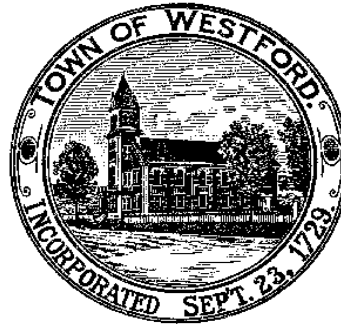


Westford Public Schools



Superintendent's Fiscal 2012 Budget Request

\$47,273,229

4.7% Increase

Superintendent's FY 2012 General Fund Appropriations Request

FY 2011 Town Appropriation	\$45,143,336	
Fiscal 2012 Carry-Forward Budget (All personnel, programs, and services carried forward at 2012 rates)	\$46,727,951	<i>3.5%</i>
New Staff to Meet Current Student Needs	\$545,278	
Superintendent's FY 2012 General Fund Request	\$47,273,229	<i>4.7% Increase</i>

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

GRADES K-5

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Literacy Specialists (Grades 3-5) <i>M-5 Salary plus \$2000 supply allocation for each staff</i>	3.0	\$172,000	Several years ago I requested a 1.0 FTE Literacy Specialist in each of our elementary schools. These staff have a master's degree in reading and are capable of providing the specialized interventions required by some students. We originally hired 3.0 staff to work in our K-2 schools, and the model has been very effective. We want to replicate this intervention model in our upper elementary schools. These staff members will provide Tier 2 and 3 Response To Intervention services.

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

GRADES K-5

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Behavioral Analyst (Grades K-5)	1.0	\$60,000	We currently have a 1.0 FTE Board Certified Behavior Analyst covering all 10 schools. We have had a considerable increase in the number of regular education students with severe emotional behavior issues. These students require our staff to be in frequent communication with the current behavioral analyst. She cannot adequately handle all of the requests for assistance. A second staff member will have a differentiated work schedule of 11:00 AM to 6:00 PM to allow for home consultations.

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

GRADES K-5

<u>Position</u>	<u>FTE</u>	<u>Amount</u>	<u>Need</u>
Adjustment Counselor (Grades 3-5)	1.0	\$60,000	The academic progress of an increasing number of elementary students is being impeded by emotional and mental health issues. An adjustment counselor possesses a different set of skills than a guidance counselor. This staff member would work with students in a school setting and would also conduct home visitations as needed.

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>
Guidance Counselors (currently funded with Federal Stimulus Funds)	2.0	\$122,910	<p>There is great need for at least one guidance counselor per grade level. Each middle school grade has significant developmental issues.</p> <p><u>6th grade students</u> are adjusting to a new school and new friends. Transition is at times difficult. The added workload leads to stress.</p> <p><u>7th grade students</u>, is arguably the hardest year in a child's life to date. Students struggle with issues related to puberty and adolescence.</p> <p><u>8th grade students</u> begin to experience stress about high school.</p> <p>Additionally, throughout middle school, issues of bullying, depression and even thoughts of suicide may occur. To assist students as they navigate these tumultuous years, at least one guidance counselor per grade level is required.</p>

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 Coaches	2.0	Funded by Federal Education Jobs Bill in FY2012	The Math Coaches have increased the math achievement levels of the students they are servicing. These positions were originally funded by Federal Title I funds which were cut in entirety in FY2011. We have funded these positions in FY2011 with Stimulus Funds.

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>
Math/Science Teacher	.6	\$0	The increasing enrollment at Westford Academy has resulted in some Science and Math classes having enrollment of approximately 30 students. These class sizes will increase in FY2012 without additional staff. A .6 FTE position is being reduced in Music and the funds are being reallocated to fund this position.
Spanish Teacher	.2	\$0	The additional Spanish FTE is necessary due to increasing enrollment and class size. It is imperative that we begin the introduction of Mandarin into the curriculum. An existing .6 foreign language position is being reduced and the funds will be reallocated to fund both the Spanish and Mandarin positions.
Mandarin Teacher	.4	\$0	

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>
Band and Concert Band Teacher	1.0	\$0	<p>This represents a restructuring in the Music program. The middle school instrumental teacher will be transferred to the high school to instruct students in band and concert band. This restructuring will support, sustain and develop a solid band and concert band program at the middle schools and will reduce the attrition between middle and high school. This will support the curriculum initiatives that are in place in both the elementary and middle schools.</p> <p>A replacement will be hired for the middle school and the cost will be offset by a staff retirement at Westford Academy.</p>

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>
Custodian	1.0	\$35,443	We currently have 5 night custodians at W.A. which is inadequate for a 300,000 sq. ft. facility. It is my intent to have this additional custodian work a night shift on a Tuesday through Saturday schedule. This will reduce the amount of weekend overtime expense while providing the additional cleaning manpower.

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>
Instructional Technology Specialist	.5	\$24,614	We are currently funding 1.5 FTE ITS at W.A. via our general fund appropriations. An additional .5 FTE is being funded (FY2011) with Federal Education Jobs Bill funds. These federal funds will be reallocated to fund other positions for one year in FY2012.

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>
Teaching Assistant (Miller School)	1.0	\$14,978	This position is necessary to meet a student's IEP (Individual Educational Plan). The student needs visual, verbal and physical cues as well as assistance in physical movement on the playground, stairs and non-level surfaces.
Student Support Teacher (Westford Academy)	1.0	\$55,333	Over the past 2 years there has been an increase of 45 students requiring student support services. The current staff cannot provide IEP required services to the increased number of students. The staff member will provide instruction in substantially separate classroom as well as conducting study evaluations and developing educational plans.

Actual Cost of School Operations

Superintendent's FY2012 General Fund Request	\$47,273,229
Additional Funding Provided By Outside Sources:	
School Choice / Foundation Reserve	\$ 255,000
Circuit Breaker	437,701
Transportation Fee Account	505,000
WA Parking Fee Account	15,000
Gr. 3 to 12 Activity Fee Account	58,750
Gr. 3 to 5 Instrumental Fee Account	119,197
Kindergarten Extended Day Account	108,298
Athletic Revolving Account - offsets	25,000
Athletic Revolving – Direct Expenses	504,000
Other Revolving (Fee) Accounts	27,000
Federal Education Jobs Bill	<u>656,160</u>
	\$2,711,106

Actual Cost of School Operations
(Town Appropriations plus Outside Sources) **\$49,984,335**

Planned Use of Federal Education Jobs Funds in FY 2012

	FTE	Amount
<u>FY 2011 Stimulus Grant Positions to be carried over to FY 2012:</u>		
Middle School SNT	1.0	64,545
Systemwide Psychologist	1.0	63,002
Systemwide Occupational Therapist	0.5	37,578
SSS Teaching Assts (various schools)	8.1	149,196
SSS Van Driver and Monitors	3.0	47,000
SSS Summer School Staff (hourly)		31,000
Math tutor/coach - Blanchard & Stony Brook	2.0	28,000
RRF additional hours - Abbot	0.25	3,850
Increase ELL teacher to full time	0.4	23,374
	16.25	447,545
(11.5 positions funded in FY 2011 will not be carried over to FY 2012)		
<u>Additional Positions to be Funded by Ed Jobs Grant in FY 2012:</u>		
<u>(Positions eliminated from Budget)</u>		
Teaching Positions	3.0	162,615
Maintenance Staff	1.0	46,000
	4.0	208,615
Planned use of funds in FY 2012	20.25	656,160
Amount reserved for contingencies		170,549
Total Available Funds		826,709

Difference Between Superintendent's FY2012 Budget Request and Town Manager's Recommended Level Funded Appropriation

Superintendent's FY2012 General Fund Appropriation Request	\$47,273,229
Town Manager's FY2012 Recommended Appropriation (Level Funded at FY2011 Appropriation)	\$45,143,336
Difference	\$ 2,129,893

Reductions Necessary to Meet Town Manager's FY2012 Level Funded Appropriations



Budget Assumptions

- ❑ Elementary enrollment is beginning to decline slowly.
- ❑ High School enrollment will continue to increase over the next 2 years.
- ❑ Increase School Choice openings at elementary level to enhance revenues.
- ❑ Revolving fund revenues will remain relatively consistent and are needed to supplement the Town's appropriation.
- ❑ We will continue to rely on fees to fund some programs and services.
- ❑ Federal Education Job funds will fund 20.25 FTE staff in FY2012; but will not be available in FY2013.
- ❑ Many expense accounts (supplies, custodial services, building maintenance) remain underfunded.
- ❑ Elementary pupil/teacher ratios will begin to increase.
- ❑ The number of students requiring special education services continues to increase.
- ❑ Every effort is made to preserve classroom teachers.

Risks

- ❑ Reduction in Chapter 70 Revenues.
- ❑ Potential rollback of state sales tax.
- ❑ Underfunding of our custodial and maintenance accounts.
- ❑ Leave of Absence funds may be inadequate.
- ❑ Rely on Federal Education Jobs Funds to meet some of our personnel needs.
- ❑ Virtually no ability to absorb any unforeseen large scale repairs within our budget.
- ❑ Salary savings from staff turnovers are minimal.
- ❑ Many expense appropriations have been reduced over the last several years.

Risks

...continued

- ❑ Per Pupil instructional supply allocations have not been increased for several years. Inflation has eroded real purchasing power of our appropriation.
- ❑ Inadequate funds for equipment replacement (\$13,370). We used to appropriate 1% of our budget for equipment replacement.
- ❑ Reduction in Special Education Circuit Breaker reimbursement continues through Fiscal 2012 (Decrease from 72% to 40%).
- ❑ Some Elementary class sizes will increase with level funded budget.
- ❑ Not able to make the improvements to the school system that are necessary to meet the needs of students.
- ❑ Personnel, programs and services lost due to a revenue shortfall will not return for a number of years.

Reductions and Changes to Existing Programs (To Meet Level Funded Budget)

	<u>Amount</u>	<u>net FTE</u>
Elementary Library Restructure	68,000	(1.1)
Middle School Library Restructure	18,000	1.0
Gr 6 - 12 Curriculum Coordinator/Department Head Restructure	115,000	(2.4)
Eliminate 1.0 Foreign Language teacher at Stony Brook	45,000	(1.0)
Eliminate 10.0 FTE teaching staff	450,000	(10.0)
Reduce 3.0 MRF at Gr 3-5	40,000	(3.0)
Reduce 3.0 RRF at Gr 3-5	40,000	(3.0)
Reduce 3.0 MRF at Gr K-2	40,000	(3.0)
Reduce 3.0 RRF at Gr K-2	40,000	(3.0)
Reduce 0.5 Central Office Support Staff	24,000	(0.5)
Use Education Jobs Grant to fund several existing teaching positions in FY 2012	162,615	(3.0)
Use Education Jobs Grant to fund an existing maintenance position in FY 2012	<u>46,000</u>	<u>(1.0)</u>
Sub-total - staff positions	1,088,615	(30.0)

Reductions and Changes to Existing Programs (To Meet Level Funded Budget)

...continued

	Amount	net FTE
Eliminate Freshman Sports stipends	33,000	
Eliminate Task Committees	26,000	
Reduce Westford Academy co-curricular activity offerings	50,000	
Reduce Blanchard and Stony Brook co-curricular offerings	60,000	
Reduce Abbot, Crisafulli and Day co-curricular offerings	9,000	
Assess fee for remaining Abbot, Crisafulli and Day co-curricular offerings	9,000	
Additional School Choice offsets to existing budget	150,000	
Possible savings with 4-tier busing	150,000	
<i>Gr 9 - 12 will be in session from 7:35 a.m. to 1:55 p.m.</i>		
<i>Gr K - 2 will be in session from 8:25 a.m. to 2:30 p.m.</i>		
<i>Gr 3 - 5 will be in session from 9:05 a.m. to 3:10 p.m.</i>		
<i>Gr 6 - 8 will be in session from 9:35 a.m. to 3:55 p.m.</i>		
Discontinue use of Terranova assessment tool	9,000	
Total reduction necessary to reach level-funded budget	1,584,615	(30.0)

Systemwide K-5 Pupil/Teacher Ratios (Level Service Budget)

Kindergarten	20:1
Grade 1	20:1
Grade 2	21:1
Grade 3	22:1
Grade 4	21:1
Grade 5	22:1

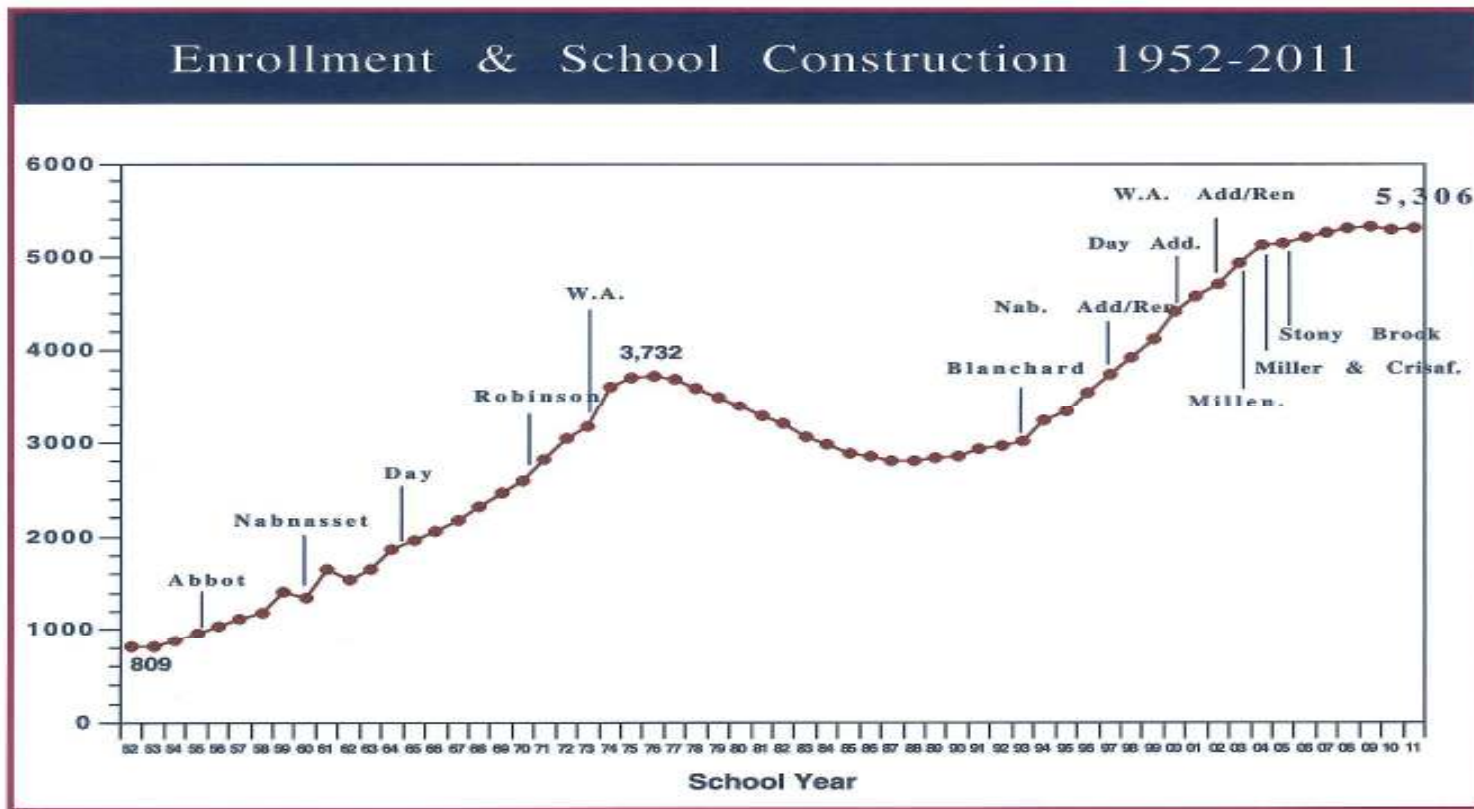
K-5 Impact of Reducing 1.0 Teacher per Elementary School (Level Funded Budget)

<u>School</u>	<u>Grade</u>	<u>Pupil/Teacher Ratio</u>
Nabnasset	Grade 2	23:1
Robinson	Grade 2	25:1
Miller	Grade 2	22:1
Abbot	Grade 4	24:1
Day	Grade 5	24:1
Crisafulli	Grade 4	26:1

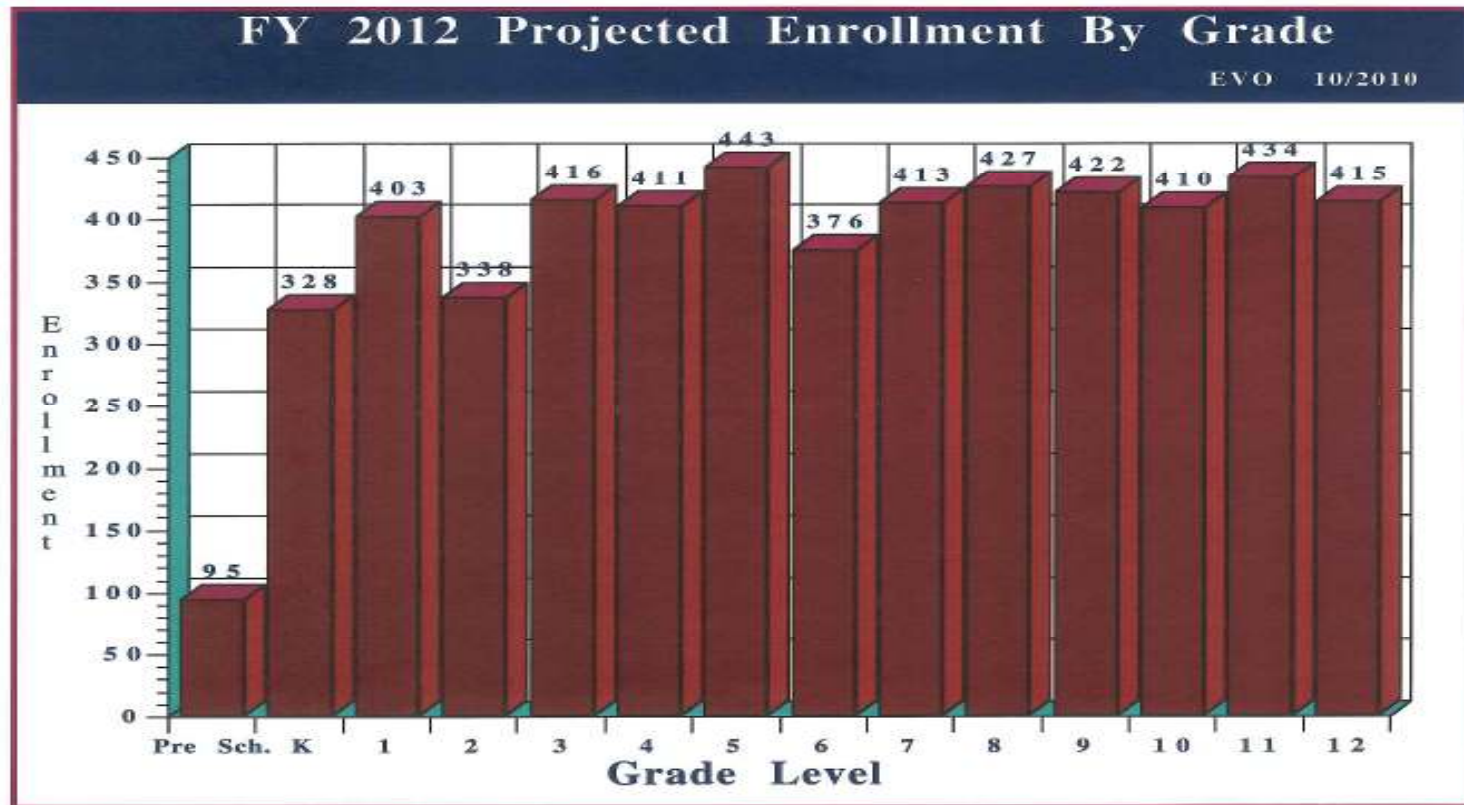
Reductions to our School System Since 2004

- Elementary Assistant Principals
- Reading Recovery Program & Staff
- 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

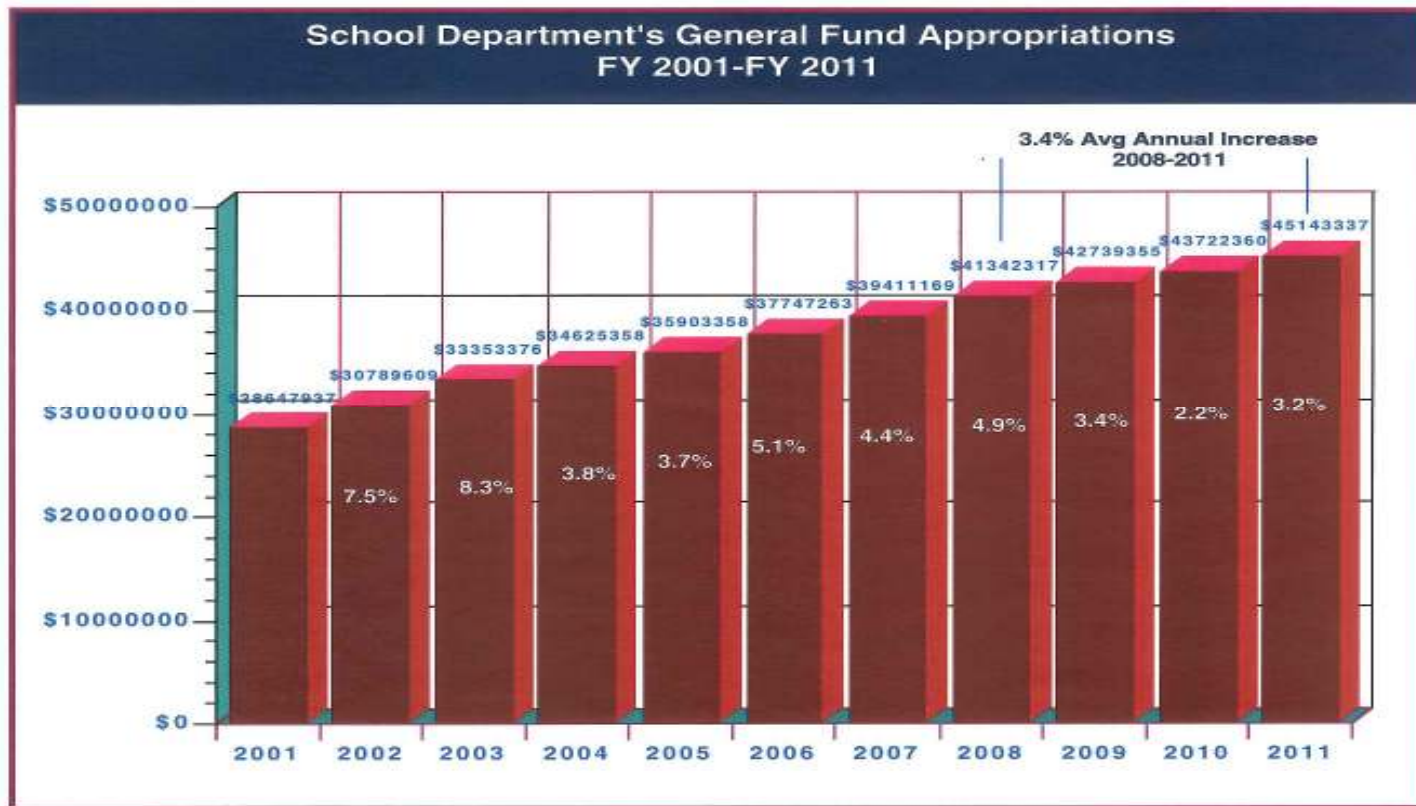
Enrollment & School Construction 1952-2011



FY2012 Projected Enrollment By Grade



School Department's General Fund Appropriations FY2001 – FY2011



5-Year Special Education Enrollment Trend

	<u>2006-7</u>	<u>2007-8</u>	<u>2008-9</u>	<u>2009-10</u>	<u>2010-11</u>
# of students receiving support services	495	528	541	570	572
# of students designated as "severe"	62	80	88	94	97
# of students who have moved into Westford	N/A	N/A	N/A	21	16
# of students who were in "out of district" placements prior to moving to town – Total 13	0	1	3	3	6

Actual Special Education Transportation Expenses

2005-6	2006-7	2007-8	2008-9	2009-10	Projected 2010-11
\$487,914	\$510,070	\$548,317	\$553,612	\$607,532	\$625,000
		Increase due to a new van & fuel costs	Bus monitor added	Transporting 102 students 1 Monitor included	Transporting 100 students 1 Monitor included

We Cannot Continue With The Erosion Of Our Funding

- ❑ Westford's Fiscal 2009 Per Pupil Expenditure was \$2,855 less than the state average (the largest differential in the last 20 years). Our Per Pupil expenditure is \$2,484 less than the average of DESE identified comparable communities (based on grade structures, wealth and enrollment).
- ❑ There are only 24 communities (out of 350) that spend less per pupil than Westford.
- ❑ Our students achieve at high levels, however we are not able to fund program and service improvements that are essential to meeting the continuously emerging needs of students.

FY09 Expenditures Per Pupil, District Comparisons Based Upon Grade Structure, District Wealth, and Enrollment

District	Expenditure Per Pupil
Brookline	\$ 16,847
Lexington	\$ 15,368
Andover	\$ 13,122
Needham	\$ 12,955
Natick	\$ 12,926
Walpole	\$ 11,812
Winchester	\$ 11,373
North Andover	\$ 10,949
Reading	\$ 10,742
Marshfield	\$ 10,253
Westford	\$ 10,151

FY09 Expenditures Per Pupil, All Funds, Summary By Function

	Westford Expenditure Per Pupil	State Average Per Pupil	Difference
Administration	\$ 280	\$ 437	\$ - 157
Instructional Leadership	578	826	- 248
Classroom & Specialist Teachers	4,278	4,907	- 629
Other Teaching Services	764	938	- 174
Professional Development	179	224	- 45
Instructional Materials, Equipment & Technology	243	357	-114
Guidance, Counseling & Testing	310	353	- 43
Pupil Services	1,022	1,170	- 148
Operations & Maintenance	1,008	1,100	- 92
Insurance, Retirement Programs & Other	1,143	2,214	- 1,071
Payments To Out-Of-District Schools	\$ 46,466	\$ 20,928	\$ 25,538

10/25/2010

Westford Public Schools
2011-2012

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Why Westford's Per Pupil Expenditure is Extremely Low

- ❑ Education Reform Law Provided Increasing Amounts of State Aid to Communities
- ❑ When Education Reform was passed, many communities were already at a mature level of residential development and therefore exhibited stable school enrollments. These communities were able to spend the increase in state aid on additional personnel, programs and services for students.
- ❑ Westford experienced significant residential growth over the last 20 years which created extraordinary annual increases in K-12 enrollment. New schools were built and new staff were hired just to accommodate the rapid growth in enrollment.

Why Westford's Per Pupil Expenditure is Extremely Low

- Incremental costs generated by extraordinary annual increases in enrollment exceeded the incremental increases in Chapter 70 Aid to the school system. Essentially the increases in Chapter 70 Aid have only allowed us to “keep our head above water”.
- We are lacking the staff and programs to meet the educational needs of many students.

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 eroded despite a growth in enrollment and ever-increasing needs of students.

Given the current economic conditions in fiscal 2012, we will continue to experience a deterioration of our school system. The loss of staff and services due to a revenue shortage will be immense unless we receive the revenue necessary to responsibly meet the needs of our students.

We are at a crossroad where we can make a commitment to maintain an excellent school system, or accept a level of deterioration that will negatively impact students for many years to come.