



Watertown Public Schools Fiscal Year 2018 Preliminary Budget

Presentation to
The Budget and Finance Subcommittee of the
Watertown School Committee

FY'18 Budget Priorities

Don't tell me what you value,
show me your budget and I'll tell
you what you value.

Joe Biden

Laying a Foundation for Growth: FY'18 Budget Priorities and Values

- Enhance Teaching and Learning & Closing the Achievement Gap
 - Site based professional develop and support for classroom teachers
 - Providing literacy and math data in “user friendly” manner for teachers and principals to inform instruction and drive improvement
 - Math
 - Literacy
 - Special Education
 - ELL
 - Science
 - Technology, STEAM
 - FLES
 - Fine and Performing Arts

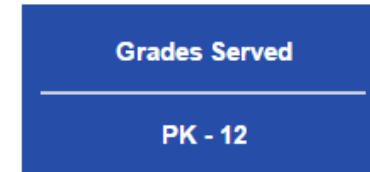
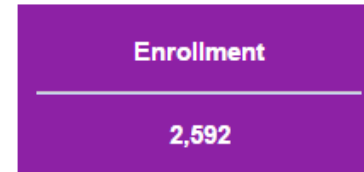
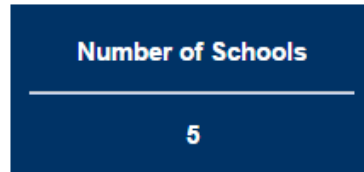
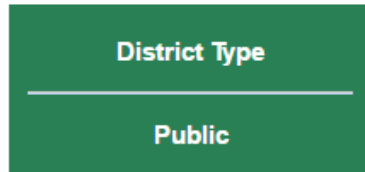
FY'18 Budget Priorities and Values

- Social Emotional Learning
- Community Engagement
- Facilities and Infrastructure

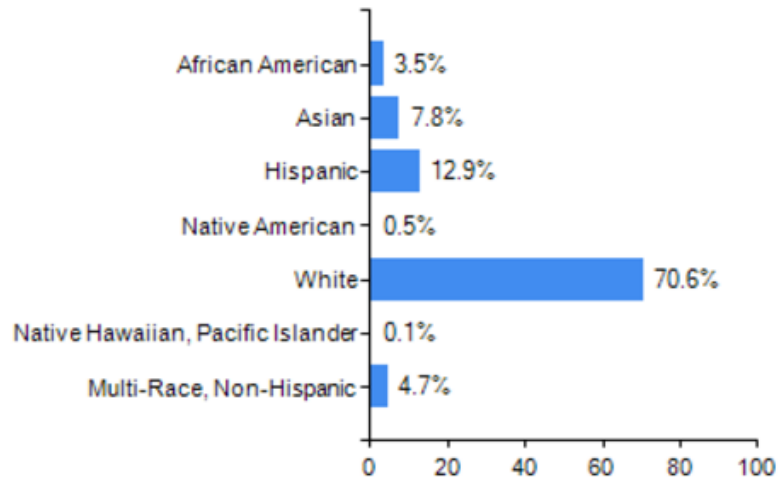
FY'18 District Budget Drivers

- Maintain class size commitments
- Adjust staffing to accommodate enrollment shifts
- Meet all collective bargaining obligations
 - Unit A: 2.0% in FY18 and FY19
- Expand and ensure cohesive professional development offerings
- Enhance special education programming and ensure continuity
- Address Social and Emotional Learning needs of all students
- Provide appropriate supports for technology shifts
 - MCAS 2.0
 - 1:1 Initiative
 - Professional development
- Provide appropriate supports to new leadership team

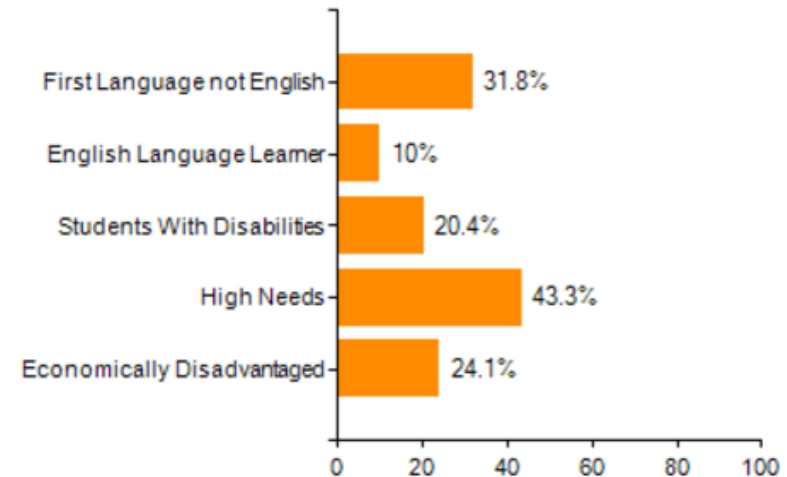
District Overview – SY'2016-17



Student Race and Ethnicity



Selected Populations



Source: Massachusetts Department of Elementary and Secondary Education

District Overview – SY'16-17

School And District Accountability



How is this district doing overall?

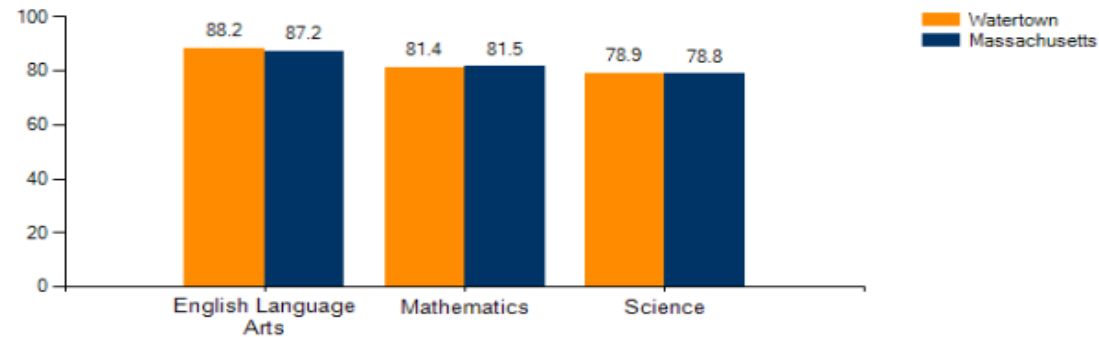
One or more schools in the district classified into Level 2

Most schools are assigned a level from 1-5, with those meeting their proficiency gap-narrowing goals in Level 1 and the lowest performing in Levels 4 and 5. A district is typically assigned a level based on the level of its lowest performing school. Placing schools and districts into levels helps districts know which schools need more support, and helps the state know which districts need the most assistance. More information is available here: <http://www.mass.gov/ese/accounability>.

Student Achievement

The transitional [Composite Performance Index \(CPI\)](#) is a number from 1-100 that represents the extent to which students have attained or are progressing toward proficiency in a given subject. Students who demonstrate proficiency on MCAS and/or PARCC tests, and students with severe cognitive disabilities who score at the Progressing level on the MCAS-Alternate assessment, receive 100 CPI points. Our district's transitional CPIs for 2016 are below.

Composite Performance Index

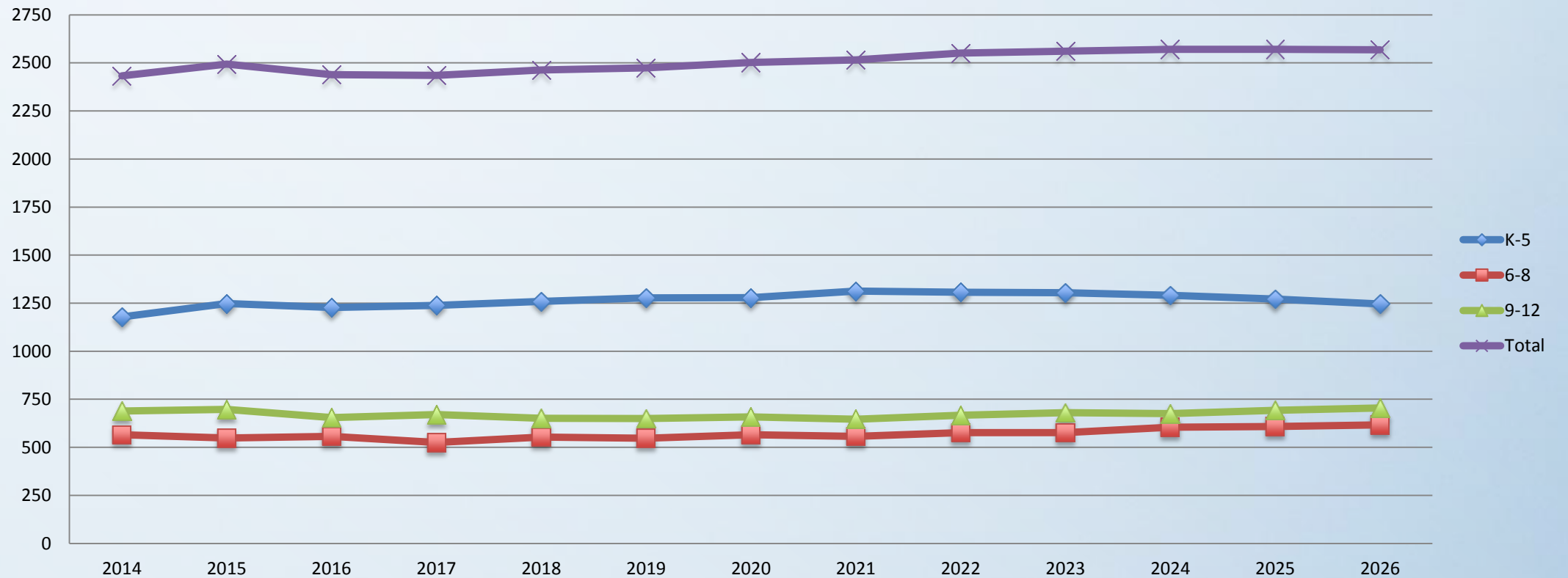


	English Language Arts (CPI)	Mathematics (CPI)	Science (CPI)
Watertown	88.2	81.4	78.9
Massachusetts	87.2	81.5	78.8

Notes: Enrollment data are reported for the 2016–2017 school year. Accountability and assessment data are reported for the 2015–2016 school year.

Enrollment Projections

Enrollment
DecisionInsite, Jan. 2017



Source: DecisionInsite

Students Generated by Proposed Residential Developments

Grade	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
K	1	4	6	7	8	8	8	8	8	8
1	1	4	6	7	8	8	8	8	8	8
2	1	4	6	7	8	8	8	8	8	8
3	1	4	6	7	8	8	8	8	8	8
4	1	4	5	7	8	8	8	8	8	8
5	1	3	5	6	8	8	8	8	8	8
6	1	2	4	6	7	8	8	8	8	8
7	1	2	3	5	6	7	8	8	8	8
8	0	2	3	4	5	6	7	8	8	8
9	0	2	2	3	4	5	6	7	8	8
10	0	2	2	3	4	4	5	6	7	8
11	0	2	2	3	3	4	4	5	6	7
12	0	1	2	3	3	3	4	4	5	6
Elementary:	6	22	33	42	47	48	48	48	48	48
Middle:	2	6	10	14	18	20	22	23	24	24
High:	2	6	9	12	14	16	19	22	25	28
Aggregate Impact:	10	33	52	68	79	84	89	93	97	100
New Students Annually:		24	20	17	14	8	8	8	8	8

Source: DecisionInsite

Proposed Dwelling Units Closing by Oct of Year Indicated

Project Name	Type	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Riverpark Lofts	Multi-family	21	21	21	2	0	0	0	0	0	0
The Arsenal Project	Multi-family	0	65	163	111	111	0	0	0	0	0
The Gables	Multi-family	111	111	0	0	0	0	0	0	0	0
Union Market/Elan	Multi-family	27	157	49	49	0	0	0	0	0	0
Watermills	Multi-family	0	26	32	32	0	0	0	0	0	0
	Total:	159	380	265	194	111	0	0	0	0	0

Source: DecisionInsite

FY'18 Preliminary Budget Summary

<u>Expenditure Category</u>	<u>FY'2016 Actual Expended</u>	<u>FY'2017 Adopted Budget</u>	<u>FY'2018 Level Service Budget</u>	<u>% Chg ('17 to '18)</u>	<u>FY'2018 Preliminary Budget</u>	<u>% Chg ('17 to '18)</u>	<u>\$ Chg ('17 to '18)</u>
Salary and Other Compensation	32,087,798	34,890,743	37,729,145	8.1%	37,883,026	8.6%	2,992,283
Contract Services	1,411,625	1,563,769	1,460,735	-6.6%	1,351,714	-13.6%	(212,055)
Supplies & Materials	986,341	830,986	831,016	0.0%	1,058,516	27.4%	227,530
Other Expenses	6,965,461	6,291,502	10,010,382	59.1%	10,184,672	61.9%	3,893,170
Grants and Offsets			(4,716,882)		(4,716,882)		(4,716,882)
TOTAL	41,451,225	43,577,000	45,332,330	4.0%	45,751,858	5.0%	2,174,858

FY'18 Analysis of Non-Discretionary Expenditures

	FY'2017 Adopted Budget	FY'2018 Level Service Budget	% Chg ('17 to '18)	FY'2018 Preliminary Budget	% Chg ('17 to '18)	\$ Chg - Preliminary Over Level Service
	43,577,000	45,332,330	4.0%	45,751,858	5.0%	419,528
<u>Non-Discretionary Expenditures</u>						
<i>Special Education</i>						
Special Education Tuition and Transportation	2,826,693	6,539,010		6,804,293		265,283
Special Education Tuition and Transportation Offsets		(3,534,179)		(3,534,179)		-
<i>Subtotal - Special Education</i>	2,826,693	3,004,831	6.3%	3,270,114	15.7%	265,283
<i>Regular Education</i>						
Regular Day and Homeless Transportation	165,380	225,341		225,341		-
Regular Day and Homeless Transportation Offsets		(60,000)		(60,000)		-
Regular Day Vocational Tuition and Transportation	1,066,548	1,030,943		1,030,943		-
Regular Day Vocational Transportation Offsets		-		-		-
<i>Subtotal - Regular Education</i>	1,066,548	970,943	-9.0%	970,943	-9.0%	(95,605)
<u>Reductions to Offset Non-Discretionary Increases</u>						
Special Education Contract Services						(145,823)
Electricity Expense (Post-ESCO Actual Savings)						(23,855)
<i>Net to Budget</i>	3,893,241	3,975,774	2.1%	4,241,057	8.9%	0

Changes from Level Service to Preliminary Budget

	FTE Change	FY'2018 Preliminary Budget	Cumulative Change	<u>Explanatory Notes</u>
Priority 1 Additions within 5%			419,528	Beginning Available Balance
Elementary FLES Teacher	1.0	62,933	356,595	Allow for continued implementation of multi-year FLES Program
Elementary Math Specialist	1.0	62,933	293,662	Provide job-embedded support to ensure consistent, high quality math instruction
District Data and Assessment Specialist	1.0	80,000	213,662	Develop capacity and support improvements to data-informed instructional practices
Grade 11 Chromebooks		50,000	163,662	Allow for implementation of multi-year personalized device initiative
Elementary Literacy Instructional Materials and PD		69,716	93,946	Address achievement gap in ELA/Literacy
Music Teacher (WHS, Cunniff, Hosmer, Lowell)	1.0	62,933	31,013	Create FT positions in all schools allowing increased teaching time and improved scheduling
SUBTOTAL	4.0	388,515	(388,515)	

Reductions to Fund Additional Priorities

	<u>FTE Change</u>	<u>FY'2018 Prelimina ry Budget</u>	<u>Cumulativ e Change</u>	<u>Explanatory Notes</u>
Central Office Staffing Reduction	(1.0)	(57,000)	88,013	Elimination of Grant and Data Support Specialist position
Professional Staff Reduction (Enrollment Changes)	(2.1)	(100,000)	188,013	Predicated on currently anticipated enrollment shifts and reductions
Professional Staff Reduction (Program Changes/Restructuring)	(3.1)	(229,428)	417,441	Reduction in staffing for related services
Support Staff Reduction (Program Changes/Restructuring)	(11.9)	(238,000)	655,441	Restructuring to allow for more certified staff to support inclusion
Electricity and Natural Gas Reduction		(176,145)	831,586	Capturing known or anticipated post-ESCO energy savings
Miscellaneous Supply and Material Cuts		(29,641)	861,227	Reductions and reallocations of funding
SUBTOTALS	(18.1)	(830,214)	830,214	

Additional Priorities Funded through Reductions

	<u>FTE Change</u>	<u>FY'2018 Preliminary Budget</u>	<u>Cumulative Change</u>	<u>Explanatory Notes</u>
Elementary Special Education (ISP) Teacher	1.0	62,933	798,294	Teacher for new Integrated Support Program to support students with social emotional disabilities
Elementary Behavior Specialist	1.0	62,933	735,361	Provide behavioral support to students in new Integrated Support Program
High School Special Education Teacher	2.0	125,866	609,495	To allow for creation of dedicated inclusion teachers at WHS (currently there are none)
Middle School Special Education Teacher	1.0	62,933	546,562	To allow for a dedicated special education teacher for each cluster to enhance inclusion
Lowell Special Education Teacher	1.0	62,933	483,629	To expand inclusion model to all grade levels
High School Administration		10,476	473,153	To increase Dean of Students position to 220 days
Building Based Professional Development		76,439	396,713	Funds building based PD initiatives linked to SIP, team goals, or teacher goals
Districtwide Professional Development		34,290	362,423	Funds district PD initiatives linked to goals; Ensure 1:1 mentors for first year teachers
Grade 12 Chromebooks		50,000	312,423	Allow for implementation of multi-year personalized device initiative
Elementary and Secondary Math Instructional Materials		26,745	285,678	Address achievement gap in Math and continue implementation of Math In Focus
Instructional Software		38,622	247,056	Expiration of three year licenses requires renewal expense to be added in FY'18
Technology Infrastructure Upgrades		53,443	193,613	New access points, WMS Switch, Desktop Replacements
Middle School Grade 6 Chromebooks		50,000	143,613	Continue implementation of 1:1 Personalized Device Initiative in all secondary grades
High School Science Textbooks		35,835	107,778	New Texts for 9th Grade Honors Physics, Honors Biology, and AP Biology
High School Social Studies Textbooks		23,160	84,618	New Texts for 9th Grade US History and 9th Grade Honors US History
Districtwide Network Upgrades		13,235	71,383	Increased bandwidth, new network drops and network support services
Middle School Choral Accompanist		7,500	63,883	To ensure safe and productive learning environment for large chorus class size
Miscellaneous Instructional Materials and Supplies		37,865	26,018	Incremental supplies and materials across all grades and content areas
Miscellaneous Contract Services		26,018	0	Incremental repairs, maintenance, and other services across all grades and content areas
SUBTOTALS	6.0	861,226	(861,226)	

FY'18 Budget Requests Not in Preliminary Budget

	<u>FTE Change</u>	<u>FY'2018 Preliminary Budget</u>	<u>Explanatory Notes</u>
<u>Priority Level 2</u>			
High School Social Studies Teacher	0.8	50,346	Reduce class size and add sections of electives in Contemporary World History and Psychology
High School Fine & Performing Arts	0.4	25,173	To begin restoration of High School Drama Program
Lowell Regular Education Teacher	1.0	62,933	To lower class sizes at Grade 3 to improve inclusionary practice
Hosmer Regular Education Teacher	1.0	62,933	To restore cuts to allow lower class size for better inclusionary practice
Districtwide Technology Replacement		30,500	30 admin and instructional staff laptop replacements; 30 spare chrome books; 10 LCD projectors
Districtwide Funding for SEL Curriculum		20,000	Funds to purchase curriculum and implementation support for elementary SEL Program
Miscellaneous Instructional Materials and Supplies		59,566	Incremental supplies and materials across all grades and subject areas
Community Liaison Stipends		4,500	Stipend positions that provide outreach to local Portuguese, Spanish, and Pashtu families
SUBTOTAL - Priority 2	3.2	315,951	

FY'18 Budget Requests Not in Preliminary Budget

	<u>FTE Change</u>	<u>FY'2018 Preliminary Budget</u>	<u>Explanatory Notes</u>
<u>Priority Level 3</u>			
High School ELA Teacher	1.0	62,933	Support literacy goals; create equity in staffing; decrease class size; increase emphasis on writing
High School ELL Teacher	0.5	31,467	To reduce reliance on grant funding while maintaining position
High School Digital Learning Coach	1.0	62,933	To build capacity and support teachers in making effective use of technology tools
Middle School Digital Learning Coach	1.0	62,933	To build capacity and support teachers in making effective use of technology tools
Hosmer Regular Education Teacher	1.0	62,933	To restore cuts to allow lower class size for better inclusionary practice
Cunniff Art Teacher	0.4	25,173	To pilot the use of an arts integration specialist at the elementary level
Districtwide SEI Coach	0.5	31,467	To support teachers in delivering Sheltered English Immersion instruction
Classroom Instructional Technology		42,200	New Smartboards for Elementary Schools to increase use across all three schools
Miscellaneous Instructional Materials and Supplies		19,478	Incremental supplies and materials across all grades and content areas
Garden Coordinator - Additional Hours		7,000	Additional summer work to tend to school gardens
SUBTOTAL - Priority 3	5.4	408,516	

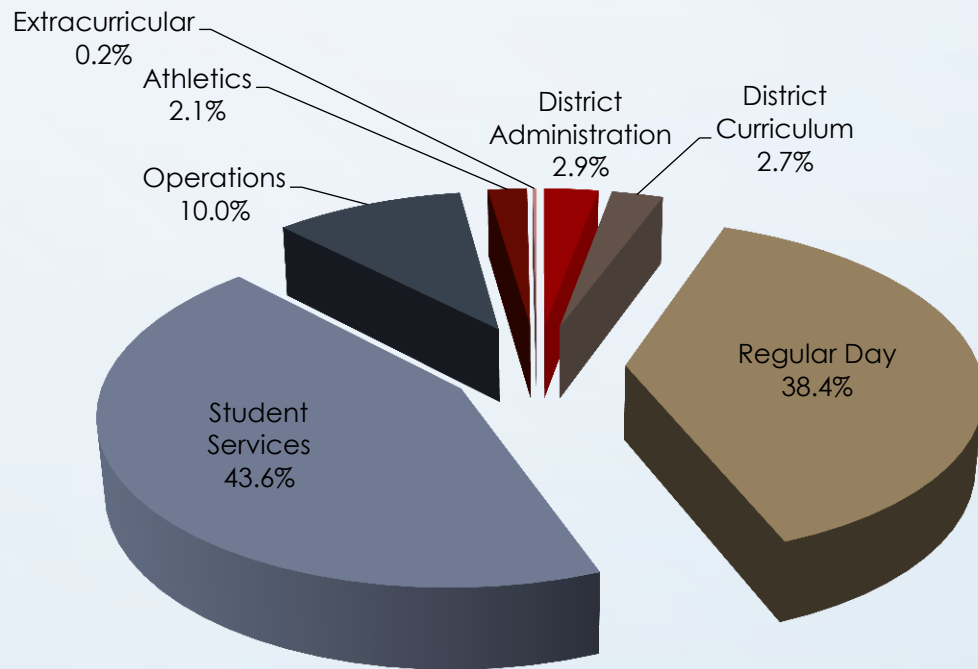
Summary of Budgetary Changes

	FY'17 Adopted Budget	FY'18 Level Service Budget	FY'18 Preliminary Budget	FY'18 Departmental Requests
Total Budget Amount	43,577,000	45,332,330	45,751,858	46,476,326
Percent Change (Column to Column)		4%	1%	1.6%
Dollar Change (Column to Column)		1,755,330	419,528	724,467
Cumulative Change		1,755,330	2,174,858	2,899,326

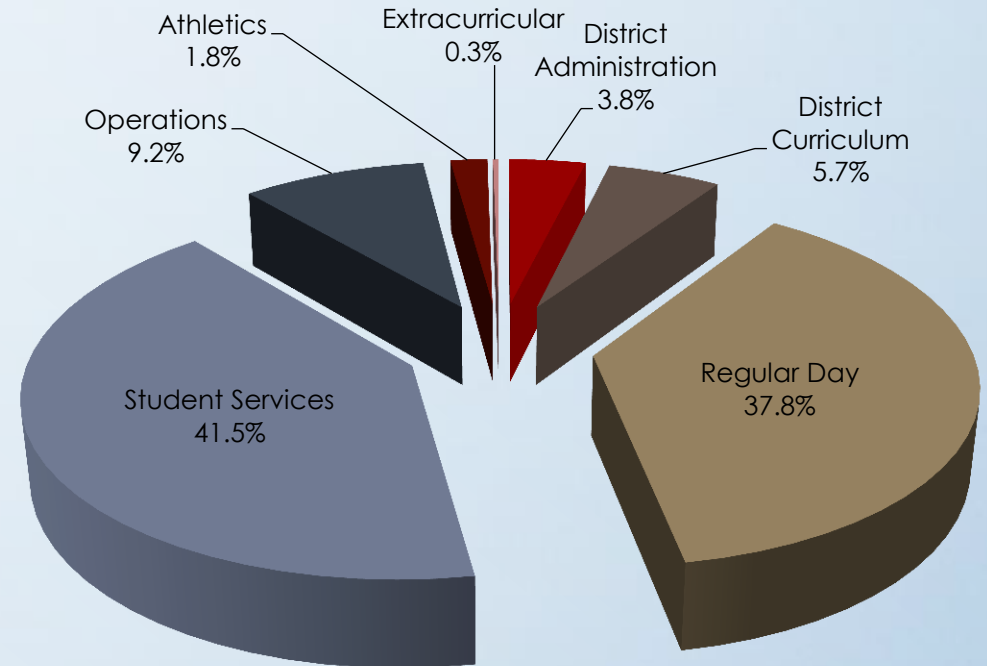
FY'18 Preliminary Budget by Cost Center

	FY2014	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2018	FY2018	%
	Actual	Actual	Actual	Actual	Current	Revised	Level Svc	Level Svc	Preliminary	Preliminary	Change
	Expended	Expended	FTE	Expended	FTE	Budget	FTE	Budget	FTE	Budget	(17 to 18)
SALARY	27,498,000	29,772,092	535.7	32,103,622	562.9	34,701,113	561.9	36,773,006	553.8	36,786,521	6.0%
District Administration	849,520	1,110,864	11.0	1,212,807	12.0	1,830,965	11.5	1,465,151	11.5	1,465,151	-20.0%
District Curriculum	790,625	1,070,722	19.0	1,482,106	22.0	1,955,966	22.0	2,255,995	23.0	2,302,403	17.7%
Regular Day	12,907,835	13,459,519	209.8	13,769,012	218.5	14,540,857	217.5	15,431,817	217.9	15,495,320	6.6%
Student Services	10,823,250	11,963,967	265.2	13,374,854	278.4	13,963,998	278.9	15,084,412	269.4	14,939,750	7.0%
Operations	1,579,456	1,561,536	29.3	1,645,940	30.0	1,764,858	30.0	1,901,738	30.0	1,901,738	7.8%
Athletics	493,562	521,758	1.4	527,993	2.0	567,598	2.0	543,734	2.0	584,500	3.0%
Extracurricular	53,752	83,727	-	90,910	-	76,871	-	90,158	-	97,658	27.0%
NON-SALARY	8,455,534	9,455,438	-	9,347,602	-	8,875,887	-	8,559,325	-	8,965,337	1.0%
District Administration	190,127	225,792	-	391,152	-	295,231	-	285,231	-	285,231	-3.4%
District Curriculum	196,637	144,250	-	383,139	-	394,388	-	315,249	-	293,452	-25.6%
Regular Day	914,856	1,384,505	-	1,598,694	-	1,414,843	-	1,349,449	-	1,776,321	25.5%
Student Services	4,853,392	5,164,370	-	3,789,628	-	3,729,974	-	3,891,383	-	4,026,933	8.0%
Operations	2,025,529	2,405,394	-	2,969,728	-	2,754,991	-	2,410,708	-	2,286,949	-17.0%
Athletics	255,368	113,100	-	193,131	-	254,010	-	274,854	-	260,801	2.7%
Extracurricular	19,625	18,027	-	22,130	-	32,450	-	32,450	-	35,650	9.9%
Grand Total	35,953,534	39,227,530	535.7	41,451,225	562.9	43,577,000	561.9	45,332,330	553.8	45,751,858	5.0%

Budget Allocation by Cost Center

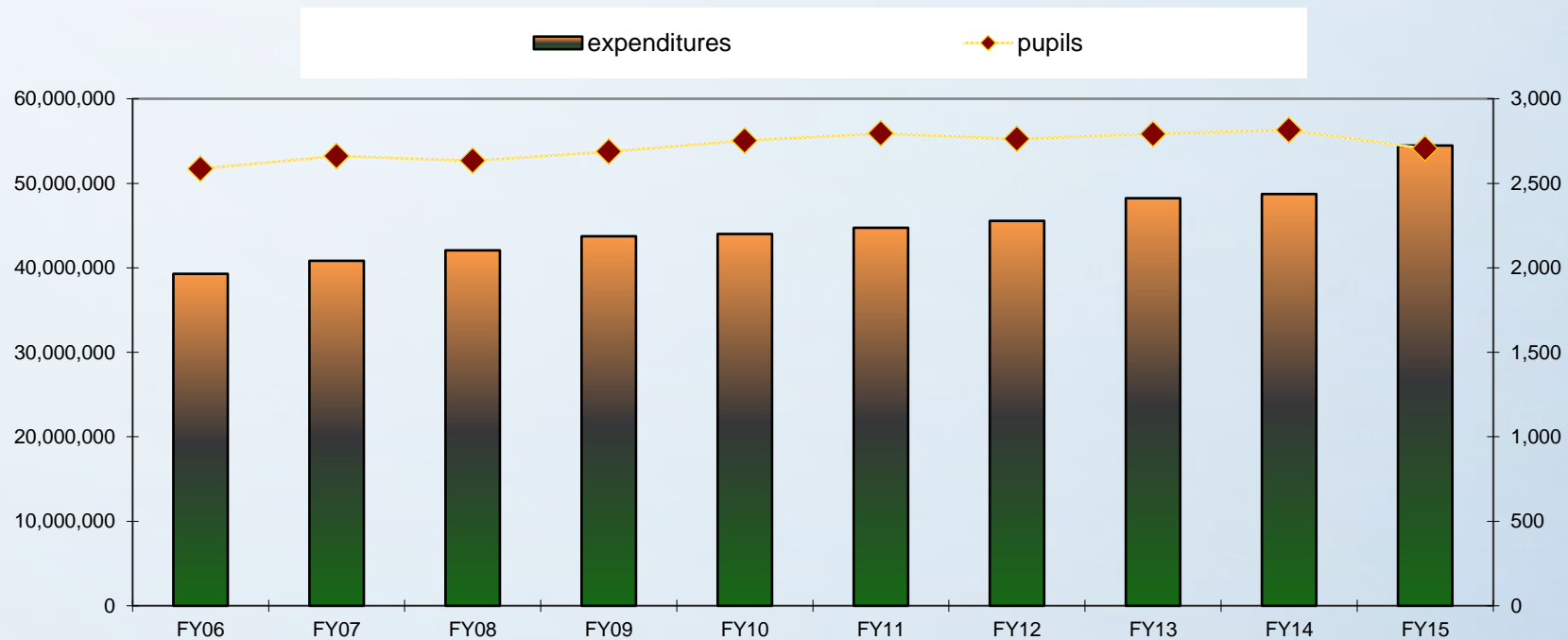


FY2014



FY2018

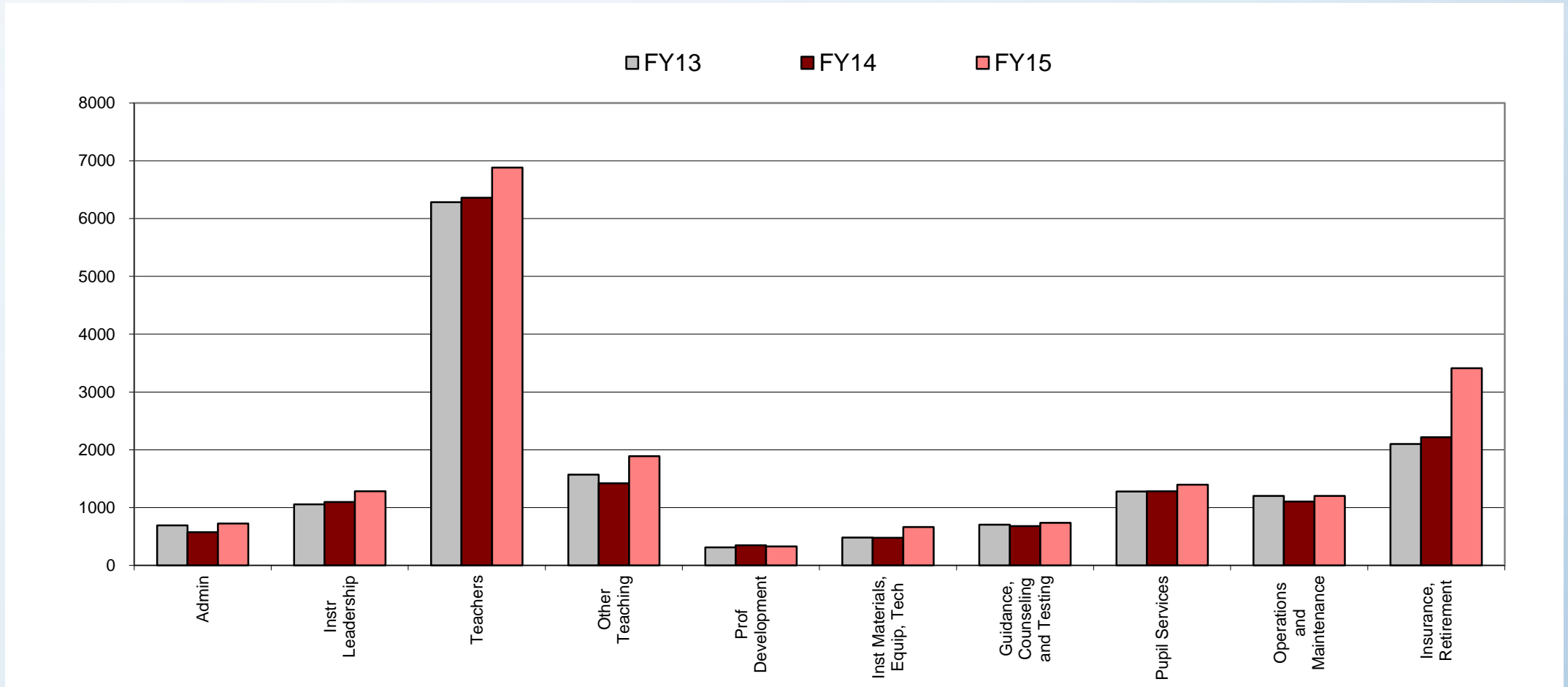
Trends in Enrollment and Expenditures



Source: Massachusetts Department of Elementary and Secondary Education

Per Pupil Spending by Function

FY'13 - FY'15



Source: Massachusetts Department of Elementary and Secondary Education

3/7/2017

FY'15 Per Pupil Spending Comparison

District	total pupils	admini- stration	instruc- tional leadership	classroom & specialist teachers	other teaching services	profes- sional dev- elopment	instructn'l materials, equip & tech	guidance, counseling & testing	pupil services	operations and maintenance	insurance, retirement & other	total expenditures per pupil
BEVERLY	4,675.6	557.53	619.26	4,876.62	1,082.51	86.96	271.48	384.20	1,009.82	861.44	2,471.10	13,188.37
BILLERICA	5,427.7	314.78	711.17	5,568.37	1,108.01	205.01	292.78	540.32	1,196.13	1,261.21	3,540.21	15,434.97
DANVERS	3,677.1	547.56	854.37	5,654.33	799.59	354.72	208.77	450.86	1,104.22	1,324.43	2,300.63	14,607.15
DEDHAM	2,834.7	834.06	936.53	6,403.26	1,420.07	218.57	434.09	540.71	1,266.99	1,387.28	2,977.87	17,779.60
FOXBOROUGH	2,804.0	823.15	1,014.56	6,161.81	904.59	242.89	248.87	521.81	1,298.44	1,242.78	2,248.30	15,206.93
GLOUCESTER	3,287.6	648.22	977.72	6,416.08	1,321.66	293.14	289.92	369.90	1,073.75	1,540.91	3,130.18	16,065.93
NORTH READING	2,586.1	488.59	797.57	5,520.84	1,145.14	233.26	277.12	304.89	1,124.47	1,096.45	2,419.98	14,137.48
NORWOOD	3,516.3	656.80	810.00	5,664.46	1,039.55	172.06	315.31	371.06	1,347.43	1,429.63	2,589.74	15,479.54
STONEHAM	2,437.5	394.57	978.14	5,423.03	1,138.26	131.52	340.19	477.56	945.14	1,199.46	2,748.71	14,939.72
WATERTOWN	2,706.0	725.00	1,280.93	6,883.82	1,891.19	327.66	662.42	734.01	1,397.47	1,202.03	3,410.90	20,134.03
WOBURN	4,896.7	282.12	864.17	5,591.40	1,103.70	94.25	409.39	401.04	1,294.98	1,313.66	3,097.06	15,158.26

Source: Massachusetts Department of Elementary and Secondary Education

District Administration

Major Functional Areas

- School Committee
 - Policy, Governance, Budget, Superintendent Supervision and Evaluation
- Superintendent
 - Implementation and administration of District Policies, Budget Oversight, Family and Community Engagement, Supervision and Evaluation of Principals and Central Office Administrators
- Business and Finance
 - Budget development, monitoring, and oversight; facilities; transportation; revenue management; accounts payable, receivable, and payroll; risk management and insurance
- Human Resources and Benefits
 - Personnel management, collective bargaining and contract compliance, employee evaluation and labor relations, unemployment, benefits administration
- Attendance and Parent Services
 - Student registration, placement, and assignment

District Administration

Budget Drivers

- Significant reduction in Salary Set Aside due to settlement of WEA Unit A Agreement and anticipated settlements of all other agreements
- Registrar position reduced from 1.0 FTE to 0.5 FTE
- Reduction in proportion of School Nutrition Director's salary charged to district budget from 1.0 to 0.5
- Increase in Business and Finance salary due to restructuring to Assistant Superintendent position

District Administration

Budget by Object

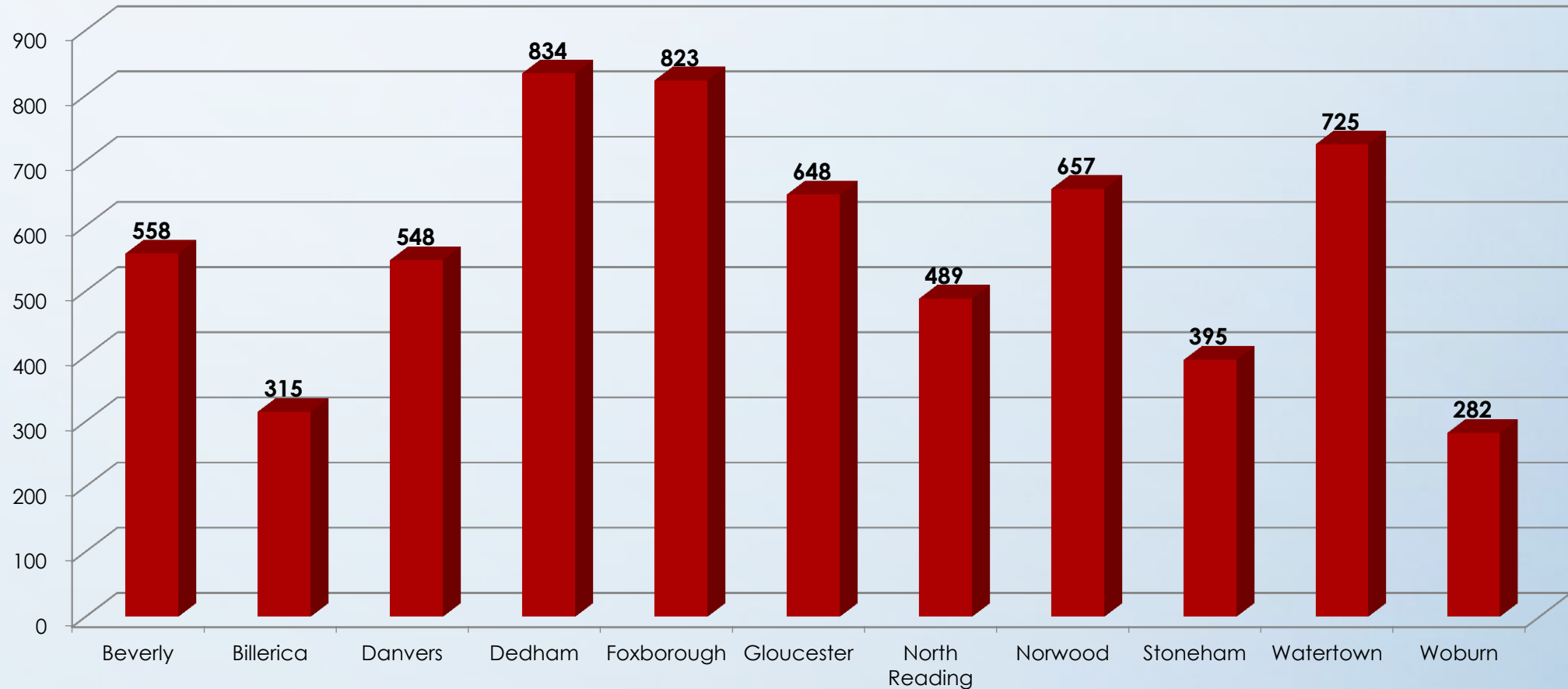
	FY2014	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2018	FY2018	%
	Actual	Actual	Actual	Actual	Current	Revised	Level Svc	Level Svc	Preliminary	Preliminary	Change
	Expended	Expended	FTE	Expended	FTE	Budget	FTE	Budget	FTE	Budget	(17 to 18)
SALARY	849,520	1,110,864	11.0	1,212,807	12.0	2,216,965	11.5	1,465,151	11.5	1,465,151	-33.9%
District Administration	849,520	1,110,864	11.0	1,212,807	12.0	2,216,965	11.5	1,465,151	11.5	1,465,151	-33.9%
PROFESSIONAL SALARIES	500,004	573,778	6.0	595,300	6.0	589,938	6.0	672,932	6.0	672,932	14.1%
CLERICAL SALARY	187,928	215,271	5.0	260,433	5.0	305,972	5.0	267,230	5.0	267,230	-12.7%
OTHER SALARY	19,200	19,200	-	20,398	1.0	19,467	0.5	39,147	0.5	39,147	101.1%
INSTRUCTIONAL ASSISTANT	-	-	-	400	-	-	-	-	-	-	-
CONTRACTUAL STIPENDS	2,000	8,814	-	6,571	-	11,071	-	11,871	-	11,871	7.2%
SUBSTITUTES	140,389	277,367	-	268,496	-	271,572	-	268,872	-	268,872	-1.0%
SICK LEAVE BUYBACK	-	16,434	-	61,209	-	28,802	-	28,802	-	28,802	0.0%
SET ASIDE	-	-	-	-	-	990,143	-	250,000	-	250,000	-74.8%
OTH DEPARTMENTAL REVENUE	-	-	-	-	-	-	-	(33,704)	-	(33,704)	-
REVOLVING FUND REVENUE	-	-	-	-	-	-	-	(40,000)	-	(40,000)	-
NON-SALARY	190,127	225,792	-	391,152	-	295,231	-	285,231	-	285,231	-3.4%
District Administration	190,127	225,792	-	391,152	-	295,231	-	285,231	-	285,231	-3.4%
ADVERTISING	4,900	4,350	-	8,331	-	6,090	-	6,090	-	6,090	0.0%
CONTRACT SERVICES	57,920	138,530	-	278,331	-	170,892	-	160,892	-	160,892	-5.9%
INSURANCE	8,484	8,590	-	7,428	-	7,799	-	7,799	-	7,799	0.0%
MEMBERSHIPS/SUBSCRIPTIONS	11,035	11,605	-	16,519	-	16,455	-	16,455	-	16,455	0.0%
NON-INSTRUCTIONAL EQUIPMENT	-	415	-	1,212	-	1,000	-	1,000	-	1,000	0.0%
OFFICE SUPPLIES	6,651	11,096	-	14,939	-	11,500	-	11,500	-	11,500	0.0%
CONFERENCE/TRAVEL	(89)	1,166	-	8,066	-	8,648	-	8,648	-	8,648	0.0%
OTHER SUPPLIES	-	-	-	1,106	-	-	-	-	-	-	-
POSTAGE	9,954	10,134	-	16,623	-	19,000	-	19,000	-	19,000	0.0%
PRINTING/COPYING	5,310	8,483	-	8,980	-	10,247	-	10,247	-	10,247	0.0%
REPAIR/MAINTENANCE	1,759	-	-	-	-	-	-	-	-	-	-
TOWN CENSUS	3,836	3,508	-	3,682	-	3,600	-	3,600	-	3,600	0.0%
UNEMPLOYMENT	80,367	27,915	-	25,934	-	40,000	-	40,000	-	40,000	0.0%
Grand Total	1,039,647	1,336,656	11.0	1,603,959	12.0	2,512,196	11.5	1,750,382	11.5	1,750,382	-30.3%

District Administration

Budget Summary by Function

	FY2014 Actual Expended	FY2015 Actual Expended	FY2016 Actual FTE	FY2016 Actual Expended	FY2017 Current FTE	FY2017 Revised Budget	FY2018 Level Svc FTE	FY2018 Level Svc Budget	FY2018 Preliminary FTE	FY2018 Preliminary Budget	% Change (17 to 18)
ATTENDANCE & PARENT SERVICE	-	-	-	-	1.0	24,467	0.5	24,467	0.5	24,467	0.0%
BUSINESS & FINANCE	372,491	389,766	6.0	427,176	6.0	431,581	6.0	458,192	6.0	458,192	6.2%
CIVIC ACTIVITIES	-	-	-	430	-	-	-	-	-	-	-
DISTRICT ADMINISTRATION	-	28,577	-	5,551	-	25,000	-	25,000	-	25,000	0.0%
EMPLOYEE SEPARATION COSTS	-	16,434	-	61,209	-	28,802	-	28,802	-	28,802	0.0%
FOOD SERVICE	-	74,568	1.0	64,615	1.0	70,000	1.0	33,544	1.0	33,544	-52.1%
HUMAN RESOURCES & BENEFITS	162,533	185,188	2.0	198,875	2.0	202,895	2.0	209,840	2.0	209,840	3.4%
INSURANCE ACTIVE EMPL	80,367	27,915	-	25,934	-	40,185	-	40,185	-	40,185	0.0%
PURCHASE OF BUILDINGS	-	-	-	168,050	-	-	-	-	-	-	-
RENT-LEASE EQUIPMENT	-	5,275	-	4,688	-	6,000	-	6,000	-	6,000	0.0%
SCHOOL COMMITTEE	47,941	38,103	-	37,447	-	1,014,255	-	294,592	-	294,592	-71.0%
SCHOOL COMMITTEE LEGAL	45,000	76,869	-	45,000	-	80,000	-	70,000	-	70,000	-12.5%
SCHOOL SECURITY	-	4,614	-	4,871	-	4,871	-	4,871	-	4,871	0.0%
SUBSTITUTE TEACHERS	150,389	255,795	-	267,520	-	250,000	-	247,300	-	247,300	-1.1%
SUPERINTENDENT	180,927	211,979	2.0	292,592	2.0	312,568	2.0	286,017	2.0	286,017	-8.5%
TEACHERS, CLASSROOM	-	21,572	-	-	-	21,572	-	21,572	-	21,572	0.0%
Grand Total	1,039,647	1,336,656	11.0	1,603,959	12.0	2,512,196	11.5	1,750,382	11.5	1,750,382	-30.3%

FY'15 Administration Expense Per Pupil *Comparison with Peer Communities*



Source: Massachusetts Department of Elementary and Secondary Education

District Operations

Functional Areas

- Facilities
 - Custodial and Maintenance Staff
 - Energy and Utilities
 - Building Maintenance and Repairs
 - Custodial and Maintenance Supplies
 - Building Security
- Transportation
 - Regular Day, Homeless, and Vocational
- Technology
 - Department staff
 - Networking and Technology Infrastructure
 - Non-instructional technology hardware and software

District Operations

Budget Assumptions and Drivers

- Facilities
 - Significant increase in salary due to projected contract settlement with a five year salary adjustment
 - Reduce energy and utility expense to more closely approximate actual cost
- Transportation
 - Third year of a 3-year fixed price contract
 - Ridership to remain level
 - No increase in transportation fees requested
 - State reimbursement funding anticipated to be minimal
- Technology
 - FY'17 budget underfunded actual salary expenses
 - Continue to struggle with appropriate means of budgeting for annual technology replenishment

Facilities Department Overview

- Facilities Director and administrative support
- Custodial Services
 - Custodian Salaries (including overtime)
 - Custodial Supplies and Equipment
- Maintenance Services
 - Maintenance Staff
 - Inspections and Preventative Maintenance
- Energy and Utilities
- Repairs and Extraordinary Maintenance
- Maintenance of Grounds
- Building Security

FY'18 Preliminary Budget

Facilities

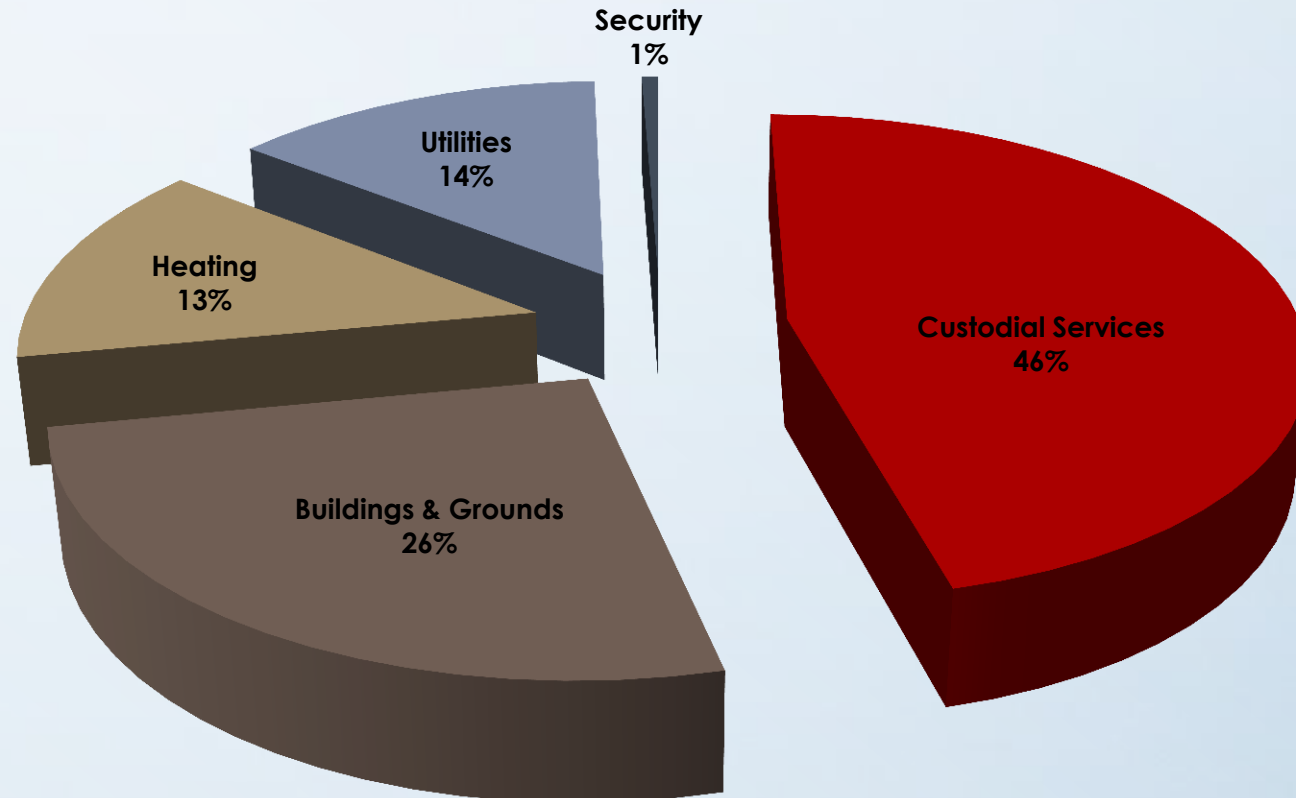
	FY2014 Actual Expended	FY2015 Actual Expended	FY2016 Actual FTE	FY2016 Actual Expended	FY2017 Current FTE	FY2017 Revised Budget	FY2018 Level Svc FTE	FY2018 Level Svc Budget	FY2018 Preliminary FTE	FY2018 Preliminary Budget	% Change (17 to 18)
SALARY	1,255,285	1,233,756	24.5	1,305,793	25.0	1,440,663	25.0	1,542,122	25.0	1,542,122	7.0%
FACILITIES	1,023,925	1,079,657	21.5	1,137,270	22.0	1,178,032	22.0	1,327,761	22.0	1,327,761	12.7%
CUSTODIAL SERVICES	1,018,620	1,062,960	21.5	1,129,533	22.0	1,168,256	22.0	1,317,985	22.0	1,317,985	12.8%
PROFESSIONAL SALARIES	19,268	82,132	1.0	113,804	1.0	100,000	1.0	102,500	1.0	102,500	2.5%
CUSTODIAL SALARY	944,025	858,121	20.5	861,109	21.0	905,929	21.0	1,053,158	21.0	1,053,158	16.3%
CUSTODIAL OT	55,327	122,708	-	127,325	-	135,447	-	135,447	-	135,447	0.0%
OTHER SALARY	-	-	-	27,296	-	26,880	-	26,880	-	26,880	0.0%
MAINTENANCE OF BUILDINGS	-	7,841	-	-	-	-	-	-	-	-	0.0%
OTHER SALARY	-	7,841	-	-	-	-	-	-	-	-	0.0%
SCHOOL SECURITY	5,305	8,856	-	7,736	-	9,776	-	9,776	-	9,776	0.0%
CUSTODIAL DETAIL	5,305	8,856	-	7,736	-	9,776	-	9,776	-	9,776	0.0%
PLANT MAINTENANCE	231,360	154,099	3.0	168,523	3.0	262,631	3.0	214,361	3.0	214,361	-18.4%
CUSTODIAL SERVICES	13,200	19,090	-	17,100	-	35,870	-	17,600	-	17,600	-50.9%
CLOTHING ALLOWANCE	13,200	19,090	-	17,100	-	35,870	-	17,600	-	17,600	-50.9%
MAINTENANCE OF BUILDINGS	218,160	135,009	3.0	151,423	3.0	226,761	3.0	196,761	3.0	196,761	-13.2%
PROFESSIONAL SALARIES	41,952	-	-	-	-	-	-	-	-	-	0.0%
MAINTENANCE SALARY	176,917	135,009	3.0	151,423	3.0	226,761	3.0	196,761	3.0	196,761	-13.2%
CLERICAL SALARY	(709)	-	-	-	-	-	-	-	-	-	0.0%

FY'18 Preliminary Budget

Facilities (cont'd)

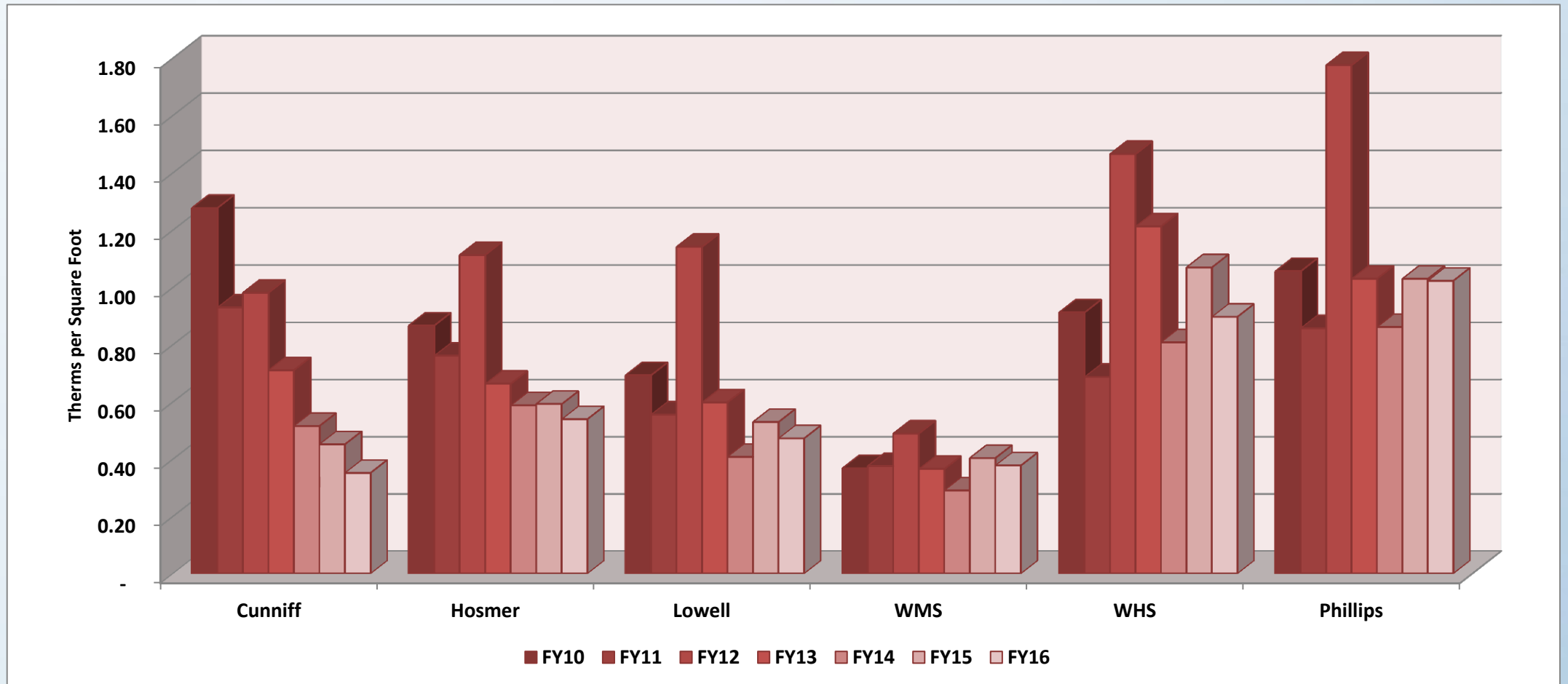
	FY2014 Actual Expended	FY2015 Actual Expended	FY2016 Actual FTE	FY2016 Actual Expended	FY2017 Current FTE	FY2017 Revised Budget	FY2018 Level Svc FTE	FY2018 Level Svc Budget	FY2018 Preliminary FTE	FY2018 Preliminary Budget	% Change (17 to 18)
NON-SALARY	1,634,369	1,913,114	-	2,226,337	-	2,181,371	-	1,951,371		1,752,446	-19.7%
FACILITIES	1,134,925	1,182,162	-	1,675,574	-	1,313,314	-	1,163,314		963,314	-26.7%
TELEPHONE	8,291	29,040	-	30,062	-	67,000	-	67,000		67,000	0.0%
EXTRAORDINARY MAINTENANCE	-	-	-	419,139	-	-	-	-		-	0.0%
HEATING OF BUILDINGS	522,292	543,444	-	359,797	-	674,642	-	594,642		444,642	-34.1%
NATURAL GAS	522,292	543,444	-	359,797	-	674,642	-	674,642		524,642	-22.2%
REVOLVING FUND REVENUE	-	-	-	-	-	-	-	(80,000)		(80,000)	0.0%
UTILITY SERVICES	604,342	609,678	-	866,576	-	571,672	-	501,672		451,672	-21.0%
ELECTRICITY	604,342	609,678	-	866,576	-	571,672	-	571,672		521,672	-8.7%
REVOLVING FUND REVENUE	-	-	-	-	-	-	-	(70,000)		(70,000)	0.0%
PLANT MAINTENANCE	499,444	730,355	-	550,163	-	859,132	-	779,132		779,132	-9.3%
CUSTODIAL SUPPLIES	92,425	83,438	-	82,262	-	110,000	-	110,000		110,000	0.0%
CONTRACT SERVICES	99,503	131,946	-	200,323	-	304,489	-	224,489		224,489	-26.3%
REPAIR/MAINTENANCE	251,968	359,897	-	60,111	-	280,353	-	280,353		280,353	0.0%
BUILDING MAINTENANCE	2,036	3,078	-	14,639	-	-	-	-		-	0.0%
MAINTENANCE SUPPLIES	50,101	91,755	-	137,746	-	98,290	-	98,290		98,290	0.0%
MEMBERSHIPS/SUBSCRIPTIONS	3,065	310	-	7,534	-	8,000	-	8,000		8,000	0.0%
NON-INSTRUCTIONAL EQUIPMENT	347	21,468	-	34,652	-	35,000	-	35,000		35,000	0.0%
MAINTENANCE OF EQUIPMENT	-	6,492	-	6,021	-	5,000	-	5,000		5,000	0.0%
MAINTENANCE OF GROUNDS	-	21,915	-	6,875	-	18,000	-	18,000		18,000	0.0%
CONTRACT SERVICES	-	21,915	-	5,000	-	18,000	-	18,000		18,000	0.0%
MAINTENANCE SUPPLIES	-	-	-	1,875	-	-	-	-		-	0.0%
MOTOR VEHICLES	-	10,057	-	-	-	-	-	-		-	0.0%
PLANT SECURITY	-	597	-	600	-	8,925	-	8,925		10,000	12.0%
Grand Total	2,889,654	3,146,870	24.5	3,532,129	25.0	3,622,034	25.0	3,493,493	25.0	3,294,568	-9.0%

FY'18 Allocation of Facilities Budget



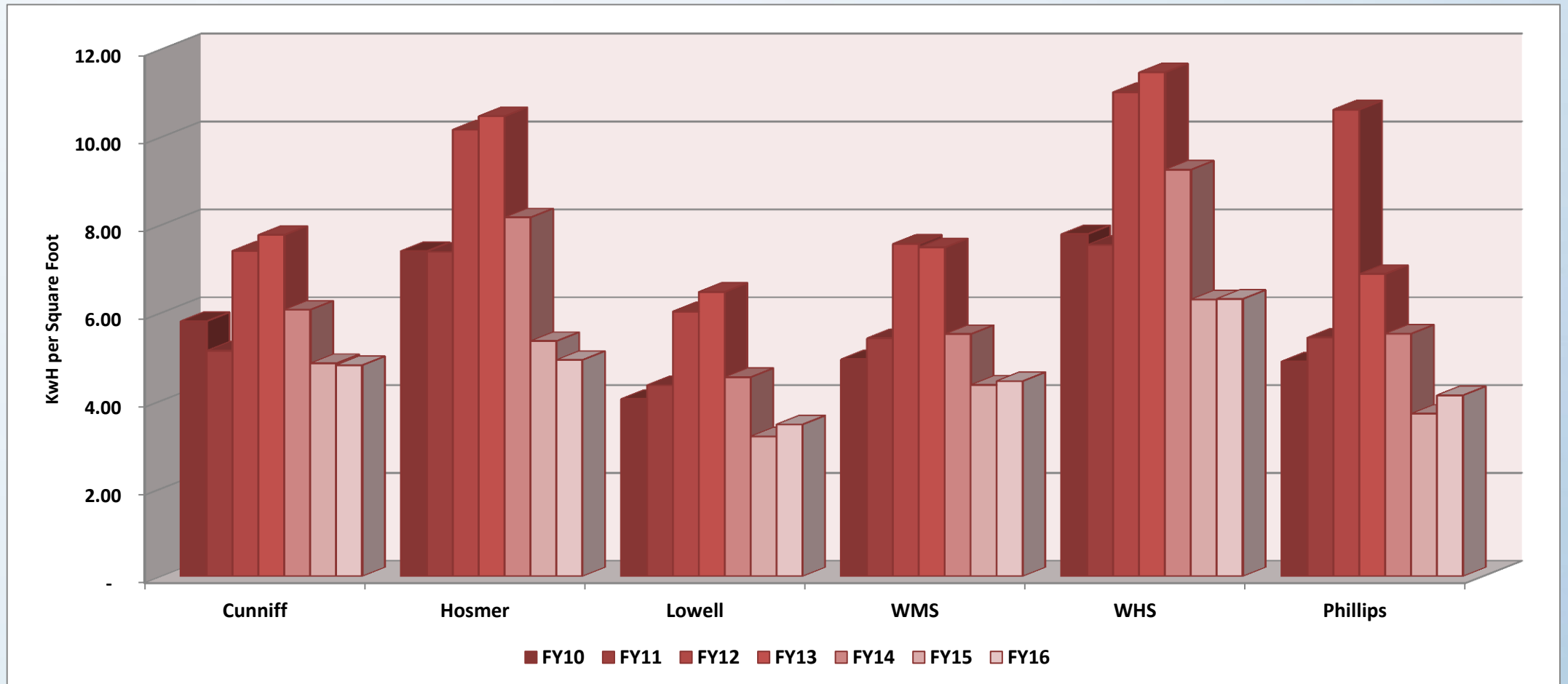
Energy Efficiency Comparison

Natural Gas Consumption per Sq. Ft.



Energy Efficiency Comparison

Electricity Usage per Sq. Ft.



ESCO Project Contributions

	<u>FY16</u>	<u>FY15</u>	<u>FY14</u>
TOWN TRANSFERS TO ESCO PROJECT FUND	220,400	203,214	177,862
SCHOOL TRANSFERS TO ESCO PROJECT FUND	551,353	337,777	114,000
TOTAL	771,753	540,991	291,862
SCHOOL SHARE	71%	62%	39%

FY'18 Preliminary Budget *Transportation*

	FY2014 Actual Expended	FY2015 Actual Expended	FY2016 Actual FTE	FY2016 Actual Expended	FY2017 Current FTE	FY2017 Revised Budget	FY2018 Level Svc FTE	FY2018 Level Svc Budget	FY2018 Preliminary FTE	FY2018 Preliminary Budget	% Change (17 to 18)
SALARY	20,009	(741)	-	-	-	-	-	-	-	-	0.0%
TRANSPORTATION	20,009	(741)	-	-	-	-	-	-	-	-	0.0%
PROFESSIONAL SALARIES	20,009	(741)	-	-	-	-	-	-	-	-	0.0%
NON-SALARY	193,949	142,709	-	274,432	-	347,624	-	233,341	-	233,341	-32.9%
TRANSPORTATION	193,949	142,709	-	274,432	-	347,624	-	233,341	-	233,341	-32.9%
TRANSPORTATION	193,949	142,709	-	274,432	-	347,624	-	293,341	-	293,341	-15.6%
REVOLVING FUND REVENUE	-	-	-	-	-	-	-	(50,000)	-	(50,000)	0.0%
STATE GRANT REVENUE	-	-	-	-	-	-	-	(10,000)	-	(10,000)	0.0%
Grand Total	213,958	141,968	-	274,432	-	347,624	-	233,341	-	233,341	-32.9%

Transportation Metrics

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Paid Riders	172	156	152	185	181	152	185	178
Reduced Riders	36	36	38	9	17	96	108	87
Distance/Safety	56	68	60	24	36	50	40	38
Waived	56	81	65	95	80	6	0	0
	320	341	315	313	314	304	333	303
Total Received	\$27,618	\$23,360	\$25,040	\$40,183	\$46,332	\$42,375	\$56,422	\$51,874
Bus Contract Paid					\$158,767	\$159,946	\$170,898	\$174,585
Distance eligible > 2.0	28	28	20	21	26	30	18	17
Actual Cost per Rider					\$ 506	\$ 526	\$ 513	\$ 576
Transportation Fee	\$ 180	\$ 180	\$ 180	\$ 270	\$ 300	\$ 300	\$ 300	\$ 300

Transportation Offsets

	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018*</u>
State Grant Revenue	77,491	26,659	11,900	10,000
Homeless Transportation	62,323	21,084	8,553	
Non-Member Vocational Transportation	15,168	5,575	3,347	
Revolving Fund Revenue	57,394	54,513	48,681	50,000
Transportation Fees	57,394	54,513	48,681	
TOTAL	134,885	81,172	60,581	60,000

** Projected*

Transportation Revolving Fund

Activity Analysis

	FY'12	FY'13	FY'14	FY'15	FY'16	FY'17 YTD	FY'17 EOY	FY'18
SOY Balance	1,366	2,840	2,385	7,067	3,465	32,693		27,455
Transfers In	49,002	53,730	81,620	57,512	44,113	46,762	46,762	49,462
Transfers Out	(300)	(270)	(1,938)	(118)	-	-		
Revised Budget	50,068	56,273	82,067	64,461	47,578	79,455	79,455	76,918
Actual Expended	47,228	53,888	75,000	60,996	14,885	23,003	52,000	50,000
Encumbrances	-	2,385	-	-	-	28,997		
Available	2,840	96	7,067	3,465	32,693	27,455	27,455	26,918
Percent Used	94%	96%	91%	95%	31%	29%	65%	

Information Technology Department

- IT Manager
- Accountability Data Manager
- IT Support Specialist
- 2 Technicians

Information Technology Department

- Budget includes:
 - Infrastructure (network, servers, phones, etc...)
 - Data needs (SIS and related systems)
 - Staff devices (administrative and instructional)
 - Annual software and services
 - Consumables

Information Technology Department

- Budget supports:
 - Expected increase demand in internet bandwidth
 - Student devices (Chromebooks, labs, carts)
 - Including increased ChromeBook deployments and anticipated redeployment of existing student devices
 - Expanded Computer-based testing (MCAS, etc...)
 - Facilities and CIT Improvements (Video Cameras)

FY'18 Preliminary Budget *Technology*

	FY2014 Actual Expended	FY2015 Actual Expended	FY2016 Actual FTE	FY2016 Actual Expended	FY2017 Current FTE	FY2017 Revised Budget	FY2018 Level Svc FTE	FY2018 Level Svc Budget	FY2018 Preliminary FTE	FY2018 Preliminary Budget	% Change (17 to 18)
SALARY	304,161	328,521	4.8	340,147	5.0	324,195	5.0	359,616	5.0	359,616	10.9%
INFORMATION TECHNOLOGY	304,161	328,521	4.8	340,147	5.0	324,195	5.0	359,616	5.0	359,616	10.9%
DISTRICT INFO MGMNT & TECH	304,161	328,521	4.8	340,147	5.0	324,195	5.0	359,616	5.0	359,616	10.9%
PROFESSIONAL SALARIES	149,256	158,500	2.0	165,250	2.0	142,250	2.0	167,462	2.0	167,462	17.7%
OTHER SALARY	151,906	165,021	2.8	174,897	3.0	181,945	3.0	192,154	3.0	192,154	5.6%
CONTRACTUAL STIPENDS	3,000	5,000	-	-	-	-	-	-	-	-	0.0%
NON-SALARY	197,211	349,570	-	468,959	-	225,996	-	225,996	-	301,162	33.3%
INFORMATION TECHNOLOGY	197,211	349,570	-	468,959	-	225,996	-	225,996	-	301,162	33.3%
DISTRICT INFO MGMNT & TECH	197,211	264,228	-	383,617	-	225,996	-	225,996	-	301,162	33.3%
CONTRACT SERVICES	54,526	78,004	-	48,054	-	60,394	-	60,394	-	73,630	21.9%
REPAIR/MAINTENANCE	17,449	19,887	-	20,035	-	30,440	-	30,440	-	30,440	0.0%
NON-INSTRUCTIONAL TECHNOLOGY	102,947	121,173	-	265,014	-	58,332	-	58,332	-	130,262	123.3%
SOFTWARE	8,950	24,749	-	27,431	-	45,530	-	45,530	-	35,530	-22.0%
TECHNOLOGY SUPPLIES	13,338	20,415	-	23,084	-	31,300	-	31,300	-	31,300	0.0%
CAPITAL TECHNOLOGY	-	85,342	-	85,342	-	-	-	-	-	-	0.0%
INSTRUCTIONAL TECHNOLOGY	-	85,342	-	85,342	-	-	-	-	-	-	0.0%
Grand Total	501,372	678,091	4.8	809,107	5.0	550,191	5.0	585,612	5.0	660,778	20.1%

Athletics and Extracurricular Activities

Functional Areas

- Athletics
 - Athletic Director and Administrative Support
 - Coaches
 - Officials
 - Transportation
 - Equipment and supplies
 - Dues and memberships
- Extracurricular
 - Contractual stipends
 - Transportation
 - Dues and membership
 - Supplies and materials

Athletic Program Offerings

Watertown High School

Fall Teams	Winter Teams	Spring Teams
Cross Country	Basketball (G)	Baseball
Field Hockey	Basketball (B)	Softball
Football	Ice Hockey (B)	Tennis (G)
Soccer (B)	Ice Hockey (G)	Tennis (B)
Soccer (G)	Indoor Track (G)	Track (G)
Golf	Indoor Track (B)	Track (B)
Volleyball (G)	Wrestling	Lacrosse (G)
Cheering	Cheering	Lacrosse (B)

Athletic Program Offerings

Watertown Middle School

Fall

Field Hockey
Boys Soccer
Girls Soccer
Boys X-Country
Girls X-Country

Winter

Boys Basketball
Girls Basketball
Boys Hockey
Girls Hockey

Spring

Baseball
Softball
Boys Track
Girls Track

WHS Athletics Participation Rates

SY'2016 - 17

SEASON	SPORT	VARSITY	JUNIOR VARSITY	FRESHMAN	TOTAL
FALL	CHEERLEADING	16	N/A	N/A	16
FALL	BOYS CROSS COUNTRY	18	N/A	N/A	18
FALL	GIRLS CROSS COUNTRY	12	N/A	N/A	12
FALL	FIELD HOCKEY	13	11	0	24
FALL	FOOTBALL	24	15	14	53
FALL	GOLF	11	2	0	13
FALL	BOYS SOCCER	23	22	12	57
FALL	GIRLS SOCCER	16	14	0	30
FALL	VOLLEYBALL	12	17	0	29
WINTER	BOYS BASKETBALL	17	12	13	42
WINTER	GIRLS BASKETBALL	14	14	0	28
WINTER	CHEERLEADING	11	N/A	N/A	11
WINTER	BOYS HOCKEY	0	22	0	22
WINTER	GIRLS HOCKEY	15	0	0	15
WINTER	BOYS INDOOR TRACK	29	N/A	N/A	29
WINTER	GIRLS INDOOR TRACK	37	N/A	N/A	37
WINTER	WRESTLING	25	N/A	N/A	25
SPRING	BASEBALL	22	15	0	37
SPRING	SOFTBALL	15	0	0	15
SPRING	BOYS LACROSSE	25	0	0	25
SPRING	GIRLS LACROSSE	26	0	0	26
SPRING	BOYS TENNIS	17	0	N/A	17
SPRING	GIRLS TENNIS	7	7	N/A	14
SPRING	BOYS TRACK	34	N/A	N/A	34
SPRING	GIRLS TRACK	43	N/A	N/A	43

WMS Athletics Participation Rates

SY'2016-17

SEASON	SPORT	TOTALS
FALL	BOYS CROSS COUNTRY	21
FALL	GIRLS CROSS COUNTRY	17
FALL	FIELD HOCKEY	40
FALL	BOYS SOCCER	38
FALL	GIRLS SOCCER	20
WINTER	BOYS BASKETBALL	16
WINTER	GIRLS BASKETBALL	14
SPRING	BASEBALL	20
SPRING	SOFTBALL	16
SPRING	GOLF	10
SPRING	BOYS TRACK	25
SPRING	GIRLS TRACK	25

FY'18 Preliminary Budget *Athletics*

	FY2014 Actual Expended	FY2015 Actual Expended	FY2016 Actual FTE	FY2016 Actual Expended	FY2017 Current FTE	FY2017 Revised Budget	FY2018 Level Svc FTE	FY2018 Level Svc Budget	FY2018 Preliminary FTE	FY2018 Preliminary Budget	% Change (17 to 18)
SALARY	493,562	521,758	1.4	527,993	2.0	567,598	2.0	543,734	2.0	584,500	3.0%
Athletics	493,562	521,758	1.4	527,993	2.0	567,598	2.0	543,734	2.0	584,500	3.0%
PROFESSIONAL SALARIES	118,345	105,752	1.0	108,396	1.0	108,396	1.0	114,439	1.0	114,439	5.6%
CLERICAL SALARY	-	-	0.4	7,383	1.0	30,342	1.0	44,124	1.0	44,124	45.4%
OTHER SALARY	-	18,863	-	18,863	-	18,863	-	18,863	-	18,863	0.0%
COACHING SALARIES	372,217	396,993	-	393,114	-	409,997	-	426,309	-	407,075	-0.7%
CONTRACTUAL STIPENDS	3,000	150	-	237	-	-	-	-	-	-	0.0%
REVOLVING FUND REVENUE	-	-	-	-	-	-	-	(60,000)	-	-	0.0%
NON-SALARY	255,368	113,100	-	193,131	-	254,010	-	274,854	-	260,801	2.7%
Athletics	255,368	113,100	-	193,131	-	254,010	-	274,854	-	260,801	2.7%
CONTRACT SERVICES	202,960	61,124	-	129,150	-	148,825	-	169,669	-	116,067	-22.0%
MEMBERSHIPS/SUBSCRIPTIONS	7,860	1,471	-	11,449	-	22,025	-	22,025	-	24,450	11.0%
NON-INSTRUCTIONAL EQUIPMENT	44,548	3,980	-	6,728	-	-	-	-	-	-	0.0%
OFFICE SUPPLIES	-	-	-	-	-	500	-	500	-	600	20.0%
CONFERENCE/TRAVEL	-	-	-	760	-	1,400	-	1,400	-	1,700	21.4%
OTHER SUPPLIES	-	46,525	-	45,044	-	81,260	-	81,260	-	83,947	3.3%
REVOLVING FUND REVENUE	-	-	-	-	-	-	-	-	-	(132,000)	0.0%
TRANSPORTATION	-	-	-	-	-	-	-	-	-	166,037	0.0%
Grand Total	748,930	634,858	1.4	721,124	2.0	821,608	2.0	818,589	2.0	845,301	2.9%

FY'18 Preliminary Budget *Athletics Detail*

Category	FY2014 Actual Expenditures	FY2015 Actual Expenditures	FY2016 Actual FTE	FY2016 Actual Expenditures	FY2017 Actual FTE	FY2017 Revised Budget	FY2018 Level Svc FTE	FY2018 Level Svc Budget	FY2018 Preliminary FTE	FY2018 Preliminary Budget	% Change (17 to 18)
SALARY	493,562	521,758	1.4	527,993	2.0	567,598	2.0	543,734	2.0	584,500	3.0%
Athletics	493,562	521,758	1.4	527,993	2.0	567,598	2.0	543,734	2.0	584,500	3.0%
DISTRICT	121,345	124,615	1.4	134,642	2.0	157,601	2.0	177,425	2.0	177,425	12.6%
CLERICAL SALARY	-	-	0.4	7,383	1.0	30,342	1.0	44,124	1.0	44,124	45.4%
CONTRACTUAL STIPENDS	3,000	-	-	-	-	-	-	-	-	-	0.0%
PROFESSIONAL SALARIES	118,345	105,752	1.0	108,396	1.0	108,396	1.0	114,439	1.0	114,439	5.6%
OTHER SALARY	-	18,863	-	18,863	-	18,863	-	18,863	-	18,863	0.0%
WMS	38,093	34,544	-	32,519	-	45,074	-	50,281	-	41,418	-8.1%
COACHING SALARIES	38,093	34,544	-	32,519	-	45,074	-	50,281	-	41,418	-8.1%
WHS	334,125	362,599	-	360,832	-	364,923	-	376,028	-	365,657	0.2%
COACHING SALARIES	334,125	362,449	-	360,595	-	364,923	-	376,028	-	365,657	0.2%
CONTRACTUAL STIPENDS	-	150	-	237	-	-	-	-	-	-	0.0%
REVENUE OFFSET	-	-	-	-	-	-	-	(60,000)	-	-	0.0%
NON-SALARY	255,368	113,100	-	193,131	-	254,010	-	274,854	-	260,801	2.7%
Athletics	255,368	113,100	-	193,131	-	254,010	-	274,854	-	260,801	2.7%
DISTRICT	-	25,734	-	30,615	-	1,900	-	1,900	-	168,337	8759.8%
CONFERENCE/TRAVEL	-	-	-	760	-	1,400	-	1,400	-	1,700	21.4%
MEMBERSHIPS/SUBSCRIPTIONS	-	-	-	1,676	-	-	-	-	-	-	0.0%
OFFICE SUPPLIES	-	-	-	-	-	500	-	500	-	600	20.0%
OTHER SUPPLIES	-	25,734	-	28,179	-	-	-	-	-	-	0.0%
TRANSPORTATION	-	-	-	-	-	-	-	-	-	166,037	0.0%
WMS	15,353	15	-	200	-	48,308	-	48,308	-	23,398	-51.6%
CONTRACT SERVICES	5,679	15	-	-	-	32,415	-	32,415	-	10,345	-68.1%
MEMBERSHIPS/SUBSCRIPTIONS	-	-	-	200	-	300	-	300	-	300	0.0%
NON-INSTRUCTIONAL EQUIPMENT	9,674	-	-	-	-	-	-	-	-	-	0.0%
OTHER SUPPLIES	-	-	-	-	-	15,593	-	15,593	-	12,753	-18.2%
WHS	240,015	87,351	-	162,316	-	203,802	-	224,646	-	201,066	-1.3%
CONTRACT SERVICES	197,282	61,109	-	129,150	-	116,410	-	137,254	-	105,722	-9.2%
MEMBERSHIPS/SUBSCRIPTIONS	7,860	1,471	-	9,573	-	21,725	-	21,725	-	24,150	11.2%
NON-INSTRUCTIONAL EQUIPMENT	34,873	3,980	-	6,728	-	-	-	-	-	-	0.0%
OTHER SUPPLIES	-	20,791	-	16,865	-	65,667	-	65,667	-	71,194	8.4%
REVENUE OFFSET	-	-	-	-	-	-	-	-	-	(132,000)	0.0%
Grand Total	748,930	634,858	1.4	721,124	2.0	821,608	2.0	818,589	2.0	845,301	2.9%

Athletics Budget Drivers

- No change to fee of \$320 per year High School, \$160 per year for Middle School currently anticipated so offset remains constant
- Administrative support budgeted at 0.6 FTE for FY'17 but filled at 1.0; increase seen in FY'18
- Possible addition of a swim team but no budgetary impact anticipated until FY'19

Athletics Revolving Fund

Activity Analysis

	<u>FY'12</u>	<u>FY'13</u>	<u>FY'14</u>	<u>FY'15</u>	<u>FY'16</u>	<u>FY'17 YTD</u>	<u>FY'17 EOY</u>	<u>FY'18</u>
Start of Year Balance	370	17,750	6,778	37,701	6,239	68,332		70,805
Transfers In	79,215	86,941	126,093	158,944	183,729	84,849	128,559	130,000
Transfers Out	-	(600)	(50)	-	(480)	(224)		
Revised Budget	79,585	104,091	132,820	196,645	189,489	152,957	196,891	200,805
Actual Expended	61,835	97,313	95,119	190,496	121,156	49,527	126,086	132,000
Encumbrances	-	-	-	(90)	-	6,560		
Available	17,750	6,778	37,701	6,239	68,332	96,871	70,805	68,805
Percent Used	78%	93%	72%	97%	64%	32%	64%	

Extracurricular Activities

WHS Programs Offerings

- A Cappella Choir
- Animal Rights Club
- Armenian Club
- Athletic Leadership
- Badminton Club
- Book Club
- Class Officers
- Class Executive Committee
- Courtyard Garden Club
- Drama Club
- Environmental Club
- Gender-Sexuality Alliance
- REACH Mentoring
- Interdepartmental Studies
- International Club
- Global Youth Alliance
- Model U.N.
- National Honor Society/Cum Laude
- Pep Band
- Public Art Club
- Pride
- R.A.D. Society
- Raider Times
- Robotics Team
- Powerlifting Club
- Science Team
- Service Club
- Social Network
- Social Butterflies
- Speech & Debate Club
- Suicide Awareness Group
- Student Council
- Watertown Youth Coalition
- Women of Science
- Word Painter
- Writers Ink
- Yearbook
- Youth Wellness Champions

Extracurricular Activities

WMS Program Offerings

- Library Learning Lab
- Community Explorers
- Makerspace Club
- Art Club
- Undoing Racism Task Force
- Hand Chimes Ensemble
- Drama Club
- Backstage Stars
- 3D Printing Club
- Electronics Club
- Scratch Programming Club
- Cops & Rec

FY'18 Preliminary Budget

Extracurricular Activities

Category	FY2014 Actual Expenditures	FY2015 Actual Expenditures	FY2016 Actual FTE	FY2016 Actual Expenditures	FY2017 Actual FTE	FY2017 Revised Budget	FY2018 Level Svc FTE	FY2018 Level Svc Budget	FY2018 Preliminary FTE	FY2018 Preliminary Budget	% Change (17 to 18)
SALARY	53,752	83,727	-	90,910	-	76,871	-	90,158		97,658	27.0%
Extracurricular	53,752	83,727	-	90,910	-	76,871	-	90,158		97,658	27.0%
WMS	10,252	10,632	-	6,775	-	2,880	-	3,009		10,509	264.9%
CONTRACTUAL STIPENDS	10,252	10,632	-	6,775	-	2,880	-	3,009		10,509	264.9%
WHS	43,500	73,095	-	84,135	-	73,991	-	87,149		87,149	17.8%
CONTRACTUAL STIPENDS	43,500	73,025	-	84,135	-	73,991	-	87,149		87,149	17.8%
PD STIPENDS	-	70	-	-	-	-	-	-		-	0.0%
NON-SALARY	19,625	18,027	-	22,130	-	32,450	-	32,450		35,650	9.9%
Extracurricular	19,625	18,027	-	22,130	-	32,450	-	32,450		35,650	9.9%
WHS	19,625	18,027	-	22,130	-	32,450	-	32,450		35,650	9.9%
CONTRACT SERVICES	19,224	8,175	-	12,781	-	17,350	-	17,350		20,650	19.0%
MEMBERSHIPS/SUBSCRIPTIONS	-	-	-	668	-	1,000	-	1,000		1,000	0.0%
OTHER SUPPLIES	401	9,852	-	8,681	-	14,100	-	14,100		14,000	-0.7%
Grand Total	73,377	101,754	-	113,040	-	109,321	-	122,608		133,308	21.9%

Extracurricular Activities

Budget Drivers

- Addition of middle school choral accompanist (\$7,500) due to size of chorus
- No change to extracurricular user fee of \$25 per student per year
- No new clubs or activities anticipated