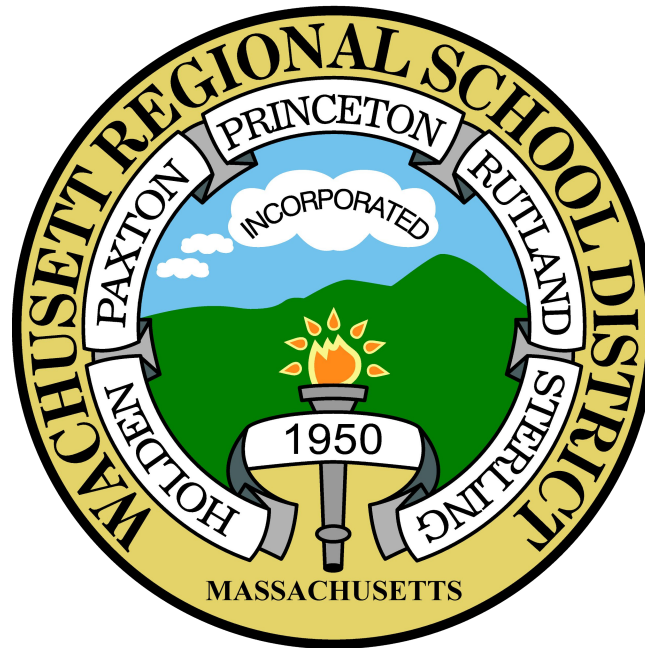


Wachusett Regional School District



FY19 Budget Presentation - Holden
February 22, 2018

MISSION STATEMENT

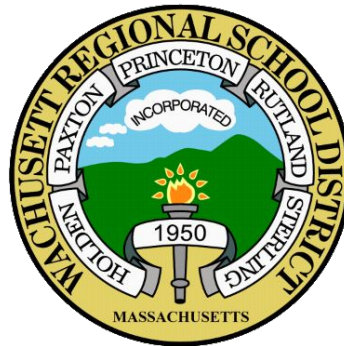
The WRSD seeks to ensure meaningful student growth and promote social emotional well-being in a safe and nurturing environment. We will integrate the talent, experience, and knowledge of all members of our community to develop lifelong learners, equipped to think critically in an ever-changing, global society.

STRATEGIC PLAN



- FY18 Budget Revisions
- Enrollment & Per Pupil Expenditure
- FY19 Salaries & Benefits
- FY19 Instruction & Operations
- FY19 Fixed Costs
- FY19 Total Budget
- Budget Calendar

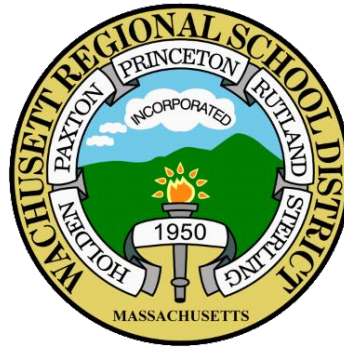
FY18 Budget Revisions



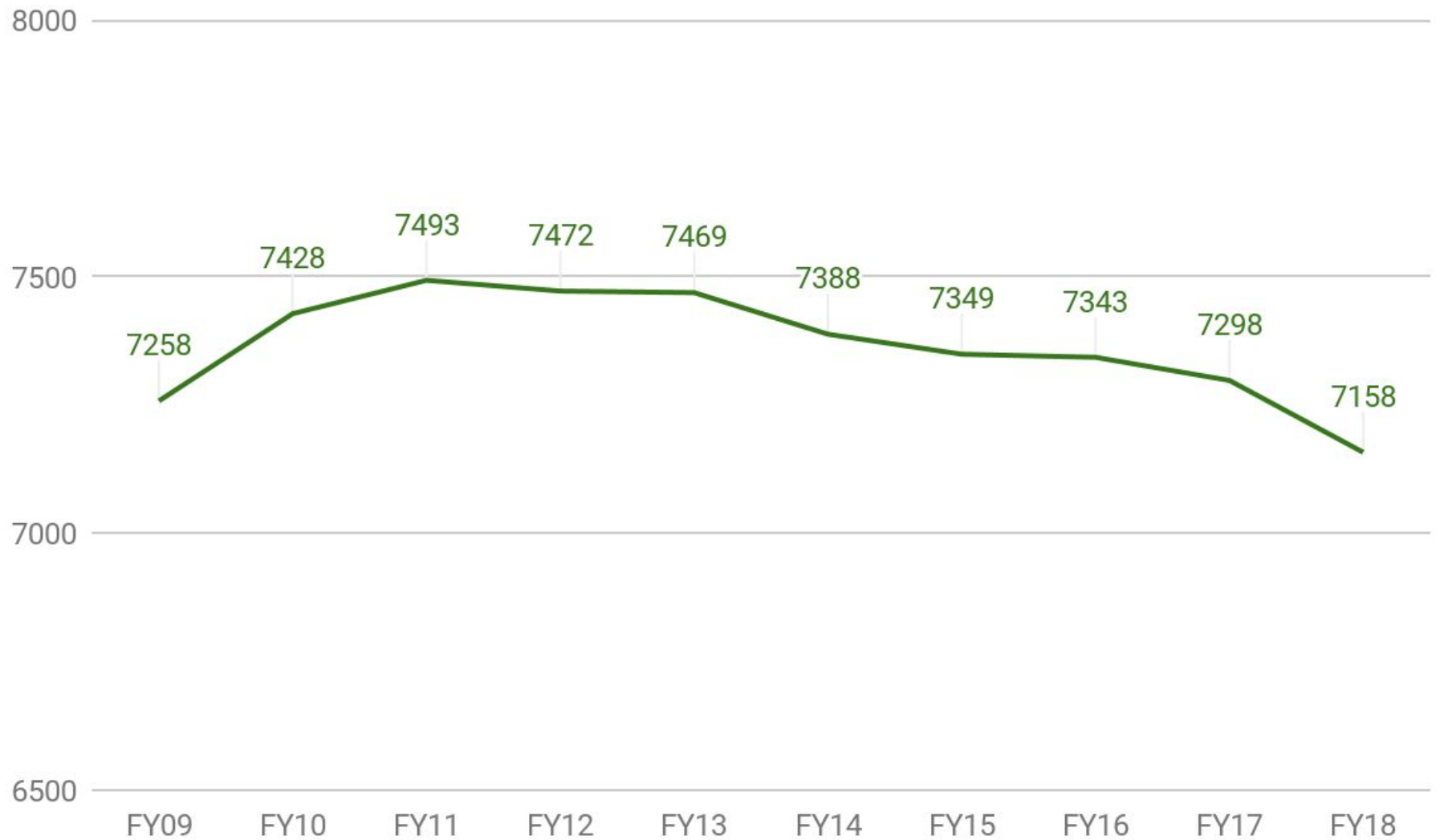
FY18 EXPENDITURE BUDGET

Appropriation	Approved Budget 6/12/17	Approved Adjustments 2/12/18	Revised Budget 2/12/18
Salaries & Stipends	\$57,377,745	(\$229,851)	\$57,147,894
Benefits & Insurance	\$14,770,719	(\$301,136)	\$14,469,583
Instructional Support	\$2,622,289	\$69,193	\$2,691,482
Operations/Maintenance	\$3,400,962	(\$74,973)	\$3,325,989
Pupil Services	\$49,615	\$5,780	\$55,395
Special Ed Tuitions	\$2,077,428	\$459,702	\$2,537,130
Other Operating Costs	\$1,152,873	\$0	\$1,152,873
Transportation	\$6,415,854	\$71,285	\$6,487,139
Debt Service	\$2,510,894	\$0	\$2,510,894
Total General Fund	\$90,378,379	\$0	\$90,378,379

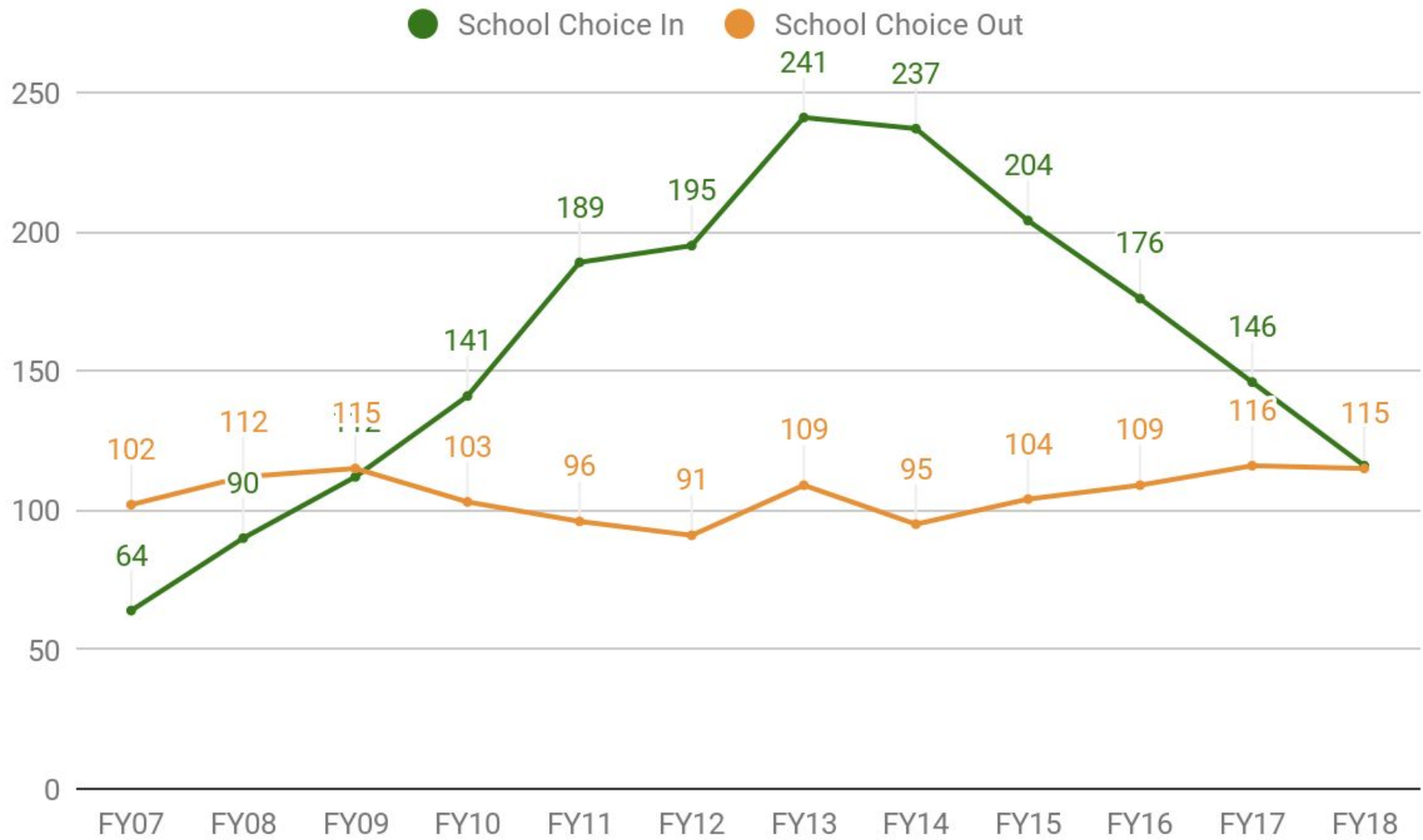
Enrollment & Per Pupil Expenditure



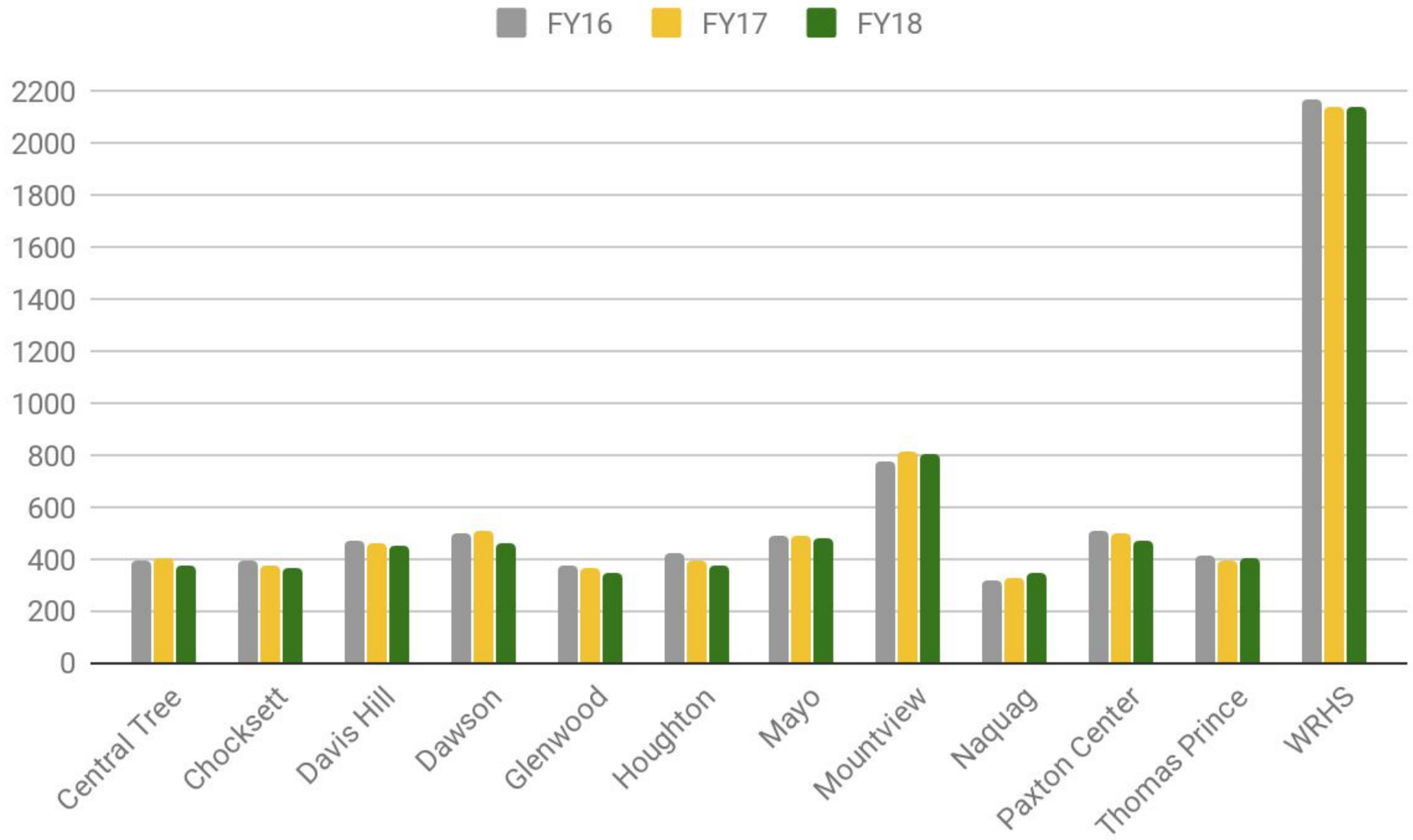
HISTORICAL DISTRICT ENROLLMENT



HISTORICAL SCHOOL CHOICE ENROLLMENT

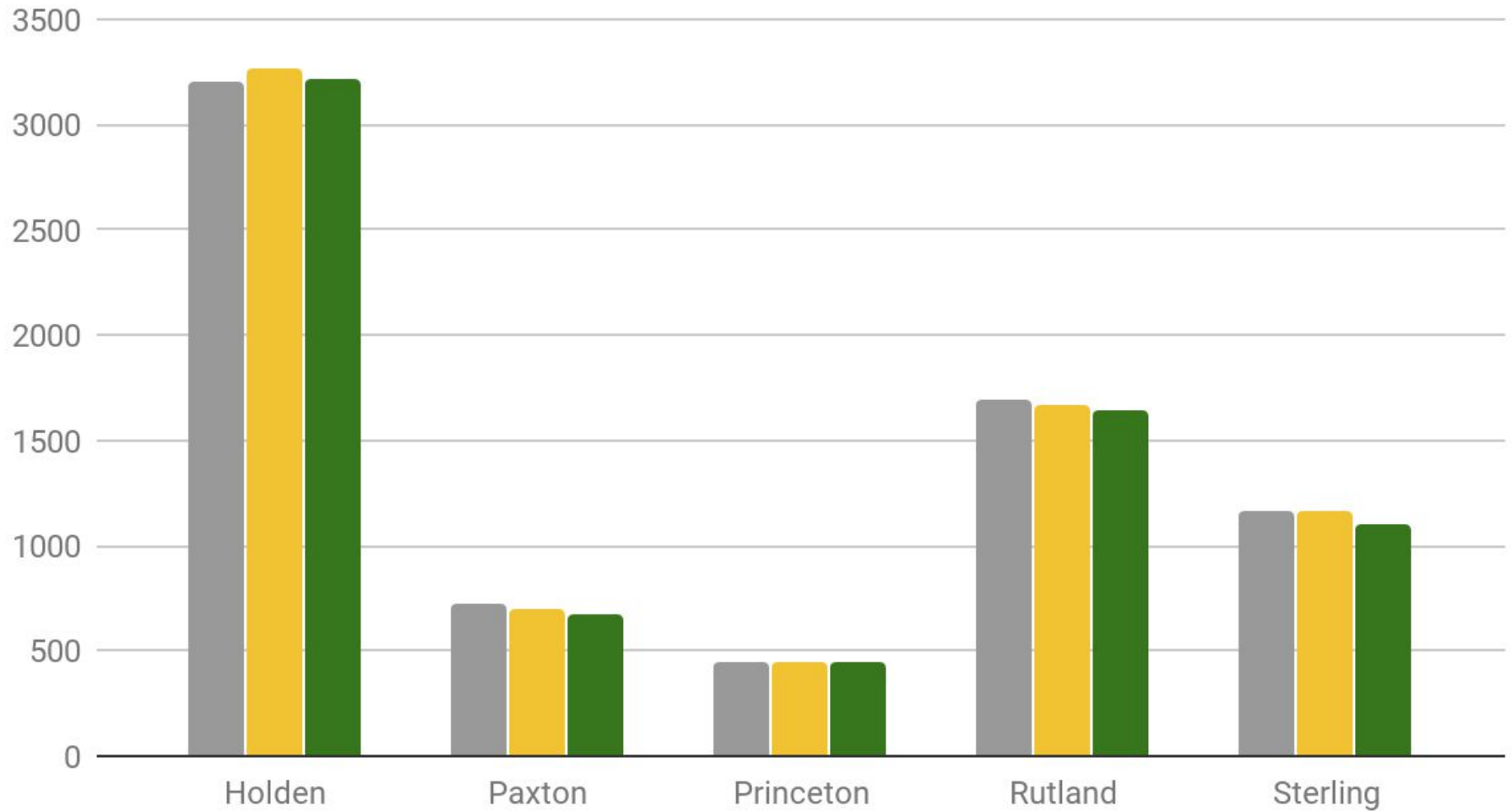


ENROLLMENT BY SCHOOL



ENROLLMENT BY TOWN

FY16 FY17 FY18



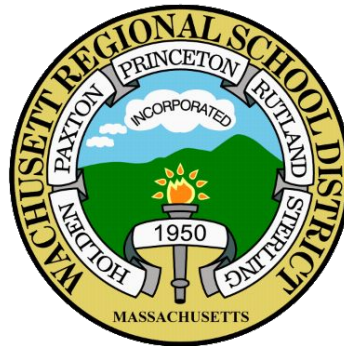
DISTRICT ENROLLMENT SHARE

Overall District	FY 2018		FY 2019		Difference +/-(-)	
Town	Count	Percentage	Count	Percentage	Count	Percentage
Holden	3,261	44.94%	3,219	45.40%	-42	0.46%
Paxton	704	9.70%	677	9.55%	-27	-0.15%
Princeton	451	6.21%	442	6.23%	-9	0.02%
Rutland	1,673	23.05%	1,647	23.23%	-26	0.17%
Sterling	1,168	16.09%	1,106	15.60%	-62	-0.50%
Total	7,257	100.00%	7,091	100.00%	-166	0.00%

HIGH SCHOOL ENROLLMENT SHARE

High School	FY 2018		FY 2019		Difference +/-(-)	
Town	Count	Percentage	Count	Percentage	Count	Percentage
Holden	904	40.98%	915	42.84%	11	1.86%
Paxton	230	10.43%	214	10.02%	-16	-0.41%
Princeton	154	6.98%	152	7.12%	-2	0.14%
Rutland	547	24.80%	528	24.72%	-19	-0.08%
Sterling	371	16.82%	327	15.31%	-44	-1.51%
Total	2,206	100.00%	2,136	100.00%	-70	0.00%

FY 2019 Budget



BUDGET PRIORITIES

- **Domain 2**

- Early Literacy Program Adoption/Early Literacy Director
- Science/Engineering Materials

- **Domain 3**

- English Language Learner (ELL) Teacher
- Technology (HS 1:1 for Gr. 9 and Technology Integration Specialist)
- Textbook/Program Adoption
- Special Education Programs

- **Domain 4**

- PD funds focused on supporting strategic initiatives

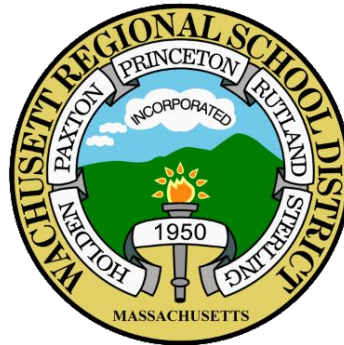
- **Domain 5**

- Director of Guidance and SEL (K-12)
- Middle and High School Counseling

BUDGET BREAKDOWN BY APPROPRIATION

Appropriation	FY 2018 Approved Budget 6/12/17	Percent of Budget	FY 2019 Proposed Budget 2/12/18	Percent of Budget
Salaries & Stipends	\$57,377,745	63.5%	\$59,582,718	63.2%
Benefits & Insurance	\$14,770,719	16.3%	\$14,566,115	15.5%
Instructional Support	\$2,622,289	2.9%	\$3,089,977	3.3%
Operations/Maintenance	\$3,400,962	3.8%	\$3,474,472	3.7%
Pupil Services	\$49,615	0.1%	\$63,035	0.1%
Special Ed Tuitions	\$2,077,428	2.3%	\$2,913,244	3.1%
Other Operating Costs	\$1,152,873	1.3%	\$1,205,101	1.3%
Transportation	\$6,415,854	7.1%	\$6,840,933	7.3%
Debt Service	\$2,510,894	2.8%	\$2,473,856	2.6%
Total General Fund	\$90,378,379	100.0%	\$94,209,452	100.0%

FY 2019 Salaries & Benefits



SALARIES, STIPENDS & SUBSTITUTES

- Potential New Positions related to:
 - Domain 2 - Aligned Curriculum
 - Domain 3 - Effective Instruction
 - Domain 5 - Social and Emotional Learning
- Instructional Positions - ELL Teacher, Tech Integration Specialist, MS Counselor, HS Adjustment Counselor, Language Based Classroom
- Administrative Positions - Dir of Guidance SEL, Director of Literacy
- Support Positions - Paraprofessionals

Group	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/- LY	% Diff
Instruction	\$48,349,901	\$50,474,587	\$2,124,687	4.39%
Administration	\$1,952,318	\$2,097,318	\$145,000	7.43%
Support	\$6,845,675	\$7,010,813	\$165,138	2.41%
Total	\$57,147,894	\$59,582,718	\$2,434,825	4.26%
\$ Diff - Prior Year	\$1,266,416	\$2,434,825		
% Diff - Prior Year	2.27%	4.26%		

BENEFITS & INSURANCE

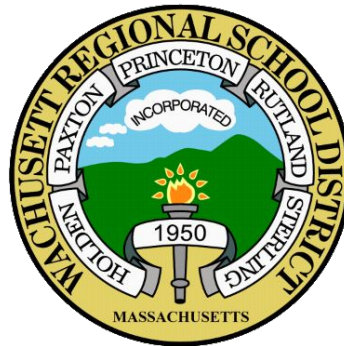
- Health Insurance Active - increased enrollments, net of chargebacks
- Health Insurance Retired - decreased enrollments
- Other Insurances - Medicare, Unemployment, General Liability, etc.
- Other Benefits Retired - Worcester Regional Retirement System

Group	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/-(-) LY	% Diff
Health Insurance Active	\$8,561,810	\$8,654,532	\$92,722	1.08%
Health Insurance Retired	\$2,544,165	\$2,470,184	(\$73,982)	-2.91%
Other Insurance & Benefits	\$1,653,908	\$1,612,532	(\$41,376)	-2.50%
Other Benefits Retired	\$1,709,701	\$1,828,867	\$119,166	6.97%
Total	\$14,469,583	\$14,566,115	\$96,531	0.67%
\$ Diff - Prior Year	\$1,353,408	\$96,531		
% Diff - Prior Year	10.32%	0.67%		

TOTAL SALARIES AND BENEFITS

Group	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/- LY	% Diff
Salaries & Stipends	\$57,147,894	\$59,582,718	\$2,434,825	4.26%
Benefits & Insurance	\$14,469,583	\$14,566,115	\$96,532	0.67%
Total	\$71,617,477	\$74,148,833	\$2,531,356	3.53%
\$ Diff - Prior Year	\$2,619,824	\$2,531,356		
% Diff - Prior Year	3.80%	3.53%		

FY 2019 Instruction & Operations



INSTRUCTIONAL SUPPORT STRATEGIC PLAN FOCUS

- **Domain 2**
 - Early Literacy Program Adoption
 - Science/Engineering Materials
- **Domain 3**
 - Technology (High School 1:1 for Grade 9, Staff Chromebooks and software)
 - Textbook/Program Adoption (multiple subjects, PreK-12)
 - Special Education Programs
 - Multi-year Early Literacy Program Adoption
- **Domain 4**
 - Focused Professional Development (integrating technology, effective instructional practices and strategies, meeting the social/emotional needs of students)
- **Domain 5**
 - Support for Guidance and Adjustment Counselors

INSTRUCTIONAL SUPPORT

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/-(-) LY	% Diff
Administration	\$204,909	\$207,671	\$2,763	1.35%
Contracted Services	\$605,533	\$678,485	\$72,953	12.05%
Technology	\$443,958	\$527,730	\$83,772	18.87%
Instructional Materials	\$877,841	\$1,080,754	\$202,913	23.11%
Prof. Development	\$139,005	\$139,005	\$0	0.00%
Network & Telephone	\$151,465	\$155,252	\$3,787	2.50%
Print Management	\$268,771	\$301,079	\$32,308	12.02%
Total	\$2,691,482	\$3,089,977	\$398,495	14.81%
\$ Diff - Prior Year	\$379,434	\$398,495		
% Diff - Prior Year	16.41%	14.81%		

OPERATIONS AND MAINTENANCE

- Custodial - purchase ahead
- Maintenance - continue minor and major repairs
- Grounds - increased costs Town Maintenance Agreements
- Utilities - first full year receiving net metering credits

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/-(-) LY	% Diff
Custodial	\$141,512	\$175,342	\$33,830	23.91%
Maintenance	\$670,866	\$670,866	\$0	0.00%
Grounds	\$466,768	\$474,843	\$8,075	1.73%
Utilities	\$2,046,843	\$2,153,421	\$106,578	5.21%
Total	\$3,325,989	\$3,474,472	\$148,483	4.46%
\$ Diff - Prior Year	-\$96,322	\$148,483		
% Diff - Prior Year	-2.81%	4.46%		

PUPIL SERVICES

- Athletics - Most charges redirected to athletic revolving fund with the exception of stipends
- Health Office - increasing supply budgets

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/- LY	% Diff
Athletics	\$0	\$0	\$0	0.00%
Health Office	\$42,269	\$49,823	\$7,554	17.87%
Districtwide Charges	\$8,612	\$8,698	\$86	1.00%
Student Activity	\$4,514	\$4,514	\$0	0.00%
Total	\$55,395	\$63,035	\$7,640	13.79%
\$ Diff - Prior Year	-\$18,976	\$7,640		
% Diff - Prior Year	-25.52%	13.79%		

SPECIAL EDUCATION TUITIONS

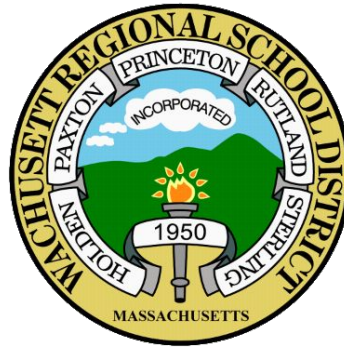
- Tuition charges for out-of-district placements in specialized programs
- Tuition amounts “net” of chargebacks to Circuit Breaker and IDEA Grant which are both projected to be lower
- SPED Tuition budget contingency increased

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/-(-) LY	% Diff
Tuition Public	\$1,092,714	\$1,203,869	\$111,155	10.17%
Tuition Private	\$1,283,839	\$1,437,412	\$153,573	11.96%
Tuition Collaborative	\$160,577	\$271,963	\$111,386	69.37%
Total	\$2,537,130	\$2,913,244	\$376,114	14.82%
\$ Diff - Prior Year	\$429,282	\$376,114		
% Diff - Prior Year	20.37%	14.82%		

TOTAL INSTRUCTION & OPERATIONS

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/-(-) LY	% Diff
Instructional Support	\$2,691,482	\$3,089,977	\$398,495	14.81%
Operations Maintenance	\$3,325,989	\$3,474,472	\$148,483	4.46%
Pupil Services	\$55,395	\$63,035	\$7,640	13.79%
SPED Tuition	\$2,537,130	\$2,913,244	\$376,114	14.82%
Total	\$8,609,996	\$9,540,728	\$930,732	10.81%
\$ Diff - Prior Year	\$160,337	\$930,732		
% Diff - Prior Year	1.95%	10.81%		

FY 2019 Fixed Costs



OTHER OPERATING COSTS

- Fixed Costs - annual rental of \$1 from each Town
- School Choice and Charter School - reflect most recent tuition-out charges per DESE and DOR/DLS Cherry Sheet
- Recovery School - provides assistance to resident students

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/- LY	% Diff
Fixed Costs	\$5	\$5	\$0	0.00%
School Choice	\$664,438	\$654,287	(\$10,151)	-1.53%
Charter School	\$465,039	\$527,418	\$62,379	13.41%
Recovery School	\$23,391	\$23,391	\$0	0.00%
Total	\$1,152,873	\$1,205,101	\$52,228	4.53%
\$ Diff - Prior Year	\$36,406	\$52,228		
% Diff - Prior Year	3.36%	4.53%		

TRANSPORTATION

- Regular Ed Transportation - final year contract increase of 5.19%
- Special Ed In-District - no rate increase, additional routes
- Out of District - rates out to bid, new routes under development

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/-(-) LY	% Diff
Regular Ed	\$3,748,425	\$3,906,929	\$158,504	4.23%
Special Ed	\$2,738,713	\$2,934,004	\$195,291	7.13%
Total	\$6,487,139	\$6,840,933	\$353,794	5.45%
\$ Diff - Prior Year	\$186,221	\$353,794		
% Diff - Prior Year	2.96%	5.45%		

DEBT SERVICE

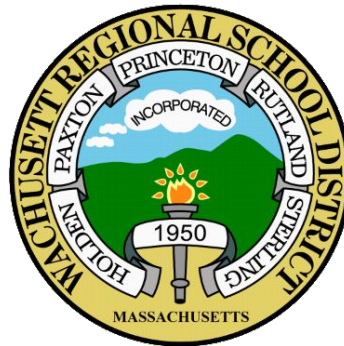
- Principal Payment - increased as the result of refinancing two high school bonds; higher principal quicker pay-off
- Interest Payment - decreased cost of interest on refinanced bonds
- Potential Savings - another bond can be refinanced in August 2018; savings to go directly back to the Towns and the taxpayers

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/- LY	% Diff
Principal Payment	\$1,860,000	\$1,895,000	\$35,000	1.88%
Interest Payment	\$650,894	\$578,856	(\$72,038)	-11.07%
Total	\$2,510,894	\$2,473,856	(\$37,038)	-1.48%
\$ Diff - Prior Year	(\$40,162)	(\$37,038)		
% Diff - Prior Year	-1.57%	-1.48%		

TOTAL FIXED COSTS

Description	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/-(-) LY	% Diff
Other Operating Costs	\$1,152,873	\$1,205,101	\$52,228	4.53%
Transportation	\$6,487,139	\$6,840,933	\$353,794	5.45%
Debt Service	\$2,510,894	\$2,473,856	(\$37,038)	-1.48%
Total	\$10,150,906	\$10,519,890	\$368,985	3.63%
\$ Diff - Prior Year	\$214,368	\$368,985		
% Diff - Prior Year	2.16%	3.63%		

FY 2019 Total Expenditures



TOTAL EXPENDITURES

Budget Area	FY18 Revised Budget	FY19 Proposed Budget	\$ Diff +/-(-)	% Diff +/-(-)
Salaries & Benefits	\$72,148,464	\$74,148,833	\$2,000,369	2.77%
Instruction & Operations	\$8,150,293	\$9,540,728	\$1,390,435	17.06%
Fixed Costs	\$10,079,620	\$10,519,890	\$440,270	4.37%
Total	\$90,378,378	\$94,209,452	\$3,831,072	4.24%
Dollar Difference Prior Year		\$3,831,072		
Percent Difference Prior Year		4.24%		

BUDGET BREAKDOWN BY APPROPRIATION

Appropriation	FY18 Revised Budget 2/12/18	Percent of Budget	FY19 Proposed Budget 2/12/18	Percent of Budget
Salaries & Stipends	\$57,147,894	63.2%	\$59,582,718	63.2%
Benefits & Insurance	\$14,469,583	16.0%	\$14,566,115	15.5%
Instructional Support	\$2,691,482	3.0%	\$3,089,977	3.3%
Operations/Maintenance	\$3,325,989	3.7%	\$3,474,472	3.7%
Pupil Services	\$55,395	0.1%	\$63,035	0.1%
Special Ed Tuitions	\$2,537,130	2.8%	\$2,913,244	3.1%
Other Operating Costs	\$1,152,873	1.3%	\$1,205,101	1.3%
Transportation	\$6,487,139	7.2%	\$6,840,933	7.3%
Debt Service	\$2,510,894	2.8%	\$2,473,856	2.6%
Total General Fund	\$90,378,379	100.0%	\$94,209,452	100.0%

REVENUE BUDGET BY SOURCE

Revenue Source	FY18 Approved Budget	FY19 Proposed Budget	\$Diff +/-	% Diff +/-
Holden Total	\$26,188,811	\$28,087,047	\$1,898,236	7.25%
Paxton Total	\$5,998,794	\$6,313,461	\$314,667	5.25%
Princeton Total	\$4,670,357	\$4,863,870	\$193,513	4.14%
Rutland Total	\$11,507,875	\$12,062,627	\$554,752	4.82%
Sterling Total	\$11,242,418	\$11,343,738	\$101,320	0.90%
Total Towns	\$59,608,255	\$62,670,743	\$3,062,488	5.14%
Total State Aid	\$29,257,627	\$29,949,185	\$691,558	2.36%
Total Local Revenues	\$1,512,498	\$1,589,523	\$77,025	5.09%
Total Revenue	\$90,378,378	\$94,209,452	\$3,831,072	4.24%

KEY DATES

- Governor's Budget - January 24, 2018
- Annual Budget Hearing - February 12, 2018
- Meetings with town officials - February/March
- School Committee budget approval - March 12, 2018
- Town Meetings:
 - Holden - Monday, May 21, 2018
 - Paxton - Monday, May 7, 2018
 - Princeton - Tuesday, May 15, 2018
 - Rutland - Saturday, May 12, 2018
 - Sterling - Monday, May 7, 2018

Thank You

