



## **Panel 1: Budget Overview -** ***Glenn Brand, Clare Jeannotte, Marie Altieri***

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Superintendent's Message and Budget Overview -  
*Glenn Brand, Superintendent*

Financial Overview - *Clare Jeannotte, Director of Finance*

Staffing, Enrollment, and Elementary Class Sections -  
*Marie Altieri, Deputy Superintendent*

# **FY17 Budget Overview**

**Dr. Glenn Brand  
Superintendent of Schools**

## **ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT**

### **Mission:**

*To prepare all students to attain their full potential as life-long learners, critical thinkers, and productive citizens of our diverse community and global society.*

# ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT

## Values:

- An environment that promotes social development and emotional and physical well-being for the entire school community.
- An excellent academic program that prepares all students to achieve their individual potential.
- Diverse extracurricular opportunities accessible to all students that provide for student growth.
- A community that welcomes and respects the differences among us.
- Literacy, communication and technology skills for lifelong learning.
- Educational policy and resource decisions informed by research and evidence.

## Goals for Budget Saturday:

- To inform an understanding of the financial picture of the district and how this intersects with the provision of services
- To develop a deeper sense of the challenges, opportunities and needs that the district faces
- To clarify and seek support for this preliminary budget request and to fulfill our responsibility of providing community members insight into the necessary resources to operate our district in the next fiscal year



## FY17 Budget Development

- *Team Driven Approach* - wide scale involvement by administrators throughout the system that is thoughtful and collaborative
- *Comprehensive* – staff, programs and services to meet the needs of 5700 students Pre K- age 21
- *Challenging* - preparations for building the budget begins almost as soon as the school year gets underway – for a time period that is almost a year away

## FY17 Budget Development Timeline

December 3	Superintendent's Budget Presentation #1 <i>Setting the Stage: Drivers and Priorities</i>
December 17	Superintendent's Budget Presentation #2 <i>Superintendent's Preliminary Budget Request</i>
January 14	Superintendent's Budget Presentation #3 Departmental presentations: Facilities and Transportation; EdTech; Comm Ed; Teaching and Learning
January 23	Budget Saturday
February 4	School Committee Meeting and Discussion
February 11	Public Budget Hearing and Vote
April 4	Acton Town Meeting
May 9	Boxborough Town Meeting

## **FY17: Building the Budget**

A comment on declining enrollment and resource needs:

- The enrollment of the district is decreasing and reflects the downward trends anticipated
- While enrollment is declining the district also receives new students each month, and other students leave. Families are more mobile.
- The composition of the current student body has (and continues) to diversify and the needs are increasing
- In some cases successfully dealing with these changes warrants different types of fiscal resources for programs, staffing and services

## **FY17: Building the Budget**

Our students and families are changing:

- More socio-economically diverse; growing population of economically disadvantaged students
- More culturally diverse
- Higher percentage of special education students
- More intensive and complex mental health needs

## What This Means For Our Schools?

*“The changing demographics of the nation's children have clear implications for schools—especially in terms of preschool education, the education of English language learners (ELL), and the rate of high school completion. Clearly, too, these trends signal the importance of careful planning for a school district's long-term needs.”*

Center for Public Education ( May 2012)

## Review of Budget Priorities for the 2015-16 School Year

A year ago we shared that:

- Our greatest challenge = capacity and resources to meet the needs of all students in particular in the area of high needs areas
- Began a multi-year plan to gradually address these needs in the area of Special Education, English Language Learning (ELL) and Psychological Services
- *Some staffing in each of these areas was added in the current FY16 fiscal year*
- This theme will continue as you will largely hear about the continuation of this critical storyline



## Budget Priorities for FY17

1. Identifying staffing levels that support the social, emotional, and learning needs of our increasingly diverse and complex student body
2. Complete capital and educational needs assessment
3. Review class sizes K-12 and make staffing adjustments as necessary to meet policy guidelines for class size ranges

## Budget Priority #1

*Move towards staffing levels that support the social, emotional, and learning needs of our increasingly diverse and complex student body*

1. **Special Education:** Continue multi-year plan to address caseloads of high-needs students:
  - Increase in-district offerings for a growing diverse population
  - Address large number of upper elementary special education students as they move to JH
  - Address large number of high needs pre-school students moving to Kindergarten
  - Continue to gradually move towards 3 learning centers in each elementary school

## Budget Priority #1 (Cont.)

### 2. ELL

- ELL students have grown from 187 to 231 since last year
- We added 1 FTE this year, we need to continue to add staff to address increasing numbers

### 3. Psychologists

- Move towards one full time psychologist in each elementary school for direct service

## Budget Priority #2

### *Complete capital and educational needs assessment and complete space review*

- Complete Phase 1 of Building Capital Needs Assessment
- Detailed report available early February 2016
- Form committee to begin to review report & options
- Phase 2 Educational Needs Assessment completed in February- November 2016
- Begin to inform FY18 budget process



## Budget Priority #3

***Review class sizes K-12 and make staffing adjustments as necessary to meet class size range guidelines.***

- Review and present class size analysis for elementary, Jr. High and ABRHS
- Update elementary section planning by town based on enrollment projections
- Gradually decrease class sizes in highest subscribed sections at ABRHS as enrollment begins to go down

## FY17 Budget Overview

- Total proposed operating budget is \$83,426,767  
This represents a \$3,130,372 increase from FY16 or 3.9%
- Revenues are flat, which results in assessments that are higher than the budget increase
- The proposed budget results in assessment increases to Acton of 5% and Boxborough of 4%

## **FY17 Budget Overview**

- Includes reductions in class sections where appropriate
- Moves forward with long term plan (started last year) to address large caseloads in English Language Education, Special Education and Psychological Services
- Includes increasing in-district programming for students who would otherwise go out of district

## **FY17 Financial Highlights**

Clare Jeannotte  
Director of Finance

## Budget Development to date:

*Prior material: School Committee meetings*

11/19/15	<i>Fee Presentations</i>
12/3/15	<i>Budget Drivers, priorities</i>
12/17/15	<i>Overview of personnel changes and other significant changes</i>
1/14/16	<i>Detailed budget distribution</i>
	<i>Departmental presentations:</i>
	<i>Curriculum</i>
	<i>Educational Technology</i>
	<i>Facilities &amp; Transportation</i>
	<i>Community Education</i>

## Overview of FY17 Budget

- *The big picture: Revenues, Expenditures, Assessments*
- *The major non-personnel budget drivers:*
  - *Health Insurance*
  - *OPEB*
  - *Pension Assessment*
  - *Special Education OOD Tuition and Transportation*
  - *Capital Planning*
  - *Debt Service*
- *Trend:*
  - *Budget History*
  - *Excess & Deficiency (E&D)*
  - *OPEB funding*
- *Uncertainties & Assumptions*



## Included in Budget Binder:

### *Financial:*

*Appropriated budget detail*

*Memos/Messages*

*Superintendent Budget Message*

*Finance Director Budget Overview*

*FY'17 Staffing Report*

*Five year history all Special funds balances*

*Selected Revolving Accounts Activity*

*Debt Service Schedules*

*Other technical reports (OPEB, Middlesex Retirement)*

*Presentations to date*

## FY17 Preliminary Budget

FY16 Final Budget	\$79,749,882
FY16 Restated Budget *	\$80,296,395
FY17 Preliminary Budget	\$83,426,767
\$ Change	\$3,130,372
% Change	3.90%

\* FY16 Restatement - to reclassify School Choice and Charter School Revenue offsets as expense, consistent with FY17 presentation.

## FY17 Preliminary Assessment

	FY17 Budget	% Change
Preliminary Budget	\$83,426,767	3.90%
Funding Sources	\$16,022,959	0.16%
Total Assessment	\$67,403,808	4.8%
Acton Assessment	\$55,839,692	5.0%
Boxborough Assessment	\$11,564,116	4.0%

## FY17 Funding Sources- Restatement

- Cherry sheet charges for Choice & Charter Tuition restated to Expenditures; previously shown as offset to Revenues

State Assessments:	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Budget
School Choice	\$91,711	\$118,465	\$103,099	\$120,000
Charter Tuition	\$541,005	\$373,438	\$430,739	\$443,983
Special Education	\$12,675	\$12,398	\$ 12,675	\$ 12,675
Total	\$645,391	\$504,301	\$546,513	\$576,658

- Align budget presentation to actual reporting and conform to regulations
- No change to Assessments to the two member towns

## FY17 Funding Sources

- Ch. 70 flat except for \$25/pupil minimum aid
- Regional transportation at 60% – similar to 9C cut level FY15
- Regional Bonus Aid reduces 20% per year for 5 years; we are in year 3
- Use of E&D at \$200,000

## State Aid FY17: **\$15,822,959**

Funding sources are flat, rising 0.16% while the preliminary budget costs are rising 3.90%

	<u>FY17 Change</u>
• State Aid: Ch. 70	\$137,900
• Regional Transportation Ch.71	(\$76,283)
• Regional Bonus Aid	(\$37,200)
• Charter Reimbursement	<u>\$ 922</u>
• Total State Aid	\$ 25,339



## School Debt & Bond Rating

- ABRSD Bond Rating by S&P set at AAA in March, 2014
- Savings from Prop 2½ Excluded Regional Debt passed through to taxpayers in both towns of \$1,321,225 over 10 years
- Moody's update August 2015 affirmed Aa2 rating, *but noted negative outlook due to "limited financial flexibility as a result of three consecutive years of material fund balance declines"*

## FY17 E&D History

E&D History					
E&D Certified					
FYE 6/30	ABRSD Budget	As of:	Amount	%	return to towns
2010	\$ 36,858,436	7/1/2009	\$ 1,545,953	4.19%	
2011	\$ 38,228,410	7/1/2010	\$ 1,714,317	4.48%	
2012	\$ 38,502,351	7/1/2011	\$ 2,238,394	5.81%	\$ 313,276
2013	\$ 39,114,804	7/1/2012	\$ 1,892,727	4.84%	
2014	\$ 41,571,900	7/1/2013	\$ 1,510,041	3.63%	
2015	\$ 76,455,123	7/1/2014	\$ 1,072,454	1.40%	
2016*	\$ 79,749,882	7/1/2015	\$ 1,800,000	2.26%	

\* 2016 E&D Estimated

## FY10-14 Appropriated Budget History – Pre-Regional Expansion

	APS	% Budget Increase	BPS	% Budget Increase	ABRSD	% Budget Increase
FY10	25,753,783	3.12	5,333,590	1.14	36,858,436	0.54
FY11	25,910,449	0.61	5,442,590	2.04	38,228,410	3.72
FY12	26,113,719	0.78	5,608,417	3.05	38,502,351	0.72
FY13	26,562,103	1.72	5,802,752	3.47	39,114,804	1.59
FY14	26,960,725	1.5%	5,798,320	-.08	40,482,330	3.50

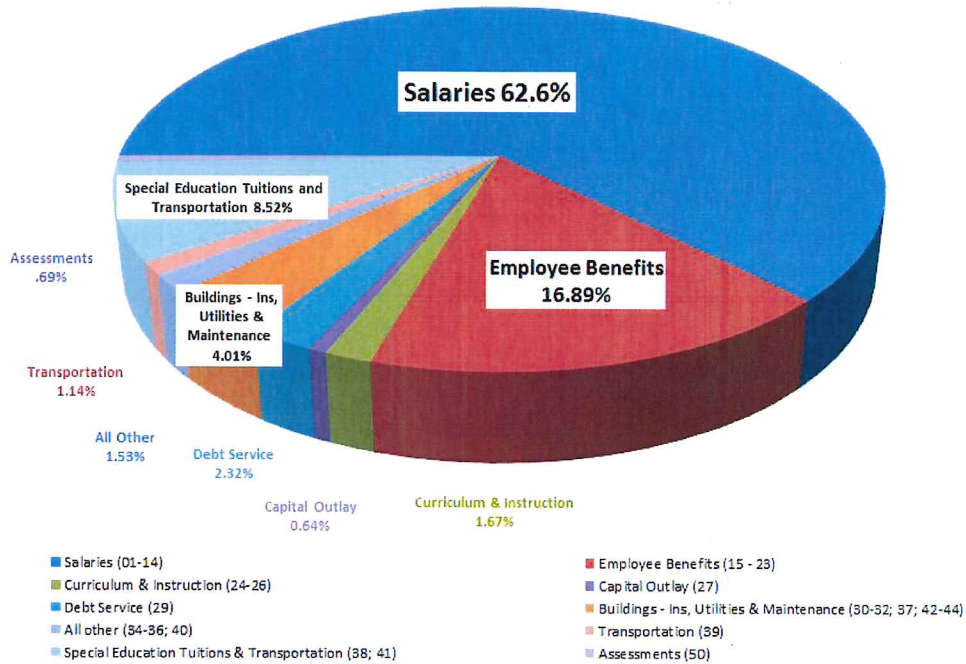
Lower budget increases achieved by additional state and federal grants (ARRA, SFAF) to backfill state aid cuts; benefit of efficiencies achieved via Energy efficiency measures, health insurance plan design, among other initiatives.

## FY15 - FY17 Appropriated Budget History – Since Regional Expansion

Fiscal Year	Budget	% Budget Increase	Adjust Tuition Expense	Restated Budget	% Budget Increase	Comment
FY14	75,326,095		525,701	75,851,796		FY14 "Constructed"
FY15	76,455,123	1.50%	645,391	77,100,514	1.65%	Choice & Charter Restated
FY16	79,749,882	4.31%	546,513	80,296,395	4.14%	Choice & Charter Restated
FY17				83,426,767	3.90%	

Showing impact of classifying the Choice and Charter tuitions as an expense on a comparative basis.

## ABRSD FY17 Budget



## FY17 Appropriated Budget

### Major budget increase areas:

Description	FY16	FY17	FY16 - FY17		% of total bud increase	How 3.9% is spent
			Increase \$	Increase %		
Salaries & Other Comp	50,776,545	52,228,875	1,452,330	2.9%	46.4%	1.8%
Total fringe & OPEB	13,172,836	14,089,105	916,269	7.0%	29.3%	1.1%
Sped tuition & transportation	6,798,598	7,110,212	311,614	4.6%	10.0%	0.4%
Utilities	1,630,499	1,825,133	194,634	11.9%	6.2%	0.2%
Capital & Debt	2,317,202	2,464,277	147,075	6.3%	4.7%	0.2%
<b>Sub total</b>	<b>74,695,680</b>	<b>77,717,602</b>	<b>3,021,922</b>	<b>4.0%</b>	<b>96.5%</b>	<b>3.8%</b>
All other	5,600,715	5,709,165	108,450	1.9%	3.5%	0.1%
<b>Total budget</b>	<b>80,296,395</b>	<b>83,426,767</b>	<b>3,130,372</b>	<b>3.9%</b>	<b>100.0%</b>	<b>3.9%</b>



## FY17 Expenditures

### FY17 Total costs increase 3.90%

Five major areas comprise 3.8% of the 3.9%:

Increase:

\$1,452K	1.81%	Salaries
\$ 916K	1.14%	Total fringe benefits, including OPEB
\$ 312K	0.39%	Special Ed Tuitions and Transportation, net of CB Reimbursement
\$ 194K	0.24%	Utilities
\$ 147K	0.18%	Capital outlay and Debt Service
<u>\$ 108K</u>	<u>0.14%</u>	All other areas
<b><u>\$3,130K</u></b>	<b><u>3.90%</u></b>	<b><u>Total Budget increase FY17</u></b>

## ABRSD OPEB History

Year	OPEB Contribution
FY13	\$236K
FY14	\$376K
FY15	\$506K
FY16	\$700K
FY17	\$800K
To date 6/30/17	\$2.618M

This amount reflects the District's commitment to funding this obligation with sustainable increases.

## Health Insurance

- Current budget assumes 8% rate increase
- Active Employees  
Increase \$681,548 or 8.2%
- Retiree Health  
Increase \$66,656 or 7.2%  
Implementation of "EGWP" effective FY16 provided significant savings in retiree health Medex rates (from \$414 to \$292 or 29.5% reduction in rates).

## Middlesex County Retirement- Assessments

Entity	FY15	FY16	FY17 *
ABRSD	1,790,326	1,998,949	2,125,974*
<b>ABRSD % Increase</b>		<b>11.6%</b>	<b>6.4%</b>
Town of Acton	2,561,389	3,305,943	3,528,754
Town of Boxborough	556,382	641,954	683,893
Combined \$	4,908,097	<b>5,946,846</b>	<b>6,338,621</b>
Combined %		21%	6.6%
Combined Increase		1,038,749	391,775

First year as new region had very high assessment increases. FY17 back in line with the intent of approximately 6.4% increases among the member units.

\*FY17 amounts if one payment. We prepay so budget is \$2,086,065, saving 1.9%

## Special Education: FY17 Tuition

	<b>FY 2016 Budget</b>	<b>FY 2017 Budget</b>	<b>Increase</b>
Total Tuition	\$ 7,623,547	\$ 7,772,278	\$ 148,731
Circuit Breaker Offset	(2,353,596)	(2,489,000)	(135,404)
Net Special Ed Tuition	\$ 5,269,951	\$ 5,283,278	\$ 13,327

## Special Education: FY17 Transportation

Total Increase \$298,287 or 19.5% over FY16:

- \$115,000 Private vendor transportation
- \$ 50,000 Private Transportation increases for nurse and bus monitors for fragile students
- \$133,287 CASE transportation increase 9.5% - preliminary rates based on our usage 2 years ago in relation to the full collaborative.
- \$ 298,287 Total Increase



## Capital Outlay – FY17 Facilities

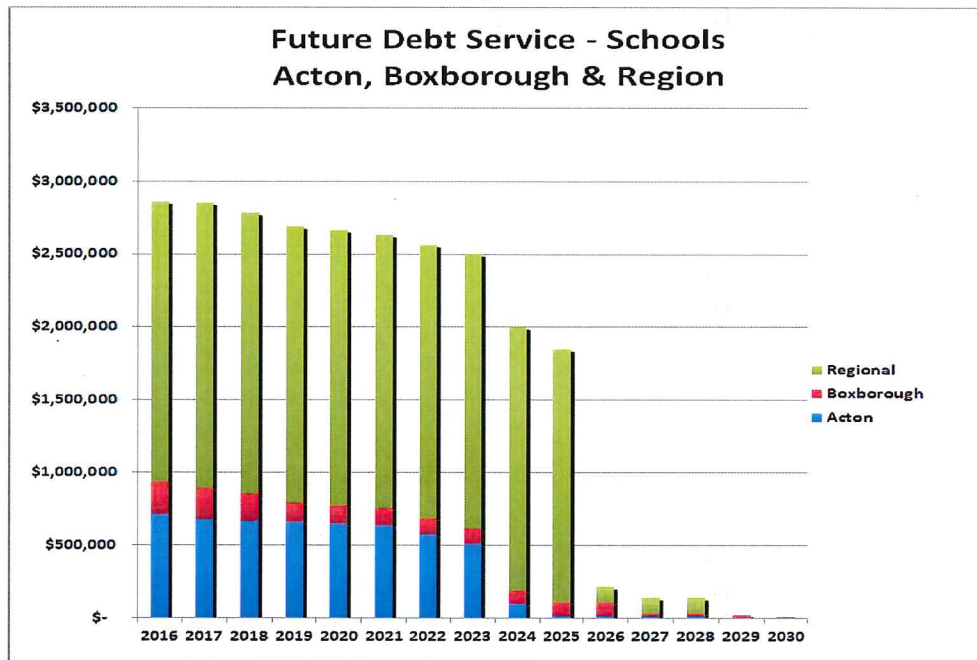
LOCATION	DESCRIPTION	FY17 BUDGET
CENTRAL OFFICE	DORE & WHITTIER EXISTING CONDITIONS	50,000
BLANCHARD	HVAC CONTROLS	25,000
JUNIOR HIGH	FURNISH & EQUIP 2 LEARNING CENTERS	18,000
HIGH SCHOOL	CONCRETE REPLACEMENT**	25,000
MERRIAM / MCT	CARPET / TILE REPLACEMENT	10,000
CONANT	BUILDING HEAVING REPAIRS**	75,000
ADDITIONAL CAPITAL	OTHER PRIORITY NEEDS	70,000
Subtotal Facilities Capital		<u>\$ 273,000</u>
	**Ongoing evaluation	

## Capital Outlay – FY17 All Departments

### Capital Outlay - (CC#27)

	<u>FY16 Budget</u>	<u>FY17 Budget</u>
Facilities Buildings	\$ 249,200	\$ 327,100
All Other	<u>147,259</u>	<u>202,959</u>
TOTAL CC #27	\$ <u>396,459</u>	\$ <u>530,059</u>

## Debt Service - FY16 to FY30



## FY17 Uncertainties & Assumptions

- State Aid- Governor's budget to be released
- CASE Assessment - rates not voted yet
- Health Insurance Trust - rates not voted yet
- Circuit Breaker - Budgeted 68%
- Regional Transportation – Budgeted 60%

# **FY17 Staffing, Enrollment, and Elementary Class Sections**

Marie Altieri  
Deputy Superintendent

## **Long Range Strategic Plan - Goal 3**

*To hire and retain high quality educators and provide supervision, evaluation, and a systemic, focused plan for professional growth that improves student experiences.*



## Budget Binder Staffing & Enrollment Materials

### Section 4 Staffing Update

Staffing Report  
List of new positions  
Staffing Plan FY17 - FY20

### Section 5 Organizational Chart

Department and School FTEs  
Blue = Budget Orange = Outside Sources Yellow = Mixed

### Section 6 Enrollment

October 1 Enrollment Report  
Ashton Enrollment History and Projection  
Enrollment Projection Presentation

### Section 7 Class Size

High School Class Size	Jr. High Class Size
Elementary Class Size	Elementary Classroom Section Planning

### Section 8 Comparative Data

Per Pupil Costs, student/teacher ratio, Performance - MCAS and SAT  
Comparative Percentages of High Needs Students - ELL; Special Ed.; Econ Disadv

## ABRSD Staff - 1,000 employees/838 FTE

### Full Time Equivalent (FTEs) Employees

Teachers, Counselors, Nurses, Psychologists (ABEA Contract)	433 FTE
Office Support (OSA)	28 FTE
Facilities (AFSCME)	38 FTE
Support staff (non-union) <i>Cafeteria, Bus Drivers, Special Ed Assistants, Classroom Assistants</i>	276 FTE
Administrators	35 FTE
Salaried Staff <i>Finance, HR, Edtech, Comm Ed</i>	28 FTE
<b>Totals:</b>	<b>838 FTE</b>

## Salary Increases by Unit

The total salary budget is \$52M. It costs \$1.66M to move all salaries forward.

Cost of Living Adjustments (COLA) and total cost of salaries to move staff forward:

1.5% ABEA (Teachers) (1% steps 1-11, 2% step 12) <i>(plus steps, lanes, supermax= 3.65% overall)</i> <i>Contract Expires June 30, 2017</i>	433 FTE
TBD Office Support (28 FTE) and Facilities (38 FTE) <i>Contracts negotiated this spring</i>	66 FTE
1.5% non-union support staff <i>Contracts negotiated this spring</i>	276 FTE
2.5% Salaried Staff and Administrators (no steps)	63 FTE
<b>Totals:</b>	<b>838 FTE</b>

## Cost of Contract - ABEA (Teachers)

ABEA Contract	Cost of Living Increase	Cost of Contract
FY14	0.5%	3.2%
FY15	1%	3.5%
FY16	1.6%	4.1%
FY17	1.5%	3.65%

## FY17 Teaching Salary Drivers

- Overall Increase 3.39% - includes new positions and reduced positions
- Cost of Contract 3.65%
- Retirements
  - 12 retirements this year
  - Early Retirement Incentive is budgeted; expires 2021
  - All 12 salaries moved from \$85k or \$90k to \$54k (3M)
- Vacancy Factor
  - Reduction to budget which Offsets teachers on unpaid leave or who resign
  - Moved from -\$425K in FY15 to -\$275K in FY16
  - Staying at -\$275K in FY17

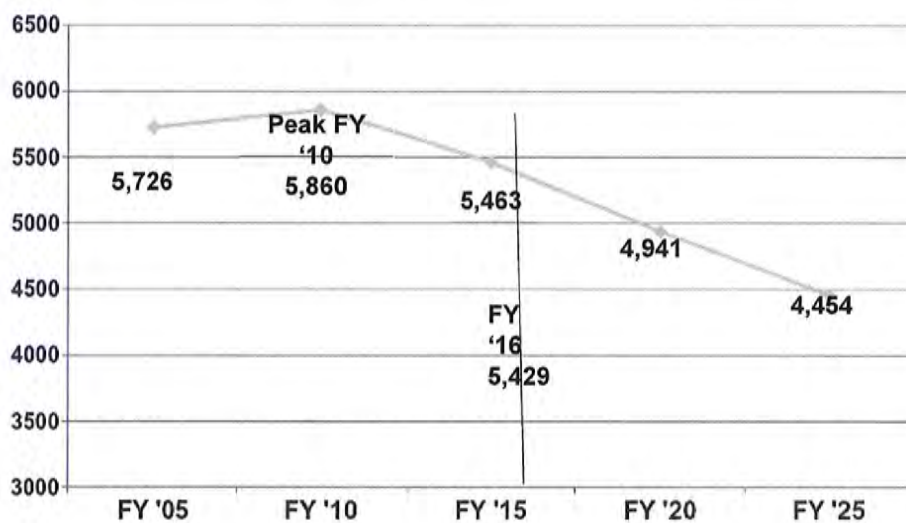
Salaries (000's)	FY16	FY17	\$ Increase	% Change
Salaries, Teaching	\$32,880	\$33,993	\$1,113	3.39%
Salaries, Principal/Asst. Princ.	\$2,188	\$2,237	\$49	2.25%
Salaries, Central Admin	\$1,136	\$1,195	\$59	5.20%
Salaries, Support Staff	\$9,171	\$9,311	\$140	1.52%
Salaries, Athletics	\$521	\$532	\$11	2.15%
Salaries, Buildings	\$720	\$732	\$12	1.72%
Salaries, Custodial	\$1,471	\$1,502	\$31	2.09%
Salaries, Home Instruction	\$20	\$9	(\$12)	-57.50%
Salaries, Misc. Pupil Services	\$1,500	\$1,575	\$76	5.04%
Salaries, Subs Miscellaneous	\$223	\$161	(\$62)	-27.87%
Salaries, Subs Instructional	\$531	\$583	\$53	9.92%
Salaries, Overtime	\$243	\$233	(\$10)	-4.12%
Stipends, Curriculum & Instruc	\$174	\$166	(\$8)	-4.46%
<b>Totals</b>	<b>\$50,777</b>	<b>\$52,229</b>	<b>\$1,452</b>	<b>2.86%</b>



## Enrollment and Class Section Planning

Continuation of long range plan to address declining enrollment and increased numbers of high needs students

### K-12 Enrollment FY '05 - FY '25



Numbers reflect all K-12 students from Acton and Boxborough. They do not include choice or preschool. Including choice and preschool, FY '16 enrollment is 5,668.

## Enrollment Trends

- Student enrollment is dropping but the number of high needs students is growing rapidly
- Grades 1-3 are 15-20 students higher than we planned even one year ago. The class sizes in these grades are 24-25 (as compared to target guidelines of 20-22).
- The Jr. High is growing by 40 students (888 – 929) over the next two years and then it is projected to go back down again. Within this, the number of Special Education students is projected to grow by 23% over the next 2 years.

## Classroom Section Planning

	Peak	FY15	FY16	FY17	FY18	FY19	FY20
Acton K-6	108	104	103	101	98	94	90
Boxborough K-6	31	20	18	18	18	17	16
Total K-6	139	124	121	119	116	111	106

## Projected Multi-Year Personnel Planning

	FY16	FY17	FY18	FY19	FY20
Elementary Sections	-3	-2	-3	-5	-5
Elementary Learning Centers	0.6	0.6	1	1	0
ELL Teachers	0.6	2	1	1	0
School Psychologists	0.4	0.8	0.6		
JH Special Ed	1	2			
HS Special Ed				1	1
HS Counseling/ Psych				1	1
Strings		0.4	0.2	0.4	
Curriculum			1.0		
Speech and Lang		0.3			
Pathways		1.9			
Finance		0.5			
Totals	-0.4	6.5	-0.8	-0.6	-3

FY 17 Elementary Classroom Section Changes					
	Description	FTE	FY17 Salary	Health Ins	Total FY17 Cost
Merriam	Reduce 5th Grade Four section bubble moving through	-1.00	(\$54,000)	(\$19,000)	(\$73,000)
Conant & Douglas	Move .5 Kindergarten from Douglas to Conant	0.00	\$0	\$0	\$0
Conant	Reduce 2nd Grade Conant Two section bubble moving through	-1.00	(\$54,000)	(\$19,000)	(\$73,000)
Gates	Reduce .5 K at Gates New cut for lower enrollment	-0.50	(\$27,000)		(\$27,000)
Gates	Reduce .5 K Assistant Gates	-0.50	(\$12,000)	(\$19,000)	(\$31,000)
Gates	Add Back 4th grade at Gates due to increased enrollment and high class size	1.00	\$54,000	\$19,000	\$73,000
Blanchard	Reduce 3rd grade at Blanchard Two section bubble moving through	-1.00	(\$54,000)	(\$19,000)	(\$73,000)
Blanchard	Add 1st/2nd Mixed Grade at Blanchard due to increased enrollment and high class size	1.00	\$54,000	\$19,000	\$73,000
	<b>Reductions</b>	<b>-2.00</b>	<b>(\$93,000)</b>	<b>(\$38,000)</b>	<b>(\$131,000)</b>



## Pathways K-3 Special Ed Program

- To serve 6 preschool students as they move to Kindergarten. Without this program, the students would go out of district.
- If they went out of district, the out of district costs including transportation would be \$549,666.

Position	FTE	Salary	Health Ins	Total Cost
Special Educator	1.0	\$54,000	\$19,000	\$73,000
Behavioral Specialist (BCBA)	0.3	\$16,200		\$24,000
Occupational Therapist	0.3	\$16,200		\$24,000
Speech and Language	0.3	\$16,000		
Shift 4 assistants from other programs		0		0
<b>Total Staffing Costs</b>	<b>1.9</b>	<b>\$102,600</b>	<b>\$19,000</b>	<b>\$121,600</b>

## Personnel Additions - Tier 1

- Highest Priority new positions
- Continuation of multi-year plan

Position	FTE	Salary	Health Ins	Total Cost
JH Special Education Learning Center	2.0	\$108,000	\$38,000	\$146,000
ELL Teachers	1.4	\$75,600	\$19,000	\$94,600
Elementary School Psychology	0.8	\$56,000		\$56,000
<b>Total Tier 1 Staffing Costs</b>	<b>4.2</b>	<b>\$239,600</b>	<b>\$57,000</b>	<b>\$296,000</b>

## Personnel Additions - Tier 2

- High Priority new positions included in budget
- Continuation of multi-year plan

Position	FTE	Salary	Health Ins	Total Cost
ELL Teacher	0.6	\$32,400	\$19,000	\$51,400
0.3 Speech and Language	0.3	\$24,000	\$19,000	\$43,000
0.6 Elem Special Ed Learning Center - Merriam move from 0.4 to full time	0.6	\$32,400	\$19,000	\$51,400
Finance Payroll (salary is transferred from a reduction of another position)	0.5		\$19,000	\$19,000
Phase in of Strings Program	0.4	\$21,600		\$21,600
<b>Total Tier 2 Staffing Costs</b>	<b>4.6</b>	<b>\$110,400</b>	<b>\$76,000</b>	<b>\$186,400</b>

## Personnel Additions Summary

	FTE	Salary	Health Ins	Total
<b>Section Reductions</b>	<b>-2.0</b>	<b>(\$93,000)</b>	<b>(\$38,000)</b>	<b>(\$131,000)</b>
<b>Pathways Staffing</b>	<b>1.9</b>	<b>\$102,000</b>	<b>\$19,000</b>	<b>\$121,600*</b>
<b>Tier 1</b>	<b>4.2</b>	<b>\$239,600</b>	<b>\$57,000</b>	<b>\$296,600</b>
<b>Tier 2</b>	<b>2.4</b>	<b>\$110,400</b>	<b>\$76,000</b>	<b>\$186,400</b>
<b>Total Personnel Changes</b>	<b>6.5</b>	<b>\$359,000</b>	<b>\$114,000</b>	<b>\$473,600</b>

\*Without the addition of the Pathways Program, we would need to include a projected increase of \$550,000 in out of district collaborative tuition costs.

## Deferred Personnel - Tier 3

- Priority positions **not included** in budget
- Continuation of multi-year plan - included in FY18 projections

Position	FTE	Salary	Health Ins	Total Cost
Elementary Literacy and Social Studies specialist/coach	1.0	\$65,000	\$19,000	\$84,000
Additional ELL Teacher	1.0	\$24,000	\$19,000	\$43,000
Strings Program (remaining .6 to have program in grades 4-12)	0.6	\$32,400	\$19,000	\$51,400
Additional Groundsman (Offset by savings in overtime)	1.0	\$25,000	\$19,000	\$44,000
Additional 3rd Grade section to reduce class size	1.0	\$54,000	\$19,000	\$73,000
Additional 2nd Grade at Blanchard section to split multi-grade	1.0	\$54,000	\$19,000	\$73,000
<b>Total Tier 3 Staffing Costs</b>	<b>5.60</b>	<b>\$176,400</b>	<b>\$114,000</b>	<b>\$398,400</b>

School District	Enrollment	Per Pupil	Student Teacher Ratio	MCAS CPI All Stdnts	MCAS CPI High Needs	66 SAT Combined
Weston	2,253	\$21,652	11.5	93	78	1829
Concord/Concord-Carlisle	3,369	\$17,919	13.2	92	65	1751
Wellesley	5,067	\$17,108	13.4	99	74	1818
Dedham	2,776	\$16,906	12.0	55	51	1473
Sudbury/Lincoln-Sudbury	4,491	\$15,637	13.4	72	63	1795
Harvard	1,143	\$15,523	12.9	95	79	1778
Needham	5,519	\$15,020	14.5	88	72	1764
Wilmington	3,448	\$14,664	12.7	60	55	1559
<b>Acton-Boxborough</b>	<b>5,658</b>	<b>\$14,075</b>	<b>15.6</b>	<b>100</b>	<b>70</b>	<b>1854</b>
Nashoba	3,475	\$13,649	14.0	79	67	1680
Milton	4,011	\$13,499	14.0	67	46	1582
Marblehead	3,245	\$13,218	12.6	78	70	1702
Belmont	4,283	\$12,799	17.2	100	75	1788
Winchester	4,505	\$12,579	13.5	97	85	1789
Westford	5,139	\$12,529	14.3	100	78	1746
Reading	4,407	\$11,807	14.1	61	49	1662
Hingham	4,292	\$11,676	15.1	90	66	1726
Wachusett	7,346	\$11,131	16.1	70	54	1596
<b>Average of All Comparables</b>	<b>4,135</b>	<b>\$14,522</b>	<b>13.9</b>	<b>83</b>	<b>67</b>	<b>1716</b>
<b>State Average</b>		<b>\$14,518</b>	<b>13.3</b>	<b>51</b>	<b>43</b>	<b>1526</b>



School District	Enrollment	ELL %	Spec Ed %	High Needs %	Even Disadv %
Dedham	2747	5.4	19.3	35.8	17.8
Marblehead	3208	3.9	18.4	26.2	8.6
Westwood	3151	1	17.8	22.7	4.8
Wilmington	3373	1	17.5	25	9.2
Reading	4392	1	17.4	23.2	6.6
<b>State Average</b>		<b>7.5</b>	<b>17.2</b>	<b>43.5</b>	<b>27.4</b>
Concord/Concord Carlisle	3388	1.6	17.2	16.7	4.7
Sudbury/Lincoln Sudbury	4424	0.7	17.0	21.4	4.9
<b>Acton-Boxborough</b>	<b>5622</b>	<b>4.1</b>	<b>16.9</b>	<b>24.8</b>	<b>5.4</b>
Weston	2180	3.9	16.4	24.1	4.1
Winchester	4591	3.9	15.6	23.7	4.5
Needham	5581	2	15.5	20.6	4.8
Wellesley	5075	2	15.4	21.5	5.3
Milton	4094	1.8	14.8	22.7	6.4
Nashoba	3428	1.1	13.8	19	5.8
Westford	5143	1.1	13.3	18.3	4.4
Wachusett	7343	1.6	13.2	21.1	8.1
Harvard	1137	1.1	12.9	17.7	4.1
Hingham	4327	0.2	12.8	16.7	4.9
Belmont	4362	5.9	10.0	22.4	7.4
<b>Average of Comparables</b>	<b>4082</b>	<b>2.3</b>	<b>16.6</b>	<b>22.3</b>	<b>6.6</b>