740,703	2.22%

FY17 APPROVED BUDGET	MoE BUDGET INCREASE	FY18 MoE % CHANGE	FY18 MoE REQUEST	FY18 NEW REQUESTS	FY18 NEW REQUESTS INCREASE	FY18 TOTAL REQUEST INCREASE	FY18 TOTAL REQUEST	TOTAL FY18 % Change
\$37,740,703	\$836,370	2.22%	\$38,577,073	\$484,489	.49%	\$1,320,858	\$39,061,561	3.50%

Bedford Public Schools Budget History

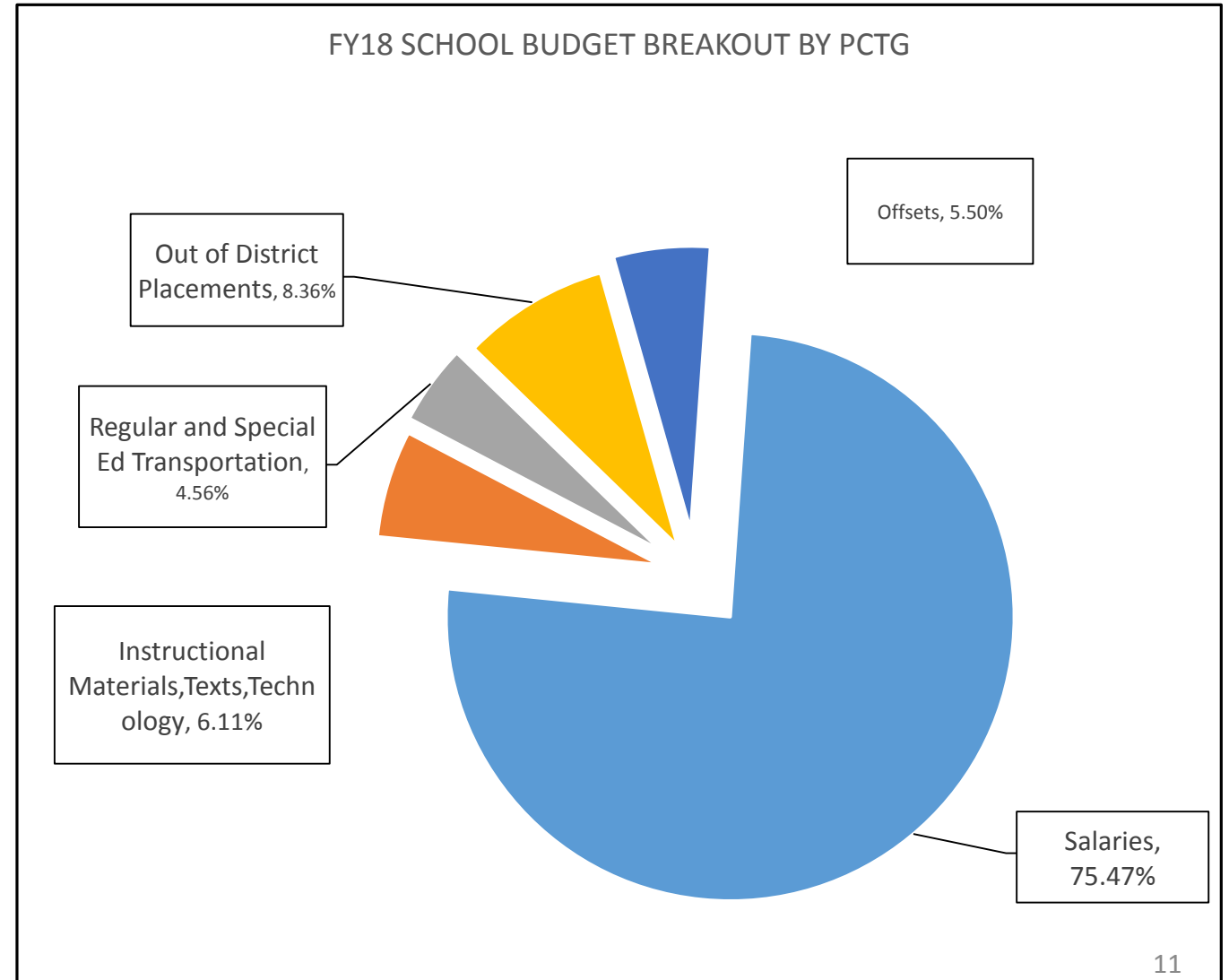


MAINTENANCE OF EFFORT



PRINCIPAL COST CENTERS FULL BUDGET REQUEST

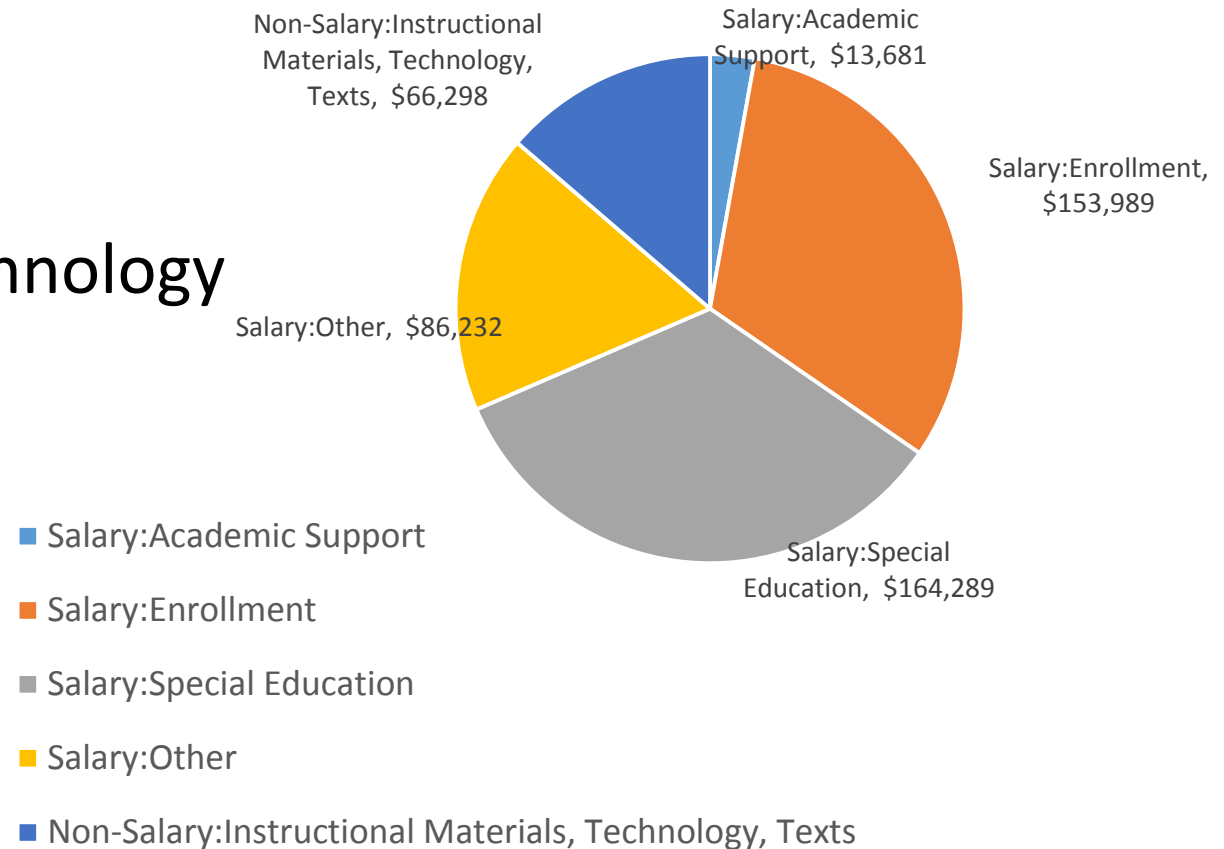
Cost Center	Percent of Total Budget
Salaries	75.47%
Instructional Materials, Texts, Technology	6.11%
Regular and Special Education Transportation	4.56%
Out of District Placements	8.36%
Offsets	5.50%



KEY BUDGET INCREASE DRIVERS: \$561,358

BREAKOUT OF EXPANSION REQUESTS

- Enrollment
- In-house Special Education
- Other: Additional Needs
- Instructional Materials, Technology



DRIVER I: ENROLLMENT

Increasingly Complex Student Body

	16-17	15-16	14-15	13-14	12-13	11-12	11-12
Low Income	11.2	11.7	13.2	12.3	13.1	10.8	9.4
ELL	5.3	7.1	5.5	5.2	3.6	3.4	3.7
Students with Disabilities In-District	17.6	17.5	16.8	14.7	13.4	12.7	13.3
African-American	6.3	6.5	6.9	7.6	6.8	6.1	10.7
Latino	5.8	5.4	5.1	5.5	5.0	4.5	4.2
Asian	14.4	12.8	12.1	11.9	11.5	12.0	11.1
Mixed	4.9	3.6					
Non-White	31.6	28.3	28.3	28.8	27.1	26.1	29.8

Enrollment Projections

Enrollments	Proposed Budget FY17	Actual 2016-2017 October 1, 2016	Projected FY18
K	183	192	189
1	212	200	205
2	200	206	204
Davis	595	598	598
3	212	202	211
4	186	182	208
5	169	182	184
Lane	567	566	603
6	174	191	180
7	197	207	192
8	145	158	210
JGMS	516	556	582
9	211	226	187
10	209	206	218
11	217	222	198
12	212	205	223
BHS	849	859	826
Sub-Total	2527	2579	2609
Pre-School	35	44	48
Total	2540	2623	2657

Long Term Projections:

October 1, 2016 Enrollment with Static NESDEC % Changes

grade	Actual SY 2014	Actual SY 2015	Act Oct 1 SY 2016	Actual Oct 1 2016 SY17	Proj SY 2018	Proj SY 2019	Proj SY 2020	Proj SY 2021	Proj SY 2022	Proj SY 2023	Proj SY 2024	Proj SY 2025
K	202	186	190	192	189	183	190	186	189	188	187	188
1	171	202	198	200	205	199	193	200	196	199	198	197
2	169	179	198	206	204	207	202	196	203	199	202	201
3	173	164	183	202	211	206	208	204	197	205	200	204
4	206	174	171	182	208	215	210	211	208	201	209	204
5	154	202	180	182	184	210	217	212	212	210	203	211
6	183	145	201	191	180	182	207	214	209	210	208	201
7	180	177	154	207	192	181	182	209	216	211	211	210
8	199	180	174	158	210	190	179	181	207	214	210	210
9	231	230	222	226	187	249	226	212	214	246	254	250
10	211	220	225	206	218	179	238	217	203	205	235	243
11	238	204	207	222	198	209	171	228	208	194	196	225
12	188	227	205	205	223	197	207	169	226	206	192	195
total	2505	2490	2508	2579	2609	2607	2630	2639	2688	2688	2705	2739
pctg chg	1.01%	-0.60%	0.72%	2.83%	1.16%	-0.08%	0.88%	0.34%	1.86%	0.00%	0.63%	1.26%

CORE SUBJECT STUDENT/TEACHER RATIO

School Year C	Total	Reg Ed	Sped	Elem. Class- room	Sec Core	Core w/Elem	Enrollment	Student/Teacher Ratio Core
2004-2005	221.45	194.75	26.70	45.40	71.30	116.70	2,261	19.37
2005-2006	225.55	196.45	29.10	46.40	71.60	118.00	2,274	19.27
2006-2007	228.05	197.95	30.10	46.40	71.50	117.90	2,290	19.42
2007-2008	232.50	199.00	33.50	46.40	75.20	121.60	2,334	19.19
2008-2009	238.60	204.20	34.40	46.40	77.10	123.50	2,387	19.33
2009-2010	240.90	204.80	36.10	47.20	77.20	124.40	2,400	19.29
2010-2011	245.30	208.20	37.10	47.40	77.20	124.60	2,371	19.03
2011-2012	246.75	208.85	37.90	46.40	77.40	123.80	2,424	19.58
2012-2013	250.95	208.45	42.50	46.40	77.40	123.80	2,487	20.09
2013-2014	262.45	218.85	43.60	49.00	80.00	129.00	2,509	19.45
2014-2015	274.65	229.15	45.50	51.00	83.00	134.00	2,494	18.61
2015-2016	279.1	232.10	47.00	51.00	83.00	134.00	2,527	18.85
2016-2017 Actual	280.7	232.80	47.00	52.00	81.80	133.80	2579	19.27
2017-2018 Projected	281.8	232.9	48.00	53.00	81.8	134.80	2609	19.35

Enrollment and Class Size Averages Elementary

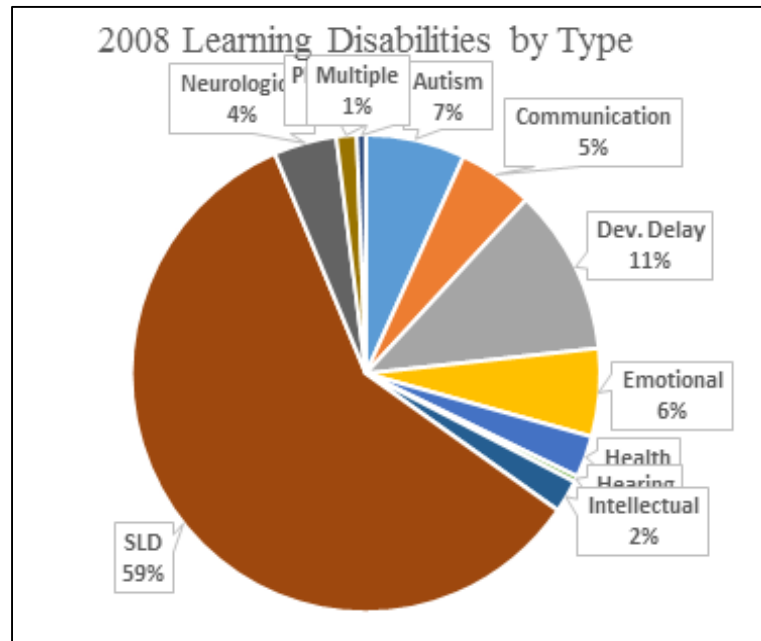
Grades	k	1	2	Davis	3	4	5	Lane
Enrollment – FY17 Budget	183	212	200	595	212	186	169	567
Teachers	9+	9	9		9	8	7	
Class Averages	20.3	23.6	22.2		23.6	23.3	24.11	
Enrollment- 2016 Actual	192	200	206	598	202	182	182	566
Teachers Actual	9+	9	9		9	8	8	
Class Averages	21.3	22.2	22.9		22.4	22.8	22.8	
Enrollment-Projected FY18	189	205	204	598	211	208	184	603
Teachers Present	9+	9	9		9	8	8	
Class Averages	21	22.8	22.7		23.4	26	23	
FY18 Teachers Requested	9+	9	9		9	9	8	
Class Averages	21	22.8	22.7		23.4	23.1	23	

JGMS	2016-2017 Actual	FY18 Budget Projected
Majors		
Core Classes Under 10 Students	3	3
	2.1%	2.1%
Classes Over Recommended Max	6	10
	4.2%	7.2%
Total Majors	138	138
Arts/Tech/Wellness		
Classes Under 10 Students	3	3
	1.5%	1.4%
Classes Over Recommended Max	36	26
	18.6%	12.6%
Total Minors	194	207

DRIVER I: Enrollment Related Requests

School	Addition	Rationale	Cost to Schools	Cost to Town @ 30%
System	Summer Custodial	Increased space at Davis and Lane	\$ 2,907	
JGMS/ System	0.5FTE Custodian (see slides 39-40)	Reduce Sq. Ft.per custodian at JGMS per industry standard/ reduce overtime need systemwide- offset by equal reduction in overtime line item	\$22,738	
Lane	1.0 Classrm Teacher	Class Size Averages Would Exceed Guideline (23.4, 26, 23) without addition	\$64,162	\$19,249
Lane/ Davis	1.0 Custodian (see slides 39-40)	.6 Lane: 6,600 sq. ft. addition plus reconfigured space/ prior .5 FTE cut restoration. .4 Davis: modular addition, .5 cut restoration.	\$45,477	\$13,643
JGMS	.6 Art Teacher	36 Art, PE/Wellness and Music classes between 26 and 30 students	\$38,497	\$11,549
JGMS	.6 PE/Well	(additional 6 core classes between 26-29)	\$38,497	\$11,549
JGMS	.1 Music	36 Art, PE/Wellness and Music classes: 26 and 30 studs	\$ 6,416	19

DRIVER II: In-House Special Education

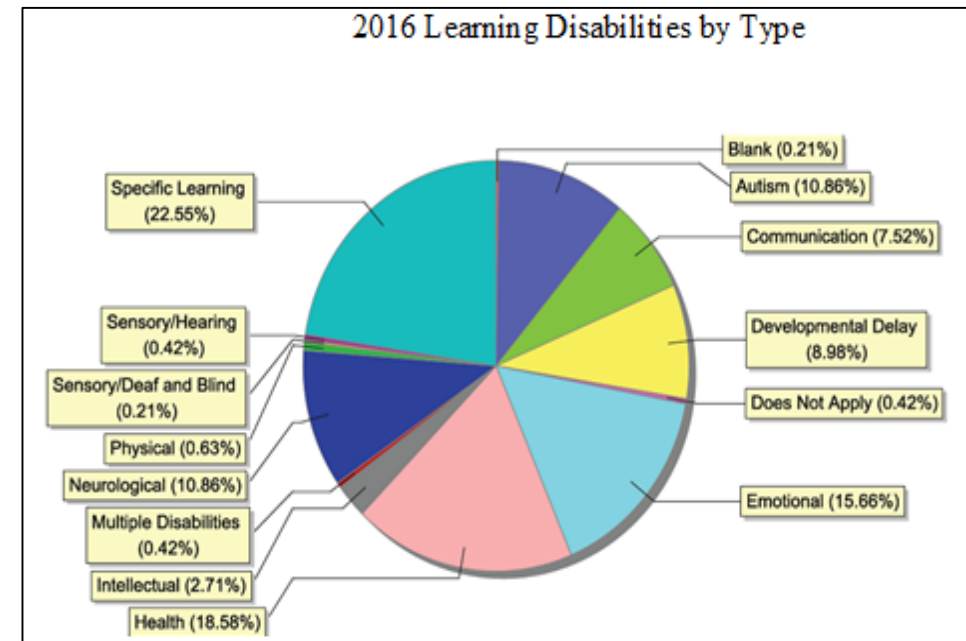


2008 Bedford Public Schools

Health:	2.8%
Autism:	7%
Emotional Disability:	6%
Specific Learning Disability:	59%

2016 Bedford Public Schools

Health:	18.6%
Autism:	10.8%
Emotional Disability:	15.66%
Specific Learning Dis:	22.55%



Declining Out of District Placements/ Increasing In-house Enrollment

	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct
	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
In-House	401	371	361	355	329	315	316	339	368	349	355
Percentage of Total	84%	80%	79%	79%	78%	76%	75%	76%	74%	74%	74%
OOD (pre-k - 22)	60	77	77	87	84	87	92	93	107	110	116
Percentage of Total	13%	17%	17%	19%	20%	21%	22%	21%	22%	23%	24%

Integrated Pre-School Expansion

5 full day-severe classroom	5 morning classroom (A)	5 morning classroom (B)	3 morning classroom
6 students with severe disabilities	6 students with severe to moderate disabilities	6 students with moderate disabilities	6 students with disabilities
6 students without disabilities	6 students without disabilities	6 students without disabilities	6 students without disabilities
1.0 teacher 1 TA 1 EA	.6 Teacher .6 TA .6 EA	.6 Teacher .6 TA .6 EA	.4 Teacher .4 TA .6 EA

To accommodate the significant increase in severe-diagnosed students in the pre-school (our numbers have climbed from 33 to 45 and will grow to 48 next year), we will need to add:

- **.2 Special Education Teacher (\$16,499)** **No Town Impact**
- **.3 Occupational Therapist (\$24,748)** **No Town Impact**
- **.2 Speech and Language Therapist (\$16,499)** **No Town Impact**

SAIL PROGRAM EXPANSION: Davis/Lane

FY18	DAVIS SCHOOL SAIL	LANE SCHOOL SAIL
Students	7	5
Behaviorist TA	7	5
Teacher/Severe License	1	1
Speech and Language Therapist	1.3 (Building-wide)	1.0 (Building-wide)
Occupational Therapist	1.0 (Building-wide)	1.0 (Building-wide)
BCBA	1.0 (Building-wide)	1.0 (Building-wide)

FY18 will require 4.0 FTE Behaviorist Teaching Assistants (\$106,543) to accommodate the expanded SAIL numbers at Davis and Lane. (\$31,963 @ 30% Benefits)

STEP Program: BHS

- 14 Students
- Substantially sub-separate
- Regular education teachers (math, science, social studies and English) push in to team with special educator
- Present .2 math teacher must differentiate for four grades

.2 Math Teacher, \$16,499 No impact to town

Driver III: Additional Needs (Salary)

BHS	.1 Math Skills Center	\$6290.00
BHS	.3 TA Skills Center/EXCEL	\$7391.00
JGMS	Summer Math Program	\$5,225.00
Lane	.1 ELL	\$6,416
BHS/JGMS	Coaching Stipends	\$12,228

Sport	Gender	Level	Current Assistant	Paid?	How is Position Paid currently	Avg # of Participants Last 2 Yrs.
Soccer	Boys	Varsity	Yes	Yes	Fundraised	24
Soccer	Girls	Varsity	Yes	Yes	Split JV Stipend / Fundraised	21
Outdoor (Indoor) Track (HS)	Coed	Varsity/JV				49
Lacrosse	Boys	Varsity	Adding this Spring	Yes	Split JV Stipend/ Fundraised	23
Lacrosse	Girls	Varsity	No			18
Tennis	Both	JV	One position split between two teams	Yes (2 people split 1 stipend)	To reinstate one position that had been cut.	
Field Hockey	Girls	Varsity	No			19
Outdoor Track (JGMS)	Coed	Middle School	One (need to add another)			100

CHANGES TO FTE ALL STAFF

FTE CHANGES			
	FY17 Proposed	2016 Actual	FY 18 Budget Proposed
FTE's Beginning of Period			
Professional	280.8	284.8	288.2
Paraprofessional	69.8	80.0	84.3
Clerical	17.35	17.35	17.35
Custodial	19.25	19.25	20.75
New			
Professional	2.3	4.0	3.4
Paraprofessional	1	10.2 (SPED)	4.3 (4 SPED/.3 Reg Ed)
Clerical	0.65	.65	0
Custodial	0	0	1.5
Professional			
Special Ed	49.2	50.8	51.9
Regular Ed	232.8	234.0	236.3
Custodial			
Total	387.2	401.4	410.6
FTE Δ	-04.2%	3.6%	2.3%
Students	2542	2612	2657
Student Change		2.7%	1.7%
Professional Teachers	280.8	284.8	288.2
Student Teacher Ratio	9.52	10.9	10.85
Professional Reg Ed Teachers		234	236.3
Student Reg Ed Ratio		11.2	11.24

Salary Data

	FY18 Salaries (1-23-17 SC Voted Budget REQUEST)	% Category Impact	FY17 Approved Budget	% Category Impact
Prior Year Base	\$ 30,714,481		\$ 29,343,731	
Steps/Lanes	\$ 533,081	1.74%	\$ 487,468	1.66%
COLA	\$ 597,564	1.95%	\$ 566,317	1.93%
ERI	\$ 15,014	0.05%	\$ (9,205)	-0.03%
LOA	\$ 80,029	0.26%	\$ 62,208	0.21%
Retirement backfills	\$ (54,626)	-0.18%	\$ (71,568)	-0.24%
FTE Reductions	\$ -	0.00%	\$ (172,111)	-0.59%
FTE Increases	\$ 418,191	1.36%	\$ 507,641	1.73%
Gross Salary	\$ 32,303,735		\$ 30,714,481	5.17%
Offsets	\$ (1,107,467)		\$ (1,110,422)	
Net Operating Budget	\$ 31,196,268		\$ 29,604,059	5.38%

TEACHER SALARY AND PROPERTY TAX DISTRICT COMPARISONS

	Residential Property Tax Rate 2016	Single Family Average Value	Average Single Family Tax Bill	Average Asking Price (RedFin) Nov. 2016	Average Teacher Salary 2015	Education % of Town Budget 2014
Ashland	16.70	419,948	7,013	380,000	76,355	39.86
Bedford	15.28	595,748	9,103	619,000	79,410	39.02
Billerica	14.09	339,565	4,784	414,000	74,345	38.78
Burlington	11.06	446,122	4,934	579,000	90,475	39.40
Carlisle	17.62	798,061	14,062	889,000	91,182	55.73
Chelmsford	18.03 (2016)	362,736	6,540	390,000	73,471	40.60
Concord	14.07	987,567	13,895	1,320,000	94,282	47.38
Hanover	16.52	473,071	7,815	539,000	76,609	37.15
Hopkinton	16.80	548,595	9,216	410,000	82,436	45.56
Lexington	14.49	932,084	13,506	1,440,000	80,975	33.87
Lincoln	13.70	1,108,423	15,185	1,250,000	86,451	36.06
Lynnfield	13.78	618,665	8,525	700,000	79,560	43.72
Medfield	16.89	623,374	10,529	784,000	78,845	45.27
Norwell	16.45	598,079	9,838	799,000	76,313	41.48
Southborough	16.38	577,456	9,459	610,000	80,230	49.21
Swampscott	17.45	528,670	9,225	682,000	75,877	39.75
Walpole	15.33	467,562	7,168	435,000	74,124	39.34
Wayland	18.14	690,698	12,529	850,000	89,900	39.24
Weston	12.40	1,562,870	19,380	1,670,000	93,953	38.47
Westwood	14.57	727,274	10,596	950,000	86,074	41.64

Driver IV: Additional Needs: Non-salary

- Technology

- Language Lab Service Contracts \$7,034 and \$4,320.
- Data Storage and Analysis \$6,000
- IXL Add 35 licenses @9.00 each, \$315.00
- iPads \$27,585

Goal for iPad Integration	Total Need	Current # of Carts	# of Additional Carts (FY18) Requested	Projected Request for FY19	Projected Request for FY20
JGMS iPads					
Lease 4 carts per grade level to be shared between math, science, English, social studies, and foreign language teachers and 3 carts to be shared by specialists (i.e. SPED - including Learning Centers, art, music, Library/Maker Space, Tech Ed)	15	currently have 9	2 more carts	2 more carts	2 more carts
Lane iPads					
Lease 3 carts per grade level to be shared between classroom teachers and 3 carts to be shared by specialists (i.e. SPED, foreign language, art, music, library/Maker Space)	12	currently have 4	2 more carts	3 more carts	3 more carts
Davis iPads					
Lease 2 carts per grade level to be shared between classroom teachers and 2 carts to be shared by specialists (i.e. SPED, art, music, Library/Maker Space)	8	currently have 3	2 more carts	2 more carts	1 more cart

Textbooks vs. Online Resources at BHS

Department	Textbook/iPad Status
Mathematics	<p>Many Math Teachers create own material for their courses (i.e. homework, classroom notes, extension activities). However, textbooks are still utilized for instruction and reference.</p> <p>Only one math teacher has adopted the iPad as the sole resource for textbook and classroom material.</p> <p>The Program Administrator is currently reviewing other school districts who solely utilize online textbooks and resources.</p>
Science	<p>For the core classes, Chemistry, Biology, and Physics, iPads are being used as the text material. Physics uses free online material and a PDF book. Chemistry and Biology uses interactive eBooks that are purchased each year and are less expensive than traditional books.</p> <p>For the advanced classes, traditional books are still being utilized as online counterparts are too expensive at this time.</p>
English	Has not made the transition to electronic materials-still using hard copies of novels and plays. The English Department does not use a traditional textbook or anthology.
Social Studies	Has not made the transition to electronic textbooks or materials.
Foreign Language	Utilizes the eBook for Advanced Placement Spanish but not for any other course. Traditional texts are still used for other courses though instruction is supplemented with both print copies and online versions of extension activities.
Social Studies	Has not made the transition to online textbooks. However, students use their iPads for supplementary resources.
Heath/Physical Education	Utilizes solely online resources via iPad
Fine Art (Music, Art, Theater)	Utilizes online resources via iPad with the exception of sheet music which are printed out

Additional Needs: Non-salary

- Maintenance
 - Courtyards. Several years ago, our facilities department took over courtyard maintenance at BHS and JGMS because we were not getting the regularity of service that the schools required. This was due in part to the difficulty of getting oversized DPW machines through the school doors. Existing staff, however, can no longer maintain this service. **\$1,960 per building** to contract this service.
 - Termite Treatment. Davis School. Significant issue. **\$5,000.**
 - Roof Maintenance. Necessary to extend the life of our roofs (to be used according to priority need) **@ \$1,500 per building.**
 - Clothing Allowance for each of two new custodians **@ \$450 each.**

Total Expansion

CATEGORY	LOCATION	DEPARTMENT	ACCT	FY18 BUDGET PROGAM EXPANSION REQUEST DESCRIPTION	FY18 BUDGET PROGAM EXPANSION REQUESTS
Salaries	HIGH SCHOOL	INSTRUCTION	2201 21 1 1	ADD'L .3 FTE TA SUPPORT	\$ 7,391
Salaries	HIGH SCHOOL	BOY'S ATHLETICS	3510 10 4 1	ADD 1 BOYS SOCCER OR 1 BOYS LACROSSE POSITIONS	\$ 4,076
Salaries	HIGH SCHOOL	GIRL'S ATHLETICS	3510 10 5 1	ADD 1 GIRLS LACROSSE OR 1 GIRLS SOCCER	\$ 4,076
Salaries	HIGH SCHOOL	CO-ED ATHLETICS	3510 10 6 1	ADD HS OUTDOOR TRACK COACH	\$ 4,076
Salaries	HIGH SCHOOL	ACADEMIC ACHIEVEMENT (FORMERLY STUDY/STUDY SKILLS)	2300 10 46 1	A'DDL .1 FTE MATH INSTRUCTIONAL SUPPORT	\$ 6,290
Salaries	MIDDLE SCHOOL	ART	2300 10 2 2	ADD'L .6 FTE JGMS ART BASED ON LARGER CLASS SIZE	\$ 38,497
Salaries	MIDDLE SCHOOL	CO-ED ATHLETICS	3510 10 6 2	ADD OUTDOOR TRACK COACH	\$ 2,882
Salaries	MIDDLE SCHOOL	MUSIC	2300 10 34 2	ADD'L .1 FTE FOR MS MUSIC	\$ 6,416
Salaries	MIDDLE SCHOOL	PHYSICAL EDUCATION	2300 10 36 2	ADD'L .6 FTE JGMS PE BASED ON LARGER CLASS SIZE	\$ 38,497
Salaries	DAVIS SCHOOL	CUSTODIAL	4100 21 10 4	ADDITIONAL .5 FTE TO COVER SPACE EXPANSION WITH ADDITION OF MODULAR CLASSROOMS **REDUCED ORIGINAL REQUEST DOWN FROM 1.0 FTE***	\$ 22,738

Salaries	DAVIS SCHOOL	SPED TEACHING ASSISTANTS	2300 20 54 4	4 BEHAVIORIST TAs	\$	106,543
Salaries	LANE SCHOOL	CUSTODIAL	4100 21 10 5	ADD'L NIGHT SHIFT 1 FTE FOR EXPANDED SPACE AT LANE FROM BUILDING ADDITION	\$	45,477
Salaries	LANE SCHOOL	ELEMENTARY SALARIES	2300 10 41 5	ADD'L LANE ELEMENTARTY TEACHER AT M-05	\$	64,162
Salaries	SYSTEM WIDE	MAINTENANCE FACILITIES	4200 22 32 9	INCREASE FOR SUMMER CUSTODIAL HELP FROM CURRENT \$16K TO \$25,600	\$	2,907
Salaries	SYSTEM WIDE	SPED INSTRUCTION	2300 10 55 9	ADD'L .7 SPED TEACHER/BCBA/OT, .2 MATH TEACHER FOR STEP	\$	57,746
Salaries	SYSTEM WIDE	ELL	2300 10 62 9	ADD'L .2 ELL ASSIGNED TO MS BASED ON ELL ENROLLMENT	\$	6,416
Salaries Total					\$	418,190
Operating Expenses	HIGH SCHOOL	CUSTODIAL	4100 40 10 1	IMPLEMENT A CONTRACTED COURTYARD MAINTENANCE PROGRAM, EXISTING STAFF CAN NO LONGER SUPPORT LEVEL OF NEED REQUIRED	\$	1,960
Operating Expenses	HIGH SCHOOL	FOREIGN LANGUAGE	2300 40 16 1	ANNUAL MAINT. SERVICE CONTRACT FOR NEW LANGUAGE LAB	\$	7,034
Operating Expenses	HIGH SCHOOL	MAINTENANCE FACILITIES	4200 40 32 1	IMPLEMENT ROOFING MAINTENANCE PROGRAM	\$	1,500
Operating Expenses	HIGH SCHOOL	MATHEMATICS	2300 40 33 1	EXPANSION OF IXL ACCOUNTS (35 @ \$9 EA)	\$	315
Operating Expenses	MIDDLE SCHOOL	CUSTODIAL	4100 40 10 2	IMPLEMENT CONTRACTED COURTYARD MAINTENANCE PROGRAM	\$	1,960

				*NEW EXPANSION FOR JGMS A NEW LEASE ON 30 UNITS, 1 CARTS, APPS, JAMF LICENSES,COVERS AND KEYBOARDS; ADD 30 PURCHASED END OF LEASE IPADS	
Operating Expenses	MIDDLE SCHOOL	COMPUTER EDUCATION	2300 45 11 2		\$ 9,195
Operating Expenses	MIDDLE SCHOOL	FOREIGN LANGUAGE	2300 50 16 2	AAPL ASSESMENT & MOBILE LANGUAGE LAB SERVICE CONTRACT	\$ 4,320
Operating Expenses	MIDDLE SCHOOL	MAINTENANCE FACILITIES	4200 40 32 2	IMPLEMENT ROOFING MAINTENANCE PROGRAM	\$ 1,500
				EXPANSION FOR SUMMER MATH PROGRAM - GEOMETRY AND ALGEBRA 2 - 2 INSTRUCTORS @ \$200/DAYFOR 15 DAYS, transportation and planning costs, \$500 for supplies	
Operating Expenses	MIDDLE SCHOOL	MATHEMATICS	2300 40 33 2		\$ 5,225
Operating Expenses	DAVIS SCHOOL	CUSTODIAL	4100 40 10 4	\$5K FOR TERMITE TREATMENT	\$ 5,000
Operating Expenses	DAVIS SCHOOL	CUSTODIAL	4100 60 10 4	ADDITIONAL CLOTHING ALLOWANCE FOR REQUESTED 1.0 FTE NEW HIRE	\$ 450
				**NEW EXPANSION IPADS AT DAVIS 30 IPADS, 1 SYNCH CARTS, JAMF, APPS; ADD 30 PURCHASED END OF LEASE IPADS	
Operating Expenses	DAVIS SCHOOL	COMPUTER EDUCATION	2300 45 11 4		\$ 9,195
Operating Expenses	DAVIS SCHOOL	MAINTENANCE FACILITIES	4200 40 32 4	IMPLEMENT ROOFING MAINTENANCE PROGRAM	\$ 1,500
Operating Expenses	LANE SCHOOL	CUSTODIAL	4100 60 10 5	ADDITIONAL FTE CLOTHING ALLOWANCE	\$ 450
				**NEW EXPANSION IPADS AT LANE 30 IPADS, 1 SYNCH CARTS, JAMF, APPS:ADD 30 PURCHASED END OF LEASE IPADS	
Operating Expenses	LANE SCHOOL	COMPUTER EDUCATION	2300 45 11 5		\$ 9,195
Operating Expenses	LANE SCHOOL	MAINTENANCE FACILITIES	4200 40 32 5	IMPLEMENT ROOFING MAINTENANCE PROGRAM	\$ 1,500
				EDUCATIONAL MANAGEMENT DATABASE/DASHBOARD PROGRAM - PILOT PROGRAM FOR ONE SCHOOL ENROLLMENT DRIVEN COST= \$7/STUDENT ENROLLED	
Operating Expenses	SYSTEM WIDE	INSTRUCTION	2300 63 27 9		\$ 6,000
Operating Expenses Total					\$ 66,298
				Total	\$ 484,489

Appendices

Salary Information

	FY18 Salaries (1-23-17 SC Voted Budget REQUEST)	% Category Impact	FY17 Approved Budget	% Category Impact
Prior Year Base	\$ 30,714,481		\$ 29,343,731	
Steps/Lanes	\$ 533,081	1.74%	\$ 487,468	1.66%
COLA	\$ 597,564	1.95%	\$ 566,317	1.93%
ERI	\$ 15,014	0.05%	\$ (9,205)	-0.03%
LOA	\$ 80,029	0.26%	\$ 62,208	0.21%
Retirement backfills	\$ (54,626)	-0.18%	\$ (71,568)	-0.24%
FTE Reductions	\$ -	0.00%	\$ (172,111)	-0.59%
FTE Increases	\$ 418,191	1.36%	\$ 507,641	1.73%
Gross Salary	\$ 32,303,735		\$ 30,714,481	5.17%
Offsets	\$ (1,107,467)		\$ (1,110,422)	
Net Operating Budget	\$ 31,196,268		\$ 29,604,059	5.38%

Bachelor's			
1st Step		Top Step	
Acton-Boxbo	46,341	Acton-Boxboro	72,795
Stoneham	42,275	FY16 Swampscott	59,571
Stoneham.5	42,698	FY16.5Swampscott	60,167
Winchester	43,596	Marblehead	65,965
Swampscott	43,821	Stoneham	66,404
Swampscott.5	44,259	Winchester	66,609
FY16 Sharon	44,873	Stoneham.5	67,068
Marblehead	44,964	Harvard	68,089
Medfield	45,533	Westborough	73,071
Concord	45,772	FY16 Sharon	74,718
Bedford	46,275	Lynnfield	75,098
Harvard	46,315	Weston	75,349
Westborough	46,327	Medfield	75,576
Lexington	46,407	Burlington	78,817
Wayland	46,414	Walpole	79,456
Lincoln-Sudb	46,702	Lexington	79,737
Lincoln	47,329	Carlisle	80,275
Belmont	47,595	Wayland	80,319
Concord-Carli	47,601	Bedford	80,927
Sudbury	47,937	Belmont	82,612
Walpole	48,154	Lincoln	83,338
Brookline	48,384	Brookline	84,493
Lynnfield	49,513	Sudbury	84,711
Weston	50,694	Lincoln-Sudbury	86,104
Burlington	50,870	Concord	86,993
Norwell	50,919	Concord-Carlisle	86,993
Carlisle	52,146	Norwell	87,376

Master's			
1st Step		Top Step	
Acton-Boxb	49,904	Acton-Box	77,203
Stoneham 1	45,581	Stoneham 1	74,069
Stoneham 2	46,037	Stoneham 2	74,820
FY16 Swamp	47,665	Swampscott	75,668
FY16 Swamp	48,142	Swampscott	76,425
Wayland	49,216	Harvard	77,810
Lexington	49,270	Marblehead	78,269
Medfield	49,715	Winchester	80,093
Harvard	49,721	Westborough	80,134
Marblehead	49,931	Weston	81,240
Bedford	50,065	Lynnfield	82,992
FY16 Sharon	50,179	FY16 Sharon	83,683
Lincoln-Sudb	50,439	Burlington	84,192
Westborough	50,805	Medfield	84,294
Belmont	51,101	Walpole	85,939
Sudbury	51,299	Carlisle	88,696
Walpole	52,083	Bedford	89,816
Lincoln	52,187	Lexington	89,941
Winchester	52,521	Wayland	91,487
Lynnfield	52,800	Belmont	91,666
Concord	53,553	Brookline	92,034
Weston	53,705	Sudbury	95,640
Brookline	54,191	Lincoln-Sud	96,648
Norwell	54,252	Lincoln	97,066
Concord-Carl	55,696	Norwell	98,573
Burlington	56,244	Concord	101,780
Carlisle	57,616	Concord-Carl	101,780

Master's 30			
1st Step		Top Step	
Acton-Boxbo	53,281	Acton-Boxbo	80,888
Stoneham	47,965	Stoneham	76,526
Stoneham	48,444	Stoneham	77,292
FY16 Swamp	50,706	Marblehead	80,285
FY16 Swamp	51,213	Swampscott	80,459
Wayland	51,449	Swampscott	81,264
Bedford	51,774	Westborough	84,852
Marblehead	51,871	Weston	86,336
Lexington	52,170	Lynnfield	86,847
Harvard	52,611	Harvard	87,942
Medfield	53,074	Winchester	88,038
FY16 Sharon	53,235	Burlington	88,671
Lincoln-Sud	53,511	FY16 Sharon	88,781
Westborough	53,796	Medfield	91,398
Belmont	53,903	Bedford	92,046
Sudbury	54,248	Walpole	92,953
Winchester	54,888	Lexington	95,704
Concord	56,297	Belmont	96,217
Norwell	56,319	Lincoln	98,839
Walpole	56,334	Brookline	98,985
Lynnfield	56,523	Wayland	100,651
Weston	56,737	Sudbury	101,112
Brookline	57,514	Lincoln-Sud	103,590
Concord-Carl	58,550	Carlisle	103,662
Lincoln	59,592	Concord	107,001
Burlington	60,725	Concord-Carl	107,001
Carlisle	64,747	Norwell	108,066

Top Tier				
1st Step			Top Step	
PhD	Acton-Boxb	56,429	Acton-Boxb	84,299
PhD	Stoneham	52,208	Stoneham	80,828
PhD	Stoneham	52,730	Stoneham	81,636
	Bedford	54,165	Marblehead	83,435
M+75	Marblehead	54,963	Swampscott	87,469
PhD +30	Lexington	55,277	Swampscott	88,344
PhD	Harvard	56,444	Lynnfield	90,476
M+60	Lincoln-Sudb	56,769	Weston	90,964
M+60	Sudbury	56,837	Westborough	91,958
PhD	Belmont	57,046	Burlington	93,151
M+75	Swampscott	57,397	Winchester	94,313
MA+45	Norwell	57,564	Bedford	94,691
M+75	Swampscott	57,971	Harvard	96,347
PhD	FY16 Sharon	58,123	Walpole	96,671
PhD	Wayland	58,144	FY16 Sharon	96,932
PhD	Westborough	58,301	Medfield	100,497
M+45	Walpole	58,587	Belmont	101,505
PhD	Weston	59,486	Lincoln	102,760
PhD	Lynnfield	60,031	Brookline	105,501
PhD	Concord	60,521	Lexington	105,524
PhD	Brookline	60,769	Sudbury	105,914
M+60	Winchester	60,943	Lincoln-Sudb	109,866
PhD	Medfield	61,529	Carlisle	111,043
PhD	Concord-Carl	62,943	Wayland	111,815
PhD	Burlington	65,204	Norwell	112,549
M+60	Carlisle	66,691	Concord	115,026
M +45	Lincoln	68,767	Concord-Carl	115,026

A7: The Bureau of Labor Statistics reports a 2.0 increase statewide and a 4.1% increase for Metropolitan Boston-NH in the past 12 months (2015). Additionally, the table below has some instructive data.

<https://www.census.gov/content/dam/Census/library/publications/2016/demo/acsbr15-02.pdf>

Salaries for the Teachers are a negotiation between the Teachers bargaining unit, Bedford Education Association, “BEA”, and the Bedford School Committee. Teacher salary increases can consist of three components. The first component is for the base cost of living adjustment. The second component is a step increase which is for those teachers who are working their way up to the top level of compensation for their profession. The third component, which is for teachers who earn advanced degrees, is called a lane change and represents a salary increase in recognition of the advanced degree earned.

COLA

The table below compares the cola increase of the BEA contract with the Town salary plan increase over the last ten years.

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
BEA Contract increases	3.02%	3.02%	3.02%	3.51%	3.00%	0.5%	0.5%	2.0%	2.0%	3.0%
Town Salary Plan (non-union)	2.50%	5.25%	2.75%	2.75%	2.00%	0.00%	2.00%	2.00%	2.00%	2.25%

Custodians

- a. 25,000 to 30,000 sq ft per custodian is the appropriate ratio to keep the schools in good shape. As the most recently renovated building, the high school, which continues to be our flagship, has 240,000 sq ft and 8 fte, but the day custodian (1 starts at 6:30 am and the other at 11:00) only clean approximately 25,000 sq ft between the two, so that leaves 6 fte for 215,000 or 25,800 sq ft per person
- b. Based on this calculation, Davis, when you subtract the day custodian (who does about 15,000 sq ft, we have 65,000 for 2 fte, or 32,500 sq ft per person
- c. Lane- with the additional space, subtracting about 15,000 sq ft for the daytime custodian, leaves 73,600 sq ft. or 36,800 per person
- d. The addition of 1.0 split .6/.4 between Lane and Davis, would result in $65,000/2.4 = 27,083$ sq ft per custodian at Davis and 28,307 sq ft per custodian at Lane
- e. wThe addition of the .3 custodian at JGMS (if we add .5, but .2 is used to cover vacations, absences, etc.), this will bring our custodian per sq ft ration under 30,000 to 28,900 sq ft.

APPA & MA-DCAMM Levels of Cleanliness:

Level 1 – Orderly (Less than 10,000 SqFt Per Custodian)

Level 1 establishes cleaning at the highest level. It is considered Spotlessness developed for the corporate suite, the donated building or the historical focal point. This is show-quality cleaning for that prime facility

Level 2 – Ordinary (10,000-20,000 SqFt Per Custodian))

Level 2 is the base upon which this study is established.

This is the level at which cleaning should be maintained. Lower levels for washrooms, changing/locker rooms and similar type facilities are not acceptable.

Level 3 – Casual (20,000-35,000 SqFt Per Custodian)

This level reflects the first budget cut, or some other staffing- related problem. It is a lowering of normal expectations. While not totally acceptable, it has yet to reach an unacceptable level of cleanliness

Level 4 – Moderate (35,000-50,000 SqFt Per Custodian)

Level 4 reflects the second budget cut, or some other significant staffing-related problem. Areas are becoming unacceptable. People begin to accept an environment lacking normal cleanliness. In fact, the facility begins to constantly look like it requires a good “spring cleaning.”

Level 5 – Unkempt (50,000-100,000 SqFt Per Custodian)

This is the final and lowest level. The trucking industry would call this “just-in-time cleaning.” The facility is always dirty, with cleaning accomplished at an unacceptable level

Operating Expenses

Operating Expenses	FY18	FY17	
Base from Prior Year	\$2,542,675	\$2,360,394	
COMPUTER REPLACEMENT	(\$1,350)	\$0	
CONTRACT SERVICES	\$51,858	\$104,863	
CURRICULUM DEVELOPMENT	\$20,000	\$0	
EQUIPMENT	\$12,437	\$12,165	
LEGAL	\$0	\$0	
OTHER	\$2,745	\$8,655	
PROF DEVELOPMENT	(\$10,000)	\$20,000	
SC RESERVE	(\$14,179)	\$34,179	
SUPPLIES & MATERIALS	(\$8,595)	\$52,140	
TELEPHONE	\$0	(\$3,611)	
TESTING	\$6,000	\$0	
TEXTBOOKS\LIBRARY BOOKS	\$8,300	(\$45,575)	
TRAVEL	\$478	(\$535)	
Operating Expenses Total	\$2,610,369	\$2,542,675	2.66%
Offsets	(\$85,000)	(\$105,000)	
Net Ops Expense	\$2,525,369	\$2,437,675	3.60%

Regular In-district Transportation

	FY18	FY17	
TRANSPORTATION REGULAR			
Base From Prior Year	\$1,113,580	\$1,074,814	
TRANSPORTATION - REGULAR	\$41,303	\$36,966	
TRANSPORTATION SPED	\$2,430	\$1,800	
TRANSPORTATION-DISPLACED STUDENTS		\$0	
TRANSPORTATION REGULAR Total	\$1,157,313	\$1,113,580	3.93%

SPECIAL EDUCATION

	FY18	FY17	
OOD Tuitions			
Base From Prior Year	\$ 4,978,872	\$ 5,430,237	
SPED -LABBB	\$ (236,582)	\$ (329,306)	
SPED OOD TUITION	\$ (221,774)	\$ (130,785)	
SPED-CASE	\$ 17,234	\$ 8,726	
	\$ 4,537,750	\$ 4,978,872	-8.86%
Offsets	\$ (1,082,500)	\$ (1,197,045)	
OOD Total	\$ 3,455,250	\$ 3,781,827	-8.64%

OOD TRANSPORTATION

	FY18	FY17	
TRANS-OOD			
Prior Year Base	\$ 803,562	\$ 1,030,260	
TRANSPORTATION SPED	\$ (76,201)	\$ (226,698)	
TRANS-OOD Total	\$ 727,361	\$ 803,562	-9.48%

Specialized Programs

School	Special Education Programs	FY 17 2016-2017	FY18 Projected
Pre-K	Integrated PK	17 Students 1 FT Sp. Ed 1 (.6) Sp. Ed 1 (.4) Sp. Ed 2.5 TA 4 Part time EAs .3 BCBA	26 Students 1 FT Sp. Ed 2 (.6) Sp. Ed 1 (.4) Sp. Ed 2.6 TA 4 Part time EAs .3 BCBA

School	Special Education Programs	FY 17 2016-2017	FY18 Projected
Davis	Bridge Program	0	
	SAIL	9 Students 2 Special Educator/BCBA 8 TAs BCBA support	7 Students 1 Special Educator/BCBA 7 TAs BCBA support
	Integrated K	5 students 1 Special Educator 1 TA	5 students 1 Special Educator 1 TA
	Co-Taught 1	13 students 2 special educators 1 TA	13 students 2 special educators 1 TA
	Co-Taught 2	18 students 2 special educators 1 TA	18 students 2 special educators 1 TA

Lane	Bridge Program	10 Student 1 Special Educator 4 TAs 1 Adjustment counselor (.9) BCBA support	FY18 Projected
	SAIL	0	5 Students 1 Sp. Educator 5 TAs Shared BCBA, Speech and Occ Therapist
	Language Based Program		
	Crossroads	6 students 1 Special Educator 2 TAs	6 students 1 Special Educator 2 TAs

JGMS	Bridge Program	15 Students 1 Sp. Educator 3 TAs .5 Adjustment counselor	FY18 Projected
	SAIL	13 Students 1 Sp. Educator 3 TAs .5 adjustment counselor	13 Students 1 Sp. Educator 3 TAs .5 adjustment counselor
	Language Based Program	15 Students 5 Sp. Educators share responsibility 1TA	15 Students 5 Sp. Educators share responsibility 1TA
	Crossroads	8 Students 5 Sp. Educators share responsibility 1 TA	8 Students 5 Sp. Educators share responsibility 1 TA
	Learning Centers	47 students 3 Sp. Educators 2 TAs	47 students 3 Sp. Educators 2 TAs

BHS	Bridge Program	18 students 1 Sp. Educator 3 TAs .5 Adjustment counselor	FY18 Projected
	Language Based Program	14 students 1 Sp. Educator	14 students 1 Sp. Educator
	Crossroads	9 students 1 Sp. Educator 1 TA	9 students 1 Sp. Educator 1 TA
	SAIL	11 Students 1 Sp. Educator 1 TA .5 Adjustment counselor	11 Students 1 Sp. Educator 1 TA .5 Adjustment counselor
	STEP	13 Students 1 Sp. Educator 1.7 TAs 1.0 Adjustment counselor	13 Students 1 Sp. Educator 1.7 TAs 1.0 Adjustment counselor

OFFSETS

Funding Source	DESCRIPTION	FY18 BUDGET REQUEST	FY17 APPROVED BUDGET	FY16 APPROVED BUDGET
FEDERAL	FEDERAL IDEA PL 94-142 GRANT	(\$334,073)	(334,073)	(\$337,605)
	FEDERAL TITLE 1 GRANT	(\$34,394)	(34,394)	(\$70,807)
	ERATE GRANT	\$0	(20,000)	(\$45,000)
	EARLY CHILDHOOD GRANT			(\$10,538)
FEDERAL Total		(\$368,467)	(\$388,467)	(\$463,950)
LOCAL	BUILDING RENTALS	(\$108,000)	(108,000)	(\$154,000)
	ATHLETIC FUND	(\$30,000)	(30,000)	(\$42,750)
	MUDGE FUND	(\$6,000)	(6,000)	(\$6,000)
	EDUCATIS TUITION	(\$14,000)	(14,000)	(\$14,000)
	FOOD SERVICE		0	(\$40,000)
LOCAL Total		(\$158,000)	(\$158,000)	(\$256,750)
STATE	METCO GRANT	(\$30,000)	(30,000)	(\$30,000)
	HANSCOM STATE IMPACT AID	(\$516,000)	(516,000)	(\$516,000)
	CIRCUIT BREAKER	(\$1,202,500)	(1,320,000)	(\$1,499,593)
STATE Total		(\$1,748,500)	(\$1,866,000)	(\$2,045,593)
Grand Total		(\$2,274,967)	(\$2,412,467)	(\$2,766,293)

BUDGET ROLL-UP

EXPENSES	FY18 BUDGET PROGAM EXPANSION REQUESTS	FY18 BASE MoE BUDGET REQUEST	FY17 APPROVED	FY18 Base MoE over FY17 Approved	Pctg Chg FY18 MoE vs FY17 Approved	FY18 TOTAL REQUEST	% CHG TOTAL FY18 BUDGET TO FY17 APPROVED
Salaries	\$418,191	\$ 31,885,545	\$ 30,714,481	\$ 1,171,063	3.81%	\$ 32,303,735	5.17%
Operating Expenses	\$66,298	\$ 2,544,071	\$ 2,542,675	\$ 1,396	0.05%	\$ 2,610,369	2.66%
TRANSPORTATION REGULAR		\$ 1,157,313	\$ 1,113,580	\$ 43,733	3.93%	\$ 1,157,313	3.93%
SPED OOD		\$ 4,537,750	\$ 4,978,872	\$ (441,122)	-8.86%	\$ 4,537,750	-8.86%
SPED OOD TRANS		\$ 727,362	\$ 803,562	\$ (76,201)	-9.48%	\$ 727,362	-9.48%
OFFSET							
Salaries		(\$1,107,467)	(\$1,110,422)	\$ 2,955	-0.27%	\$ (1,107,467)	-0.27%
Operating Expenses		(\$85,000)	(\$105,000)	\$ 20,000	-19.05%	\$ (85,000)	-19.05%
SPED OOD		(\$1,082,500)	(\$1,197,045)	\$ 114,545	-9.57%	\$ (1,082,500)	-9.57%
Grand Total	\$484,489	\$ 38,577,073	\$ 37,740,703	\$ 836,370	2.22%	\$ 39,061,561	3.50%

Revolving Funds (See Fund Balance Policy- File: DIB-R)

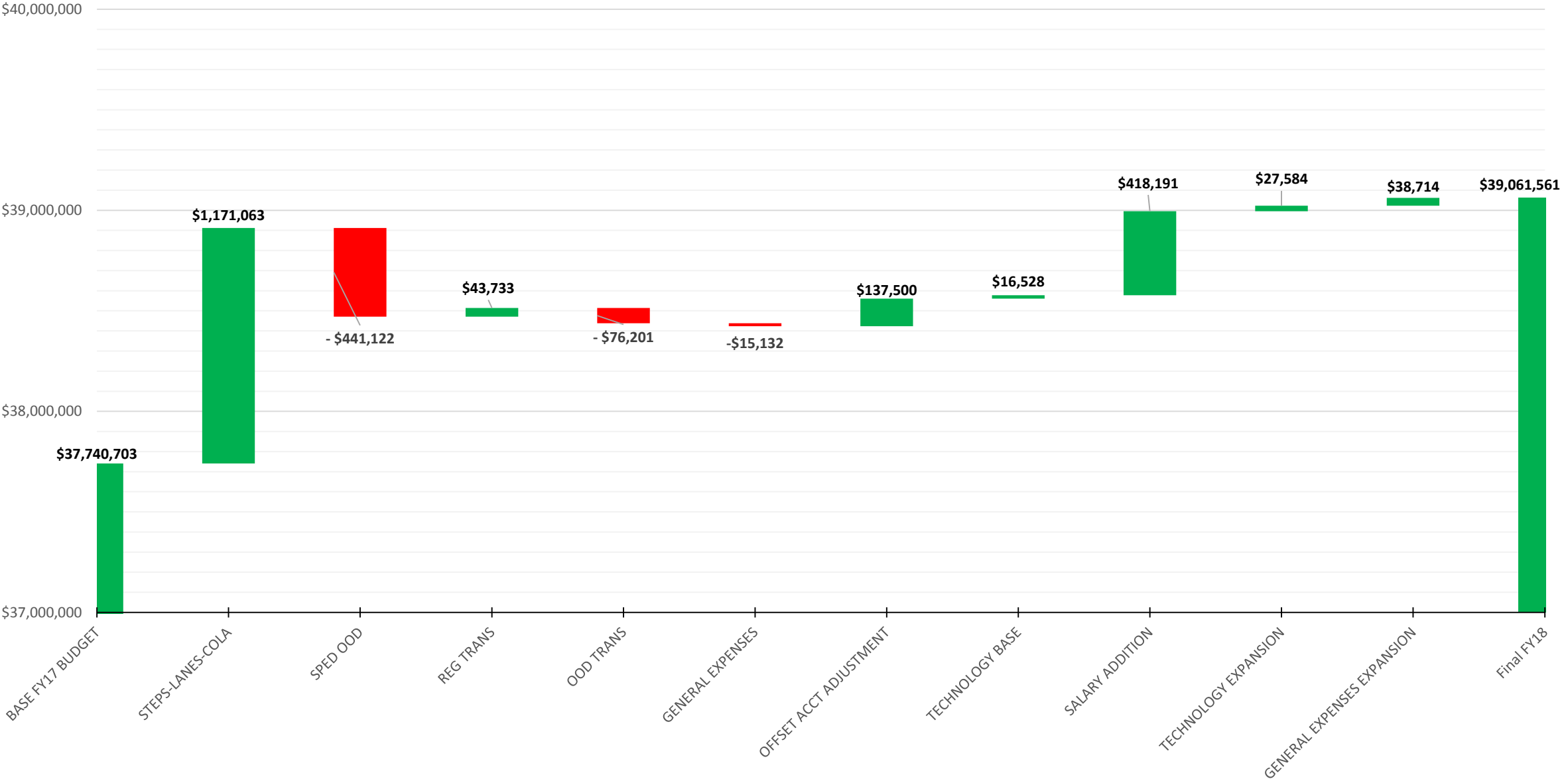
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Major School Non-Operating Account Balances									
	Actual	Proj	Proj						
	FY16	FY17	FY18						
Athletics 7601				SC POLICY	Maintain adequate balance for cash flow purposes, use excess above target to offset annual operating budget				
July 1 Balance forward	\$ 9,559	\$ (797)	\$ 2,660						
Total Revenue	\$ 18,982	\$ 33,457	\$ 33,457	Target Balance					
Projected use	\$ 29,338	\$ 30,000	\$ 30,000	Current Bal to Target	2-3 Months prior year expenses; \$7,300 Below Target need to enhance revenues or reduce offsets				
Balance	\$ (797)	\$ 2,660	\$ 6,117						
School Rental 7605	FY16	FY17	FY18	SC POLICY	Maintain adequate balance for cash flow purposes, use excess above target to offset annual operating budget				
July 1 Balance forward	\$ 139,285	\$ 86,203	\$ 66,203						
Total Revenue	\$ 82,998	\$ 85,000	\$ 85,000	Target Balance					
Projected use	\$ 136,079	\$ 105,000	\$ 105,000	Current Bal to Target	2-3 Months prior year expenses; \$34,000 Current above target based on projections through FY18				
Balance	\$ 86,203	\$ 66,203	\$ 46,203						

E-Rate 7455	FY16	FY17	FY18	SC POLICY	Maintain adequate balance for cash flow purposes, use excess above target to offset annual operating budget
July 1 Balance forward	\$ 34,080	\$ 20,717	\$ 4,502		
Total Revenue	\$ 15,637	\$ 3,785	\$ 3,500	Target Balance	2-3 Months prior year expenses; \$6,250
Projected use	\$ 29,000	\$ 20,000	\$ -	Current Bal to Target	Currently below target, Erate Program undergoing changes
Balance	\$ 20,717	\$ 4,502	\$ 8,002		
Food Service 7602-7604	FY16	FY17	FY18	SC POLICY	Maintain adequate balance for cash flow purposes, use excess above target to offset annual operating budget
July 1 Balance forward	\$ 113,512	\$ 93,761	\$ 65,075		
Total Revenue	\$ 562,768	\$ 568,396	\$ 574,079	Target Balance	2-3 Months prior year expenses; \$145,000
Projected use	\$ 582,519	\$ 597,082	\$ 612,009	Current Bal to Target	Currently about 65% of target with projected decline to FY19
Balance	\$ 93,761	\$ 65,075	\$ 27,145		
Nursery School 8675	FY16	FY17	FY18	SC POLICY	Maintain adequate balance for cash flow purposes, use excess above target to offset annual operating budget
July 1 Balance forward	\$ 61,194	\$ 15,109	\$ 109		
Total Revenue	\$ 59,540	\$ 60,000	\$ 60,000	Target Balance	2-3 Months prior year expenses; \$26,000
Projected use	\$ 105,625	\$ 75,000	\$ 70,000	Current Bal to Target	Current balance is about 55% of target, revenue down from prior years, projecting deficits for FY18 & FY19
Balance	\$ 15,109	\$ 109	\$ (9,891)		

Special Accounts										
Mudge - Athletic equipment & fields	FY16	FY17	FY18	SC POLICY	Maintain principal and generate interest revenue for use for one-time purchases for school athletics and physical education program					
July 1 Balance forward	\$ 193,886	\$ 199,443	\$ 198,429							
Total Revenue	\$ 5,557	\$ 4,986	\$ 4,961							
Projected expenditures	\$ -	\$ 6,000	\$ 8,000							
Balance	\$ 199,443	\$ 198,429	\$ 195,389							
Boynton School Improvement at SC discretion	FY16	FY17	FY18	SC POLICY	Maintain Principal balance, use interest for one-time SC identified projects					
July 1 Balance forward	\$ 25,547	\$ 26,259	\$ 27,440							
Total Revenue	\$ 711	\$ 1,182	\$ 1,235							
Projected expenditures										
Balance	\$ 26,259	\$ 27,440	\$ 28,675							
Hunt Scholarship	FY16	FY17	FY18	SC POLICY	Maintain Principal balance, use interest for SC directed student scholarships					
July 1 Balance forward	\$ 10,020	\$ 10,302	\$ 10,559							
Total Revenue	\$ 282	\$ 258	\$ 264							
Projected expenditures										
Balance	\$ 10,302	\$ 10,559	\$ 10,823							

WATERFALL CHART FY2018 SCHOOL COMMITTEE BUDGET REQUEST



BUDGET TO ACTUALS (AS OF JANUARY 23, 2017)

Fiscal Year		<u>FY15</u>	<u>-</u>	<u>FY16</u>	<u>-</u>	<u>FY17</u>	<u>FY18</u>
Salaries		<u>Approved</u>	<u>Actual</u>	<u>APPROVED</u>	<u>Actual</u>	<u>Approved</u>	<u>Proposed</u>
Professional		\$21,971,293	\$21,994,234	\$23,452,628	\$23,489,644	\$24,739,379	\$26,008,797
Para		\$4,086,380	\$4,108,211	\$4,352,055	\$4,269,747	\$4,597,787	\$4,920,579
Substitutes		\$250,000	\$295,754	\$250,000	\$247,087	\$250,000	\$250,000
CurricDevelopment		\$16,893	\$9,551	\$16,893	\$8,985	\$16,893	\$16,893
		26,324,566	26,407,750	28,071,576	28,015,462	29,604,059	31,196,268
Non Salary Costs							
Contract Services		\$861,736	\$874,395	\$899,773	\$874,435	\$1,053,136	\$1,124,994
Supplies & Materials		\$456,817	\$465,351	\$497,346	\$479,522	\$560,486	\$551,891
Textbooks		\$133,116	\$125,809	\$193,561	\$149,098	\$147,986	\$156,286
Other		\$64,107	\$51,917	\$78,783	\$71,622	\$87,438	\$90,183
Travel		\$14,965	\$9,229	\$20,315	\$11,786	\$19,780	\$20,258
Equipment		\$105,210	\$126,814	\$78,100	\$85,471	\$90,265	\$102,702
Trans Regular		\$960,090	\$978,229	\$1,074,814	\$1,060,588	\$1,113,580	\$1,157,313
Trans - Displaced		\$0	\$229,146	\$0	\$85,012	\$0	
Trans Sped		\$979,571	\$1,073,388	\$1,030,260	\$1,068,385	\$803,562	\$727,362
Tuition		\$4,417,677	\$4,329,230	\$4,053,599	\$3,993,309	\$3,781,827	\$3,455,250
Prof Dev		\$144,716	\$141,458	\$126,216	\$117,335	\$146,216	\$136,216
Legal		\$65,000	\$55,000	\$65,000	\$65,000	\$65,000	\$65,000
Reserve Funds		\$122,800	\$21,800	\$122,800	\$22,600	\$156,979	\$142,800
CurricDevelopment		\$51,000	\$42,724	\$35,000	\$52,380	\$35,000	\$55,000
Computer Repl		\$59,500	\$84,241	\$4,500	\$4,500	\$4,500	\$3,150
Testing		\$22,000	\$8,703	\$22,000	\$5,806	\$22,000	\$28,000
		8,458,305	8,617,434	8,302,067	8,146,848	8,087,755	7,816,404
Utilities							
Heating		\$252,042	\$302,433				
Electricity		\$579,141	\$555,554				
Gas		\$0	\$0				
Phone		\$42,500	\$26,348	\$52,500	\$29,064	\$48,889	\$48,889
		873,683	884,334	52,500	29,064	48,889	48,889
Total Expended		35,656,554	35,909,518	36,426,143	36,191,374	37,740,703	39,061,561
Surplus/(deficit)			(252,964)		234,769		
Bgt Pct Inc		4.21%		3.85%		3.61%	55 3.50%