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12-15-17

		FY15	FY16	FY17	FY18	FY19	FY18-FY19	
FUNC	DESCRIPTION	Actual	Actual	Actual	Budget	Budget	Variance	%
1110	SCHOOL COMMITTEE	6,954	6,180	7,433	7,930	7,930	-	-
1210	SUPERINTENDENT	270,599	277,868	282,951	304,122	304,122	-	-
1220	ASSISTANT SUPERINTENDENT	199,051	200,575	207,446	220,269	220,269	-	-
1410	BUSINESS OFFICE	392,433	413,425	458,874	445,605	446,946	1,341	0.3
1420	HUMAN RESOURCES & BENEFITS	141,527	167,714	170,908	191,167	191,167	-	-
1420	COMPENSATION RESERVE	-	-	-	1,186,410	2,165,607	979,197	82.5
1430	LEGAL SERVICES & SETTLEMENTS	67,102	81,969	74,565	61,382	61,382	-	-
1450	SWIDE INFO MGMT/ TECHNOLOGY	276,268	282,790	286,736	288,075	291,475	3,400	1.2
2100	CURRICULUM DIRECTORS	375,116	438,137	445,542	464,515	465,415	900	0.2
2210	SCHOOL LEADERSHIP / BLDG LEVEL	2,595,972	2,701,296	2,757,651	2,862,406	2,861,670	(736)	(0.0)
2250	NON - INSTRUCTIONAL BLDG TECH	28,832	39,006	31,965	39,000	39,000	-	-
2305	CLASSROOM TEACHERS	22,404,178	23,246,665	23,660,391	24,205,586	24,442,516	236,930	1.0
2310	TEACHER SPECIALISTS	3,780,212	3,984,666	4,167,651	4,367,222	4,569,797	202,575	4.6
2315	INSTR COORD / TEAM LEADERS	508,230	509,936	520,692	534,583	516,927	(17,656)	(3.3)
2320	MEDICAL / THERAPEUTIC SERVICES	1,111,472	1,124,116	1,448,807	1,233,034	1,230,913	(2,121)	(0.2)
2325	TEACHER SUBSTITUTES	447,624	469,024	462,872	591,936	591,936	-	-
2330	INSTRUCTIONAL ASSISTANTS	2,537,158	2,623,234	2,855,010	3,037,061	3,133,365	96,304	3.2
2340	LIBRARY / MEDIA CENTER SALARIES	620,829	681,041	708,774	728,312	734,212	5,900	0.8
2355	SUBS FOR PROF DEVELOPMENT	42,746	23,288	14,463	30,575	30,575	-	-
2357	PROF DEVELOPMENT EXPENSES	421,257	489,416	467,048	530,662	525,311	(5,351)	(1.0)
2410	TEXTBOOKS & RELATED	265,844	247,774	197,928	185,542	191,542	6,000	3.2
2415	LIBRARY INSTRUCTIONAL MATERIAL	22,161	42,153	38,289	54,550	54,550	-	-
2420	INSTRUCTIONAL EQUIPMENT	54,601	29,271	94,413	26,070	26,070	-	-
2430	GENERAL INSTRUCTIONAL SUPPLIES	428,322	480,223	457,359	449,179	441,179	(8,000)	(1.8)
2440	OTHER INSTRUCTIONAL SERVICES	67,322	51,982	54,484	108,200	108,200	-	-
2451	CLASSROOM INSTRUCTIONAL TECH	144,122	203,882	255,351	144,327	138,327	(6,000)	(4.2)
2453	LIBRARY INSTRUCTIONAL HARDWARE	30,521	10,447	1,048	4,771	4,771	-	-
2455	INSTRUCTIONAL SOFTWARE	48,256	67,988	94,095	129,142	129,142	-	-
2710	GUIDANCE & ADJUST COUNSELORS	1,844,641	1,876,499	1,991,176	2,044,753	2,021,041	(23,712)	(1.2)
2720	TESTING & ASSESSMENT	37,219	22,795	33,899	37,015	37,015	-	-
2800	PSYCHOLOGICAL SERVICES	260,137	278,609	314,423	279,366	290,161	10,795	3.9
3100	PARENT LIAISON SERVICES	140	700	1,516	2,000	2,000	-	-
3200	HEALTH SERVICES	596,482	603,333	643,258	668,122	679,834	11,712	1.8
3300	TRANSPORTATION	2,313,290	2,460,908	2,660,580	2,662,870	2,804,613	141,743	5.3
3400	FOOD SERVICES	21,816	4,026	1,626	-	-	-	-
3510	ATHLETICS	498,265	464,329	507,883	465,762	465,762	-	-
3520	OTHER STUDENT ACTIVITIES	151,494	166,667	176,971	185,012	185,012	-	-
3600	SCHOOL SECURITY	73,534	73,848	73,876	73,500	73,500	-	-
4110	CUSTODIAL SERVICES	1,860,828	1,942,581	1,895,027	1,891,155	1,897,365	6,210	0.3
4120	HEATING OF BUILDINGS	530,694	466,886	493,140	597,900	557,900	(40,000)	(6.7)

FY 2016 Westford Expenditures Per Pupil - All Funds, Summary By Function

	Westford	State	
	Expenditure	Average	(\$)
	<u>Per Pupil (\$)</u>	<u>Per Pupil (\$)</u>	<u>Difference</u>
Administration	\$ 343	\$ 550	\$ - 207
Instructional Leadership	735	1,017	- 282
Classroom & Specialist Teachers	5,473	5,832	- 359
Other Teaching Services	1,063	1,241	- 178
Professional Development	227	207	20
Instructional Materials, Equip. and Technology	314	468	- 154
Guidance, Counseling & Testing	427	460	-33
Pupil Services	1,300	1,501	- 201
Operations & Maintenance	1,077	1,129	- 52
Insurance, Retirement Programs & Other	1,824	2,619	- 795
Expenditures Within the District	\$12,783	\$15,024	\$- 2,241
Total Expenditures, All Funds	\$13,528	\$15,545	\$- 2,017

As of 8/25/2017

FY16 Per Pupil Expenditure (PPE) for Comparable Communities

as of 3/24/17, the DESE most recent published info is for FY16

DART Comparable Communities:		Other High Performing Districts:	
<u>District</u>	<u>FY16 PPE</u>	<u>District</u>	<u>FY16 PPE</u>
Westford	\$13,528	Westford	\$13,528
Franklin	\$13,310	Andover	\$16,389
Hopkinton	\$14,127	Bedford	\$18,120
Lexington	\$18,003	Belmont	\$13,349
Milton	\$14,388	Carlisle	\$19,709
Natick	\$14,291	Concord	\$18,857
Needham	\$16,547	Concord-Carlisle	\$21,506
Sharon	\$15,420	Newton	\$18,779
Shrewsbury	\$13,372	Sudbury	\$15,259
Wachusett	\$11,896	Lincoln	\$21,799
Wellesley	\$18,636	Lincoln-Sudbury	\$19,282
		Weston	\$23,899
State average	\$15,545	State average	\$15,545

7-Year Special Education Enrollment Trend

3

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
# of students receiving support services	572	575	605	619	638	642	701	727
# of students who have moved into Westford	16	20	14	1	19	20	20	22
# of students who are in "out placement"				37	39	39	40	51
# of students who were in "out of district" placements prior to moving to town	6	2	1	1	3	2	0	0

2017-2018 numbers are based on the October 1 Report for FY2018

Actual Special Education Transportation Expenses

2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
\$657,411	\$769,605	\$762,864	\$820,848	\$891,398	\$1,038,296	\$984,400
Transporting 105 students	Transporting 93 students	Transporting 83 students	Transporting 88 students	Transporting 85 students	Transporting 108 students	Transporting 114 students
3 monitors	4 monitors	3 monitors	4 monitors	4 monitors	4 monitors	4 monitors
16 Vans	16 Vans	16 Vans	17 Vans	17 Vans 1 Backup Van	17 Vans 1 Backup Van 1 Wheelchair Van	18 Vans 1 Backup Van (3 of the fleet are wheelchair accessible)

Note: Additional 9 routes have been out-sourced to Dee Bus due to our limitations

“CIRCUIT BREAKER” Special Education Reimbursement

The “Circuit Breaker” currently (FY18) reimburses communities 65% of tuition cost in excess of four times the DESE determined per pupil foundation level Budget.

Foundation Budget	\$ 9,486 / pupil
4 X Foundation Budget	\$ 37,944

Example: \$100,000 Tuition

Westford Pays:	\$37,944	4 X Foundation Budget
Plus:	<u>\$21,720</u>	35% X \$62,056 (\$100,000 - \$37,944)
	\$59,644	
State Pays/Reimburses:	<u>\$40,336</u>	65% X \$62,056 (\$100,000 - \$37,944)
	\$100,000	

FY2019 Curriculum Budget Request

CODE	CATEGORY	FY18 Requested	FY19 Requested	DIFFERENCE
1220	Assistant Supt	3500	5200	1700
2110	Curric Directors	45,602	44000	-1602
2250	Non Instr Bldg Tech	39,000	41000	2000
2305	Classroom Tchrs	0	0	0
2330	Instr Assistants	14,000	14000	0
2355	Subs for PD	12,575	10000	-2575
2357	PD	66,302	52311	-13991
2410	Textbooks/Media	152,663	128985	-23678
2415	Library Instruction Materials	20,000	20000	0
2430	General Supplies	22,760	57860	35100
2440	Other Instr Svcs	83,300	101300	18000
2451	Clssrm Instr Tech	65,000	12000	-53000
2455	Instr Software	104,784	74130	-30654
2720	Test/Assess	24,015	22715	-1300
3520	Other Stud Act	6,075	6075	
	TOTALS:	659,576.00	589,576.00	-70,000.00
				-10.60%

School Choice FY2018

<u>GRADE</u>	<u>HEADCOUNT</u>
Kindergarten	2 (1/2 Day)
Grade 1	3
Grade 2	6
Grade 3	5
Grade 4	9
Grade 5	8
Grade 6	6
Grade 7	9
Grade 8	5
Grade 9	11
Grade 10	4
Grade 11	2
Grade 12	3
TOTAL	73

Proposed Fees for FY 2019

	Proposed		Comments	Last Fee Adjustment
	FY18	FY19		
Regular Ed Bus Transportation	\$225	\$275	per year, family cap of \$750	FY11
Westford Academy Parking	\$50	\$50	per year	FY08
Athletic Fee - Westford Academy	\$275	\$275	per sport, no cap	FY16
Athletic Fee - Middle Schools	\$240	\$240	per sport, no cap	FY16
Grade 6 - 12 Co-Curricular Activity Fee	\$60	\$60	per year, not per activity	FY16
Grade 3 - 5 Instrumental Music Program	\$235	\$260	per year, per student	FY10
Elementary Early Arrival Option	\$250	\$250	per year, per student	FY16
Late Bus Transportation	\$50	\$50	per year, for students without a bus pass	FY11

WPS Contract Status as of 11/15/2017

Settled for Years indicated (contracts end 6/30 unless otherwise noted)

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
WEA Unit A (contract 9/1 to 8/31)	FY17		
Teachers			
WEA Unit B (contract 9/1 to 8/31)	FY17		
Coordinators			
WEA Unit C	FY17		
Nurses			
WEA Unit E	FY17	FY18	FY19
Teaching Assts			
WEA Unit G	FY17		
Reading/Math Interventionists			
Custodians/Maintenance	FY17	FY18	FY19
School Office Professionals	FY17	FY18	
i.e. School Secretaries			
Central Office Support	FY17	FY18	
i.e. Admin Assts, PR, AP			
Food Service	FY17	FY18	
Cafeteria staff			
Exempt/Other	FY17	FY18	

Extra Technician for WPS

Why we need more staff

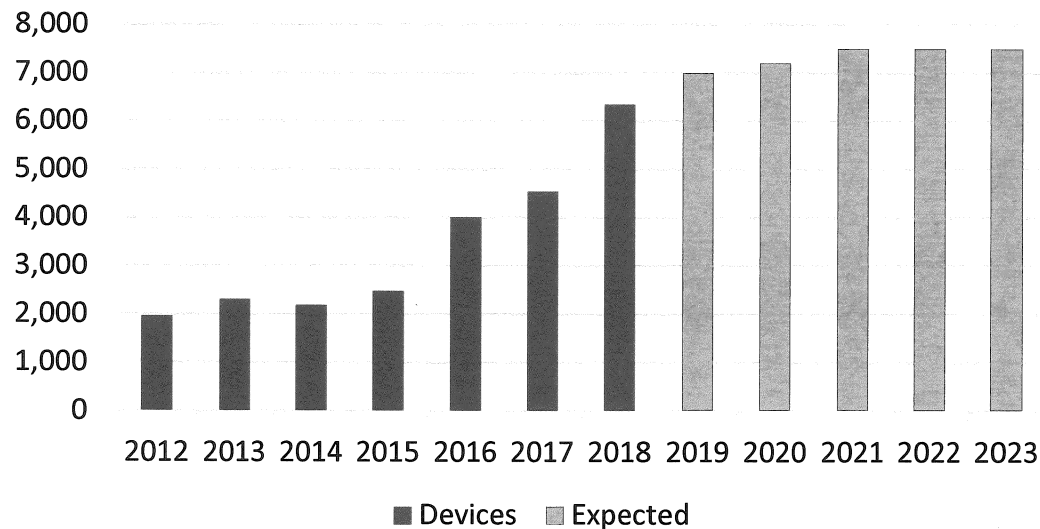
- Growing numbers of devices but no change in staffing.
In 2018 each technician will now be responsible for **more than 3 times** the number of devices that they were in 2012.
 - Chart “End User Devices in WPS”
- Increasingly complex and critical networking environment – pervading expectation that everything should work everywhere.
- Growing need for quick fixes but we have unstaffed schools and unrealistic ratios of machines to technicians for the performance people expect.
 - Teacher machines critical for delivery
 - Student devices increasingly *required* for participation
 - Some schools only have part-time DLS – techs are then the first line support
- Nobody monitoring the performance of systems in WPS.
 - Anti-virus alerts
 - Server reports of anomalous behavior
 - Content management and misuse
 - Account reviews
- Vulnerability of service.
 - Lack of flexibility (no additional resource to assign for issues/projects)
 - No skills cross-training – knowledge confined to individuals (and several staff are near retirement age)
 - No coverage for vacations (technicians are often busiest during summer vacation)
 - No coverage for sickness
- Actions taken to ameliorate the situation:
 - Brought in additional technical help from the Town side – Matt Emanouil and Mike Wells for technical problems and Steve Wirch for programming and configuration
 - Invested in tools to mechanize support and configuration management – Active Directory, Google Sync, G-Suite Admin tools, Caspar iPad manager etc.
 - Developed uniform working habits that improve efficiency
 - Helpdesk software to manage assets and requests for assistance (still only capturing a small subset of issues)

Requesting

- Additional staff to push the ratio back towards 2017 levels
 - Chart “IT Technicians in WPS”
- Extra head in 2019 and another in 2021
 - 2019 will be floating
 - assigned where most needed by IT Director
 - systems monitoring
 - no changes to existing technician deployment
 - 2021 will be assigned to the middle schools(s) to ensure onsite presence

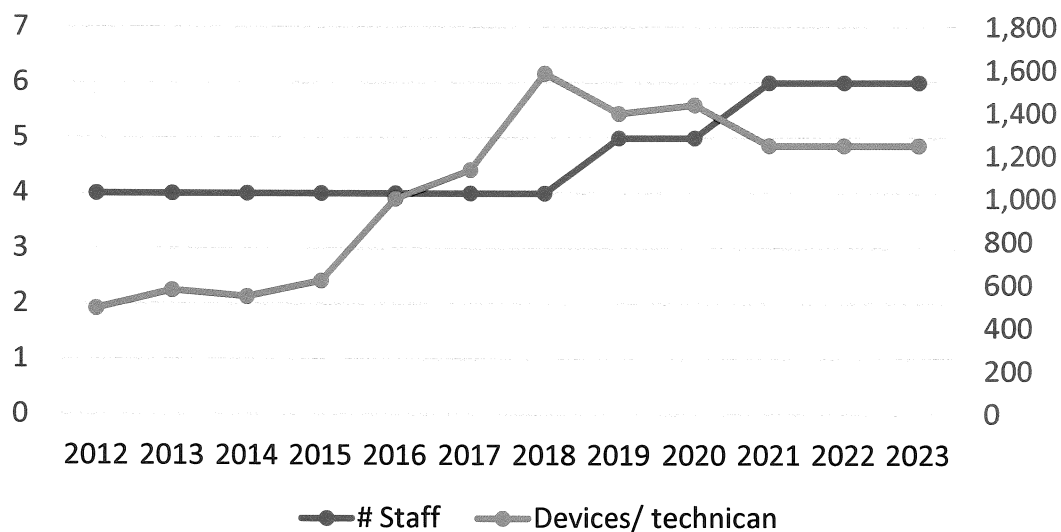
Number of 'Computers' in WPS
 Grey lines are estimated based on DLP model.

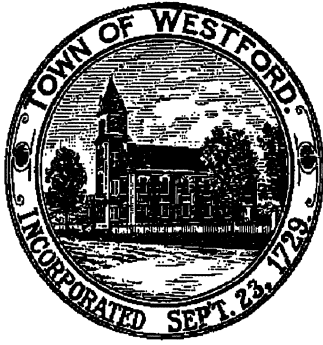
End User Devices in WPS



Ratio of Staff to Computers
 Assumes same student numbers as above and that we get additional staff as requested.

IT Technicians in WPS





Town of Westford
Job Description
Professional

<u>Position Title:</u> Director of Facilities	<u>Band/ Step/ Hourly Wage:</u> Band 8	<u>Previous Rev Date:</u>
<u>Reports To:</u> Town Manager & Superintendent of Schools	<u>Department:</u> Facilities	<u>Current Rev Date:</u> June 2017

Union Position: N/A
37.5 hrs/week

Position Summary:

Position is responsible for planning, directing, managing and overseeing the Facilities Department for both the town and public school buildings.

Principal Responsibilities:

- Establish, submit and manage separate operating budgets for School and Town Facilities in consultation with Town Manager and Superintendent of Schools.
- Create and update 5 year rolling capital improvement plan for all facilities.
- Budget development and oversight, personnel management, long-range facilities capital planning, purchasing supplies and services, energy efficiency improvements, and oversight of all building improvement projects.
- Work with the Town Manager, Superintendent of Schools, and appropriate boards and committees to establish strategies to develop, prioritize, and implement facility-related capital projects, taking into consideration financial impacts on the town and school annual operating budgets.
- Manage all maintenance and administrative personnel within Facilities Department, providing performance evaluations and feedback, annual training, disciplinary actions, payroll, vacation approval and monitoring, and workload management.
- In coordination with School Principals and through subordinates, oversees the school custodial staff to establish acceptable levels of building cleanliness, manages cleaning and maintenance functions performed during school vacation periods and during summer break.
- Ensure that town and school facilities are in compliance with local, state and federal laws and regulations regarding annual equipment inspections such as but not limited to elevators, handicap lifts, fire suppression systems, fire extinguishers, fire alarms, occupancy permits, integrated pest management plans, asbestos management plans, and boiler and tank inspections.
- Plan, direct, evaluate and exercise general supervision over the work of the entire department to include the management of all town and school building maintenance; HVAC, telephone, electrical, plumbing, structural, roofing systems, ADA compliance and mechanical systems.
- Manage grounds maintenance operations for school and town properties; including school

sports fields, parking lots, town building grounds, and lawn maintenance operations at various locations.

- Conduct comprehensive and detailed cost analysis program of facility expenditures as a basis governing annual spending forecast for the department.
- Establish policy and enforce departmental rules, regulations, work methods and procedures.
- Establish preventive maintenance plan and schedule for mechanical systems.
- Work collaboratively with School Principals and Building Department Heads to establish satisfactory levels of cleanliness for each public building.
- Monitor town and school building utility data and make recommendations to implement energy efficiency measures.
- Maintain database of all building related warranties for items such as roofs and boilers.
- Conduct periodic fire inspections of all public buildings and report all safety and fire violations to School Principal or responsible town Department Head.
- Schedule monthly meetings with each town Department Head and School Principal to identify any facilities related issues or complaints.
- Collaborate with local utility companies and state agencies to identify potential grant opportunities for both the town and school facilities.
- Maintain insurance claim data files for all building related claims and coordinate insurance needs through the Town Manager's and Superintendent's Offices.
- Perform annual risk and safety analysis to ensure the safety of department staff.
- Ensures the security of all public facilities, including door access systems, building alarms, and other similar systems.
- Manage department snow operations and staff resources to ensure the town and school facilities are prepared for inclement weather. Makes recommendations, in conjunction with the Highway Superintendent, Town Manager, and School Superintendent to close and/or delay the opening of town buildings and public schools during extreme weather conditions.
- Act as a liaison to the Permanent Town Building Committee
- Collaborate with various town committees to work on facilities related projects and initiatives.
- Attend and present at various Board of Selectmen, School Committee, and other public meetings, as required.

Required Experience, Skills, Knowledge and Abilities:

Bachelor's degree in facilities management or similar field required, Master's Degree preferred. Education shall be supplemented with seven to ten years of experience in facilities management, five of which have been in a supervisory capacity; or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job. Knowledge of Massachusetts procurement regulations for designer selection, contracted services, and building construction. Applicants must demonstrate knowledge and experience through certification as a Massachusetts Certified Public Purchasing Official (MCPPO) or have the ability to successfully pass program course requirements within twenty-four from the date of hire.

Knowledge of preventive maintenance principles and objectives. Knowledge of state, and municipal fire and life safety codes that apply to facilities maintenance. Knowledge of fire and security alarm systems. Skilled in developing, implementing, and maintaining preventive

maintenance programs, including all necessary record keeping. Ability to read and apply electrical and mechanical plans, complex circuit schematics, blueprints, and O&M manuals. Strong computing background with experience in facility systems. Working knowledge of databases and use of Microsoft Office software. Ability to operate hand held PDA's, and digital cameras.

1. Drivers License required
2. Bachelor's Degree required, Master's Degree preferred
3. Construction Supervisors License preferred
4. Massachusetts Public Procurement Officer certification preferred

Contacts (boards & committees, vendors, general public, etc.):

1. Communicates with Town and School officials, contractors, and the general public to represent the Facilities Department in a professional manner.
2. Provides presentations before various boards, committee, and at Town Meeting to articulate town and school building requirements.

Supervisory Responsibility (Include Positions Supervised): Position shall be responsible for the following direct-report personnel: Maintenance Manager, Project Manager, Facilities Data Analyst, Grounds Working Foreman. Position shall also be responsible for the personnel management, through subordinates, of all Facilities Department maintenance and custodial personnel.

Responsibility for Operating Budget: Position is responsible for the management of two separate operating budgets (town and school)

Primary Physical Requirements:

*Use **F** for **Frequently**, **O** for **Occasionally**, **R** for **Rarely**, **N** for **Never**

Primary Physical Requirements

LIFT up to 10 lbs.: F

LIFT 10 to 50 lbs.: F

LIFT over 50 lbs.: O

CARRY up to 10 lbs.: F

CARRY 10 to 50 lbs.: F

CARRY over 50 lbs.: O

Other Physical Considerations

Twisting: O

Bending: O

Squatting: O

Kneeling: O

Crouching: O

PUSH/PULL: O

DURING AN 8 HOUR DAY,

EMPLOYEE IS REQUIRED TO:

Consecutive Hours

Total Hours

Sit: 1 2 3 4 5 6 7 8

1 2 3 4 5 6 7 8

Stand: 1 2 3 4 5 6 7 8

1 2 3 4 5 6 7 8

Walk: 0 1 2 3 4 5 6 7 8

1 2 3 4 5 6 7 8

WORK SURFACE(S)

Desktop/Computer Table F

Stationary & Rolling Office Chair F

Carpeted & Linoleum Floored Offices F

Stairs and Elevators F

Streets & Sidewalks F

Vehicles F

Developed & Undeveloped Land F

Summary of Occupational Exposures:

Some physical effort required to perform duties. Drivers license and ability to safely operate a Town vehicle required. Ability to sustain natural high and low temperatures in the field and ability to perform normal cardiovascular exercise associated with construction site inspections. Ability to operate a computer

and view a computer screen for extended periods of time. Ability to hear, talk, walk, sit, bend, reach, grasp.

Environment:
Inside: 65 % **Outside:** 35 %

Position Title: Director of Public Facilities
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APPROVALS

<u>Town Manager</u>	<u>Date</u>
<u>Department Head</u>	<u>Date</u>
<u>Union Steward, if applicable</u>	<u>Date</u>
<u>Human Resources Director</u>	<u>Date</u>

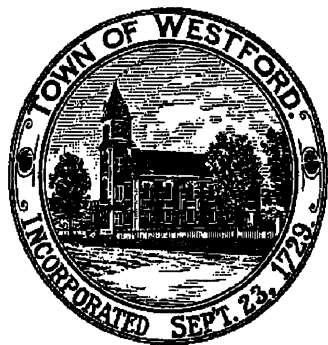
Note: The purpose of this job description is to provide an outline of the more significant work elements of the position and to organize and present the information in a standard manner. It is not intended to describe all the elements of the work that may be performed by every individual in this classification, nor should it serve as the sole basis for Human Resource decisions and actions.

The employee’s signature below acknowledges receipt and understanding of the above Job Description as a basis of job responsibilities:

Employee Signature

Date

Please print name



Town of Westford
Job Description
Professional

<u>Position Title:</u> Facilities Data Analyst	<u>Band/ Step/ Hourly Wage:</u> Band 3	<u>Previous Rev Date:</u>
<u>Reports To:</u> Director of Facilities	<u>Department:</u> Facilities	<u>Current Rev Date:</u> June 2017

Union Position: N/A
37.5 hrs/week

Position Summary:

Position provides a wide variety of administrative support functions to support the daily operations of the Facilities Department

Principal Responsibilities:

- Utilizes computer programs, such as Microsoft Office and MUNIS, to compile data (e.g. work orders, specialized reports, time sheets, personnel records, etc.) for the purpose of preparing reports or processing requests.
- Coordinates and completes assigned projects and/or program components (e.g. proper distribution of materials to a variety of departments, arrangements for town meetings, etc.) for the purpose of completing activities and/or delivering services in a timely fashion.
- Maintains a variety of manual and electronic documents files and records (e.g. work orders, time sheets, expense reimbursement requests, etc.) for the purpose of providing up-to-date information and/or historical reference in accordance with established administrative guidelines and legal requirements.
- Monitors a wide variety of activities on behalf of the Facilities Department (e.g. meeting arrangements, account balances, work order status, etc.) for the purpose of achieving the goals and meeting target dates in compliance with established guidelines and regulatory requirements.
- Prepare a variety of reports, documents and correspondence (e.g. letters, memorandums, meeting minutes, charts, periodic and ad-hoc reports, operational procedures, etc.) for the purpose of documenting activities, providing written reference, and/or conveying information.
- Reconciles account balances for assigned budget categories for the purpose of maintaining accurate account balances.
- Processes a variety of documents and materials (e.g. time sheets, work orders, requisition, invoices, etc.) for the purpose of disseminating information in compliance with established guidelines.

- Researches assigned topics (e.g. current practices, policies, building codes, etc.) for the purpose of providing information that addresses operations through books (e.g. policies, building codes, etc.) and use of the Internet.
- Communicates with other employees, departments, administrators, and the general public for the purpose of providing information and assistance relating to the Facilities Department.
- Organizes and guides Facilities Department staff to complete tasks including inspections, maintenance repairs, electronic documentation, and/or paperwork, as delegated by the Director of Facilities.
- Maintains records related, but not limited, to asbestos management, integrated pest management, state elevator inspections, occupancy permits, building permits, utility bills, life-safety equipment etc.
- Communicates with vendors regarding maintenance requests and emergency needs.
- Process submitted work orders and assign to appropriate personnel, as instructed by the Director of Facilities.
- Under the direction and supervision of the Director of Facilities, procures supplies and services in compliance with Massachusetts public procurement laws.
- May be required to attend evening meetings.
- Participates in training for the purpose of updating and/or expanding skills and abilities.
- Performs other related duties as assigned for the purpose of ensuring the efficient and effective functioning of the Facilities Department.

Required Experience, Skills, Knowledge and Abilities:

Associates Degree required, Bachelor's Degree preferred. Three to five years of previous Facilities Department office work experience. Ability to operate a computer and related software such as Microsoft Word, Excel, PowerPoint. Use of copiers, fax machines, laminating equipment, and other office equipment. Must be able to pass a typing test at 50 words per minute. Strong computing background with experience in facility systems, such as work order management software.

1. Education, Training, Special Licensure/Certification Requirements:

- a. Associates Degree required, Bachelor's Degree preferred
2. Drivers License required
 3. Massachusetts Public Procurement Officer certification preferred

Contacts (boards & committees, vendors, general public, etc.):

1. Communicates with Town and School officials, contractors, department heads, and the general public to provide customer service and assistance.
2. Provides verbal and written updates regarding inspections and Facilities Management work as directed.

Supervisory Responsibility (Include Positions Supervised): N/A

Responsibility for Operating Budget: Under the supervision and direction of the Director of Facilities, assists with establishing and managing the department's operating budget.

Primary Physical Requirements:

*Use **F** for **Frequently**, **O** for **Occasionally**, **R** for **Rarely**, **N** for **Never**

Primary Physical Requirements**LIFT up to 10 lbs.: F****LIFT 10 to 50 lbs.: O****LIFT over 50 lbs.: R****CARRY up to 10 lbs.: O****CARRY 10 to 50 lbs.: R****CARRY over 50 lbs.: N****DURING AN 8 HOUR DAY,****EMPLOYEE IS REQUIRED TO:****Consecutive Hours****Total Hours****Sit:** 1 2 **3** 4 5 6 7 81 2 3 4 5 6 **7** 8**Stand:** **1** 2 3 4 5 6 7 8**1** 2 3 4 5 6 7 8**Walk:** **0 1** 2 3 4 5 6 7 8**1** 2 3 4 5 6 7 8**Other Physical Considerations****Twisting:** O**Bending:** O**Squatting:** O**Kneeling:** O**Crouching:** O**PUSH/PULL:** O**WORK SURFACE(S)**

Desktop/Computer Table F

Stationary & Rolling Office Chair F

Carpeted & Linoleum Floored Offices F

Stairs and Elevators F

Streets & Sidewalks R

Vehicles R

Developed & Undeveloped Land R

Summary of Occupational Exposures:

Ability to operate a computer and view a computer screen for extended periods of time. Ability to hear, talk, walk, sit, bend, reach, grasp. Video display terminals, digital camera, handheld computers, calculator, telephones, office machines, and personal computers.

Environment:**Inside:** 95 %**Outside:** 5 %**Position Title:** Facilities Data Analyst**APPROVALS**

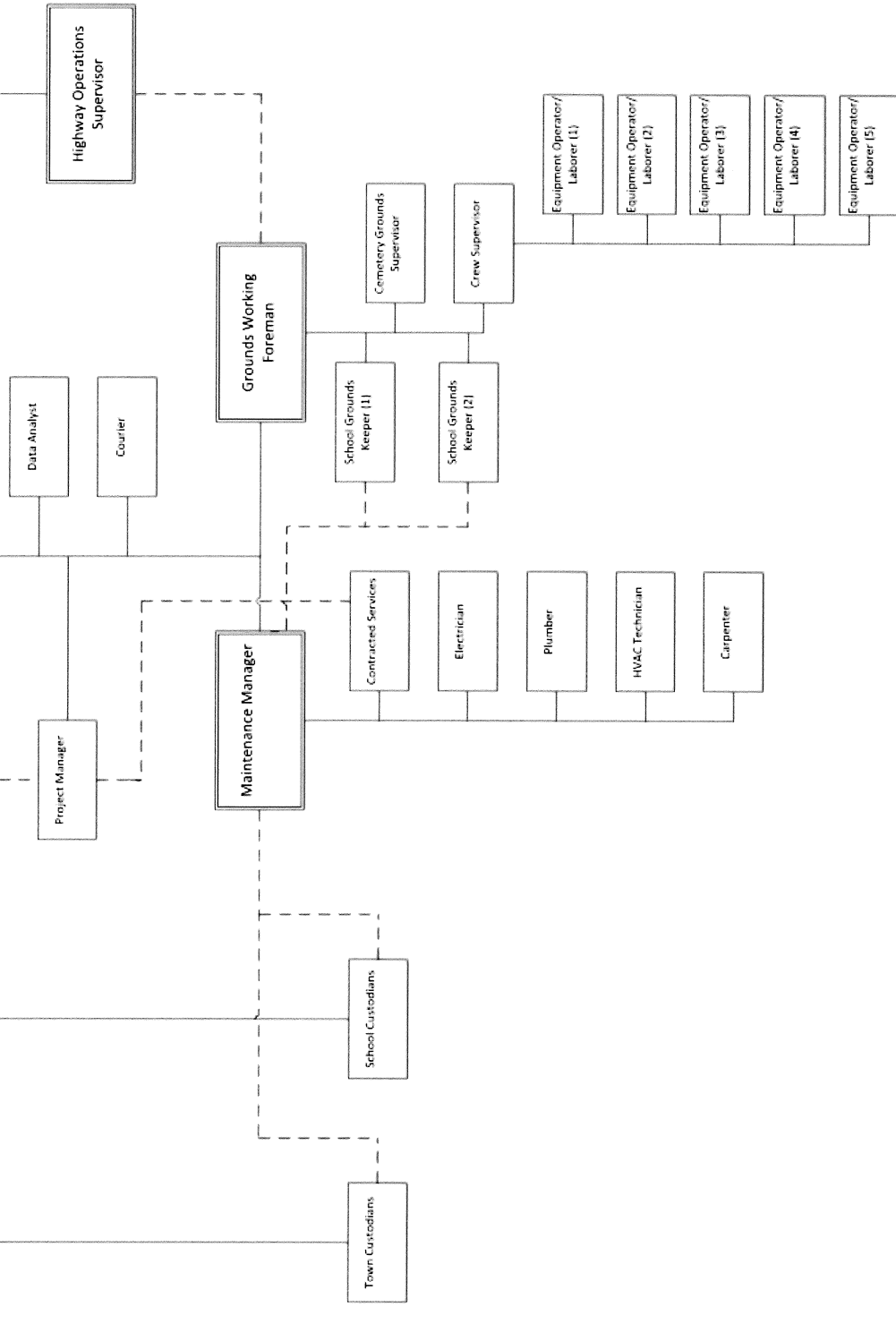
<u>Town Manager</u>	<u>Date</u>
<u>Department Head</u>	<u>Date</u>
<u>Union Steward, if applicable</u>	<u>Date</u>
<u>Human Resources Director</u>	<u>Date</u>

Note: The purpose of this job description is to provide an outline of the more significant work elements of the position and to organize and present the information in a standard manner. It is not intended to describe all the elements of the work that may be performed by every individual in this classification, nor should it serve as the sole basis for Human Resource decisions and actions.

The employee's signature below acknowledges receipt and understanding of the above Job Description as a basis of job responsibilities:

Date _____

Highway Operations
Supervisor



**FY 18 ELL Overview
Two-Year Comparison**

Active English Language Learners (ELL):

School	# of ELLs FY16	# of ELLs FY18	% Change
K-5	51	62	Increased by 18%
6-12	15	23	Increased by 35%
Total	66	85	Increased by 22.5%

ELL teachers are fully subscribed.

Other Information:

1) Change in FEL monitoring timeline:

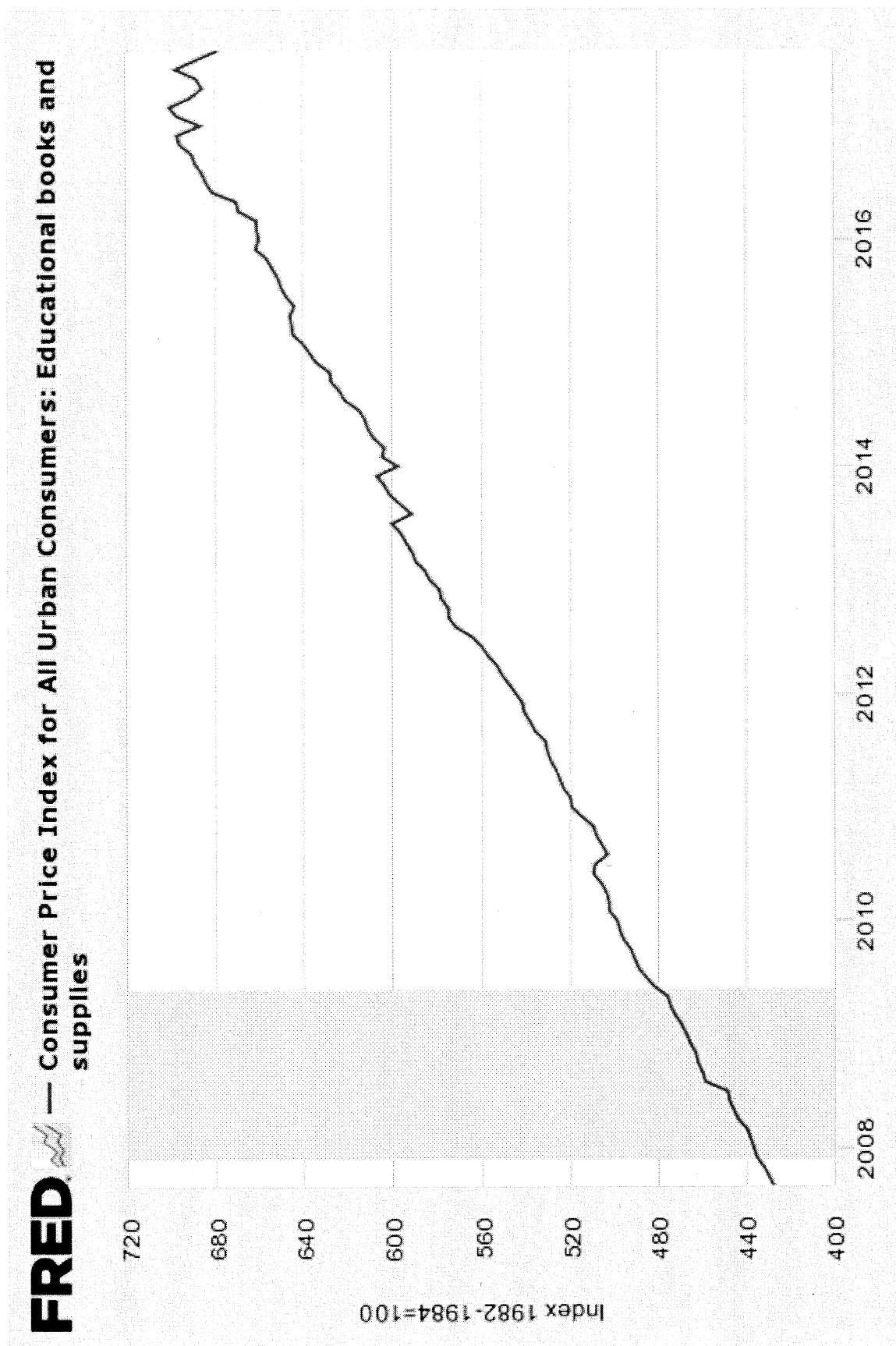
ELL teachers are now required to monitor Former English Learners (FEL) for four years instead of two.

- Total # of current FELs that have to be monitored: **112**
- # of FELs that would have been released prior to the change from 2 to 4 years: **52**

2) New Requirement - Screening Preschool students:

ELL teachers are now required to test Preschool students for English proficiency (face-to-face assessment done one student at a time) if their Home Language Survey indicates a language spoken at home other than English.

- As of today, **40** preschool students must be screened. This is in addition to the 130 students who are new to the district in grades K-12 that were already screened this year



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- > School Finance Regulations
- > Spending Comparisons
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- > Chapter 74 Nonresident Tuition
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School Finance: Statistical Comparisons

FY12-FY16 Per-Pupil Expenditures, All Funds

The per pupil expenditure report has been updated to include **expenditures from fiscal years 2012-2016** ☒ (this file works best with Excel 2007 or later). This update continues the effort to present Massachusetts school spending data in a way that is comprehensive, comparable, and transparent to the general public.

These calculations show **all** school operating expenditures including those outside the general fund such as grants, private donations, and revolving accounts. They also include payments for local resident pupils who are being educated in schools outside the district. In addition to showing the overall cost per pupil, they provide detail about how much schools spend in specific functional areas such as administration, teaching, and maintenance.

The file opens to a single, detailed district report by funding source and functional areas. Use the dropdown menus on the detailed report to select a district and fiscal year. By clicking on the tabs at the bottom of the workbook, there are additional reports showing a 3-year trend by major functional areas, and a summary showing per pupil expenditures for all districts. There are also tabs with the complete 5-year dataset, both expenditures and pupils, to support additional analysis.

It is important to note that per pupil expenditures are not calculated for out-of-district expenditures, only total expenditures are shown, see additional explanation below.

Data source and timing

Per pupil expenditures are calculated from information provided on each district's End of Year Financial Report (EOYR). This is a comprehensive report of revenues and expenditures that occurred during each fiscal year.

Districts are required to hire auditing firms to verify the accuracy of the data on the EOYR. In addition, the Massachusetts Department of Elementary and Secondary Education (ESE) conducts a careful review of the data during the months following the report's submission. If any changes are necessary, districts must file amendments.

Spending from all funds

The following funding sources are all included in the functional expenditure per pupil measure:

- school committee appropriations
- municipal appropriations outside the school committee budget that affect schools
- federal grants
- state grants
- circuit breaker funds
- private grants and gifts
- school choice and other tuition revolving funds
- athletic funds
- school lunch funds
- other local receipts such as rentals and insurance receipts

Typically, school committee and municipal school appropriations, approved annually by town meetings and city councils, account for seven out of every eight dollars spent upon education.

Functional categories

The functional spending categories included in the per pupil calculations follow the order of the ESE chart of accounts:

Code	Function
	In-District Expenditures
1110	School Committee
1210	Superintendent
1220	Assistant Superintendents
1230	Other District-Wide Administration
1410	Business and Finance
1420	Human Resources
1430	Legal Service for School Committee
1435	Legal Settlements
1450	District-wide Information Systems
ADMN	Administration (sub-total)
2110	Curriculum Directors (Supervisory)
2120	Dept Heads (Non-Supervisory)
2210	School Leadership
2220	Curriculum Leaders (School Level)
2250	Admin. Technology (School Level)
2315	Instructional Coordinators
LDRS	Instructional Leadership (sub-total)
2305	Teachers, Classroom
2310	Teachers, Specialists
TCHR	Teachers (sub-total)
2320	Medical/ Therapeutic Services

2325	Substitute Teachers
2330	Paraprofessionals
2340	Librarians/Media Center Directors
TSER	Other Teaching Services (sub-total)
2351	Professional Development Leaders
2353	Professional Days
2355	Substitutes for Prof. Development
2357	Professional Development Costs
PDEV	Professional Development (sub-total)
2410	Textbooks, Software/Media/Matls
2415	Instructional Materials (Libraries)
2420	Instructional Equipment
2430	General Classroom Supplies
2440	Other Instructional Services
2451	Classroom Technology
2453	Technology (Libraries)
2455	Instructional Software
MATL	Instructional Materials/Equip/Tech (sub-total)
2710	Guidance/Adjustment Counselors
2720	Testing and Assessment
2800	Psychological Services
GUID	Guidance, Counseling, Testing (sub-total)
3100	Attendance and Parent Liaisons
3200	Medical/Health Services
3300	Transportation Services
3400	Food Services
3510	Athletics
3520	Other Student Activities
3600	School Security
SERV	Pupil Services (sub-total)
4110	Custodial Services
4120	Heating of Buildings
4130	Utility Services
4210	Maintenance of Grounds
4220	Maintenance of Buildings
4225	Building Security System
4230	Maintenance of Equipment
4300	Extraordinary Maintenance
4400	Networking/Telecommunications
4450	Technology Maintenance
OPMN	Operations and Maintenance (sub-total)
5100	Employer Retirement Contributions
5150	Employee Separation Costs
5200	Insurance for Active Employees
5250	Insurance for Retired Employees
5260	Other Non-Employee Insurance
5300	Rental Lease of Equipment
5350	Rental Lease of Buildings
5400	Short Term Interest RANs
5500	Other Fixed/Crossing Guards
5550	School Crossing Guards
BENE	Benefits and Fixed Charges (sub-total)
III	Total In-District Expenditures
	Out-of-District Expenditures (total expenditures only)
9100	Tuition to Mass. Schools
9110	Tuition for School Choice
9120	Tuition to Commonwealth Charter Schools
9125	Tuition to Horace Mann Charter Schools

9200	Tuition to Out-of-State Schools
9300	Tuition to Non-Public Schools
9400	Tuition to Collaboratives
ODTR	Transportation
OODD	Total Out-of-District Expenditures
TTPP	Total Expenditures

Spending categories that are **not** included in the per pupil expenditure calculations are: Community services (6000 series), fixed assets (7000 series), and debt service (8000 series).

In-District and Out-of-District Spending and Pupils

Most school spending goes toward educating local resident pupils in local schools. However, about five percent of the nearly one million public school children in Massachusetts are enrolled in publicly-funded settings outside the district. School districts pay tuition for pupils at special education schools, charter schools, and other placements. Transportation costs often add to the expense.

The first ten functional categories are for services provided within the school district. In those categories, per pupil calculations are limited to the pupils enrolled at the district. An in-district per pupil expenditure is calculated for these functions and measures what is spent on the pupils enrolled at the district.

The eleventh category includes expenditures made on out-of-district tuitions and transportation. Previous versions of this report included an out-of-district per pupil expenditure. However, this measure was difficult to interpret when comparing districts because it is typically a combination of high-cost special education placements and lower-cost school choice, charter school, and other out-of-district settings. If we were able to assign students to each tuition function to calculate per pupil expenditures at that level, it might be more useful, but that information is not available. Instead, the report only shows total expenditures for each 9000 series function.

The total per pupil expenditure includes all eleven categories of spending, and combines both groups of students, in-district and out-of-district.

Measuring enrollment: the concept of full-time equivalent average membership

The per pupil spending calculations published compare spending, which occurs throughout the school year, to the average number of pupils, which normally fluctuates over the school year. The enrollment statistic used is called full-time equivalent average membership or FTE.

Full-time equivalency refers to the percentage of time that students are enrolled during the school year. A pupil who arrives on November 1 and is still enrolled at the end of the year, for example, would be assigned full-time equivalency of somewhere in the range of eight-tenths.

District spending requirements

The Commonwealth does impose a strictly enforced total spending requirement called net school spending which is an integral component of the Chapter 70 state aid formula. Net school spending includes local appropriations, Chapter 70 aid, and special education circuit breaker monies, but not grants or revolving funds. Because of this, what qualifies as net school spending is slightly lower than a district's total expenditure. Reports showing each district's actual and budgeted net school spending, compared to what is required, are available on the ESE website, see [detailed compliance reports](#) and the [Chapter 70 district profiles](#).

Otherwise, aside from one maintenance spending provision administered by the Massachusetts School Building Authority, there are no spending requirements for specific functional areas imposed by the Commonwealth.

Charter school per pupil expenditures

Charter schools report their spending in a different format than the districts contained in this report, see charter school [revenue and expenditure](#) data.

Contacts

Questions and comments can be addressed to:

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[Melissa King](#) 781-338-6532

Last Updated: August 28, 2017

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8/8/16

Massachusetts Department of Elementary and Secondary Education
Direct Special Education Expenditures as a Percentage of School Budget, FY06 to FY15

139

326 WESTFORD

	A	B	C	D	E	F	G	H
	-- In-District Instruction--		- Out-of-District Tuition -		Combined	Total	Special	
Fiscal	Teaching	Other	Mass. Public	Mass Private	Special Ed	School	Education	state
Year		Instructional	Schools and	and Out-of-	Expenditures	Operating	Percentage	average
			Collaboratives	State Schools	(A+B+C+D)	Budget	of Budget	percentage
							(E as % of F)	
2006	3,309,987	337,661	396,302	322,447	4,366,397	40,149,461	10.9	19.1
2007	3,565,990	338,323	452,669	736,392	5,093,374	42,642,620	11.9	19.4
2008	3,839,551	348,827	697,741	959,005	5,845,124	45,681,443	12.8	19.8
2009	4,246,274	331,745	479,226	1,126,600	6,183,845	46,071,197	13.4	20.1
2010	4,571,491	375,313	526,217	1,358,200	6,831,221	48,553,111	14.1	19.8
2011	4,823,968	334,844	673,455	1,288,777	7,121,044	50,615,794	14.1	19.9
2012	4,767,018	360,776	746,282	2,134,356	8,008,432	52,176,296	15.3	20.5
2013	5,692,481	493,146	668,896	2,408,403	9,262,926	54,654,938	16.9	20.9
2014	5,807,989	551,626	575,079	3,105,827	10,040,521	57,095,415	17.6	20.9
2015	6,103,780	543,351	728,309	3,200,592	10,576,032	59,226,684	17.9	21.0

Notes and Definitions

Source: End of Year Pupil and Financial Report, Schedule 4 - Special Education Expenditures

Special Education Expenditures

"Direct" special education expenditures include only those that can be related specifically to special education pupils.

"Other instructional" includes supervisory, textbooks and instructional equipment, guidance, and psychological services.

"Mass. Public Schools and Collaboratives" includes other public school districts, collaboratives, and charter schools.

Spending from state "circuit breaker" funds is included. Otherwise, spending from grants, other revolving funds, or other non-appropriated revenue sources (totalling less than 4 percent of total special ed spending statewide) is excluded.

Total School Expenditures

Circuit-breaker revenues are added to the net school spending amount because the circuit-breaker program is included in the special education columns, but not in net school spending.

Operating budget includes municipal indirect spending for schools but excludes capital expenditures and transportation.

Other than circuitbreaker spending, operating budget does not include expenditures from grants, revolving funds, or other non-appropriated revenue sources.

Appendix XIX

Facilities' Care and Maintenance Profile

We presently have nearly one million square feet of facilities space in the school system. Each facility is listed below:

<u>Facility</u>	<u>Sq. Ft.</u>		<u>Facility</u>	<u>Sq. Ft.</u>
Nabnasset	53,000		Blanchard	112,000
Robinson	57,000		Stony Brook	123,000
Miller	80,000		Westford Academy	297,000
Abbot	63,000		Millennium	32,000
Day	59,000			
Crisafulli	77,000			

These facilities have been maintained and repaired by an in-house staff of custodial and maintenance personnel and, in spite of having made significant personnel and supply reductions to this function, we have proudly developed a reputation of having among the cleanest, most well maintained school facilities in the region.

The National Association of Physical Plant Administrators has published a "Custodial Staffing Guidelines for Education Facilities" based on research over a number of years. This document suggest that in order to responsibly clean educational facilities, school systems should hire 1.0 FTE custodian for every 25,000 square feet of facilities' space. Our school system's staff ratios are currently as follows:

<u>Facility</u>	<u>Sq. Ft.</u>	<u>Night Custodian</u>	<u>Sq. Ft./ Custodian</u>
Nabnasset	53,000	1.5	35,333
Robinson	57,000	1.5	38,000
Miller	80,000	2.5	32,000
Abbot	63,000	1.5	42,000
Day	59,000	1.5	39,333
Crisafulli	77,000	2.0	38,500
Blanchard	112,000	2.75	40,727
Stony Brook	123,000	2.75	44,727
Westford Academy	297,000	6.5	45,692
Millennium	32,000	.75	42,667

As you can see from the above ratios, none of our schools have a level of custodial staffing that meets the one custodian for every 25,000 square feet. However, we have invested in a limited amount of automated cleaning equipment which has enhanced the cleaning capabilities of our staff.

Our facilities are maintained by 6.0 FTE maintenance staff in the following trades:

Facilities Director	1.0 FTE
Licensed Plumber	1.0 FTE
Licensed Electrician	1.0 FTE
Licensed Carpenter	1.0 FTE
Licensed Grounds Maintenance	1.0 FTE
Licensed HVAC Mechanic	1.0 FTE

The APPA guidelines suggest that educational facilities should have 1.0 FTE maintenance staff members per 50,000 square feet of facilities. Personally, I feel a ratio of 1.0 FTE staff per 75,000 square feet is more realistic. Based on our staffing and facilities space, we have a ratio of 1.0 FTE maintenance staff per 158,833 square feet.