

# FY17 BUDGET AND ANNUAL REPORT

As Adopted by the HWRSD School Committee February 11, 2016

*Hamilton-Wenham  
Regional School  
District*

# Hamilton Wenham Regional School District

## *School Committee 2015-2016*

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Deborah Evans, Vice-Chair

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Emily Madden

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Michael M. Harvey, Ed.D  
Superintendent

Katherine Harris  
Director of Student Services

Jeffrey D. Sands  
Assistant Superintendent for Finance and  
Administration

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## District Mission, Vision and Core Beliefs

### HWRSD Mission Statement

**Mission** is a statement of purpose and defines the fundamental charge of the system. It is more general in nature and may, in fact, apply to other similar institutions. For example, all public schools have the same fundamental responsibilities. Therefore, they may share similar missions.

**The Mission of the HWRSD is to educate our children to become young adults who are of good character and demonstrate mastery of the knowledge and skills needed to be successful members of our global economy and engaged citizens of the 21<sup>st</sup> Century.**

### Vision Statement for the HWRSD for 2013-2018

A **Vision Statement** describes the desired state of the system in the next five years. A Vision Statement is more specific in nature than a Mission Statement. It is an expression of possibility, yet based enough in reality to be achievable. Its purpose is to inspire those involved and interested individuals to help it become a reality. It provides the basis from which the school system determines the priorities and establishes targets for performance in the next five years; that is, yearly district and School Improvement Plan (SIP) goals result directly from the vision.

**Through the development of an integrated, data-responsive system of curriculum, instruction, assessment and professional development, the Hamilton-Wenham Regional School District will be a world-class learning organization that graduates students who are well-prepared to meet the post-secondary challenges of the 21<sup>st</sup> Century economy and are engaged members of our global society.**

## HWRSD Statement of Core Beliefs

**Core beliefs:** are the values that professionals in an organization draw from. Unlike the vision, which may change every few years, core beliefs are the philosophies that guide our day-to-day work.

1. We believe in high standards for all students.
2. We believe successful members of our global economy and engaged citizens of the 21<sup>st</sup> Century are effective communicators, collaborative, critical thinkers, and problem-solvers.
3. We believe engaged citizens of the 21<sup>st</sup> Century demonstrate respect for themselves, other people and their cultures, and our environment.
4. We believe in our shared responsibility to develop the whole child, including academic abilities and physical and emotional well-being.
5. We believe students can demonstrate success in a variety of ways.
6. We believe all students learn resilience and confidence through learning in an environment that provides a balance of support and challenge.
7. We believe learning is a lifelong pursuit that neither begins nor ends with one's formal education.
8. We believe education is the key to continuing the democratic ideals of our Nation.

### Motto of the HWRSD

Knowledge



Respect



Responsibility



Excellence

The seal of the Hamilton-Wenham Regional School District is a large, light blue watermark in the background. It features a five-pointed star with a circular center. Inside the circle is a large 'H' over a large 'W'. The words 'HAMILTON-WENHAM' are arched across the top of the circle, and 'REGIONAL SCHOOL DISTRICT' is arched across the bottom.

## **Introduction**

*Message from the Superintendent of the Hamilton-Wenham Regional School District*

*Message from the Chair of the Hamilton-Wenham Regional School Committee*

*FY17 Budget Development Calendar*



## *Message from the Superintendent of the Hamilton-Wenham Regional School District*

To the Members of the Hamilton and Wenham Regional Community:

I am pleased to present to you the Hamilton-Wenham Regional School Committee Fiscal Year 2017 (FY17) Budget. The FY17 Budget recommends Gross Operating Expenses of \$30,166,532, which is an increase of \$823,420 (2.81%) over the FY16 Budget. The FY17 Budget also includes \$2,129,250 in Debt Service Expenses. This brings the FY17 Total Expenditures (Operating and Debt Service) Budget of \$31,279,282, which is a total increase of \$956,193 (3.15%) over the FY16 Budget.

The Mission of the Hamilton-Wenham Regional School District is “educate our children to become young adults who are of good character and demonstrate mastery of the knowledge and skills needed to be successful members of our global economy and engaged citizens of the 21<sup>st</sup> Century.” Our annual budget is our plan to allocate the necessary resources towards achieving this mission. In the past few years, we have implemented major restructuring of the way services are delivered to students in the HWRSD through programs such as no-cost, full day kindergarten, a Team-Based Schedule Model at Miles River Middle School, and a 1:1 iPad Program for students at HWRHS. The FY17 Budget requests funding to provide “level services,” or the amount necessary to continue these and other current programs that have enriched the educational experience for all students in the HWRSD.

The FY17 budget also provides us the resources to begin to look towards the future of teaching and learning in the District. Two years ago, under the direction of the school committee, we completed a Program and Facilities “Master Plan,” a plan that contemplates the future direction of education and the programs and facilities that will be needed to support these innovations. After reviewing the results of this plan, we have decided that the first step towards implementing its vision is the renovation of our school libraries and technology labs. The FY17 Budget request includes \$50,000 to pay for design services necessary to begin this work.

I am also very proud to report that we have been able to implement these changes not through simply adding to our budget, but through carefully planned restructuring of existing resources. For example, in the period from FY13 through FY17, the HWRSD Gross Operating Expense Budget has increased \$1,280,879 from \$28,885,653 to \$30,166,532, which is an annual rate of 1.1%. In this same period of time, we have also decreased our overall staffing 14.84 FTE, or -1.2%, and have returned an excess of \$4 million to the towns in Excess and Deficiency Funds.

Our budget-development process begins in October with discussions amongst the District Leadership Team regarding our needs for the coming year and ends in mid-February with the School Committee’s vote to approve this budget that ultimately will be brought before Hamilton and Wenham Town Meeting in April. Along the way, we have had literally hundreds of hours of review, discussion, and research by dozens of individuals to get to this point. In particular, I would like to thank Assistant Superintendent for Finance and Administration, Jeff Sands, Director of Accounting and Payroll, Vinny Leone, the HWRSD Business Office and the entire HWRSD Leadership Team for their contributions to developing the FY17 Budget. I would also like to thank the Hamilton-Wenham Regional School



Committee for volunteering the long hours and making the hard decisions that developing a sound, fiscally responsible budget requires.

Sincerely,

Michael M. Harvey, Ed.D.

Superintendent

## *Message from the Chair of the Hamilton-Wenham Regional School Committee*

Dear Citizens of Hamilton and Wenham:

Over the past four years, the School Committee has worked together with the Superintendent and his leadership team to restore financial stability and transparency enhance educational programming and shore up the capital infrastructure of the Hamilton Wenham Regional School District. None of this would have been possible without the support of our towns' residents and town leaders. Together, we have embarked upon a new beginning.

Bolstered by a leadership team with clear vision and a committed and an effective group of experienced educators, the District, with the support of the community, has successfully implemented the 1:1 iPad program at the high school, full day kindergarten, and has restored the team model at the middle school during this time frame. This has been accomplished while the District's operating budget has increased by only 4.4% over the past four years for an average annual increase of 1.1%. Additionally, over \$4,000,000 has been returned to the towns over the past five years that has resulted in reduced operating cost assessments.

The District is well positioned to ramp up the design and implementation phases of the recommendations in the Master Plan as the Superintendent details in his letter. The groundwork has already been laid by the community's commitment to address long standing capital needs that have prepared our school buildings for at least twenty more years of service.

As always there is still much to be done. We have witnessed a steady enrollment decline in the District. A large contributing factor to the decline in enrollment was the recession and the extended period of time with a scarcity of home sales. However, in recent years there has been a significant increase in home sales with young families replacing empty nest households. The organization that helps project our future enrollment recently described Hamilton and Wenham as very desirable communities for young families as evidenced by recent spikes in the number of home sales. The School Committee is committed to continuing its planning efforts to prepare for the inevitable enrollment pendulum swing.

We have to remain ever vigilant in our pursuit to provide an excellent education for our children and prepare them for a world that is changing at an ever-increasing rate. At the same time, we have to be mindful of keeping our towns affordable for both longtime residents as well as young families. The School Committee has partnered with the Superintendent and his team and has witnessed the laser like focus of this administration and staff on accomplishing these twin goals.

Sincerely,

Larry Swartz  
Chairman

## ***FY17 Budget Development Calendar***

- December 17, 2015: Superintendent's FY17 Budget Recommendation
- December 21, 2015: Superintendent's FY17 Budget Recommendation Book Distributed
- January 7, 2016: FY17 Budget Discussion Continued
  - General Discussion including Revenue Sources, Expense Offsets, Primary Cost Drivers, etc.
  - Introduction to 5 Year Capital Improvement Plan
  - School Committee Adopts Tentative FY17 Budget
- January 8, 2016: Mail Tentative FY17 Budget to Towns
- January 21, 2016: Public Hearing on School Committee's FY17 Budget
- January 21, 2016: FY17 Budget Discussion Continued
  - Maintenance & Facilities
  - Technology
  - Master Plan
- January 28, 2016: FY17 Budget Meeting #2 with Town Officials
- February 4, 2016: FY17 Budget Discussion Continued
  - Athletics
  - Special Education
  - Healthcare Costs
- February 11, 2016: FY17 Budget Discussion Concluded
  - 5 Year Capital Improvement Plan
  - 3 Year Forecast Model (FY17 – FY19)
- February 11, 2016: School Committee votes to Adopt FY17 Budget
- April 2, 2016: Hamilton and Wenham Annual Town Meetings

## **Fiscal Year 2017 Operating Budget**

*Total Expense & Funding Sources Summary*

*General Fund Operating Expenses and Offsets*

*General Operating Assessment Calculation*

*Operating Expenditures by DESE Categories*

*Operating Expenditures by School Site*

*Summary of Changes to FY17 Operating Budget*

## Total Expense & Funding Sources Summary

The tables in this section outline the total expenses and the sources of funding for the HWRSD. General operating expenses and offsets are tabulated on page 14. Debt service expenses appear on page 20. Funding sources for the district include general state aid to schools, such as Chapter 70, and other funding sources, such as income from interest and rental of school facilities. The total Net Assessment is calculated by subtracting the total funding sources from the total budgeted expenses.

| Total Expenses                             |                      |                      |                      |                      |                      |                      |                   |              |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------|--------------|
|  | FY14 BUD             | FY14 ACT             | FY15 BUD             | FY15 ACT             | FY16 BUD             | FY17 BUD             | Difference        |              |
| General Operating Expense (Before Offsets) | \$ 28,293,786        | \$ 27,311,370        | \$ 28,420,061        | \$ 28,481,864        | \$ 29,343,112        | \$ 30,166,532        | \$ 823,420        | 2.81%        |
| Expense Offsets                            | \$ 1,171,200         | \$ 1,264,538         | \$ 987,200           | \$ 1,061,192         | \$ 1,013,510         | \$ 1,016,500         | \$ 2,990          | 0.30%        |
| General Operating Expenses (After Offsets) | \$ 27,122,586        | \$ 26,046,832        | \$ 27,432,861        | \$ 27,420,672        | \$ 28,329,602        | \$ 29,150,032        | \$ 820,430        | 2.90%        |
| Debt Service Expense                       | \$ 1,841,735         | \$ 1,841,735         | \$ 1,970,392         | \$ 1,970,392         | \$ 1,993,488         | \$ 2,129,250         | \$ 135,763        | 6.81%        |
| <b>TOTAL EXPENDITURES</b>                  | <b>\$ 28,964,321</b> | <b>\$ 27,888,567</b> | <b>\$ 29,403,253</b> | <b>\$ 29,391,064</b> | <b>\$ 30,323,089</b> | <b>\$ 31,279,282</b> | <b>\$ 956,193</b> | <b>3.15%</b> |

| Total Funding Sources                        |                      |                      |                      |                      |                      |                      |                     |              |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------|
|  | FY 14 BUD            | FY 14 ACT            | FY15 BUD             | FY15 ACT             | FY16 BUD             | FY17 BUD             | Difference          |              |
| <i>Revenues</i>                              |                      |                      |                      |                      |                      |                      |                     |              |
| Chapter 70-Base Aid                          | \$ 3,370,416         | \$ 3,370,416         | \$ 3,413,341         | \$ 3,413,341         | \$ 3,413,341         | \$ 3,457,966         | \$ 44,625           | 1.3%         |
| MSBA Debt Service Reimbursement              | \$ 1,132,065         | \$ 1,132,065         | \$ 1,132,065         | \$ 1,132,065         | \$ 1,132,065         | \$ 1,132,065         | \$ -                | 0.0%         |
| State Transportation Reimbursement           | \$ 251,000           | \$ 318,440           | \$ 290,000           | \$ 290,000           | \$ 290,000           | \$ 331,304           | \$ 41,304           | 14.2%        |
| Medicaid Reimbursement                       | \$ 85,000            | \$ 118,945           | \$ 85,000            | \$ 82,767            | \$ 85,000            | \$ 85,000            | \$ -                | 0.0%         |
| Interest Income                              | \$ 4,000             | \$ 3,438             | \$ 4,000             | \$ 2,880             | \$ 4,000             | \$ 4,000             | \$ -                | 0.0%         |
| Prior Year Unexpended Encumbrances           | \$ -                 | \$ 25,395            | \$ -                 | \$ 13,217            | \$ -                 | \$ -                 | \$ -                | #DIV/0!      |
| Other Non-recurring Income                   | \$ -                 | \$ 73,928            | \$ -                 | \$ 7,502             | \$ -                 | \$ -                 | \$ -                | #DIV/0!      |
| Total Revenues                               | \$ 4,842,481         | \$ 5,042,627         | \$ 4,924,406         | \$ 4,941,772         | \$ 4,924,406         | \$ 5,010,335         | \$ 85,929           | 1.7%         |
| <i>Transfers In From Other Funds</i>         |                      |                      |                      |                      |                      |                      |                     |              |
| Excess and Deficiency                        | \$ 2,115,920         | \$ 2,115,920         | \$ -                 | \$ -                 | \$ 395,781           | \$ 555               | \$ (395,226)        | -99.9%       |
| Total Transfers                              | \$ 2,115,920         | \$ 2,115,920         | \$ -                 | \$ -                 | \$ 395,781           | \$ 555               | \$ (395,226)        | -99.9%       |
| <b>Total Funding Sources</b>                 | <b>\$ 6,958,401</b>  | <b>\$ 7,158,547</b>  | <b>\$ 4,924,406</b>  | <b>\$ 4,941,772</b>  | <b>\$ 5,320,187</b>  | <b>\$ 5,010,890</b>  | <b>\$ (309,297)</b> | <b>-5.8%</b> |
| Total Expenditures                           | \$ 28,964,321        | \$ 27,888,567        | \$ 29,403,253        | \$ 29,391,064        | \$ 30,323,089        | \$ 31,279,282        | \$ 956,193          | 3.2%         |
| Less Total Funding Sources                   | \$ 6,958,401         | \$ 7,158,547         | \$ 4,924,406         | \$ 4,941,772         | \$ 5,320,187         | \$ 5,010,890         | \$ (309,297)        | -5.8%        |
| <b>NET ASSESSMENT including Debt Service</b> | <b>\$ 22,005,920</b> | <b>\$ 20,730,020</b> | <b>\$ 24,478,847</b> | <b>\$ 24,449,292</b> | <b>\$ 25,002,902</b> | <b>\$ 26,268,391</b> | <b>\$ 1,265,490</b> | <b>5.1%</b>  |

| Total Town Assessments                       |                      |                      |                      |                      |                      |                      |                     |             |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-------------|
|  | FY 14 BUD            | FY 14 ACT            | FY15 BUD             | FY15 ACT             | FY16 BUD             | FY17 BUD             | Difference          |             |
| Hamilton                                     | \$ 15,181,864        | \$ 15,181,864        | \$ 16,867,884        | \$ 16,867,884        | \$ 16,991,972        | \$ 17,494,749        | \$ 502,777          | 3.0%        |
| Wenham                                       | \$ 6,824,056         | \$ 6,824,056         | \$ 7,610,963         | \$ 7,610,963         | \$ 8,010,930         | \$ 8,773,643         | \$ 762,713          | 9.5%        |
| <b>NET ASSESSMENT including Debt Service</b> | <b>\$ 22,005,920</b> | <b>\$ 22,005,920</b> | <b>\$ 24,478,847</b> | <b>\$ 24,478,847</b> | <b>\$ 25,002,902</b> | <b>\$ 26,268,391</b> | <b>\$ 1,265,490</b> | <b>5.1%</b> |

## General Fund Operating Expenses and Offsets

General fund operating expenses are the day-to-day expenses associated with the operation of the HWRSD. The operating expenses are delineated in detail beginning on page 16 of this document. Expense offsets are funds that are collected by the District for a specific purpose, such as State reimbursement for School Choice Students, and are used to offset the cost of program operations.

| General Fund Operating Expenses                      |                      |                      |                      |                      |                   |              |
|--|----------------------|----------------------|----------------------|----------------------|-------------------|--------------|
|  | FY15 BUD             | FY15 ACT             | FY16 BUD             | FY17 BUD             | Difference        |              |
| Operating Expense - Gross, before offests & Overlays | \$ 28,420,061        | \$ 28,481,864        | \$ 29,343,112        | \$ 30,166,532        | \$ 823,420        | 2.81%        |
| Expense Offsets                                      |                      |                      |                      |                      |                   |              |
|  | FY15 BUD             | FY15 ACT             | FY16 BUD             | FY17 BUD             | Difference        |              |
| <i>Recurring Offsets</i>                             |                      |                      |                      |                      |                   |              |
| School Choice  | \$ 550,000           | \$ 546,819           | \$ 425,000           | \$ 375,000           | \$ (50,000)       | -11.8%       |
| KDG Tuition  | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -              | #DIV/0!      |
| Preschool Tuition                                    | \$ 30,000            | \$ 37,367            | \$ 30,000            | \$ 37,500            | \$ 7,500          | 25.0%        |
| Special Needs Tuition                                | \$ 30,200            | \$ 30,017            | \$ 69,010            | \$ 35,000            | \$ (34,010)       | -49.3%       |
| Facilities Rental                                    | \$ 2,000             | \$ 1,989             | \$ 2,000             | \$ 2,000             | \$ -              | 0.0%         |
| Circuit Breaker Offset                               | \$ 375,000           | \$ 445,000           | \$ 487,500           | \$ 567,000           | \$ 79,500         | 16.3%        |
|  | \$ 987,200           | \$ 1,061,192         | \$ 1,013,510         | \$ 1,016,500         | \$ 2,990          | 0.3%         |
| <i>One-Time Offsets</i>                              |                      |                      |                      |                      |                   |              |
| Other Revolving Accounts                             | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -              | #DIV/0!      |
| <b>Total Offsets</b>                                 | <b>\$ 987,200</b>    | <b>\$ 1,061,192</b>  | <b>\$ 1,013,510</b>  | <b>\$ 1,016,500</b>  | <b>\$ 2,990</b>   | <b>0.3%</b>  |
| <b>NET OPERATING BUDGET</b>                          | <b>\$ 27,432,861</b> | <b>\$ 27,420,672</b> | <b>\$ 28,329,602</b> | <b>\$ 29,150,032</b> | <b>\$ 820,430</b> | <b>2.90%</b> |

## General Operating Assessment Calculation

The Net Total Assessment is divided between the Towns of Hamilton and Wenham on the “basis of each such Member Town’s average enrollment in the District determined as of October 1 of each of the last three years immediately preceding the fiscal year for which such allocation is to be determined” (HWRSD Regional Agreement, Section IV, (D) (1)). The percentages used for the FY17 calculations are Hamilton: 66.60% and Wenham: 33.40%.

| Operating Assessment Summary                   |                      |                      |                      |                     |              |
|--|----------------------|----------------------|----------------------|---------------------|--------------|
|  | FY15 BUD             | FY16 BUD             | FY17 BUD             | Difference          |              |
| General Operating Expenses (After Offsets)     | \$ 27,432,861        | \$ 28,329,602        | \$ 29,150,032        | \$ 820,430          | 2.90%        |
| Operating Funding Sources                      | \$ 3,792,341         | \$ 4,188,122         | \$ 3,878,825         | \$ (309,297)        | -7.39%       |
| <b>Operating Fund Amount Assessed to Towns</b> | <b>\$ 23,640,520</b> | <b>\$ 24,141,479</b> | <b>\$ 25,271,206</b> | <b>\$ 1,129,727</b> | <b>4.68%</b> |

| Detail Total Operating Funding Sources |                     |                     |                     |                     |               |
|--|---------------------|---------------------|---------------------|---------------------|---------------|
|  | FY15 BUD            | FY16 BUD            | FY17 BUD            | Difference          |               |
| <i>Revenues</i>                        |                     |                     |                     |                     |               |
| Chapter 70-Base Aid                    | \$ 3,413,341        | \$ 3,413,341        | \$ 3,457,966        | \$ 44,625           | 1.31%         |
| State Transportation                   | \$ 290,000          | \$ 290,000          | \$ 331,304          | \$ 41,304           | 14.24%        |
| Medicaid Reimbursement                 | \$ 85,000           | \$ 85,000           | \$ 85,000           | \$ -                | 0.00%         |
| Interest Income                        | \$ 4,000            | \$ 4,000            | \$ 4,000            | \$ -                | 0.00%         |
| Total Revenues                         | \$ 3,792,341        | \$ 3,792,341        | \$ 3,878,270        | \$ 85,929           | 2.27%         |
| <i>Transfers In From Other Funds</i>   |                     |                     |                     |                     |               |
| Excess and Deficiency                  | \$ -                | \$ 395,781          | \$ 555              | \$ (395,226)        | -99.86%       |
| <b>Total Funding Sources</b>           | <b>\$ 3,792,341</b> | <b>\$ 4,188,122</b> | <b>\$ 3,878,825</b> | <b>\$ (309,297)</b> | <b>-7.39%</b> |

| Operating Assessment Calculation           |               |  |  |                      |                     |
|--|---------------|--|--|----------------------|---------------------|
| Calculation of Individual Town Assessments |               |  |  |                      |                     |
|  | Total         |  |  | Hamilton Share       | Wenham Share        |
| <i>HWRSD Operating Assessment</i>          |               |  |  |                      |                     |
| 100% Apportioned by Enrollment             | \$ 25,271,206 |  |  | \$ 16,830,624        | \$ 8,440,583        |
| Capital Debt Assessment "Shift"            | \$ -          |  |  | \$ 7,350             | \$ (7,350)          |
| Final Town Operating Assessments           | \$ 25,271,206 |  |  | <b>\$ 16,837,974</b> | <b>\$ 8,433,233</b> |
| <i>Enrollment</i>                          |               |  |  |                      |                     |
| 10/1/2013                                  | 1,795         |  |  | 1,224                | 571                 |
| 10/1/2014                                  | 1,765         |  |  | 1,168                | 597                 |
| 10/1/2015                                  | 1,754         |  |  | 1,147                | 607                 |
|  | 5,314         |  |  | 3,539                | 1,775               |
|  |               |  |  | 66.60%               | 33.40%              |

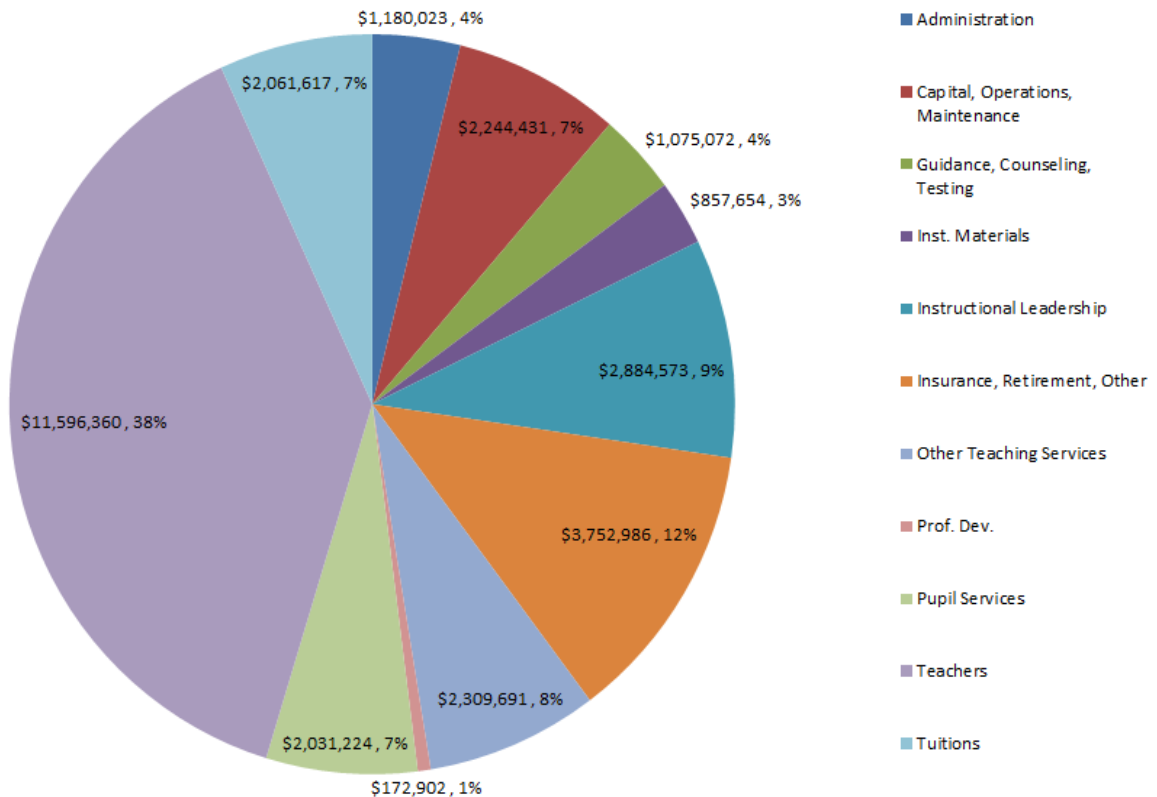


## Operating Expenditures by DESE Categories

The following pages outline the breakdown of the District's General Operating Expenses (before Offsets) by Massachusetts Department of Elementary and Secondary Education (DESE) categories. The graph below describes the percentages of the total operating budget that are spent in each DESE category.

| Summary by DESE Category         | Sum of FY15 Budget | Sum of FY16 Budget | Sum of FY17 Budget | Change FY16 to FY17 |        |
|----------------------------------|--------------------|--------------------|--------------------|---------------------|--------|
|                                  |                    |                    |                    | \$                  | %      |
| Administration                   | \$ 1,070,491       | \$ 1,110,289       | \$ 1,180,023       | \$ 69,734           | 6.28%  |
| Capital, Operations, Maintenance | \$ 2,084,573       | \$ 2,086,511       | \$ 2,244,431       | \$ 157,920          | 7.57%  |
| Guidance, Counseling, Testing    | \$ 1,071,636       | \$ 1,083,836       | \$ 1,075,072       | \$ (8,764)          | -0.81% |
| Inst. Materials                  | \$ 860,923         | \$ 862,226         | \$ 857,654         | \$ (4,572)          | -0.53% |
| Instructional Leadership         | \$ 2,666,352       | \$ 2,761,900       | \$ 2,884,573       | \$ 122,673          | 4.44%  |
| Insurance, Retirement, Other     | \$ 3,842,397       | \$ 3,674,250       | \$ 3,752,986       | \$ 78,735           | 2.14%  |
| Other Teaching Services          | \$ 2,264,110       | \$ 2,315,311       | \$ 2,309,691       | \$ (5,620)          | -0.24% |
| Prof. Dev.                       | \$ 147,752         | \$ 161,752         | \$ 172,902         | \$ 11,150           | 6.89%  |
| Pupil Services                   | \$ 1,737,018       | \$ 1,844,779       | \$ 2,031,224       | \$ 186,445          | 10.11% |
| Teachers                         | \$ 10,994,694      | \$ 11,467,723      | \$ 11,596,360      | \$ 128,637          | 1.12%  |
| Tuitions                         | \$ 1,680,117       | \$ 1,974,534       | \$ 2,061,617       | \$ 87,083           | 4.41%  |
| Grand Total                      | \$ 28,420,061      | \$ 29,343,112      | \$ 30,166,532      | \$ 823,420          | 2.81%  |

**FY17 Budget Expenditures by DESE Category**

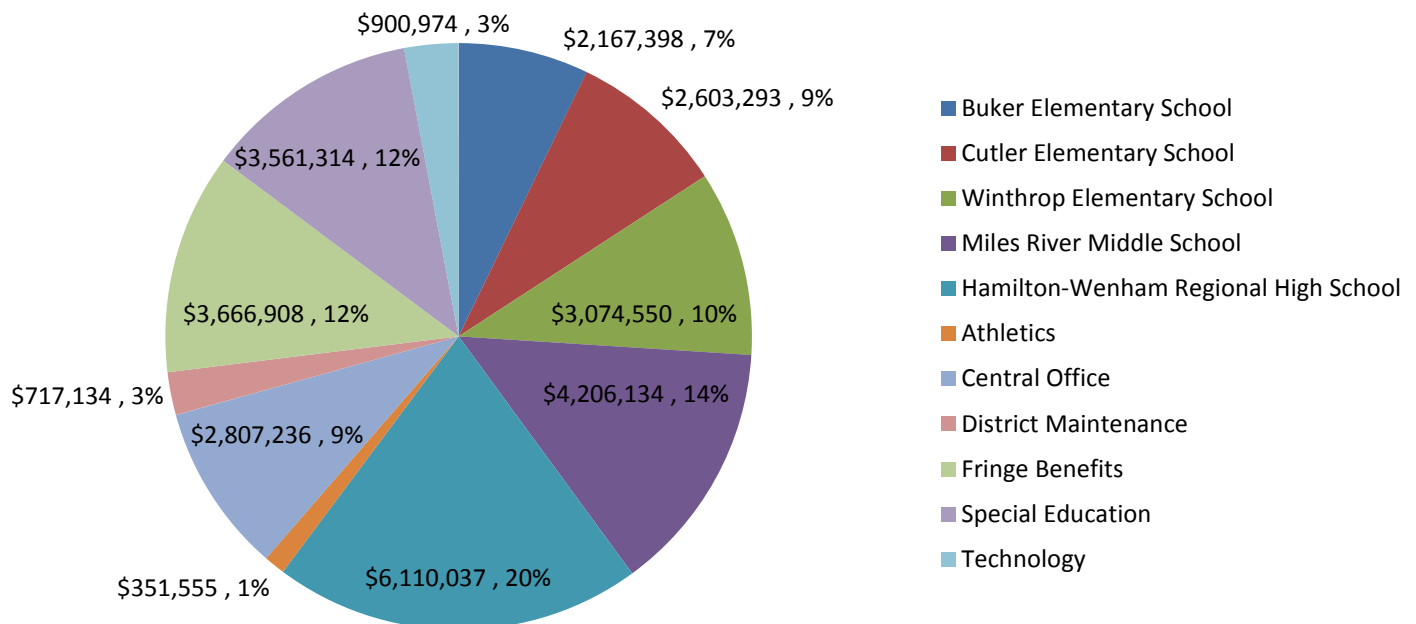


## Operating Expenditures by School Site

The table below totals the budget of each school or program that makes up the General Operating Expense (before Offsets) Budget. The “Expenditure by School Site and Support Program” graph describes the percentages of the General Operating Budget that are spent in each area.

| Summary By Site & Support Program    | FY15          | FY15                 | FY16          | FY16                 | FY17          | FY17                 | Change FY16 to FY17 |              |
|--------------------------------------|---------------|----------------------|---------------|----------------------|---------------|----------------------|---------------------|--------------|
|                                      | FTE           | Budget               | FTE           | Budget               | FTE           | Budget               | \$                  | %            |
| Buker Elementary School              | 33.78         | \$ 2,111,457         | 33.16         | \$ 2,156,495         | 32.62         | \$ 2,167,398         | \$ 10,902           | 0.51%        |
| Cutler Elementary School             | 39.21         | \$ 2,539,008         | 39.78         | \$ 2,598,053         | 38.82         | \$ 2,603,293         | \$ 5,240            | 0.20%        |
| Winthrop Elementary School           | 54.93         | \$ 3,063,345         | 54.08         | \$ 3,106,488         | 52.53         | \$ 3,074,550         | \$ (31,937)         | -1.03%       |
| Miles River Middle School            | 58.63         | \$ 3,822,047         | 60.52         | \$ 4,083,899         | 59.12         | \$ 4,206,134         | \$ 122,235          | 2.99%        |
| Hamilton-Wenham Regional High School | 76.76         | \$ 5,858,576         | 76.79         | \$ 6,046,714         | 75.29         | \$ 6,110,037         | \$ 63,323           | 1.05%        |
| Athletics                            | 1.75          | \$ 335,236           | 1.75          | \$ 333,342           | 1.75          | \$ 351,555           | \$ 18,213           | 5.46%        |
| Central Office                       | 13.35         | \$ 2,589,146         | 13.35         | \$ 2,645,805         | 12.35         | \$ 2,807,236         | \$ 161,431          | 6.10%        |
| District Maintenance                 | 4.38          | \$ 689,708           | 4.77          | \$ 678,052           | 4.77          | \$ 717,134           | \$ 39,082           | 5.76%        |
| Fringe Benefits                      | 0.00          | \$ 3,758,517         | 0.00          | \$ 3,592,913         | 0.00          | \$ 3,666,908         | \$ 73,994           | 2.06%        |
| Special Education                    | 5.48          | \$ 2,758,803         | 6.98          | \$ 3,147,437         | 9.99          | \$ 3,561,314         | \$ 413,876          | 13.15%       |
| Technology                           | 7.20          | \$ 894,219           | 7.20          | \$ 953,912           | 6.73          | \$ 900,974           | \$ (52,938)         | -5.55%       |
| <b>District Totals</b>               | <b>295.47</b> | <b>\$ 28,420,061</b> | <b>298.38</b> | <b>\$ 29,343,112</b> | <b>293.97</b> | <b>\$ 30,166,532</b> | <b>\$ 823,420</b>   | <b>2.81%</b> |

### FY17 Budget by Site and Support Program



## Summary of Changes to FY17 Operating Budget

The net change to the FY17 budget is an increase of \$823,500 over the FY16 Budget, an increase of 2.8%. The table below outlines the major “drivers” of the increase to the FY17 Budget relative to the FY16 Budget. The list includes increases in personnel salaries for “COLA,” or Cost of Living Adjustments, as well as increases to personnel salaries based on years of experience and earned graduate credits, all of which are outlined in the Collective Bargaining Agreements between the School Committee and Bargaining Units respectively. These salary increases total \$656,000, or an increase of 2.3% over the FY16 Budget. Increased costs relative to tuitions for special education students whose educational needs cannot be met within the District, and increases to transportation costs for both regular and special education students represent a \$196,000 or 0.7% increase to the overall budget. This year’s budget is also favorably impacted by anticipated decreases in certain salary cost areas (e.g. a reduction in FTEs) totaling \$325,000 or <1.1% as compared to prior year budget.

| Hamilton Wenham Regional School District   |                        |              |  |
|--|------------------------|--------------|--|
| FY17 Budget -- Reconciliation of Year-over-Year Increase in Gross Operating Expenses |                        |              |  |
| Driver   | Impact: FY17B vs FY16B |              |  |
|  | \$                     | %            |  |
| All Staff COLAs  | \$ 460,000             | 1.6%         |  |
| Teacher STEPS  | \$ 146,000             | 0.5%         |  |
| Teacher Degree Changes   | \$ 50,000              | 0.2%         |  |
| Essex Retirement Pension Fund Appropriation  | \$ 56,000              | 0.2%         |  |
| OOD Tuition  | \$ 81,000              | 0.3%         |  |
| Transportation (Regular and Special Education)                                       | \$ 115,000             | 0.4%         |  |
| Facilities Special Projects  | \$ 82,500              | 0.3%         |  |
| Net All Other Operating Expenses   | \$ 158,000             | 0.5%         |  |
| <b>Subtotal Increases:</b>   | <b>\$ 1,148,500</b>    | <b>3.9%</b>  |  |
| Staff Replacement Cost Savings   | \$ (70,000)            | -0.2%        |  |
| FTE Savings  | \$ (187,000)           | -0.6%        |  |
| Staff Retirement Replacement Savings   | \$ (68,000)            | -0.2%        |  |
| <b>Subtotal Decreases:</b>   | <b>\$ (325,000)</b>    | <b>-1.1%</b> |  |
| <b>TOTALS:</b>   | <b>\$ 823,500</b>      | <b>2.8%</b>  |  |

## **Fiscal Year 2017 Capital Financing Budget**

### *Capital Financing Expenses and Assessment*

## Capital Financing Expenses and Assessment

Capital Debt Service Expenses for FY17 total \$2,129,250. This amount is the total of the annual amounts required to service the bond issued to build the Miles River Middle School and to renovate HWRHS (\$1,845,675), the debt service for the bond to finance school renovation projects completed in the summer of 2013 (\$127,575), and the anticipated debt service for the bond to finance the Buker Boiler and Winthrop Boiler and Window projects (\$156,000). The total Capital Expenses of \$2,129,250 is offset by \$1,132,065 in reimbursement from the Massachusetts School Building Authority (MSBA) for the Miles River/HWRHS project, leaving a net assessment of \$997,185 to the Towns. Hamilton's share of this amount is \$656,775 and Wenham's is \$340,410.

| Capital Assessment Summary                    |                    |              |            |                |                |              |
|---|--------------------|--------------|------------|----------------|----------------|--------------|
|   |                    | Principal    | Interest   | Total          | Hamilton Share | Wenham Share |
| MS/HS Project                                 |                    | \$ 1,635,000 | \$ 210,675 | \$ 1,845,675   |                |              |
|   | MSBA Reimbursement |              |            | \$ (1,132,065) |                |              |
|   | Net to Towns       |              |            | \$ 713,610     | \$ 467,914     | \$ 245,696   |
| Cutler Roof & Summer 2013 Projects            |                    | \$ 85,000    | \$ 42,575  | \$ 127,575     | \$ 84,965      | \$ 42,610    |
| Buker Boiler & Winthrop Boiler/Glass Projects |                    | \$ 100,000   | \$ 56,000  | \$ 156,000     | \$ 103,896     | \$ 52,104    |
| Net Assessment                                |                    |              |            | \$ 997,185     | \$ 656,775     | \$ 340,410   |

| Capital Assessment Calculation                           |  |                  |  |  |                  |                  |
|--|--|------------------|--|--|------------------|------------------|
| Calculation of Individual Town Assessments               |  |                  |  |  |                  |                  |
|  |  | Total            |  |  | Hamilton Share   | Wenham Share     |
| <u>MS/HS Project</u>                                     |  |                  |  |  |                  |                  |
| 50% Apportioned by Enrollment                            |  | \$ 356,805.00    |  |  | \$ 237,632.13    | \$ 119,172.87    |
| 50% Apportioned by Assessed Valuations                   |  | \$ 356,805.00    |  |  | \$ 230,281.95    | \$ 126,523.05    |
|  |  |                  |  |  | \$ 467,914.08    | \$ 245,695.92    |
| <u>Enrollment</u>  |  |                  |  |  |                  |                  |
| 10/1/2013  |  | 1,795            |  |  | 1,224            | 571              |
| 10/1/2014  |  | 1,765            |  |  | 1,168            | 597              |
| 10/1/2015  |  | 1,754            |  |  | 1,147            | 607              |
|  |  | 5,314            |  |  | 3,539            | 1,775            |
|  |  |                  |  |  | 66.60%           | 33.40%           |
| <u>Assessed Valuations</u>                               |  |                  |  |  |                  |                  |
| FY14   |  | \$ 1,976,726,584 |  |  | \$ 1,303,712,292 | \$ 673,014,292   |
| FY15   |  | \$ 2,157,661,564 |  |  | \$ 1,365,496,653 | \$ 792,164,911   |
| FY16   |  | \$ 2,224,432,770 |  |  | \$ 1,434,911,406 | \$ 789,521,364   |
|  |  | \$ 6,358,820,918 |  |  | \$ 4,104,120,351 | \$ 2,254,700,567 |
|  |  |                  |  |  | 64.54%           | 35.46%           |
| <u>Cutler Roof &amp; Summer 2013 Projects</u>            |  |                  |  |  |                  |                  |
| 100% Apportioned by Enrollment                           |  | \$ 127,575       |  |  | \$ 84,964.95     | \$ 42,610.05     |
| <u>Enrollment</u>  |  |                  |  |  |                  |                  |
| 10/1/2013  |  | 1,795            |  |  | 1,224            | 571              |
| 10/1/2014  |  | 1,765            |  |  | 1,168            | 597              |
| 10/1/2015  |  | 1,754            |  |  | 1,147            | 607              |
|  |  | 5,314            |  |  | 3,539            | 1,775            |
|  |  |                  |  |  | 66.60%           | 33.40%           |
| <u>Buker Boiler &amp; Winthrop Boiler/Glass Projects</u> |  |                  |  |  |                  |                  |
| 100% Apportioned by Enrollment                           |  | \$ 156,000       |  |  | \$ 103,896.00    | \$ 52,104.00     |
| <u>Enrollment</u>  |  |                  |  |  |                  |                  |
| 10/1/2013  |  | 1,795            |  |  | 1,224            | 571              |
| 10/1/2014  |  | 1,765            |  |  | 1,168            | 597              |
| 10/1/2015  |  | 1,754            |  |  | 1,147            | 607              |
|  |  | 5,314            |  |  | 3,539            | 1,775            |
|  |  |                  |  |  | 66.60%           | 33.40%           |

## **FY17 Operating Budgets for Elementary Programs**

*Buker Elementary School*

*Cutler Elementary School*

*Winthrop Elementary School*

## ***Bessie Buker Elementary School***

### ***Brian O'Donoghue, Principal***

Buker School serves 248 students in 12 classrooms. There are a total of 33.78 full and part-time staff members performing all the necessary functions in the daily operation of an elementary school. Our school provides its K-5 population of students with a comprehensive elementary education.

During the 2015-2016 school year, Buker School has continued in its mission of developing both the academic and social needs of students. Teachers have been busy working with their district colleagues to draft, revise and establish written transfer goals in each subject area for our students' preK-grade 12 experience. This work has involved diverse committees of teachers and administrators working during release time throughout the year. In addition, the entire district instructional staff has been involved in this work during our 2 professional days. We have made great progress toward the goal of establishing content area transfer goals along with overarching understandings and essential questions in these content areas as well.

At Buker, we continue to focus our instructional improvement and student growth on writing. This is our second year working with a writing consultant across the 3 elementary schools. Last year, teachers in grades 2 and 3 participated in the training and this year our grades 1 and 4 teachers are involved in it. The "Writer's Workshop" model that teachers are learning to use has resulted in an overall positive approach to writing by our students. This strategic investment in professional development will continue into the next school year as we plan to provide the training for our kindergarten and 5<sup>th</sup> grade teachers.

The 2015 MCAS results indicated positive growth among 4<sup>th</sup> grade students. On the English and Language Arts assessment, students demonstrated a 34% increase in the proficient category over the previous year's performance. Our 4<sup>th</sup> grade students also demonstrated a 10% increase in the proficient category on the mathematics assessment.

The Hamilton-Wenham EdFund generously funded a grant request that supported our library transformation. This instructional space no longer looks like a traditional library and computer lab. While we maintain a print library, the computer lab has been redesigned into a "makerspace" learning environment. The EdFund grant provided resources for students to use in creating and exploring through the engineering process. Students are able to design and build with a variety of materials that include electrical circuits as well as simple and more advanced robotics.

The Friends of Buker continue to provide support for our students and school. Cultural enrichment programs are funded solely through the efforts of the Friends. Our author in residence, Jarrett Krosoczka, was very popular among the students. His graphic novel genre proved to be a great way to connect with our boy writers. We are grateful for all of the academic and social enrichment provided by the Friends of Buker.



| Buker Elementary Programs                 | Account #                  | FY15 FTE | FY15 Budget  | FY15 Actuals | FY16 FTE | FY16 Budget  | FY17 FTE | FY17 Budget  | Change FY16 to FY17 |          |
|---|----------------------------|----------|--------------|--------------|----------|--------------|----------|--------------|---------------------|----------|
|   |                            |          |              |              |          |              |          |              | \$                  | %        |
| <b>Administration</b>                     |                            |          |              |              |          |              |          |              |                     |          |
| Principal Salary                          | 001.101.2210.1.1.090.100.5 | 1.00     | \$ 112,606   | \$ 112,595   | 1.00     | \$ 114,847   | 1.00     | \$ 118,296   | \$ 3,449            | 3.00%    |
| Clerical Salary                           | 001.101.2210.1.1.090.200.5 | 1.00     | \$ 46,336    | \$ 46,832    | 0.91     | \$ 46,423    | 0.92     | \$ 49,287    | \$ 2,864            | 6.17%    |
| Contracted Services                       | 001.101.2210.1.1.090.400.5 | 0.00     | \$ 1,000     | \$ 1,064     | 0.00     | \$ 1,000     | 0.00     | \$ 1,000     | \$ -                | 0.00%    |
| Expendable Materials                      | 001.101.2210.1.1.090.500.5 | 0.00     | \$ 10,000    | \$ 9,610     | 0.00     | \$ 10,000    | 0.00     | \$ 10,000    | \$ -                | 0.00%    |
| Affiliations/Conferences                  | 001.101.2357.1.1.090.690.5 | 0.00     | \$ 1,554     | \$ 1,224     | 0.00     | \$ 1,554     | 0.00     | \$ 1,554     | \$ -                | 0.00%    |
| Sub Total                                 |                            | 2.00     | \$ 171,496   | \$ 171,325   | 1.91     | \$ 173,824   | 1.92     | \$ 180,137   | \$ 6,313            | 3.63%    |
| <b>Regular Ed Instruction</b>             |                            |          |              |              |          |              |          |              |                     |          |
| Classroom Teachers Salary                 | 001.101.2305.1.1.099.100.5 | 10.00    | \$ 751,752   | \$ 734,842   | 12.00    | \$ 896,214   | 12.00    | \$ 896,484   | \$ 271              | 0.03%    |
| KGD Teachers                              | 001.101.2305.1.5.018.100.5 | 2        | \$ 107,403   | \$ 110,288   | 0.00     | \$ -         | 0.00     | \$ -         | \$ -                | #DIV/0!  |
| Specialist Teachers                       | 001.101.2310.1.1.099.100.5 | 2.98     | \$ 172,722   | \$ 153,265   | 2.45     | \$ 152,775   | 2.40     | \$ 159,002   | \$ 6,227            | 4.08%    |
| Technology Instructor                     | 001.101.2310.1.1.027.100.5 | 1.00     | \$ 64,541    | \$ 62,567    | 1.00     | \$ 71,103    | 1.00     | \$ 78,193    | \$ 7,090            | 9.97%    |
| Librarian                                 | 001.101.2340.1.1.050.100.5 | 0.00     | \$ -         | \$ -         | 0.00     | \$ -         | 0.00     | \$ -         | \$ -                | #DIV/0!  |
| Adjustment Counselor                      | 001.101.2710.1.1.041.100.5 | 1.00     | \$ 81,298    | \$ 82,549    | 1.00     | \$ 83,337    | 1.00     | \$ 85,840    | \$ 2,503            | 3.00%    |
| Instructional Aides                       | 001.101.2330.1.1.093.300.5 | 2.00     | \$ 52,998    | \$ 47,814    | 2.00     | \$ 52,384    | 2.00     | \$ 53,828    | \$ 1,444            | 2.76%    |
| Noon Aides Salary                         | 001.101.3400.1.1.080.390.5 | 0.00     | \$ 13,211    | \$ 9,595     | 0.00     | \$ 13,327    | 0.00     | \$ 13,727    | \$ 400              | 3.00%    |
| Extended Responsibilities                 | 001.101.2315.1.1.029.150.5 | 0.00     | \$ 6,901     | \$ 3,982     | 0.00     | \$ 8,449     | 0.00     | \$ 11,395    | \$ 2,946            | 34.87%   |
| Prof Salary-Extra-Curricular              | 001.101.3520.1.1.029.140.5 | 0.00     | \$ 1,647     | \$ 3,238     | 0.00     | \$ 1,664     | 0.00     | \$ 1,672     | \$ 8                | 0.50%    |
| Sub Total                                 |                            | 18.98    | \$ 1,252,475 | \$ 1,208,140 | 18.45    | \$ 1,279,251 | 18.40    | \$ 1,300,140 | \$ 20,889           | 1.63%    |
| <b>Special Education</b>                  |                            |          |              |              |          |              |          |              |                     |          |
| Team Chair Salary                         | 001.101.2315.2.1.099.100.5 | 0.00     | \$ -         | \$ -         | 0.00     | \$ -         | 0.00     | \$ -         | \$ -                | #DIV/0!  |
| SPED Teachers                             | 001.101.2310.2.1.099.100.5 | 3.00     | \$ 138,060   | \$ 116,280   | 3.00     | \$ 152,452   | 3.00     | \$ 165,617   | \$ 13,165           | 8.64%    |
| Related Services- OT, PT, SLP             | 001.101.2320.2.1.099.100.5 | 1.30     | \$ 90,885    | \$ 90,886    | 1.30     | \$ 93,165    | 1.30     | \$ 95,962    | \$ 2,798            | 3.00%    |
| SPED TA Salary                            | 001.101.2330.2.1.093.300.5 | 5.00     | \$ 116,492   | \$ 116,990   | 5.00     | \$ 118,798   | 5.00     | \$ 114,612   | \$ (4,186)          | -3.52%   |
| School Psychologist Salary                | 001.101.2800.2.1.099.100.5 | 0.50     | \$ 28,070    | \$ 30,505    | 0.50     | \$ 30,000    | 0.00     | \$ -         | \$ (30,000)         | -100.00% |
| Buker SPED Non-Exp Supplies and Materials | 001.101.2420.2.1.099.520.5 | 0.00     | \$ 2,000     | \$ 2,103     | 0.00     | \$ 2,000     | 0.00     | \$ 2,000     | \$ -                | 0.00%    |
| Exp Materials-Buker SPED                  | 001.101.2430.2.1.017.500.5 | 0.00     | \$ 1,000     | \$ 726       | 0.00     | \$ 1,000     | 0.00     | \$ 1,000     | \$ -                | 0.00%    |
| Sub Total                                 |                            | 9.80     | \$ 376,507   | \$ 357,490   | 9.80     | \$ 397,414   | 9.30     | \$ 379,191   | \$ (18,224)         | -4.59%   |
| <b>Supplies/Materials</b>                 |                            |          |              |              |          |              |          |              |                     |          |
| Sub Total                                 |                            |          | \$ 44,005    | \$ 42,260    |          | \$ 36,715    |          | \$ 41,715    | \$ 5,000            | 13.62%   |
| <b>Health/Nursing Services</b>            |                            |          |              |              |          |              |          |              |                     |          |
| School Nurse                              | 001.101.3200.1.1.042.130.5 | 1.00     | \$ 60,573    | \$ 58,849    | 1.00     | \$ 65,609    | 1.00     | \$ 53,460    | \$ (12,149)         | -18.52%  |
| Contracted Services-Health                | 001.101.3200.1.1.042.400.5 | 0        | \$ 250       | \$ -         | 0.00     | \$ 250       | 0.00     | \$ 250       | \$ -                | 0.00%    |
| Exp Material-Health                       | 001.101.3200.1.1.042.500.5 | 0        | \$ 1,000     | \$ 911       | 0.00     | \$ 1,000     | 0.00     | \$ 1,000     | \$ -                | 0.00%    |
| Prof. Dev.-Health                         | 001.101.3200.1.1.042.600.5 | 0        | \$ 750       | \$ 743       | 0.00     | \$ 750       | 0.00     | \$ 750       | \$ -                | 0.00%    |
| Sub Total                                 |                            | 1.00     | \$ 62,573    | \$ 60,503    | 1.00     | \$ 67,609    | 1.00     | \$ 55,460    | \$ (12,149)         | -17.97%  |
| <b>Technology</b>                         |                            |          |              |              |          |              |          |              |                     |          |
| Technology Aides                          | 001.101.2330.1.1.027.300.5 | 0.00     | \$ -         | \$ -         | 0.00     | \$ -         | 0.00     | \$ -         | \$ -                | #DIV/0!  |
| Exp Materials-Technology                  | 001.101.2451.1.1.027.500.5 | 0        | \$ 4,500     | \$ 2,474     | 0.00     | \$ 4,500     | 0.00     | \$ 4,500     | \$ -                | 0.00%    |
| Non-Exp Materials-Technology              | 001.101.2451.1.1.027.520.5 | 0        | \$ 6,000     | \$ 9,243     | 0.00     | \$ 6,000     | 0.00     | \$ 6,000     | \$ -                | 0.00%    |
| Sub Total                                 |                            | 0.00     | \$ 10,500    | \$ 11,716    | 0.00     | \$ 10,500    | 0.00     | \$ 10,500    | \$ -                | 0.00%    |
| Instructional Services Total              |                            | 31.78    | \$ 1,917,556 | \$ 1,851,434 | 31.16    | \$ 1,965,314 | 30.62    | \$ 1,967,143 | \$ 1,830            | 0.09%    |
| <b>Maintenance</b>                        |                            |          |              |              |          |              |          |              |                     |          |
| Custodial Salary                          | 001.101.4110.9.1.099.320.5 | 2.00     | \$ 90,034    | \$ 90,996    | 2.00     | \$ 90,317    | 2.00     | \$ 95,657    | \$ 5,341            | 5.91%    |
| Custodial Clothing Allowance              | 001.101.4110.9.9.099.600.5 |          | \$ 650       | \$ 635       |          | \$ 650       | 0.00     | \$ 650       | \$ -                | 0.00%    |
| Special Projects                          | 001.101.4220.9.1.099.430.5 |          | \$ -         | \$ -         |          | \$ 7,500     | 0.00     | \$ 2,500     | \$ (5,000)          | -66.67%  |
| Yearly Repairs                            | 001.101.4220.9.1.099.421.5 |          | \$ -         | \$ -         |          | \$ 13,300    | 0.00     | \$ 13,300    | \$ -                | 0.00%    |
| Yearly Maintenance                        | 001.101.4220.9.1.099.420.5 |          | \$ 34,217    | \$ 90,107    |          | \$ 8,250     | 0.00     | \$ 11,200    | \$ 2,950            | 35.76%   |
| Custodial Supplies and Materials          | 001.101.4110.9.1.099.500.5 |          | \$ 11,000    | \$ 10,940    |          | \$ 11,000    | 0.00     | \$ 11,000    | \$ -                | 0.00%    |
| Sub Total                                 |                            | 2.00     | \$ 135,901   | \$ 192,677   | 2.00     | \$ 131,017   | 2.00     | \$ 134,307   | \$ 3,291            | 2.51%    |
| <b>Utilities</b>                          |                            |          |              |              |          |              |          |              |                     |          |
| Heating Oil                               | 001.101.4120.9.1.099.660.5 |          | \$ -         | \$ -         |          | \$ -         | 0.00     | \$ -         | \$ -                | #DIV/0!  |
| Gas Service                               | 001.101.4120.9.1.099.670.5 |          | \$ 20,000    | \$ 25,953    |          | \$ 20,218    | 0.00     | \$ 26,000    | \$ 5,782            | 28.60%   |
| Electricity                               | 001.101.4130.9.1.099.650.5 |          | \$ 27,000    | \$ 24,365    |          | \$ 30,274    | 0.00     | \$ 30,274    | \$ -                | 0.00%    |
| Telephone                                 | 001.101.4130.9.1.099.680.5 |          | \$ 8,000     | \$ 7,217     |          | \$ 7,351     | 0.00     | \$ 7,351     | \$ -                | 0.00%    |
| Water                                     | 001.101.4130.9.1.099.690.5 |          | \$ 3,000     | \$ 7,235     |          | \$ 2,322     | 0.00     | \$ 2,322     | \$ -                | 0.00%    |
| Sub Total                                 |                            |          | \$ 58,000    | \$ 64,769    |          | \$ 60,165    | 0.00     | \$ 65,947    | \$ 5,782            | 9.61%    |
| Operations/Maintenance Total              |                            | 2.00     | \$ 193,901   | \$ 257,446   | 2.00     | \$ 191,182   | 2.00     | \$ 200,254   | \$ 9,073            | 4.75%    |
| Total:                                    |                            | 33.78    | \$ 2,111,457 | \$ 2,108,880 | 33.16    | \$ 2,156,495 | 32.62    | \$ 2,167,398 | \$ 10,902           | 0.51%    |

## *Cutler Elementary School*

### *Jennifer Clifford, Principal*

There are 255 students enrolled in kindergarten through fifth grade in thirteen classrooms at Cutler School. Our school staff consists of a total of 38.82 full and part-time members. Cutler School is home to our district-wide language-based learning disability program for students in grades 3-5. We celebrate learning throughout the year, highlighted by several classroom events, buddy class activities, and All School Meetings.

Professional development initiatives in 2015-2016 include the undertaking of the Understanding by Design Framework across the PreK-12 Curriculum. Cutler teachers have worked with district colleagues to write transfer goals, enduring understandings and essential questions for each content area. In addition, we have continued our focus on student growth in writing as teachers in grades 1-4 have worked closely with a writing consultant at the district level this year to successfully implement Writer's Workshop into our literacy blocks. Next year, kindergarten and fifth grade teachers will join in the initiative, with a full implementation across the school.

We are fortunate to offer a handful of school activities for our students. The fourth and fifth grade Honor Chorus and fifth grade Ensemble Band perform for the school and parents during concerts throughout the year. Our before school String Jam Session allows fifth graders to pursue their interests in stringed instruments. These early arts opportunities are the foundation for great accomplishments of our Cutler graduates as they grow into middle and high school students.

We look to connect to the greater community each year, and value our relationship with several area agencies. We build community service learning opportunities into our everyday curriculum. Our Family Game Night gathered 150+ pairs of pajamas and over 30 books for the Pajama Program. Our third graders work hard to raise money and awareness for child hunger. Fifth graders run their own service projects, including coin collections for refugee children and animal shelters and toy collections for our local Toys for Tots organization. In addition, we support local nursing homes and veterans with Valentines and notes of encouragement.

The Friends of Cutler continue to provide extensive assistance to our school. The *Cutler School Big Read Project* is funded by the Friends each year, allowing students to investigate a central theme. This year, our focus is on science, technology, engineering, and mathematics (STEM). Through the generosity of the Friends group, we have welcomed the local education group Change is Simple and groups such as the Picasso People.

The Hamilton-Wenham EdFund supported our school once again this year with the funding to transform our library and technology lab into a learning commons space. We have incorporated a 'makerspace' learning environment, which includes advanced technology materials alongside Legos, tin foil, and pipe cleaners building materials. Visiting the learning lab each week, students have the ability to research new information, take part in creation activities, and to explore our print resources.

| Cutler Elementary Programs                 |                            | FY15<br>FTE | FY15<br>Budget | FY15<br>Actuals | FY16<br>FTE | FY16<br>Budget | FT17  | FT17<br>Budget | Change FY16 to FY17 |          |
|--|----------------------------|-------------|----------------|-----------------|-------------|----------------|-------|----------------|---------------------|----------|
|  |                            |             |                |                 |             |                |       |                | \$                  | %        |
| <b>Administration</b>                      |                            |             |                |                 |             |                |       |                |                     |          |
| Principal Salary                           | 001.102.2210.1.1.090.100.5 | 1.00        | \$ 112,273     | \$ 112,262      | 1.00        | \$ 114,507     | 1.00  | \$ 117,946     | \$ 3,439            | 3.00%    |
| Clerical Salary                            | 001.102.2210.1.1.090.200.5 | 1.00        | \$ 46,836      | \$ 47,332       | 0.91        | \$ 46,933      | 0.92  | \$ 49,787      | \$ 2,854            | 6.08%    |
| Contracted Services                        | 001.102.2210.1.1.090.400.5 | 0.00        | \$ 845         | \$ 395          | 0.00        | \$ 845         | 0.00  | \$ 845         | \$ -                | 0.00%    |
| Expendable Materials                       | 001.102.2210.1.1.090.500.5 | 0.00        | \$ 10,000      | \$ 9,766        | 0.00        | \$ 10,000      |       | \$ 10,000      | \$ -                | 0.00%    |
| Affiliations/Conferences                   | 001.102.2357.1.1.090.690.5 | 0.00        | \$ 1,425       | \$ 1,784        | 0.00        | \$ 1,425       |       | \$ 1,425       | \$ -                | 0.00%    |
| Sub Total                                  |                            | 2.00        | \$ 171,379     | \$ 171,539      | 1.91        | \$ 173,710     | 1.92  | \$ 180,003     | \$ 6,293            | 3.62%    |
| <b>Regular Ed Instruction</b>              |                            |             |                |                 |             |                |       |                |                     |          |
| Classroom Teachers                         | 001.102.2305.1.1.099.100.5 | 10.00       | \$ 757,915     | \$ 810,185      | 13.00       | \$ 1,025,902   | 13.00 | \$ 1,033,539   | \$ 7,638            | 0.74%    |
| KGD Teachers                               | 001.102.2305.1.5.018.100.5 | 3.00        | \$ 223,001     | \$ 163,679      | 0.00        | \$ -           | 0.00  | \$ -           | \$ -                | #DIV/0!  |
| Specialist Teachers                        | 001.102.2310.1.1.099.100.5 | 3.58        | \$ 248,651     | \$ 228,690      | 3.05        | \$ 214,685     | 2.90  | \$ 205,635     | \$ (9,050)          | -4.22%   |
| Contracted Services-Art                    | 001.102.2330.1.1.020.400.5 | 0.00        | \$ 120         | \$ -            | 0.00        | \$ 120         | 0.00  | \$ 120         | \$ -                | 0.00%    |
| Contracted Services-Music                  | 001.102.2330.1.1.054.400.5 | 0.00        | \$ 300         | \$ 180          | 0.00        | \$ 300         | 0.00  | \$ 300         | \$ -                | 0.00%    |
| Technology Instructor                      | 001.102.2310.1.1.027.100.5 | 1.00        | \$ 82,821      | \$ 85,071       | 1.00        | \$ 84,898      | 1.00  | \$ 87,447      | \$ 2,549            | 3.00%    |
| Librarian                                  | 001.102.2340.1.1.050.100.5 | 0.00        | \$ -           | \$ -            | 0.00        | \$ -           | 0.00  | \$ -           | \$ -                | #DIV/0!  |
| Adjustment Counselor                       | 001.102.2710.1.1.041.100.5 | 1.00        | \$ 82,821      | \$ 84,571       | 1.00        | \$ 84,898      | 1.00  | \$ 87,447      | \$ 2,549            | 3.00%    |
| Extended Responsibilities                  | 001.102.2315.1.1.029.150.5 | 0.00        | \$ 6,901       | \$ 3,982        | 0.00        | \$ 8,449       | 0.00  | \$ 11,395      | \$ 2,946            | 34.87%   |
| Instructional Aides                        | 001.102.2330.1.1.093.300.5 | 2.53        | \$ 64,535      | \$ 61,859       | 2.53        | \$ 65,735      | 2.56  | \$ 67,581      | \$ 1,846            | 2.81%    |
| Noon Aides Salary                          | 001.102.3400.1.1.080.390.5 | 0.00        | \$ 13,211      | \$ 10,709       | 0.00        | \$ 13,327      | 0.00  | \$ 13,727      | \$ 400              | 3.00%    |
| Prof Salary-Extra-Curricular               | 001.102.3520.1.1.029.140.5 | 0.00        | \$ 1,647       | \$ 3,238        | 0.00        | \$ 1,664       | 0.00  | \$ 1,672       | \$ 8                | 0.50%    |
| Sub Total                                  |                            | 21.11       | \$ 1,481,925   | \$ 1,452,163    | 20.58       | \$ 1,499,977   | 20.46 | \$ 1,508,863   | \$ 8,885            | 0.59%    |
| <b>Special Education</b>                   |                            |             |                |                 |             |                |       |                |                     |          |
| Team Chair Salary                          | 001.102.2315.2.1.099.100.5 | 0.00        | \$ -           | \$ -            | 0.00        | \$ -           | 0.00  | \$ -           | \$ -                | #DIV/0!  |
| SPED Teachers                              | 001.102.2310.2.1.099.100.5 | 5.20        | \$ 324,184     | \$ 306,036      | 5.30        | \$ 338,655     | 5.00  | \$ 357,326     | \$ 18,671           | 5.51%    |
| Related Services- OT, PT, SLP              | 001.102.2320.2.1.099.100.5 | 1.00        | \$ 81,298      | \$ 83,549       | 1.00        | \$ 83,337      | 1.00  | \$ 85,840      | \$ 2,503            | 3.00%    |
| SPED TA Salary                             | 001.102.2330.2.1.093.300.5 | 6.40        | \$ 151,808     | \$ 161,675      | 7.48        | \$ 175,035     | 7.44  | \$ 180,775     | \$ 5,739            | 3.28%    |
| School Psychologist                        | 001.102.2800.2.1.099.100.5 | 0.50        | \$ 28,070      | \$ 30,505       | 0.50        | \$ 30,000      | 0.00  | \$ -           | \$ (30,000)         | -100.00% |
| SPED Non-Exp Supplies and Materials        | 001.102.2420.2.1.099.520.5 | 0.00        | \$ 2,000       | \$ 1,095        | 0.00        | \$ 2,000       | 0.00  | \$ 2,000       | \$ -                | 0.00%    |
| Exp Materials-Cutler SPED                  | 001.102.2430.2.1.017.500.5 | 0.00        | \$ 1,000       | \$ 654          | 0.00        | \$ 1,000       | 0.00  | \$ 1,000       | \$ -                | 0.00%    |
| Sub Total                                  |                            | 13.10       | \$ 588,360     | \$ 583,513      | 14.28       | \$ 630,027     | 13.44 | \$ 626,941     | \$ (3,087)          | -0.49%   |
| <b>Supplies/Materials</b>                  |                            |             |                |                 |             |                |       |                |                     |          |
| Sub Total                                  |                            |             | \$ 51,563      | \$ 58,391       |             | \$ 43,585      |       | \$ 48,585      | \$ 5,000            | 11.47%   |
| <b>Health/Nursing Services</b>             |                            |             |                |                 |             |                |       |                |                     |          |
| School Nurse                               | 001.102.3200.1.1.042.130.5 | 1.00        | \$ 30,282      | \$ 30,427       | 1.00        | \$ 31,204      | 1.00  | \$ 32,148      | \$ 945              | 3.03%    |
| Contracted Services-Health                 | 001.102.3200.1.1.042.400.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00  | \$ -           | \$ -                | #DIV/0!  |
| Exp Material-Health                        | 001.102.3200.1.1.042.500.5 |             | \$ 1,200       | \$ 648          |             | \$ 1,200       | 0.00  | \$ 1,200       | \$ -                | 0.00%    |
| Prof. Dev.-Health                          | 001.102.3200.1.1.042.600.5 |             | \$ 750         | \$ -            |             | \$ 750         | 0.00  | \$ 750         | \$ -                | 0.00%    |
| Sub Total                                  |                            | 1.00        | \$ 32,232      | \$ 31,076       | 1.00        | \$ 33,154      | 1.00  | \$ 34,098      | \$ 945              | 2.85%    |
| <b>Technology</b>                          |                            |             |                |                 |             |                |       |                |                     |          |
| Technology Aides                           | 001.102.2330.1.1.027.300.5 | 0.00        | \$ -           | \$ -            | 0.00        | \$ -           | 0.00  | \$ -           | \$ -                | #DIV/0!  |
| Contracted Services Technology Maintenance | 001.102.2451.1.1.027.400.5 |             | \$ 400         | \$ -            |             | \$ 400         | 0.00  | \$ 400         | \$ -                | 0.00%    |
| Exp Materials-Technology                   | 001.102.2451.1.1.027.500.5 |             | \$ 4,500       | \$ 4,553        |             | \$ 4,500       | 0.00  | \$ 4,500       | \$ -                | 0.00%    |
| Non-Exp Materials-Technology               | 001.102.2451.1.1.027.520.5 |             | \$ 6,000       | \$ 956          |             | \$ 6,000       | 0.00  | \$ 6,000       | \$ -                | 0.00%    |
| Sub Total                                  |                            | 0.00        | \$ 10,900      | \$ 5,509        | 0.00        | \$ 10,900      | 0.00  | \$ 10,900      | \$ -                | 0.00%    |
| Instructional Services Total               |                            | 37.21       | \$ 2,336,359   | \$ 2,302,192    | 37.78       | \$ 2,391,353   | 36.82 | \$ 2,409,390   | \$ 18,037           | 0.75%    |
| <b>Maintenance</b>                         |                            |             |                |                 |             |                |       |                |                     |          |
| Custodial Salary                           | 001.102.4110.9.1.099.320.5 | 2.00        | \$ 90,034      | \$ 76,012       | 2.00        | \$ 90,317      | 2.00  | \$ 95,657      | \$ 5,341            | 5.91%    |
| Custodial Clothing Allowance               | 001.102.4110.9.9.099.600.5 |             | \$ 650         | \$ 274          |             | \$ 650         | 0.00  | \$ 650         | \$ -                | 0.00%    |
| Special Projects                           | 001.102.4220.9.1.099.430.5 |             | \$ -           | \$ -            |             | \$ 10,000      | 0.00  | \$ 2,500       | \$ (7,500)          | -75.00%  |
| Yearly Repairs                             | 001.102.4220.9.1.099.421.5 |             | \$ -           | \$ -            |             | \$ 13,300      | 0.00  | \$ 13,300      | \$ -                | 0.00%    |
| Yearly Maintenance                         | 001.102.4220.9.1.099.420.5 |             | \$ 30,565      | \$ 35,283       |             | \$ 9,450       | 0.00  | \$ 10,850      | \$ 1,400            | 14.81%   |
| Custodial Supplies and Materials           | 001.102.4110.9.1.099.500.5 |             | \$ 14,400      | \$ 11,909       |             | \$ 14,400      | 0.00  | \$ 11,000      | \$ (3,400)          | -23.61%  |
| Sub Total                                  |                            | 2.00        | \$ 135,649     | \$ 123,478      | 2.00        | \$ 138,117     | 2.00  | \$ 133,957     | \$ (4,159)          | -3.01%   |
| <b>Utilities</b>                           |                            |             |                |                 |             |                |       |                |                     |          |
| Heating Oil                                | 001.102.4120.9.1.099.660.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00  | \$ -           | \$ -                | #DIV/0!  |
| Gas Service                                | 001.102.4120.9.1.099.670.5 |             | \$ 29,000      | \$ 19,386       |             | \$ 28,638      | 0.00  | \$ 20,000      | \$ (8,638)          | -30.16%  |
| Electricity                                | 001.102.4130.9.1.099.650.5 |             | \$ 29,000      | \$ 26,062       |             | \$ 32,285      | 0.00  | \$ 32,285      | \$ -                | 0.00%    |
| Telephone                                  | 001.102.4130.9.1.099.680.5 |             | \$ 6,000       | \$ 5,325        |             | \$ 5,355       | 0.00  | \$ 5,355       | \$ -                | 0.00%    |
| Water                                      | 001.102.4130.9.1.099.690.5 |             | \$ 3,000       | \$ 2,350        |             | \$ 2,306       | 0.00  | \$ 2,306       | \$ -                | 0.00%    |
| Sub Total                                  |                            | 0.00        | \$ 67,000      | \$ 53,123       | 0.00        | \$ 68,584      | 0.00  | \$ 59,946      | \$ (8,637.87)       | -12.59%  |
| Operations/Maintenance Total               |                            | 2.00        | \$ 202,649     | \$ 176,602      | 2.00        | \$ 206,700     | 2.00  | \$ 193,903     | \$ (12,797)         | -6.19%   |
| <b>Total:</b>                              |                            |             |                |                 |             |                |       |                |                     |          |
|  |                            | 39.21       | \$ 2,539,008   | \$ 2,478,793    | 39.78       | \$ 2,598,053   | 38.82 | \$ 2,603,293   | \$ 5,240            | 0.20%    |

## *Winthrop Elementary School*

### *Christopher Heath, Principal*

Winthrop School serves 303 students in 16 classrooms. There are a total of 64 dedicated full and part-time staff members performing all the necessary functions in the daily operation of this Preschool-5<sup>th</sup> Grade elementary school. Winthrop School also provides service to the District's Intensive Learning Program (ILP) as well as the District's Integrated Preschool Program that provides educational services for many Hamilton-Wenham children ages 3-5. Our school community actively works to support all students' individual needs and help our students reach their full developmental potential.

Winthrop School embraces and celebrates the arts. We have many artwork boards proudly displaying student work throughout the school and a designated rotating gallery space for local artists to share their work with our school community. The fourth and fifth grade Honors Chorus and fifth grade Ensemble Band perform for the school and parents during concerts throughout the year. Our fifth graders perform an annual musical for the whole school as well as a family performance for all to enjoy. Each grade level welcomes families to the school for our Family Music Mornings that take place throughout the school year.

The Friends of Winthrop parent organization continues to provide extensive assistance to our school through the support of cultural enrichment programs. Students participated in a variety of programs to enhance their units of study and ventured beyond the school walls for curriculum connected field trips. The Operation Playground Committee was formed last year to raise funds for a new playground. This huge undertaking has been supported by the entire school community as well as by our larger communities of Hamilton and Wenham. The new playground will enhance the student experience here at the school.

This year our professional work at school has focused on both the academic and social needs of our students. The integration of technology into the learning environments has continued to be an area of growth this year. We are committed to continuing our focus on utilizing rigorous 21<sup>st</sup> Century learning approaches that further prepare our students for the learning challenges ahead. Through the use of district technology funds and support staff as well as some very generous EdFund grants we have been able to provide many opportunities for our students to integrate technology to their learning and teachers to embed technology into their instruction. This year teachers have participated in a range of professional development experiences including our district path towards adopting the Understanding by Design Curriculum Development Model, PK-12 District Vertical Curriculum Alignment, Grade 1-5 Writer's Workshop, Common Core Aligned Math Curriculum Modification, and varied differentiated instruction professional development experiences.

Our school is fortunate to have a wide range of activities for our students to participate in. Our community service group, called the Kids Care Club, gives students the opportunity to work on projects to support others beyond the school building. This year they have raised funds and awareness for the global organization UNICEF, collected funds for our local food pantry, and initiated a school-wide Spot an Act of Kindness Campaign. Our monthly school-wide meeting provides an opportunity to highlight one grade level and allows us to focus on building a strong school culture.

| Winthrop Elementary Programs               |                            | FY15         | FY15                | FY15                | FY16         | FY16                | FY17         | FY17                | Change FY16 to FY17 |               |
|--|----------------------------|--------------|---------------------|---------------------|--------------|---------------------|--------------|---------------------|---------------------|---------------|
|  |                            | FTE          | Budget              | Actuals             | FTE          | Budget              | FTE          | Budget              | \$                  | %             |
| <b>Administration</b>                      |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Principal Salary                           | 001.103.2210.1.1.090.100.5 | 1.00         | \$ 112,098          | \$ 112,087          | 1.00         | \$ 114,329          | 1.00         | \$ 117,762          | \$ 3,433            | 3.00%         |
| Clerical Salary                            | 001.103.2210.1.1.090.200.5 | 1.00         | \$ 43,247           | \$ 46,082           | 0.92         | \$ 45,821           | 0.92         | \$ 48,287           | \$ 2,466            | 5.38%         |
| Contracted Services                        | 001.103.2210.1.1.090.400.5 |              | \$ 1,300            | \$ 3,142            |              | \$ 1,300            | 0.00         | \$ 1,300            | \$ -                | 0.00%         |
| Expendable Materials                       | 001.103.2210.1.1.090.500.5 |              | \$ 10,000           | \$ 9,945            |              | \$ 10,000           | 0.00         | \$ 10,000           | \$ -                | 0.00%         |
| Non Expendable Materials                   | 001.103.2210.1.1.090.520.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Affiliations/Conferences                   | 001.103.2357.1.1.090.690.5 |              | \$ 2,000            | \$ 1,998            |              | \$ 2,000            | 0.00         | \$ 2,000            | \$ -                | 0.00%         |
| Non-Exp Technology                         | 001.103.2451.1.1.090.520.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Sub Total                                  |                            | 2.00         | \$ 168,645          | \$ 173,253          | 1.92         | \$ 173,449          | 1.92         | \$ 179,349          | \$ 5,900            | 3.40%         |
| <b>Regular Ed Instruction</b>              |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Classroom Teachers                         | 001.103.2305.1.1.099.100.5 | 11.00        | \$ 797,389          | \$ 773,923          | 14.00        | \$ 1,020,520        | 13.00        | \$ 969,969          | \$ (50,551)         | -4.95%        |
| KGD Teachers                               | 001.103.2305.1.5.018.100.5 | 3.00         | \$ 184,765          | \$ 189,592          | 0.00         | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Specialist Teachers                        | 001.103.2310.1.1.099.100.5 | 3.13         | \$ 219,214          | \$ 198,139          | 2.60         | \$ 203,304          | 2.80         | \$ 229,097          | \$ 25,793           | 12.69%        |
| Contracted Services-Art                    | 001.103.2330.1.1.020.400.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Contracted Services-Music                  | 001.103.2330.1.1.054.400.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Technology Instructor                      | 001.103.2310.1.1.027.100.5 | 1.00         | \$ 77,790           | \$ 77,790           | 1.00         | \$ 81,604           | 1.00         | \$ 84,054           | \$ 2,450            | 3.00%         |
| Librarian                                  | 001.103.2340.1.1.050.100.5 | 0.00         | \$ -                | \$ -                | 0.00         | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Adjustment Counselor                       | 001.103.2710.1.1.041.100.5 | 1.00         | \$ 81,298           | \$ 58,566           | 1.00         | \$ 60,000           | 1.00         | \$ 53,071           | \$ (6,929)          | -11.55%       |
| Instructional Aides                        | 001.103.2330.1.1.093.300.5 | 2.50         | \$ 63,373           | \$ 60,590           | 2.50         | \$ 64,864           | 2.50         | \$ 66,353           | \$ 1,489            | 2.30%         |
| Extended Responsibilities                  | 001.103.2315.1.1.029.150.5 | 0.00         | \$ 6,901            | \$ 3,982            | 0.00         | \$ 8,449            | 0.00         | \$ 11,395           | \$ 2,946            | 34.87%        |
| Noon Aides Salary                          | 001.103.3400.1.1.080.390.5 | 0.00         | \$ 13,211           | \$ 11,156           | 0.00         | \$ 13,327           | 0.00         | \$ 18,302           | \$ 4,975            | 37.33%        |
| Prof Salary-Extra-Curricular               | 001.103.3520.1.1.029.140.5 | 0.00         | \$ 1,647            | \$ -                | 0.00         | \$ 1,664            | 0.00         | \$ 1,672            | \$ 8                | 0.50%         |
| Sub Total                                  |                            | 21.63        | \$ 1,445,589        | \$ 1,373,738        | 21.10        | \$ 1,453,731        | 20.30        | \$ 1,433,913        | \$ (19,818)         | -1.36%        |
| <b>Special Education</b>                   |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Preschool Team Chair Salary                | 001.103.2315.2.1.099.100.5 | 0.30         | \$ 28,347           | \$ 25,886           | 0.30         | \$ 26,648           | 0.30         | \$ 17,782           | \$ (8,866)          | -33.27%       |
| SPED Teachers                              | 001.103.2310.2.1.099.100.5 | 5.00         | \$ 323,053          | \$ 320,797          | 5.00         | \$ 341,232          | 5.00         | \$ 356,813          | \$ 15,581           | 4.57%         |
| SPED Preschool Teachers                    | 001.103.2305.2.6.016.100.5 | 1.70         | \$ 116,548          | \$ 116,548          | 1.70         | \$ 121,831          | 1.70         | \$ 125,489          | \$ 3,658            | 3.00%         |
| SPED Preschool TA Salary                   | 001.103.2330.2.6.016.300.5 | 3.90         | \$ 75,294           | \$ 66,690           | 3.67         | \$ 71,326           | 2.65         | \$ 48,635           | \$ (22,691)         | -31.81%       |
| Prof-Dev SPED                              | 001.103.2357.2.1.017.600.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| School Psychologist                        | 001.103.2800.2.1.099.100.5 | 0.70         | \$ 57,975           | \$ 59,225           | 0.70         | \$ 59,429           | 0.00         | \$ -                | \$ (59,429)         | -100.00%      |
| Related Services- OT, PT, SLP              | 001.103.2320.2.1.099.100.5 | 2.50         | \$ 176,327          | \$ 176,327          | 2.50         | \$ 180,748          | 2.50         | \$ 186,177          | \$ 5,429            | 3.00%         |
| SPED TA Salary                             | 001.103.2330.2.1.093.300.5 | 13.20        | \$ 288,006          | \$ 300,141          | 14.20        | \$ 328,332          | 15.16        | \$ 368,424          | \$ 40,093           | 12.21%        |
| SPED KGD TA Salary                         | 001.103.2330.2.1.018.310.5 | 1.00         | \$ 21,617           | \$ -                | 0.00         | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| SPED Non-Exp Supplies and Materials        | 001.103.2420.2.1.099.520.5 |              | \$ 7,200            | \$ 4,803            |              | \$ 7,200            | 0.00         | \$ 7,200            | \$ -                | 0.00%         |
| Exp Materials-Winthrop SPED                | 001.103.2430.2.1.017.500.5 |              | \$ 3,800            | \$ 1,666            |              | \$ 3,800            | 0.00         | \$ 3,800            | \$ -                | 0.00%         |
| Sub Total                                  |                            | 28.30        | \$ 1,098,167        | \$ 1,072,083        | 28.07        | \$ 1,140,544        | 27.31        | \$ 1,114,320        | \$ (26,225)         | -2.30%        |
| <b>Supplies/Materials</b>                  |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Sub Total                                  |                            | 0.00         | \$ 60,269           | \$ 72,799           | 0.00         | \$ 47,119           | 0.00         | \$ 54,119           | \$ 7,000            | 14.86%        |
| <b>Health/Nursing Services</b>             |                            |              |                     |                     |              |                     |              |                     |                     |               |
| School Nurse                               | 001.103.3200.1.1.042.130.5 | 1.00         | \$ 62,350           | \$ 62,350           | 1.00         | \$ 63,913           | 1.00         | \$ 65,833           | \$ 1,920            | 3.00%         |
| Contracted Services-Health                 | 001.103.3200.1.1.042.400.5 |              | \$ 250              | \$ -                |              | \$ 250              | 0.00         | \$ 250              | \$ -                | 0.00%         |
| Exp Material-Health                        | 001.103.3200.1.1.042.500.5 |              | \$ 1,200            | \$ 983              |              | \$ 1,200            | 0.00         | \$ 1,200            | \$ -                | 0.00%         |
| Prof. Dev.-Health                          | 001.103.3200.1.1.042.600.5 |              | \$ 750              | \$ 235              |              | \$ 750              | 0.00         | \$ 750              | \$ -                | 0.00%         |
| Sub Total                                  |                            | 1.00         | \$ 64,550           | \$ 63,568           | 1.00         | \$ 66,113           | 1.00         | \$ 68,033           | \$ 1,920            | 2.90%         |
| <b>Technology</b>                          |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Technology Aides                           | 001.103.2330.1.1.027.300.5 | 0.00         | \$ -                | \$ -                | 0.00         | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Contracted Services Technology             | 001.103.2451.1.1.027.400.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Contracted Services Technology Maintenance | 001.103.2451.1.1.027.420.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Exp Materials-Technology                   | 001.103.2451.1.1.027.500.5 |              | \$ 4,500            | \$ 4,021            |              | \$ 4,500            | 0.00         | \$ 4,500            | \$ -                | 0.00%         |
| Non-Exp Materials-Technology               | 001.103.2451.1.1.027.520.5 |              | \$ 6,000            | \$ 5,774            |              | \$ 6,000            | 0.00         | \$ 6,000            | \$ -                | 0.00%         |
| Sub Total                                  |                            | 0.00         | \$ 10,500           | \$ 9,795            | 0.00         | \$ 10,500           | 0.00         | \$ 10,500           | \$ -                | 0.00%         |
| <b>Instructional Services Total</b>        |                            | <b>52.93</b> | <b>\$ 2,847,720</b> | <b>\$ 2,765,237</b> | <b>52.08</b> | <b>\$ 2,891,457</b> | <b>50.53</b> | <b>\$ 2,860,234</b> | <b>\$ (31,223)</b>  | <b>-1.08%</b> |
| <b>Maintenance</b>                         |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Custodial Salary                           | 001.103.4110.9.1.099.320.5 | 2.00         | \$ 90,034           | \$ 90,996           | 2.00         | \$ 90,317           | 2.00         | \$ 95,657           | \$ 5,341            | 5.91%         |
| Custodial Clothing Allowance               | 001.103.4110.9.9.099.600.5 |              | \$ 650              | \$ 650              |              | \$ 650              | 0.00         | \$ 650              | \$ -                | 0.00%         |
| Special Projects                           | 001.103.4220.9.1.099.430.5 |              | \$ -                | \$ -                |              | \$ 10,000           | 0.00         | \$ 5,000            | \$ (5,000)          | -50.00%       |
| Yearly Repairs                             | 001.103.4220.9.1.099.421.5 |              | \$ -                | \$ -                |              | \$ 13,300           | 0.00         | \$ 18,000           | \$ 4,700            | 35.34%        |
| Yearly Maintenance                         | 001.103.4220.9.1.099.420.5 |              | \$ 32,442           | \$ 70,410           |              | \$ 6,800            | 0.00         | \$ 9,200            | \$ 2,400            | 35.29%        |
| Custodial Supplies and Materials           | 001.103.4110.9.1.099.500.5 |              | \$ 8,000            | \$ 8,027            |              | \$ 8,000            | 0.00         | \$ 11,000           | \$ 3,000            | 37.50%        |
| Sub Total                                  |                            | 2.00         | \$ 131,126          | \$ 170,083          | 2.00         | \$ 129,067          | 2.00         | \$ 139,507          | \$ 10,441           | 8.09%         |
| <b>Utilities</b>                           |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Heating Oil                                | 001.103.4120.9.1.099.660.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Gas Service                                | 001.103.4120.9.1.099.670.5 |              | \$ 37,000           | \$ 23,438           |              | \$ 36,155           | 0.00         | \$ 24,000           | \$ (12,155)         | -33.62%       |
| Electricity                                | 001.103.4130.9.1.099.650.5 |              | \$ 38,000           | \$ 36,720           |              | \$ 41,841           | 0.00         | \$ 41,841           | \$ -                | 0.00%         |
| Telephone                                  | 001.103.4130.9.1.099.680.5 |              | \$ 6,500            | \$ 6,458            |              | \$ 5,935            | 0.00         | \$ 6,935            | \$ 1,000            | 16.85%        |
| Water                                      | 001.103.4130.9.1.099.690.5 |              | \$ 3,000            | \$ 2,407            |              | \$ 2,033            | 0.00         | \$ 2,033            | \$ -                | 0.00%         |
| Sub Total                                  |                            | 0.00         | \$ 84,500           | \$ 69,023           | 0.00         | \$ 85,964           | 0.00         | \$ 74,809           | \$ (11,155.27)      | -12.98%       |
| <b>Operations/Maintenance Total</b>        |                            | <b>2.00</b>  | <b>\$ 215,626</b>   | <b>\$ 239,106</b>   | <b>2.00</b>  | <b>\$ 215,031</b>   | <b>2.00</b>  | <b>\$ 214,316</b>   | <b>\$ (715)</b>     | <b>-0.33%</b> |
| <b>Total:</b>                              |                            | <b>54.93</b> | <b>\$ 3,063,345</b> | <b>\$ 3,004,342</b> | <b>54.08</b> | <b>\$ 3,106,488</b> | <b>52.53</b> | <b>\$ 3,074,550</b> | <b>\$ (31,937)</b>  | <b>-1.03%</b> |



The seal of the Hamilton-Wenham Regional School District is a large, light blue watermark in the background. It features a compass rose design with eight points. In the center is a circular emblem containing a large 'H' over a large 'W'. The words 'HAMILTON-WENHAM' are arched across the top of the circle, and 'REGIONAL SCHOOL DISTRICT' is arched across the bottom.

## **FY17 Operating Budgets for Secondary Programs**

*Miles River Middle School*

*Hamilton-Wenham Regional High School*

*Athletic Programs*

## *Miles River Middle School*

*Craig Hovey, Principal*

*Elizabeth Lovell, Asst. Principal*

The Miles River Middle School provides a comprehensive academic program for 407 students in grades 6-8. The faculty is comprised of 65 full-time and part-time professionals who serve as: content experts, special education instructors, office and support staff, administrators, teaching assistants, and counselors.

Miles River offers an age-appropriate curriculum designed to educate the whole child, which includes English language arts, mathematics, social studies, science and foreign language in each grade. Students also take part in physical education, life skills, music, visual and performing arts, band and chorus. We continue to expand access to the curriculum through technology with our technology integration specialist, help desk, as well as iPad and Chromebook carts. Students and teachers are widely using programs from the Google Apps for Education domain to collaborate and create.

This year we implemented a new team-based model to best serve the needs of our students. The new model created two teams per grade level with established team leaders and we relocated over 20 classrooms to group teams together. Common planning time was also developed for teams to collaborate on student learning and needs; meeting with parents and specialists; and share professional practice. A building leadership team was established to improve planning and communication across the school.

The new team model allowed us to create a What I Need (WIN) block giving students and teachers increased flexibility to address the individual academic, social and emotional needs of students on their team. A new team time at the end of the day allows students an opportunity to organize materials, check-out with teachers and begin assignments. A third lunch block was also created allowing each grade to dine and play together.

Mandarin Chinese was expanded this year to the seventh grade and will become part of the eighth grade curriculum next year. This year we strengthened our sister school relationship with the Shanghai Gaoqiao Donglu School by hosting 19 middle school students and staff. Craig Hovey was invited to visit Shanghai and met with the principal, faculty, students and parents.

For the first time in fifteen years the eighth grade will be travelling to Washington D.C. to visit memorials, museums, and the halls of government. Students will be participating in workshops that are a continuation of the 8th grade curriculum in civics, justice, and civil rights.

Professional development at Miles River and across the district this year has largely focused on renewing the district curriculum through the Understanding by Design model. K-12 curriculum teams have been working to define content area transfer goals, overarching understandings and overarching essential questions to determine what students should know and be able to do in order to use, or transfer, their acquired knowledge, skills and abilities to authentic life tasks at both the macro and course level.

Miles River is proud of the variety of activities that students participate in outside of the classroom. These activities allow our students to be involved in the school and the greater community while developing life-long skills as they grow into global citizens.



- The fine arts are alive and well with the Miles River production of Shrek, the one act play, band and choral concerts, and student art exhibits around the school and community. Miles River produces a literary magazine to showcase student writing and artwork.
- The Miles River College Bowl Team competes in intra-squad competitions, online competitions and the National Geography Bee and students annually compete in National History Fair.
- A large variety of intramural sports are available throughout the year to all students.
- Two Miles River students represented the school in the Governor's "Project 351" Community Service Initiative.
- The H2O (Help to Others) program provides students the opportunity to serve as peer mentors, who help others while developing leadership skills.
- The Student Council is an active student leadership team that organizes school and community activities. Representatives of the council become the voice of and role model to the student body.
- Students participate in a variety of Service Learning Projects through their Life Skills Classes, helping the school and greater community. Students have used this experience to raise awareness and provide support to an array of worthy causes.

Miles River is fortunate to have ongoing and active support from its parents and community members. We would like to thank the organizations that continue to support our school including the Hamilton-Wenham EdFund, the Friends of MRMS/HWRHS, the Friends of the Arts, the League of Women Voters, and Rotary.

| Miles River MS Programs                 |                            | FY15         | FY15                | FY15                | FY16         | FY16                | FY17         | FY17                | Change FY16 to FY17 |               |
|---|----------------------------|--------------|---------------------|---------------------|--------------|---------------------|--------------|---------------------|---------------------|---------------|
|   |                            | FTE          | Budget              | Actuals             | FTE          | Budget              | FTE          | Budget              | \$                  | %             |
| <b>Administration</b>                   |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Principal Salary                        | 001.200.2210.1.2.090.100.5 | 2.00         | \$ 196,500          | \$ 194,100          | 2.00         | \$ 194,820          | 2.00         | \$ 200,670          | \$ 5,850            | 3.00%         |
| Clerical Salary                         | 001.200.2210.1.2.090.200.5 | 1.38         | \$ 62,456           | \$ 61,856           | 1.27         | \$ 62,827           | 1.28         | \$ 66,303           | \$ 3,476            | 5.53%         |
| Contracted Services                     | 001.200.2210.1.2.090.400.5 |              | \$ 2,500            | \$ 9,155            |              | \$ 2,500            | 0.00         | \$ 2,500            | \$ -                | 0.00%         |
| Expendable Materials                    | 001.200.2210.1.2.090.500.5 |              | \$ 15,000           | \$ 20,393           |              | \$ 15,000           | 0.00         | \$ 15,000           | \$ -                | 0.00%         |
| PD-Principals                           | 001.200.2357.1.2.090.600.5 |              | \$ 2,400            | \$ 509              |              | \$ 2,400            | 0.00         | \$ 2,400            | \$ -                | 0.00%         |
| Affiliations/Conferences                | 001.200.2357.1.2.090.690.5 |              | \$ 1,500            | \$ 904              |              | \$ 1,500            | 0.00         | \$ 1,500            | \$ -                | 0.00%         |
| Sub Total                               |                            | 3.38         | \$ 280,356          | \$ 286,917          | 3.27         | \$ 279,047          | 3.28         | \$ 288,373          | \$ 9,326            | 3.34%         |
| <b>Regular Ed Instruction</b>           |                            |              |                     |                     |              |                     |              |                     |                     |               |
| <b>Staffing</b>                         |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Classroom Teachers                      | 001.200.2305.1.2.099.100.5 | 27.40        | \$ 1,911,295        | \$ 1,846,939        | 29.20        | \$ 2,110,788        | 29.20        | \$ 2,179,961        | \$ 69,173           | 3.28%         |
| Specialist Teachers                     | 001.200.2310.1.2.099.100.5 | 0.50         | \$ 40,649           | \$ 40,649           | 0.50         | \$ 41,669           | 0.50         | \$ 43,724           | \$ 2,055            | 4.93%         |
| Contracted Services-Music               | 001.200.2330.1.2.054.400.5 |              | \$ 1,520            | \$ 1,524            |              | \$ 1,520            | 0.00         | \$ 1,520            | \$ -                | 0.00%         |
| Contracted Services-Science             | 001.200.2330.1.2.064.400.5 |              | \$ 750              | \$ 600              |              | \$ 750              | 0.00         | \$ 750              | \$ -                | 0.00%         |
| Technology Instructor                   | 001.200.2310.1.2.027.100.5 | 0.00         | \$ -                | \$ -                | 0.00         | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Librarian                               | 001.200.2340.1.2.050.100.5 | 0.50         | \$ 34,438           | \$ 39,804           | 0.50         | \$ 41,669           | 0.50         | \$ 42,027           | \$ 359              | 0.86%         |
| Library Aide                            | 001.200.2340.1.2.050.300.5 | 0.8          | \$ 18,371           | \$ 18,958           | 0.80         | \$ 20,264           | 0.80         | \$ 21,080           | \$ 816              | 4.03%         |
| Prof Salary-Extra-Responsibilities      | 001.200.2315.1.2.029.150.5 | 0            | \$ 7,528            | \$ 3,613            | 0.00         | \$ 7,573            | 0.00         | \$ 25,229           | \$ 17,656           | 233.16%       |
| Xtra Curr Salary                        | 001.200.3520.1.2.029.140.5 | 0            | \$ 14,419           | \$ 22,667           | 0.00         | \$ 17,232           | 0.00         | \$ 22,667           | \$ 5,435            | 31.54%        |
| Sub Total-Reg Ed Staffing               |                            | 29.20        | \$ 2,028,970        | \$ 1,974,755        | 31.00        | \$ 2,241,464        | 31.00        | \$ 2,336,958        | \$ 95,494           | 4.26%         |
| <b>Professional Development</b>         |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Sub Total--PD                           |                            |              | \$ 9,350            | \$ 5,549            |              | \$ 9,350            | \$ -         | \$ 9,350            | \$ -                | 0.00%         |
| <b>Student Support Services</b>         |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Guidance Counselor                      | 001.200.2710.1.2.041.100.5 | 2.00         | \$ 100,665          | \$ 101,336          | 2.00         | \$ 111,205          | 2.00         | \$ 121,961          | \$ 10,756           | 9.67%         |
| School Psychologist                     | 001.200.2800.2.2.099.100.5 | 1.00         | \$ 82,821           | \$ 82,821           | 1.00         | \$ 84,898           | 0.00         | \$ -                | \$ (84,898)         | -100.00%      |
| MS Guidance Exp Supplies                | 001.200.2710.1.2.041.500.5 |              | \$ 400              | \$ 204              |              | \$ 400              | 0.00         | \$ 400              | \$ -                | 0.00%         |
| Sub Total                               |                            | 3.00         | \$ 183,886          | \$ 184,361          | 3.00         | \$ 196,503          | 2.00         | \$ 122,361          | \$ (74,142)         | -37.73%       |
| <b>Special Education</b>                |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Team Chair Salary                       | 001.200.2220.2.2.099.110.5 | 0.00         | \$ -                | \$ -                | 0.00         | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| MS Director of SPED                     | 001.200.2315.2.2.099.100.5 | 0.50         | \$ 45,000           | \$ 48,727           | 0.50         | \$ 47,500           | 0.50         | \$ 47,279           | \$ (221)            | -0.47%        |
| SPED Teachers                           | 001.200.2305.2.2.099.100.5 | 9.10         | \$ 496,957          | \$ -                | 0.00         | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| SPED Specialist Teachers Salary         | 001.200.2310.2.2.099.100.5 | 0.00         | \$ -                | \$ 492,679          | 9.10         | \$ 512,959          | 9.10         | \$ 547,751          | \$ 34,792           | 6.78%         |
| Related Services- OT, PT, SLP           | 001.200.2320.2.2.099.100.5 | 0.85         | \$ 62,643           | \$ 62,644           | 0.85         | \$ 64,215           | 0.85         | \$ 66,142           | \$ 1,928            | 3.00%         |
| SPED TA Salary                          | 001.200.2330.2.2.093.300.5 | 8.60         | \$ 209,521          | \$ 205,279          | 8.80         | \$ 220,257          | 8.40         | \$ 214,639          | \$ (5,617)          | -2.55%        |
| MS Intensive Learning Program Other Exp | 001.200.2440.2.2.074.600.5 |              | \$ 2,000            | \$ -                |              | \$ 2,000            | 0.00         | \$ 2,000            | \$ -                | 0.00%         |
| SPED Non-Exp Supplies and Materials     | 001.200.2420.2.2.099.520.5 |              | \$ 3,700            | \$ 2,202            |              | \$ 3,700            | 0.00         | \$ 3,700            | \$ -                | 0.00%         |
| SPED Exp Supplies                       | 001.200.2430.2.2.099.500.5 |              | \$ 2,800            | \$ 2,042            |              | \$ 2,800            | 0.00         | \$ 2,800            | \$ -                | 0.00%         |
| Sub Total                               |                            | 19.05        | \$ 822,622          | \$ 813,572          | 19.25        | \$ 853,430          | 18.84        | \$ 884,311          | \$ 30,881           | 3.62%         |
| <b>Supplies/Materials</b>               |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Sub Total                               |                            |              | \$ 92,652           | \$ 82,424           |              | \$ 78,488           | \$ -         | \$ 78,488           | \$ -                | 0.00%         |
| <b>Health/Nursing Services</b>          |                            |              |                     |                     |              |                     |              |                     |                     |               |
| School Nurse                            | 001.200.3200.1.2.042.130.5 | 1.00         | \$ 71,346           | \$ 71,272           | 1.00         | \$ 73,113           | 1.00         | \$ 57,176           | \$ (15,937)         | -21.80%       |
| Contracted Services-Health              | 001.200.3200.1.2.042.400.5 |              | \$ 250              | \$ 3,200            |              | \$ 250              | 0.00         | \$ 250              | \$ -                | 0.00%         |
| Exp Material-Health                     | 001.200.3200.1.2.042.500.5 |              | \$ 1,000            | \$ 173              |              | \$ 1,000            | 0.00         | \$ 1,000            | \$ -                | 0.00%         |
| Prof. Dev.-Health                       | 001.200.3200.1.2.042.600.5 |              | \$ 750              | \$ 211              |              | \$ 750              | 0.00         | \$ 750              | \$ -                | 0.00%         |
| Sub Total                               |                            | 1.00         | \$ 73,346           | \$ 74,857           | 1.00         | \$ 75,113           | 1.00         | \$ 59,176           | \$ (15,937)         | -21.22%       |
| <b>Technology</b>                       |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Technology Aides                        | 001.200.2330.1.2.027.300.5 | 0.00         | \$ -                | \$ -                | 0.00         | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Exp Materials-Technology                | 001.200.2451.1.2.027.500.5 |              | \$ -                | \$ -                |              | \$ -                | 0.00         | \$ -                | \$ -                | #DIV/0!       |
| Exp Materials-Tech AV                   | 001.200.2451.1.2.021.500.5 |              | \$ 6,656            | \$ 6,014            |              | \$ 6,656            | 0.00         | \$ 6,656            | \$ -                | 0.00%         |
| Sub Total                               |                            | 0.00         | \$ 6,656            | \$ 6,014            | 0.00         | \$ 6,656            | 0.00         | \$ 6,656            | \$ -                | 0.00%         |
| <b>Instructional Services Total</b>     |                            | <b>55.63</b> | <b>\$ 3,497,838</b> | <b>\$ 3,428,449</b> | <b>57.52</b> | <b>\$ 3,740,052</b> | <b>56.12</b> | <b>\$ 3,785,673</b> | <b>\$ 45,622</b>    | <b>1.22%</b>  |
| <b>Maintenance</b>                      |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Custodial Salary                        | 001.200.4110.9.2.099.320.5 | 3.00         | \$ 133,378          | \$ 141,011          | 3.00         | \$ 133,767          | 3.00         | \$ 141,203          | \$ 7,436            | 5.56%         |
| Custodial Clothing Allowance            | 001.200.4110.9.9.099.600.5 |              | \$ 975              | \$ 813              |              | \$ 975              | 0.00         | \$ 975              | \$ -                | 0.00%         |
| Custodial Supplies and Materials        | 001.200.4110.9.2.099.500.5 |              | \$ 18,671           | \$ 17,940           |              | \$ 18,671           | 0.00         | \$ 18,000           | \$ (671)            | -3.59%        |
| Special Projects                        | 001.200.4220.9.2.099.430.5 |              | \$ -                | \$ -                |              | \$ 10,000           | 0.00         | \$ 66,500           | \$ 56,500           | 565.00%       |
| Yearly Repairs                          | 001.200.4220.9.2.099.421.5 |              | \$ -                | \$ -                |              | \$ 26,000           | 0.00         | \$ 26,000           | \$ -                | 0.00%         |
| Yearly Maintenance                      | 001.200.4220.9.2.099.420.5 |              | \$ 44,185           | \$ 81,981           |              | \$ 20,350           | 0.00         | \$ 20,750           | \$ 400              | 1.97%         |
| Sub Total                               |                            | 3.00         | \$ 197,209          | \$ 241,744          | 3.00         | \$ 209,763          | 3.00         | \$ 273,428          | \$ 63,665           | 30.35%        |
| <b>Utilities</b>                        |                            |              |                     |                     |              |                     |              |                     |                     |               |
| Gas Service                             | 001.200.4120.9.2.099.670.5 |              | \$ 34,000           | \$ 51,847           |              | \$ 33,052           | 0.00         | \$ 46,000           | \$ 12,948           | 39.17%        |
| Electricity                             | 001.200.4130.9.2.099.650.5 |              | \$ 76,000           | \$ 80,061           |              | \$ 84,722           | 0.00         | \$ 84,722           | \$ -                | 0.00%         |
| Telephone                               | 001.200.4130.9.2.099.680.5 |              | \$ 13,000           | \$ 12,205           |              | \$ 12,595           | 0.00         | \$ 12,595           | \$ -                | 0.00%         |
| Water                                   | 001.200.4130.9.2.099.690.5 |              | \$ 4,000            | \$ 4,153            |              | \$ 3,715            | 0.00         | \$ 3,715            | \$ -                | 0.00%         |
| Sub Total                               |                            | 0.00         | \$ 127,000          | \$ 148,265          | 0.00         | \$ 134,085          | 0.00         | \$ 147,033          | \$ 12,947.84        | 9.66%         |
| <b>Operations/Maintenance Total</b>     |                            | <b>3.00</b>  | <b>\$ 324,209</b>   | <b>\$ 390,009</b>   | <b>3.00</b>  | <b>\$ 343,847</b>   | <b>3.00</b>  | <b>\$ 420,460</b>   | <b>\$ 76,613</b>    | <b>22.28%</b> |
| <b>Total:</b>                           |                            | <b>58.63</b> | <b>\$ 3,822,047</b> | <b>\$ 3,818,458</b> | <b>60.52</b> | <b>\$ 4,083,899</b> | <b>59.12</b> | <b>\$ 4,206,134</b> | <b>\$ 122,235</b>   | <b>2.99%</b>  |

## ***Hamilton-Wenham Regional High School***

***Eric Tracy, Principal***

***Bryan Menegoni, Asst. Principal***

Hamilton-Wenham Regional High School provides a comprehensive academic program for 604 students in grades 9-12. The High School faculty is comprised of 62 professional staff members who serve as: content experts, special education instructors, office and support staff, administrators, teaching assistants, and counselors.

Hamilton Wenham Regional High School continues to be a school on the move. The continued development of a school-wide 1-1 iPad program continues to move forward. Next school year we will have all four (4) grades using iPads for learning. Our teachers have worked hard to organize and develop curriculum opportunities that integrate the iPad and encourage student-centered learning. Now we will begin to explore new levels of integration that can be more abstract and will connect more directly to real-world experiences.

We are fortunate to benefit from financial support from the EdFund, Friends of the Arts and the MS/HS Friends group. This year, outside speakers, the purchase of a comparison scope and the disarticulated skeleton an experimental classroom and a substance abuse speaker for our wellness program were made possible by support from the EdFund. National Spanish Language testing was supported by the Friends Group and FOTA was helpful in their support of the annual high school musical.

In line with the Strategic Plan and the District Blueprint, we have continued to improve our curriculum and instruction. Understanding by Design (UbD) is a program that has been implemented to help us to coordinate our curriculum improvement efforts. The entire District has been involved in the development of Transfer Goals, Overarching Understandings and Overarching Essential Questions that allow teachers and administrators to focus in on ways to make connections vertically through the curriculum, but also helps us to truly understand the skills that students will use for the rest of their lives.

This year the high school is operating under a newly designed schedule. We have learned much during the transition, but have ultimately increased instructional time while creating Common Planning Time for our teachers. Also, the scheduling process for 2015-2016 focused in large part on the freshman experience. Special attention was paid to teacher assignments and class size for ninth grade courses. Feedback from this approach thus far has been overwhelmingly positive and we will continue to operate in this manner to give our students a supportive induction to high school.

| Hamilton-Wenham RHS Programs             |                            | FY15<br>FTE | FY15<br>Budget | FY15<br>Actuals | FY16<br>FTE | FY16<br>Budget | FY17<br>FTE | FY17<br>Budget | Change FY16 to FY17 |          |
|--|----------------------------|-------------|----------------|-----------------|-------------|----------------|-------------|----------------|---------------------|----------|
|  |                            |             |                |                 |             |                |             |                | \$                  | %        |
| <b>Administration</b>                    |                            |             |                |                 |             |                |             |                |                     |          |
| Principal Salary                         | 001.300.2210.1.3.090.100.5 | 2.00        | \$ 233,358     | \$ 233,335      | 2.00        | \$ 238,001     | 2.00        | \$ 245,148     | \$ 7,147            | 3.00%    |
| Clerical Salary                          | 001.300.2210.1.3.090.200.5 | 3.00        | \$ 143,657     | \$ 145,145      | 3.00        | \$ 143,793     | 2.50        | \$ 119,684     | \$ (24,108)         | -16.77%  |
| Contracted Services                      | 001.300.2210.1.3.090.400.5 |             | \$ 47,425      | \$ 76,616       |             | \$ 47,425      | 0.00        | \$ 72,425      | \$ 25,000           | 52.71%   |
| Expendable Materials                     | 001.300.2210.1.3.090.500.5 |             | \$ 20,045      | \$ 30,449       |             | \$ 20,045      | 0.00        | \$ 20,045      | \$ -                | 0.00%    |
| Non Expendable Materials                 | 001.300.2210.1.3.090.520.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Other Expenses                           | 001.300.2210.1.3.090.600.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| PD-Principals                            | 001.300.2357.1.3.090.600.5 |             | \$ 12,000      | \$ 12,346       |             | \$ 26,000      | 0.00        | \$ 26,000      | \$ -                | 0.00%    |
| Affiliations/Conferences                 | 001.300.2357.1.3.090.690.5 |             | \$ 6,765       | \$ 3,350        |             | \$ 6,765       | 0.00        | \$ 6,765       | \$ -                | 0.00%    |
| <b>Sub Total</b>                         |                            | 5.00        | \$ 463,250     | \$ 501,241      | 5.00        | \$ 482,029     | 4.50        | \$ 490,067     | \$ 8,038            | 1.67%    |
| <b>Regular Ed Instruction</b>            |                            |             |                |                 |             |                |             |                |                     |          |
| <b>Staffing</b>                          |                            |             |                |                 |             |                |             |                |                     |          |
| Classroom Teachers                       | 001.300.2305.1.3.099.100.5 | 46.80       | \$ 3,323,750   | \$ 3,294,460    | 46.80       | \$ 3,448,965   | 46.80       | \$ 3,505,661   | \$ 56,696           | 1.64%    |
| Salary-Department Heads                  | 001.300.2220.1.3.099.110.5 | 0.00        | \$ 63,149      | \$ 56,148       | 0.00        | \$ 65,662      | 0.00        | \$ 66,445      | \$ 783              | 1.19%    |
| Contracted Services-Fine Arts Visual     | 001.300.2330.1.3.020.400.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Contracted Services-Health/FCS           | 001.300.2330.1.3.044.400.5 |             | \$ 400         | \$ 287          |             | \$ 400         | 0.00        | \$ 400         | \$ -                | 0.00%    |
| Contracted Services-Fine Arts            | 001.300.2330.1.3.054.400.5 |             | \$ 1,520       | \$ 1,923        |             | \$ 1,520       | 0.00        | \$ 1,520       | \$ -                | 0.00%    |
| Contracted Services-Health/PE            | 001.300.2330.1.3.057.400.5 |             | \$ 1,100       | \$ 870          |             | \$ 1,100       | 0.00        | \$ 1,100       | \$ -                | 0.00%    |
| Contracted Services-Science              | 001.300.2330.1.3.064.400.5 |             | \$ 2,000       | \$ 1,232        |             | \$ 2,000       | 0.00        | \$ 2,000       | \$ -                | 0.00%    |
| Contracted Services-Math                 | 001.300.2330.1.3.052.400.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Contracted Services-Library              | 001.300.2415.1.3.050.400.5 |             | \$ 1,500       | \$ 1,491        |             | \$ 1,500       | 0.00        | \$ 1,500       | \$ -                | 0.00%    |
| Contracted Services-National History Day | 001.300.3520.1.3.067.460.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Contracted Services-Art Club             | 001.300.3520.1.3.020.460.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Technology Instructor                    | 001.300.2310.1.3.027.100.5 | 0.00        | \$ -           | \$ -            | 0.00        | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Instructional Aides                      | 001.300.2330.1.3.099.300.5 | 0.00        | \$ -           | \$ -            | 0.00        | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Librarian                                | 001.300.2340.1.3.050.100.5 | 0.50        | \$ 34,438      | \$ 39,804       | 0.50        | \$ 41,669      | 0.50        | \$ 42,027      | \$ 359              | 0.86%    |
| Other Professional Salaries              | 001.300.2440.1.3.075.300.5 |             | \$ -           | \$ -            | 0.00        | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Extra Curricular Activities              | 001.300.3520.1.3.029.140.5 | 0.00        | \$ 32,310      | \$ 33,339       | 0.00        | \$ 35,183      | 0.00        | \$ 38,723      | \$ 3,540            | 10.06%   |
| Prof Salary-Extra-Responsibilities       | 001.300.2315.1.3.029.150.5 | 0.00        | \$ 13,790      | \$ 10,089       | 0.00        | \$ 16,471      | 0.00        | \$ 12,096      | \$ (4,375)          | -26.56%  |
| Library Aide                             | 001.300.2340.1.3.050.300.5 | 0.80        | \$ 18,371      | \$ 19,248       | 0.80        | \$ 20,264      | 0.80        | \$ 21,080      | \$ 816              | 4.03%    |
| <b>Sub Total-Reg Ed Staffing</b>         |                            | 48.10       | \$ 3,492,329   | \$ 3,458,891    | 48.10       | \$ 3,634,734   | 48.10       | \$ 3,692,552   | \$ 57,819           | 1.59%    |
| <b>Professional Development</b>          |                            |             |                |                 |             |                |             |                |                     |          |
| Sub Total--PD                            |                            |             | \$ 17,760      | \$ 16,103       |             | \$ 17,760      | 0.00        | \$ 17,760      | \$ -                | 0.00%    |
| <b>Student Support Services</b>          |                            |             |                |                 |             |                |             |                |                     |          |
| Guidance Counselor                       | 001.300.2710.1.3.041.100.5 | 4.80        | \$ 379,354     | \$ 387,868      | 4.80        | \$ 388,742     | 4.80        | \$ 395,955     | \$ 7,212            | 1.86%    |
| Salary-Department Heads                  | 001.300.2710.1.3.041.110.5 | 0.00        | \$ 13,521      | \$ 4,504        | 0.00        | \$ 13,652      | 0.00        | \$ 13,546      | \$ (106)            | -0.78%   |
| RHS Guidance Clerical                    | 001.300.2710.1.3.041.200.5 | 0.75        | \$ 34,762      | \$ 34,837       | 0.78        | \$ 34,617      | 0.78        | \$ 36,752      | \$ 2,135            | 6.17%    |
| Contracted Services-Guidance             | 001.300.2710.1.3.041.400.5 |             | \$ 6,400       | \$ 6,155        |             | \$ 6,400       | 0.00        | \$ 6,400       | \$ -                | 0.00%    |
| HS Guidance Non-Exp Supplies             | 001.300.2710.1.3.041.520.5 |             | \$ 500         | \$ 500          |             | \$ 500         | 0.00        | \$ 500         | \$ -                | 0.00%    |
| HS Guidance Exp Supplies                 | 001.300.2710.1.3.041.500.5 |             | \$ 2,500       | \$ 2,452        |             | \$ 2,500       | 0.00        | \$ 2,500       | \$ -                | 0.00%    |
| <b>Sub Total</b>                         |                            | 5.55        | \$ 437,037     | \$ 436,316      | 5.58        | \$ 446,411     | 5.58        | \$ 455,652     | \$ 9,241            | 2.07%    |
| <b>Special Education</b>                 |                            |             |                |                 |             |                |             |                |                     |          |
| Team Chair Salary                        | 001.300.2220.2.3.099.110.5 | 0.00        | \$ -           | \$ -            | 0.00        | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Department Chair Salary                  | 001.300.2315.2.3.099.100.5 | 0.50        | \$ 45,000      | \$ 48,727       | 0.50        | \$ 45,900      | 0.50        | \$ 47,279      | \$ 1,379            | 3.00%    |
| SPED Teachers                            | 001.300.2305.2.3.099.100.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| SPED Specialist Teachers Salary          | 001.300.2310.2.3.099.100.5 | 6.00        | \$ 423,840     | \$ 425,046      | 6.00        | \$ 438,567     | 6.00        | \$ 432,037     | \$ (6,530)          | -1.49%   |
| School Psychologist                      | 001.300.2800.2.3.099.100.5 | 1.00        | \$ 82,821      | \$ 82,821       | 1.00        | \$ 84,898      | 0.00        | \$ -           | \$ (84,898)         | -100.00% |
| Related Services- OT, PT, SLP            | 001.300.2320.2.3.099.100.5 | 0.11        | \$ 8,666       | \$ 8,666        | 0.11        | \$ 8,883       | 0.11        | \$ 9,150       | \$ 267              | 3.00%    |
| SPED TA Salary                           | 001.300.2330.2.3.093.300.5 | 3.00        | \$ 58,149      | \$ 35,498       | 2.50        | \$ 41,579      | 2.50        | \$ 43,493      | \$ 1,915            | 4.61%    |
| HS Intensive Learning Program Other Exp  | 001.300.2440.2.3.074.600.5 |             | \$ 2,350       | \$ 2,400        |             | \$ 2,350       | 0.00        | \$ 2,350       | \$ -                | 0.00%    |
| SPED Non-Exp Supplies and Materials      | 001.300.2420.2.3.099.520.5 |             | \$ 130         | \$ 273          |             | \$ 130         | 0.00        | \$ 130         | \$ -                | 0.00%    |
| SPED Exp Supplies                        | 001.300.2430.2.3.099.500.5 |             | \$ 3,100       | \$ 2,211        |             | \$ 3,100       | 0.00        | \$ 3,100       | \$ -                | 0.00%    |
| <b>Sub Total</b>                         |                            | 10.61       | \$ 624,056     | \$ 605,642      | 10.11       | \$ 625,407     | 9.11        | \$ 537,539     | \$ (87,868)         | -14.05%  |
| <b>STAY Program</b>                      |                            |             |                |                 |             |                |             |                |                     |          |
| STAY Teacher Salary                      | 001.300.2305.1.3.051.100.5 | 1.00        | \$ 54,491      | \$ 55,311       | 1.00        | \$ 59,307      | 1.00        | \$ 63,957      | \$ 4,650            | 7.84%    |
| STAY Behavior Specialist Salary          | 001.300.2310.2.3.051.100.5 | 0.00        | \$ -           | \$ -            | 0.00        | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| STAY TA Salary                           | 001.300.2330.1.3.051.300.5 | 1.00        | \$ 22,183      | \$ 31,051       | 1.50        | \$ 33,624      | 1.50        | \$ 35,975      | \$ 2,351            | 6.99%    |
| <b>Sub Total</b>                         |                            | 2.00        | \$ 76,674      | \$ 86,362       | 2.50        | \$ 92,931      | 2.50        | \$ 99,932      | \$ 7,001            | 7.53%    |
| <b>Textbooks</b>                         |                            |             |                |                 |             |                |             |                |                     |          |
| Sub Total                                |                            |             | \$ 34,895      | \$ 26,811       |             | \$ 21,895      | 0.00        | \$ 40,795      | \$ 18,900           | 86.32%   |
| <b>Supplies/Materials</b>                |                            |             |                |                 |             |                |             |                |                     |          |
| Sub Total                                |                            |             | \$ 101,096     | \$ 105,367      |             | \$ 108,243     | 0.00        | \$ 108,243     | \$ -                | 0.00%    |
| <b>Health/Nursing Services</b>           |                            |             |                |                 |             |                |             |                |                     |          |
| School Nurse                             | 001.300.3200.1.3.042.130.5 | 1.50        | \$ 86,056      | \$ 84,041       | 1.50        | \$ 89,864      | 1.50        | \$ 93,392      | \$ 3,528            | 3.93%    |
| Aspire Nurse Salary                      | 001.300.3200.2.3.042.130.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Contracted Services Health               | 001.300.3200.1.3.042.400.5 |             | \$ 400         | \$ -            |             | \$ 400         | 0.00        | \$ 400         | \$ -                | 0.00%    |
| Exp Material-Health                      | 001.300.3200.1.3.042.500.5 |             | \$ 1,600       | \$ 1,803        |             | \$ 1,600       | 0.00        | \$ 1,600       | \$ -                | 0.00%    |
| Non-Exp Materials-Health                 | 001.300.3200.1.3.042.520.5 |             | \$ 600         | \$ -            |             | \$ 600         | 0.00        | \$ 600         | \$ -                | 0.00%    |
| Prof. Dev.-Health                        | 001.300.3200.1.3.042.600.5 |             | \$ 750         | \$ 920          |             | \$ 750         | 0.00        | \$ 750         | \$ -                | 0.00%    |
| <b>Sub Total</b>                         |                            | 1.50        | \$ 89,406      | \$ 86,764       | 1.50        | \$ 93,214      | 1.50        | \$ 96,742      | \$ 3,528            | 3.78%    |
| <b>Technology</b>                        |                            |             |                |                 |             |                |             |                |                     |          |
| Technology Aides                         | 001.300.2330.1.3.027.300.5 | 0.00        | \$ -           | \$ -            | 0.00        | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Exp Materials-Tech AV                    | 001.300.2430.1.3.027.500.5 |             | \$ 5,000       | \$ 4,834        |             | \$ 5,000       | 0.00        | \$ 5,000       | \$ -                | 0.00%    |
| Exp Materials-Technology                 | 001.300.2451.1.3.027.500.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| Non-Exp Materials-Tech                   | 001.300.2420.1.3.027.520.5 |             | \$ 5,000       | \$ 5,412        |             | \$ 5,000       | 0.00        | \$ 5,000       | \$ -                | 0.00%    |
| <b>Sub Total</b>                         |                            | 0.00        | \$ 10,000      | \$ 10,246       | 0.00        | \$ 10,000      | 0.00        | \$ 10,000      | \$ -                | 0.00%    |
| <b>Instructional Services Total</b>      |                            | 72.76       | \$ 5,346,503   | \$ 5,333,743    | 72.79       | \$ 5,532,624   | 71.29       | \$ 5,549,282   | \$ 16,659           | 0.30%    |
| <b>Maintenance</b>                       |                            |             |                |                 |             |                |             |                |                     |          |
| Custodial Salary                         | 001.300.4110.9.3.099.320.5 | 4.00        | \$ 178,054     | \$ 179,765      | 4.00        | \$ 178,527     | 4.00        | \$ 188,150     | \$ 9,623            | 5.39%    |
| Custodial Clothing Allowance             | 001.300.4110.9.3.099.600.5 |             | \$ 1,300       | \$ 872          |             | \$ 1,300       | 0.00        | \$ 1,300       | \$ -                | 0.00%    |
| Custodial Supplies and Materials         | 001.300.4110.9.3.099.500.5 |             | \$ 22,090      | \$ 22,133       |             | \$ 22,090      | 0.00        | \$ 22,000      | \$ (90)             | -0.41%   |
| Special Projects                         | 001.300.4220.9.3.099.430.5 |             | \$ -           | \$ -            |             | \$ 32,500      | 0.00        | \$ 58,500      | \$ 26,000           | 80.00%   |
| Yearly Repairs                           | 001.300.4220.9.3.099.421.5 |             | \$ -           | \$ -            |             | \$ 35,000      | 0.00        | \$ 32,000      | \$ (3,000)          | -8.57%   |
| Yearly Maintenance                       | 001.300.4220.9.3.099.420.5 |             | \$ 114,129     | \$ 153,257      |             | \$ 37,050      | 0.00        | \$ 34,850      | \$ (2,200)          | -5.94%   |
| Custodial Travel                         | 001.300.4110.9.3.099.601.5 |             | \$ -           | \$ -            |             | \$ -           | 0.00        | \$ -           | \$ -                | #DIV/0!  |
| <b>Sub Total</b>                         |                            | 4.00        | \$ 315,573     | \$ 356,027      | 4.00        | \$ 306,467     | 4.00        | \$ 336,800     | \$ 30,333           | 9.90%    |
| <b>Utilities</b>                         |                            |             |                |                 |             |                |             |                |                     |          |
| Gas Service                              | 001.300.4120.9.3.099.670.5 |             | \$ 55,000      | \$ 77,770       |             | \$ 53,669      | 0.00        | \$ 70,000      | \$ 16,331           | 30.43%   |
| Electricity                              | 001.300.4130.9.3.099.650.5 |             | \$ 113,000     | \$ 120,092      |             | \$ 126,905     | 0.00        | \$ 126,905     | \$ -                | 0.00%    |
| Telephone                                | 001.300.4130.9.3.099.680.5 |             | \$ 22,500      | \$ 22,217       |             | \$ 21,477      | 0.00        | \$ 21,477      | \$ -                | 0.00%    |
| Water                                    | 001.300.4130.9.3.099.690.5 |             | \$ 6,000       | \$ 6,229        |             | \$ 5,573       | 0.00        | \$ 5,573       | \$ -                | 0.00%    |
| <b>Sub Total</b>                         |                            |             | \$ 196,500     | \$ 226,308      |             | \$ 207,623     | 0.00        | \$ 223,954     | \$ 16,330.98        | 7.87%    |
| <b>Operations/Maintenance Total</b>      |                            | 4.00        | \$ 512,073     | \$ 582,335      | 4.00        | \$ 514,090     | 4.00        | \$ 560,755     | \$ 46,664           | 9.08%    |
| <b>Total:</b>                            |                            | 76.76       | \$ 5,858,576   | \$ 5,916,078    | 76.79       | \$ 6,046,714   | 75.29       | \$ 6,110,037   | \$ 63,323           | 1.05%    |

## Athletic Programs

The Hamilton-Wenham Athletic Department, a proud and successful member of the Massachusetts Interscholastic Athletic Association and Cape Ann League, offers 25 sports over three seasons for boys and girls. In sports where the participation rate allows, we offer sub varsity sports at the Junior Varsity and ninth grade levels.

During the 2014-15 school year, more than 73% of all HWRHS students participated in at least one sport, including over 248 multi-sport athletes.

Recent Cape Ann League champions include: Girl's Cross Country, Boy's Soccer, Girl's Soccer and Boy's Basketball and Golf. Moreover, 8 of 15 eligible teams qualified for their respective State Tournaments. Also of note, Boy's Cross Country won the Division Championships and Girl's Cross Country reached the Sectional Finals.

In addition to their on field success, the Generals also succeeded in areas of academics and sportsmanship. During the 2014-15 school year, 34 of 46 eligible teams earned the MIAA's gold level Academic Award for having team GPAs of 3.0 or higher. Three teams won Cape Ann League Sportsmanship Awards including Boy's Basketball, Golf and Boy's Tennis.

The budget document reflects a continuation of the District's 20% contribution to User Fees, provided evenly to all programs offered at the High School. Additionally, it continues to provide an additional 10% in User Fee Relief in terms of various family cap opportunities. These discounts are given to three-sport athletes for their third sport of the year as well as to families who have children playing four or more sports during the school year. Finally, the budget includes monies to be earmarked toward game uniforms for the first time in many years. This multi-year program would provide each team with a new set of uniforms over a rotation of several years, taking the burden of uniform purchase away from Booster Groups and parents.

| District Athletics Programs       |                            | FY15        | FY15              | FY15              | FY16        | FY16              | FY17        | FY17              | Change FY16 to FY17 |              |
|-----------------------------------|----------------------------|-------------|-------------------|-------------------|-------------|-------------------|-------------|-------------------|---------------------|--------------|
|                                   |                            | FTE         | Budget            | Actuals           | FTE         | Budget            | FTE         | Budget            | \$                  | %            |
| Officials                         | 001.300.3510.1.3.022.470.5 |             | \$ 4,054          | \$ 1,925          |             | \$ 4,382          | 0.00        | \$ 5,100          | \$ 718              | 16.39%       |
| Supplies                          | 001.300.3510.1.3.022.500.5 |             | \$ 5,600          | \$ 1,850          |             | \$ 4,300          | 0.00        | \$ 4,300          | \$ -                | 0.00%        |
| Transportation/Contract Services  | 001.300.3510.1.3.022.400.5 |             | \$ 52,039         | \$ 43,907         |             | \$ 48,768         | 0.00        | \$ 55,468         | \$ 6,700            | 13.74%       |
| Salary/Director                   | 001.300.3510.1.3.022.100.5 | 1.00        | \$ 90,701         | \$ 90,692         | 1.00        | \$ 92,506         | 1.00        | \$ 95,284         | \$ 2,778            | 3.00%        |
| Salary/Secretary                  | 001.300.3510.1.3.022.200.5 | 0.75        | \$ 27,446         | \$ 24,785         | 0.75        | \$ 28,359         | 0.75        | \$ 30,601         | \$ 2,242            | 7.91%        |
| Salary/Other                      | 001.300.3510.1.3.022.390.5 | 0.00        | \$ -              | \$ 1,953          | 0.00        | \$ -              | 0.00        | \$ 750            | \$ 750              | #DIV/0!      |
| Other                             | 001.300.3510.1.3.022.600.5 |             | \$ 1,250          | \$ 270            |             | \$ 1,000          | 0.00        | \$ 1,000          | \$ -                | 0.00%        |
| User Fee Reduction & Scholarships | 001.300.3510.1.3.022.603.5 |             | \$ 154,146        | \$ 126,780        |             | \$ 154,027        | 0.00        | \$ 159,052        | \$ 5,025            | 3.26%        |
| <b>Athletics Total</b>            |                            | <b>1.75</b> | <b>\$ 335,236</b> | <b>\$ 292,162</b> | <b>1.75</b> | <b>\$ 333,342</b> | <b>1.75</b> | <b>\$ 351,555</b> | <b>\$ 18,213</b>    | <b>5.46%</b> |

## **FY17 Operating Budgets for District-Wide Programs**

*Central Office Programs*

*District Maintenance Programs*

*Fringe Benefits*

*Special Education Programs*

*Technology*

## Central Office Programs

### School Committee, Lawrence Swartz, Chair

Budgeted items for the School Committee for the 2016-2017 school year include expenses related to the conducting of regular School Committee meetings, such as payment for secretarial and custodial services. The School Committee's Budget also includes funding for attendance at the annual Massachusetts Association of School Committee's Conference, supplies and materials and general legal services for the entire District.

| Hamilton-Wenham Central Office Programs |                            | FY15        | FY15             | FY15             | FY16        | FY16             | FY17        | FY17             | Change FY16 to FY17   |                |
|---|----------------------------|-------------|------------------|------------------|-------------|------------------|-------------|------------------|-----------------------|----------------|
|   |                            | FTE         | Budget           | Actuals          | FTE         | Budget           | FTE         | Budget           | \$                    | %              |
| <b>School Committee</b>                 |                            |             |                  |                  |             |                  |             |                  |                       |                |
| Clerical/SC                             | 001.400.1110.9.9.000.200.5 | 0.10        | \$ 5,000         | \$ 1,430         | 0.10        | \$ 5,000         | 0.10        | \$ 5,000         | \$ -                  | 0.00%          |
| Contracted Services/SC                  | 001.400.1110.9.9.000.400.5 |             | \$ 10,000        | \$ 6,694         |             | \$ 10,000        | 0.00        | \$ 10,000        | \$ -                  | 0.00%          |
| Supplies/Materials--SC                  | 001.400.1110.9.9.000.500.5 |             | \$ 4,000         | \$ 1,222         |             | \$ 4,000         | 0.00        | \$ 4,000         | \$ -                  | 0.00%          |
| Cont Serv Legal and SC                  | 001.400.1430.9.9.000.450.5 |             | \$ 25,000        | \$ 28,174        |             | \$ 50,000        | 0.00        | \$ 25,000        | \$ (25,000)           | -50.00%        |
| OT Exp/SC                               | 001.400.1110.9.9.000.600.5 |             | \$ 12,000        | \$ 10,318        |             | \$ 12,000        | 0.00        | \$ 12,000        | \$ -                  | 0.00%          |
| <b>Sub Total</b>                        |                            | <b>0.10</b> | <b>\$ 56,000</b> | <b>\$ 47,839</b> | <b>0.10</b> | <b>\$ 81,000</b> | <b>0.10</b> | <b>\$ 56,000</b> | <b>\$ (25,000.00)</b> | <b>-30.86%</b> |

### Superintendent's Office, Michael M. Harvey, Ed.D., Superintendent

The Superintendent's Office section of the budget includes line items for the expenses associated with the staffing and operation of the Superintendent's Office. Additionally, this section includes funding for professional development for all administrative staff, and funding for unused sick days for retiring staff.

| Hamilton-Wenham Central Office Programs |                            | FY15        | FY15              | FY15              | FY16        | FY16              | FY17        | FY17              | Change FY16 to FY17 |              |
|---|----------------------------|-------------|-------------------|-------------------|-------------|-------------------|-------------|-------------------|---------------------|--------------|
|   |                            | FTE         | Budget            | Actuals           | FTE         | Budget            | FTE         | Budget            | \$                  | %            |
| <b>Superintendent's Office</b>          |                            |             |                   |                   |             |                   |             |                   |                     |              |
| Supt's Salary                           | 001.400.1210.9.9.000.100.5 | 1.00        | \$ 173,316        | \$ 174,966        | 1.00        | \$ 175,099        | 1.00        | \$ 179,477        | \$ 4,378            | 2.50%        |
| Sick Day Buy Back                       | 001.400.1210.9.9.000.190.5 | -           | \$ 40,000         | \$ 20,532         | 0.00        | \$ 25,000         | 0.00        | \$ 26,500         | \$ 1,500            | 6.00%        |
| Clerical/Supt Office Salary             | 001.400.1210.9.9.000.200.5 | 1.00        | \$ 57,091         | \$ 57,585         | 1.00        | \$ 58,227         | 1.00        | \$ 61,750         | \$ 3,523            | 6.05%        |
| Courier Salary                          | 001.400.1210.9.9.000.300.5 |             | \$ 3,528          | \$ -              |             | \$ -              | 0.00        | \$ -              | \$ -                | #DIV/0!      |
| Contracted Services-Supt Office         | 001.400.1210.9.9.000.400.5 |             | \$ 20,700         | \$ 5,466          |             | \$ 20,700         | 0.00        | \$ 70,700         | \$ 50,000           | 241.55%      |
| Supplies and Materials-Supt Office      | 001.400.1210.9.9.000.500.5 |             | \$ 5,000          | \$ 15,739         |             | \$ 5,000          | 0.00        | \$ 5,000          | \$ -                | 0.00%        |
| Non Expt Supt Office                    | 001.400.1210.9.9.000.520.5 |             | \$ 33,800         | \$ 36,957         |             | \$ 33,800         | 0.00        | \$ 33,800         | \$ -                | 0.00%        |
| PD, Travel, Affil. Supt Office          | 001.400.1210.9.9.000.600.5 |             | \$ 13,206         | \$ 11,826         |             | \$ 13,206         | 0.00        | \$ 13,206         | \$ -                | 0.00%        |
| Admin PD                                | 001.400.1210.9.9.000.640.5 |             | \$ 13,000         | \$ 17,459         |             | \$ 13,000         | 0.00        | \$ 13,000         | \$ -                | 0.00%        |
| Personal Day Buy Back                   | 001.400.1210.9.9.001.190.5 |             | \$ -              | \$ -              |             | \$ -              | 0.00        | \$ -              | \$ -                | #DIV/0!      |
| Supt non-exp technology                 | 001.400.1210.9.9.027.520.5 |             | \$ 1,500          | \$ -              |             | \$ 1,500          | 0.00        | \$ 1,500          | \$ -                | 0.00%        |
| Health Reimb                            | 001.400.1410.0.0.002.100.5 |             | \$ 5,500          | \$ -              |             | \$ -              | 0.00        | \$ -              | \$ -                | #DIV/0!      |
| Admin Salary Contingency                | 001.400.5740.9.9.000.484.5 |             | \$ -              | \$ -              |             | \$ 35,000         | 0.00        | \$ 3,414          | \$ (31,586)         | -90.25%      |
| <b>Sub Total</b>                        |                            | <b>2.00</b> | <b>\$ 366,641</b> | <b>\$ 340,529</b> | <b>2.00</b> | <b>\$ 380,532</b> | <b>2.00</b> | <b>\$ 408,347</b> | <b>\$ 27,815.06</b> | <b>7.31%</b> |



## Business Office, Jeff Sands, Assistant Superintendent for Finance and Administration

The role of the Assistant Superintendent for Finance and Administration is to lead the District's finance and administrative functions, including; finance, accounting, treasury, transportation, Human Resources, Information Technology, facilities, maintenance & custodial, and food services. The District is very fortunate to have a number of extremely dedicated professionals in place who manage the day-to-day operations of these functional areas.

The Business Office budget includes the salaries and expenses of the Director of Accounting & Payroll (1.0 FTE), the HR & Benefits Administrator (1.0 FTE), our Treasurer (0.5 FTE), the Accounts Payable Administrator (1.0 FTE), the Payroll Administrator (1.0 FTE), and the Administrative Assistant to the Assistant Superintendent (1.0 FTE). This talented team is collectively responsible for the duties traditionally associated with these operational areas. Additionally, these individuals all play a key role in the day-to-day management of many other District-wide programs and services including student transportation, grants management, audit support, and procurement. The HR & Benefits Administrator position is responsible for overseeing the recruitment and hiring of staff; on-going compliance with personnel laws, regulations, policies, and procedures; as well as, strengthening our processes and procedures around personnel records keeping, benefits management, and other personnel matters.

In FY17, the key areas of focus for our operations team will include but not be limited to: the improvement of our internal controls and procedures with respect to Accounting, Treasury, IT, and Human Resources management; continuing to strengthen our technology infrastructure in order to better support our educational programming; development of a thorough facilities preventative maintenance program; bringing to closure all approved MSBA construction projects; and continuing to improve our Budget and financial reporting processes and capabilities.

In FY17, the Business Office will continue to provide exceptional payroll services and accounts payable transaction support services to approximately 350 full and part time employees as well as over 3,000 vendors respectively. Finally, the Assistant Superintendent and his team will strive to provide superior service and support to our Superintendent, School Committee and the citizens of Hamilton and Wenham.

| Hamilton-Wenham Central Office Programs |                            | FY15        | FY15              | FY15              | FY16        | FY16              | FY17        | FY17              | Change FY16 to FY17 |              |
|---|----------------------------|-------------|-------------------|-------------------|-------------|-------------------|-------------|-------------------|---------------------|--------------|
|   |                            | FTE         | Budget            | Actuals           | FTE         | Budget            | FTE         | Budget            | \$                  | %            |
| <b>Business Office</b>                  |                            |             |                   |                   |             |                   |             |                   |                     |              |
| Affiliations/Conferences Business Off   | 001.400.1410.0.9.000.600.5 |             | \$ 5,500          | \$ 3,397          |             | \$ 5,500          | 0.00        | \$ 5,500          | \$ -                | 0.00%        |
| Rental/Lease Equipment                  | 001.400.1410.9.9.000.620.5 |             | \$ 15,000         | \$ 8,288          |             | \$ 8,000          | 0.00        | \$ 8,000          | \$ -                | 0.00%        |
| Sal Prof Bus & Fin Asst. Supt           | 001.400.1410.9.9.026.100.5 | 1.00        | \$ 130,000        | \$ 130,000        | 1.00        | \$ 132,600        | 1.00        | \$ 150,000        | \$ 17,400           | 13.12%       |
| Sal Prof Travel                         | 001.400.1410.9.9.026.170.5 |             | \$ -              | \$ -              |             | \$ -              | 0.00        | \$ -              | \$ -                | #DIV/0!      |
| Sal Cler Business and Finance           | 001.400.1410.9.9.026.200.5 | 4.50        | \$ 259,323        | \$ 266,741        | 4.50        | \$ 287,107        | 4.50        | \$ 308,779        | \$ 21,672           | 7.55%        |
| Human Resources                         | 001.400.1420.9.9.024.100.5 | 1.00        | \$ 76,508         | \$ 69,704         | 1.00        | \$ 78,030         | 1.00        | \$ 68,291         | \$ (9,739)          | -12.48%      |
| Human Resources Other Expenses          | 001.400.1420.9.9.024.600.5 |             | \$ -              | \$ 185            |             | \$ -              | 0.00        | \$ -              | \$ -                | #DIV/0!      |
| Cont Serv Bus and Finance               | 001.400.1410.9.9.026.400.5 |             | \$ 91,000         | \$ 141,689        |             | \$ 91,000         | 0.00        | \$ 97,000         | \$ 6,000            | 6.59%        |
| Exp Materials Bus and Fin               | 001.400.1410.9.9.026.500.5 |             | \$ 15,000         | \$ 13,986         |             | \$ 15,000         | 0.00        | \$ 15,000         | \$ -                | 0.00%        |
| Non Exp Materials Bus and Fin           | 001.400.1410.9.9.026.520.5 |             | \$ 2,500          | \$ -              |             | \$ 2,500          | 0.00        | \$ 2,500          | \$ -                | 0.00%        |
| Other Exp Bus and Fin                   | 001.400.1410.9.9.026.600.5 |             | \$ 5,000          | \$ 8,796          |             | \$ 5,000          | 0.00        | \$ 5,000          | \$ -                | 0.00%        |
| Non Exp Tech Bus and Fin                | 001.400.1410.9.9.027.520.5 |             | \$ 500            | \$ -              |             | \$ 500            | 0.00        | \$ 500            | \$ -                | 0.00%        |
| <b>Sub Total-Business</b>               |                            | <b>6.50</b> | <b>\$ 600,330</b> | <b>\$ 642,786</b> | <b>6.50</b> | <b>\$ 625,237</b> | <b>6.50</b> | <b>\$ 660,570</b> | <b>\$ 35,332.72</b> | <b>5.65%</b> |
| <b>Other Office Expenses</b>            |                            |             |                   |                   |             |                   |             |                   |                     |              |
| PD-Office Personnel                     | 001.400.1410.9.9.099.600.5 |             | \$ 7,000          | \$ 4,538          |             | \$ 18,000         | 0.00        | \$ 18,000         | \$ -                | 0.00%        |
| Admin Tech Cont Serv                    | 001.400.1450.9.9.027.400.5 |             | \$ 520            | \$ 520            |             | \$ 520            | 0.00        | \$ 520            | \$ -                | 0.00%        |
| <b>Sub Total</b>                        |                            |             | <b>\$ 7,520</b>   | <b>\$ 5,058</b>   |             | <b>\$ 18,520</b>  | <b>0.00</b> | <b>\$ 18,520</b>  | <b>\$ -</b>         | <b>0.00%</b> |

## *Curriculum and Instruction, Districtwide Office*

The office of Teaching and Learning is responsible for improving and supporting the development of curriculum, assessment and instruction across the District in order to maximize the academic achievement and post-secondary career opportunities for all students. The District Strategic Blueprint provides the framework for all teaching and learning tasks and activities. This framework is centered on three essential questions: “What do our students need to know and be able to do in order to be successful in the future?” “How will we know when students have mastered the identified skills and abilities?” and “What types of instructional methods, programs, organizational structures, and school facilities do we need in order to teach students these skills and abilities?” Our work towards developing a school system that provides answers to these questions is delineated in our Annual District Improvement Plan, School Improvement Plans, and the Master Plan.

In the 2015-2016 School Year, curriculum work in the District has focused on the first question, “What do our students need to know and be able to do in order to be successful in the future?” During the first half of the school year, teams of faculty members have been engaged in using the Understanding by Design Framework to develop “Transfer Goals” for each academic discipline. Transfer Goals are specific statements about what essential skills and abilities our students need to learn in their time in school. Ultimately, they provide both a roadmap to tell us what we should be teaching and let the community know what to expect from a graduate of “The Regional.” The Transfer Goals were completed in January of 2016 and are now posted on the “Curriculum, Instruction, and Assessment” page of the HWRSD Website. During the second half of 2015-2016, Curriculum work has focused on developing “Enduring Understandings” and “Essential Questions” for each academic discipline to guide teachers and students towards mastery of the Transfer Skills. These documents are scheduled to be completed and will also be published to the HWRSD Website.

For the 2016-2017 School year the work in developing a coordinated curriculum system will continue by focusing on the second question, “How will we know when students have mastered the identified skills and abilities?” This effort will focus on the development of “Cornerstone Tasks,” which are designed to measure student progress towards mastering the Transfer Goals for each academic discipline.

| Hamilton-Wenham Central Office Programs |                            | FY15 | FY15       | FY15       | FY16 | FY16       | FY17 | FY17       | Change FY16 to FY17 |          |
|---|----------------------------|------|------------|------------|------|------------|------|------------|---------------------|----------|
|   |                            | FTE  | Budget     | Actuals    | FTE  | Budget     | FTE  | Budget     | \$                  | %        |
| Curriculum and Instruction              |                            |      |            |            |      |            |      |            |                     |          |
| Sal Asst. Supt. C & I                   | 001.400.2110.9.9.073.100.5 | 1.00 | \$ 130,696 | \$ 130,683 | 1.00 | \$ 133,297 | 1.00 | \$ 137,299 | \$ 4,002            | 3.00%    |
| Sal Clerical C and I                    | 001.400.2110.9.9.073.200.5 | 1.00 | \$ 45,785  | \$ 47,523  | 1.00 | \$ 47,717  | 1.00 | \$ 50,061  | \$ 2,344            | 4.91%    |
| EXP Mat C & I                           | 001.400.2110.9.9.073.500.5 |      | \$ 1,300   | \$ 1,387   |      | \$ 1,300   | 0.00 | \$ 1,300   | \$ -                | 0.00%    |
| Non EXP Mat C & I                       | 001.400.2110.9.9.073.520.5 |      | \$ 1,000   | \$ 1,382   |      | \$ 1,000   | 0.00 | \$ 1,000   | \$ -                | 0.00%    |
| C & I Other Expenses                    | 001.400.2110.9.9.027.600.5 |      | \$ -       | \$ -       |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| Affiliations and Conf -C&I              | 001.400.2110.9.9.073.690.5 |      | \$ 1,100   | \$ 2,198   |      | \$ 1,100   | 0.00 | \$ 1,100   | \$ -                | 0.00%    |
| C & I Travel                            | 001.400.2110.9.9.089.601.5 |      | \$ -       | \$ -       |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| Curriculum Coordinators                 | 001.400.2315.9.9.099.100.5 |      | \$ -       | \$ 135,510 | 1.75 | \$ 151,929 | 1.75 | \$ 165,475 | \$ 13,546           | 8.92%    |
| ESL Teachers Salary                     | 001.400.2310.1.9.084.100.5 |      | \$ -       | \$ -       | 1.00 | \$ 60,000  | 0.00 | \$ -       | \$ (60,000)         | -100.00% |
| Sub Total                               |                            | 2.00 | \$ 179,881 | \$ 318,683 | 4.75 | \$ 396,343 | 3.75 | \$ 356,235 | \$ (40,107.59)      | -10.12%  |
| Section 504                             |                            |      |            |            |      |            |      |            |                     |          |
| 504 Tutor Salary                        | 001.400.2310.9.9.099.190.5 |      | \$ 29,296  | \$ -       |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| 504 Tutor Aide Salary                   | 001.400.2330.9.9.099.300.5 |      | \$ -       | \$ 300     |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| 504 Tutor Cont. Services                | 001.400.2330.9.9.099.400.5 |      | \$ 6,500   | \$ 12,475  |      | \$ 6,500   | 0.00 | \$ 6,500   | \$ -                | 0.00%    |
| 504 Instructional Equipment             | 001.400.2420.1.9.099.610.5 |      | \$ -       | \$ -       |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| Sub Total                               |                            |      | \$ 35,796  | \$ 12,775  |      | \$ 6,500   | 0.00 | \$ 6,500   | \$ -                | 0.00%    |
| Substitute Salaries                     |                            |      |            |            |      |            |      |            |                     |          |
| Substitute Salary                       | 001.400.2325.9.9.092.300.5 |      | \$ 145,000 | \$ 218,309 |      | \$ 181,000 | 0.00 | \$ 200,000 | \$ 19,000           | 10.50%   |
| Sub Total                               |                            |      | \$ 145,000 | \$ 218,309 |      | \$ 181,000 | 0.00 | \$ 200,000 | \$ 19,000.00        | 10.50%   |
| ELL                                     |                            |      |            |            |      |            |      |            |                     |          |
| ELL Eval Salary/Stipends                | 001.400.2330.9.9.046.300.5 |      | \$ 4,691   | \$ 6,698   |      | \$ 4,691   | 0.00 | \$ 4,691   | \$ -                | 0.00%    |
| ELL Cont Services                       | 001.400.2330.9.9.046.400.5 |      | \$ 75,000  | \$ 54,896  |      | \$ 50,000  | 0.00 | \$ 73,194  | \$ 23,194           | 46.39%   |
| ELL Supplies                            | 001.400.2430.1.9.046.500.5 |      | \$ 2,000   | \$ 1,319   |      | \$ 2,000   | 0.00 | \$ 2,000   | \$ -                | 0.00%    |
| ELL Other Expense                       | 001.400.2357.9.9.046.600.5 |      | \$ 1,000   | \$ -       |      | \$ 1,000   | 0.00 | \$ 1,000   | \$ -                | 0.00%    |
| Sub Total                               |                            |      | \$ 82,691  | \$ 62,912  |      | \$ 57,691  | 0.00 | \$ 80,885  | \$ 23,194.00        | 40.20%   |
| Curriculum and Instruction              |                            |      |            |            |      |            |      |            |                     |          |
| Summer WKSP C & I Salaries              | 001.400.2353.9.9.089.100.5 |      | \$ 13,500  | \$ 1,458   |      | \$ 13,500  | 0.00 | \$ 13,500  | \$ -                | 0.00%    |
| C & I Salaries PD Other Salaries        | 001.400.2353.9.9.099.300.5 |      | \$ -       | \$ 3,447   |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| Substitutes Salary P/D                  | 001.400.2355.9.9.092.300.5 |      | \$ 19,000  | \$ 18,657  |      | \$ 19,000  | 0.00 | \$ 19,000  | \$ -                | 0.00%    |
| Prof Dev Course Reimb Taxable           | 001.400.2357.9.9.099.160.5 |      | \$ -       | \$ -       |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| Prof Dev C & I                          | 001.400.2357.9.9.073.600.5 |      | \$ 17,673  | \$ 23,770  |      | \$ 17,673  | 0.00 | \$ 17,673  | \$ -                | 0.00%    |
| PD C & I Contracted Services            | 001.400.2357.9.9.088.400.5 |      | \$ 10,000  | \$ 217     |      | \$ 10,000  | 0.00 | \$ 10,000  | \$ -                | 0.00%    |
| PD Senior Status Salary                 | 001.400.2357.9.9.091.190.5 |      | \$ -       | \$ -       |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| PD Course Reimb-Teachers                | 001.400.2357.9.9.099.603.5 |      | \$ 30,000  | \$ 7,842   |      | \$ 30,000  | 0.00 | \$ 30,000  | \$ -                | 0.00%    |
| PD Course Reimb-Teachers Assts.         | 001.400.2357.9.9.099.604.5 |      | \$ 6,000   | \$ 1,382   |      | \$ 6,000   | 0.00 | \$ 6,000   | \$ -                | 0.00%    |
| District Extended Responsibilities      | 001.400.2315.9.9.029.160.5 | 2.75 | \$ 274,296 | \$ 38,890  | 0.00 | \$ 40,057  | 0.00 | \$ 36,607  | \$ (3,450)          | -8.61%   |
| C & I Contracted Services               | 001.400.2430.0.9.000.400.5 |      | \$ 6,590   | \$ 490     |      | \$ 6,590   | 0.00 | \$ 6,590   | \$ -                | 0.00%    |
| Sub Total                               |                            | 2.75 | \$ 377,059 | \$ 96,153  |      | \$ 142,820 | 0.00 | \$ 139,370 | \$ (3,449.68)       | -2.42%   |

## *District Maintenance Programs*

### *Jason Waldron, Director of Facilities and Maintenance*

The Facilities and Maintenance group services the needs of the Districts 6 Buildings which includes 400,000 square feet of classroom and office space and 100 acres of landscape. Services provided include the following:

- Provide general security of the buildings
- Carry out repairs for electrical, plumbing, HVAC and other trades
- 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)
- Monitor utility consumption

Several special projects were completed in FY16, including the installation of over 200 exterior windows and 20 exterior doors at the Winthrop Elementary School. Other FY16 funded projects included new drainage systems to multiple schools, the installation of new floor tiles and shades in several classrooms, and the purchase of new maintenance equipment for the staff.

FY16 was also the first full year the District had a fully staffed Maintenance & Facilities Team. This enabled us to provide better service and response time to complete over 1,000 maintenance repairs that in the past would have been done by outside contractors.

The FY17 District Maintenance budget includes the salaries and expenses for the Director of Facilities & Maintenance (1.0 FTE), our Maintenance Team (3.0 FTE), a part time Secretary (0.75 FTE), overtime expenses for all maintenance and custodial staff in the District, as well as all maintenance and utility costs associated with District-wide programs and the Central Administration Building. School specific Facility, Custodial, and Maintenance costs including custodial personnel, custodial supplies, utilities, and maintenance costs (both recurring and non-recurring) have been included in the Operating Budgets for each School respectively.

In FY17 we look to enhance the preventive maintenance program to our mechanical equipment as well as install a new hot water heater for the high school/middle school and rekey our exterior/interior doors in all the district buildings.

| District Maintenance Programs                |                            | FY15 | FY15          | FY15          | FY16 | FY16          | FY17 | FY17          | Change FY16 to FY17 |         |
|--|----------------------------|------|---------------|---------------|------|---------------|------|---------------|---------------------|---------|
|  |                            | FTE  | Budget        | Actuals       | FTE  | Budget        | FTE  | Budget        | \$                  | %       |
| Maintenance-Admin                            |                            |      |               |               |      |               |      |               |                     |         |
| Salary Maintenance Director & Staff          | 001.400.4110.9.9.000.100.5 | 3.50 | \$ 211,673    | \$ 94,313     | 1.00 | \$ 80,000     | 1.00 | \$ 84,050     | \$ 4,050            | 5.06%   |
| Salary Prof Maint Director Travel            | 001.400.4110.9.9.000.170.5 |      | \$ -          | \$ 1,265      |      | \$ -          | 0.00 | \$ 3,000      | \$ 3,000            | #DIV/0! |
| Maint Director & Staff Clothing              | 001.400.4110.9.9.000.190.5 |      | \$ 700        | \$ 722        |      | \$ 1,975      | 0.00 | \$ 1,975      | \$ -                | 0.00%   |
| Salary/Clerical Facilities                   | 001.400.4110.9.9.000.200.5 | 0.88 | \$ 28,878     | \$ 22,802     | 0.77 | \$ 30,183     | 0.77 | \$ 31,736     | \$ 1,553            | 5.15%   |
| Custodial OT Salary (incl Summer Interns)    | 001.400.4110.9.9.000.320.5 |      | \$ 100,000    | \$ 99,539     |      | \$ 60,000     | 0.00 | \$ 80,000     | \$ 20,000           | 33.33%  |
| Maint Director Affiliations                  | 001.400.4110.0.9.000.600.5 |      | \$ -          | \$ -          |      | \$ -          | 0.00 | \$ -          | \$ -                | #DIV/0! |
| Custodial Other Expense                      | 001.400.4110.9.9.000.600.5 |      | \$ -          | \$ 5,820.60   |      | \$ -          | 0.00 | \$ -          | \$ -                | #DIV/0! |
| Sub Total                                    |                            | 4.38 | \$ 341,251.43 | \$ 224,461.02 | 1.77 | \$ 172,158.04 | 1.77 | \$ 200,761.43 | \$ 28,603.39        | 16.61%  |
| Utilities                                    |                            |      |               |               |      |               |      |               |                     |         |
| District Gas Service                         | 001.400.4120.9.9.000.670.5 |      | \$ 12,000     | \$ 10,074     |      | \$ 11,305     | 0.00 | \$ 11,305     | \$ -                | 0.00%   |
| District Electric                            | 001.400.4130.9.9.000.650.5 |      | \$ 9,000      | \$ 9,135      |      | \$ 9,088      | 0.00 | \$ 9,088      | \$ -                | 0.00%   |
| District Telephone                           | 001.400.4130.9.9.000.680.5 |      | \$ 8,000      | \$ 6,102      |      | \$ 7,309      | 0.00 | \$ 7,309      | \$ -                | 0.00%   |
| District Water                               | 001.400.4130.9.9.000.690.5 |      | \$ 400.00     | \$ 219.60     |      | \$ 217        | 0.00 | \$ 217        | \$ -                | 0.00%   |
| Sub Total                                    |                            |      | \$ 29,400.00  | \$ 25,530.74  | \$ - | \$ 27,919.80  | \$ - | \$ 27,919.80  | \$ -                | 0.00%   |
| Maintenance                                  |                            |      |               |               |      |               |      |               |                     |         |
| Maintenance Staff                            | 001.400.4220.9.9.000.300.5 |      |               | \$ 58,541     | 3.00 | \$ 161,032    | 3.00 | \$ 160,461    | \$ (571)            | -0.35%  |
| Capital Projects                             | 001.400.4220.9.9.000.420.5 |      | \$ -          | \$ 86         |      | \$ -          | 0.00 | \$ -          | \$ -                | #DIV/0! |
| District Repairs                             | 001.400.4220.9.9.000.421.5 |      | \$ -          | \$ -          |      | \$ 25,000     | 0.00 | \$ 42,500     | \$ 17,500           | 70.00%  |
| District Maintenance                         | 001.400.4220.9.9.000.400.5 |      | \$ 240,173    | \$ 278,398    |      | \$ 222,750    | 0.00 | \$ 213,000    | \$ (9,750)          | -4.38%  |
| Admin. Repairs                               | 001.400.4220.9.9.099.421.5 |      | \$ -          | \$ -          |      | \$ 2,500      | 0.00 | \$ 5,000      | \$ 2,500            | 100.00% |
| Admin. Maintenance                           | 001.400.4220.9.9.099.500.5 |      | \$ 11,097     | \$ 23,761     |      | \$ 1,800      | 0.00 | \$ 2,600      | \$ 800              | 44.44%  |
| Property/Liability/Casualty/Sports Insurance | 001.400.5260.9.9.000.484.5 |      | \$ 64,892     | \$ 54,771     |      | \$ 64,892     | 0.00 | \$ 64,892     | \$ -                | 0.00%   |
| BAN Interest                                 | 001.400.5450.9.9.000.591.5 |      | \$ -          | \$ 3,822      |      | \$ -          | 0.00 | \$ -          | \$ -                | #DIV/0! |
| Networking and Telcom Admin                  | 001.400.4400.9.0.000.400.5 |      | \$ 2,895.00   | \$ -          |      | \$ -          | 0.00 | \$ -          | \$ -                | #DIV/0! |
| Sub Total                                    |                            |      | \$ 319,057.00 | \$ 419,378.74 | 3.00 | \$ 477,974.00 | 3.00 | \$ 488,453.00 | \$ 10,479.00        | 2.19%   |
| Operations/Maintenance Total                 |                            | 4.38 | \$ 689,708    | \$ 669,371    | 4.77 | \$ 678,052    | 4.77 | \$ 717,134    | \$ 39,082           | 5.76%   |

## Fringe Benefits

### Jeff Sands, Assistant Superintendent for Administration and Finance

Fringe Benefits include the District's share of employee insurance coverage, including Health and Life Insurance, as well as other payments for employee benefits, including Unemployment Insurance and Workman's Compensation Insurance. Fringe Benefits costs for FY17 are budgeted at \$3.66M and represent in excess of 12.5% of the District's Total Operating Expense Budget.

For FY17, we are pleased to report that the District has negotiated a below-market increase of 4.5% to its Healthcare Premium Rates for active enrollees and 0% for retirees (through 12/31/16) despite current marketplace trends that show increases of greater than 10% to be the norm. As you know, the District was able to negotiate a decrease of 4% to its Premium Rates for FY16; the net result, a two-year change of approximately 0% for active enrollees. Despite these increases in Premium Rates for FY17, total Healthcare costs are expected to be down \$35K or 1.5% versus prior year budget due to an anticipated decrease in the number of plan enrollees.

The Contracted Services Retirement (Essex) line item represents the District's required annual payment to the Essex Regional Retirement Board (ERRB) to ensure that the ERRB is fully funded in the future. As you can see, this fixed cost is budgeted to increase by \$56K or 7.1% next year.

| Fringe Benefits                   |                            | FY15        | FY15                | FY15                | FY16        | FY16                | FY17        | FY17                | Change FY16 to FY17 |              |
|-----------------------------------|----------------------------|-------------|---------------------|---------------------|-------------|---------------------|-------------|---------------------|---------------------|--------------|
|                                   |                            | FTE         | Budget              | Actuals             | FTE         | Budget              | FTE         | Budget              | \$                  | %            |
| 403B Matching Funds               | 001.400.5100.9.9.000.401.5 |             | \$ 31,000           | \$ 27,003           |             | \$ 33,600           | 0.00        | \$ 52,500           | \$ 18,900           | 56.25%       |
| Cont Serv Retirement (Essex)      | 001.400.5100.9.9.000.410.5 |             | \$ 704,356          | \$ 704,356          |             | \$ 779,283          | 0.00        | \$ 834,880          | \$ 55,597           | 7.13%        |
| Cont Serv Medicare Tax            | 001.400.5100.9.9.000.490.5 |             | \$ 268,250          | \$ 255,106          |             | \$ 269,700          | 0.00        | \$ 273,985          | \$ 4,285            | 1.59%        |
| Cont Serv SS Tax                  | 001.400.5100.9.9.000.491.5 |             | \$ 29,000           | \$ 46,516           |             | \$ 30,000           | 0.00        | \$ 46,516           | \$ 16,516           | 55.05%       |
| Cont Serv Unemployment            | 001.400.5200.9.9.000.400.5 |             | \$ 120,000          | \$ 94,364           |             | \$ 60,000           | 0.00        | \$ 72,000           | \$ 12,000           | 20.00%       |
| Cont Serv Group Life INS          | 001.400.5200.9.9.000.481.5 |             | \$ 7,200            | \$ 5,909            |             | \$ 7,600            | 0.00        | \$ 10,000           | \$ 2,400            | 31.58%       |
| Cont Serv. Workmans Comp          | 001.400.5200.9.9.000.485.5 |             | \$ 82,294           | \$ 68,877           |             | \$ 82,294           | 0.00        | \$ 82,294           | \$ -                | 0.00%        |
| Cont Serv. Retiree Life Insurance | 001.400.5250.9.9.000.481.5 |             | \$ 550              | \$ 498              |             | \$ 600              | 0.00        | \$ 600              | \$ -                | 0.00%        |
| District Share Health INS         | 001.400.5200.9.9.000.482.5 |             | \$ 1,710,059        | \$ 1,591,508        |             | \$ 1,653,283        | 0.00        | \$ 1,593,201        | \$ (60,082)         | -3.63%       |
| Cont Serv. Medicare Supp.         | 001.400.5250.9.9.000.483.5 |             | \$ 437,672          | \$ 340,807          |             | \$ 341,719          | 0.00        | \$ 375,863          | \$ 34,144           | 9.99%        |
| Health Insurance - Food Services  | 001.400.5200.9.9.001.482.5 |             | \$ 66,333           | \$ 60,915           |             | \$ 65,196           | 0.00        | \$ 47,873           | \$ (17,322)         | -26.57%      |
| Cont Serv. Retiree's Full Plans   | 001.400.5250.9.9.001.483.5 |             | \$ 301,803          | \$ 283,115          |             | \$ 269,639          | 0.00        | \$ 277,195          | \$ 7,556            | 2.80%        |
| <b>Total</b>                      |                            | <b>0.00</b> | <b>\$ 3,758,517</b> | <b>\$ 3,478,974</b> | <b>0.00</b> | <b>\$ 3,592,913</b> | <b>0.00</b> | <b>\$ 3,666,908</b> | <b>\$ 73,994.20</b> | <b>2.06%</b> |

## *Special Education Programs*

### *Katherine Harris, Director of Student Services*

The Hamilton Wenham Regional School District provides a continuum of services for students, ages three through twenty-one, identified as eligible for special education. These services are provided in accordance with state and federal regulations. This continuum of services ranges from the provision of basic therapies and academic support to in-district, highly-specialized programs. When the nature and/or severity of the student's disability is such that a less restrictive environment with the use of supplementary aides and services would not meet the student's needs consideration is given to district-wide specialized programs and then to collaborative and out-of-district placements. There are currently 282 students receiving special education services through the Hamilton Wenham Regional School District. Of these 282 students 37 are educated in out-of-district placements.

In addition to academic support services at all grade levels, the HW Regional School District currently provides specialized programs for students with more significant disabilities. These programs consist of:

- Intensive Learning Programs for grades K-5 located at Winthrop Elementary School;
- Integrated Pre-Schools serving the needs of preschool students with moderate to severe disabilities located at the Winthrop School;
- Language-Based Learning Disabilities Program at Cutler Elementary School and the intensive Reading and Written Language Program at Miles River Middle School;
- The Learning Skills Program at Miles River Middle School serves students with mild to moderate cognitive disabilities and the Student Support Centers at the Miles River Middle School which provide services and supports for students in need of more specialized programming;
- The Learning Skills Program at Hamilton-Wenham Regional High School provides services for students with mild to moderate cognitive disabilities. This program provides specialized academic and pre-vocational services in addition to therapies identified by students' Individual Educational Programs. This program has a strong affiliation with general education students who serve as mentors to program students and has provided opportunities for genuine relationships and learning;
- The STRIDES Program at HW Regional High School provides therapeutic and academic support for students identified with social-emotional disabilities or autism spectrum disorder.

Therapeutic services for students requiring special education intervention in the realm of social, emotional and adjustment areas are available at all schools and levels. Related services available to students at all levels include speech and language therapy, occupational therapy, physical therapy, the identification and implementation of assistive technology and augmentative communication support.

Summer programming (Extended School Year) for identified students with disabilities is provided during each summer and the level and amount of services is identified in the Individualized Educational Program. Our extended school year program provided services to approximately 52 students during the summer of 2015. Services ranged from small group instruction and support in one or more academic areas to intensive programming for students with significant needs.



The Hamilton Wenham Regional School District has an active Special Education Parent Advisory Council which serves to assist in the planning and evaluation of district services and programs as well as to provide parent education programs on topics related to disabilities, special education and the law.

The Miles River Middle School offers the Miles River Buddies Program modeled after our Best Buddies Program of the past three school years. Miles River Buddies pair students with intellectual and developmental disabilities in relationships with middle school students without intellectual and developmental disabilities. In today's middle schools, students with intellectual and developmental disabilities often enter the same building and walk the same hallways as their peers, but they are left out of social activities. In addition to the benefit of developing new friendships, Miles River Buddies give students unique opportunities for leadership as well as for shared enjoyment in activities beyond the school day. The Learning Skills Program at HW Regional High School and the Interact Club have joined to create the iPals program which pairs students with and without intellectual disabilities for social and community service activities.

The district remains committed to providing high quality special education services to students within the parameters of state and federal regulations. Department initiatives have been focused on supporting all teachers' understanding and implementation of differentiated instruction and assessment; strengthening our understanding and implementation of best instructional practices and methodologies to serve students with language based learning disabilities, implementing processes and protocols to ensure compliance with state and federal regulations and to consistently propose a budget that is both programmatically and fiscally responsible.

| Special Education Programs             |                            | FY15 | FY15            | FY15            | FY16 | FY16            | FY17 | FY17            | Change FY16 to FY17 |          |
|--|----------------------------|------|-----------------|-----------------|------|-----------------|------|-----------------|---------------------|----------|
|  |                            | FTE  | Budget          | Actuals         | FTE  | Budget          | FTE  | Budget          | \$                  | %        |
| <b>Administration</b>                  |                            |      |                 |                 |      |                 |      |                 |                     |          |
| SPED Director Salary                   | 001.500.2110.2.9.091.100.5 | 1.00 | \$ 121,091      | \$ 121,079      | 1.00 | \$ 123,501      | 1.00 | \$ 127,210      | \$ 3,709            | 3.00%    |
| Clerical SPED Salary                   | 001.500.2110.2.9.091.200.5 | 2.88 | \$ 90,571       | \$ 99,740       | 2.72 | \$ 100,217      | 2.72 | \$ 106,956      | \$ 6,739            | 6.72%    |
| SPED Elementary Coordinator            | 001.500.2315.2.1.099.100.5 | 0.00 | \$ -            | \$ 90,000       | 1.00 | \$ 91,800       | 1.00 | \$ 94,557       | \$ 2,757            | 3.00%    |
| Legal Settlements Con Serv             | 001.500.1435.2.9.091.450.5 |      | \$ 40,000       | \$ 25,366       |      | \$ 40,000       | 0.00 | \$ 40,000       | \$ -                | 0.00%    |
| SPED Dept Chair Salary                 | 001.500.2220.2.9.099.110.5 |      | \$ -            | \$ -            | 0.00 | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Affiliations/Conferences               | 001.500.2357.2.9.091.690.5 |      | \$ 975          | \$ 650          |      | \$ 975          | 0.00 | \$ 975          | \$ -                | 0.00%    |
| PD SPED                                | 001.500.2357.2.9.099.600.5 |      | \$ 6,000.00     | \$ 5,120.71     |      | \$ 6,000.00     | 0.00 | \$ 6,000        | \$ -                | 0.00%    |
| Sub Total                              |                            | 3.88 | \$ 258,637.23   | \$ 341,955.99   | 4.72 | \$ 362,492.96   | 4.72 | \$ 375,698.30   | \$ 13,205.34        | 3.64%    |
| <b>Out of District</b>                 |                            |      |                 |                 |      |                 |      |                 |                     |          |
| Collaborative Membership               | 001.500.2110.2.9.091.480.5 |      | \$ 15,000       | \$ 10,000       |      | \$ 15,000       | 0.00 | \$ 15,000       | \$ -                | 0.00%    |
| SPED State Assessment                  | 001.500.9100.2.3.099.400.5 |      | \$ 15,512       | \$ -            |      | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Contracted Serv Other Public School    | 001.500.9100.2.9.099.400.5 |      | \$ 207,146      | \$ 220,123      |      | \$ 219,930      | 0.00 | \$ 42,585       | \$ (177,345)        | -80.64%  |
| Contracted Serv Out-of-State School    | 001.500.9200.2.9.099.400.5 |      | \$ -            | \$ -            |      | \$ 252,960      | 0.00 | \$ 264,506      | \$ 11,545           | 4.56%    |
| Contracted Serv Privt Schools          | 001.500.9300.2.9.099.400.5 |      | \$ 1,091,483    | \$ 1,453,383    |      | \$ 1,051,093    | 0.00 | \$ 1,270,167    | \$ 219,075          | 20.84%   |
| Contracted Serv Collaboratives         | 001.500.9400.2.9.099.400.5 |      | \$ 340,976.35   | \$ 539,511.01   |      | \$ 430,551.44   | 0.00 | \$ 458,245      | \$ 27,693.32        | 6.43%    |
| Sub Total                              |                            |      | \$ 1,670,116.61 | \$ 2,223,017.52 |      | \$ 1,969,533.93 | -    | \$ 2,050,502.60 | \$ 80,968.67        | 4.11%    |
| <b>Supplies/Materials</b>              |                            |      |                 |                 |      |                 |      |                 |                     |          |
| Expl Materials--SP NDS SUPV            | 001.500.2110.2.9.091.500.5 |      | \$ 4,000        | \$ 1,842        |      | \$ 4,000        | 0.00 | \$ 4,000        | \$ -                | 0.00%    |
| NON Exp Materials--SP Needs SUPV       | 001.500.2110.2.9.091.520.5 |      | \$ 9,500        | \$ 5,823        |      | \$ 9,500        | 0.00 | \$ 9,500        | \$ -                | 0.00%    |
| EXP MATL TECH SUPV                     | 001.500.2250.2.9.091.500.5 |      | \$ 2,500        | \$ 2,290        |      | \$ 2,500        | 0.00 | \$ 2,500        | \$ -                | 0.00%    |
| NON-EXP MATL TECH SUPV                 | 001.500.2250.2.9.091.520.5 |      | \$ 4,000        | \$ 410          |      | \$ 4,000        | 0.00 | \$ 4,000        | \$ -                | 0.00%    |
| NON-EXP MATL SPEECH                    | 001.500.2420.2.9.056.520.5 |      | \$ 2,310        | \$ 1,874        |      | \$ 2,310        | 0.00 | \$ 2,310        | \$ -                | 0.00%    |
| OT/PT NON EXP Materials                | 001.500.2420.2.9.070.520.5 |      | \$ 350          | \$ 198          |      | \$ 350          | 0.00 | \$ 350          | \$ -                | 0.00%    |
| Rental/Lease Equipment                 | 001.500.2420.2.9.099.620.5 |      | \$ 4,500        | \$ 5,302        |      | \$ 4,500        | 0.00 | \$ 4,500        | \$ -                | 0.00%    |
| EXP Materials/Speech                   | 001.500.2430.2.9.056.500.5 |      | \$ 300          | \$ 9            |      | \$ 300          | 0.00 | \$ 300          | \$ -                | 0.00%    |
| OT/PT Supplies and Materials           | 001.500.2430.2.9.070.500.5 |      | \$ 1,500        | \$ 856          |      | \$ 1,500        | 0.00 | \$ 1,500        | \$ -                | 0.00%    |
| EXP Materials/Psych                    | 001.500.2800.2.9.099.500.5 |      | \$ 4,570        | \$ 5,001        |      | \$ 4,570        | 0.00 | \$ 4,570        | \$ -                | 0.00%    |
| Non Exp Materials--Psych               | 001.500.2800.2.9.099.520.5 |      | \$ 3,790.00     | \$ 3,332.00     |      | \$ 3,790.00     | 0.00 | \$ 3,790        | \$ -                | 0.00%    |
| Sub Total                              |                            |      | \$ 37,320.00    | \$ 26,936.73    |      | \$ 37,320.00    | -    | \$ 37,320.00    | \$ -                | 0.00%    |
| <b>Summer Programs</b>                 |                            |      |                 |                 |      |                 |      |                 |                     |          |
| SPED Summer Prog Other Prof Salary     | 001.500.2305.2.1.077.190.5 |      | \$ 73,725       | \$ 50,495       |      | \$ 68,725       | 0.00 | \$ 68,725       | \$ -                | 0.00%    |
| Summer Program Contracted Services     | 001.500.2330.2.1.077.400.5 |      | \$ 7,500        | \$ 6,621        |      | \$ 7,500        | 0.00 | \$ 15,000       | \$ 7,500            | 100.00%  |
| SPED Summer Prog Tuition Cont Serv     | 001.500.2330.2.1.077.410.5 |      | \$ -            | \$ -            |      | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| SPED Summer Prog Sup and Materials     | 001.500.2430.2.1.077.500.5 |      | \$ 400.00       | \$ 194.52       |      | \$ 400.00       | 0.00 | \$ 400          | \$ -                | 0.00%    |
| Sub Total                              |                            |      | \$ 81,625.00    | \$ 57,311.01    |      | \$ 76,625.00    | -    | \$ 84,125.00    | \$ 7,500.00         | 9.79%    |
| <b>Prof. Salaries</b>                  |                            |      |                 |                 |      |                 |      |                 |                     |          |
| SPED Classroom Teachers Salary         | 001.500.2305.2.9.099.100.5 | 0.00 | \$ -            | \$ -            | 0.00 | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Home Services/Tutoring Teachers Salary | 001.500.2310.2.9.099.100.5 |      | \$ 50,880       | \$ 6,943        |      | \$ 20,880       | 0.00 | \$ 5,880        | \$ (15,000)         | -71.84%  |
| SPED Tech Coordinator                  | 001.500.2310.2.9.045.100.5 |      | \$ -            | \$ 12,241       | 0.60 | \$ 691          | 0.60 | \$ -            | \$ (691)            | -100.00% |
| Related Services OT, PT, SLP Salaries  | 001.500.2320.2.9.099.100.5 | 1.00 | \$ 82,821       | \$ 82,821       | 1.00 | \$ 84,898       | 1.00 | \$ 87,447       | \$ 2,549            | 3.00%    |
| Related Services Aides Salary          | 001.500.2330.2.9.070.300.5 | 0.60 | \$ 21,974       | \$ 21,969       | 0.66 | \$ 23,368       | 0.67 | \$ 25,011       | \$ 1,643            | 7.03%    |
| Home Services/Tutoring Aides Salary    | 001.500.2330.2.9.093.300.5 |      | \$ 20,000       | \$ 9,739        |      | \$ 10,000       | 0.00 | \$ 10,000       | \$ -                | 0.00%    |
| SAL Psychologists                      | 001.500.2800.2.9.099.100.5 |      | \$ -            | \$ -            | -    | \$ -            | 3.00 | \$ 262,341      | \$ 262,341.00       | #DIV/0!  |
| Sub Total                              |                            | 1.60 | \$ 175,674.81   | \$ 133,712.67   | 2.26 | \$ 139,836.51   | 5.27 | \$ 390,679.17   | \$ 250,842.66       | 179.38%  |
| <b>Contracted Services</b>             |                            |      |                 |                 |      |                 |      |                 |                     |          |
| SPED Contracted Services               | 001.500.2110.2.9.070.400.5 |      | \$ -            | \$ -            |      | \$ -            |      | \$ 83,662       | \$ 83,662.00        | #DIV/0!  |
| Contracted Services                    | 001.500.2320.2.9.070.400.5 |      | \$ 230,000.00   | \$ 184,570.60   |      | \$ 200,000.00   | 0.00 | \$ 116,338      | \$ (83,662.00)      | -41.83%  |
| Sub Total                              |                            |      | \$ 230,000.00   | \$ 184,570.60   |      | \$ 200,000.00   | -    | \$ 200,000.00   | \$ -                | 0.00%    |
| <b>SPED Transportation</b>             |                            |      |                 |                 |      |                 |      |                 |                     |          |
| Vehicle Maintenance                    | 001.500.3300.2.9.085.400.5 |      | \$ -            | \$ -            |      | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Bus Monitor Salary                     | 001.500.3300.2.9.099.330.5 |      | \$ -            | \$ -            |      | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Bus Driver Salary                      | 001.500.3300.2.9.099.340.5 | 0.00 | \$ -            | \$ -            | 0.00 | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Student Transportation/SPED            | 001.500.3300.2.9.099.400.5 |      | \$ 294,129      | \$ 374,771      |      | \$ 359,129      | 0.00 | \$ 420,488      | \$ 61,360           | 17.09%   |
| School Bus Lease                       | 001.500.7500.2.9.099.620.5 |      | \$ -            | \$ -            |      | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Replacement of School Busses           | 001.500.7600.2.9.099.620.5 |      | \$ -            | \$ -            |      | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Sub Total                              |                            | -    | \$ 294,128.86   | \$ 374,771.08   | -    | \$ 359,128.86   | -    | \$ 420,488.44   | \$ 61,359.58        | 17.09%   |
| <b>Utilities</b>                       |                            |      |                 |                 |      |                 |      |                 |                     |          |
| Telephone Service                      | 001.500.4130.2.9.099.680.5 |      | \$ 7,193.00     | \$ 1,969.43     |      | \$ 2,500.00     | 0.00 | \$ 2,500        | \$ -                | 0.00%    |
| Sub Total                              |                            |      | \$ 7,193.00     | \$ 1,969.43     |      | \$ 2,500.00     | -    | \$ 2,500.00     | \$ -                | 0.00%    |
| <b>Maintenance</b>                     |                            |      |                 |                 |      |                 |      |                 |                     |          |
| Equipment Maintenance                  | 001.500.4230.2.0.099.421.5 |      | \$ 4,107        | \$ -            |      | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Technology Maintenance Cont Serv       | 001.500.4450.2.0.027.400.5 |      | \$ -            | \$ -            |      | \$ -            | 0.00 | \$ -            | \$ -                | #DIV/0!  |
| Sub Total                              |                            |      | \$ 4,107.00     | \$ -            |      | \$ -            | -    | \$ -            | \$ -                | #DIV/0!  |
| <b>Total</b>                           |                            |      |                 |                 |      |                 |      |                 |                     |          |
|  |                            | 5.48 | \$ 2,758,803    | \$ 3,344,245    | 6.98 | \$ 3,147,437    | 9.99 | \$ 3,561,314    | \$ 413,876          | 13.15%   |

## *Technology*

### *Alan Taupier, Director of Technology*

The District has enjoyed a year where IT initiatives moved from providing foundational acquisitions and deployments to targeting initiatives focused on providing uniform service levels to the entire district. The District's wireless network is the cornerstone of a mobile faculty, staff and students, which frees all users to explore evolving learning opportunities that are accessible from their laptops, tablets, smart phones and cloud-based devices. This freedom is evident in the District's developing Learning Commons, which are led by innovative educators who are leveraging the District's technology and student enthusiasm to creating unique learning opportunities.

In FY16, the IT department completed a comprehensive engineering survey of the District's wireless signal. This information, coupled with the acquisition of two next generation wireless controllers, allowed our IT team to identify educational spaces not receiving the full strength of the wireless signal. With this data, the IT team planned and began deployed additional wireless access points. Starting with the Regional High School, earmarked funds were used to expand these vital services to every corner of this facility. With the remaining funds, additional access points were added to the Miles River Middle School. In FY17, \$46,998.00 has been earmarked to leverage this same information to expand the wireless signal to the deepest corners of the elementary schools. This will complete the build out of these network services. Any future expansion of the wireless network will be to address specific programmatic educational opportunities.

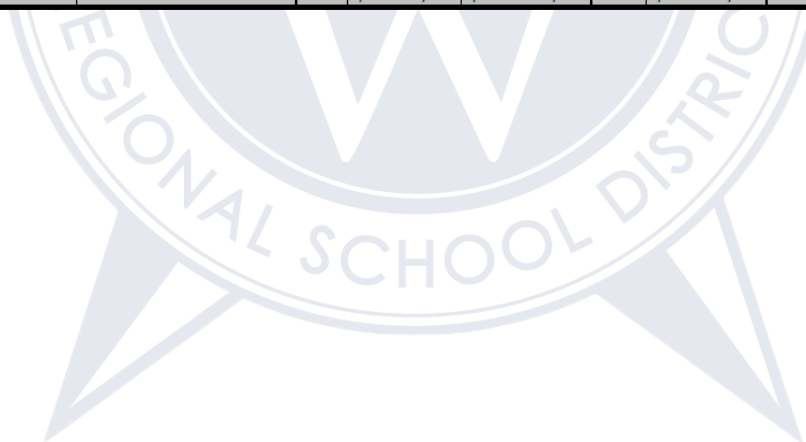
The Hamilton-Wenham Regional School District has benefited from an active and generous EdFund. The EdFund has been as steady source of technology funding, providing seed money to pilot technology initiatives, to the funding complete technology solutions. The implementation of interactive white boards across the District's 110 classrooms was one of these initiatives that began nine years ago. These vital audio/visual demonstration platforms are now reaching their technical and functional obsolescence and failing in a predictable pattern. In FY17, \$60,478.00 is earmarked to begin a multi-year replacement program of these ailing platforms. The District continues to evaluate these systems, their obvious educational value and possible alternatives, while being sensitive to our financial and intellectual investment in the Smart Board™ platform.

The IT Department's single largest non-payroll budget line item is "Technology Software," a category that incorporates all of the District's operational software licenses and support agreements, including the District's student information platform Aspen, its integrated financial & personnel management software Infinite Vision, as well as inventory management systems, multi-building testing platforms and communication systems. Together these obligations exceed \$200,000.00. The IT Department also engages outside consultants who provide unique expertise needed to round out the IT Department's technical pool of resources required to manage its infrastructure and service platforms.

With the goal of removing technology roadblocks that hinder the teaching and learning process, the IT budget in FY17 earmarks \$13,600.00 to support the continuing education of the Information Technology team. The IT department has been developing its staff's aggregated technical knowledge base and expertise in the systems that the District uses to manage its technical ecosystem. The IT Department training focuses on the development of the skill sets needed to confidently implement value-added features that bridge the gaps between services, functionality and data, allowing the IT team to continually refine and simplify the end-user experience.

Overall, the IT Department's FY17 budget is 5.5% smaller than the previous budget cycle. This is primarily due to the life cycle of the recent mobile computing purchases and the reduction in the inventory of its desktop systems. The IT Department looks forward to another productive and rewarding fiscal year.

| Technology Programs                    |                            | FY15 | FY15       | FY15       | FY16 | FY16       | FY17 | FY17       | Change FY16 to FY17 |          |
|--|----------------------------|------|------------|------------|------|------------|------|------------|---------------------|----------|
|  |                            | FTE  | Budget     | Actuals    | FTE  | Budget     | FTE  | Budget     | \$                  | %        |
| Administration                         |                            |      |            |            |      |            |      |            |                     |          |
| Tech Coord Salary                      | 001.400.2250.9.9.099.100.5 | 1.00 | \$ 115,826 | \$ 115,815 | 1.00 | \$ 118,131 | 1.00 | \$ 121,679 | \$ 3,548            | 3.00%    |
| Tech Other Personnel Salary            | 001.400.2250.9.9.027.190.5 | 6.20 | \$ 293,806 | \$ 262,425 | 6.20 | \$ 308,956 | 5.73 | \$ 311,632 | \$ 2,676            | 0.87%    |
| Computer Tech Maint other SAL          | 001.400.2451.9.9.027.300.5 |      | \$ -       | \$ -       |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| Exp Materials                          | 001.400.2451.9.9.027.510.5 |      | \$ 950     | \$ 1,931   |      | \$ 950     | 0.00 | \$ 950     | \$ -                | 0.00%    |
| Tech Travel                            | 001.400.2250.9.9.027.601.5 |      | \$ -       | \$ -       |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| Sub Total                              |                            | 7.20 | \$ 410,582 | \$ 380,171 | 7.20 | \$ 428,037 | 6.73 | \$ 434,261 | \$ 6,224            | 1.45%    |
| Network                                |                            |      |            |            |      |            |      |            |                     |          |
| Network Infrastructure                 | 001.400.2451.9.9.027.522.5 |      | \$ 24,828  | \$ 25,099  |      | \$ 30,450  | 0.00 | \$ 46,998  | \$ 16,548           | 54.34%   |
| Sub Total                              |                            |      | \$ 24,828  | \$ 25,099  |      | \$ 30,450  | -    | \$ 46,998  | \$ 16,548           | 54.34%   |
| Hardware                               |                            |      |            |            |      |            |      |            |                     |          |
| System and Computer Hardware           | 001.400.2451.9.9.027.529.5 |      | \$ 173,342 | \$ 202,095 |      | \$ 190,540 | 0.00 | \$ 122,710 | \$ (67,830)         | -35.60%  |
| Sub Total                              |                            |      | \$ 173,342 | \$ 202,095 |      | \$ 190,540 | -    | \$ 122,710 | \$ (67,830)         | -35.60%  |
| Professional Development               |                            |      |            |            |      |            |      |            |                     |          |
| Other Exp Tech Training                | 001.400.2451.9.9.027.600.5 |      | \$ -       | \$ 3,981   |      | \$ -       | 0.00 | \$ 3,000   | \$ 3,000            | #DIV/0!  |
| MassQue Conference for 5 staff members | 001.400.2451.9.9.027.600.5 |      | \$ 2,500   |            |      | \$ 2,500   | 0.00 | \$ 2,500   | \$ -                | 0.00%    |
| Aspen User Group Meeting               | 001.400.2451.9.9.027.600.5 |      | \$ 2,600   |            |      | \$ 2,600   | 0.00 | \$ 2,600   | \$ -                | 0.00%    |
| Aspen Onsite Training                  | 001.400.2451.9.9.027.600.5 |      | \$ 3,500   |            |      | \$ 3,500   | 0.00 | \$ 3,500   | \$ -                | 0.00%    |
| ISTE Conference                        | 001.400.2451.9.9.027.600.5 |      | \$ 1,800   |            |      | \$ 1,800   | 0.00 | \$ 1,500   | \$ (300)            | -16.67%  |
| Travel                                 | 001.400.2451.9.9.027.600.5 |      | \$ 500     |            |      | \$ 500     | 0.00 | \$ 500     | \$ -                | 0.00%    |
| Sub Total                              |                            |      | \$ 10,900  | \$ 3,981   |      | \$ 10,900  | -    | \$ 13,600  | \$ 2,700            | 24.77%   |
| Contracted Service                     |                            |      |            |            |      |            |      |            |                     |          |
| Onsite Email Maintenance               | 001.400.2250.9.9.099.400.5 |      | \$ 3,040   | \$ 100,884 |      | \$ 3,040   | 0.00 | \$ -       | \$ (3,040)          | -100.00% |
| Server & Storage Maintenance           | 001.400.2250.9.9.099.400.5 |      | \$ 3,040   |            |      | \$ 3,040   | 0.00 | \$ 3,040   | \$ -                | 0.00%    |
| Managed Print Service (Printer Toner)  | 001.400.2250.9.9.099.400.5 |      | \$ 16,800  |            |      | \$ 17,300  | 0.00 | \$ 22,000  | \$ 4,700            | 27.17%   |
| General onsite Technical Assistance    | 001.400.2250.9.9.099.400.5 |      | \$ 66,000  |            |      | \$ 66,000  | 0.00 | \$ 50,000  | \$ (16,000)         | -24.24%  |
| Aspen Customizations                   | 001.400.2250.9.9.099.400.5 |      | \$ 16,000  |            |      | \$ 8,000   | 0.00 | \$ 6,000   | \$ (2,000)          | -25.00%  |
| Aspen SIS Standard Conversion          | 001.400.2250.9.9.099.400.5 |      | \$ -       |            |      | \$ -       | 0.00 | \$ -       | \$ -                | #DIV/0!  |
| Sub Total                              |                            |      | \$ 104,880 | \$ 100,884 |      | \$ 97,380  | -    | \$ 81,040  | \$ (16,340)         | -16.78%  |
| Software                               |                            |      |            |            |      |            |      |            |                     |          |
| Technology Software                    | 001.400.2451.9.9.027.400.5 |      | \$ 169,687 | \$ 119,406 |      | \$ 196,605 | 0.00 | \$ 202,365 | \$ 5,760            | 2.93%    |
| Sub Total                              |                            |      | \$ 169,687 | \$ 119,406 |      | \$ 196,605 | -    | \$ 202,365 | \$ 5,760            | 2.93%    |
|  |                            |      |            |            |      |            |      |            |                     |          |
| Total                                  |                            | 7.20 | \$ 894,219 | \$ 831,635 | 7.20 | \$ 953,912 | 6.73 | \$ 900,974 | \$ (52,938)         | -5.55%   |



## **Key Indicators**

*Total District Enrollment*

*District Demographics*

*Enrollment Projections*

*2015 MCAS Results*

*Class of 2015 Profile*

*Staffing Summaries*

*Five-year Budget Outlook*

*Five-year Capital Improvement Plan*

*Five-year Key Indicator Summary*

### Total District Enrollment

The total number of students enrolled in grades K-12 the District for the 2015-2016 school year is 1828. There are also a total of 29 students enrolled in the Pre-School Program at Winthrop Elementary School, and 84 School Choice and 1 child on tuition agreements enrolled at HWRHS.

| Enrollment by Grade (2015-16)    |    |     |     |     |     |     |     |     |     |     |     |     |     |     |             |
|----------------------------------|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------------|
|                                  | PK | K   | 1   | 2   | 3   | 4   | 5   | 6   | 7   | 8   | 9   | 10  | 11  | 12  | Total       |
| Bessie Buker Elementary          |    | 39  | 45  | 42  | 42  | 40  | 41  |     |     |     |     |     |     |     | 249         |
| Cutler School                    |    | 41  | 41  | 49  | 44  | 38  | 44  |     |     |     |     |     |     |     | 257         |
| Winthrop School                  | 29 | 39  | 61  | 32  | 43  | 47  | 56  |     |     |     |     |     |     |     | 307         |
| Miles River Middle               |    |     |     |     |     |     |     | 134 | 138 | 135 |     |     |     |     | 407         |
| Hamilton-Wenham Regional High    |    |     |     |     |     |     |     |     |     |     | 151 | 140 | 157 | 160 | 608         |
| <b>Total In-District</b>         | 29 | 119 | 147 | 123 | 129 | 125 | 141 | 134 | 138 | 135 | 151 | 140 | 157 | 160 | 1828        |
| Out of District                  |    |     |     |     |     |     |     |     |     |     |     |     |     |     | 36          |
| <b>Total District Enrollment</b> |    |     |     |     |     |     |     |     |     |     |     |     |     |     | <b>1864</b> |

### Elementary Programs

Elementary Class Size as of 10/1/2015

| 2015-2016     |             |             |             |             |             |             |             |             |             |             |       |         |
|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------|---------|
| Grade         | Buker       |             |             | Cutler      |             |             | Winthrop    |             |             | Total/Grade | Avg   | Classes |
|               | Classroom 1 | Classroom 2 | Classroom 3 | Classroom 1 | Classroom 2 | Classroom 3 | Classroom 1 | Classroom 2 | Classroom 3 |             |       |         |
| K             | 19          | 20          |             | 21          | 20          |             | 20          | 19          |             | 119         | 19.83 | 6       |
| 1             | 23          | 22          |             | 20          | 21          |             | 21          | 21          | 19          | 147         | 21.00 | 7       |
| 2             | 21          | 21          |             | 16          | 16          | 17          | 17          | 15          |             | 123         | 17.57 | 7       |
| 3             | 21          | 21          |             | 22          | 22          |             | 22          | 21          |             | 129         | 21.50 | 6       |
| 4             | 20          | 20          |             | 18          | 20          |             | 22          | 25          |             | 125         | 20.83 | 6       |
| 5             | 20          | 21          |             | 20          | 24          |             | 18          | 19          | 19          | 141         | 20.14 | 7       |
| <b>Totals</b> |             |             | 249         |             |             | 257         |             |             | 278         | 784         | 20.10 | 39      |

### Secondary Programs

| Miles River Middle School |                    |
|---------------------------|--------------------|
| Grade                     | Students 2015-2016 |
| 6                         | 134                |
| 7                         | 138                |
| 8                         | 135                |
| <b>Totals</b>             | <b>407</b>         |

| Hamilton-Wenham Regional High School |  |
|--------------------------------------|--|
| Grade                                | Students 2015-2016                               |
| 9                                    | 151  |
| 10                                   | 140  |
| 11                                   | 157  |
| 12                                   | 160  |
| <b>Totals</b>                        | <b>608</b>                                       |
|                                      | *Total includes 84 Choice and 1 Tuition Student. |

### *District Demographics*

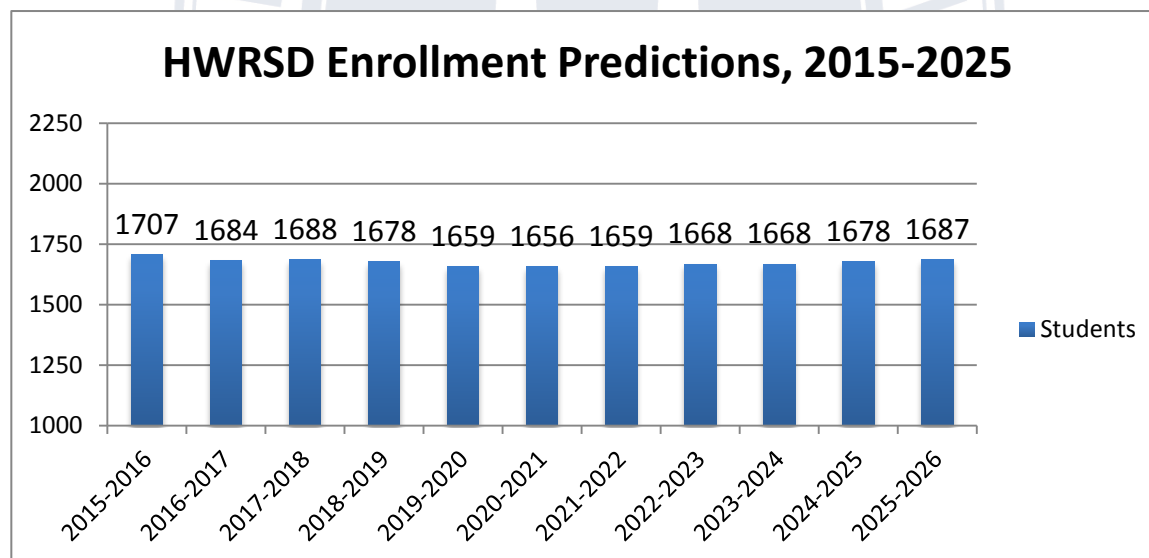
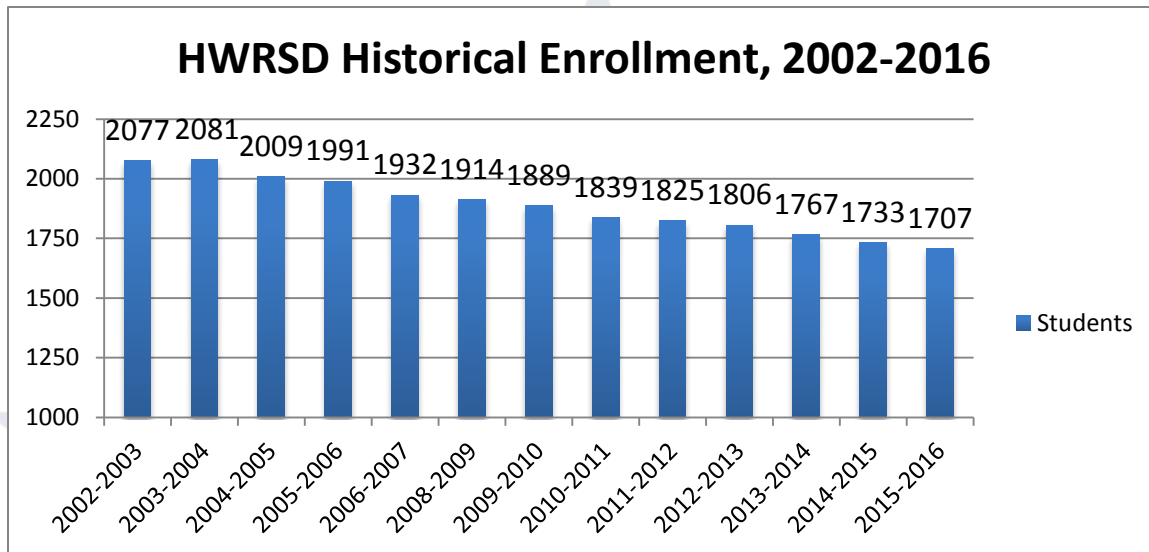
| Student Demographics, 2015-2016          |            |         |
|--|------------|---------|
| Enrollment By Race/Ethnicity (2015-2016) | % District | % State |
| African American                         | 1.3        | 8.8     |
| Asian                                    | 3.6        | 6.5     |
| Hispanic                                 | 2          | 18.6    |
| Native American                          | 0.2        | 0.2     |
| White                                    | 90.6       | 62.7    |
| Native Hawaiian, Pacific Islander        | 0.4        | 0.1     |
| Multi-Race, Non Hispanic                 | 2          | 3.2     |
| Selected Populations (2015-2016)         | % District | % State |
| First Language not English               | 1.8        | 19      |
| English Language Learner                 | 0.9        | 9       |
| Students With Disabilities               | 14.8       | 17.2    |
| Economically Disadvantaged               | 7          | 27.4    |

Source: Mass DESE Website



## Enrollment Projections

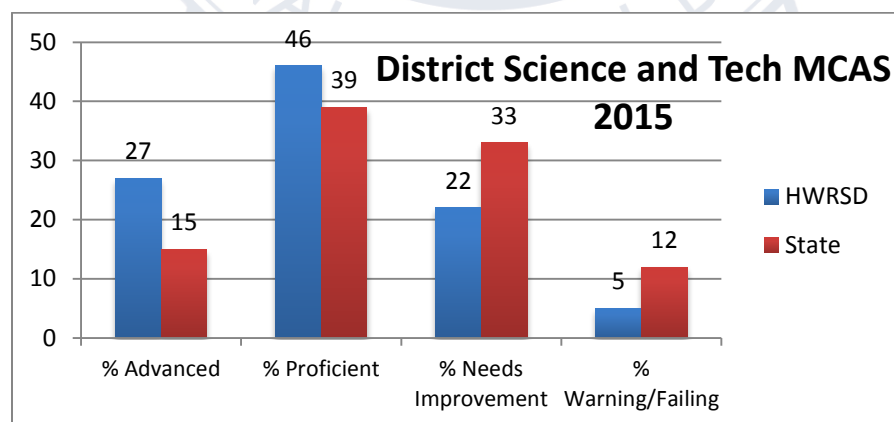
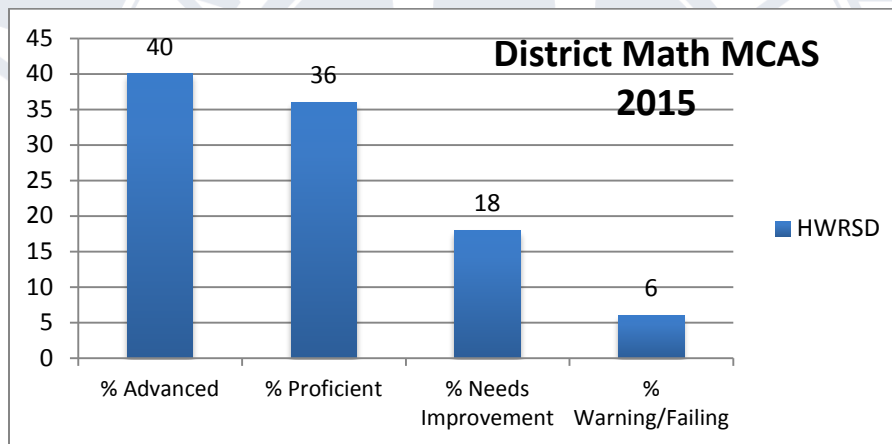
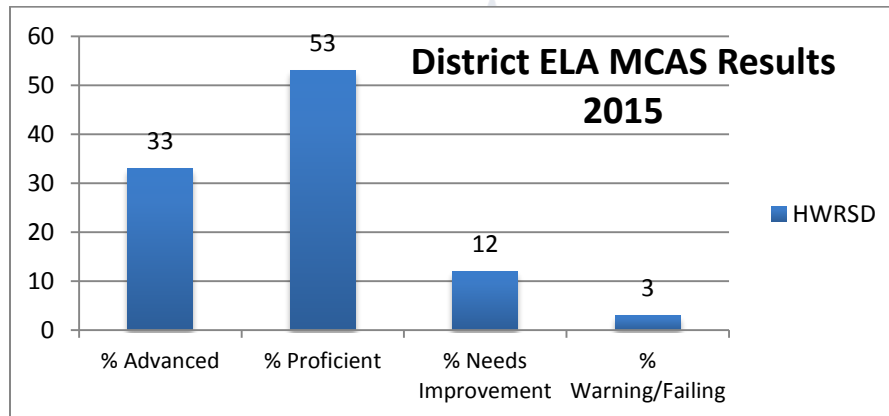
The New England School Development Council (NESDEC) annually projects the District's enrollment trends. The current enrollment trend for the district is down from a high of 2081 in 2003-2004 to the 1707 resident students currently enrolled in the district. NESDEC's projections take into account the number of live births in a community and attempt to project the number of those children who will enter the district at age 5. Additionally, NESDEC attempts to estimate the number of students who will move into or out of the district over the course of their years in school.



Source: New England School Development Council, 12.2015

## 2015 HWRSD MCAS Results

HWRSD students in Grades 3-8 and Grade 10 participate annually in the Massachusetts Comprehensive Assessment System (MCAS). These tests are designed to measure student performance relative to meeting the standards for learning as they are laid out in the *Massachusetts Curriculum Frameworks* documents. The tables below represent the aggregate performance of all tested students in the HWRSD in English Language Arts, Mathematics and Science, Technology and Engineering in spring of 2015. Due to the implementation of the PARCC Test in 2015, State results for ELA and Mathematics are not available.



## *Class of 2015 Profile*

| Class of 2015 Statistics                              |     |
|---|-----|
| Students Graduated in 2015                            | 159 |
| 2014-2015 National Merit Scholar "Commended Students" | 7   |
| AP Course Offerings                                   | 12  |
| AP Students in 2014-2015                              | 218 |
| AP Exams Taken  | 506 |
| AP Scores of 3 or above                               | 56% |
| 2015 AP Scholars                                      | 51  |

| Average SAT Scores (2015) | HWRHS | Mass. Avg. |
|---------------------------|-------|------------|
| Critical Reading          | 575   | 516        |
| Mathematics               | 567   | 529        |
| Writing                   | 569   | 507        |

| Average ACT Scores (2015) | HWRHS | Mass. Avg. |
|---------------------------|-------|------------|
| English                   | 26.2  | 24.2       |
| Math                      | 24.6  | 24.6       |
| Reading                   | 26.5  | 24.6       |
| Science                   | 24.5  | 23.8       |
| Composite                 | 25.6  | 24.4       |

## FY17 Staffing Summaries

### Hamilton Wenham Regional School District FY17 Budget -- FTE & Payroll Analysis, By Location and Role

| LOCATION | Professional Staff |               |            |               | TAs   |              |          |              | Secretaries |            |          |            | Nurses |            |          |            |
|----------|--------------------|---------------|------------|---------------|-------|--------------|----------|--------------|-------------|------------|----------|------------|--------|------------|----------|------------|
|          | FTE                | Salary \$     | Other \$   | Total \$      | FTE   | Salary \$    | Other \$ | Total \$     | FTE         | Salary \$  | Other \$ | Total \$   | FTE    | Salary \$  | Other \$ | Total \$   |
| Buker    | 20.70              | \$ 1,481,098  | \$ 13,067  | \$ 1,494,165  | 7.00  | \$ 168,439   | \$ -     | \$ 168,439   | 0.92        | \$ 49,287  | \$ -     | \$ 49,287  | 1.00   | \$ 53,460  | \$ -     | \$ 53,460  |
| Cutler   | 23.90              | \$ 1,857,234  | \$ 13,067  | \$ 1,870,301  | 10.00 | \$ 248,355   | \$ -     | \$ 248,355   | 0.92        | \$ 49,787  | \$ -     | \$ 49,787  | 1.00   | \$ 32,148  | \$ -     | \$ 32,148  |
| Winthrop | 27.30              | \$ 2,022,452  | \$ 13,067  | \$ 2,035,519  | 20.31 | \$ 483,412   | \$ -     | \$ 483,412   | 0.92        | \$ 48,287  | \$ -     | \$ 48,287  | 1.00   | \$ 65,833  | \$ -     | \$ 65,833  |
| MRMS     | 42.65              | \$ 3,048,845  | \$ 47,896  | \$ 3,096,741  | 9.20  | \$ 235,720   | \$ -     | \$ 235,720   | 1.28        | \$ 66,303  | \$ -     | \$ 66,303  | 1.00   | \$ 57,176  | \$ -     | \$ 57,176  |
| RHS      | 59.71              | \$ 4,496,065  | \$ 50,819  | \$ 4,546,884  | 4.80  | \$ 100,548   | \$ -     | \$ 100,548   | 3.28        | \$ 156,436 | \$ -     | \$ 156,436 | 1.50   | \$ 93,392  | \$ -     | \$ 93,392  |
| District | 0.00               | \$ -          | \$ -       | \$ -          | 0.00  | \$ -         | \$ -     | \$ -         | 4.62        | \$ 236,408 | \$ -     | \$ 236,408 | 0.00   | \$ -       | \$ -     | \$ -       |
| SPED     | 4.60               | \$ 349,788    | \$ -       | \$ 349,788    | 0.67  | \$ 25,011    | \$ -     | \$ 25,011    | 2.72        | \$ 106,956 | \$ -     | \$ 106,956 | 0.00   | \$ -       | \$ -     | \$ -       |
| TOTALS   | 178.86             | \$ 13,255,482 | \$ 137,916 | \$ 13,393,398 | 51.97 | \$ 1,261,486 | \$ -     | \$ 1,261,486 | 14.66       | \$ 713,465 | \$ -     | \$ 713,465 | 5.50   | \$ 302,009 | \$ -     | \$ 302,009 |

| LOCATION | Custodial/Maintenance |            |           |            | Administration |              |           |              | Other |            |            |              | TOTALS |               |            |               |
|----------|-----------------------|------------|-----------|------------|----------------|--------------|-----------|--------------|-------|------------|------------|--------------|--------|---------------|------------|---------------|
|          | FTE                   | Salary \$  | Other \$  | Total \$   | FTE            | Salary \$    | Other \$  | Total \$     | FTE   | Salary \$  | Other \$   | Total \$     | FTE    | Salary \$     | Other \$   | Total \$      |
| Buker    | 2.00                  | \$ 95,657  | \$ -      | \$ 95,657  | 1.00           | \$ 118,296   | \$ -      | \$ 118,296   | 0.00  | \$ -       | \$ 13,727  | \$ 13,727    | 32.62  | \$ 1,966,238  | \$ 26,794  | \$ 1,993,032  |
| Cutler   | 2.00                  | \$ 95,657  | \$ -      | \$ 95,657  | 1.00           | \$ 117,946   | \$ -      | \$ 117,946   | 0.00  | \$ -       | \$ 13,727  | \$ 13,727    | 38.82  | \$ 2,401,128  | \$ 26,794  | \$ 2,427,922  |
| Winthrop | 2.00                  | \$ 95,657  | \$ -      | \$ 95,657  | 1.00           | \$ 117,762   | \$ -      | \$ 117,762   | 0.00  | \$ -       | \$ 18,302  | \$ 18,302    | 52.53  | \$ 2,833,403  | \$ 31,369  | \$ 2,864,772  |
| MRMS     | 3.00                  | \$ 141,203 | \$ -      | \$ 141,203 | 2.00           | \$ 200,670   | \$ -      | \$ 200,670   | 0.00  | \$ -       | \$ -       | \$ -         | 59.12  | \$ 3,749,916  | \$ 47,896  | \$ 3,797,812  |
| RHS      | 4.00                  | \$ 188,150 | \$ -      | \$ 188,150 | 2.00           | \$ 245,148   | \$ -      | \$ 245,148   | 0.00  | \$ -       | \$ -       | \$ -         | 75.29  | \$ 5,279,740  | \$ 50,819  | \$ 5,330,559  |
| District | 4.00                  | \$ 244,511 | \$ 80,000 | \$ 324,511 | 4.75           | \$ 632,251   | \$ 29,914 | \$ 662,165   | 12.23 | \$ 848,405 | \$ 228,377 | \$ 1,076,782 | 25.60  | \$ 1,961,575  | \$ 338,291 | \$ 2,299,866  |
| SPED     | 0.00                  | \$ -       | \$ -      | \$ -       | 2.00           | \$ 221,767   | \$ -      | \$ 221,767   | 0.00  | \$ -       | \$ 84,605  | \$ 84,605    | 9.99   | \$ 703,522    | \$ 84,605  | \$ 788,127    |
| TOTALS   | 17.00                 | \$ 860,836 | \$ 80,000 | \$ 940,836 | 13.75          | \$ 1,653,840 | \$ 29,914 | \$ 1,683,754 | 12.23 | \$ 848,405 | \$ 358,738 | \$ 1,207,143 | 293.97 | \$ 18,895,522 | \$ 606,568 | \$ 19,502,090 |

| Professional Staff (2014-2015)   |           |           |
|--|-----------|-----------|
|  | District  | State     |
| Total # of Teachers  | 146.9     | 71886.8   |
| % of Teachers Licensed in Teaching Assignment                          | 100%      | 97.4%     |
| Total # of Classes in Core Academic Areas                              | 666       | 346081    |
| % of Core Academic Classes Taught by Teachers Who are Highly Qualified | 97.4%     | 95.4%     |
| Student/Teacher Ratio  | 12.7 to 1 | 13.3 to 1 |

Source: DESE Website

## HWRSD Three-Year Budget Outlook

### Hamilton Wenham Regional School District 3 Year Budget and Forecast Analysis -- Districtwide Net Operating Budget Summary as of February 11, 2016

|                                       | (A)<br>FY16 Budget   | (B)<br>FY17 Budget   | (C)<br>FY18 Forecast | (D)<br>FY19 Forecast | FY17 vs FY16<br>\$ Change | (B vs A)<br>% Change | FY18 vs FY17<br>\$ Change | (C vs B)<br>% Change | FY19 vs FY18<br>\$ Change | (D vs C)<br>% Change |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|---------------------------|----------------------|---------------------------|----------------------|
| Base Salary                           | \$ 18,617,537        | \$ 18,895,522        | \$ 19,341,610        | \$ 19,820,651        | \$ 277,985                | 1.5%                 | \$ 446,088                | 2.4%                 | \$ 479,040                | 2.5%                 |
| Other Salary                          | \$ 571,019           | \$ 606,568           | \$ 621,732           | \$ 637,276           | \$ 35,549                 | 6.2%                 | \$ 15,164                 | 2.5%                 | \$ 15,543                 | 2.5%                 |
| Other Operating Expenses              | \$ 6,561,642         | \$ 6,997,534         | \$ 7,288,682         | \$ 7,585,096         | \$ 435,892                | 6.6%                 | \$ 291,148                | 4.2%                 | \$ 296,413                | 4.1%                 |
| Fringe including Health Care          | \$ 3,592,913         | \$ 3,666,908         | \$ 3,850,253         | \$ 4,042,766         | \$ 73,994                 | 2.1%                 | \$ 183,345                | 5.0%                 | \$ 192,513                | 5.0%                 |
| <b>Gross Operating:</b>               | <b>\$ 29,343,112</b> | <b>\$ 30,166,532</b> | <b>\$ 31,102,278</b> | <b>\$ 32,085,787</b> | <b>\$ 823,420</b>         | <b>2.8%</b>          | <b>\$ 935,746</b>         | <b>3.1%</b>          | <b>\$ 983,510</b>         | <b>3.2%</b>          |
| Operating Offsets                     | (1,013,510)          | (1,016,500)          | (1,016,500)          | (1,016,500)          | (2,990)                   | 0.3%                 | -                         | 0.0%                 | -                         | 0.0%                 |
| <b>Net Operating Budget</b>           | <b>\$ 28,329,602</b> | <b>\$ 29,150,032</b> | <b>\$ 30,085,778</b> | <b>\$ 31,069,287</b> | <b>\$ 820,430</b>         | <b>2.9%</b>          | <b>\$ 935,746</b>         | <b>3.2%</b>          | <b>\$ 983,510</b>         | <b>3.3%</b>          |
| <b>Key Indicators:</b>                |                      |                      |                      |                      |                           |                      |                           |                      |                           |                      |
| # of Students Enrolled at October 1st | 1,860                | 1,840                | 1,820                | 1,800                | (20)                      | -1.1%                | (20)                      | -1.1%                | (20)                      | -1.1%                |
| Net Operating Budget per Student      | \$ 15,231            | \$ 15,842            | \$ 16,531            | \$ 17,261            | \$ 611                    | 4.0%                 | \$ 688                    | 4.3%                 | \$ 730                    | 4.4%                 |
| Student to Teacher Ratio              | 10.23                | 10.29                | 10.23                | 10.18                | 0.06                      | N/A                  | (0.05)                    | N/A                  | (0.06)                    | N/A                  |
| Student to Teacher + TA Ratio         | 7.94                 | 7.97                 | 7.99                 | 7.97                 | 0.03                      | N/A                  | 0.02                      | N/A                  | (0.02)                    | N/A                  |
| <b>FTEs Headcount:</b>                |                      |                      |                      |                      |                           |                      |                           |                      |                           |                      |
| Professional Staff                    | 181.86               | 178.86               | 177.86               | 176.86               | (3.00)                    | -1.6%                | (1.00)                    | -0.6%                | (1.00)                    | -0.6%                |
| TAs                                   | 52.44                | 51.97                | 49.97                | 48.97                | (0.47)                    | -0.9%                | (2.00)                    | -3.8%                | (1.00)                    | -2.0%                |
| Secretaries                           | 15.14                | 14.66                | 14.66                | 14.66                | (0.48)                    | -3.2%                | 0.00                      | 0.0%                 | 0.00                      | 0.0%                 |
| Nurses                                | 5.50                 | 5.50                 | 5.50                 | 5.50                 | 0.00                      | 0.0%                 | 0.00                      | 0.0%                 | 0.00                      | 0.0%                 |
| Maintenance/Custodial                 | 17.00                | 17.00                | 17.00                | 17.00                | 0.00                      | 0.0%                 | 0.00                      | 0.0%                 | 0.00                      | 0.0%                 |
| Administration                        | 13.75                | 13.75                | 13.75                | 13.75                | 0.00                      | 0.0%                 | 0.00                      | 0.0%                 | 0.00                      | 0.0%                 |
| Other                                 | 12.70                | 12.23                | 12.23                | 12.23                | (0.47)                    | -3.7%                | 0.00                      | 0.0%                 | 0.00                      | 0.0%                 |
| <b>Total FTEs Headcount:</b>          | <b>298.38</b>        | <b>293.97</b>        | <b>290.97</b>        | <b>288.97</b>        | <b>(4.42)</b>             | <b>-1.5%</b>         | <b>(3.00)</b>             | <b>-1.0%</b>         | <b>(2.00)</b>             | <b>-0.7%</b>         |
| <b>Gross Operating:</b>               |                      |                      |                      |                      |                           |                      |                           |                      |                           |                      |
| Reg Ed Transportation                 | \$ 717,218           | \$ 771,009           | \$ 794,140           | \$ 817,964           | \$ 53,791                 | 7.5%                 | \$ 23,130                 | 3.0%                 | \$ 23,824                 | 3.0%                 |
| Utilities                             | \$ 584,341           | \$ 599,609           | \$ 614,599           | \$ 629,964           | \$ 15,268                 | 2.6%                 | \$ 14,990                 | 2.5%                 | \$ 15,365                 | 2.5%                 |
| Yearly Maintenance                    | \$ 504,850           | \$ 587,550           | \$ 519,739           | \$ 532,732           | \$ 82,700                 | 16.4%                | \$ (67,811)               | -11.5%               | \$ 12,993                 | 2.5%                 |
| SPED Transportation                   | \$ 359,129           | \$ 420,488           | \$ 433,103           | \$ 446,096           | \$ 61,360                 | 17.1%                | \$ 12,615                 | 3.0%                 | \$ 12,993                 | 3.0%                 |
| SPED Out of District Tuition          | \$ 1,969,534         | \$ 2,050,503         | \$ 2,112,018         | \$ 2,175,378         | \$ 80,969                 | 4.1%                 | \$ 61,515                 | 3.0%                 | \$ 63,361                 | 3.0%                 |
| OPEB Funding                          | \$ -                 | \$ -                 | \$ 100,000           | \$ 200,000           | \$ -                      | #DIV/0!              | \$ 100,000                | #DIV/0!              | \$ 100,000                | 100.0%               |
| All Other                             | \$ 2,426,570         | \$ 2,568,375         | \$ 2,715,084         | \$ 2,782,961         | \$ 141,805                | 5.8%                 | \$ 146,709                | 5.7%                 | \$ 67,877                 | 2.5%                 |
| <b>Total Gross Operating:</b>         | <b>\$ 6,561,642</b>  | <b>\$ 6,997,534</b>  | <b>\$ 7,288,682</b>  | <b>\$ 7,585,096</b>  | <b>\$ 435,892</b>         | <b>6.6%</b>          | <b>\$ 291,148</b>         | <b>4.2%</b>          | <b>\$ 296,413</b>         | <b>4.1%</b>          |

## HWRSD Five-Year Capital Improvement Plan

| Hamilton Wenham Regional School District<br>5 Year Capital* Improvement Program Summary as of February 11, 2016 |   |                   |                     |                   |                     |                     |                     |                     |  |
|---|---|-------------------|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|--|
| Department  | Project   | Location          | Total Est Cost      | FY17              | FY18                | FY19                | FY20                | FY21                |  |
| Fac & Grds  | New Roof  | HS                | 3,000,000           | -                 | -                   | -                   | -                   | 3,000,000           |  |
| Fac & Grds  | Building Energy Management System                           | HS / MS           | 125,000             | -                 | 125,000             | -                   | -                   | -                   |  |
| Fac & Grds  | Building Energy Management Systems                          | Elem Schools      | 210,000             | -                 | -                   | 210,000             | -                   | -                   |  |
| Fac & Grds  | Replace Recalled Sprinkler Heads                            | HS / MS           | 37,500              | -                 | 18,750              | 18,750              | -                   | -                   |  |
| Fac & Grds  | Replace Classroom Sinks & Countertops                       | Elem Schools      | 45,000              | -                 | -                   | 15,000              | 15,000              | 15,000              |  |
| Fac & Grds  | Replace Hot Water Heater                                    | HS / MS           | 100,000             | 100,000           | -                   | -                   | -                   | -                   |  |
| Fac & Grds  | Waste Water Treatment Plant Upgrades                        | District          | TBD                 | -                 | -                   | -                   | -                   | -                   |  |
| Fac & Grds  | Repair, refinish & reline Gymnasium Floors                  | District          | 60,000              | -                 | 30,000              | 30,000              | -                   | -                   |  |
| Fac & Grds  | Building Fire Suppression System (Install by 8/31/2018)     | Win               | 600,000             | -                 | 600,000             | -                   | -                   | -                   |  |
| Fac & Grds  | Rekey School Buildings (Exterior & Interior)                | District          | 15,000              | 15,000            | -                   | -                   | -                   | -                   |  |
| Fac & Grds  | Install Keyless Entryway Swipecard Systems                  | District          | 35,000              | -                 | 35,000              | -                   | -                   | -                   |  |
| Fac & Grds  | Install Exterior Surveillance Cameras                       | District          | 30,000              | -                 | 30,000              | -                   | -                   | -                   |  |
| Fac & Grds  | Interior Classroom & Hallway Painting                       | Cut & Buk         | 60,000              | -                 | -                   | 30,000              | 30,000              | -                   |  |
| Fac & Grds  | Replace Carpets   | Cut               | 15,000              | -                 | 15,000              | -                   | -                   | -                   |  |
| Fac & Grds  | Classroom Shades  | Cut, Buk, HS & MS | 135,000             | -                 | 15,000              | 25,000              | 60,000              | 35,000              |  |
| Fac & Grds  | Emergency Generator   | Buk & Admin Bldg  | 40,000              | -                 | 40,000              | -                   | -                   | -                   |  |
| Fac & Grds  | Autoscrubbers (4) & Floor Burnishers (2)                    | District          | 80,000              | 10,000            | 15,000              | 25,000              | 15,000              | 15,000              |  |
| Fac & Grds  | Replace flooring in HS Fitness Center                       | HS                | 15,000              | -                 | 15,000              | -                   | -                   | -                   |  |
| Fac & Grds  | Equipment for HS Fitness Center                             | HS                | 17,000              | -                 | 17,000              | -                   | -                   | -                   |  |
| Tech  | iPads for Students on Scholarship and F&RL                  | District          | 87,500              | 17,500            | 17,500              | 17,500              | 17,500              | 17,500              |  |
| Tech  | Classroom Hardware Refresh 4 year cycle (iPads)             | District          | 301,000             | -                 | 63,000              | 105,000             | 70,000              | 63,000              |  |
| Tech  | Classroom Hardware Refresh 7 year cycle (Laptops & Labs)    | District          | 295,785             | -                 | 80,950              | 68,450              | 92,430              | 53,955              |  |
| Tech  | Classroom Chromebooks 4 year cycle                          | District          | 36,000              | -                 | 18,000              | -                   | 18,000              | -                   |  |
| Tech  | Classroom Chromebooks (MRMS New)                            | District          | 18,000              | -                 | 18,000              | -                   | -                   | -                   |  |
| Tech  | Install / Upgrade Wireless Access Points including wiring   | District          | 96,918              | 46,998            | -                   | -                   | 49,920              | -                   |  |
| Tech  | Replace Phone System with new VoIP System                   | HS / MS           | 47,000              | -                 | 47,000              | -                   | -                   | -                   |  |
| Tech & Fac  | Install Server Room Ductless Mini-split AC System           | District          | 12,500              | 12,500            | -                   | -                   | -                   | -                   |  |
| Tech  | Replace Backup Server / Services                            | District          | 52,000              | -                 | 52,000              | -                   | -                   | -                   |  |
| Tech  | Replace VMWare Server and Licenses                          | District          | 113,000             | -                 | -                   | 113,000             | -                   | -                   |  |
| Tech  | Replace Network Area Storage Arrays                         | District          | 207,000             | -                 | -                   | -                   | 207,000             | -                   |  |
| Tech  | Replace Network IDF   | District          | 72,000              | -                 | -                   | -                   | -                   | 72,000              |  |
| Tech  | Replace Classroom SMARTBoards, Projectors, etc              | District          | 386,116             | 60,476            | 162,820             | 162,820             | -                   | -                   |  |
| Tech  | Upgrade Auditorium Theatrical Electrical Systems & Controls | HS                | 75,000              | -                 | 75,000              | -                   | -                   | -                   |  |
| Tech  | Auditorium HD Projector, Projection Screen & Monitors       | HS                | 50,000              | -                 | 50,000              | -                   | -                   | -                   |  |
| Food Svc  | Kitchen Equipment   | District          | 373,576             | -                 | 43,628              | 149,597             | 115,107             | 65,243              |  |
|   | <b>Subtotal Operations:</b>                                 |                   | <b>6,842,895</b>    | <b>262,474</b>    | <b>1,583,648</b>    | <b>970,117</b>      | <b>689,957</b>      | <b>3,336,698</b>    |  |
| Master Plan   | Architect & Design Fees (Master Plan)                       | District          | 50,000              | 50,000            | -                   | -                   | -                   | -                   |  |
| Master Plan   | Classroom Furniture (Master Plan)                           | District          | 800,000             | -                 | 800,000             | -                   | -                   | -                   |  |
| Master Plan   | HS/MS Library Media Center Renovation (Master Plan)         | HS / MS           | 1,000,000           | -                 | -                   | 1,000,000           | -                   | -                   |  |
| Master Plan   | MS Maker Spaces Renovation (Master Plan)                    | MS                | 300,000             | -                 | -                   | -                   | 300,000             | -                   |  |
| Master Plan   | Elementary Library Media Center Renovations (Master Plan)   | Elem Schools      | 300,000             | -                 | -                   | -                   | 300,000             | -                   |  |
|   | <b>Subtotal Master Plan:</b>                                |                   | <b>2,450,000</b>    | <b>50,000</b>     | <b>800,000</b>      | <b>1,000,000</b>    | <b>600,000</b>      | <b>-</b>            |  |
| Athletics   | Turf Fields   | District          | TBD                 | -                 | -                   | -                   | -                   | -                   |  |
|   | <b>Totals:</b>  |                   | <b>\$ 9,292,895</b> | <b>\$ 312,474</b> | <b>\$ 2,383,648</b> | <b>\$ 1,970,117</b> | <b>\$ 1,289,957</b> | <b>\$ 3,336,698</b> |  |

## HWRSD Five-Year Key Indicator Summary

| Hamilton Wenham Regional School District             |    |            |
|--|----|------------|
| FY17 Budget: Five-Year Key Indicator Summary         |    |            |
| <b>Gross Operating Expense Budget:</b>               |    |            |
| FY13   | \$ | 28,885,653 |
| FY17   | \$ | 30,166,532 |
| 4 Year Chg \$  | \$ | 1,280,879  |
| 4 Year Chg %   |    | 4.43%      |
| Avg Annual Chg                                       |    | 1.11%      |
| <b>Resident Student Enrollment:</b>                  |    |            |
| 10/1/11  |    | 1,845      |
| 10/1/15  |    | 1,754      |
| 4 Year Chg \$  |    | (91)       |
| 4 Year Chg %   |    | -4.93%     |
| Avg Annual Chg                                       |    | -1.23%     |
| <b>Operating Budget Total FTE:</b>                   |    |            |
| FY13   |    | 308.81     |
| FY17   |    | 293.97     |
| 4 Year Chg \$  |    | (14.84)    |
| 4 Year Chg %   |    | -4.81%     |
| Avg Annual Chg                                       |    | -1.20%     |
| <b>Per Pupil Expenditure:</b>                        |    |            |
| FY11   | \$ | 14,546     |
| FY14   | \$ | 15,187     |
| 4 Year Chg \$  | \$ | 641        |
| 4 Year Chg %   |    | 4.41%      |
| Avg Annual Chg                                       |    | 1.10%      |
| MA Avg Annual Chg                                    |    | 2.20%      |
| <b>Excess &amp; Deficiency \$ Returned to Towns:</b> |    |            |
| FY13   | \$ | 1,491,000  |
| FY14   | \$ | 2,115,920  |
| FY15   | \$ | -          |
| FY16   | \$ | 395,781    |
| FY17   | \$ | 555        |
| 5 Year Total   | \$ | 4,003,256  |