

Andover Public Schools  
Andover, Massachusetts

FY 13 Budget Development

School Committee Priorities

The School Committee budget should reflect the priorities that address the needs of the Andover students and schools. These priorities should provide direction to administrators and guide staff in developing budget recommendations. The priorities also should guide the School Committee in its deliberations and the budget planning process.

The budget should reflect the following priorities, in relative order. The School Committee may sometimes choose to fund items addressing the lower priorities over items that may claim a higher priority. While not done lightly, such choices must sometimes be made to ensure that no priority is neglected.

1. The District's mission, values and goals;
2. The need for highly qualified staff teaching within the established class size policy;
3. The ongoing refinement of curriculum, instruction, and assessment practices;
4. The need to develop and maintain educational resources, technology infrastructure, and school facilities that support students learning and meets District goals.

School Committee Budget Assumptions

The budget is developed with certain assumptions and priorities by the School Committee. For example, the budget reflects the assumption that the school district will meet all federal, state and local mandated programs and requirements. Thus, the budget should include sufficient resources and funding to meet contractual obligations, mandated programs, and high school accreditation standards, including:

**A. Programs Under Federal, State and Local Mandates and Accreditation Agencies**

***1. Special Education: Federal - IDEA & MA General Law 71B & 603 CMR 28.00***

- a. Meet the federal requirement to provide a free and appropriate public education to students with disabilities in the least restrictive environment. This often means creating programs to retain students "in-district", whenever possible;
- b. Priority is given, whenever possible, to providing in-district special education programs to students;
- c. Where Out-of-District programming is required,
  - i. Provide for Special Education Out of District Tuition costs;
  - ii. Provide for Special Education Transportation
- d. Implement and maintain systems for complying with monitoring, procedural review, and paperwork requirements.

2. *Federal No Child Left Behind (NCLB) Act. (Federal Elementary and Secondary Education Act)*
  - a. Meet federal requirements to have all students become proficient on state testing standards by 2014, by making Adequate Yearly Progress (AYP) toward yearly performance goals;
  - b. Implement and maintain systems for student data collection, and reporting (to provide evidence of AYP);
  - c. Hire and retain “Highly Qualified” teachers through professional development and licensing;
  - d. Implement and maintain systems for tracking and monitoring teacher credentials (to provide evidence of Highly Qualified staff); and
  - e. Continue to work towards closing the achievement gap for minority and special education students.
3. *English Language Learners (ELL)*
  - a. Meet the federal (Title VI, Civil Rights Act, and state (MGL C71-A) bilingual students that require districts to provide limited English proficient (LEP) students with support services until they are proficient enough to participate meaningfully in the regular education program;
  - b. Provide schoolhouse support and tutoring for all LEP students;
  - c. Implement, coordinate, and maintain systems for student identification, assessment, support, and student data reporting; and
  - d. Provide training in sheltered English immersion practices to teachers with LEP students in their classrooms.
4. *Section 504 and Americans with Disabilities Act (ADA)*
  - a. Meet the federal requirement to provide accommodations so that all people (students, faculty, and community) can participate in activities in our schools, regardless of disability. These accommodations can include building modifications, specialized equipment, instructional or testing changes, or care from a nurse or other staff member.
5. *MA Education Reform Act of 1993*
  - a. Provide MCAS support; and continue to close the achievement gap for minority and special education students,
  - b. Comply with Educational Proficiency Plans (EPP) development for high school students, and
  - c. Comply with state financial, pupil, and student reporting requirements.
  - d. Comply with state/federal requirements relative to the Common Core standards.
  - e. Comply with the state guidelines relative to computer: student ratios.
  - f. Comply with the state guidelines relative to the professional development expenditures.
6. *New England Association of Secondary Schools and Colleges (NEASC)*
  - a. Provide funding and resources for October 2013 Accreditation Visiting Team
7. *MA Anti-Bullying Legislation*
  - a. Comply with state requirement to (1) provide staff development for staff, students, and parents, (2) provide services for students and parents, and (3) purchase and implement a PK-12 student empowerment curriculum.

Andover Public Schools  
FY 13 Budget Development Guidelines

Guidelines for Budget Requests

There are two levels of funding requests within the School Committee's budget: Base Budget requests and Strategic Plan Program Improvement Budget requests.

1. The **Base Budget** assumes the same level of service to the schools from the FY 12 budget to the FY 13 budget, including the current school programs, staffing levels, class sizes, and services. The base budget includes:
  - a. The total FY 12 budget appropriation (net of turnover savings);
  - b. Statutory or regulatory mandates and accreditation requirements;
  - c. Personnel step, longevity, and collective bargaining increases (including cost of living);
  - d. Increases under other existing contracts;
  - e. Significant inflationary or enrollment increases (inflationary increase in the cost of students supplies, additional teachers to maintain student-teacher ratios, etc.).

These requests should include:

- a. Specific dollar increase by line item; and
- b. Purpose of the requested increase; and

Other items considered necessary and recommended by the Superintendent

2. The **Strategic Plan** initiatives are included in the Base Budget and represent the additional funds for improved service to the students of Andover. The Strategic Plan Budget is the budget mechanism the School Committee will use to invest in service and program improvements/innovations/initiatives for the Andover Public Schools. The Strategic Plan is not a wish list rather it reflects the need to grow and improve the schools in a way consistent with the mission, values, and goals of the Andover Public Schools and the high expectations of the Andover community. Strategic Plan requests must be listed in order of priority and include:
  - a. Specific dollar amount;
  - b. Purpose of request;
  - c. Projected impact of request on service delivery and
  - d. Identification of grants or other outside sources of revenues;
  - e. Reflect the district's values and goals.

### 3. Expenditures

#### A. Staff and Programs

1. **Staff and Programs** – Budget for level services with the understanding that we will consider equal-cost substitutions in the recommended budget with all assumptions clearly defined.
  - a. **Classroom Teacher** - For FY 13, budget a new full-time teacher at \$59,658 – M/8, plus associated operating costs of \$1,000 for a computer and \$200 classroom consumable supplies. *NB. Only budget the computer cost for a teacher hired at 0.5 FTE or above.*
  - b. **Instructional Assistant** – For FY 13, budget a new full-time teaching assistant at \$14.03/hour – S/1. Full year salary for step 1 assistant is \$18,077.
  - c. **High School Principal** – For FY 13, budget the salary for the high school principal at the FY 13 salary of \$130,000 plus benefits.
2. **Ensure all legal mandates and high school accreditation requirements are met.** – Special education, Section 504 and ADA, English Language Learners, MA Ed Reform Act, and NEASC.
3. **Ensure professional staffing guidelines are met to address class size policy, enrollment shifts, and legal needs.**
4. **Identify alternatives which will provide services in more cost-effective ways** (e.g. build more in-house capacity to avoid some special education out-of-district costs, reorganize current educational organizational structure; reduce energy consumption, explore the cost effectiveness of lease-purchasing technology, find less expensive means of purchasing some products.)
5. **Technology** – Only technology plan related requests may be included and will need to be funded through an amount determined by the Assistant Superintendents, CIO, and Superintendent.
6. **Professional Development** – Budget requests within per pupil instructional allotments.
7. **Textbooks** – Fund any *replacement textbooks* (and those needed for enrollment shifts) through the school instruction accounts and/or lost book accounts.

Funds for *new textbook adoptions* are not to be included in schoolhouse accounts as these items are addressed in Assistant Superintendent's CIP request.

Funding requests should be noted in the schoolhouse budget and submitted through the Assistant Superintendent as a new textbook request that is clearly defined and aligned with curriculum review process and recommendation. Requests for new textbooks from individual schools/departments will not be considered if they are requested outside the curriculum review process and after the FY 13 budget is developed.

8. **General and Instructional Supplies** – Budget supplies based on estimated enrollment with a 2.5% increase over FY 12. October 1, 2011 enrollment numbers will be used as the base year.
9. **Special Instructional Requests** – Budget \$4,000 for new classrooms that need to be furnished and equipped (supplies, textbooks, & equipment) due to an enrollment increase. This account is not to be used for instructional supplies, textbooks, or technology for *existing* classrooms or programs.

**B. User Fees**

1. **HS Athletics** – Until the SC reviews its user fee policy in January, it is understood that Athletics will be offset by an estimated \$310,500 in user fees and \$103,000 in gate receipts and rentals. User fees are \$350 per student with a family max of \$700 unless otherwise determined by the School Committee.

2. **K-12 Extra-curricular Activities** – User fees will be differentiated by level.

The middle school after school extracurricular activities fee is \$100 per student with a family maximum of \$150 unless otherwise determined by the School Committee.

The high school choral music fee is \$325 per student with a family max of \$700 unless otherwise determined by the School Committee.

3. **Bus Transportation Fees** – Budget at \$1,583,145. Budget bus transportation fee at \$350 unless otherwise determined by the School Committee.

4. **Parking Fees** – Budget at \$65,000. Budget parking fees at \$200, unless otherwise determined by the School Committee.

**C. Contractual Obligations**

1. **Transportation Program**

a. **Regular Education Transportation** – Budget \$1,716,660 for the first year of a two year contract extension. Final cost will be offset by \$350,000 estimated user fees. However, a system wide needs assessment is currently in process to determine if additional buses may be required. In addition, a cost estimate must be prepared to transport homeless students (The McKinney-Vento Homeless Assistance Act of 1987). An early estimated cost to transport our current homeless student population is \$20,000. This was an unanticipated FY 12 cost. FY 13 budget to transport Homeless students will be budgeted at \$20,000.

b. **Special Education Out-of-District Transportation** based on current student population and year 3 of a 3 year contract. Cost estimated to be: \$ 1,110,500.

c. **Special Education In-District Transportation** based on current student population and year 3 of a 3 year contract. Cost estimated to be: \$ 414,000.

d. **Special Education Summer Transportation:** FY13 Summer Program transportation costs are currently estimated to be: \$148,400.

e. **Extracurricular, Field Trips and Athletic Transportation-** FY 12 is year 3 of a 3 year contract. Bids for a new 3 year contract will be advertised early spring 2012. A projected cost summary has been prepared and sent to the Athletic Director with new rates anticipated to increase by 6% over the current contract. However, we are in the process of conducting a rate survey to benchmark the FY12 rates. For competitive reasons, the current contract may have been bid below a reasonable breakeven point; hence, the projected 6% increase over FY 12 may be understated.

2. FY 13 Salary Projections

- a. **Settled collective bargaining contracts** (*No Contracts Settled*) – Collective bargaining COLA increases, plus (if applicable) steps, continuing education increment, longevity, and stipends.
- b. **Unsettled collective bargaining contracts** (*All Units*) – Estimated collective bargaining COLA increases, plus (if applicable) steps, continuing education increment, longevity, and stipends to be determined by the School Committee.
- c. **Individual contracts** – (administrators) - COLA to be determined by School Committee.

3. Utilities – *NOTE: Plant and Facilities Director to provide est. % increase over FY12 expected in October*

- a. Gas – Budget at TBD % increase over FY 12.
- b. Oil – Budget at TBD 0% increase over FY 12.
- c. Electricity - Budget at TBD% increase over FY 12.
- d. Telephone/communications - Budget at TBD 0% increase over FY 12.

4. **Custodial Supplies & Materials** - Budget using historical data and current trends for costs increases. The Assistant Superintendent – Finance will provide building specific information.

D. Fixed Costs – *Budgeted for in Town Budget – Charged back on EOYR Schedule 19*

- 1. **Health Insurance** – Budget health insurance costs at a rate of TBD% for active employees and retired employees. Replacements for known retirees will be added to the enrollment.
- 2. **Andover Contributory Retirement** – Budget pension costs at a rate of TBD% using data from the retirement board.
- 3. **Utilities** – Water - Budget (*Included in Town Budget*)
- 4. **Maintenance**
  - a. **“Annual Maintenance”** - Budget using historical data and current trends for costs increases. The Assistant Superintendent – Finance will provide building specific information. This is in the Plant and Facilities budget for the Town.
  - b. **“CIP Projects”** must be documented and included in the initial budget for consideration to the Assistant Superintendent – Finance and Superintendent. The Superintendent and Assistant Superintendent – Finance will review the projects and make recommendations to the School Committee regarding what should be funded in the Town’s CIP Budget.
- 5. **Capital Requests (in excess of \$25,000)** – Principals will submit requests for capital needs with estimates and documented needs to the Assistant Superintendent-Finance. The Superintendent and Assistant Superintendent – Finance will review the projects and make recommendations to the School Committee regarding what should be include in a capital request to the Town’s CIP Budget.

- E. **Unfunded Mandates and HS Accreditation Requirements** - MA Gen Law 71B & 603 CMR 28.00
1. **Special Education: Federal - IDEA & MA General Law 71B & 603 CMR 28.00**
    - a. **In-District Program & Transportation** – Budget using known students at the time of budget submittal and include in-house program proposals that are cost effective alternatives to out-of-district placement.
    - b. **In-District Summer Program & Transportation** – Budget using known students at the time of budget submittal and include in-house program proposals that are cost effective alternatives to out-of-district placement.
    - c. **Out-of-District Tuitions & Transportation** – Budget using the known students at the time of budget submittal and best estimate on tuition rate increases.
  2. **Regular Education: Federal - MA General Law 71B & 603 CMR 28.00**
    - a. **Section 504 & American with Disabilities Act (ADA)** – Budget using the known students at the time of budget submittal. (*Pub. L. No. 93-112, 87 Stat. 394 (Sept. 26, 1973), codified at 29 U.S.C. § 701 et seq.*)
    - b. **English Language Learners** - Budget using the known students at the time of budget submittal. Additionally, new regulations are expected to be approved which will significantly increase staff and staff development costs by amount to be determined. New regulations are due out in December. (MGL: C71A)
    - c. **MA Ed Reform Act** - Budget using known students needing MCAS support and remediation or Educational Proficiency Plans (EPP - high school only) at the time of budget submittal. (MGL C 71)
    - d. **Anti-Bullying Legislation** – Budget using known expenses relative to professional development, student/parent services, legal expenses, curriculum development, purchase and implementation costs. (MGL: §92)
    - e. **McKinney-Vento Homeless Act** – Budget using known student at the time of budget submittal. As of 09 28 11, we have five (5) students who require transportation from place of shelter to APS. (*P.L. Title X, Part C, of the No Child Left Behind Act in January 2002*)
  3. **HS Accreditation**
    - a. **NEASC** – Andover Public Schools is working towards the renewal of accreditation for Andover High School in FY2013. There will be significant budget factor (approximately \$30,000) in the FY 2013 budget to address the full cost of the accreditation renewal program.
- F. **Revenue Items**
1. **State Aid: Chapter 70** – FY2012 amount is \$6,928,057. Governor’s budget due out January 31, 2012.
  2. **State Aid: SPED Circuit Breaker** – FY 2012 Circuit Breaker is \$2,221,949 or 65% of our net eligible claim. We are mindful of the fact that the State may fund approximately 40% of our eligible claim in FY13.
  3. **Special Needs Tuition** – Currently, there is one (1) student attending Andover Public Schools from another district paying a tuition to the District.
  4. **Early Childhood Tuition: Preschool Peer Partner**-The tuition will be 5 days = \$5,265 FD/\$4,265 HD; 4 days = \$4,538 FD/\$3,538 HD; 3 days = \$4,115FD/\$3,115HD; 2 days = \$3,350FD/\$2,350HD per student unless otherwise determined by the School Committee.

5. All Day Kindergarten Tuition – All day kindergarten tuition will be \$4,500 per student for FY 13. Discounts are available for multiple births, unless otherwise determined by the School Committee.

6. Rental Income – Only the Athletic Department generates rental income for the District. This income is part of the gate and rental offset to the Athletic Department Budget. See user fees for specific amount. The Collins Center is a separate revolving fund which is to be self-sustaining.

*G. Other – For Principals and Directors only*

*Provide Superintendent and Assistant Superintendent – Finance with a list of budget alternatives that:*

1. **Are consistent with the Strategic Plan** recommendations and district long-range goals.
2. **Restore essential services** lost through previous budget reductions.
3. **Identify ways to reduce the budget** if there are not sufficient monies available to fund a level-service budget.