

CITY OF NEWTON

IN BOARD OF ALDERMEN

JOINT BUDGET MEETING

PROGRAM & SERVICES AND FINANCE COMMITTEES REPORT

WEDNESDAY, APRIL 10, 2013

Finance Committee Present: Ald. Gentile (Chairman), Ciccone, Linsky, Salvucci, Rice, Blazar, Fuller, and Lappin

Programs & Services Present: Ald. Sangiolo (Chairman), Linsky, Hess-Mahan, Rice, Blazar, Baker, and Fischman

Also present: Ald. Albright, Crossley, Danberg, Harney, Kalis, Johnson, and Yates

City officials present: David Fleishman (Superintendent of Schools), Sandra Guryan (Deputy Superintendent / Chief Administrative Officer of Schools), Cynthia Bergan (Assistant Superintendent for Secondary Education), Sue Dzikowski (Director of Finance; School Department), Jonathan Yeo (School Committee Member), Diana Fisher Gomberg (School Committee Member), Matt Hills (School Committee Member), and Margie Ross Decter (School Committee Member)

SCHOOL DEPARTMENT'S BUDGET

Superintendent of Schools David Fleishman spoke on the importance of the passage of the override to the schools. Due to the approval of the general override by the voters, the School Department's budget is a positive budget. The School Department faced a multi-million dollar gap just a few years ago, that resulted in increased class sizes and reductions in educational programs. Last year the School Department was able to make minor restorations and slightly improve class size. However, this year the School Department is able to guarantee that there will be reasonable class sizes and very strong educational programs. The passage of the override also allows the School Department to improve and work on current initiatives. In addition, the override will support an increase of 270 students next year on top of the increase of 248 students this past year. The increased funding provides additional support to the elementary schools in the City that have seen a growth of hundreds of students over the past several years.

The School administration reviewed the goals, with focus on excellent teaching as the most significant feature of school improvement. The review also included current initiatives, and student performance data, which determined where to allocate resources in the upcoming budget. The Fiscal Year 2014 budget provides the necessary funding to build and improve upon the School Department's current initiatives.

The Superintendent provided the attached presentation on the budget. The School Committee approved the School Department budget on April 8, 2013 after several meetings and a public hearing. The presentation began with an overview of the School Department's pillars of

the school budget, the budget process, and educational goals as provided in the presentation. The proposed School Department budget for Fiscal Year 2014 is \$187,671,536. Salaries and benefits for School Department employees total 84% of the budget and the other 16% of the budget is dedicated to expenses. There is an increase of \$8,890,291, which is a 5% increase over last year's budget. Four and a half million dollars of the increased budget will be used to address enrollment growth in Fiscal Year 2014 as follows: \$2.4 million for regular education, \$.6 million for special education, \$.5 million for building support, and \$1 million to address short-term space needs.

There will be an addition of 13.3 full-time teachers and 1.5 full-time assistant principals at the elementary school level. The elementary schools are expected to add 8 to 10 modular classrooms for the upcoming school year to address overcrowding and projected increase of 61 students. The addition of teachers at the elementary level drops the class size in kindergarten through second grades from 21.2 students to 20.9 students. The addition of assistant principals at the elementary level will help to address the administrative needs of the schools and provide additional instructional support to teachers.

The School Department is planning on hiring 11.05 teachers and adding the equivalent of a .2 full-time guidance counselor at the middle schools to deal with the projected increase of 113 students. By adding teachers, the team sizes at the middle schools will be consistent across the four schools. All existing programs and initiatives are maintained at the middle schools. In addition, 4.25 teachers are included in the proposed budget to support Physical Education, Health and Wellness, Fine and Performing Arts and Technology Engineering classes.

The highlights for the high schools include hiring 9.25 full-time teachers, one full-time guidance counselor, and one administrative support person to provide staff to support the projected increase of 96 students in Fiscal Year 2014. The science labs at Newton South High School will receive \$85,000 of equipment to provide parity between the science labs at both high schools. The breadth of programs at the high schools will remain the same and there will be staffing added to provide increased support for academic support classes.

The presentation continued with a review of student services, which includes Special Education. There are new and expanded services for Fiscal Year 2014 to continue the inclusion approach to special education. The largest change is the reorganization of the administration of elementary special education to provide building-based supports across the 15 schools. Each elementary school will have a team chair of special education to improve consistency and compliance. The fiscal year will include the expansion of co-taught classrooms to 21, which is an increase of four, at the elementary schools. Co-teaching provides efficient and effective delivery and offers an option for students to receive intensive services in their neighborhood school and access to the regular curriculum.

The English Language Learning programs will see an increase of three full-time positions in teaching staff to accommodate enrollment growth for students with limited formal education. Additional funds will also be provided for additional aide support, a liaison at both high schools, and increased funding for translators and interpreters.

The School Department will be adding two additional custodian positions to support the addition of space in the elementary buildings. In addition, a specialist will be hired to support the need for increased background checks for job applicants and the hiring process. The Superintendent continued with a summary of the Information Technology Department budget changes for Fiscal Year 2014. There will be improvements to support the increases in wireless access at both high schools to support 1:1 access. Staff will be added to provide instructional support in the library and instructional technology programs at the elementary schools. The upcoming budget will improve access to classroom technology at all levels of education. Specifics regarding the updated 3-year technology plan are available on the School Department's website.

The Superintendent concluded his presentation with an update on the utilities efficiencies within school buildings. There has been a decrease of \$271,000 for utilities in Fiscal Year 2014 due to a drop in rates and efficiencies related to energy improvements within school buildings. New building systems at a number of schools and conversions to natural gas heat have had a major impact in cutting the cost for utilities.

Questions and Comments

Substitute Teachers

Currently, when teachers are out for a day or two at the high school level their classes are not held, which was not always the practice. Are there any plans to restore substitutes in the upcoming budget?

The substitute program at the high schools was cut three or four years ago as a budget move and the School Department saved a significant amount of money. Part of the reasoning for the cut was that when a teacher is out for one day there is no added value to having a student in a class with someone who does not know the discipline or lesson plan. At the time, it was determined that it was a reasonable cut to the budget. The School Administration is currently keeping track of the data on cancelled classes.

Cynthia Bergan, Assistant Superintendent for Secondary Education, spoke with the Newton South High School principal regarding cancellation of classes and he stated that he had not yet had a parent who felt that a student was under-stressed. Students and teachers are really working for the vast majority of the day even when a class is cancelled. Ms. Bergan will report to the Board of Aldermen when she has better information.

Tuitions

Now that the School Administration now has a couple of years of experience in regards to tuition for out of district students, should there be any changes to that funding?

The full cost of tuition is over \$10 million but the schools are reimbursed from the State through the Circuit Breaker Credit Program, which is used to offset the tuition costs. The average reimbursement is in the neighborhood of \$3 million. When you think about the tuition

budget, it represents a small number of students. There are approximately 2,400, students who are on IEPs or receiving special education services. Of those students, approximately 150 students are placed out of districts because they cannot receive all their education needs in the Newton Public School System. For some of those students, they are going to have an extremely high level of needs and are going to be in a very costly placement. The 150 students have remained fairly level over the past few years. There are always going to be students that cannot be educated in the district; however, that number is dropping because the middle schools have added some programs in the past couple of years. There are always going to be students that need residential placements, which is why the Circuit Breaker Program exists. The other thing that affects tuition costs is tuition increases which are not set by the school district. One of the challenges is that tuition always goes up more than 2.5%; therefore, the School budget is always going to run a deficit. Tuition generally goes up between 5 and 8%.

There are currently two new programs for sixth grade students with special needs; one for students on the autism spectrum and the other for students with social and emotional issues. Some of the students in the program would have been placed out of district if the new programs did not exist. Next year there will be another program for students with various levels of cognitive needs, which is typically another population that is placed out. Due to these programs, fewer students were placed out of district. However, there is still a cost to creating in-district programs. To create in-district programs, the School Administration must analyze cost benefits and space needs for programs.

Newton North High School Lighting

It appears that every hallway and the sport complex in Newton North High School are lit up all night long. Is there a way to conserve some of that energy and save money by turning the lights off at night?

The lights at Newton North High School are currently under review. The School Department has received feedback because it is visibly obvious to everyone that drives by the school that the hallway lights are on late at night. Acting Public Buildings Commissioner Josh Morse, the School Department's Director of Operations Mike Cronin, and the building's Systems Coordinator David Stickney are currently working on the light issue. There will have to be a further investment to put programmable sensor in the lights in the hallways to solve the issue.

It was pointed out that sometimes value engineering a project results in important equipment or pieces of a project being left out like the light sensors for the hallways at Newton North High School or the commissioning at Newton South High School. Going forward the administration should think about lifetime value and operating costs of the building as opposed to short-term gain.

Are the lighting controls that are being contemplated for Newton North High School achievable in this budget?

They are not specifically captured as a project in the budget but some of the Charter Maintenance funds leave room for priorities to be adjusted. The School Department does not

know what the costs of the lighting controls will be at this time and cannot comment on whether they can be included in this budget.

There was a request for further information about the need for lighting controls at Newton North High School.

Parking at Newton North

When Newton North was built, there was a promise to put the same amount of parking back but it appears that parking is not back. Is there now student parking at Newton North High School on site?

There are two lots at Newton North, the Walnut Street lot and the Lowell Avenue lot. In addition, Elm Road is still maintained as staff parking. There has been a lot of discussion within the school in the past several weeks around whether or not the Lowell Avenue lot is being fully utilized. The School is trying to look into that to see if it is possible to gain some student parking in that lot. If you take the Walnut Street lot, the Lowell Avenue lot, Elm Road and the loading dock, there are 338 spaces for parking on site. At the moment, there have been 361 permits provided to staff for parking, which is an interesting dilemma. There is no student parking on the campus. The School Administration is investigating why there are still 20 to 25 spaces that are clearly available in the Lowell Avenue lot.

Many schools have constrained parking and the Aldermen have been working with individual school administrations to address those issues. It would be useful to have the support for the School Administration to work on parking issues.

Parity between High Schools

Are the high schools at parity in terms of programming and technology, recognizing that there are different facilities at each school? If there is not, does 2014 budget address that with the money for the science labs at Newton South High School?

When you look at the course selection guides for each school they are very similar in terms of a rich elective selection, advanced placement classes and courses for students who struggle. In terms of technology, this year at Newton South the priority for new technology for teachers is Newton South. They will be getting new equipment. The schools are moving towards parity where possible.

Special Needs Programs

Are there any issues in special needs and whether there are any problems satisfying the needs of residents in terms of special education programs.

The School Department is piloting new special education programs at the middle school level, which are badly needed. In addition, the School Department moving to a new

administrative structure at the elementary school level, which is based on feedback from parents and staff and administration?

Does that mean that some students placed out of district will be brought back into the schools?

Most of the students that are placed out of district that are able to come back are at the middle school level. When you look at where the schools lose students to out of district placement, it is at the middle school level. However, there are certain students that at five years old are placed out of district because the School Department cannot meet their needs because the needs are so unique or significant. Newton is a fully inclusive district, which is able to offer special education programs that other districts do not have. This helps in terms of economy of scale. The School Administration has spent a significant amount of time on special education and student services. Special Education has been a real priority and it continues to be a priority.

Security

Is there more security that is being rolled out? Is the School Department doing it in phases?

Right now new security systems are being installed at all the elementary schools, middle schools, and the pre-school at the Education Center. The systems will be a buzzer and camera system. All of the systems will be installed over the next several weeks and activated all at once. It is a significant change. Once parents drop off students, the doors will be locked during the day including the dismissal. Initially, the funding is coming from the 2013 budget then it is really a human resource issue in terms of how the systems are managed. The School Department is not adding staff at the building level to do that, it will be done with existing staff.

As the schools are installing security cameras, where is the School Department at with data privacy, what data is being collected and is there a policy on data privacy?

The School Department is not storing any data from the security systems at the elementary schools, middle schools, and the pre-school at the Education Center. At the high schools, the security cameras are storing data but the School Administration can only get access if there is an incident. There is no one monitoring the cameras. There is a written policy.

Could you please provide the policy to the Board, as the City is working on developing a policy?

Student Activity Fees

There have been statements that fewer students are participating in student activities and that revenues are down. Do you have the figures on the student activities and are fewer students are not participating in sports and student activities due to the high cap of \$1,800? Has there been any thought given to adjusting the activity fees in order to increase revenues as more students would participate?

Ms. Bergan has been working very hard, in particular with the high schools, on fee collection practices for student activities. Relative to the other fees such as the bus fees and athletic fees, there is no evidence of any drop in participation. The activity fees are fairly new to the high schools and tracking them has been challenging. Last year, the School Department instituted a new procedure to collect the names of students involved in student activity fees. As a result, the School Department has been able to collect 620 names of students participating in student activities. There is some evidence that these fees have been a hardship and something that has led to non-participation on the part of students. The School Administration is proposing that at the end of this school year a survey be done of all of the current and recent past advisors asking what clubs are running, what clubs are not running, why they believe the club is not running, and what impact the fee has had on participation. The School Administration is going to report the results of the survey to the School Committee at the end of May.

The budget estimate for student activity fees next year is \$50,000. If every student that provided their name as participating in a club paid the fee, the School Department would collect \$77,000. However, the collection of names does not address the issue of whether the fees are diminishing the number of students participating.

It was suggested that it would be helpful to survey the parents of students regarding why a student did not participate in a club, as it would be direct data. In addition, parents and students may be better informed about why clubs no longer exist. Several Aldermen supported the suggestion of a survey. It would be helpful to know what clubs no longer exist.

Ms. Bergan responded that the advisors are being surveyed in part because she believes that there are some clubs that were formerly running that are not running now. The School Department wants to know from the people who put the clubs together what happened. The School Department will take into consideration that the parents should be surveyed.

The middle school level is a really critical time in children's lives. It would be interesting to find out how many children are not participating or how many children could be participating in activities, if more activities were offered. How many children are not participating due to the fees?

Could the School Department track the fee waivers? It would be helpful to see those numbers and see them going up?

They are being tracked and are included in the School Department budget.

During the past few School Department budgets, the Aldermen have really talked about fees. Fees are a big deal to people and, it is disappointing to hear that there is not more data. It was the understanding last year that there would be more information available this year. When a student enrolls for a program, how is that done? Is there an online enrollment form, because if there were an online enrollment form, all of the information would be there?

The School Department has a lot of data about the vast majority of the fees. It depends on what type of activity is being discussed.

An online form would keep track of all of the data on a regular basis and an enrollment form would allow the School Department to keep the data in a database. It was strongly suggest that the School Department consider an online enrollment form.

Everything is online. All of the payments for most fees are done online.

Why is the Board not getting the data?

On the School Committee side, that data is presented on a regular basis.

The Board would like the data.

It does not seem reasonable but the high school activity fees specifically are a little different from the other fees. To have an online signup for bus fees makes sense, as students are going to take the bus. The student activities do not work like that at the high schools. They are much more amorphous than that; students enter a club, they leave a club, and they want the freedom to try out several different clubs. At each high school, they hold a club day and there is a club advisor, who runs the club day and different people come out and promote different types of activities and students end up trying a club for one day. There are such a large number of activities at the high schools that the School Administration is having a hard time getting all of the data. The data for clubs and activities where the enrollment ebbs and flows is challenging to collect.

It was suggested that the School Administration talk with the School Department's Director of Information Technology to see how technology could help facilitate a process for databases and online forms for student activities.

When fees are discussed in the School Committee, could the School Administration provide a report on the discussions?

Every Aldermen voted to put the override on the ballot, which indicates a level of support. Approximately 90% of the Aldermen took a public position in favor of the override and if there was one single reason, it was the schools. The Aldermen have been asking for a number of years for the School Administration to give some consideration to holding the costs in line or reduce the fees. It would have been nice to hear that there was a reduction in the family cap, as it would have been the right thing to do and would have signified that the School Administration is listening.

Information Technology

What are the Information Technology highlights in the upcoming year? Most of the increase in technology will be around infrastructure in order to allow students to bring their own devices to school, especially at the secondary level. The infrastructure improvements are a work

in progress. It is a challenge in terms of having enough resources for students. On May 13, 2013, the School Department's Director of Information Technology is presenting the updated technology plan and talking about what sort of resources the School Department is going to need in the area of technology.

It would be great to have the City's Information Technology Department and the School Department's Information Technology Department work more closely together on updating technology.

There is an increase of \$253,000 in the equipment line item. How much of that is for student technology? When the Board looked at the presentation of the override, there was \$200,000 slated for technology. Is that what this \$200,000 represents? How much has it increased compared last fiscal year?

It has been increased by \$250,000. It includes both technology and educational materials. Summarizing the word "equipment" in the budget is a little challenging. Sandy Guryan will sort the equipment funding and provide better detail (attached). There is \$50,000 in technology that is specifically meant to be for devices for the new faculty. There is some money for student technology included in other supply monies. Mixed into all of this equipment is the priority that was given to the science equipment for Newton South High School. There are some computers for Career and Technical Education. It is not just one lump sum.

Is that including the \$200,000 from the override?

The override slide was about more than just technology or equipment. It is some of the materials money. In order to provide accurate information, Ms. Guryan would like to further review and respond later with specifics.

It was pretty clear that the override was to address enrollment. The funds are really about addressing increased enrollment as opposed to increasing programs or providing new technology.

There was a vigorous conversation with the Mayor regarding the importance of having enough money in the override to make sure that the technology needs of the schools would be addressed along with the other needs. After that conversation, it was understood that the Schools would be able to deal with the questions regarding technology funds. After this override, the schools should be able to secure the technology that the teachers need in the classroom and the students are going to need. The amounts in the budget do not look like they are sufficient to take care of the core needs. They may take care of the incremental needs.

The School Committee had zero expectation that the override would provide sufficient funds to address all of the technology needs going forward. This is a budget priority issue and the override alleviates some of the pressure. When the technology plan is presented on May 13, 2013, it will feed into budget guidelines, priorities and other alternative sources of revenue. Right now the priorities that the School Committee has for the school system are such that the additional funding that the schools have, not just from the override but from increases that the

schools get from the city above and beyond the override, are going to a limited extent to technology but for the most part to the existing services and programs. It is a priority decision that is being made.

It seems part of the challenge that was being solved was to get to a situation where the schools were not looking at “naming rights” as a way of trying to fund something. The technology plan should take advantage of the funding that is available through the City.

There are hopefully other sources of revenue but the School Committee needs to be realistic. If there is a significant amount of money that the schools need for technology going forward, the investment can only be made if willing to make the trade-off. Right now the School Committee is not saying prioritize technology to the extent that class size and program breadth is being squeezed to fully fund it. The School Committee does not feel it has enough money for its technology budget going forward but they are not looking for additional money right now. The schools have received a significant increase in funding some of which is going to technology. The priorities have been set and only some of that involves technology.

It would be nice to better appreciate what kind of gap there is in funding for technology now and going forward.

There will be an information technology presentation by the School Department’s Director of Information Technology on May 13, 2013 that will address the technology funding needs.

Do students have computers at their desks that they use?

There are computer labs and sometimes there is a laptop cart used in the classroom. There is only one classroom at the middle school level, where students have devices.

The School Department is not asking students to have computers for school?

No; however, many students at the high school level bring their own devices but the School Department is not asking that of students.

What is the School Departments approach to making sure that there is equity across the system? The PTOs are raising their own dollars and it can vary between schools. Is there a policy to help sustain equity across the system?

The PTO fundraising is largely at the elementary level, which is a real challenge. On May 13, the Technology Director is going to talk more about how to balance. The School Administration is seeing more schools that have not raised significant funds in the past, raising funds now. The School Administration is aware that it is not an ideal situation.

Will the School Administration look at the PTO fundraising and try to equalize funding for technology.

The School Administration does try to equalize funding. This is an issue that has been discussed for the past twenty years. Technology used to be part of an equity policy so there was a limitation on what schools could raise and that was lifted. Communities started doing large fundraisers to help with technology that has been successful in many schools. The school district, wherever possible, diverts more of the attention of the district to schools that are not raising a large amount of funding. Every few years the PTO Council gets together to discuss possible solutions but status quo has stayed. The bottom line is that the School Department wants to encourage PTO communities to raise funds because it is an important part of funding technology. At this point, that is where the PTOs stand on this issue.

Building Energy and Utility Costs

The Energy Commission has been talking among its membership and meeting with Systems Coordinator David Stickney, Public Buildings Commissioner Josh Morse, and Energy Project Manager Maciej Konieczny. There are a number of projects that are coming out of those meetings. Some of which may require investments and/or additional training. The City and School Department should be looking at renovation and replacement building projects that are coming forward to reduce the energy demand as much as possible.

The utilities forecast included in the budget show the same figures in Fiscal Year 2013 and 2014. Those figures cannot be the same, as the rates are increasing.

The School Administration will review and address.

School Building Revenue

The new Newton North High School came on line in 2011 but there does not seem to be an increase in revenue for fees for building use.

The School Committee has a specific policy regarding school building use and it is reviewed periodically to determine the appropriate rate for school building use. The rates have been held fairly level and the School Committee would need to change the rates in order to see a significant rise in revenues. The old Newton North was also heavily rented at a rate similar to the new building. There is active rental of the school and revenues have exceeded the 2013 expected revenue.

Restoration of Programs

It would be nice to see a comparison of last year's budget included in the budget book in order to track what programs have been restored.

The budget was really about enrollment as opposed to programs. It was really taking the programs and scaling them up because there are so many more students. There are many more classes at the elementary and middle school levels.

Does that mean nothing was restored?

Last year in particular there were not cuts. The way high school programming works is students select their courses and then the administration allocates staff accordingly. There were not reductions. What you have seen is that the high schools have seen reductions in staffing. What the School Administration is trying to do at the high school level is bring teacher staffing up, which will continue in the next five years. The goal is to keep programs alive and make sure students have the same choices as they do now and in some cases a little better. At the middle schools, there are more consistent team sizes and there will not be an overcrowded middle school.

Is the School Administration tracking how adding the staff is going to eventually increase the participation in programs?

For example, there will be enough electives at the middle schools as teams are added. Staff largely follows enrollment patterns. There is a detailed booklet that shows what is being offered at each high school, how many students are enrolled, the average class size for that program and other details. It gives a lot of information about the staffing at the high school. It is available on-line on the School Department's website.

New Custodial Positions

Where are the two new full-time custodial positions going and what kind of skill levels are going to be required for the position? What is the overall plan to improve management of the school facilities and how does it work with the charter maintenance funds. The City and School Department need to consider how care for all the new and renovated school buildings. It is important to stay on top of maintenance and to collaborate on how to manage all facilities citywide. There may be ways to parse the types of work that need to be done to make sure the critical stuff is addressed.

The two custodians are going to be placed primarily in the elementary schools. The benefit of that relates to the amount of square footage that has been added and is to be added to the elementary schools. It also allows the School Administration to keep the custodians that are scheduled for the high schools at the high schools and not have them do the filling in when there is a need for coverage at the elementary schools.

Is there overall plan that has to do with the increasing sophistication of school buildings and the kind of individuals that you are trying to put into place now and going into the future?

There are two separate issues that need to be clarified. Building maintenance is separate from building cleanliness. They are both important but as the schools expand their square footage, the buildings need to be clean, which is the responsibility of the custodians. Charter maintenance and maintenance are separate. These custodians are cleaners.

The City does not have a great record of accomplishment in maintaining buildings. The biggest fear was that Newton North would not be maintained but at this point, it is very well maintained.

Charter Maintenance

How does Charter Maintenance work and what is the connection between the schools and the City?

The main word to use is collaboration, which is not new. There have been weekly meetings going on for the past couple of years between the School Administration and the Public Buildings Department to review projects. The School Department's Director of Operations meets with the Public Buildings Department almost daily, where they look at prioritized lists of projects. The School Department does turn to the City for projects such as replacing tile, window replacements and boiler projects. All work is done in conjunction with Public Buildings Department. The money for the project is in the School Department's budget but it is charged back to Public Buildings Department.

There should be a more in depth conversation with the Board of Aldermen to understand how Charter Maintenance works. Aldermen have heard that 90% of the trades' staff is engaged in the work at the schools, which is due to the fact that the Schools have a larger budget relative to the amount of facilities, as a result of Charter Maintenance. Even with that being said, it would be beneficial to increase funding, as the Schools have terrific facilities and that should be maintained.

The School Department is reliant upon city staff to do all of the Charter Maintenance projects. The School Department does not control those types of projects.

Surveys

Does the School Department survey parents about anything in the Schools?

The School Department does focus groups with parents. It really varies and is mostly done at the individual school level. There is a new person working in community engagement and the School Department expects to do more focus groups and surveys. It is something that the School Administration is open to; however, it is important to ask the right questions and collect the data to make sure it is useful.

There have been times in the past when the School Department has interviewed families that have left the public school systems to go to private schools to determine why they are leaving.

Has there been a survey regarding food provided at the schools?

There has been positive feedback from the students regarding the food at all the schools. The School Administration will make sure that the food vendor is working closely with the students.

It would be a good idea for the School Administration to do a yearly satisfaction survey of both the students/parents and the employees.

Insourcing and Outsourcing

One of the School Department's previous initiatives was to outsource food services, which paid off. What else might the School Department consider outsourcing and what things that are outsourced now could be evaluated and insourced?

The School Administration thinks about insourcing and outsourcing all the time both in the instructional areas and in the operational areas. It can be seen in the budget largely in the area of special education programs because many of those are crafted to provide best outcomes for students. They usually have favorable impact in terms of keeping students in district rather than educating them out of district. It is looked at all the time.

Student Services is the largest areas of conversation and it is very difficult to make judgment calls regarding whether to insource or outsource programs. The needs of the student population have a large role in that decision. The School Administration also has some tuition paying students as well, in some of the unique special education programs. There has to be a need and cost analysis to make sure that when a program is set up, it breaks even or makes money. Special Education and Student Services are the most entrepreneurial areas. Newton benefits because it is a larger district; therefore, more programs can be established. It is always about quality before cost.

Sustainability

The School Budget is actually much larger than the city portion that the Board of Aldermen is discussing. The budget is actually \$226 million and not the \$178 million. The "Expenditure by City" breakdown shows a \$23,554,893 figure for Fiscal Year 2013. Is anyone paying attention to that figure? Is the School Department spending enough time analyzing that and is the City spending enough time and thinking hard enough about those dollars? It would be great to have a page breaking out the "Expenditure by City" category over time and by category in order to highlight the expenditure. Sandy Guryan will provide the breakdown (attached).

Should the School Department be really innovative on technology and how it is teaching to be able to leverage the teachers? Does the City have to heavily invest in technology for the schools at some point in the next decade to be able to have a sustainable school system for the decade after that? If that is the case, the City needs to find the money to pay for it. Is it the only way to eventually become sustainable? This also includes investing more heavily in professional development because you cannot invest in the technology without investing professional development.

When considering sustainability, the Superintendent always begins with the question "what kind of education do you want for children." For example, as the School Administration starts thinking about integrating technology, if you walk into Newton schools today, you see technology effectively integrated but you see adults working with students. Students are answering questions and exchanging ideas with adults. Adults are supporting their social and

emotional needs, as well as their instructional needs. The only students that are not interacting with teachers are students doing credit recovery.

There are not a lot of districts right now where students are solely at a computer all day taking their classes. If you talk to teachers about what it is like to teach a blended learning class, where there is some technology and some student contact it actually takes more work not less because it is so complicated. The Superintendent does not see Newton going in the direction of many classes being taught on the computer. However, as computer learning is evolving, there will be further dialogue regarding sustainability moving forward.

OPEB

The School Department's Other Post-Employment Benefits (OPEB) is 2.5% of your new employees. It should be 12.5% of all salaries. The School Department should be setting aside \$19.75 million per year for OPEB. However, the City is not setting that money aside at this point. When you think about OPEB and sustainability for the long-term, it gets troubling. How is the City going to actually pay for all of this in the next ten, twenty and thirty years because real dollars are not being included in the budget?

If we fast-forward to next year of the year after, it is unclear what we should expect the numbers related to OPEB to be.

Chief Financial Officer Maureen Lemieux has worked with the School Administration on OPEB. There is a requirement that the School Administration starts some level of funding of the OPEB. OPEB funding is expected to ramp up going forward. In the past fiscal year, the School Department and the City have put aside 2.5% for funding OPEB for new hires and will continue to do so; therefore, the OPEB fund will exponentially rise.

What about funding OPEB for the employees who are not new hires?

It would be more informative to have an OPEB planning conversation with Chief Financial Officer Maureen Lemieux, as she has been working on the issue.

Professional Development

Is professional development and training for teachers commensurate with other school districts that the School Administration.

One real difference between Newton and smaller districts is that Newton has a professional development staff, which is more efficient than hiring consultants. The School Administration is committed to professional development.

Both Committees held the School Department's budget for further discussion at the Board of Aldermen's Committee of the Whole meeting.

REFERRED TO FINANCE AND APPROPRIATE COMMITTEES

#322-12 HIS HONOR THE MAYOR submitting the FY14-FY18 Capital Improvement Program pursuant to section 5-3 of the Newton City Charter. [10/09/12 @ 2:38 PM]

ACTION:

NOTE: The Committees began review of the Capital Improvement Plan for the School Department. The top priorities remain the school building projects at Angier, Zervas, and Cabot Elementary Schools.

Some of the other projects in the Capital Improvement Plan need to be updated to reflect the correct projects and prioritization. Since the override was approved, some of the projects in the Capital Improvement Plan were accelerated, such as the school building projects at Zervas and Cabot Elementary School. The Committees requested that the Executive Department provide an updated Capital Improvement Plan for future discussions. The Committees held the Capital Improvement Plan for discussion at the Committee of the Whole meeting for the Capital Improvement Plan discussion on May 15, 2013.

The Committees adjourned at 9:50 PM and all other items before the Committees were held without discussion.

Respectfully Submitted,

Amy Sangiolo, Chairman
Programs & Services Committee

Leonard J. Gentile, Chairman
Finance Committee

Newton Public Schools



FISCAL 2014 BUDGET

BOARD OF ALDERMEN

APRIL 10, 2013

APPROVED BY SCHOOL COMMITTEE APRIL 8, 2013

FY14 Budget Calendar

2

3/18

**Monday - 7:00 p.m. - Ed Center
Superintendent's FY14 Budget
Presentation**

3/21

**Thursday – 7:00 p.m. - Ed Center
Regular Instruction, Teaching &
Learning, Professional
Development, Technology**

3/27

**Wednesday - 7:30 p.m. - Ed Center
Regular Meeting and Student
Services, C & Tech Ed., ELL,
HR, Non-Instructional Areas**

4/2

**Tuesday - 7:00 p.m. – Ed Center
Continued Discussion and
Straw Vote**

4/4

**Thursday - 7:00 p.m.- TBA
Public Hearing**

4/8

**Monday - 7:00 p.m. – Ed Center
Regular meeting and further
discussion/final vote FY14
Budget**

Pillars of a School Budget

3

1. Class Size
2. Breadth of Program-electives, Fine Arts Programs, Extra Curricular Activities, etc.
3. Student Services – Special Education, Mental Health Services
4. Operational Infrastructure – Custodial, Clerical, Maintenance, Utilities, Technology, Transportation
5. Educational Infrastructure – Professional Development, Curriculum and Technology Support, School Administration

Budget Process

4

- Adhere to School Committee Guidelines
- Use zero-based budgeting approach
- Communication between school and city administrations
- Collaborate with schools to review goals
 - and priorities
- Review staffing and structures needed for growing district
- Project multi-year impact of cost

Educational Goals

5

- Prioritizing resources to improve student achievement for all to further narrow sub-group gaps including sustained focus on literacy program improvements and intervention strategies
- Improve quality of teaching and learning with continued emphasis on curriculum alignment to Common Core, a variety of assessment strategies and use of digital tools and to support differentiated and small group instruction.

Educational Goals

6

- Advance 21st century teaching and learning through new or expanded initiatives that both provides inventive opportunities for students as well as fosters innovation, critical thinking and collaboration.
- Further support educator collaboration, including the use of summer professional learning and PLCs.
- Effectively implement the new Educator Evaluation System with a focus on teaching and learning.

Managerial & Operational Goals

7

- Facilities Management and Planning
- Special Education Restructuring
- Increased Access to Technology Equipment

Three Areas of Focus

8

1. Provide resources for continued increases in enrollment
2. Maintain breadth of programs
3. Add support to elementary schools in both regular and special education

FY14 Budget Proposal

9

Salaries and Benefits	\$158,213,580	84%
Expenses	\$29,457,956	16%
TOTAL REQUEST	\$187,671,536	100%
FY14 Increase*	\$8,890,291	
* Includes funds for enrollment increase		
% INCREASE		5%

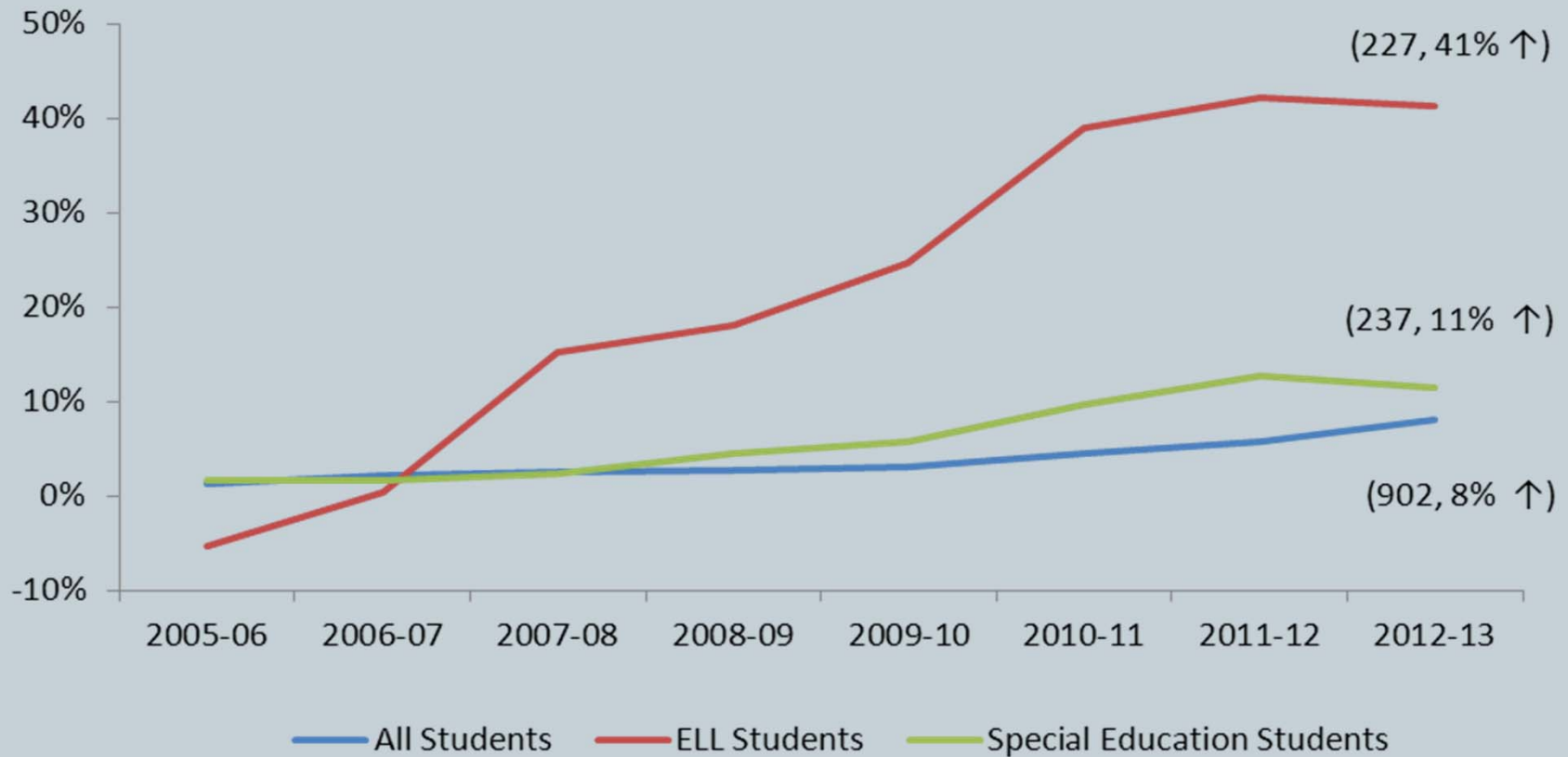
Enrollment Growth Trends

10

- **Eight years of growth from FY04 to FY13**
+902 students +8%
- **12,440 students projected in FY14**
+270 students from FY13
- **Growth projected for next five years**
+865 students +7%

Growth of Special Populations

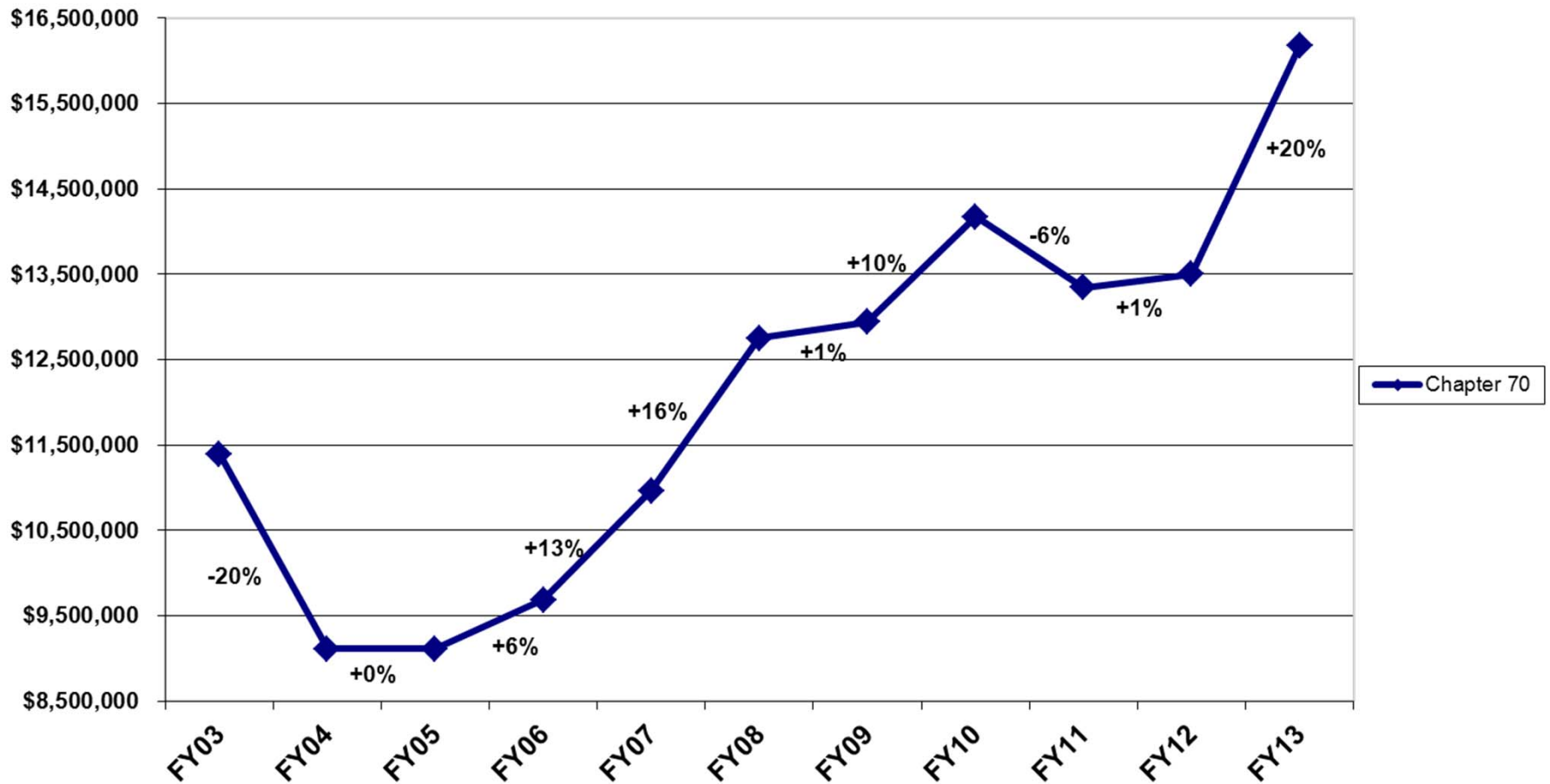
Percentage Enrollment Change



MA Chapter 70 Education Aid in Newton

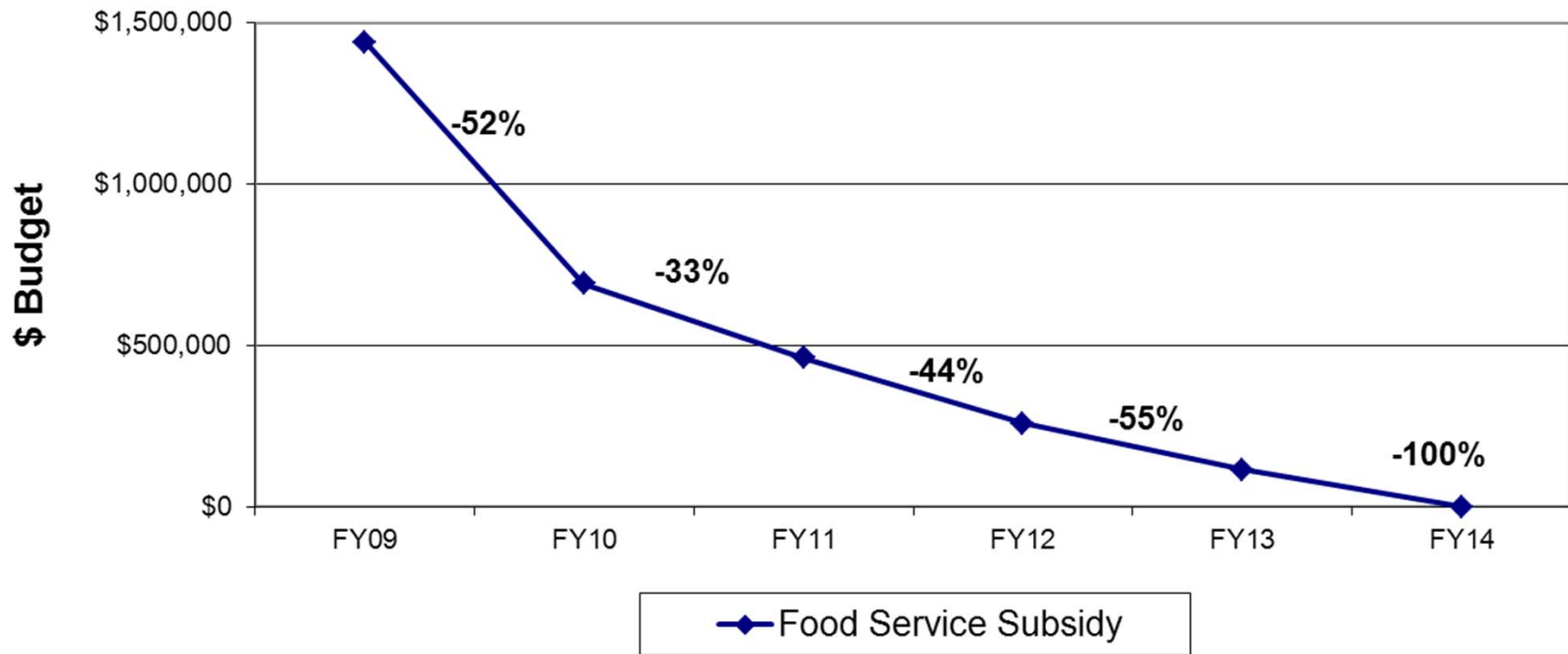
12

History - FY03 to FY13



Food Service Subsidy: Annual Budget Amount

13



Enrollment Related Cost Increases

14

FY14 BUDGET: ENROLLMENT INCREASE	\$3.5 MILLION
REGULAR EDUCATION	\$2.4 MILLION
✦ Elementary Schools	\$665,000
✦ Middle Schools	\$650,000
✦ High Schools	\$615,000
✦ English Language Learning	\$200,000
✦ Benefits	\$270,000
SPECIAL EDUCATION	\$0.6 MILLION
✦ Special Education Staffing	\$465,000
✦ Special Education Tuition and Transportation	\$ 55,000
✦ Benefits	\$ 80,000
BUILDING SUPPORT / DISTRICTWIDE	\$0.5 MILLION
✦ Teaching and Learning / Technology	\$230,000
✦ Operations / Custodial	\$155,000
✦ Transportation (add 1 bus)	\$ 80,000
✦ Classroom Furniture	\$ 35,000
SHORT TERM SPACE NEEDS	\$1.0 MILLION
GRAND TOTAL	\$4.5 MILLION

Elementary School Highlights

15

- Eight Additional classrooms at five schools (including furniture and supplies)
- Slight reduction in class size K-5
- Part-time assistant principals for large schools (over 450)

Elementary Schools

Projected increase of 61 students

Elementary Teaching positions for increased enrollment and class size		
Add teachers for enrollment	6.3 FTE	\$188,100
Add teachers for class size	3.0 FTE	\$171,000
Add reserve teachers	1.0 FTE	\$ 57,000
Add art, music & PE teachers	2.7 FTE	\$153,900
Add literacy/curriculum specialists	1.1 FTE	\$ 82,500
Add math coach time	<u>0.5 FTE</u>	<u>\$ 37,500</u>
	11.6 FTE	\$690,000
Add assistant principals	1.5 FTE	\$135,000
Increase per pupil allocation		\$ 11,000
Total Elementary Schools	13.1 FTE	\$836,000
Enrollment Only	10.1 FTE	\$665,000

Middle School Highlights

17

- Additional team teachers and special area teachers to address enrollment increase

Middle Schools

Projected increase of 113 students

18

Middle School Teaching positions for increased enrollment

Add classroom teachers	8.0 FTE	\$456,000
Add multi-team teachers	2.05 FTE	\$117,000
Add reserve teachers	<u>1.0 FTE</u>	<u>\$ 57,000</u>
	11.05 FTE	\$630,000

Add guidance counselor	0.2 FTE	\$ 11,000
Increase per pupil allocation		\$ 10,000

Total Middle Schools (All Enrollment)	11.25 FTE	\$651,000
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High School Highlights

19

- Additional teachers and counselors to address enrollment increase
- New equipment – South science labs

High Schools

Projected increase of 96 students

20

High School Teaching positions for increased enrollment

Add classroom teachers	7.25 FTE	\$413,000
Add reserve teachers	<u>2.0 FTE</u>	<u>\$114,000</u>
	9.25 FTE	\$527,000
Add guidance counselor	1.0 FTE	\$ 57,000
Add secretarial support	1.0 FTE	\$ 45,000
Add equipment		\$110,000
Increase per pupil allocation		\$ 8,000
Total High Schools	11.25 FTE	\$747,000
Enrollment Only	10.25 FTE	\$615,000

Student Services Highlights

21

- Expansion of elementary co-taught classrooms
- Redesign of elementary Student Services structure
- Expansion of two new programs and addition of another new program to serve students in need of specialized programming
- Enrollment related increases: staffing and expenses
- Other enrollment increases and mandated staffing increases.

English Language Learners Highlights

22

- Additional Teaching staff (3.0 FTE) to accommodate enrollment growth and program for students with limited formal education.
- Additional Aide support (1.0 FTE) to serve beginning English learners
- Increased staffing (.5 FTE) liaison at North and South (funded by tuition revenue)
- Increased funding for translators and interpreters.

Teaching & Learning/ Information Technology Highlights

23

- Professional Development remains a priority
- Aligning curriculum with the Common Core and development of Common Assessments
- Small increase in literacy specialist and math coach time to support staff hired due to increasing enrollment

Operations & Human Resources

24

Operations

- Two additional custodians to support expanded space and need for more cleaning in elementary buildings

Human Resources

- Additional specialist to support increased background checks, timely hiring process.

Utilities Efficiencies

25

- Budget decrease of \$271,000 for FY14 due to rates and efficiencies
- FY13: Converted Lincoln-Eliot and Mason-Rice from heating oil to natural gas heat; Bowen to be converted Summer 2013
- FY12: New Building Systems Coordinator; Converted Countryside School from heating oil to natural gas heat
- FY11: Opened New Gold LEED certified Newton North
- FY10: Converted 10 school buildings from heating oil to natural gas heat

NEWTON PUBLIC SCHOOLS

Questions from Board of Aldermen Meeting: FY14 Superintendent's Budget Presentation April 10, 2013

Question #1: On page 174 of the FY14 Superintendent's Proposed Budget Book, *Revenue Funds Summary, Expenditures by City*, please provide a breakout by category over five years of the expenses.

Answer: The following is a breakout of what is included in this line item. Note in the FY13 Budget column, the budget book total is \$23,554,893; the difference of \$333,253 is due to school property insurance as shown in the table below.

Total Expenditures by the City of Newton for Newton Public Schools					
	FY09	FY10	FY11	FY12	FY13 Budget
Long Term Debt Retirement - Construction Projects	\$5,850,000	\$6,373,000	\$7,042,000	\$6,941,667	\$7,070,667
Long Term Debt Service - Construction Projects	\$3,235,339	\$6,531,781	\$6,735,480	\$6,798,007	\$6,763,975
Employer Retirement Contribution	\$2,844,116	\$3,170,646	\$3,389,052	\$3,705,899	\$3,662,770
Insurance for Retired Employees	\$1,783,620	\$2,019,241	\$1,977,068	\$1,928,623	\$1,939,170
Health Services (School Nurses)	\$1,773,185	\$1,845,249	\$1,934,540	\$1,947,288	\$2,125,004
School Share-Admin. (IT, Comptroller, Purchasing, Retirement)	\$888,193	\$881,539	\$952,317	\$922,726	\$921,600
School Crossing Guards	\$793,278	\$772,683	\$744,287	\$791,387	\$875,676
Capital Maintenance, Boiler Conversions, Roof Evaluations	\$518,120	\$234,397	\$63,966	\$2,116	
School Property Insurance	\$233,657	\$246,813	\$313,019	\$322,691	\$333,253
Tuition to Commonwealth Charter Schools	\$189,942	\$229,698	\$148,253	\$184,233	\$191,031
Short Term Interest	\$883	\$4,076	\$3,545	\$3,580	\$5,000
E-Rate Technology (FY11 on - appropriated directly to schools)	\$74	\$201,497			
North High School Utility Transition		\$73,716			
Total Expenditures by City	\$18,110,407	\$22,584,336	\$23,303,528	\$23,548,218	\$23,888,146

Question #2: There is an increase in equipment of \$250,000 between the FY14 budget and the FY13 budget. What is this made up of?

Answer: Page 37 of the FY14 Superintendent's Proposed Budget Book is a summary of the FY14 budget by account. The *Equipment* line has an increase of \$253,030 from FY13 to FY14, \$135,315 of which is due to growth in student enrollment. The specific accounts which make up the increase in *Equipment* are shown on page 40. The \$253,030 increase will fund the following:

Enrollment Related (\$135,315):

- \$50,000 for teacher computers for instructional staff increases.
- \$35,000 for furniture for additional classrooms.
- \$27,500 for instructional equipment for growth in student enrollment.
- \$22,815 to replace 12 PC computers in the CAD/Engineering Lab at Newton South.

Non-Enrollment Related (\$117,715):

- \$93,019 to upgrade science laboratory equipment at Newton South and to purchase student lockers at the secondary schools.
- \$44,800 for computer upgrades for teachers of grades K to 3, classroom equipment and pilot programs such as an iPad classroom in one middle school.