



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

FY18 Superintendent's Budget Recommendation School Committee Presentation January 5, 2017

Prepared by:

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FY18 Budget

Superintendent's Recommendation

Level Service Budget

What Does “Level Service” Mean?

Level Service is a continuation of the current programs, services and staffing of the District.

For FY18, this represents (vs FY17B):

– An increase to our Gross Operating Expenses of \$1,051,297 or 3.48%

and

– An increase in the Total Assessment to the Towns of \$339,057 or 1.3%



FY18 Budget: Level Service

Key Assumptions

- Salary Costs
 - Incorporates a 2.5% COLA increase for all personnel.
 - Incorporates all other contractual salary obligations (e.g. STEPs).
 - Reduction of 4.0 FTE's and \$225K in salary costs.
 - Incorporates Retirement and Other Staff Replacement salary savings of \$187K.
 - Level funds all Grants as compared to FY17.
- Operating Costs
 - No new Services or Programs.
 - Level funds the majority of operating account categories.
 - Exceptions to level funding include, most notably:
 - Out-of-District Tuition Costs increasing by 25.0% or \$513K
 - Special Ed Transportation Costs increasing by 15.5% or \$65K
 - Essex Retirement Pension Fund increasing by 7.5% or \$63K
 - Healthcare Premiums increasing by 5.0% or \$137K
 - OPEB Trust Fund increasing by 100% or \$50K
 - Capital Projects reducing by 35.8% or <\$112K>

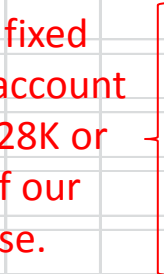


FY18 Budget – Primary Drivers

Level Service Gross Operating Expense Budget

Driver	Impact: FY18B vs FY17B	
	\$	Incr %
All Staff COLAs	\$ 480,000	1.6%
Teacher STEPS	\$ 216,000	0.7%
Teacher Degree Changes	\$ 40,000	0.1%
Essex Retirement Pension Fund Appropriation	\$ 63,000	0.2%
Out-of- District Tuitions	\$ 513,000	1.7%
Out-of- District Transportation	\$ 65,000	0.2%
Healthcare Premiums	\$ 137,000	0.5%
OPEB Trust Fund	\$ 50,000	0.2%
Net All Other Operating Expenses	\$ 14,000	0.0%
Subtotal Increases:	\$ 1,578,000	5.2%
Capital Projects	\$ (112,000)	-0.4%
Staff Replacement Cost Savings Carryover	\$ (61,000)	-0.2%
Staff Reductions (4.0 FTE)	\$ (225,000)	-0.7%
Anticipated Staff Retirement Replacement Savings	\$ (61,000)	-0.2%
Anticipated Staff Replacement Savings	\$ (65,000)	-0.2%
Subtotal Decreases:	\$ (524,000)	-1.7%
TOTALS:	\$ 1,054,000	3.5%

These fixed costs account for \$828K or 79% of our increase.





FY18 Budget – Expense Category Analysis

Level Service Gross Operating Expense Budget

Expense Category	FY18 Gross Expenses		Compared to FY17		
	Tot \$	% of Tot	PY Bud \$	Chg \$	Chg %
Salaries	\$ 19,812,686	63.5%	\$ 19,502,090	\$ 310,596	1.6%
Out-of-District Tuition	\$ 2,563,506	8.2%	\$ 2,050,503	\$ 513,003	25.0%
Healthcare	\$ 2,430,625	7.8%	\$ 2,294,132	\$ 136,492	5.9%
In-District Transportation	\$ 738,700	2.4%	\$ 771,009	\$ (32,309)	-4.2%
Essex Retirement	\$ 897,496	2.9%	\$ 834,880	\$ 62,616	7.5%
Utilities	\$ 597,530	1.9%	\$ 599,609	\$ (2,078)	-0.3%
Facilities, Maintenance & Custodial (non-salary)	\$ 621,475	2.0%	\$ 666,750	\$ (45,275)	-6.8%
Technology (non-salary)	\$ 611,182	2.0%	\$ 625,860	\$ (14,678)	-2.3%
Out-of-District Transportation	\$ 486,000	1.6%	\$ 420,488	\$ 65,512	15.6%
Other Fringe (Medicare, Unemployment, 403B)	\$ 433,965	1.4%	\$ 455,601	\$ (21,636)	-4.7%
Substitute Teachers	\$ 229,625	0.7%	\$ 219,000	\$ 10,625	4.9%
School Materials, Supplies & Textbooks	\$ 303,904	1.0%	\$ 274,804	\$ 29,100	10.6%
Athletics (non-salary)	\$ 224,706	0.7%	\$ 224,920	\$ (214)	-0.1%
District Insurance (Property, Liability & WC)	\$ 173,031	0.6%	\$ 147,186	\$ 25,845	17.6%
OPEB Trust Fund	\$ 50,000	0.2%	\$ -	\$ 50,000	#DIV/0!
All Other	\$ 1,043,398	3.3%	\$ 1,079,699	\$ (36,300)	-3.4%
Totals:	\$ 31,217,828	100.0%	\$ 30,166,532	\$ 1,051,297	3.5%

18.5% (\$5.6M) of our costs are Budgeted to increase by 14.8% while 81.5% (\$24.5M) of our costs are budgeted to increase by 0.9%



FY18 Budget – District Totals

Level Service Net Assessment Budget

Total Expenses					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
General Operating Expense (Before Offsets)	\$ 29,343,112	\$ 30,166,532	\$ 31,217,828	\$ 1,051,297	3.48%
Expense Offsets	\$ 1,013,510	\$ 1,016,500	\$ 1,016,548	\$ 48	0.00%
General Operating Expenses (After Offsets)	\$ 28,329,602	\$ 29,150,032	\$ 30,201,280	\$ 1,051,249	3.61%
Debt Service Expense	\$ 1,993,488	\$ 2,129,250	\$ 2,092,860	\$ (36,390)	-1.71%
TOTAL EXPENDITURES	\$ 30,323,089	\$ 31,279,282	\$ 32,294,140	\$ 1,014,859	3.24%
Total Funding Sources					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
<i>Revenues</i>					
Chapter 70-Base Aid	\$ 3,413,341	\$ 3,457,966	\$ 3,554,656	\$ 96,690	2.8%
MSBA Debt Service Reimbursement	\$ 1,132,065	\$ 1,132,065	\$ 1,132,065	\$ -	0.0%
State Transportation Reimbursement	\$ 290,000	\$ 331,304	\$ 340,686	\$ 9,382	2.8%
Medicaid Reimbursement	\$ 85,000	\$ 85,000	\$ 85,000	\$ -	0.0%
Interest Income	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%
Prior Year Unexpended Encumbrances	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Other Non-recurring Income (Including Transp)	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Total Revenues	\$ 4,924,406	\$ 5,010,335	\$ 5,116,407	\$ 106,072	2.1%
<i>Transfers In From Other Funds</i>					
Excess and Deficiency	\$ 395,781	\$ 555	\$ 570,285	\$ 569,730	102593.6%
Total Transfers	\$ 395,781	\$ 555	\$ 570,285	\$ 569,730	102593.6%
Total Funding Sources	\$ 5,320,187	\$ 5,010,890	\$ 5,686,692	\$ 675,802	13.5%
Total Expenditures	\$ 30,323,089	\$ 31,279,282	\$ 32,294,140	\$ 1,014,859	3.2%
Less Total Funding Sources	\$ 5,320,187	\$ 5,010,890	\$ 5,686,692	\$ 675,802	13.5%
NET ASSESSMENT including Debt Service	\$ 25,002,902	\$ 26,268,391	\$ 26,607,448	\$ 339,057	1.3%
Total Town Assessments					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
Hamilton	\$ 16,991,972	\$ 17,494,749	\$ 17,401,271	\$ (93,477)	-0.5%
Wenham	\$ 8,010,930	\$ 8,773,643	\$ 9,206,177	\$ 432,534	4.9%
NET ASSESSMENT including Debt Service	\$ 25,002,902	\$ 26,268,391	\$ 26,607,448	\$ 339,057	1.3%



FY18 Budget Special Education Recommendation

		FY16 Budget	FY17 Budget	FY18 Budget	Change \$	Change %
Salaries & Operating (All):						
	Buker Elementary School	\$ 397,414	\$ 379,191	\$ 291,270	(87,921)	-23.2%
	Cutler Elementary School	\$ 630,027	\$ 626,941	\$ 651,765	24,824	4.0%
	Winthrop Elementary School	\$ 1,140,544	\$ 1,114,320	\$ 1,270,936	156,616	14.1%
	Miles River Middle School	\$ 938,328	\$ 884,311	\$ 903,225	18,913	2.1%
	Regional High School	\$ 625,407	\$ 537,539	\$ 432,363	(105,176)	-19.6%
	District Special Education Office	\$ 3,147,437	\$ 3,561,314	\$ 4,146,358	585,045	16.4%
	Total Special Education:	\$ 6,879,158	\$ 7,103,615	\$ 7,695,917	\$ 592,302	8.3%
	Total Gross Operating Budget:	\$ 29,343,112	\$ 30,166,532	\$ 31,217,828		
	Special Education as % of Total:	23.4%	23.5%	24.7%		



FY18 Budget – Expense Category Analysis

Special Education Tuition and Transportation

Expense Category	FY18 Gross Expenses		Compared to FY17		
	Tot \$	% of Tot	PY Bud \$	Chg \$	Chg %
Out-of-District Tuition	\$ 2,563,506	8.2%	\$ 2,050,503	\$ 513,003	25.0%
Out-of-District Transportation	\$ 486,000	1.6%	\$ 420,488	\$ 65,512	15.6%
Totals:	\$ 3,049,506	9.8%	\$ 2,470,991	\$ 578,515	23.4%



Four Drivers of Out of District Increases

- Intensive Learning Program/Learning Skills Student Transfers from District programs
 - Increase in students' programming and safety needs
 - Lack of appropriate peers or program numbers
- Students "aging out" into post high school transition program
 - Two District students moving to 18-22 programming
 - One "tuition-in" student aging out
 - Elimination of 2.0 FTEs
- Significant increase in MS/HS severe mental health needs
 - Numerous hospitalizations
 - Severe depression and anxiety
- Litigation



ILP Cost Analysis (Winthrop) In District vs Outside Placement

Current Program Model

1:1 staffing

Intensive Speech and Language, OT and PT services

Behavior Specialist Consultation and oversight

Includes ESY programming

Approximate cost of \$50,000 per student

Outside Placements

All services above

Full year programming

Tuition Ranges from \$90,000- \$118,000

Current ILP

9 Students at approximate total cost of \$450,000

Same 9 Students in private placement approximate cost of \$900,000



Proactive Measures and Planning

- Collaboration with local districts to provide programming for small populations

- Exploration of housing collaborative programs in HW Regional Schools (especially MS/HS)
 - Interest by area Directors
 - Would allow increased program population, services and supports
 - HW can provide positive and quality inclusive experiences

- Seeking grant opportunities to fund doctoral level Psychologist position for MS/HS to provide transition/bridge programming for students returning from hospitalizations or those identified as otherwise at risk



Other Realities and Considerations

- Students moving into/out of District
 - “move-in law”

- Early January projections
 - Assumption that all needs are known
 - Half of school year remains

- Increase in tuitions=Increase in Circuit Breaker reimbursements



FY18 Budget

Maintenance, Custodial & Facilities Recommendation

		FY16 Budget	FY17 Budget	FY18 Budget	Change \$	Change %
Salaries:						
	Maintenance Director	\$ 80,000	\$ 84,050	\$ 86,152	\$ 2,102	2.5%
	Maintenance Staff	\$ 161,032	\$ 160,461	\$ 163,504	\$ 3,043	1.9%
	Custodial Staff	\$ 583,243	\$ 616,325	\$ 627,747	\$ 11,422	1.9%
	Overtime (Maintenance & Custodial)	\$ 60,000	\$ 80,000	\$ 82,000	\$ 2,000	2.5%
	Secretarial/Clerical	\$ 30,183	\$ 31,736	\$ 32,713	\$ 977	3.1%
	Total Salaries:	\$ 914,458	\$ 972,572	\$ 992,117	\$ 19,544	2.0%
Operating:						
	School Maintenance, Repairs & Projects	\$ 252,800	\$ 324,450	\$ 281,150	\$ (43,300)	-13.3%
	Districtwide Maintenance, Repairs & Projects	\$ 252,050	\$ 263,100	\$ 262,100	\$ (1,000)	-0.4%
	Custodial Supplies & Materials	\$ 74,161	\$ 73,000	\$ 73,000	\$ -	0.0%
	Clothing Allowances	\$ 6,200	\$ 6,200	\$ 5,225	\$ (975)	-15.7%
	Utilities	\$ 584,341	\$ 599,609	\$ 597,530	\$ (2,078)	-0.3%
	Total Operating:	\$ 1,169,552	\$ 1,266,359	\$ 1,219,005	\$ (47,353)	-3.7%
	Total Maintenance & Custodial:	\$ 2,084,011	\$ 2,238,931	\$ 2,211,122	\$ (27,809)	-1.2%
	Total Gross Operating Budget:	\$ 29,343,112	\$ 30,166,532	\$ 31,217,828		
	Maintenance & Custodial as % of Total:	7.1%	7.4%	7.1%		



FY18 Budget

Maintenance, Custodial & Facilities Recommendation

FY18 SPECIAL PROJECTS				
Cutler	Replace Classroom Carpets with Tile (3)			\$ 15,000
Winthrop	Install ADA Accessible Exterior Ramp			\$ 10,000
Buker	Replace Rear Roof (Phase 1)			\$ 20,000
RHS	Kiln			\$ 11,500
RHS	Classroom Furniture (1 Class)			\$ 15,000
District	Waste Water Treatment Plant Repairs			\$ 20,000
	Total Estimated Cost:			\$ 91,500
FY17 SPECIAL PROJECTS				
Cutler	Rekey Doors Interior/Exterior			\$ 2,500
Buker	Rekey Doors Interior/Exterior			\$ 2,500
MRMS	Water Heater Replacement (50%)			\$ 50,000
MRMS	Floor Burnisher			\$ 10,000
MRMS	Rekey Doors Interior/Exterior			\$ 4,000
RHS	Water Heater Replacement (50%)			\$ 50,000
RHS	Rekey Doors Interior/Exterior			\$ 6,000
District	IT Server Room Ductless Mini Split AC System			\$ 12,500
	Total Estimated Cost:			\$ 137,500



Maintenance, Custodial & Facilities

What we do

Oversee the maintenance and custodial operations for the 6 buildings in the District which total over 370,000 square feet and 100 acres.

- Provide general security of the buildings
- Repair plumbing fixtures and pipes, such as toilets, sinks, drains, valves and controls (over 400 plumbing fixtures)
- Carry out electrical repairs such as replacement of switches, outlets and lighting fixtures
- Regulate heat, ventilation and air conditioning systems to all HVAC equipment (150 unit ventilators, 250 exhaust fans, 40 AHU)
- Provide extensive Preventative Maintenance services throughout the District
- Maintain cleanliness of interior and exterior of school buildings
- Manage all snow removal responsibilities
- Oversee all grounds maintenance (mowing, tree pruning, athletic fields upkeep, playground equipment, spring and fall clean up)
- Establish and maintain an extensive list of vendors who provide various goods & services
- Manage Facilities, Custodial and Maintenance operating budget

Who we service

- All 300 faculty members and over 1,800 students of the Hamilton-Wenham Regional School District



Preventative Maintenance Program

What does Preventative Maintenance mean?

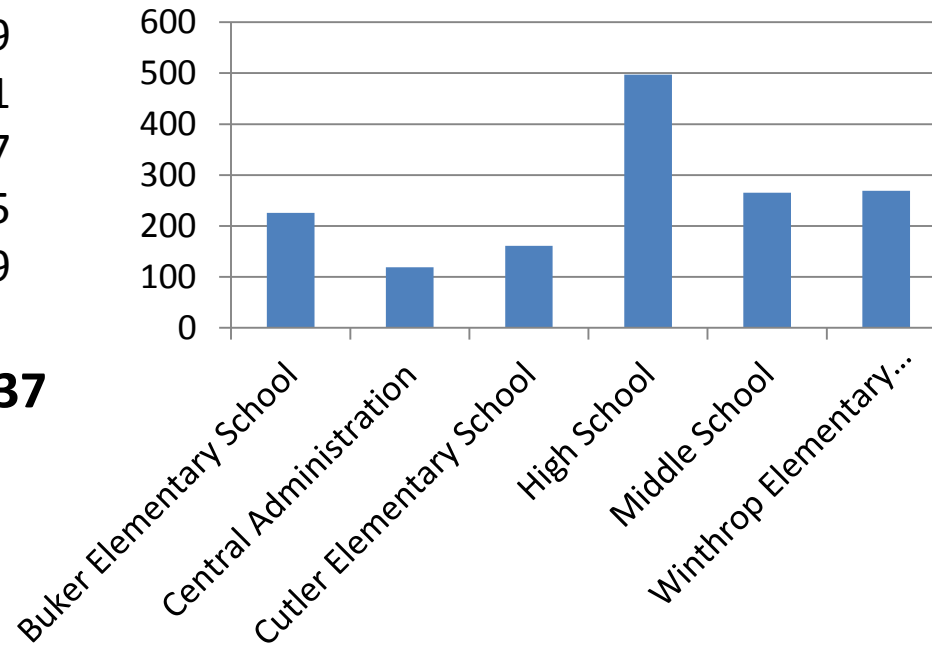
- The care and service of equipment to prevent mechanic failures either before they occur or before they develop into major defects.

• Pest Control Inspection	Quarterly
• Roof Inspections	Monthly
• Boiler Maintenance	Annual
• AC Unit Maintenance	Annual
• Belt and Filter Changes	Bi-annual
• HVAC Inspections	Quarterly
• Booster and Ejector pump Maintenance	Bi-annual
• Air Compressor Maintenance	Bi-annual
• Emergency Eye Wash Stations	Bi-annual
• Sprinkler Inspections	Annual
• Kitchen Hood and Duct Cleaning	Annual
• Pump Flow Test	Annual
• Fire Extinguisher Testing	Annual
• Emergency Generator Testing	Quarterly
• Fire Suppression System Inspection	Bi-Annual
• Playground Inspection	Annual
• Fire Alarm Testing	Annual
• Project Adventure Inspections	Bi-Annual
• Backflow Testing	Bi-Annual
• Elevator Maintenance	Quarterly
• Water Treatment Service	Quarterly



Maintenance Work Orders Completed in 2016 by Location

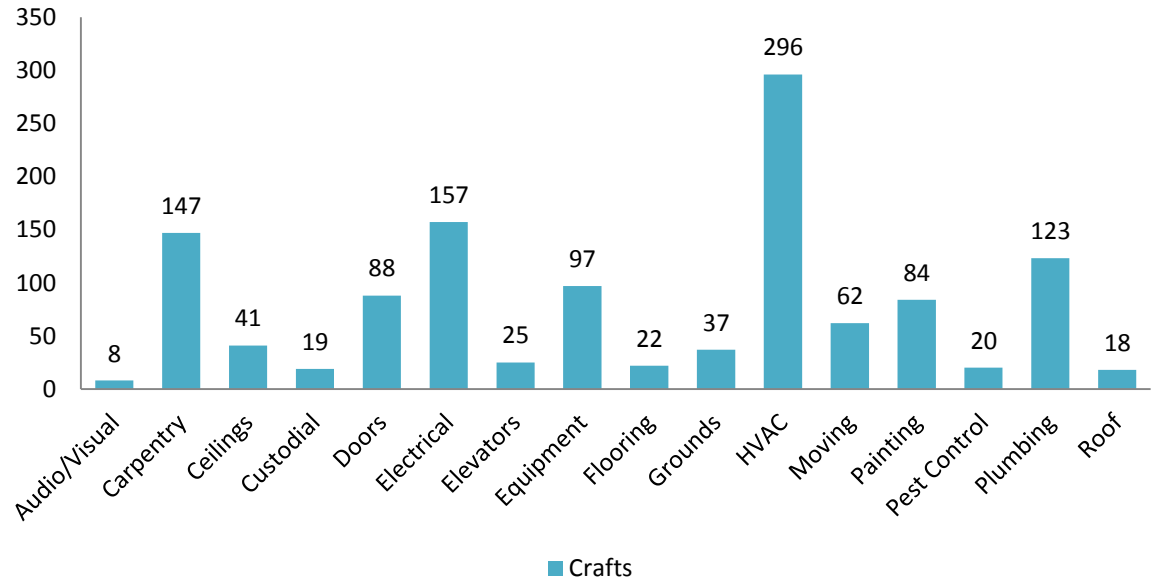
Buker Elementary School	226
Central Administration	119
Cutler Elementary School	161
High School	497
Middle School	265
Winthrop Elementary School	269
Grand Total	1537





Maintenance Work Orders Completed in 2016 by Crafts

Audio/Visual	8
Carpentry	147
Ceilings	41
Custodial	19
Doors	88
Electrical	157
Elevators	25
Equipment	97
Flooring	22
Grounds	37
HVAC	296
Moving	62
Painting	84
Pest Control	20
Plumbing	123
Roof	18





FY18 Budget Technology Recommendation

		FY16 Budget	FY17 Budget	FY18 Budget	Change \$	Change %
Salaries:						
	IT Director	\$ 118,131	\$ 121,679	\$ 124,813	\$ 3,134	2.6%
	IT Staff	\$ 308,956	\$ 311,632	\$ 320,563	\$ 8,931	2.9%
	Secretarial/Clerical	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	Total Salaries:	\$ 427,087	\$ 433,311	\$ 445,376	\$ 12,065	2.8%
Operating:						
	District Expendable Materials	\$ 950	\$ 950	\$ 950	\$ -	0.0%
	District Network	\$ 30,450	\$ 46,998	\$ -	\$ (46,998)	-100.0%
	District Hardware	\$ 190,540	\$ 122,710	\$ 153,930	\$ 31,220	25.4%
	District IT Staff PD & Training	\$ 10,900	\$ 13,600	\$ 13,600	\$ -	0.0%
	District Contracted Services	\$ 97,380	\$ 81,040	\$ 81,040	\$ -	0.0%
	District Software	\$ 196,605	\$ 202,365	\$ 203,865	\$ 1,500	0.7%
	Copier Leases	\$ 109,641	\$ 109,641	\$ 109,641	\$ -	0.0%
	School-based Sup & Mats	\$ 48,556	\$ 48,556	\$ 48,156	\$ (400)	-0.8%
	Total Operating:	\$ 685,022	\$ 625,860	\$ 611,182	\$ (14,678)	-2.3%
	Total Technology:	\$ 1,112,109	\$ 1,059,171	\$ 1,056,558	\$ (2,613)	-0.2%
	Total Gross Operating Budget:	\$ 29,343,112	\$ 30,166,532	\$ 31,217,828		
	Technology as % of Total:	3.8%	3.5%	3.4%		



FY18 Budget Technology Recommendation

FY18 SPECIAL PROJECTS				
Hardware	Replace Classroom Technology (Refresh Cycle)		\$	54,480
Hardware	Replace SmartBoards and Projectors (8 units)		\$	37,216
Hardware	iPads for Students on Scholarship and F&RL (25 units)		\$	17,500
	Total Estimated Cost:		\$	109,196
FY17 SPECIAL PROJECTS				
Network	Install new Wireless Access Points incl wiring (42 units)		\$	46,998
Hardware	Replace SmartBoards and Projectors (13 units)		\$	60,476
Hardware	iPads for Students on Scholarship and F&RL (25 units)		\$	17,500
	Total Estimated Cost:		\$	124,974



What IT Does

The District's Technology Department provides maintenance, technical assistance and business continuity services in support of the District's integration of technology in teaching, learning and business operations.

The Hamilton - Wenham Regional School District is currently enjoying and benefits from:

- A Modern Network infrastructure
- Redundant network storage
- Adequate Internet speed
- Apple laptop for every classroom teacher
- Audio Visual System in every regular educational classroom
- 111 Interactive Whiteboards
- All 1,815 students have access to an Apple Computer, iPad or Chromebook while in school
- An Active 1-1 iPad program at the High School
- Access to a rich, authentic world of resources and collaboration tools

The District continues to consolidate and invest in network security, reliability, and operational continuity.



What Are These Services

- **Maintain Computer Network:**
 - Internet Connectivity via Verizon FiOS 500Mbps synchronous connection
 - District Wide 150 node wireless network, supporting on average 1,800 devices at any one time
 - Phone systems communications and call management
 - Network services: File Storage, Print Services, Access to Educational and Business Applications
 - 24/7/365 remote access
- **Application Support**
 - Security Management: Firewall, Bit9 Security Suite, WSUS patch management, ACL
 - Device Management: JAMF Device Manager, HP Web Jetadmin, MS Active Directory, Google Device Management
 - Point of Sales system: Nutrikids POS
 - Information System: Follett Aspen SIS and Destiny Library management
 - Financial & Personnel Management: Tyler Technologies Infinite Visions
 - Electronic Testing Environments
 - Communications Systems: Office 365 Productivity Suite, Google G-Suite, Avaya Integrated Phone systems
 - Blackboard Connect, Mass Notification System
- **Devices Supported**
 - 178 Windows 7 Desktop and laptop computers
 - 243 Chromebooks and Digital Devices
 - 1,060 iPads
 - 510 Apple iMac's and Laptops
 - 18 Copiers and 114 Printing devices
 - 115 Projector/Digital Displays and Classroom Audio Visual systems
 - 336 Phones



5 Year Capital Improvement Plan

Covering FY18 – FY22

Capital Projects currently being recommended for funding as part of the Operating Budget:

Department	Project	Location	FY18
Fac & Grds	Waste Water Treatment Plant	District	20,000
Fac & Grds	Replace Classroom Carpets with Tile (3)	Cut	15,000
Fac & Grds	Replace Rear Roof at Buker	Buk	20,000
Fac & Grds	Install ADA Accessible Concrete Exterior Wheelchair Ramp	Winthrop	10,000
Fac & Grds	Kiln	HS	11,500
Fac & Grds	Classroom Furniture (1 Class)	HS	15,000
Tech	iPads for Students on Scholarship and F&RL	District	17,500
Tech	Classroom Hardware Refresh 4 year cycle (iPads)	District	21,000
Tech	Classroom Hardware Refresh 7 year cycle (Laptops & Labs)	District	33,480
Tech	Replace Classroom SMARTBoards, Projectors, etc	District	37,216
Total Recommended:			200,696

In FY17, the District's Operating Budget included \$312,474 in funding for Capital Projects. In FY18, we are recommending that \$200,696 in funding be approved for Capital Projects. This represents a decrease of \$111,778 or 35.8% where Facilities/Maintenance is being reduced by \$46,000, IT is being reduced by \$15,778, and the Master Plan is being reduced by \$50,000.



FY18 Budget

Timeline & Next Steps

- October 24, 2016: October 2016 Resident Enrollment Data Distributed to Towns
- November 17, 2016: FY18 Budget Meeting #1 with Finance Committees
- December 15, 2016: Superintendent's FY18 Budget Recommendation to SC
- December 19, 2016: Superintendent's FY18 Budget Recommendation Book to SC
- January 5, 2017: FY17 Budget Discussion Continued
 - Maintenance, Custodial & Facilities
 - Technology
 - Special Education
- January 5, 2017: School Committee Adopts Tentative FY18 Budget
- January 6, 2017: Mail Tentative FY18 Budget to Towns
- January 6, 2017: Advertise for FY18 Budget Public Hearing
- January 19, 2017: Conduct Public Hearing on FY18 Budget
- January 19, 2017: FY18 Budget Discussion Continued
 - Athletics
 - High School
 - Curriculum, Instruction, & PD
- January 26, 2017: FY18 Budget Meeting #2 with Finance Committees (TBD)
- February 2, 2017: FY18 Budget Discussion Continued
- February 9, 2017: FY18 Budget Discussion Concluded
- February 9, 2017: School Committee votes to Adopt FY18 Budget
- April 1, 2017: Hamilton and Wenham Annual Town Meetings



FY18 Budget

Motion for School Committee Tentative Budget Vote

Motion for Tentative FY18 Operating Budget Vote:

Motion: The Hamilton-Wenham Regional School Committee approves a Tentative FY18 Total General Fund Expenditures Budget of \$32,294,140. This amount includes General Fund Operating Expenses (after Offsets) in the amount of \$30,201,280 and General Fund Debt Service Expenses in the amount of \$2,092,860.