

Westford Public Schools



Superintendent's Fiscal 2013 Budget Request

\$47,741,283

3.18% Increase

A School System's Budget Is:

“The quantification of developing the means and the capacity to facilitate human development, with respect for each student's particular style and rate of learning, as well an appreciation for the varied interests, aspirations, capacities, obstacles, temperaments, and backgrounds that serve as a frame work within each child”...

Thomas Armstrong
2006

Fiscal 2013 Town Appropriation to School System

FY 2012 Town Appropriation	\$46,271,921	
FY 2013 2.5% Increase	\$ 1,156,798	<i>2.5%</i>
Appropriation to partially offset FY2012 staff funded by Federal Education Jobs funds	\$312,564	<i>.68%</i>
Fiscal 2013 Town Appropriation to School System <i>3.18%</i>	\$47,741,283	

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

GRADES 6-8

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Math Resource Facilitator	2.0	\$14,000*	<p>There is a significant decrease in intervention services for students after they leave Grade 5. At the present time, we have only one academic coach at each middle school and a part time math coach at each middle school. With this proposal, each middle school would have a 1.0 Math Resource Facilitator and a 1.0 Reading Resource Facilitator.</p> <p>*The cost of these 4.0 FTE's is \$56,000. However, we are eliminating the part time math coaches which results in an offset of \$28,000. The net cost is \$28,000. This model will provide more consistency to middle school intervention services.</p>
Reading Resource Facilitator	2.0	\$14,000*	

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

GRADES 9-12

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
English Language Arts Teacher	1.0	\$54,000	Enrollment growth will require us to add this additional ELA position. Currently many of our sections are at or in excess of 25 students per class. This position will also allow for the possibility of an ELA elective to meet NEASC recommendations and the College and Career Readiness standards.
Supplies		\$ 4,000	
Social Studies Teacher	1.0	\$54,000	Currently 44% of the history/social studies classes have at least 25 students/class. Enrollments are expected to increase over the next two years and this additional staff member will help keep class sizes within a reasonable level.
Supplies		\$ 4,000	

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

GRADES 9-12

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Increase Mandarin teacher from .2 FTE to .4 FTE	.2	\$12,000	Increasing the FTE from .2 to .4 will allow us to offer a level 2 course to those students currently enrolled in level 1 Mandarin.
Supplies		\$ 2,000	

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

STUDENT SUPPORT SERVICES

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
<p>Early Childhood Integrated Preschool Teacher Assistant</p>	1.0	\$ 14,000	<p>Next year we will have several children with significant medical needs requiring full time attention. One of our current preschool assistants is a LPN. We will hire a teacher assistant to assume her current duties allowing the LPN to devote her entire time to the medically involved students. We will be increasing the LPN's salary by \$5,000 to appropriately compensate her for this new role.</p>
<p>Pay adjustment for full time Preschool LPN</p>		\$ 5,000	

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

STUDENT SUPPORT SERVICES

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Early Childhood			
Integrated Preschool Teacher	1.0	\$ 54,000	The Early Childhood Department consists of 5 classrooms with a combination of full day and half day services. At this time, our program is educating 47 students with special needs and 64 role model students from the community. We are in the process of evaluating 15 students and anticipate an additional 20 before June 30, 2012. Both an increase in eligible students and a growing trend for full day services indicate the need for an additional preschool classroom. All classes are fully integrated with typically developing peers from our community. Each classroom is staffed by a certified teacher and two teaching assistants. The cost will be partially offset by fees that are charged for the role model students.
Integrated Preschool Teacher Assistant	2.0	\$ 28,000	
Supplies		\$ 6,000	
Less: Fee Offset		(\$ 30,000)	

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

STUDENT SUPPORT SERVICES

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
K-2 Teacher Assistants (Miller School)	2.0	\$ 28,000	Two of our students will require additional assistance when they transition from a full-day kindergarten program to the first grade. The recommendation for specialized services is made by a student's individual Special Education Team.
Grade 3-5 Teacher (Abbot)	1.0	\$ 54,000	The case load and complexity of needs at Abbot School requires additional staff to both deliver specialized services and conduct special education evaluations.
Supplies		\$ 4,000	

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

STUDENT SUPPORT SERVICES

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Grade 9 - 12 PDD Teacher	1.0	\$ 54,000	For several years, Westford has appropriately programmed for a population of students on the Autism spectrum. Services have included individual behavior, academic, and therapeutic support. Several of our students will be transitioning to Westford Academy in September. In order to continue with comprehensive services, a teacher will be required.
Supplies		\$ 4,000	

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

STUDENT SUPPORT SERVICES

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
<p>Systemwide Board Certified Behavior Analyst</p> <p>Supplies</p>	1.0	<p>\$ 58,000</p> <p>\$ 3,000</p>	<p>The district currently employs one Board Certified Behavior Analyst (BCBA). The professional services rendered by this position are highly regarded by each school. Services are delivered to students both in an inclusive setting and in our PDD district-wide programs. In addition to school-based services, there is a growing need for in home services to help struggling students generalize to their home setting. At this time, the Office of Student Services contracts with agencies such as Boston ABA and Beacon for such services. An additional BCBA will provide additional supports to each school as well as in-home consultation. By delivering in-home consultation from a Westford employee, stronger connections are fostered between home and school. This connection is critical when keeping students in their neighborhood schools and transitioning them back from private settings.</p> <p>This position will allow us to avoid \$50,000 - \$70,000 in outside contract services.</p>

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

STUDENT SUPPORT SERVICES

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Systemwide Special Education Teacher Assistants (To be assigned)	3.0	\$ 42,000	Given the early budget season, Special Education requests 3.0 Teacher Assistant positions, to be considered and ultimately approved following careful review of special education case loads and individual needs.
Certified Occupational Therapist Assistant (C.O.T.A.)	1.0	\$ 32,000	Westford currently employs 4.1 Occupational Therapists. Large case loads and an increase in evaluation requests are taking away from direct student services. A Certified Occupational Therapist Assistant (COTA) is recommended to provide direct service to students, which will allow the Occupational Therapist the ability to meet all professional responsibilities.

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

SYSTEMWIDE

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Common Core Professional Development		\$10,000	Because of the changes in the new state frameworks, some teachers will need to learn new content or updated instructional strategies. These funds will support teachers' professional growth in these areas.
Common Core Materials		\$35,000	Massachusetts has developed new state frameworks, incorporating the Common Core State Standards, in English Language Arts and Mathematics. Throughout the 2011- 2012 school year, we are educating staff about the content of these new frameworks. Within the English Language Arts Frameworks, there are changes with respect to an emphasis on teaching literacy across the curriculum. Within the Mathematics Frameworks, there are changes with respect to increased focus on core concepts at each grade-level, and some movement of topics from one grade-level to another. These changes will involve some expenditure for new materials, either to replace or to supplement existing materials.

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

SYSTEMWIDE

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Teacher Evaluation System Professional Development		\$10,000	Massachusetts has created new regulations for Teacher Evaluation. Since Westford is a “Race to the Top” school district, we will need to implement the new evaluation system during the 2012-2013 school year. Professional development will be needed in order to ensure that all educators (teachers and administrators) understand the new system and have the knowledge and skills they need to implement it well.
Universal Screening Assessment Materials		\$15,000	A major component of RtI (Response to Intervention) is universal screening (regular assessment of all students). We are piloting AIMSWeb as a universal screener this year. We anticipate that we will either expand or adjust this pilot next year, in order to accommodate more teachers and/or more options for screening. These funds will support our goal of creating a robust RtI program for our students.

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

SYSTEMWIDE

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
K-5 Living Lab - Contract Services Transportation		\$2,500 \$2,500	With more students participating in the Living Lab Program we will need additional funds to support the professional services of experts in the field and more funds to cover transportation of children to and from the Day School.

Additional Staffing Required to Meet Current Student Needs (Beyond Level Service Budget)

CENTRAL OFFICE

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Increase Human Resource Administrative Assistant from .5 FTE to 1.0 FTE	.5	\$21,000	The school system has 1.5 FTE staff to provide essential HR services to school personnel who represent two thirds of the town's total number of employees. Duties include: application and candidate processing, employee assistance, leave requests, employee information changes, etc.

Budget Requests Not Able To Be Funded

ITS Position (Westford Academy)	0.5 FTE	\$ 25,000
Literacy Specialists (Grade 3-5)	3.0 FTE	162,000
Behavioral Specialists (BCBA) (Grade K-5)	2.0 FTE	116,000
Behavioral Specialist (BCBA) (Grade 6-8)	1.0 FTE	58,000
Reading Specialist (Grade 6-8)	1.0 FTE	54,000
Social Worker (Westford Academy)	1.0 FTE	58,000
Contingency Teachers	2.0 FTE	108,000
Contingency Teacher Assistants	3.0 FTE	42,000
Supplies for positions listed above		40,000
Laptop Cart (Day)		25,000
Laptop Cart (Crisafulli)		25,000
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	13.5 FTE	\$ 713,000

Actual Cost of School Operations

Superintendent's FY2013 General Fund Request \$47,741,283

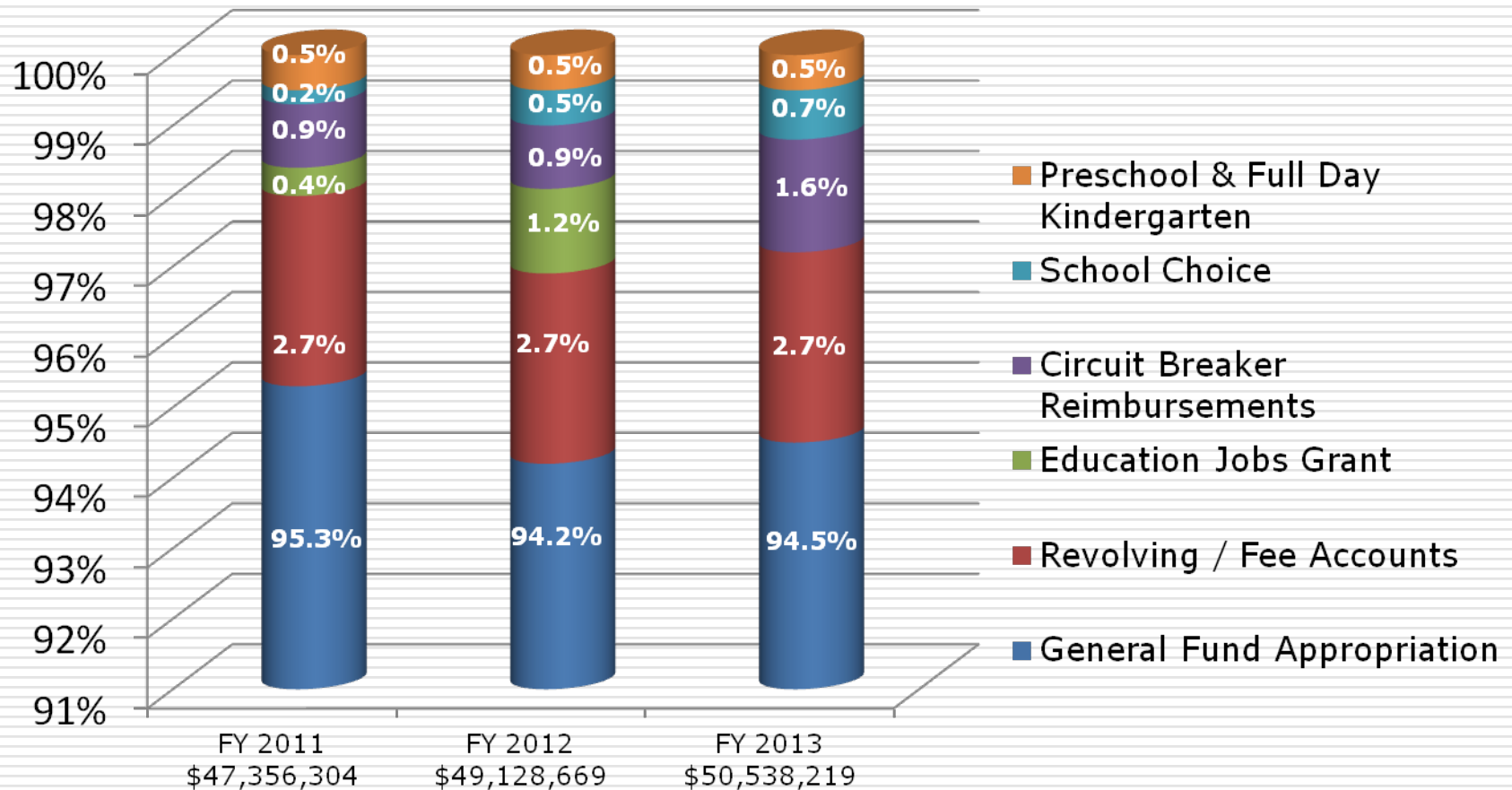
Additional Funding from Outside Sources:

School Choice	\$ 353,000
Circuit Breaker Reimbursements	832,691
Transportation Fee Account	505,000
WA Parking Fee Account	15,000
Grades 6 to 12 Activity Fee Account	49,750
Grades 3 to 5 Instrumental Fee Account	119,197
Integrated Preschool	180,000
Integrated Full Day Kindergarten	84,000
Kindergarten Extended Day Account	108,298
Athletic Revolving Account - offsets	25,000
Athletic Revolving – Direct Expenses	500,000
Other Revolving (Fee) Accounts	25,000
	\$2,796,936

Actual Cost of School Operations **\$50,538,219**

(Town Appropriations plus outside sources
Excluding entitlement/allocation grants)

Comparison of Total Cost of School Operations by Funding Source (excluding entitlement/allocation grants)



FTE Historical Comparison – By Funding Source (excluding entitlement grants)

	FTE' s Funded by School Committee <u>Appropriation</u>	FTE' s Funded by Outside <u>Sources</u>	<u>Total</u>
FY03	596.5	60.7	657.2
FY04	618.0	67.0	685.0
FY05	586.7	73.7	660.4
FY06	585.6	81.1	666.7
FY07	594.8	81.7	676.5
FY08	610.1	82.3	692.4
FY09	631.7	79.8	711.5
FY10	630.7	96.2	726.9
FY11	629.2	113.2	742.4
FY12	630.5	110.7	741.2
FY13 Request	670.3	85.6	755.9

Fees Proposed for FY2013

Regular Ed Bus Transportation	\$225	(Per year, family cap of \$600)
Westford Academy Parking	\$50	(Per year)
Athletic Fee - Grades 6 - 12	\$225	(Per sport, no cap)
Grades 6 - 12 Co-Curricular Activities	\$50	(Per year, not per activity)
Grade 3 - 5 Instrumental Music Program	\$235	(Per year, per student)
Elementary Early Arrival Option	\$200	(Per year, per student)
Late Bus Transportation*	\$50	(Per year, per student)

*Late Bus Fee is only for students without a regular bus pass.

Budget Assumptions

- National and regional growth in jobs and spending will be slow.
- Elementary enrollment is beginning to decline slowly, impacting staffing levels.
- High School enrollment will continue to increase for the next year or two.
- School Choice openings will be increased by 20 students to enhance revenues.
- Revolving fund revenues will remain relatively consistent and are needed to supplement the Town's appropriation to fund the total cost of school operations.
- We will continue to rely on fees to fund some programs and services.
- Federal Education Job funds, which supported 25 staff in FY2012, will not be available in FY2013.
- Many expense accounts (educational supplies, custodial services, building maintenance) remain underfunded.
- School Committee pupil/teacher ratio guidelines will be observed.
- The number and complexity of services of students requiring special education services continues to increase.
- Every effort is made to preserve programs and classroom teachers.
- Circuit Breaker reimbursement is projected at 65%.

Risks

- Uncertainty in Chapter 70 Revenues.
- Underfunding of our custodial and maintenance accounts for many years, and inadequate funds for equipment replacement (\$13,370). We used to appropriate 1% of our budget for equipment replacement.
- Leave of Absence substitute funds may be inadequate based on current trends.
- Federal Education Jobs Funds no longer available to meet some of our personnel needs.
- Greater reliance on Circuit Breaker funds.
- Virtually no ability to absorb any unforeseen large scale repairs within our budget.

Risks

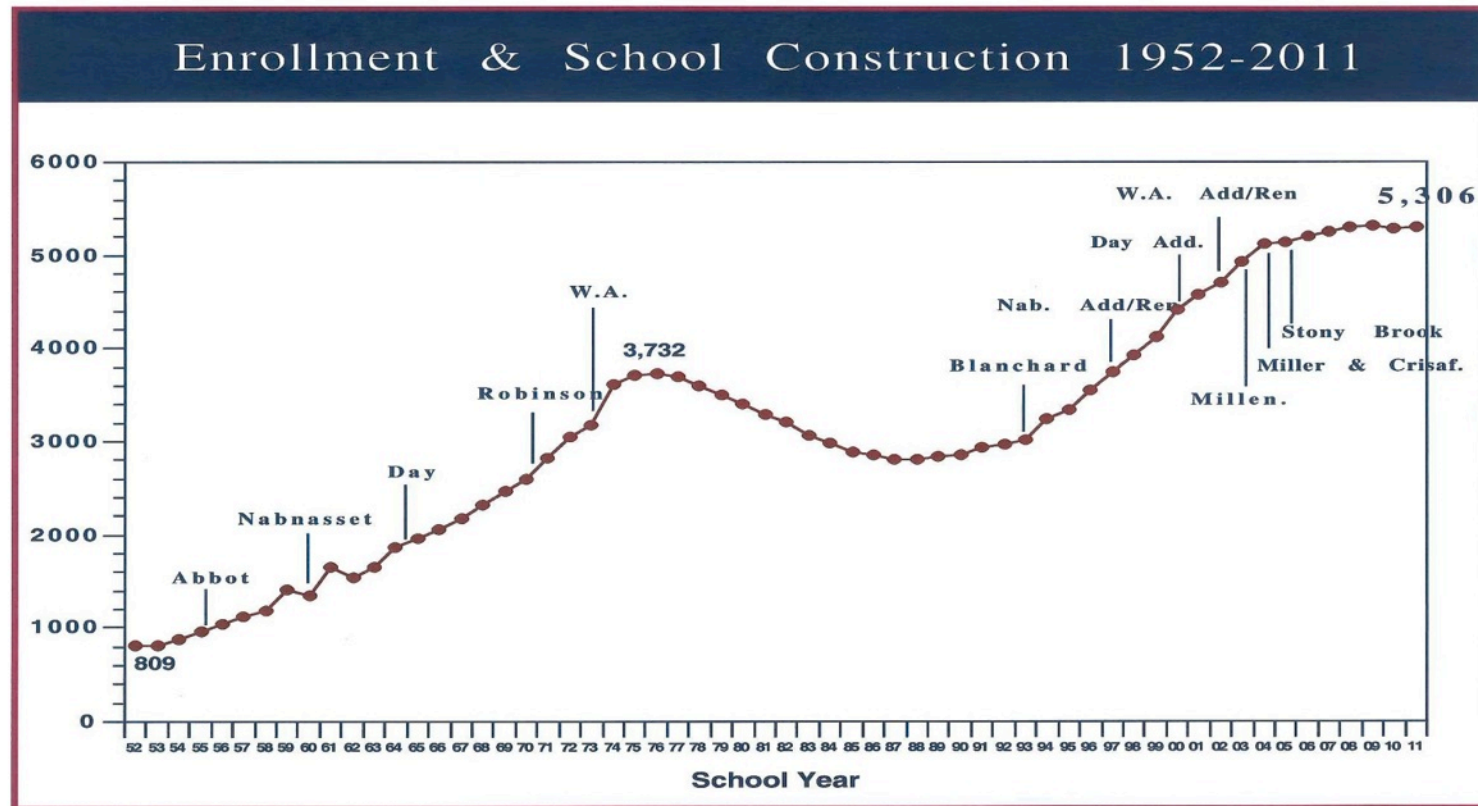
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- Many expense appropriations have been reduced and the per-pupil instructional supply allocations have not been increased for several years. Inflation has eroded the real purchasing power of our appropriation.
- May not be able to provide programs, services and staffing that are necessary to meet the needs of some students.
- Personnel, programs and services lost due to a revenue shortfall will not return for a number of years.
- Continued inability to fund a full day Kindergarten Program.

Reductions to our School System Since 2004

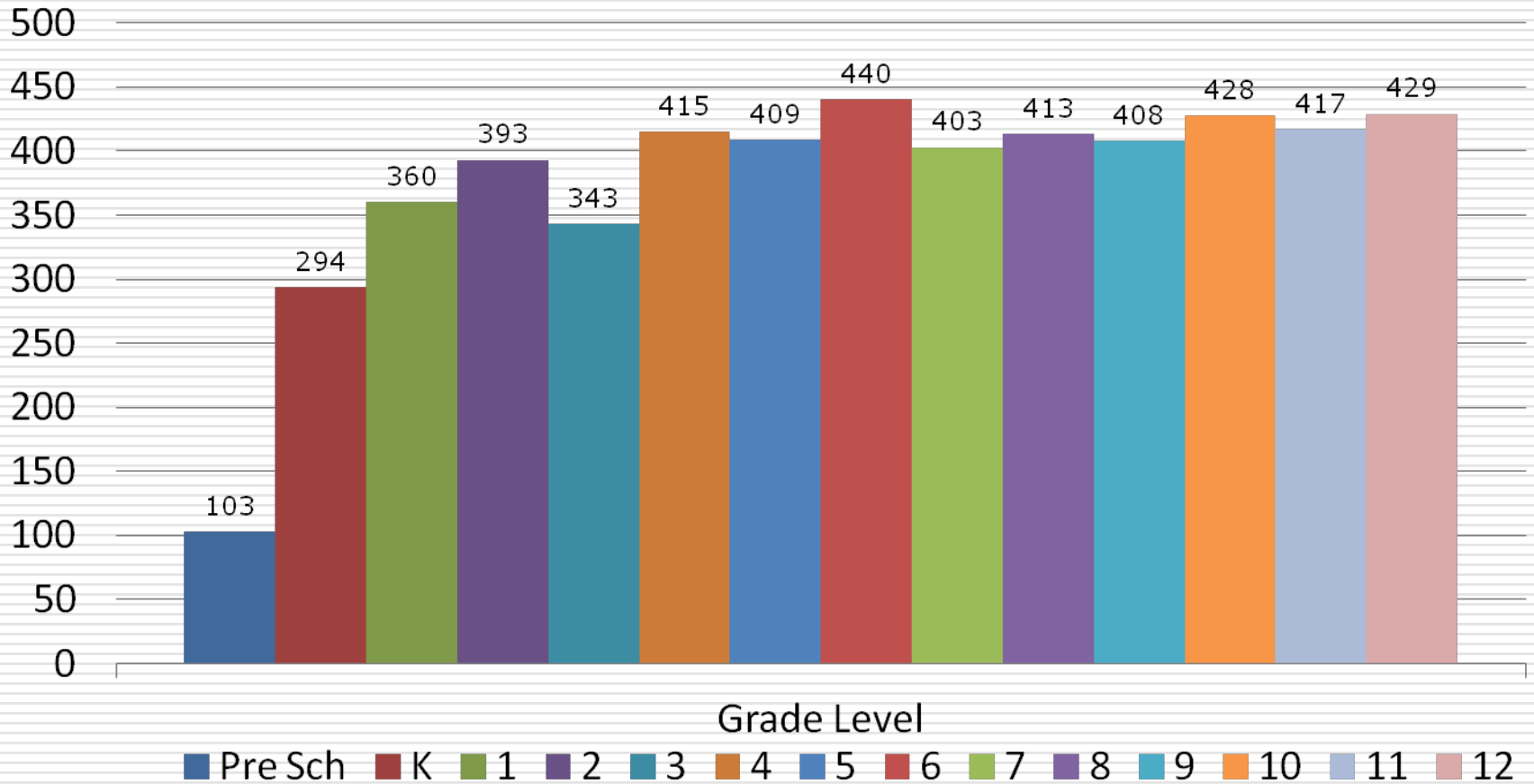
- Elementary Assistant Principals
- Reading Recovery Program & Staff
- General Education Teacher Assistants
- School Secretaries
- Custodial Staff
- Professional Development Funds
- Instructional Supply Funds
- University of Westford Program
- Building Maintenance Funds
- Replacement of Equipment Funds
- Funding Instrumental Music with Fees
- Funding Bus Transportation with Fees
- Funding Co-Curricular Activities with Fees

Enrollment & School Construction 1952-2011

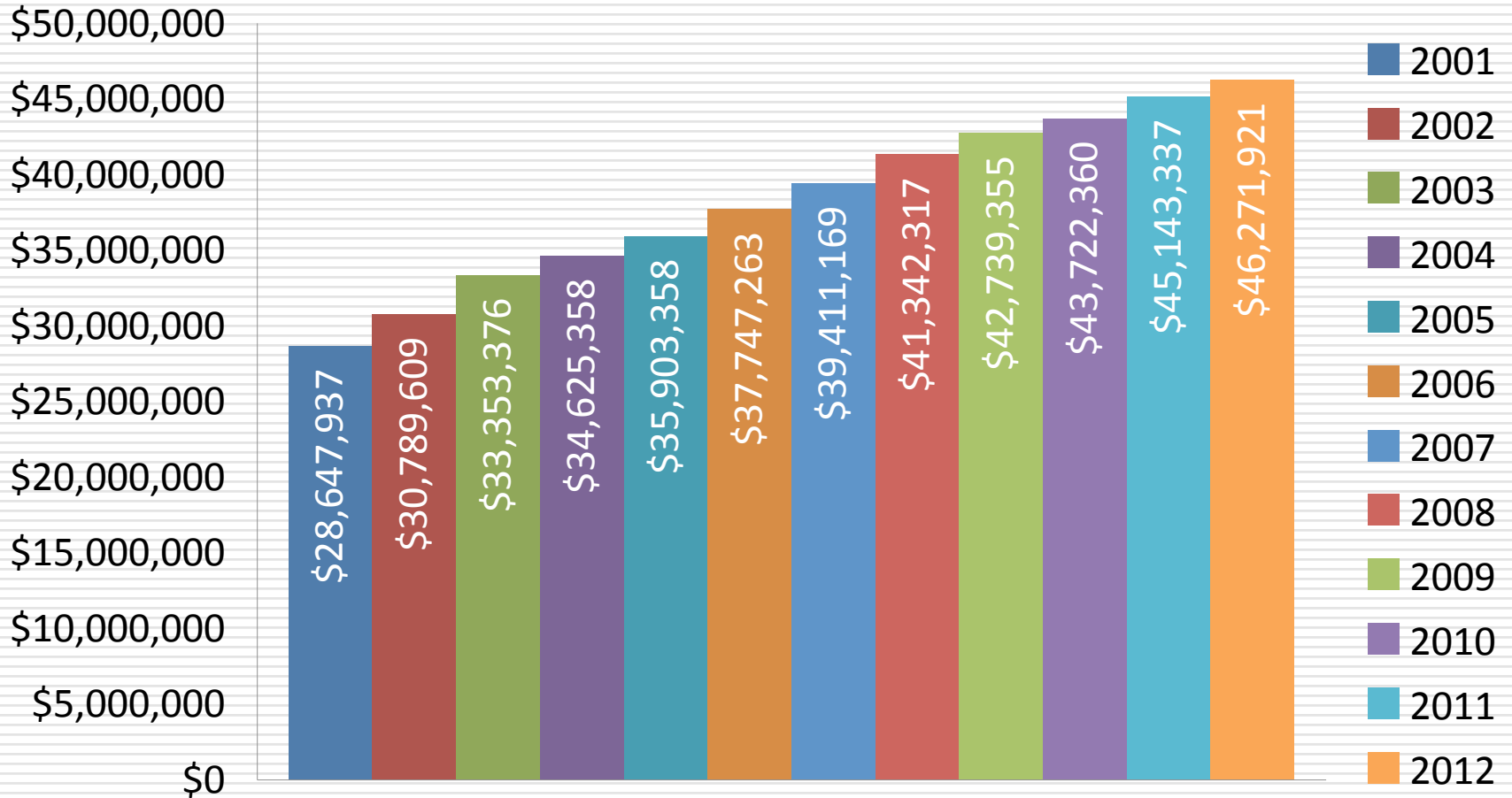


FY 2013 Projected Enrollment By Grade – 5,255 Total

G. Murray 10/2011



School Department's General Fund Appropriations FY 2001 to FY 2012



5-Year Special Education Enrollment Trend

	<u>2007-8</u>	<u>2008-9</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
# of students receiving support services	528	541	570	572	575
# of students who have moved into Westford	N/A	N/A	21	16	20
# of students who were in “out of district” placements prior to moving to town	1	3	3	6	2

Actual Special Education Transportation Expenses

<u>2006-7</u>	<u>2007-8</u>	<u>2008-9</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Projected 2011-12</u>
\$510,070	\$548,317	\$553,612	\$607,532	\$613,110	\$632,000
	Increase due to a new van & fuel costs	Bus monitor added	Transporting 102 students 1 Monitor included	Transporting 100 students 1 Monitor included	Transporting 105 students 3 Monitors included

We Need to Advocate for Adequate Funding

- Westford's Fiscal 2010 Per Pupil Expenditure was \$2,356 less than the state average. Our Per Pupil expenditure is \$2,082 less than the average of DESE identified comparable communities (based on grade structures, wealth and enrollment).
- There are only 46 communities (out of 329) that spend less per pupil than Westford.
- Our students achieve at high levels, however we are not able to fund some programs and service improvements that are essential to meeting the continuously emerging needs of students.

FY 2010 Expenditures Per Pupil - District Comparisons Based Upon Grade Structure, District Wealth, and Enrollment

<u>District</u>	<u>Expenditure Per Pupil</u>
—	
Brookline	\$ 17,090
Lexington	\$ 15,862
Andover	\$ 13,263
Needham	\$ 13,248
Natick	\$ 12,910
Walpole	\$ 11,971
Winchester	\$ 11,363
North Andover	\$ 11,277
Reading	\$ 10,749
Westford	\$ 10,697
Marshfield	\$ 10,054
State Average	\$ 13,053

Source: www.doe.mass.edu/sda/dart/

FY 2010 Expenditures Per Pupil - District Comparisons Based Upon Grade Span, Enrollment, and Special Population

<u>District</u>	<u>Expenditure Per Pupil</u>
Wellesley	\$ 15,392
Needham	\$ 13,248
Natick	\$ 12,910
Nashoba Regional	\$ 12,521
Hopkinton	\$ 11,921
Belmont	\$ 11,609
Groton-Dunstable Regional	\$ 11,383
Scituate	\$ 10,992
Hingham	\$ 10,982
Westford	\$ 10,697
Wachusett Regional	\$ 9,963
State Average	\$ 13,053

Source: www.doe.mass.edu/sda/dart/

FY 2010 Expenditures Per Pupil - District Comparisons Dual County League

<u>District</u>	<u>Expenditure Per Pupil</u>
Waltham	\$ 18,960
Concord-Carlisle Regional	\$ 18,872
Weston	\$ 18,591
Boston Latin (Boston)	\$ 16,666
Newton South (Newton)	\$ 16,597
Lincoln-Sudbury Regional	\$ 16,324
Bedford	\$ 15,961
Wayland	\$ 15,219
Acton-Boxboro Regional	\$ 13,110
Westford	\$ 10,697
State Average	\$ 13,053

Source: www.doe.mass.edu/sda/dart/

FY 2010 Westford Expenditures Per Pupil - All Funds, Summary By Function

	Westford Expenditure Per Pupil	State Average Per Pupil	Difference
Administration	\$ 286	\$ 446	\$ - 160
Instructional Leadership	611	821	- 210
Classroom & Specialist Teachers	4,452	4,955	- 503
Other Teaching Services	811	958	- 147
Professional Development	224	226	- 2
Instructional Materials, Equipment & Technology	317	393	-76
Guidance, Counseling & Testing	370	363	7
Pupil Services	1,089	1,162	- 73
Operations & Maintenance	986	1,046	- 60
Insurance, Retirement Programs & Other	1,234	2,200	- 966
Payments To Out-Of-District Schools	\$ 42,682	\$ 20,826	\$ 21,856

Source: doe.mass.edu/sda/dart/

Other factors contributing to pressure on the School Department budget....

- ❑ Cost of maintaining the Town's investment in ten school buildings
- ❑ Increasing cost of operating and maintaining four wastewater treatment plants
- ❑ An increasing number of students with special needs
- ❑ Rising cost of transportation for regular and special education students
- ❑ Substitute costs to cover staff maternity and other leaves of absence are substantial and trending upward based on staff demographics
- ❑ State mandates, such as the anti-bullying legislation and Common Core, usually do not come with funding to assist in implementation
- ❑ Unfunded Federal and State expectations that all children have access to tiered instruction in literacy, mathematics and behavior.

We Are At A Crossroad

For many years the Westford Community has worked diligently to create a school system in which it can take great pride. Over the last eight years our funding base has not kept pace with the ever-increasing needs of students