FY18 BUDGET AND ANNUAL REPORT

As Adopted by the HWRSD School Committee February 13, 2017

Hamilton-Wenham Regional School District

Hamilton-Wenham Regional School District

School Committee 2016-2017

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Michelle Bailey, Vice Chairperson

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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 21st 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 21st 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 21st Century are effective communicators, collaborative, critical thinkers, and problem-solvers.
3. We believe engaged citizens of the 21st 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

Introduction

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

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

FY18 Budget Development Calendar

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

To the Members of the Hamilton and Wenham Regional Community:

It is my great pleasure to present you with the Hamilton-Wenham Regional School Committee's Recommended Fiscal Year 2018 (FY18) Budget and Annual Report. The FY18 Total Recommended Expenditures Budget is $32,292,676, which is made up of $30,199,816 in General Operating Expenses (after Offsets) and $2,092,860 in Debt Service Expenses. This budget represents an increase in Total Expenditures of $1,013,394, or 3.24% over the current year (FY17). After accounting for revenues from other sources, including the return of $568,821 to the towns through the District's Excess and Deficiency Policy, the increase in the total Net Assessment to the member towns is $339,057. This amount will be apportioned as a $432,534 *increase* to the assessment of the Town of Wenham and a $93,478 *decrease* to the assessment of the Town of Hamilton as compared to the current year.

Our District Budget is a plan for us to allocate the resources necessary to achieve our Mission of producing "young adults who demonstrate mastery of the knowledge and skills needed to be successful members of our global economy and engaged citizens of the 21st Century." While I'm confident that this year's budget provides an adequate level of funding for FY18, I am concerned regarding several challenges we will face in the near future that may jeopardize our ability to ensure we are able to meet our mission.

The first of these challenges is the shifting nature of enrollment patterns in the HWRSD. The overall enrollment of the District is trending downward at the rate of around twenty students per year. In addition to the overall downward trend, our enrollment is shifting towards a greater proportion of students from the Town of Wenham. This enrollment shift has resulted in a change of apportionment percentages in FY17 from 66.6% for Hamilton and 33.4% to Wenham to 65.4% to Hamilton and 34.6% to Wenham in FY18. This 1.2% shift in apportionment percentages has translated to an increase to the Town of Wenham's assessment of roughly $312,000 over FY18. This increase is before the application of any increases to Wenham's assessment due to increases in the HWRSD operating budget.

In addition to this shift in apportionment costs, the District is also currently facing large increases to its fixed costs for FY18. Expenses in tuitions and transportation for special needs students in out of district placements, the Essex Retirement System Assessment, and health insurance for current employees are expected to increase 18.1% ($1.0 million) over FY17. These four line items currently make up 18.5% of the total District budget ($5.6 million). To put this in perspective, the remaining $25 million of the FY18 budget will increase at a rate of 0.9% over FY17.

In order to maintain programming in the face of these challenges, the School Committee has approved a Level-Service Budget for FY18. A Level-Service Budget seeks to maintain funding to preserve school programming in the current FY17 Budget. Other than the four line items listed above and contracted obligations for salary increases for staff, most expense categories for FY18 have been level funded. The FY18 Budget also includes a reduction of 4.0 Full Time Equivalent (FTE) Staff Positions at Hamilton-Wenham Regional High School, which reflects the trend of declining student enrollment at the school.

Level-service budgets and level funded line items are not sustainable over the long term in order to maintain a high-performing school district. It has become clear to the School Committee and District Leadership that the current formula of using a rolling three-year average of student enrollment to apportion the operating costs of the District can result in large year to year changes in apportionment amounts for one town. Given the constraints placed on municipal budgets through Proposition 2 1/2, these swings make the prospect of sustainable, long-term funding for our schools a challenge. Hopefully, the members of the Hamilton and Wenham Boards of Selectmen, Finance Committees and the School Committee can work together to develop an apportionment formula that will serve our mutual interest of providing a high-quality education at a cost that is respectful of the financial constraints of our member communities.

This FY18 Budget and Annual Report is the end result of a six-month budget development process, which begins in October of 2016 with the submission of budget requests by members of the District Leadership Team and ends with the votes on the School Committee's recommended budget at the Hamilton and Wenham Annual Town Meetings on April 1, 2017. I would like to take the opportunity to thank the dozens of HWRSD employees who have worked tirelessly to bring this process to completion, especially Assistant Superintendent Jeff Sands, Director of Payroll and Accounting Vinny Leone and the entire HWRSD Leadership Team for their contributions to developing this document. Thanks to the members of the Hamilton-Wenham School Committee for volunteering countless hours of their time to review, deliberate and ultimately make decisions regarding the FY18 Budget. Last, but certainly not least, I would also like to thank the leadership and residents of the Towns of Hamilton and Wenham for their support for the schools of the Hamilton-Wenham Regional School District.

Sincerely,

Michael M. Harvey, Ed.D.
Superintendent

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

To the Citizens of Hamilton and Wenham:

The School Committee, Superintendent and Assistant Superintendent for Finance and Administration worked together to develop a budget that calls for educational excellence, while being mindful of fiscal constraints of the communities.

One of those constraints involves the shifting of costs from town to town in any given year based on student enrollment swings. These enrollment and resulting cost shifts can be costly and difficult to absorb in the town's budget in any one year. At the same time the shifts constrain funding of the Regional School District, which puts pressure on the schools to limit their cost to the bare essentials.

One of the School Committee's 2016-2017 goals is to address the apportionment formula, highlighting the importance of the issue. The School Committee studied different measures (census data, households, assessed values) for sharing costs and found the student enrollment to be the most reliable source and equitable method to apportion the cost between the towns.

The School Committee's position is that the enrollment shift and the related budgetary impact is a whole community problem. Budget shifts may restrict funding to the schools and ultimately restrict the ability of our schools to operate efficiently and effectively. In the next year, we plan to work with town officials to review and address this concern.

This budget begins to address the pending Other Post-Employment Benefits (OPEB) liability. Historically, these health care costs for retirees were treated on a pay-as-you-go basis. Changes in accounting rules now require public entities to recognize this liability on our financial statements. At this point, credit rating agencies and our town partners feel the best practice is to establish a trust and begin making contributions for towards future costs.

While implementing many aspects as possible each year from the Capital Plan, the District has slowly started implementing pieces of the Master Plan. As we are working in phases, we continue to do so within a constrained budget without compromising educational programs. To this end, the District will need to address several capital expenditures and anticipate seeking a debt exclusion as early as the Fall of 2017.

The Committee, administration, staff and most importantly the students of the Hamilton Wenham Regional School District thank the residents for their continued support of educational, recreational, and cultural programs that blend to develop our children into engaged members of our community and a global society.

Sincerely,

Stacey Metternick
Chair

FY18 Budget Development Calendar

- November 17, 2016: FY18 Budget Meeting #1 with Finance Committees
- December 15, 2016: Superintendent's FY18 Budget Recommendation to SC
- December 19, 2016: Superintendent's FY18 Budget Recommendation Book to SC
- January 5, 2017: FY17 Budget Discussion Continued
    - Special Education
    - Maintenance, Custodial & Facilities
    - Technology
- January 5, 2017: School Committee Adopts Tentative FY18 Budget
- January 6, 2017: Mail Tentative FY18 Budget to Towns
- January 19, 2017: Conduct Public Hearing on FY18 Budget
- January 19, 2017: FY18 Budget Discussion Continued
    - Middle School
    - High School
    - Athletics
- January 26, 2017: FY18 Budget Meeting #2 with Finance Committees
- February 2, 2017: FY18 Budget Discussion Continued
    - Buker Playground
    - Master Plan Update
    - Summary of Administrator Requests (Not in Budget; New Capital)
- February 13, 2017: FY18 Budget Discussion Concluded
    - OPEB (Discussion to be led by Jim Powers, Partner at Powers & Sullivan)
    - 3 Year Financial Model
- February 13, 2017: School Committee votes to Adopt FY18 Budget
- April 1, 2017: Hamilton and Wenham Annual Town Meetings

Fiscal Year 2018 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 FY18 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 13. Debt service expenses appear on page 19. 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								
	FY15 BUD	FY15 ACT	FY16 BUD	FY16 ACT	FY17 BUD	FY18 BUD	Difference	
General Operating Expense (Before Offsets)	$ 28,420,061	$ 28,481,864	$ 29,343,112	$ 29,062,981	$ 30,166,532	$ 31,403,624	$ 1,237,092	4.10%
Expense Offsets	$ 987,200	$ 1,061,192	$ 1,013,510	$ 1,038,712	$ 1,016,500	$ 1,203,808	$ 187,308	18.43%
General Operating Expenses (After Offsets)	$ 27,432,861	$ 27,420,672	$ 28,329,602	$ 28,024,269	$ 29,150,032	$ 30,199,816	$ 1,049,784	3.60%
Debt Service Expense	$ 1,970,392	$ 1,970,392	$ 1,993,488	$ 1,991,941	$ 2,129,250	$ 2,092,860	$ (36,390)	-1.71%
TOTAL EXPENDITURES	**$ 29,403,253**	**$ 29,391,064**	**$ 30,323,089**	**$ 30,016,210**	**$ 31,279,282**	**$ 32,292,676**	**$ 1,013,394**	**3.24%**

Total Funding Sources								
	FY15 BUD	FY15 ACT	FY16 BUD	FY16 ACT	FY17 BUD	FY18 BUD	Difference	
Revenues								
Chapter 70-Base Aid	$ 3,413,341	$ 3,413,341	$ 3,413,341	$ 3,457,966	$ 3,457,966	$ 3,554,656	$ 96,690	2.8%
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	$ 290,000	$ 290,000	$ 290,000	$ 290,000	$ 331,304	$ 340,686	$ 9,382	2.8%
Medicaid Reimbursement	$ 85,000	$ 82,767	$ 85,000	$ 172,481	$ 85,000	$ 85,000	$ -	0.0%
Interest Income	$ 4,000	$ 2,880	$ 4,000	$ 3,160	$ 4,000	$ 4,000	$ -	0.0%
Prior Year Unexpended Encumbrances	$ -	$ 13,217	$ -	$ 39,336	$ -	$ -	$ -	#DIV/0!
Other Non-recurring Income (Including Transp)	$ -	$ 7,502	$ -	$ 85,079	$ -	$ -	$ -	#DIV/0!
Total Revenues	$ 4,924,406	$ 4,941,772	$ 4,924,406	$ 5,180,086	$ 5,010,335	$ 5,116,407	$ 106,072	2.1%
Transfers In From Other Funds								
Excess and Deficiency	$ -	$ -	$ 395,781	$ 395,781	$ 555	$ 568,821	$ 568,266	102329.9%
Total Transfers	$ -	$ -	$ 395,781	$ 395,781	$ 555	$ 568,821	$ 568,266	102329.9%
Total Funding Sources	**$ 4,924,406**	**$ 4,941,772**	**$ 5,320,187**	**$ 5,575,867**	**$ 5,010,890**	**$ 5,685,228**	**$ 674,338**	**13.5%**
Total Expenditures	$ 29,403,253	$ 29,391,064	$ 30,323,089	$ 30,016,210	$ 31,279,282	$ 32,292,676	$ 1,013,394	3.2%
Less Total Funding Sources	$ 4,924,406	$ 4,941,772	$ 5,320,187	$ 5,575,867	$ 5,010,890	$ 5,685,228	$ 674,338	13.5%
NET ASSESSMENT including Debt Service	**$ 24,478,847**	**$ 24,449,292**	**$ 25,002,902**	**$ 24,440,343**	**$ 26,268,391**	**$ 26,607,448**	**$ 339,057**	**1.3%**

Total Town Assessments								
	FY15 BUD	FY15 ACT	FY16 BUD	FY16 ACT	FY17 BUD	FY18 BUD	Difference	
Hamilton	$ 16,867,884	$ 16,867,884	$ 16,991,972	$ 16,990,933	$ 17,494,749	$ 17,401,271	$ (93,478)	-0.5%
Wenham	$ 7,610,963	$ 7,610,963	$ 8,010,930	$ 8,010,402	$ 8,773,643	$ 9,206,177	$ 432,534	4.9%
NET ASSESSMENT including Debt Service	**$ 24,478,847**	**$ 24,478,847**	**$ 25,002,902**	**$ 25,001,335**	**$ 26,268,391**	**$ 26,607,448**	**$ 339,057**	**1.3%**

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 20 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					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
Operating Expense - Gross, before offests & Overlays	$ 29,343,112	$ 30,166,532	$ 31,403,624	$ 1,237,092	4.10%
Expense Offsets					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
Recurring Offsets					
School Choice	$ 425,000	$ 375,000	$ 265,000	$ (110,000)	-29.3%
KDG Tuition	$ -	$ -	$ -	$ -	#DIV/0!
Preschool Tuition	$ 30,000	$ 37,500	$ 72,648	$ 35,148	93.7%
Special Needs Tuition	$ 69,010	$ 35,000	$ -	$ (35,000)	-100.0%
Facilities Rental	$ 2,000	$ 2,000	$ 2,000	$ -	0.0%
Circuit Breaker Offset	$ 487,500	$ 567,000	$ 864,160	$ 297,160	52.4%
	$ 1,013,510	$ 1,016,500	$ 1,203,808	$ 187,308	18.4%
One-Time Offsets					
Other Revolving Accounts	$ -	$ -	$ -	$ -	#DIV/0!
Total Offsets	**$ 1,013,510**	**$ 1,016,500**	**$ 1,203,808**	**$ 187,308**	18.4%
NET OPERATING BUDGET	**$ 28,329,602**	**$ 29,150,032**	**$ 30,199,816**	**$ 1,049,784**	**3.60%**

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 FY18 calculations are Hamilton: 65.40% and Wenham: 34.60%.

Operating Assessment Summary					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
General Operating Expenses (After Offsets)	$ 28,329,602	$ 29,150,032	$ 30,199,816	$ 1,049,784	3.60%
Operating Funding Sources	$ 4,188,122	$ 3,878,825	$ 4,553,163	$ 674,338	17.39%
Operating Fund Amount Assessed to Towns	**$ 24,141,479**	**$ 25,271,206**	**$ 25,646,653**	**$ 375,447**	**1.49%**

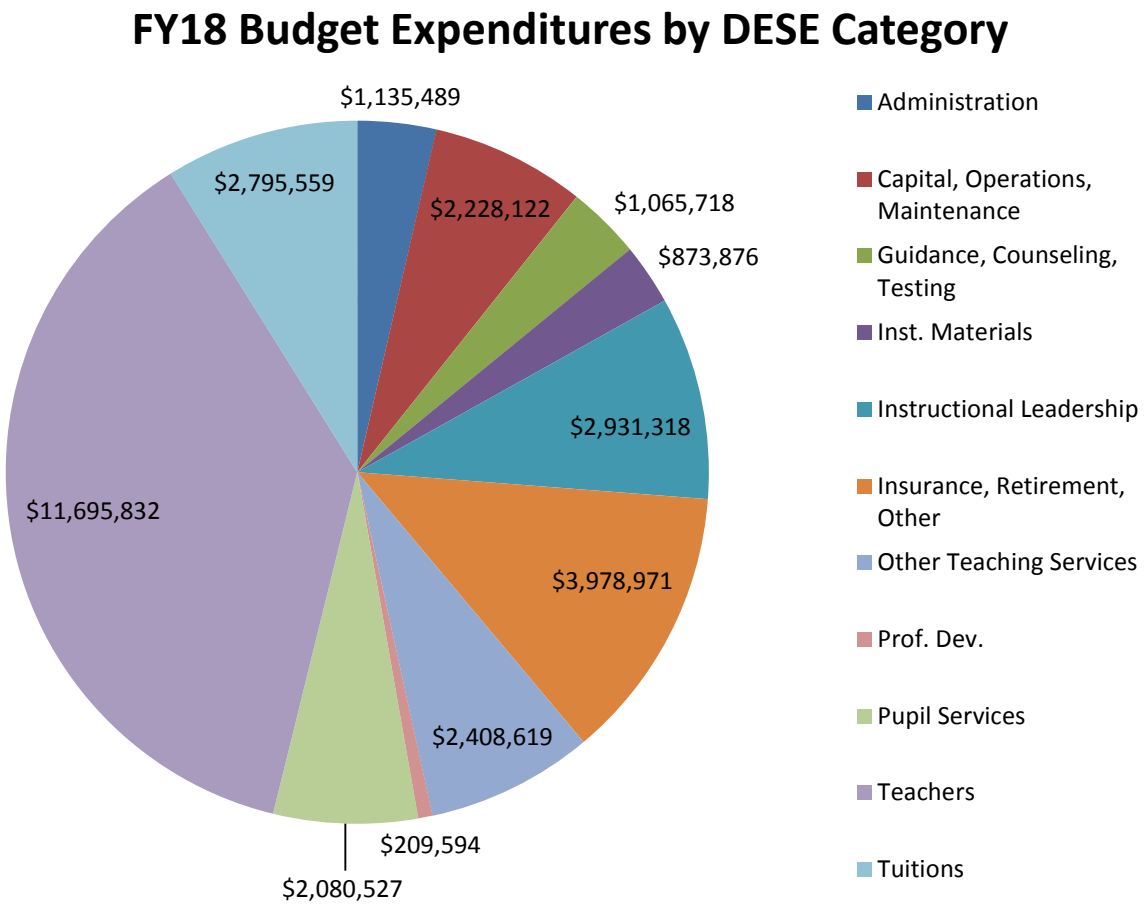
Detail Total Operating Funding Sources					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
Revenues					
Chapter 70-Base Aid	$ 3,413,341	$ 3,457,966	$ 3,554,656	$ 96,690	2.80%
State Transportation	$ 290,000	$ 331,304	$ 340,686	$ 9,382	2.83%
Medicaid Reimbursement	$ 85,000	$ 85,000	$ 85,000	$ -	0.00%
Interest Income	$ 4,000	$ 4,000	$ 4,000	$ -	0.00%
Total Revenues	$ 3,792,341	$ 3,878,270	$ 3,984,342	$ 106,072	2.74%
Transfers In From Other Funds					
Excess and Deficiency	$ 395,781	$ 555	$ 568,821	$ 568,266	102329.93%
Total Funding Sources	**$ 4,188,122**	**$ 3,878,825**	**$ 4,553,163**	**$ 674,338**	**17.39%**

Operating Assessment Calculation					
Calculation of Individual Town Assessments					
	Total			Hamilton Share	Wenham Share
HWRSD Operating Assessment					
100% Apportioned by Enrollment	$ 25,646,653			$ 16,772,911	$ 8,873,742
Capital Debt Assessment "Shift"	$ -			$ 3,152	$ (3,152)
Final Town Operating Assessments	$ 25,646,653			**$ 16,776,063**	**$ 8,870,590**
Enrollment					
10/1/2014	1,765			1,168	597
10/1/2015	1,754			1,147	607
10/1/2016	1,724			1,114	610
	5,243			3,429	1,814
				65.40%	34.60%

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.

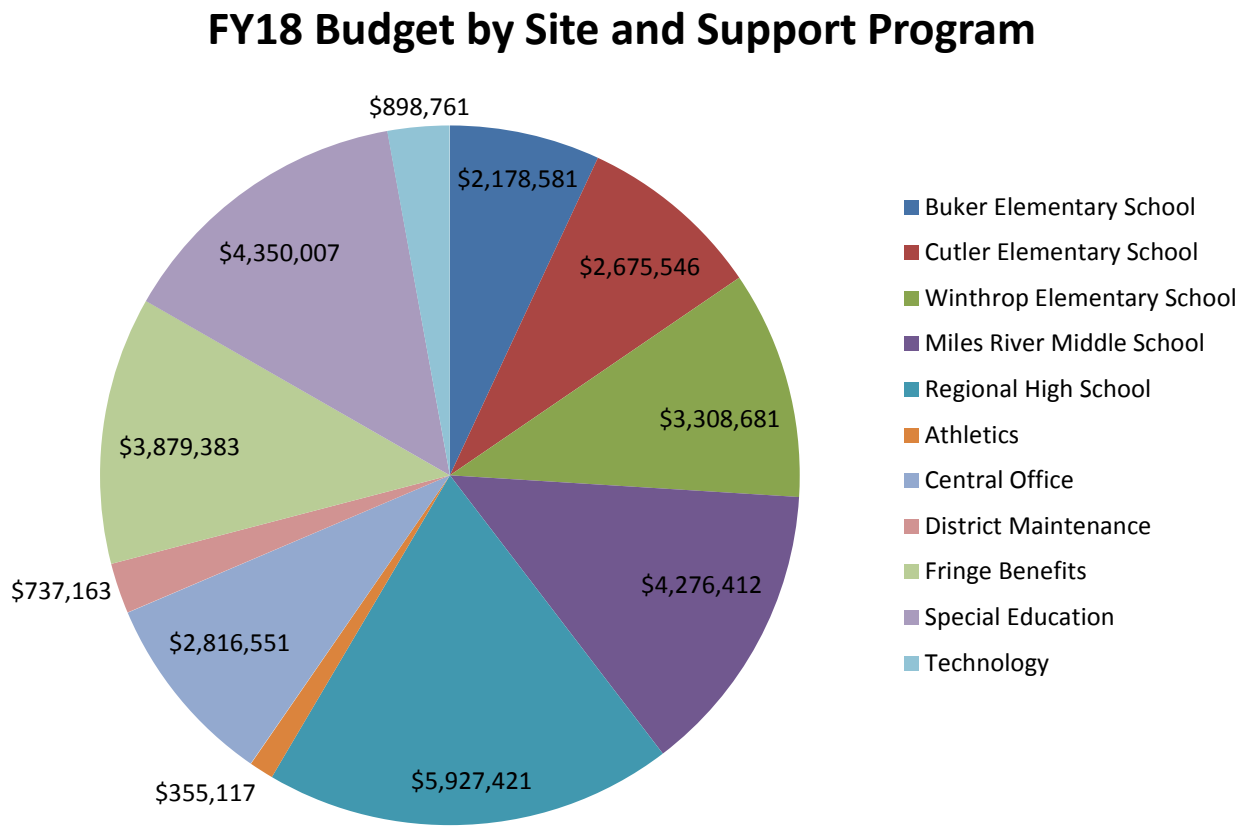
Summary	FY16	FY17	FY18	Change FY17 to FY18	
by DESE Category	Budget	Budget	Budget	$	%
Administration	$ 1,110,289	$ 1,180,023	$ 1,135,489	$ (44,534)	-3.77%
Capital, Operations, Maintenance	$ 2,086,511	$ 2,244,431	$ 2,228,122	$ (16,309)	-0.73%
Guidance, Counseling, Testing	$ 1,083,836	$ 1,075,072	$ 1,065,718	$ (9,354)	-0.87%
Inst. Materials	$ 862,226	$ 857,654	$ 873,876	$ 16,222	1.89%
Instructional Leadership	$ 2,761,900	$ 2,884,573	$ 2,931,318	$ 46,745	1.62%
Insurance, Retirement, Other	$ 3,674,250	$ 3,752,986	$ 3,978,971	$ 225,986	6.02%
Other Teaching Services	$ 2,315,311	$ 2,309,691	$ 2,408,619	$ 98,928	4.28%
Prof. Dev.	$ 161,752	$ 172,902	$ 209,594	$ 36,692	21.22%
Pupil Services	$ 1,844,779	$ 2,031,224	$ 2,080,527	$ 49,303	2.43%
Teachers	$ 11,467,723	$ 11,596,360	$ 11,695,832	$ 99,472	0.86%
Tuitions	$ 1,974,534	$ 2,061,617	$ 2,795,559	$ 733,942	35.60%
Grand Total	$ 29,343,112	$ 30,166,532	$ 31,403,624	$ 1,237,092	4.10%



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	FY16	FY17	FY18	Change FY17 to FY18	
	Budget	Budget	Budget	$	%
Buker Elementary School	$ 2,156,495	$ 2,167,398	$ 2,178,581	$ 11,184	0.52%
Cutler Elementary School	$ 2,598,053	$ 2,603,293	$ 2,675,546	$ 72,253	2.78%
Winthrop Elementary School	$ 3,106,488	$ 3,074,550	$ 3,308,681	$ 234,131	7.62%
Miles River Middle School	$ 4,083,899	$ 4,206,134	$ 4,276,412	$ 70,279	1.67%
Regional High School	$ 6,046,714	$ 6,110,037	$ 5,927,421	$ (182,615)	-2.99%
Athletics	$ 333,342	$ 351,555	$ 355,117	$ 3,562	1.01%
Central Office	$ 2,645,805	$ 2,807,236	$ 2,816,551	$ 9,315	0.33%
District Maintenance	$ 678,052	$ 717,134	$ 737,163	$ 20,028	2.79%
Fringe Benefits	$ 3,592,913	$ 3,666,908	$ 3,879,383	$ 212,475	5.79%
Special Education	$ 3,147,437	$ 3,561,314	$ 4,350,007	$ 788,693	22.15%
Technology	$ 953,912	$ 900,974	$ 898,761	$ (2,213)	-0.25%
District Totals	**$ 29,343,112**	**$ 30,166,532**	**$ 31,403,624**	**$ 1,237,092**	**4.10%**



Summary of Changes to FY18 Operating Budget

The net change to the FY18 budget is an increase of $1,237,000 over the FY17 Budget, an increase of 4.1%. The table below outlines the major "drivers" of the increase to the FY18 Budget relative to the FY17 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 $736,000, or an increase of 2.4% over the FY17 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 $782,000 or 2.6% 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 $514,000 or <1.7%> as compared to prior year budget.

Hamilton Wenham Regional School District
FY18 Budget -- Reconciliation of Year-over-Year Increase in Gross Operating Expenses Before Offsets

	Impact: FY18B vs FY17B	
Driver	**$**	**Incr %**
All Staff COLAs	$ 480,000	1.6%
Teacher STEPS	$ 216,000	0.7%
Teacher Degree Changes	$ 40,000	0.1%
Essex Retirement Pension Fund Appropriation	$ 45,000	0.1%
Out-of- District Tuitions	$ 717,000	2.4%
Out-of- District Transportation	$ 65,000	0.2%
Healthcare Premiums	$ 137,000	0.5%
OPEB Trust Fund	$ 40,000	0.1%
Net All Other Operating Expenses	$ 11,000	0.0%
Subtotal Increases:	**$ 1,751,000**	**5.8%**
Capital Projects	$ (102,000)	-0.3%
Staff Replacement Cost Savings Carryover	$ (61,000)	-0.2%
Staff Reductions (4.0 FTE)	$ (225,000)	-0.7%
Anticipated Staff Retirement Replacement Savings	$ (61,000)	-0.2%
Anticipated Staff Replacement Savings	$ (65,000)	-0.2%
Subtotal Decreases:	**$ (514,000)**	**-1.7%**
TOTALS:	**$ 1,237,000**	**4.1%**

Fiscal Year 2018 Capital Financing Budget

Capital Financing Expenses and Assessment

Capital Financing Expenses and Assessment

Capital Debt Service Expenses for FY18 total $2,092,860. 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 ($1,840,275), the debt service for the bond to finance school renovation projects completed in the summer of 2013 ($130,825), and the anticipated debt service for the bond to finance the Buker Boiler and Winthrop Boiler and Window projects ($121,760). The total Capital Expenses of $2,092,860 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 $960,795 to the Towns. Hamilton's share of this amount is $625,208 and Wenham's is $335,587.

Capital Assessment Summary						
		Principal	Interest	Total	Hamilton Share	Wenham Share
MS/HS Project		$ 1,695,000	$ 145,275	$ 1,840,275		
	MSBA Reimbursement			$ (1,132,065)		
	Net to Towns			$ 708,210	$ 460,018	$ 248,192
Cutler Roof & Summer 2013 Projects		$ 90,000	$ 20,863	$ 130,825	$ 85,560	$ 45,265
Buker Boiler & Winthrop Boiler/Glass Projects		$ 91,000	$ 30,760	$ 121,760	$ 79,631	$ 42,129
Net Assessment				$ 960,795	**$ 625,208**	**$ 335,587**

Capital Assessment Calculation			
Calculation of Individual Town Assessments			
	Total	Hamilton Share	Wenham Share
MS/HS Project			
50% Apportioned by Enrollment	$ 354,105.00	$ 231,584.67	$ 122,520.33
50% Apportioned by Assessed Valuations	$ 354,105.00	$ 228,433.14	$ 125,671.86
		$ 460,017.81	$ 248,192.19
Enrollment			
10/1/2014	1,765	1,168	597
10/1/2015	1,754	1,147	607
10/1/2016	1,724	1,114	610
	5,243	3,429	1,814
		65.40%	34.60%
Assessed Valuations			
FY15	$ 2,157,661,564	$ 1,365,496,653	$ 792,164,911
FY16	$ 2,224,432,770	$ 1,434,911,406	$ 789,521,364
FY17	$ 2,279,388,940	$ 1,496,864,388	$ 782,524,552
	$ 6,661,483,274	$ 4,297,272,447	$ 2,364,210,827
		64.51%	35.49%
Cutler Roof & Summer 2013 Projects			
100% Apportioned by Enrollment	$ 130,825	$ 85,559.55	$ 45,265.45
Enrollment			
10/1/2014	1,765	1,168	597
10/1/2015	1,754	1,147	607
10/1/2016	1,724	1,114	610
	5,243	3,429	1,814
		65.40%	34.60%
Buker Boiler & Winthrop Boiler/Glass Projects			
100% Apportioned by Enrollment	$ 121,760	$ 79,631.04	$ 42,128.96
Enrollment			
10/1/2014	1,765	1,168	597
10/1/2015	1,754	1,147	607
10/1/2016	1,724	1,114	610
	5,243	3,429	1,814
		65.40%	34.60%

FY18 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 258 students in 12 classrooms. There are a total of 32.62 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 2016-2017 school year, Buker School has continued in its mission of developing both the academic and social needs of students. Teachers continued the previous year's work with content area transfer goals. This year, our focus has been on revising math units at each grade level using the Understanding by Design curriculum model and aligning the units with our District transfer goals. Teachers spent the majority of their Wednesday professional time working in grade level teams to develop a deeper understanding of the UbD curriculum model and to strengthen their collaborative work skills.

At Buker, teachers continued to focus on developing student writers in the narrative, informational, and opinion types of writing. Grades 5 and kindergarten teachers participated in a professional development experience with a writing consultant to learn more about the "Writer's Workshop" model of teaching writing. This is our third year working with a writing consultant across the 3 elementary schools. Last year, teachers in grades 1 and 4 participated in the training. This approach to writing instruction has yielded beneficial results most noticeably with our students' attitude and positive approach to their writing. Our expectation, after working with a consultant to train all grade levels in this model over the past 3 years, is that we now have the knowledge base to sustain this positive momentum in the years ahead.

The 2016 MCAS results indicated positive growth with our 5th grade students demonstrating a 26% increase in the proficient and advanced categories over last year's performance in science and technology/engineering. On the English and Language Arts and mathematics assessments, 82% of our 3rd grade students scored in the proficient and advanced categories.

The Hamilton-Wenham EdFund generously funded a grant request that supported our hosting of Dr. Michael Thompson, a noted child psychologist who wrote *Raising Cain.* Buker School parents engaged in a book discussion of *Raising Cain* and after attending our last discussion group meeting, Dr. Thompson presented on the topic of raising boys to an audience of community members in our high school auditorium.

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, Gregory Mone, was very popular among the students. His realistic fiction with a science theme provided an effective model for our student 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	FY16 Actuals	FY17 FTE	FY17 Budget	FY18 FTE	FY18 Budget	Change FY17 to FY18 $	Change FY17 to FY18 %
Administration													
Principal Salary	001.101.2210.1.1.090.100.5	1.00	$ 112,606	$ 112,595	1.00	$ 114,847	$ 115,410	1.00	$ 118,296	1.00	$ 121,253	$ 2,957	2.50%
Clerical Salary	001.101.2210.1.1.090.200.5	1.00	$ 46,336	$ 46,832	0.91	$ 46,423	$ 47,537	0.92	$ 49,287	0.92	$ 50,351	$ 1,064	2.16%
Contracted Services	001.101.2210.1.1.090.400.5	0.00	$ 1,000	$ 1,064	0.00	$ 1,000	$ 705	0.00	$ 1,000		$ 1,000	$ -	0.00%
Expendable Materials	001.101.2210.1.1.090.500.5	0.00	$ 10,000	$ 9,610	0.00	$ 10,000	$ 10,140	0.00	$ 10,000		$ 10,000	$ -	0.00%
Affiliations/Conferences	001.101.2357.1.1.090.690.5	0.00	$ 1,554	$ 1,224	0.00	$ 1,554	$ 1,655	0.00	$ 1,554		$ 1,554	$ -	0.00%
Sub Total		2.00	$ 171,496	$ 171,325	1.91	$ 173,824	$ 175,446	1.92	$ 180,137	1.92	$ 184,158	$ 4,021	2.23%
Regular Ed Instruction													
Classroom Teachers Salary	001.101.2305.1.1.099.100.5	10.00	$ 751,752	$ 734,842	12.00	$ 896,214	$ 853,471	12.00	$ 896,484	12.00	$ 930,907	$ 34,423	3.84%
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	$ 151,947	2.40	$ 159,002	2.40	$ 166,079	$ 7,078	4.45%
Technology Instructor	001.101.2310.1.1.027.100.5	1.00	$ 64,541	$ 62,567	1.00	$ 71,103	$ 70,516	1.00	$ 78,193	1.00	$ 83,601	$ 5,408	6.92%
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	$ 84,996	1.00	$ 85,840	1.00	$ 87,986	$ 2,146	2.50%
Instructional Aides	001.101.2330.1.1.093.300.5	2.00	$ 52,998	$ 47,814	2.00	$ 52,384	$ 49,542	2.00	$ 53,828	2.00	$ 55,069	$ 1,241	2.31%
Noon Aides Salary	001.101.3400.1.1.080.390.5	0.00	$ 13,211	$ 9,595	0.00	$ 13,327	$ 10,649	0.00	$ 13,727	-	$ 14,072	$ 346	2.52%
Extended Responsibilities	001.101.2315.1.1.029.150.5	0.00	$ 6,901	$ 3,982	0.00	$ 8,449	$ 10,578	0.00	$ 11,395	-	$ 11,628	$ 233	2.04%
Prof Salary-Extra-Curricular	001.101.3520.1.1.029.140.5	0.00	$ 1,647	$ 3,238	0.00	$ 1,664	$ 1,721	0.00	$ 1,672	-	$ 1,714	$ 42	2.51%
Sub Total		18.98	$ 1,252,475	$ 1,208,140	18.45	$ 1,279,251	$ 1,233,419	18.40	$ 1,300,140	18.40	$ 1,351,057	$ 50,916	3.92%
Special Education													
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	$ 132,724	3.00	$ 165,617	3.00	$ 139,641	$ (25,976)	-15.68%
Related Services- OT, PT, SLP	001.101.2320.2.1.099.100.5	1.30	$ 90,885	$ 90,886	1.30	$ 93,165	$ 94,872	1.30	$ 95,962	0.60	$ 45,397	$ (50,565)	-52.69%
SPED TA Salary	001.101.2330.2.1.093.300.5	5.00	$ 116,492	$ 116,990	5.00	$ 118,798	$ 113,174	5.00	$ 114,612	3.00	$ 103,232	$ (11,380)	-9.93%
School Psychologist Salary	001.101.2800.2.1.099.100.5	0.50	$ 28,070	$ 30,505	0.50	$ 30,000	$ -	0.00	$ -	-	$ -	$ -	#DIV/0!
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	$ 2,151	0.00	$ 2,000		$ 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	$ 296	0.00	$ 1,000		$ 1,000	$ -	0.00%
Sub Total		9.80	$ 376,507	$ 357,490	9.80	$ 397,414	$ 343,217	9.30	$ 379,191	6.60	$ 291,270	$ (87,921)	-23.19%
Supplies/Materials													
Sub Total			$ 44,005	$ 42,260		$ 36,715	$ 35,950	0.00	$ 41,715	-	$ 51,715	$ 10,000	23.97%
Health/Nursing Services													
School Nurse	001.101.3200.1.1.042.130.5	1.00	$ 60,573	$ 58,849	1.00	$ 65,609	$ 49,575	1.00	$ 53,460	1.00	$ 57,822	$ 4,362	8.16%
Contracted Services-Health	001.101.3200.1.1.042.400.5	0	$ 250	$ -	0.00	$ 250	$ -	0.00	$ 250		$ 250	$ -	0.00%
Exp Material-Health	001.101.3200.1.1.042.500.5	0	$ 1,000	$ 911	0.00	$ 1,000	$ 1,003	0.00	$ 1,000		$ 1,000	$ -	0.00%
Prof. Dev.-Health	001.101.3200.1.1.042.600.5	0	$ 750	$ 743	0.00	$ 750	$ 640	0.00	$ 750		$ 750	$ -	0.00%
Sub Total		1.00	$ 62,573	$ 60,503	1.00	$ 67,609	$ 51,218	1.00	$ 55,460	1.00	$ 59,822	$ 4,362	7.87%
Technology													
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	$ 2,945	0.00	$ 4,500		$ 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	$ 9,886	0.00	$ 6,000		$ 6,000	$ -	0.00%
Sub Total		0.00	$ 10,500	$ 11,716	0.00	$ 10,500	$ 12,831	0.00	$ 10,500	-	$ 10,500	$ -	0.00%
Instructional Services Total		31.78	$ 1,917,556	$ 1,851,434	31.16	$ 1,965,314	$ 1,852,081	30.62	$ 1,967,143	27.92	$ 1,948,522	$ (18,621)	-0.95%
Maintenance													
Custodial Salary	001.101.4110.9.1.099.320.5	2.00	$ 90,034	$ 90,996	2.00	$ 90,317	$ 63,309	2.00	$ 95,657	2.00	$ 97,656	$ 1,999	2.09%
Custodial Clothing Allowance	001.101.4110.9.9.099.600.5		$ 650	$ 635		$ 650	$ 493	0.00	$ 650		$ 650	$ -	0.00%
Special Projects	001.101.4220.9.1.099.430.5		$ -	$ -		$ 7,500	$ 5,574	0.00	$ 2,500		$ 30,000	$ 27,500	1100.00%
Yearly Repairs	001.101.4220.9.1.099.421.5		$ -	$ -		$ 13,300	$ 7,490	0.00	$ 13,300		$ 14,000	$ 700	5.26%
Yearly Maintenance	001.101.4220.9.1.099.420.5		$ 34,217	$ 90,107		$ 8,250	$ 14,067	0.00	$ 11,200		$ 17,900	$ 6,700	59.82%
Custodial Supplies and Materials	001.101.4110.9.1.099.500.5		$ 11,000	$ 10,940		$ 11,000	$ 9,047	0.00	$ 11,000		$ 11,000	$ -	0.00%
Sub Total		2.00	$ 135,901	$ 192,677	2.00	$ 131,017	$ 99,980	2.00	$ 134,307	2.00	$ 171,206	$ 36,899	27.47%
Utilities													
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	$ 21,991	0.00	$ 26,000		$ 23,972	$ (2,028)	-7.80%
Electricity	001.101.4130.9.1.099.650.5		$ 27,000	$ 24,365		$ 30,274	$ 25,758	0.00	$ 30,274		$ 25,758	$ (4,516)	-14.92%
Telephone	001.101.4130.9.1.099.680.5		$ 8,000	$ 7,217		$ 7,351	$ 7,377	0.00	$ 7,351		$ 7,377	$ 26	0.35%
Water	001.101.4130.9.1.099.690.5		$ 3,000	$ 7,235		$ 2,322	$ 1,745	0.00	$ 2,322		$ 1,745	$ (576)	-24.82%
Sub Total			$ 58,000	$ 64,769		$ 60,165	$ 56,872	0.00	$ 65,947	-	$ 58,853	$ (7,094)	-10.76%
Operations/Maintenance Total		2.00	$ 193,901	$ 257,446	2.00	$ 191,182	$ 156,852	2.00	$ 200,254	2.00	$ 230,059	$ 29,805	14.88%
Total:		33.78	$ 2,111,457	$ 2,108,880	33.16	$ 2,156,495	$ 2,008,933	32.62	$ 2,167,398	29.92	$ 2,178,581	$ 11,184	0.52%

Cutler Elementary School

Jennifer Clifford, Principal

There are 260 students enrolled in kindergarten through fifth grade in thirteen classrooms at Cutler School. Our school staff consists of a total of 52 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 2016-2017 include the continuation of the Understanding by Design Framework across the math curriculum. Cutler teachers have worked with district colleagues to rewrite math units at each grade level. In addition, we have continued our focus in writing as teachers in grades K and 5 have worked closely with a writing consultant to successfully implement Writer's Workshop. This marks the full implementation of Writer's Workshop at all grade levels.

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 over 250 books for North Shore Medical Center patients. 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 elderly neighbors with holiday cards, 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 making connections. Through the generosity of the Friends group, we have welcomed the local education group Change is Simple, author and storyteller Norah Dooley, and presentations from the Discovery Museum. The Friends have also generously donated a gazebo to our back playground, which serves to enhance our outdoor learning space.

We value connections between and amongst staff, families, and students. Our focus as a faculty this year has been to build in additional adult supports for all students in order to foster a strong sense of community. Student leadership opportunities serve to help students learn from and appreciate each other. We regularly meet in cross-grade level community groups to enhance relationships and create opportunities for new friendships. We know when students feel secure at school they are able to put forward their best efforts.

Cutler Elementary Programs		FY15	FY15	FY15	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		FTE	Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
Administration													
Principal Salary	001.102.2210.1.1.090.100.5	1.00	$ 112,273	$ 112,262	1.00	$ 114,507	$ 115,068	1.00	$ 117,946	1.00	$ 120,894	$ 2,948	2.50%
Clerical Salary	001.102.2210.1.1.090.200.5	1.00	$ 46,836	$ 47,332	0.91	$ 46,933	$ 49,306	0.92	$ 49,787	0.92	$ 41,048	$ (8,739)	-17.55%
Contracted Services	001.102.2210.1.1.090.400.5	0.00	$ 845	$ 395	0.00	$ 845	$ 739	0.00	$ 845		$ 845	$ -	0.00%
Expendable Materials	001.102.2210.1.1.090.500.5	0.00	$ 10,000	$ 9,766	0.00	$ 10,000	$ 12,156		$ 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	$ 1,688		$ 1,425		$ 1,425	$ -	0.00%
Sub Total		2.00	$ 171,379	$ 171,539	1.91	$ 173,710	$ 178,958	1.92	$ 180,003	1.92	$ 174,212	$ (5,791)	-3.22%
Regular Ed Instruction													
Classroom Teachers	001.102.2305.1.1.099.100.5	10.00	$ 757,915	$ 810,185	13.00	$ 1,025,902	$ 981,428	13.00	$ 1,033,539	13.00	$ 1,043,370	$ 9,831	0.95%
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	$ 200,283	2.90	$ 205,635	2.90	$ 213,740	$ 8,105	3.94%
Contracted Services-Art	001.102.2330.1.1.020.400.5	0.00	$ 120	$ -	0.00	$ 120	$ -	0.00	$ 120		$ 120	$ -	0.00%
Contracted Services-Music	001.102.2330.1.1.054.400.5	0.00	$ 300	$ 180	0.00	$ 300	$ 325	0.00	$ 300		$ 300	$ -	0.00%
Technology Instructor	001.102.2310.1.1.027.100.5	1.00	$ 82,821	$ 85,071	1.00	$ 84,898	$ 87,564	1.00	$ 87,447	1.00	$ 89,633	$ 2,186	2.50%
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	$ 86,964	1.00	$ 87,447	1.00	$ 89,633	$ 2,186	2.50%
Extended Responsibilities	001.102.2315.1.1.029.150.5	0.00	$ 6,901	$ 3,982	0.00	$ 8,449	$ 9,115	0.00	$ 11,395	-	$ 11,628	$ 233	2.04%
Instructional Aides	001.102.2330.1.1.093.300.5	2.53	$ 64,535	$ 61,859	2.53	$ 65,735	$ 64,457	2.56	$ 67,581	2.56	$ 69,866	$ 2,286	3.38%
Noon Aides Salary	001.102.3400.1.1.080.390.5	0.00	$ 13,211	$ 10,709	0.00	$ 13,327	$ 8,606	0.00	$ 13,727	-	$ 14,072	$ 346	2.52%
Prof Salary-Extra-Curricular	001.102.3520.1.1.029.140.5	0.00	$ 1,647	$ 3,238	0.00	$ 1,664	$ 1,631	0.00	$ 1,672	-	$ 1,714	$ 42	2.51%
Sub Total		21.11	$ 1,481,925	$ 1,452,163	20.58	$ 1,499,977	$ 1,440,372	20.46	$ 1,508,863	20.46	$ 1,534,076	$ 25,214	1.67%
Special Education													
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	$ 329,556	5.00	$ 357,326	5.00	$ 380,284	$ 22,958	6.42%
Related Services- OT, PT, SLP	001.102.2320.2.1.099.100.5	1.00	$ 81,298	$ 83,549	1.00	$ 83,337	$ 86,768	1.00	$ 85,840	1.00	$ 75,662	$ (10,178)	-11.86%
SPED TA Salary	001.102.2330.2.1.093.300.5	6.40	$ 151,808	$ 161,675	7.48	$ 175,035	$ 175,451	7.44	$ 180,775	7.43	$ 192,819	$ 12,044	6.66%
School Psychologist	001.102.2800.2.1.099.100.5	0.50	$ 28,070	$ 30,505	0.50	$ 30,000	$ -	0.00	$ -	-	$ -	$ -	#DIV/0!
SPED Non-Exp Supplies and Materials	001.102.2420.2.1.099.520.5	0.00	$ 2,000	$ 1,095	0.00	$ 2,000	$ 2,066	0.00	$ 2,000		$ 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	$ 490	0.00	$ 1,000		$ 1,000	$ -	0.00%
Sub Total		13.10	$ 588,360	$ 583,513	14.28	$ 630,027	$ 594,330	13.44	$ 626,941	13.43	$ 651,765	$ 24,824	3.96%
Supplies/Materials													
Sub Total			$ 51,563	$ 58,391		$ 43,585	$ 40,430		$ 48,585	-	$ 53,585	$ 5,000	10.29%
Health/Nursing Services													
School Nurse	001.102.3200.1.1.042.130.5	1.00	$ 30,282	$ 30,427	1.00	$ 31,204	$ 31,359	1.00	$ 32,148	1.00	$ 32,950	$ 801	2.49%
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	$ 2,019	0.00	$ 1,200		$ 1,200	$ -	0.00%
Prof. Dev.-Health	001.102.3200.1.1.042.600.5		$ 750	$ -		$ 750	$ 149	0.00	$ 750		$ 750	$ -	0.00%
Sub Total		1.00	$ 32,232	$ 31,076	1.00	$ 33,154	$ 33,527	1.00	$ 34,098	1.00	$ 34,900	$ 801	2.35%
Technology													
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		$ -	$ (400)	-100.00%
Exp Materials-Technology	001.102.2451.1.1.027.500.5		$ 4,500	$ 4,553		$ 4,500	$ 3,503	0.00	$ 4,500		$ 4,500	$ -	0.00%
Non-Exp Materials-Technology	001.102.2451.1.1.027.520.5		$ 6,000	$ 956		$ 6,000	$ 6,211	0.00	$ 6,000		$ 6,000	$ -	0.00%
Sub Total		0.00	$ 10,900	$ 5,509	0.00	$ 10,900	$ 9,714	0.00	$ 10,900	-	$ 10,500	$ (400)	-3.67%
Instructional Services Total		37.21	$ 2,336,359	$ 2,302,192	37.78	$ 2,391,353	$ 2,297,332	36.82	$ 2,409,390	36.81	$ 2,459,038	$ 49,649	2.06%
Maintenance													
Custodial Salary	001.102.4110.9.1.099.320.5	2.00	$ 90,034	$ 76,012	2.00	$ 90,317	$ 93,670	2.00	$ 95,657	2.00	$ 97,656	$ 1,999	2.09%
Custodial Clothing Allowance	001.102.4110.9.9.099.600.5		$ 650	$ 274		$ 650	$ 156	0.00	$ 650		$ 650	$ -	0.00%
Special Projects	001.102.4220.9.1.099.430.5		$ -	$ -		$ 10,000	$ 10,686	0.00	$ 2,500		$ 15,000	$ 12,500	500.00%
Yearly Repairs	001.102.4220.9.1.099.421.5		$ -	$ -		$ 13,300	$ 7,905	0.00	$ 13,300		$ 14,000	$ 700	5.26%
Yearly Maintenance	001.102.4220.9.1.099.420.5		$ 30,565	$ 35,283		$ 9,450	$ 13,794	0.00	$ 10,850		$ 18,050	$ 7,200	66.36%
Custodial Supplies and Materials	001.102.4110.9.1.099.500.5		$ 14,400	$ 11,909		$ 14,400	$ 11,695	0.00	$ 11,000		$ 11,000	$ -	0.00%
Sub Total		2.00	$ 135,649	$ 123,478	2.00	$ 138,117	$ 137,906	2.00	$ 133,957	2.00	$ 156,356	$ 22,399	16.72%
Utilities													
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	$ 8,488	0.00	$ 20,000		$ 21,171	$ 1,171	5.85%
Electricity	001.102.4130.9.1.099.650.5		$ 29,000	$ 26,062		$ 32,285	$ 28,588	0.00	$ 32,285		$ 28,588	$ (3,697)	-11.45%
Telephone	001.102.4130.9.1.099.680.5		$ 6,000	$ 5,325		$ 5,355	$ 7,919	0.00	$ 5,355		$ 7,919	$ 2,564	47.88%
Water	001.102.4130.9.1.099.690.5		$ 3,000	$ 2,350		$ 2,306	$ 2,474	0.00	$ 2,306		$ 2,474	$ 168	7.29%
Sub Total		0.00	$ 67,000	$ 53,123	0.00	$ 68,584	$ 47,469	0.00	$ 59,946	-	$ 60,152	$ 206	0.34%
Operations/Maintenance Total		2.00	$ 202,649	$ 176,602	2.00	$ 206,700	$ 185,375	2.00	$ 193,903	2.00	$ 216,508	$ 22,605	11.66%
Total:		39.21	$ 2,539,008	$ 2,478,793	39.78	$ 2,598,053	$ 2,482,707	38.82	$ 2,603,293	38.81	$ 2,675,546	$ 72,253	2.78%

Winthrop Elementary School

Christopher Heath, Principal

Winthrop School serves 300 students in 15 classrooms. There are a total of 69 dedicated full and part-time staff members performing all the necessary functions supporting our Preschool-5th Grade elementary school. Winthrop School also provides service to the District's Intensive Learning Program 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 to help our students reach their full developmental potential.

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. Some of the programs they initiated this year included raising funds and awareness for the global organization UNICEF and leading a school-wide Valentines for Veterans program. The student community also took part in food collections for ACORD Food Pantry, collections for Cradles to Crayons, donations to a school in Louisiana affected by massive flooding and holiday cards for the Council on Aging. Our monthly school-wide meeting provides an opportunity to highlight student learning and achievement and allows us to focus on building a strong school culture.

Winthrop School supports the arts and this can be seen throughout the school. We have many artwork boards proudly displaying student work and a designated gallery space for local artists. 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. We have been fortunate as well to receive support from the Hamilton-Wenham EdFund, which provides many wonderful opportunities for the students at the Winthrop School.

This year our professional work at school has focused on both the academic as well as the social and emotional needs of our students. In addition to actively supporting the district level curriculum and development, we have continued to focus on our Anti-Bullying Olweus Program, weaving this more deeply into our school culture in support of our students' emotional development and wellbeing. The balanced integration of technology into the learning environments has continued to be an area of school growth this year with Chromebooks, Macbooks and iPads being used to enhance the curriculum in many learning settings. Students in grades 1-5 participated in an Hour of Code, all students participated in Lego STEM challenges, and many worked with Lego Robotics using block code. The professional staff of the Winthrop School is committed to a whole-child educational approach utilizing rigorous 21st Century learning experiences that further prepare our students for the learning challenges ahead.

Winthrop Elementary Programs		FY15	FY15	FY15	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		FTE	Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
Administration													
Principal Salary	001.103.2210.1.1.090.100.5	1.00	$ 112,098	$ 112,087	1.00	$ 114,329	$ 124,389	1.00	$ 117,762	1.00	$ 120,706	$ 2,944	2.50%
Clerical Salary	001.103.2210.1.1.090.200.5	1.00	$ 43,247	$ 46,082	0.92	$ 45,821	$ 47,037	0.92	$ 48,287	0.92	$ 49,726	$ 1,439	2.98%
Contracted Services	001.103.2210.1.1.090.400.5		$ 1,300	$ 3,142		$ 1,300	$ 490	0.00	$ 1,300		$ 1,300	$ -	0.00%
Expendable Materials	001.103.2210.1.1.090.500.5		$ 10,000	$ 9,945		$ 10,000	$ 10,967	0.00	$ 10,000		$ 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	$ 1,624	0.00	$ 2,000		$ 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	$ 184,507	1.92	$ 179,349	1.92	$ 183,732	$ 4,383	2.44%
Regular Ed Instruction													
Classroom Teachers	001.103.2305.1.1.099.100.5	11.00	$ 797,389	$ 773,923	14.00	$ 1,020,520	$ 1,003,475	13.00	$ 969,969	13.00	$ 1,021,801	$ 51,832	5.34%
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	$ 223,077	2.80	$ 229,097	2.80	$ 236,589	$ 7,492	3.27%
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	$ 82,004	1.00	$ 84,054	1.00	$ 86,155	$ 2,101	2.50%
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	$ 49,166	1.00	$ 53,071	1.00	$ 57,113	$ 4,042	7.62%
Instructional Aides	001.103.2330.1.1.093.300.5	2.50	$ 63,373	$ 60,590	2.50	$ 64,864	$ 61,282	2.50	$ 66,353	2.50	$ 68,249	$ 1,896	2.86%
Extended Responsibilities	001.103.2315.1.1.029.150.5	0.00	$ 6,901	$ 3,982	0.00	$ 8,449	$ 13,488	0.00	$ 11,395	-	$ 11,628	$ 233	2.04%
Noon Aides Salary	001.103.3400.1.1.080.390.5	0.00	$ 13,211	$ 11,156	0.00	$ 13,327	$ 7,328	0.00	$ 18,302	-	$ 18,763	$ 461	2.52%
Prof Salary-Extra-Curricular	001.103.3520.1.1.029.140.5	0.00	$ 1,647	$ -	0.00	$ 1,664	$ 1,631	0.00	$ 1,672	-	$ 1,714	$ 42	2.51%
Sub Total		21.63	$ 1,445,589	$ 1,373,738	21.10	$ 1,453,731	$ 1,441,450	20.30	$ 1,433,913	20.30	$ 1,502,012	$ 68,098	4.75%
Special Education													
Preschool Team Chair Salary	001.103.2315.2.1.099.100.5	0.30	$ 28,347	$ 25,886	0.30	$ 26,648	$ 26,634	0.30	$ 17,782	0.20	$ 7,168	$ (10,614)	-59.69%
SPED Teachers	001.103.2310.2.1.099.100.5	5.00	$ 323,053	$ 320,797	5.00	$ 341,232	$ 341,032	5.00	$ 356,813	5.00	$ 371,420	$ 14,607	4.09%
SPED Preschool Teachers	001.103.2305.2.6.016.100.5	1.70	$ 116,548	$ 116,548	1.70	$ 121,831	$ 122,429	1.70	$ 125,489	2.00	$ 151,324	$ 25,835	20.59%
SPED Preschool TA Salary	001.103.2330.2.6.016.300.5	3.90	$ 75,294	$ 66,690	3.67	$ 71,326	$ 46,910	2.65	$ 48,635	3.20	$ 60,950	$ 12,315	25.32%
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	$ -	-	$ -	$ -	#DIV/0!
Related Services- OT, PT, SLP	001.103.2320.2.1.099.100.5	2.50	$ 176,327	$ 176,327	2.50	$ 180,748	$ 182,077	2.50	$ 186,177	3.50	$ 242,486	$ 56,309	30.25%
SPED TA Salary	001.103.2330.2.1.093.300.5	13.20	$ 288,006	$ 300,141	14.20	$ 328,332	$ 344,849	15.16	$ 368,424	16.19	$ 426,588	$ 58,164	15.79%
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	$ 2,955	0.00	$ 7,200		$ 7,200	$ -	0.00%
Exp Materials-Winthrop SPED	001.103.2430.2.1.017.500.5		$ 3,800	$ 1,666		$ 3,800	$ 1,513	0.00	$ 3,800		$ 3,800	$ -	0.00%
Sub Total		28.30	$ 1,098,167	$ 1,072,083	28.07	$ 1,140,544	$ 1,068,399	27.31	$ 1,114,320	30.09	$ 1,270,936	$ 156,616	14.05%
Supplies/Materials													
Sub Total		0.00	$ 60,269	$ 72,799	0.00	$ 47,119	$ 59,149	0.00	$ 54,119	-	$ 57,119	$ 3,000	5.54%
Health/Nursing Services													
School Nurse	001.103.3200.1.1.042.130.5	1.00	$ 62,350	$ 62,350	1.00	$ 63,913	$ 64,227	1.00	$ 65,833	1.00	$ 67,479	$ 1,646	2.50%
Contracted Services-Health	001.103.3200.1.1.042.400.5		$ 250	$ -		$ 250	$ 79	0.00	$ 250		$ 250	$ -	0.00%
Exp Material-Health	001.103.3200.1.1.042.500.5		$ 1,200	$ 983		$ 1,200	$ 1,040	0.00	$ 1,200		$ 1,200	$ -	0.00%
Prof. Dev.-Health	001.103.3200.1.1.042.600.5		$ 750	$ 235		$ 750	$ 149	0.00	$ 750		$ 750	$ -	0.00%
Sub Total		1.00	$ 64,550	$ 63,568	1.00	$ 66,113	$ 65,495	1.00	$ 68,033	1.00	$ 69,679	$ 1,646	2.42%
Technology													
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	$ 1,587	0.00	$ 4,500		$ 4,500	$ -	0.00%
Non-Exp Materials-Technology	001.103.2451.1.1.027.520.5		$ 6,000	$ 5,774		$ 6,000	$ 5,611	0.00	$ 6,000		$ 6,000	$ -	0.00%
Sub Total		0.00	$ 10,500	$ 9,795	0.00	$ 10,500	$ 7,199	0.00	$ 10,500	-	$ 10,500	$ -	0.00%
Instructional Services Total		52.93	$ 2,847,720	$ 2,765,237	52.08	$ 2,891,457	$ 2,826,199	50.53	$ 2,860,234	53.31	$ 3,093,978	$ 233,744	8.17%
Maintenance													
Custodial Salary	001.103.4110.9.1.099.320.5	2.00	$ 90,034	$ 90,996	2.00	$ 90,317	$ 93,670	2.00	$ 95,657	2.00	$ 97,656	$ 1,999	2.09%
Custodial Clothing Allowance	001.103.4110.9.9.099.600.5		$ 650	$ 650		$ 650	$ 479	0.00	$ 650		$ 650	$ -	0.00%
Special Projects	001.103.4220.9.1.099.430.5		$ -	$ -		$ 10,000	$ 11,970	0.00	$ 5,000		$ 10,000	$ 5,000	100.00%
Yearly Repairs	001.103.4220.9.1.099.421.5		$ -	$ -		$ 13,300	$ 27,871	0.00	$ 18,000		$ 14,000	$ (4,000)	-22.22%
Yearly Maintenance	001.103.4220.9.1.099.420.5		$ 32,442	$ 70,410		$ 6,800	$ 16,801	0.00	$ 9,200		$ 12,400	$ 3,200	34.78%
Custodial Supplies and Materials	001.103.4110.9.1.099.500.5		$ 8,000	$ 8,027		$ 8,000	$ 11,544	0.00	$ 11,000		$ 11,000	$ -	0.00%
Sub Total		2.00	$ 131,126	$ 170,083	2.00	$ 129,067	$ 162,335	2.00	$ 139,507	2.00	$ 145,706	$ 6,199	4.44%
Utilities													
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	$ 19,065	0.00	$ 24,000		$ 21,252	$ (2,748)	-11.45%
Electricity	001.103.4130.9.1.099.650.5		$ 38,000	$ 36,720		$ 41,841	$ 34,844	0.00	$ 41,841		$ 34,844	$ (6,997)	-16.72%
Telephone	001.103.4130.9.1.099.680.5		$ 6,500	$ 6,458		$ 5,935	$ 9,921	0.00	$ 6,935		$ 9,921	$ 2,986	43.06%
Water	001.103.4130.9.1.099.690.5		$ 3,000	$ 2,407		$ 2,033	$ 2,980	0.00	$ 2,033		$ 2,980	$ 947	46.60%
Sub Total		0.00	$ 84,500	$ 69,023	0.00	$ 85,964	$ 66,811	0.00	$ 74,809	-	$ 68,997	$ (5,812)	-7.77%
Operations/Maintenance Total		2.00	$ 215,626	$ 239,106	2.00	$ 215,031	$ 229,146	2.00	$ 214,316	2.00	$ 214,703	$ 387	0.18%
Total:		54.93	$ 3,063,345	$ 3,004,342	54.08	$ 3,106,488	$ 3,055,345	52.53	$ 3,074,550	55.31	$ 3,308,681	$ 234,131	7.62%

FY18 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 402 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 have continued our transition back to a team-based middle school model which better serves the needs of our students. Common planning time was developed for teams to collaborate on student learning and social emotional needs; meet with parents and specialists; and share professional practice. Our building leadership team collaborates to address needs across the grades and disciplines.

The What I Need (WIN) block provides students and teachers increased flexibility to address the individual academic, social and emotional needs of students on their team. Team time at the end of the day allows students an opportunity to organize materials, check-out with teachers and begin assignments. The third lunch block has been highly successful in building grade level communities.

Mandarin Chinese was expanded this year to the eighth grade with the addition of a second teacher and will be expanded to the high school next year. We are now in our third year of a sister school relationship with the Shanghai Gaoqiao Donglu School and hosted 23 middle school students and staff this year

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. Numerous other field trips take place for all students to expand the curriculum.

Miles River continues working toward the district transfer goals that: All graduates of HWRSD will be able to independently use their learning to:

- <u>Demonstrate Character</u>
  Build positive personal relationships and make responsible choices that are physically, socially, emotionally, and intellectually sound.

- <u>Exhibit Resilience</u>
  Persevere in facing the challenges and taking the risks integral to owning one's learning process.

- Communicate and Collaborate
  Utilize effective and varied methods of communication and collaboration for different purposes and audiences.

- Problem Solve and Think Critically
  Demonstrate critical and creative thinking in order to make informed decisions, draw conclusions, and solve problems.

- Lead Locally and Globally
  Consider and evaluate multiple historical and cultural perspectives to lead empathetically, respectfully, and responsibly in the local and global community.

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 lifelong skills as they grow into global citizens.

- The fine arts are alive and well with the Miles River production of Seussical, the one act play, band and choral concerts, and student art exhibits around the school and community.
- 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 the HW Rotary Club.

Miles River MS Programs		FY15	FY15	FY15	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		FTE	Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	Budget	Budget	$	%
Administration													
Principal Salary	001.200.2210.1.2.090.100.5	2.00	$ 196,500	$ 194,100	2.00	$ 194,820	$ 195,775	2.00	$ 200,670	2.00	$ 205,687	$ 5,017	2.50%
Clerical Salary	001.200.2210.1.2.090.200.5	1.38	$ 62,456	$ 61,856	1.27	$ 62,827	$ 64,043	1.28	$ 66,303	1.28	$ 68,197	$ 1,893	2.86%
Contracted Services	001.200.2210.1.2.090.400.5		$ 2,500	$ 9,155		$ 2,500	$ 2,194	0.00	$ 2,500		$ 2,500	$ -	0.00%
Expendable Materials	001.200.2210.1.2.090.500.5		$ 15,000	$ 20,393		$ 15,000	$ 31,412	0.00	$ 15,000		$ 15,000	$ -	0.00%
PD-Principals	001.200.2357.1.2.090.600.5		$ 2,400	$ 509		$ 2,400	$ 1,651	0.00	$ 2,400		$ 2,400	$ -	0.00%
Affiliations/Conferences	001.200.2357.1.2.090.690.5		$ 1,500	$ 904		$ 1,500	$ -	0.00	$ 1,500		$ 1,500	$ -	0.00%
Sub Total		3.38	$ 280,356	$ 286,917	3.27	$ 279,047	$ 295,075	3.28	$ 288,373	3.28	$ 295,284	$ 6,910	2.40%
Regular Ed Instruction													
Staffing													
Classroom Teachers	001.200.2305.1.2.099.100.5	27.40	$ 1,911,295	$ 1,846,939	29.20	$ 2,110,788	$ 2,059,282	29.20	$ 2,179,961	29.70	$ 2,246,652	$ 66,691	3.06%
Specialist Teachers	001.200.2310.1.2.099.100.5	0.50	$ 40,649	$ 40,649	0.50	$ 41,669	$ 42,498	0.50	$ 43,724	0.50	$ 44,817	$ 1,093	2.50%
Contracted Services-Music	001.200.2330.1.2.054.400.5		$ 1,520	$ 1,524		$ 1,520	$ 480	0.00	$ 1,520		$ 1,520	$ -	0.00%
Contracted Services-Science	001.200.2330.1.2.064.400.5		$ 750	$ 600		$ 750	$ 600	0.00	$ 750		$ 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	$ 41,002	0.50	$ 42,027	0.50	$ 43,993	$ 1,966	4.68%
Library Aide	001.200.2340.1.2.050.300.5	0.8	$ 18,371	$ 18,958	0.80	$ 20,264	$ 20,714	0.80	$ 21,080	0.80	$ 21,825	$ 744	3.53%
Prof Salary-Extra-Responsibilities	001.200.2315.1.2.029.150.5	0	$ 7,528	$ 3,613	0.00	$ 7,573	$ 25,573	0.00	$ 25,229	-	$ 25,783	$ 554	2.20%
Xtra Curr Salary	001.200.3520.1.2.029.140.5	0	$ 14,419	$ 22,667	0.00	$ 17,232	$ 21,902	0.00	$ 22,667	-	$ 26,599	$ 3,932	17.35%
Sub Total-Reg Ed Staffing		29.20	$ 2,028,970	$ 1,974,755	31.00	$ 2,241,464	$ 2,212,051	31.00	$ 2,336,958	31.50	$ 2,411,938	$ 74,980	3.21%
Professional Development													
Sub Total--PD			$ 9,350	$ 5,549		$ 9,350	$ 4,164	$ -	$ 9,350	-	$ 9,350	$ -	0.00%
Student Support Services													
Guidance Counselor	001.200.2710.1.2.041.100.5	2.00	$ 100,665	$ 101,336	2.00	$ 111,205	$ 111,750	2.00	$ 121,961	2.00	$ 132,407	$ 10,446	8.57%
School Psychologist	001.200.2800.2.2.099.100.5	1.00	$ 82,821	$ 82,821	1.00	$ 84,898	$ -	0.00	$ -	-	$ -	$ -	#DIV/0!
MS Guidance Exp Supplies	001.200.2710.1.2.041.500.5		$ 400	$ 204		$ 400	$ 330	0.00	$ 400		$ 400	$ -	0.00%
Sub Total		3.00	$ 183,886	$ 184,361	3.00	$ 196,503	$ 112,080	2.00	$ 122,361	2.00	$ 132,807	$ 10,446	8.54%
Special Education													
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	$ 46,125	0.50	$ 47,279	0.50	$ 48,461	$ 1,182	2.50%
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	$ 525,716	9.10	$ 547,751	9.10	$ 531,822	$ (15,929)	-2.91%
Related Services- OT, PT, SLP	001.200.2320.2.2.099.100.5	0.85	$ 62,643	$ 62,644	0.85	$ 64,215	$ 64,529	0.85	$ 66,142	0.85	$ 67,795	$ 1,653	2.50%
SPED TA Salary	001.200.2330.2.2.093.300.5	8.60	$ 209,521	$ 205,279	8.80	$ 220,257	$ 195,927	8.40	$ 214,639	9.38	$ 246,647	$ 32,007	14.91%
MS Intensive Learning Program Other Exp	001.200.2440.2.2.074.600.5		$ 2,000	$ -		$ 2,000	$ 50	0.00	$ 2,000		$ 2,000	$ -	0.00%
SPED Non-Exp Supplies and Materials	001.200.2420.2.2.099.520.5		$ 3,700	$ 2,202		$ 3,700	$ 460	0.00	$ 3,700		$ 3,700	$ -	0.00%
SPED Exp Supplies	001.200.2430.2.2.099.500.5		$ 2,800	$ 2,042		$ 2,800	$ 1,677	0.00	$ 2,800		$ 2,800	$ -	0.00%
Sub Total		19.05	$ 822,622	$ 813,572	19.25	$ 853,430	$ 834,484	18.84	$ 884,311	19.83	$ 903,225	$ 18,913	2.14%
Supplies/Materials													
Sub Total			$ 92,652	$ 82,424		$ 78,488	$ 76,386	$ -	$ 78,488	-	$ 98,488	$ 20,000	25.48%
Health/Nursing Services													
School Nurse	001.200.3200.1.2.042.130.5	1.00	$ 71,346	$ 71,272	1.00	$ 73,113	$ 75,687	1.00	$ 57,176	1.00	$ 54,398	$ (2,778)	-4.86%
Contracted Services-Health	001.200.3200.1.2.042.400.5		$ 250	$ 3,200		$ 250	$ 79	0.00	$ 250		$ 250	$ -	0.00%
Exp Material-Health	001.200.3200.1.2.042.500.5		$ 1,000	$ 173		$ 1,000	$ 708	0.00	$ 1,000		$ 1,000	$ -	0.00%
Prof. Dev.-Health	001.200.3200.1.2.042.600.5		$ 750	$ 211		$ 750	$ 203	0.00	$ 750		$ 750	$ -	0.00%
Sub Total		1.00	$ 73,346	$ 74,857	1.00	$ 75,113	$ 76,677	1.00	$ 59,176	1.00	$ 56,398	$ (2,778)	-4.69%
Technology													
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	$ 1,425	0.00	$ 6,656		$ 6,656	$ -	0.00%
Sub Total		0.00	$ 6,656	$ 6,014	0.00	$ 6,656	$ 1,425	0.00	$ 6,656	-	$ 6,656	$ -	0.00%
Instructional Services Total		55.63	$ 3,497,838	$ 3,428,449	57.52	$ 3,740,052	$ 3,612,341	56.12	$ 3,785,673	57.60	$ 3,914,146	$ 128,472	3.39%
Maintenance													
Custodial Salary	001.200.4110.9.2.099.320.5	3.00	$ 133,378	$ 141,011	3.00	$ 133,767	$ 143,101	3.00	$ 141,203	3.00	$ 144,145	$ 2,942	2.08%
Custodial Clothing Allowance	001.200.4110.9.9.099.600.5		$ 975	$ 813		$ 975	$ 1,187	0.00	$ 975		$ 975	$ -	0.00%
Custodial Supplies and Materials	001.200.4110.9.2.099.500.5		$ 18,671	$ 17,940		$ 18,671	$ 18,727	0.00	$ 18,000		$ 18,000	$ -	0.00%
Special Projects	001.200.4220.9.2.099.430.5		$ -	$ -		$ 10,000	$ 63,523	0.00	$ 66,500		$ -	$ (66,500)	-100.00%
Yearly Repairs	001.200.4220.9.2.099.421.5		$ -	$ -		$ 26,000	$ 26,982	0.00	$ 26,000		$ 24,000	$ (2,000)	-7.69%
Yearly Maintenance	001.200.4220.9.2.099.420.5		$ 44,185	$ 81,981		$ 20,350	$ 24,734	0.00	$ 20,750		$ 24,050	$ 3,300	15.90%
Sub Total		3.00	$ 197,209	$ 241,744	3.00	$ 209,763	$ 278,254	3.00	$ 273,428	3.00	$ 211,170	($62,258)	-22.77%
Utilities													
Gas Service	001.200.4120.9.2.099.670.5		$ 34,000	$ 51,847		$ 33,052	$ 43,500	0.00	$ 46,000		$ 42,800	$ (3,200)	-6.96%
Electricity	001.200.4130.9.2.099.650.5		$ 76,000	$ 80,061		$ 84,722	$ 91,668	0.00	$ 84,722		$ 91,668	$ 6,946	8.20%
Telephone	001.200.4130.9.2.099.680.5		$ 13,000	$ 12,205		$ 12,595	$ 11,605	0.00	$ 12,595		$ 11,605	$ (990)	-7.86%
Water	001.200.4130.9.2.099.690.5		$ 4,000	$ 4,153		$ 3,715	$ 5,024	0.00	$ 3,715		$ 5,024	$ 1,309	35.23%
Sub Total		0.00	$ 127,000	$ 148,265	0.00	$ 134,085	$ 151,798	0.00	$ 147,033	-	$ 151,097	$ 4,064	2.76%
Operations/Maintenance Total		3.00	$ 324,209	$ 390,009	3.00	$ 343,847	$ 430,052	3.00	$ 420,460	3.00	$ 362,267	$ (58,193)	-13.84%
Total:		58.63	$ 3,822,047	$ 3,818,458	60.52	$ 4,083,899	$ 4,042,393	59.12	$ 4,206,134	60.60	$ 4,276,412	$ 70,279	1.67%

Hamilton-Wenham Regional High School

Eric Tracy, Principal

Bryan Menegoni, Asst. Principal

Hamilton-Wenham Regional High School provides a comprehensive academic program for 573 students in grades 9-12. The High School faculty is comprised of 67 professional staff members who serve as: content experts, special education instructors, office and support staff, administrators, teaching assistants, and counselors.

Due to decreasing enrollments, the equivalent of 4 teaching positions were cut from the high school staff. The affected departments include special education, math, history/social studies, fine arts and English.

We are fortunate to benefit from financial support from the EdFund, Friends of the Arts and the MS/HS Friends group. As an example, this year the EdFund donated $24,806.00 to the Fine Arts department for equipment to support our new Animation class. As the EdFund states on their blog, “We are thrilled to announce a fresh, exciting grant to the Hamilton Wenham High School that touches nearly every possible subject and prepares our students for a 21st Century work life. It's called "Frame by Frame: Connecting Art and Technology in the Classroom" and involves digital SLR cameras, animation software and the rich imaginations of our kids”.

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. During the last school year, the entire District has been involved in the development of Transfer Goals, Overarching Understandings and Overarching Essential Questions. This year, teachers have been working to develop units that are aligned to the UbD template. They will work with teachers of similar courses to teach, review, evaluate and make adjustments of the final units.

This year, HWRHS students will be able to choose from two languages at the high school, Spanish and Mandarin. Mandarin has been an expanding course offering in the middle school for the last 3 years and is scheduled to be a new course offering for the 2017-18 school year.

As we look toward the future, HWRHS is constantly working to develop new and cutting edge approaches to education. Although we are a small school, we pride ourselves on being nimble and offering many courses for our students to take that will help them as they choose their next steps in life beyond high school.

Hamilton-Wenham RHS Programs		FY15	FY15	FY15	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		FTE	Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
Administration													
Principal Salary	001.300.2210.1.3.090.100.5	2.00	$ 233,358	$ 233,335	2.00	$ 238,001	$ 242,527	2.00	$ 245,148	2.00	$ 254,742	$ 9,594	3.91%
Clerical Salary	001.300.2210.1.3.090.200.5	3.00	$ 143,657	$ 145,145	3.00	$ 143,793	$ 116,177	2.50	$ 119,684	2.50	$ 123,000	$ 3,316	2.77%
Contracted Services	001.300.2210.1.3.090.400.5		$ 47,425	$ 76,616		$ 47,425	$ 72,686	0.00	$ 72,425		$ 72,425	$ -	0.00%
Expendable Materials	001.300.2210.1.3.090.500.5		$ 20,045	$ 30,449		$ 20,045	$ 23,415	0.00	$ 20,045		$ 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	$ 18,188	0.00	$ 26,000		$ 26,000	$ -	0.00%
Affiliations/Conferences	001.300.2357.1.3.090.690.5		$ 6,765	$ 3,350		$ 6,765	$ 8,382	0.00	$ 6,765		$ 6,765	$ -	0.00%
Sub Total		5.00	$ 463,250	$ 501,241	5.00	$ 482,029	$ 481,376	4.50	$ 490,067	4.50	$ 502,977	$ 12,910	2.63%
Regular Ed Instruction													
Staffing													
Classroom Teachers	001.300.2305.1.3.099.100.5	46.80	$ 3,323,750	$ 3,294,460	46.80	$ 3,448,965	$ 3,349,755	46.80	$ 3,505,661	44.60	$ 3,529,028	$ 23,366	0.67%
Salary-Department Heads	001.300.2220.1.3.099.110.5	0.00	$ 63,149	$ 56,148	0.00	$ 65,662	$ 62,939	0.00	$ 66,445	-	$ 62,377	$ (4,068)	-6.12%
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	$ 505	0.00	$ 400		$ 400	$ -	0.00%
Contracted Services-Fine Arts	001.300.2330.1.3.054.400.5		$ 1,520	$ 1,923		$ 1,520	$ 1,145	0.00	$ 1,520		$ 1,520	$ -	0.00%
Contracted Services-Health/PE	001.300.2330.1.3.057.400.5		$ 1,100	$ 870		$ 1,100	$ 981	0.00	$ 1,100		$ 1,100	$ -	0.00%
Contracted Services-Science	001.300.2330.1.3.064.400.5		$ 2,000	$ 1,232		$ 2,000	$ 1,622	0.00	$ 2,000		$ 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	$ 1,819	0.00	$ 1,500		$ 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	$ 41,002	0.50	$ 42,027	0.50	$ 43,993	$ 1,966	4.68%
Other Professional Salaries	001.300.2440.1.3.075.300.5		$ -	$ -	0.00	$ -	$ 630	0.00	$ -		$ 630	$ 630	#DIV/0!
Extra Curricular Activities	001.300.3520.1.3.029.140.5	0.00	$ 32,310	$ 33,339	0.00	$ 35,183	$ 35,598	0.00	$ 38,723	-	$ 43,749	$ 5,026	12.98%
Prof Salary-Extra-Responsibilities	001.300.2315.1.3.029.150.5	0.00	$ 13,790	$ 10,089	0.00	$ 16,471	$ 8,549	0.00	$ 12,096	-	$ 13,581	$ 1,485	12.28%
Library Aide	001.300.2340.1.3.050.300.5	0.80	$ 18,371	$ 19,248	0.80	$ 20,264	$ 20,790	0.80	$ 21,080	0.80	$ 21,825	$ 744	3.53%
Sub Total-Reg Ed Staffing		48.10	$ 3,492,329	$ 3,458,891	48.10	$ 3,634,734	$ 3,525,334	48.10	$ 3,692,552	45.90	$ 3,721,702	$ 29,150	0.79%
Professional Development													
Sub Total--PD			$ 17,760	$ 16,103		$ 17,760	$ 9,214	0.00	$ 17,760	-	$ 17,760	$ -	0.00%
Student Support Services													
Guidance Counselor	001.300.2710.1.3.041.100.5	4.80	$ 379,354	$ 387,868	4.80	$ 388,742	$ 391,172	4.80	$ 395,955	4.00	$ 300,483	$ (95,471)	-24.11%
Salary-Department Heads	001.300.2710.1.3.041.110.5	0.00	$ 13,521	$ 4,504	0.00	$ 13,652	$ 13,484	0.00	$ 13,546	-	$ -	$ (13,546)	-100.00%
RHS Guidance Clerical	001.300.2710.1.3.041.200.5	0.75	$ 34,762	$ 34,837	0.78	$ 34,617	$ 36,639	0.78	$ 36,752	0.78	$ 38,306	$ 1,554	4.23%
Contracted Services-Guidance	001.300.2710.1.3.041.400.5		$ 6,400	$ 6,155		$ 6,400	$ 6,821	0.00	$ 6,400		$ 6,400	$ -	0.00%
HS Guidance Non-Exp Supplies	001.300.2710.1.3.041.520.5		$ 500	$ 500		$ 500	$ 484	0.00	$ 500		$ 500	$ -	0.00%
HS Guidance Exp Supplies	001.300.2710.1.3.041.500.5		$ 2,500	$ 2,452		$ 2,500	$ 2,520	0.00	$ 2,500		$ 2,500	$ -	0.00%
Sub Total		5.55	$ 437,037	$ 436,316	5.58	$ 446,411	$ 451,120	5.58	$ 455,652	4.78	$ 348,189	$ (107,463)	-23.58%
Special Education													
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	$ 46,125	0.50	$ 47,279	0.50	$ 48,461	$ 1,182	2.50%
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	$ 415,222	6.00	$ 432,037	5.00	$ 350,098	$ (81,939)	-18.97%
School Psychologist	001.300.2800.2.3.099.100.5	1.00	$ 82,821	$ 82,821	1.00	$ 84,898	$ -	0.00	$ -	-	$ -	$ -	#DIV/0!
Related Services- OT, PT, SLP	001.300.2320.2.3.099.100.5	0.11	$ 8,666	$ 8,666	0.11	$ 8,883	$ 8,927	0.11	$ 9,150	0.11	$ 9,378	$ 229	2.50%
SPED TA Salary	001.300.2330.2.3.093.300.5	3.00	$ 58,149	$ 35,498	2.50	$ 41,579	$ 33,332	2.50	$ 43,493	1.44	$ 18,846	$ (24,647)	-56.67%
HS Intensive Learning Program Other Exp	001.300.2440.2.3.074.600.5		$ 2,350	$ 2,400		$ 2,350	$ 495	0.00	$ 2,350		$ 2,350	$ -	0.00%
SPED Non-Exp Supplies and Materials	001.300.2420.2.3.099.520.5		$ 130	$ 273		$ 130	$ 208	0.00	$ 130		$ 130	$ -	0.00%
SPED Exp Supplies	001.300.2430.2.3.099.500.5		$ 3,100	$ 2,211		$ 3,100	$ 1,673	0.00	$ 3,100		$ 3,100	$ -	0.00%
Sub Total		10.61	$ 624,056	$ 605,642	10.11	$ 625,407	$ 505,981	9.11	$ 537,539	7.06	$ 432,363	$ (105,176)	-19.57%
STAY Program													
STAY Teacher Salary	001.300.2305.1.3.051.100.5	1.00	$ 54,491	$ 55,311	1.00	$ 59,307	$ 59,598	1.00	$ 63,957	1.00	$ 69,268	$ 5,311	8.30%
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	$ 34,460	1.50	$ 35,975	1.56	$ 37,208	$ 1,234	3.43%
Sub Total		2.00	$ 76,674	$ 86,362	2.50	$ 92,931	$ 94,058	2.50	$ 99,932	2.56	$ 106,476	$ 6,545	6.55%
Textbooks													
Sub Total			$ 34,895	$ 26,811		$ 21,895	$ 20,872	0.00	$ 40,795	-	$ 31,895	$ (8,900)	-21.82%
Supplies/Materials													
Sub Total			$ 101,096	$ 105,367		$ 108,243	$ 122,750	0.00	$ 108,243	-	$ 108,243	$ -	0.00%
Health/Nursing Services													
School Nurse	001.300.3200.1.3.042.130.5	1.50	$ 86,056	$ 84,041	1.50	$ 89,864	$ 83,604	1.50	$ 93,392	1.50	$ 101,663	$ 8,271	8.86%
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	$ 101	0.00	$ 400		$ 400	$ -	0.00%
Exp Material-Health	001.300.3200.1.3.042.500.5		$ 1,600	$ 1,803		$ 1,600	$ 1,303	0.00	$ 1,600		$ 1,600	$ -	0.00%
Non-Exp Materials-Health	001.300.3200.1.3.042.520.5		$ 600	$ -		$ 600	$ 19	0.00	$ 600		$ 600	$ -	0.00%
Prof. Dev.-Health	001.300.3200.1.3.042.600.5		$ 750	$ 920		$ 750	$ 411	0.00	$ 750		$ 750	$ -	0.00%
Sub Total		1.50	$ 89,406	$ 86,764	1.50	$ 93,214	$ 85,439	1.50	$ 96,742	1.50	$ 105,013	$ 8,271	8.55%
Technology													
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		$ 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	$ 8,908	0.00	$ 5,000		$ 5,000	$ -	0.00%
Sub Total		0.00	$ 10,000	$ 10,246	0.00	$ 10,000	$ 8,908	0.00	$ 10,000	-	$ 10,000	$ -	0.00%
Instructional Services Total		72.76	$ 5,346,503	$ 5,333,743	72.79	$ 5,532,624	$ 5,305,052	71.29	$ 5,549,282	66.29	$ 5,384,619	$ (164,663)	-2.97%
Maintenance													
Custodial Salary	001.300.4110.9.3.099.320.5	4.00	$ 178,054	$ 179,765	4.00	$ 178,527	$ 183,532	4.00	$ 188,150	4.00	$ 190,633	$ 2,483	1.32%
Custodial Clothing Allowance	001.300.4110.9.9.099.600.5		$ 1,300	$ 872		$ 1,300	$ 1,520	0.00	$ 1,300		$ 1,300	$ -	0.00%
Custodial Supplies and Materials	001.300.4110.9.3.099.500.5		$ 22,090	$ 22,133		$ 22,090	$ 15,007	0.00	$ 22,000		$ 22,000	$ -	0.00%
Special Projects	001.300.4220.9.3.099.430.5		$ -	$ -		$ 32,500	$ 75,067	0.00	$ 58,500		$ 26,500	$ (32,000)	-54.70%
Yearly Repairs	001.300.4220.9.3.099.421.5		$ -	$ -		$ 35,000	$ 60,298	0.00	$ 32,000		$ 36,600	$ 4,600	14.38%
Yearly Maintenance	001.300.4220.9.3.099.420.5		$ 114,129	$ 153,257		$ 37,050	$ 44,703	0.00	$ 34,850		$ 34,650	$ (200)	-0.57%
Custodial Travel	001.300.4110.9.3.099.601.5		$ -	$ -		$ -	$ -	0.00	$ -		$ -	$ -	#DIV/0!
Sub Total		4.00	$ 315,573	$ 356,027	4.00	$ 306,467	$ 380,127	4.00	$ 336,800	4.00	$ 311,683	$ (25,117)	-7.46%
Utilities													
Gas Service	001.300.4120.9.3.099.670.5		$ 55,000	$ 77,770		$ 53,669	$ 65,249	0.00	$ 70,000		$ 65,563	$ (4,437)	-6.34%
Electricity	001.300.4130.9.3.099.650.5		$ 113,000	$ 120,092		$ 126,905	$ 135,428	0.00	$ 126,905		$ 135,428	$ 8,523	6.72%
Telephone	001.300.4130.9.3.099.680.5		$ 22,500	$ 22,217		$ 21,477	$ 22,141	0.00	$ 21,477		$ 22,141	$ 664	3.09%
Water	001.300.4130.9.3.099.690.5		$ 6,000	$ 6,229		$ 5,573	$ 7,988	0.00	$ 5,573		$ 7,988	$ 2,415	43.34%
Sub Total			$ 196,500	$ 226,308		$ 207,623	$ 230,805	0.00	$ 223,954	-	$ 231,119	$ 7,164	3.20%
Operations/Maintenance Total		4.00	$ 512,073	$ 582,335	4.00	$ 514,090	$ 610,932	4.00	$ 560,755	4.00	$ 542,802	$ (17,952)	-3.20%
Total:		76.76	$ 5,858,576	$ 5,916,078	76.79	$ 6,046,714	$ 5,915,984	75.29	$ 6,110,037	70.29	$ 5,927,421	$ (182,615)	-2.99%

Athletic Programs

Craig Genualdo, Director of Athletics

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 2015-16 school year, more than 68% 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 Cross Country, Girl's Soccer, Boy's Basketball, Boy's Tennis and Golf. Moreover, 9 of 14 eligible teams qualified for their respective State Tournaments. Also of note, Boy's Cross Country won the Division Championships.
In addition to their on field success, the Generals also succeeded in areas of academics and sportsmanship. During the 2015-16 school year, 39 of 48 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 Soccer, Golf and Girl's Lacrosse.

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. At this time, seven teams have had uniforms purchased for their programs.

District Athletics Programs		FY15	FY15	FY15	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		FTE	Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
Officials & Other Personnel	001.300.3510.1.3.022.470.5		$ 4,054	$ 1,925		$ 4,382	$ 2,449	0.00	$ 5,100		$ 7,498	$ 2,398	47.02%
Supplies	001.300.3510.1.3.022.500.5		$ 5,600	$ 1,850		$ 4,300	$ 4,698	0.00	$ 4,300		$ 4,300	$ -	0.00%
Transportation/Contract Services	001.300.3510.1.3.022.400.5		$ 52,039	$ 43,907		$ 48,768	$ 40,809	0.00	$ 55,468		$ 56,950	$ 1,482	2.67%
SalaryDirector	001.300.3510.1.3.022.100.5	1.00	$ 90,701	$ 90,692	1.00	$ 92,506	$ 92,960	1.00	$ 95,284	1.00	$ 97,667	$ 2,383	2.50%
Salary Secretary	001.300.3510.1.3.022.200.5	0.75	$ 27,446	$ 24,785	0.75	$ 28,359	$ 29,270	0.75	$ 30,601	0.75	$ 31,994	$ 1,394	4.55%
Salary Summer Nurse	001.300.3510.1.3.022.390.5	0.00	$ -	$ 1,953	0.00	$ -	$ 3,011	0.00	$ 750		$ 750	$ -	0.00%
Other incl League & MIAA	001.300.3510.1.3.022.600.5		$ 1,250	$ 270		$ 1,000	$ 5,442	0.00	$ 1,000		$ 1,000	$ -	0.00%
User Fee Reduction & Scholarships	001.300.3510.1.3.022.603.5		$ 154,146	$ 126,780		$ 154,027	$ 139,595	0.00	$ 159,052		$ 154,958	$ (4,094)	-2.57%
Athletics Total		1.75	$ 335,236	$ 292,162	1.75	$ 333,342	$ 318,235	1.75	$ 351,555	1.75	$ 355,117	$ 3,562	1.01%

FY18 Operating Budgets for District-Wide Programs

Central Office Programs

Business Office

Curriculum, Assessment & Instruction

District Maintenance Programs

Fringe Benefits

Special Education Programs

Technology

Central Office Programs

School Committee Stacey Metternick, Chair

Budgeted items for the School Committee for the 2017-2018 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	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
School Committee												
Clerical/SC	001.400.1110.9.9.000.200.5	$ 5,000	$ 1,430	0.10	$ 5,000	$ 2,040	0.10	$ 5,000	0.10	$ 2,050	$ (2,950)	-59.00%
Contracted Services/SC	001.400.1110.9.9.000.400.5	$ 10,000	$ 6,694		$ 10,000	$ 1,500	-	$ 10,000		$ 10,000	$ -	0.00%
Supplies/Matertials--SC	001.400.1110.9.9.000.500.5	$ 4,000	$ 1,222		$ 4,000	$ 442	-	$ 4,000		$ 4,000	$ -	0.00%
Cont Serv Legal and SC	001.400.1430.9.9.000.450.5	$ 25,000	$ 28,174		$ 50,000	$ 13,880	-	$ 25,000		$ 15,000	$ (10,000)	-40.00%
OT Exp/SC	001.400.1110.9.9.000.600.5	$ 12,000	$ 10,318		$ 12,000	$ 10,071	-	$ 12,000		$ 12,000	$ -	0.00%
Sub Total		$ 56,000	$ 47,839	0.10	$ 81,000	$ 27,933	0.10	$ 56,000	0.10	$ 43,050	$ (12,950)	-23.13%

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	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
Superintendent's Office												
Supt's Salary	001.400.1210.9.9.000.100.5	$ 173,316	$ 174,966	1.00	$ 175,099	$ 175,099	1.00	$ 179,477	1.00	$ 183,964	$ 4,487	2.50%
Sick Day Buy Back	001.400.1210.9.9.000.190.5	$ 40,000	$ 20,532	-	$ 25,000	$ 26,026	-	$ 26,500	-	$ 15,000	$ (11,500)	-43.40%
Clerical/Supt Office Salary	001.400.1210.9.9.000.200.5	$ 57,091	$ 57,585	1.00	$ 58,227	$ 58,637	1.00	$ 61,750	1.00	$ 63,413	$ 1,663	2.69%
Courier Salary	001.400.1210.9.9.000.300.5	$ 3,528	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Contracted Services-Supt Office	001.400.1210.9.9.000.400.5	$ 20,700	$ 5,466		$ 20,700	$ 5,028	-	$ 70,700		$ 20,700	$ (50,000)	-70.72%
Supplies and Materials-Supt Office	001.400.1210.9.9.000.500.5	$ 5,000	$ 15,739		$ 5,000	$ 13,008	-	$ 5,000		$ 5,000	$ -	0.00%
Non Expt Supt Office	001.400.1210.9.9.000.520.5	$ 33,800	$ 36,957		$ 33,800	$ 3,563	-	$ 33,800		$ 33,800	$ -	0.00%
PD, Travel, Affil. Supt Office	001.400.1210.9.9.000.600.5	$ 13,206	$ 11,826		$ 13,206	$ 13,511	-	$ 13,206		$ 13,206	$ -	0.00%
Admin PD	001.400.1210.9.9.000.640.5	$ 13,000	$ 17,459		$ 13,000	$ 18,167	-	$ 13,000		$ 13,000	$ -	0.00%
Personal Day Buy Back	001.400.1210.9.9.001.190.5	$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Supt non-exp technology	001.400.1210.9.9.027.520.5	$ 1,500	$ -		$ 1,500	$ -	-	$ 1,500		$ -	$ (1,500)	-100.00%
Health Reimb	001.400.1410.0.0.002.100.5	$ 5,500	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Admin Salary Contingency	001.400.5740.9.9.000.484.5	$ -	$ -		$ 35,000	$ -	-	$ 3,414		$ -	$ (3,414)	-100.00%
Sub Total		$ 366,641	$ 340,529	2.00	$ 380,532	$ 313,039	2.00	$ 408,347	2.00	$ 348,083	$ (60,264)	-14.76%

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, operations, and administrative functions. This includes accounting, finance, payroll, procurement, treasury, transportation, human resources, information technology, facilities, maintenance & custodial, security 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 many 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), the District 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 hard working 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. The District Treasurer's primary responsibility is to provide oversight and supervision of all receipts, disbursements and investments of the District in accordance with MGL and District policy.

In FY18, 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 Treasury, IT, and Human Resources management; continuing to strengthen our technology infrastructure in order better support our educational programing; developing our 5 Year Capital Planning priorities, finalizing our District-wide preventative maintenance programs; advancing a number of important facilities project including the installation of a new $500,000 Energy Management System at the High School / Middle School campus through funding secured by a Green Communities Grant; and continuing to improve our budgeting and financial reporting processes and capabilities.

In FY18, the Business Office will continue to provide exceptional payroll services and accounts payable transaction support services to approximately 400 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	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
Business Office												
Affiliations/Conferences Business Off	001.400.1410.0.9.000.600.5	$ 5,500	$ 3,397		$ 5,500	$ 2,272	-	$ 5,500		$ 5,500	$ -	0.00%
Rental/Lease Equipment	001.400.1410.9.9.000.620.5	$ 15,000	$ 8,288		$ 8,000	$ 8,396	-	$ 8,000		$ 8,000	$ -	0.00%
Sal Prof Bus & Fin Asst. Supt	001.400.1410.9.9.026.100.5	$ 130,000	$ 130,000	1.00	$ 132,600	$ 140,000	1.00	$ 150,000	1.00	$ 157,500	$ 7,500	5.00%
Sal Prof Travel	001.400.1410.9.9.026.170.5	$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Sal Cler Business and Finance	001.400.1410.9.9.026.200.5	$ 259,323	$ 266,741	4.50	$ 287,107	$ 301,531	4.50	$ 308,779	4.75	$ 327,376	$ 18,597	6.02%
Human Resources	001.400.1420.9.9.024.100.5	$ 76,508	$ 69,704	1.00	$ 78,030	$ 66,625	1.00	$ 68,291	1.00	$ 69,998	$ 1,707	2.50%
Human Resources Other Expenses	001.400.1420.9.9.024.600.5	$ -	$ 185		$ -	$ 462	-	$ -		$ 462	$ 462	#DIV/0!
Cont Serv Bus and Finance	001.400.1410.9.9.026.400.5	$ 91,000	$ 141,689		$ 91,000	$ 79,177	-	$ 97,000		$ 97,000	$ -	0.00%
Exp Materials Bus and Fin	001.400.1410.9.9.026.500.5	$ 15,000	$ 13,986		$ 15,000	$ 45,684	-	$ 15,000		$ 15,000	$ -	0.00%
Non Exp Materials Bus and Fin	001.400.1410.9.9.026.520.5	$ 2,500	$ -		$ 2,500	$ 502	-	$ 2,500		$ -	$ (2,500)	-100.00%
Other Exp Bus and Fin	001.400.1410.9.9.026.600.5	$ 5,000	$ 8,796		$ 5,000	$ 7,207	-	$ 5,000		$ 5,000	$ -	0.00%
Non Exp Tech Bus and Fin	001.400.1410.9.9.027.520.5	$ 500	$ -		$ 500	$ 272	-	$ 500		$ -	$ (500)	-100.00%
Sub Total-Business		$ 600,330	$ 642,786	6.50	$ 625,237	$ 652,128	6.50	$ 660,570	6.75	$ 685,836	$ 25,266	3.82%
Other Office Expenses												
PD-Office Personnel	001.400.1410.9.9.099.600.5	$ 7,000	$ 4,538		$ 18,000	$ 2,051	-	$ 18,000		$ 9,000	$ (9,000)	-50.00%
PD-Office Personnel Salary	001.400.1410.9.9.099.300.5				$ -	$ 2,250	-	$ -		$ 9,000	$ 9,000	#DIV/0!
Admin Tech Cont Serv	001.400.1450.9.9.027.400.5	$ 520	$ 520		$ 520	$ 520	-	$ 520		$ 520	$ -	0.00%
Sub Total		$ 7,520	$ 5,058		$ 18,520	$ 4,821	-	$ 18,520	-	$ 18,520	$ -	0.00%

Curriculum, Assessment and Instruction

Peggy McElhinney, Director of Curriculum, Assessment and Instruction

The District Office of Curriculum, Assessment and Instruction is responsible for coordinating the improvement of teaching practice in the HWRSD in order to maximize the academic achievement and post-secondary 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 documented through our Annual District Improvement Plan, School Improvement Plans and Curriculum and Facilities Master Plan.

During the 2016-2017 school year, teachers have been working to develop units using the Understanding by Design Framework. Through the development of these units, teachers will be able to better understand the changes to curriculum, assessment and instruction that are implied by the latest Massachusetts Curriculum Frameworks and develop a more collaborative approach to curriculum development. This work builds on the Transfer Goals, and Overarching Understandings and Essential Questions that were completed during the 2015-2016 school year.

The FY18 Budget provides increases in funding for staff development, including supporting teachers in summer curriculum writing, and the institution of the "Skillful Teacher," a Nationally recognized professional development program. The FY18 Budget also includes materials to support science, technology and engineering (STEM) instruction at the elementary and middle schools and resources to support the implementation of Mandarin in grade 9 at HWRHS.

Hamilton-Wenham Central Office Programs		FY15	FY15	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
Curriculum and Instruction												
Sal Asst. Supt. C & I	001.400.2110.9.9.073.100.5	$ 130,696	$ 130,683	1.00	$ 133,297	$ 67,998	1.00	$ 137,299	1.00	$ 123,000	$ (14,299)	-10.41%
Sal Clerical C and I	001.400.2110.9.9.073.200.5	$ 45,785	$ 47,523	1.00	$ 47,717	$ 48,864	1.00	$ 50,061	1.00	$ 51,288	$ 1,227	2.45%
EXP Mat C & I	001.400.2110.9.9.073.500.5	$ 1,300	$ 1,387		$ 1,300	$ 3,308	-	$ 1,300		$ 1,300	$ -	0.00%
Non EXP Mat C & I	001.400.2110.9.9.073.520.5	$ 1,000	$ 1,382		$ 1,000	$ -	-	$ 1,000		$ 1,000	$ -	0.00%
C & I Other Expenses	001.400.2110.9.9.027.600.5	$ -	$ -		$ -	$ 3,456	-	$ -		$ 3,456	$ 3,456	#DIV/0!
Affiliations and Conf -C& I	001.400.2110.9.9.073.690.5	$ 1,100	$ 2,198		$ 1,100	$ 210	-	$ 1,100		$ 1,100	$ -	0.00%
C & I Travel	001.400.2110.9.9.089.601.5	$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Curriculum Coordinators	001.400.2315.9.9.099.100.5	$ -	$ 135,510	1.75	$ 151,929	$ 152,766	1.75	$ 165,475	1.75	$ 169,612	$ 4,137	2.50%
ESL Teachers Salary	001.400.2310.1.9.084.100.5	$ -	$ -	1.00	$ 60,000	$ -	-	$ -	-	$ (65,000)	$ (65,000)	#DIV/0!
Sub Total		$ 179,881	$ 318,683	4.75	$ 396,343	$ 276,601	3.75	$ 356,235	3.75	$ 285,756	$ (70,479)	-19.78%
Section 504												
504 Tutor Salary	001.400.2310.9.9.099.190.5	$ 29,296	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
504 Tutor Aide Salary	001.400.2330.9.9.099.300.5	$ -	$ 300		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
504 Tutor Cont. Services	001.400.2330.9.9.099.400.5	$ 6,500	$ 12,475		$ 6,500	$ 9,082	-	$ 6,500		$ 6,500	$ -	0.00%
504 Instructional Equipment	001.400.2420.1.9.099.610.5	$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Sub Total		$ 35,796	$ 12,775		$ 6,500	$ 9,082	-	$ 6,500	-	$ 6,500	$ -	0.00%
Substitute Salaries												
Substitute Salary	001.400.2325.9.9.092.300.5	$ 145,000	$ 218,309		$ 181,000	$ 183,288	-	$ 200,000	-	$ 206,000	$ 6,000	3.00%
Sub Total		$ 145,000	$ 218,309		$ 181,000	$ 183,288	-	$ 200,000	-	$ 206,000	$ 6,000	3.00%
ELL												
ELL Eval Salary/Stipends	001.400.2330.9.9.046.300.5	$ 4,691	$ 6,698		$ 4,691	$ 2,731	-	$ 4,691		$ 4,691	$ -	0.00%
ELL Cont Services	001.400.2330.9.9.046.400.5	$ 75,000	$ 54,896		$ 50,000	$ 52,358	-	$ 73,194		$ 73,194	$ -	0.00%
ELL Supplies	001.400.2430.1.9.046.500.5	$ 2,000	$ 1,319		$ 2,000	$ 22	-	$ 2,000		$ 2,000	$ -	0.00%
ELL Other Expense	001.400.2357.9.9.046.600.5	$ 1,000	$ -		$ 1,000	$ 122	-	$ 1,000		$ 1,000	$ -	0.00%
Sub Total		$ 82,691	$ 62,912		$ 57,691	$ 55,232	-	$ 80,885	-	$ 80,885	$ -	0.00%
Curriculum and Instruction												
Summer WKSP C & I Salaries	001.400.2353.9.9.089.100.5	$ 13,500	$ 1,458		$ 13,500	$ 20,840	-	$ 13,500		$ 20,250	$ 6,750	50.00%
C & I Salaries PD Other Salaries	001.400.2353.9.9.099.300.5	$ -	$ 3,447		$ -	$ 317	-	$ -		$ 317	$ 317	#DIV/0!
Substitutes Salary P/D	001.400.2355.9.9.092.300.5	$ 19,000	$ 18,657		$ 19,000	$ 24,550	-	$ 19,000		$ 23,625	$ 4,625	24.34%
Prof Dev Course Reimb Taxable	001.400.2357.9.9.099.160.5	$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Prof Dev C & I	001.400.2357.9.9.073.600.5	$ 17,673	$ 23,770		$ 17,673	$ 7,345	-	$ 17,673		$ 42,673	$ 25,000	141.46%
PD C & I Contracted Services	001.400.2357.9.9.088.400.5	$ 10,000	$ 217		$ 10,000	$ 15,326	-	$ 10,000		$ 10,000	$ -	0.00%
PD Senior Status Salary	001.400.2357.9.9.091.190.5	$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
PD Course Reimb-Teachers	001.400.2357.9.9.099.603.5	$ 30,000	$ 7,842		$ 30,000	$ 10,134	-	$ 30,000		$ 30,000	$ -	0.00%
PD Course Reimb-Teachers Assts.	001.400.2357.9.9.099.604.5	$ 6,000	$ 1,382		$ 6,000	$ 1,400	-	$ 6,000		$ 6,000	$ -	0.00%
District Extended Responsibilities	001.400.2315.9.9.029.160.5	$ 274,296	$ 38,890	-	$ 40,057	$ 27,376	-	$ 36,607	-	$ 38,529	$ 1,922	5.25%
C & I Contracted Services	001.400.2430.0.9.000.400.5	$ 6,590	$ 490		$ 6,590	$ 6,550	-	$ 6,590		$ 6,590	$ -	0.00%
Sub Total		$ 377,059	$ 96,153		$ 142,820	$ 113,837	-	$ 139,370	-	$ 177,984	$ 38,614	27.71%

District Maintenance Programs

Jason Waldron, Director of Facilities and Maintenance

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

Several special projects were completed in FY17, including rekeying all of the exterior and interior doors of our schools to provide better security in our buildings. We also installed new hot water heaters at the High School, Miles River and Cutler School, and completed over 1,200 maintenance repairs throughout the District using in-house staff.

The FY18 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 FY18 the Facilities, Custodial and Maintenance group will continue to provide a high level of service and support to the students and staff while enhancing the school buildings throughout the District.

District Maintenance Programs		FY15	FY15	FY15	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		FTE	Budget	Actuals	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	$ 82,000	1.00	$ 84,050	1.00	$ 86,152	$ 2,102	2.50%
Salary Prof Maint Director Travel	001.400.4110.9.9.000.170.5		$ -	$ 1,265		$ -	$ -	0.00	$ 3,000		$ -	$ (3,000)	-100.00%
Maint Director & Staff Clothing	001.400.4110.9.9.000.190.5		$ 700	$ 722		$ 1,975	$ 1,000	0.00	$ 1,975		$ 1,000	$ (975)	-49.37%
Salary/Clerical Facilities	001.400.4110.9.9.000.200.5	0.88	$ 28,878	$ 22,802	0.77	$ 30,183	$ 26,544	0.77	$ 31,736	0.78	$ 32,713	$ 977	3.08%
Custodial OT Salary (incl Summer Interns)	001.400.4110.9.9.000.320.5		$ 100,000	$ 99,539		$ 60,000	$ 130,153	0.00	$ 80,000		$ 82,000	$ 2,000	2.50%
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		$ -	$ 4,774.49	0.00	$ -		$ 4,500	$ 4,500	#DIV/0!
Sub Total		4.38	$ 341,251.43	$ 224,461.02	1.77	$ 172,158.04	$ 244,471.71	1.77	$ 200,761.43	1.78	$ 206,365.48	$ 5,604	2.79%
Utilities													
District Gas Service	001.400.4120.9.9.000.670.5		$ 12,000	$ 10,074		$ 11,305	$ 9,462	0.00	$ 11,305		$ 10,280	$ (1,025)	-9.07%
District Electric	001.400.4130.9.9.000.650.5		$ 9,000	$ 9,135		$ 9,088	$ 10,653	0.00	$ 9,088		$ 10,653	$ 1,564	17.21%
District Telephone	001.400.4130.9.9.000.680.5		$ 8,000	$ 6,102		$ 7,309	$ 5,796	0.00	$ 7,309		$ 5,796	$ (1,513)	-20.70%
District Water	001.400.4130.9.9.000.690.5		$ 400.00	$ 219.60		$ 217	$ 584	0.00	$ 217		$ 584	$ 367	168.96%
Sub Total			$ 29,400.00	$ 25,530.74	-	$ 27,919.80	$ 26,493.83	-	$ 27,919.80	-	$ 27,312.65	$ (607)	-2.17%
Maintenance													
Maintenance Staff	001.400.4220.9.9.000.300.5			$ 58,541	3.00	$ 161,032	$ 135,318	3.00	$ 160,461	3.00	$ 163,504	$ 3,043	1.90%
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	$ 7,696	0.00	$ 42,500		$ 45,000	$ 2,500	5.88%
District Maintenance	001.400.4220.9.9.000.400.5		$ 240,173	$ 278,398		$ 222,750	$ 276,040	0.00	$ 213,000		$ 208,500	$ (4,500)	-2.11%
Admin. Repairs	001.400.4220.9.9.099.421.5		$ -	$ -		$ 2,500	$ 10,752	0.00	$ 5,000		$ 5,000	$ -	0.00%
Admin. Maintenance	001.400.4220.9.9.099.500.5		$ 11,097	$ 23,761		$ 1,800	$ 4,492	0.00	$ 2,600		$ 3,600	$ 1,000	38.46%
Property/Liability/Casualty/Sports Insurance	001.400.5260.9.9.000.484.5		$ 64,892	$ 54,771		$ 64,892	$ 66,418	0.00	$ 64,892		$ 77,881	$ 12,989	20.02%
BAN Interest	001.400.5450.9.9.000.591.5		$ -	$ 3,822		$ -	$ 631	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	$ 501,346.17	3.00	$ 488,453.00	3.00	$ 503,484.60	$ 15,032	3.08%
Operations/Maintenance Total		4.38	$ 689,708	$ 669,371	4.77	$ 678,052	$ 772,312	4.77	$ 717,134	4.78	$ 737,163	$ 20,028	2.79%

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 FY18 are budgeted at $3.88M and represent in excess of 12.4% of the District's Total General Operating Expense Budget. Included in the $3.88M in Fringe Benefits costs is $2.43M in Healthcare Costs, which represents the District's share of healthcare premium cost coverage for employees and their families who elect health insurance coverage through the District.

For FY18, we are pleased to report that the District has negotiated a below-market increase of 5.3% to its Healthcare Premium Rates for active enrollees and 4.4% for retirees (through 12/31/17) despite current marketplace trends that show increases of greater than 12% to be the norm for next year.

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 (by ~2030). As you can see, this fixed cost is budgeted to increase by $45K or 5.4% next year.

For FY18, the District plans to establish an Other Post Employment Benefits (OPEB) Trust Fund to cover Medical and Life Insurance costs provided to District employees after retirement. The State of MA recently passed legislation allowing municipal entities to establish a trust for OPEB under M.G.L. Chapter 32B Section 20 for purposes of accumulating assets to pre-fund the liabilities under GASB 45. Initial funding provided for in the FY18 Budget is $40K.

Fringe Benefits		FY15	FY15	FY16	FY16	FY17	FY18	Change FY17 to FY18	
		Budget	Actuals	Budget	Actuals	Budget	Budget	$	%
403B Matching Funds	001.400.5100.9.9.000.401.5	$ 31,000	$ 27,003	$ 33,600	$ 32,465	$ 52,500	$ 42,000	$ (10,500)	-20.00%
Cont Serv Retirement (Essex)	001.400.5100.9.9.000.410.5	$ 704,356	$ 704,356	$ 779,283	$ 779,283	$ 834,880	$ 879,643	$ 44,763	5.36%
Cont Serv Medicare Tax	001.400.5100.9.9.000.490.5	$ 268,250	$ 255,106	$ 269,700	$ 267,514	$ 273,985	$ 278,393	$ 4,408	1.61%
Cont Serv SS Tax	001.400.5100.9.9.000.491.5	$ 29,000	$ 46,516	$ 30,000	$ 42,805	$ 46,516	$ 44,972	$ (1,544)	-3.32%
Cont Serv Unemployment	001.400.5200.9.9.000.400.5	$ 120,000	$ 94,364	$ 60,000	$ 28,292	$ 72,000	$ 60,000	$ (12,000)	-16.67%
Cont Serv Group Life INS	001.400.5200.9.9.000.481.5	$ 7,200	$ 5,909	$ 7,600	$ 6,451	$ 10,000	$ 8,000	$ (2,000)	-20.00%
Cont Serv. Workmans Comp	001.400.5200.9.9.000.485.5	$ 82,294	$ 68,877	$ 82,294	$ 89,774	$ 82,294	$ 95,150	$ 12,856	15.62%
Cont Serv. Retiree Life Insurance	001.400.5250.9.9.000.481.5	$ 550	$ 498	$ 600	$ 472	$ 600	$ 600	$ -	0.00%
OPEB Trust Fund	001.400.5250.9.9.000.487.5			$ -	$ -	$ -	$ 40,000	$ 40,000	#DIV/0!
District Share Health INS	001.400.5200.9.9.000.482.5	$ 1,710,059	$ 1,591,508	$ 1,653,283	$ 1,508,260	$ 1,593,201	$ 1,677,611	$ 84,410	5.30%
Cont Serv. Medicare Supp.	001.400.5250.9.9.000.483.5	$ 437,672	$ 340,807	$ 341,719	$ 358,462	$ 375,863	$ 420,735	$ 44,872	11.94%
Health Insurance - Food Services	001.400.5200.9.9.001.482.5	$ 66,333	$ 60,915	$ 65,196	$ 48,045	$ 47,873	$ 57,562	$ 9,689	20.24%
Cont Serv. Retiree's Full Plans	001.400.5250.9.9.001.483.5	$ 301,803	$ 283,115	$ 269,639	$ 255,895	$ 277,195	$ 274,717	$ (2,479)	-0.89%
Total		$ 3,758,517	$ 3,478,974	$ 3,592,913	$ 3,417,718	$ 3,666,908	$ 3,879,383	$ 212,475	5.79%

Special Education Programs

Katherine Harris, Managing 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 305 students receiving special education services through the Hamilton Wenham Regional School District. Of these 305 students 37 are educated in out-of-district placements. These "outside" placements range from students attending programs in other public schools, collaborative programs, approved private special education day schools and in rare instances approved residential programs for students with significant special needs.

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;
- Therapeutic Classroom programs are located in each of the elementary schools and provide direct specialized support to students in the behavioral, social and emotional realms. Students are included in general education most of their school day and specialized consultation is provided to the classroom teacher and other educators as needed.
- 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 68 students during the summer of 2016. 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 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	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		FTE	Budget	Actuals	FTE	Budget	Actuals	FTE	Budget	FTE	Budget	$	%
Administration													
SPED Director Salary	001.500.2110.2.9.091.100.5	1.00	$ 121,091	$ 121,079	1.00	$ 123,501	$ 130,286	1.00	$ 127,210	1.00	$ 141,835	$ 14,625	11.50%
Clerical SPED Salary	001.500.2110.2.9.091.200.5	2.88	$ 90,571	$ 99,740	2.72	$ 100,217	$ 105,862	2.72	$ 106,956	2.72	$ 110,622	$ 3,666	3.43%
SPED Elementary Coordinator	001.500.2315.2.1.099.100.5	0.00	$ -	$ 90,000	1.00	$ 91,800	$ 92,250	1.00	$ 94,557	1.00	$ 105,063	$ 10,506	11.11%
Legal Settlements Con Serv	001.500.1435.2.9.091.450.5		$ 40,000	$ 25,366		$ 40,000	$ 28,607	-	$ 40,000		$ 40,000	$ -	0.00%
SPED Dept Chair Salary	001.500.2220.2.9.099.110.5		$ -	$ -	-	$ -	$ -	-	$ -	-	$ -	$ -	#DIV/0!
Affiliations/Conferences	001.500.2357.2.9.091.690.5		$ 975	$ 650		$ 975	$ 925	-	$ 975		$ 975	$ -	0.00%
PD SPED	001.500.2357.2.9.099.600.5		$ 6,000.00	$ 5,120.71		$ 6,000	$ 5,977	-	$ 6,000		$ 6,000	$ -	0.00%
Sub Total		3.88	$ 258,637.23	$ 341,955.99	4.72	$ 362,493	$ 363,907	4.72	$ 375,698	4.72	$ 404,495	$ 28,797	7.66%
Out of District													
Collaborative Membership	001.500.2110.2.9.091.480.5		$ 15,000	$ 10,000		$ 15,000	$ 10,000	-	$ 15,000		$ 15,000	$ -	0.00%
SPED State Assessment	001.500.9100.2.3.099.400.5		$ 15,512	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Contracted Serv Other Public School	001.500.9100.2.9.099.400.5		$ 207,146	$ 220,123		$ 219,930	$ 228,012	-	$ 42,585		$ 118,391	$ 75,806	178.01%
Contracted Serv Out-of-State School	001.500.9200.2.9.099.400.5		$ -	$ -		$ 252,960	$ 262,699	-	$ 264,506		$ 216,061	$ (48,444)	-18.32%
Contracted Serv Privt Schools	001.500.9300.2.9.099.400.5		$ 1,091,483	$ 1,453,383		$1,051,093	$1,227,178	-	$1,270,167		$1,932,093	$ 661,926	52.11%
Contracted Serv Collaboratives	001.500.9400.2.9.099.400.5		$ 340,976.35	$ 539,511.01		$ 430,551	$ 492,278	-	$ 458,245		$ 485,609	$ 27,364	5.97%
Sub Total			$ 1,670,116.61	$ 2,223,017.52		$1,969,534	$2,220,167	-	$2,050,503	-	$2,767,155	$ 716,652	34.95%
Supplies/Materials													
Expl Materials--SP NDS SUPV	001.500.2110.2.9.091.500.5		$ 4,000	$ 1,842		$ 4,000	$ 3,657	-	$ 4,000		$ 4,000	$ -	0.00%
NON Exp Materials--SP Needs SUPV	001.500.2110.2.9.091.520.5		$ 9,500	$ 5,823		$ 9,500	$ 5,116	-	$ 9,500		$ 9,500	$ -	0.00%
EXP MATL TECH SUPV	001.500.2250.2.9.091.500.5		$ 2,500	$ 2,290		$ 2,500	$ 3,083	-	$ 2,500		$ 2,500	$ -	0.00%
NON-EXP MATL TECH SUPV	001.500.2250.2.9.091.520.5		$ 4,000	$ 410		$ 4,000	$ 3,003	-	$ 4,000		$ 4,000	$ -	0.00%
NON-EXP MATL SPEECH	001.500.2420.2.9.056.520.5		$ 2,310	$ 1,874		$ 2,310	$ 2,087	-	$ 2,310		$ 2,310	$ -	0.00%
OT/PT NON EXP Materials	001.500.2420.2.9.070.520.5		$ 350	$ 198		$ 350	$ 387	-	$ 350		$ 350	$ -	0.00%
Rental/Lease Equipment	001.500.2420.2.9.099.620.5		$ 4,500	$ 5,302		$ 4,500	$ 5,444	-	$ 4,500		$ 4,500	$ -	0.00%
EXP Materials/Speech	001.500.2430.2.9.056.500.5		$ 300	$ 9		$ 300	$ 370	-	$ 300		$ 300	$ -	0.00%
OT/PT Supplies and Materials	001.500.2430.2.9.070.500.5		$ 1,500	$ 856		$ 1,500	$ 1,059	-	$ 1,500		$ 1,500	$ -	0.00%
EXP Materials/Psych	001.500.2800.2.9.099.500.5		$ 4,570	$ 5,001		$ 4,570	$ 5,715	-	$ 4,570		$ 4,570	$ -	0.00%
Non Exp Materials--Psych	001.500.2800.2.9.099.520.5		$ 3,790.00	$ 3,332.00		$ 3,790	$ 2,664	-	$ 3,790		$ 3,790	$ -	0.00%
Sub Total			$ 37,320.00	$ 26,936.73		$ 37,320	$ 32,584	-	$ 37,320	-	$ 37,320	$ -	0.00%
Summer Programs													
SPED Summer Prog Other Prof Salary	001.500.2305.2.1.077.190.5		$ 73,725	$ 50,495		$ 68,725	$ 65,534	-	$ 68,725		$ 68,725	$ -	0.00%
Summer Program Contracted Services	001.500.2330.2.1.077.400.5		$ 7,500	$ 6,621		$ 7,500	$ 7,500	-	$ 15,000		$ 15,000	$ -	0.00%
SPED Summer Prog Tuition Cont Serv	001.500.2330.2.1.077.410.5		$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
SPED Summer Prog Sup and Materials	001.500.2430.2.1.077.500.5		$ 400.00	$ 194.52		$ 400	$ 78	-	$ 400		$ 400	$ -	0.00%
Sub Total			$ 81,625.00	$ 57,311.01		$ 76,625	$ 73,112	-	$ 84,125	-	$ 84,125	$ -	0.00%
Prof. Salaries													
SPED Classroom Teachers Salary	001.500.2305.2.9.099.100.5	0.00	$ -	$ -	-	$ -	$ -	-	$ -	-	$ -	$ -	#DIV/0!
Home Services/Tutoring Teachers Salary	001.500.2310.2.9.099.100.5		$ 50,880	$ 6,943		$ 20,880	$ 11,202	-	$ 5,880		$ 5,880	$ -	0.00%
SPED Tech Coordinator	001.500.2310.2.9.045.100.5		$ -	$ 12,241	0.60	$ 691	$ -	0.60	$ -	0.60	$ -	$ -	#DIV/0!
Related Services OT, PT, SLP Salaries	001.500.2320.2.9.099.100.5	1.00	$ 82,821	$ 82,821	1.00	$ 84,898	$ 85,314	1.00	$ 87,447	1.00	$ 89,633	$ 2,186	2.50%
Related Services Aides Salary	001.500.2330.2.9.070.300.5	0.60	$ 21,974	$ 21,969	0.66	$ 23,368	$ 23,095	0.67	$ 25,011	0.67	$ 27,725	$ 2,714	10.85%
Home Services/Tutoring Aides Salary	001.500.2330.2.9.093.300.5		$ 20,000	$ 9,739		$ 10,000	$ 11,411	-	$ 10,000		$ 10,000	$ -	0.00%
SPED Instructional Travel	001.500.2440.2.9.500.600.5					$ -	$ 1,170	-	$ -		$ 1,170	$ 1,170	#DIV/0!
SAL Psychologists	001.500.2800.2.9.099.100.5		$ -	$ -	-	$ -	$ 231,598	3.00	$ 262,341	3.00	$ 234,005	$ (28,336)	-10.80%
Sub Total		1.60	$ 175,674.81	$ 133,712.67	2.26	$ 139,837	$ 363,789	5.27	$ 390,679	5.27	$ 368,412	$ (22,267)	-5.70%
Contracted Services													
SPED Contracted Services	001.500.2110.2.9.070.400.5		$ -	$ -		$ -	$ -		$ 83,662		$ 83,662	$ -	0.00%
Contracted Services	001.500.2330.2.9.070.400.5		$ 230,000.00	$ 184,570.60		$ 200,000	$ 179,268	-	$ 116,338		$ 116,338	$ -	0.00%
Sub Total			$ 230,000.00	$ 184,570.60		$ 200,000	$ 179,268	-	$ 200,000	-	$ 200,000	$ -	0.00%
SPED Transportation													
Vehicle Maintenance	001.500.3300.2.9.085.400.5		$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Bus Monitor Salary	001.500.3300.2.9.099.330.5		$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Bus Driver Salary	001.500.3300.2.9.099.340.5	0.00	$ -	$ -	-	$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Student Transportation/SPED	001.500.3300.2.9.099.400.5		$ 294,129	$ 374,771		$ 359,129	$ 430,690	-	$ 420,488		$ 486,000	$ 65,512	15.58%
School Bus Lease	001.500.7500.2.9.099.620.5		$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Replacement of School Busses	001.500.7600.2.9.099.620.5		$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Sub Total		-	$ 294,128.86	$ 374,771.08	-	$ 359,129	$ 430,690	-	$ 420,488	-	$ 486,000	$ 65,512	15.58%
Utilities													
Telephone Service	001.500.4130.2.9.099.680.5		$ 7,193.00	$ 1,969.43		$ 2,500	$ 2,257	-	$ 2,500		$ 2,500	$ -	0.00%
Sub Total			$ 7,193.00	$ 1,969.43		$ 2,500	$ 2,257	-	$ 2,500	-	$ 2,500	$ -	0.00%
Maintenance													
Equipment Maintenance	001.500.4230.2.0.099.421.5		$ 4,107	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Technology Maintenance Cont Serv	001.500.4450.2.0.027.400.5		$ -	$ -		$ -	$ -	-	$ -		$ -	$ -	#DIV/0!
Sub Total			$ 4,107.00	$ -		$ -	$ -	-	$ -	-	$ -	$ -	#DIV/0!
Total		5.48	$ 2,758,803	$ 3,344,245	6.98	$3,147,437	$3,665,773	9.99	$3,561,314	9.99	$4,350,007	$ 788,693	22.15%

Technology

Alan Taupier, Director of Technology

The District's Information Technology Department provides maintenance, technical assistance, and business continuity services in support of the District's integration of technology in teaching, learning, and business operations. The District is currently at a managed buoyancy point. Over the last five years the IT Department's acquisitions and work brought the District to a technology pivot point where the technologies' utility, availability, and security are in a modest equilibrium. The continued maintenance of this balance point depends on the District's lifecycle management of its current inventory of iPads, Chromebooks, laptops, and desktops that straddle the District's modern wireless and wired networks. These personal devices are an interface to the IT services that are supplied by an aging array of server hardware. All these components rely on a robust Internet connection that brings the content-rich resources of the world into the classroom.

The District enjoys a synchronous 500Mbs Internet connection provided by Verizon. This access to the digital universe has a connection utilization of approximately 25% during the academic day. This content-rich connection is supported at its perimeter by a 1Gbs switched wireless and wired network connected over a fiber spoke and hub framework. At its core is a 10Gbs aggregation switch managing the flow of network traffic between the Internet and the controllers that manage the quality and security of the user's connection. Daily the teachers and student have access to a curated set of devices that are optimized to access the chosen curriculum and contents. This includes a 1-1 iPad leasing program across all four grades at the High School. This leasing program engages 567 students, with some students opting to bring their own devices. There are another 600 of these tablets available to teachers, staff, and K-8 students across the District. Although these 600± devices have weathered well, approximately 40% of these iPads are quickly approaching functional obsolescence and will need to be replaced.

Every classroom teacher and administrator has a laptop, and each elementary school has a cart of Apple laptops. There are an additional 190 laptops and desktops configured into computer labs or carts. These are supported by eight carts of Chromebooks, four of which are stationed at the Middle School. One additional Chromebook cart is located at each of the elementary schools. This inventory of standard devices yields a ratio of less than 1.25 students per device. All 240± Chromebooks and an additional 200± iPads have been procured through the generosity of the Hamilton-Wenham Ed Fund. Without the Ed Fund's largesse, the District would be struggling to meet the basic technology needs and curriculum goals of the District.

Hamilton-Wenham relies on several important "software as a service" (SaaS) partners. Follett Corporation provides the District with Aspen, our Student Information System (SIS), and with Destiny, our library catalog service. The SIS incorporates student recordkeeping and classroom management tools including gradebook, attendance, and scheduling, as well as providing the gateway for periodic required DESE reporting. The SIS also provides special education with document and case management tools. Other SaaS partners are FinalSite.com for website management, SNAP for student health record maintenance, TurnItIn.com for classroom writing management tools, Microsoft for email hosting, and Addition Networks for email filtering and archiving. The District maintains annual software agreements for key instructional, recordkeeping, and financial management software which totals approximately $200,000.00 annually.

The District's IT Department continues to seek ways to leverage existing technology by adding value to the breadth of software and hardware the District currently maintains. One example of this is the IT Department's ability to connect the valued information the District relies upon and is stored in our SIS with our Point of Sale (POS) system, emergency messaging system, and our collaboration suite. We also have leveraging ancillary SaaS abilities in our Google domain to deploy digital signage, currently in active use at the

High School and Middle School. The IT staff continues to look for opportunities to automate the process of sharing datasets with trusted partners: NutriKids; Blackboard Connect; Tyler Technologies; and Google's G-Suite. Such sharing and automation delivers business continuity while reducing staff time spent on tedious data entry and normalization.

The District maintains a fleet of 18 copiers and 114 printing devices, 115 projector/digital displays and classroom audio visual systems. This budget anticipates the replacement of approximately 15 classroom projectors, as the current installed base have surpassed their anticipated end-of-life. Earmarked as special projects is: $54,480 to refresh aging computers; and $17,500 to provided iPads for those students who otherwise would not participate in the HS 1-1 iPad program due to financial hardships, bringing the total for new or replacement equipment under FY18 Special Projects to $109,000.00.

The IT Department uses contracted services for those technical areas where outside expertise is prudent or required. The District's funding has earmarked $81,040.00 for these Contracted Services. The largest components of these services are for extended warranty, maintenance agreements and annual hardware licenses agreements totaling $45,600. The District's 115 printers are under a service agreement that includes toner and on-site repairs which is estimated to cost $23,000.00 in FY18. The District receives a 40% discount from the Schools and Libraries eRate program that bring the District's portion of the Internet access cost to $9,560.00. All remaining contracted services are used to supplement in-house expertise with outside engineering services.

The District is facing growing risk as the hardware that supports its hosting backoffice operation has reached operational end-of-life. There is further risk in the coming years as the District's personal computing devices reach their functional obsolescence. Without further mitigation, the District will be faced with growing equipment failures and increased chances of catastrophic infrastructure failure that will adversely affect business continuity and educational goals. Mitigation must come in the form of asset replacement and outsourcing of key software agreements, effectively transferring the risk to the District's trusted partners. Such outsourcing shifts the cost of server replacement with larger SaaS fees. It will then be necessary for the District to realign its security threat models and to augment its current Internet access strategy by purchasing additional Internet connection with the goal of improved access resiliency.

Technology Programs		FY15	FY15	FY15	FY16	FY16	FY16	FY17	FY17	FY18	FY18	Change FY17 to FY18	
		FTE	Budget	Actuals	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	$ 118,710	1.00	$ 121,679	1.00	$ 124,813	$ 3,134	2.58%
Tech Other Personnel Salary	001.400.2250.9.9.027.190.5	6.20	$ 293,806	$ 262,425	6.20	$ 308,956	$ 295,907	5.73	$ 311,632	5.83	$ 320,563	$ 8,931	2.87%
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	$ 811	0.00	$ 950		$ 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	$ 415,428	6.73	$ 434,261	6.83	$ 446,326	$ 12,065	2.78%
Network													
Network Infrastructure	001.400.2451.9.9.027.522.5		$ 24,828	$ 25,099		$ 30,450	$ 45,082	0.00	$ 46,998		$ -	$ (46,998)	-100.00%
Sub Total			$ 24,828	$ 25,099		$ 30,450	$ 45,082	-	$ 46,998	-	$ -	$ (46,998)	-100.00%
Hardware													
System and Computer Hardware	001.400.2451.9.9.027.529.5		$ 173,342	$ 202,095		$ 190,540	$ 221,562	0.00	$ 122,710		$ 153,930	$ 31,220	25.44%
Sub Total			$ 173,342	$ 202,095		$ 190,540	$ 221,562	-	$ 122,710	-	$ 153,930	$ 31,220	25.44%
Professional Development													
Other Exp Tech Training	001.400.2451.9.9.027.600.5		$ -	$ 3,981		$ -	$ 9,578	0.00	$ 3,000		$ 3,000	$ -	0.00%
MassQue Conference for 5 staff members	001.400.2451.9.9.027.600.5		$ 2,500			$ 2,500		0.00	$ 2,500		$ 2,500	$ -	0.00%
Aspen User Group Meeting	001.400.2451.9.9.027.600.5		$ 2,600			$ 2,600		0.00	$ 2,600		$ 2,600	$ -	0.00%
Aspen Onsite Training	001.400.2451.9.9.027.600.5		$ 3,500			$ 3,500		0.00	$ 3,500		$ 3,500	$ -	0.00%
ISTE Conference	001.400.2451.9.9.027.600.5		$ 1,800			$ 1,800		0.00	$ 1,500		$ 1,500	$ -	0.00%
Travel	001.400.2451.9.9.027.600.5		$ 500			$ 500		0.00	$ 500		$ 500	$ -	0.00%
Sub Total			$ 10,900	$ 3,981		$ 10,900	$ 9,578	-	$ 13,600	-	$ 13,600	$ -	0.00%
Contracted Service													
Onsite Email Maintenance	001.400.2250.9.9.099.400.5		$ 3,040	$ 100,884		$ 3,040	$ 116,619	0.00	$ -		$ -	$ -	#DIV/0!
Server & Storage Maintenance	001.400.2250.9.9.099.400.5		$ 3,040			$ 3,040		0.00	$ 3,040		$ 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		$ 22,000	$ -	0.00%
General onsite Technical Assistance	001.400.2250.9.9.099.400.5		$ 66,000			$ 66,000		0.00	$ 50,000		$ 50,000	$ -	0.00%
Aspen Customizations	001.400.2250.9.9.099.400.5		$ 16,000			$ 8,000		0.00	$ 6,000		$ 6,000	$ -	0.00%
Aspen SIS Standard Conversion	001.400.2250.9.9.099.400.5		$ -			$ -		0.00	$ -		$ -	$ -	#DIV/0!
Sub Total			$ 104,880	$ 100,884		$ 97,380	$ 116,619	-	$ 81,040	-	$ 81,040	$ -	0.00%
Software													
Technology Software	001.400.2451.9.9.027.400.5		$ 169,687	$ 119,406		$ 196,605	$ 122,356	0.00	$ 202,365		$ 203,865	$ 1,500	0.74%
Sub Total			$ 169,687	$ 119,406		$ 196,605	$ 122,356	-	$ 202,365	-	$ 203,865	$ 1,500	0.74%
Total		7.20	$ 894,219	$ 831,635	7.20	$ 953,912	$ 930,625	6.73	$ 900,974	6.83	$ 898,761	$ (2,213)	-0.25%

Key Indicators

Total District Enrollment

District Demographics

2016 HWRSD Grade 10 MCAS Results

Class of 2016 Profile

FY18 Staffing Summaries

Three-year Budget Outlook

Five-year Capital Improvement Plan

Five-year Key Indicator Summary

Total District Enrollment

TOTAL STUDENT ENROLLMENT, BY SCHOOL, BY GRADE

(Includes Resident, Choice, Faculty, PreK, OOD, & Tuitioned In)

		2013-2014	2014-2015	2015-2016	2016-2017
		OCT	OCT	OCT	OCT
BUKER	K	36	41	39	39
	1	39	44	45	43
	2	40	41	42	45
	3	41	39	42	46
	4	46	40	40	39
	5	37	45	41	43
TOTAL		239	250	249	255
CUTLER	K	48	41	41	41
	1	45	51	41	40
	2	37	43	49	41
	3	43	37	44	51
	4	46	42	38	45
	5	60	46	44	36
TOTAL		279	260	257	254
WINTHROP	PK	20	23	29	32
	K	34	61	39	44
	1	37	33	61	38
	2	42	39	32	55
	3	50	45	43	33
	4	46	54	47	42
	5	46	46	56	48
TOTAL		275	301	307	292
ELEMENTARY	PK	20	23	29	32
	K	118	143	119	124
	1	121	128	147	121
	2	119	123	123	141
	3	134	121	129	130
	4	138	136	125	126
	5	143	137	141	127
TOTAL		793	811	813	801

MRMS	6	143	139	134	131
	7	154	139	138	136
	8	145	153	135	140
TOTAL		442	431	407	407
HWRHS	9	165	140	151	134
	10	163	160	140	150
	11	170	163	157	133
	12	180	162	160	157
TOTAL		678	625	608	574

RESIDENT ODD	ALL	22	32	32	33

GRAND TOTAL	1935	1899	1860	1815

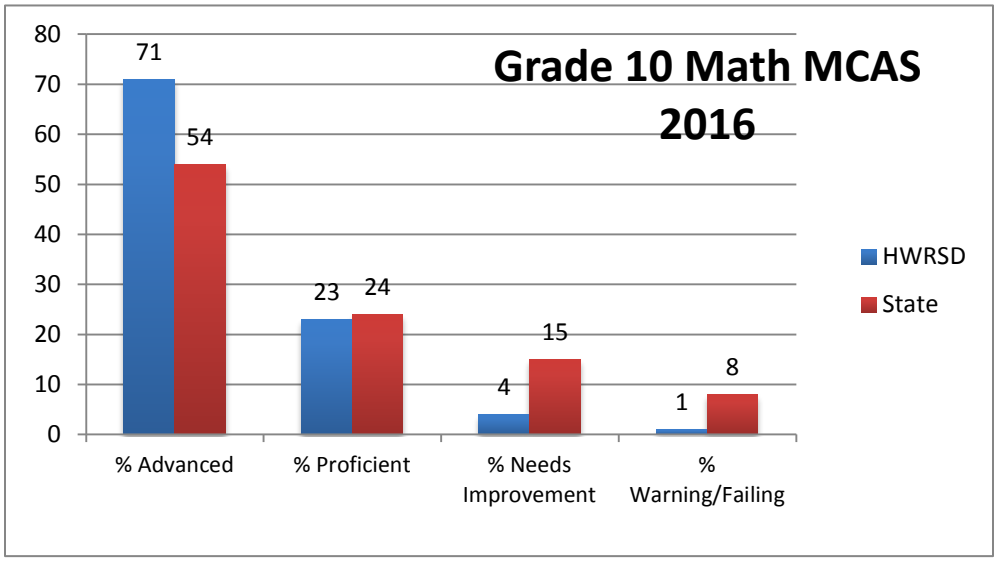
District Demographics

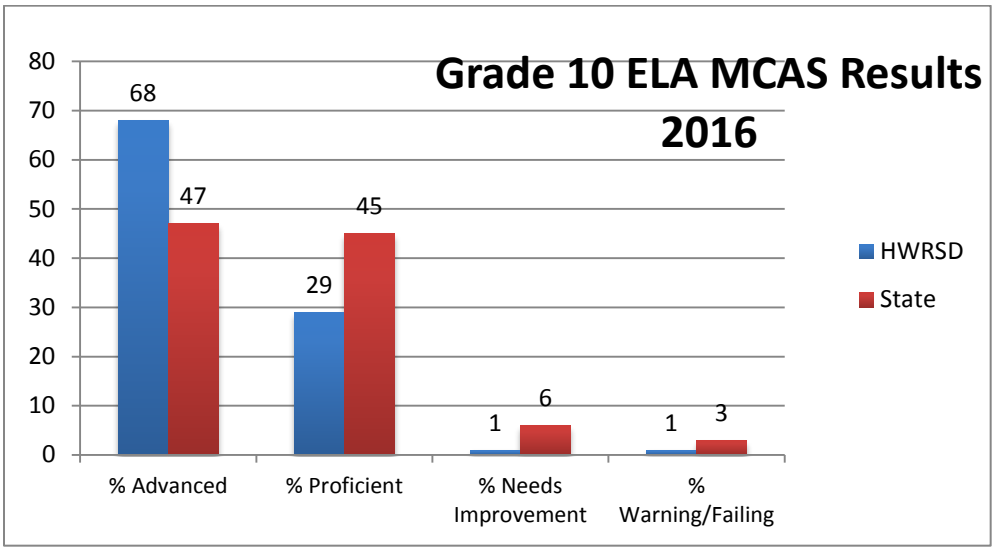
Student Demographics		
Enrollment By Race/Ethnicity (2016-2017)	% District	% State
African American	0.8	8.9
Asian	3.8	6.7
Hispanic	2.6	19.4
Native American	0.2	0.2
White	90.3	61.3
Native Hawaiian, Pacific Islander	0.3	0.1
Multi-Race, Non Hispanic	2	3.4
Selected Populations (2016-2017)	% District	% State
First Language not English	1.5	20.1
English Language Learner	0.4	9.5
Students With Disabilities	15.4	17.4
Economically Disadvantaged	6.8	30.2

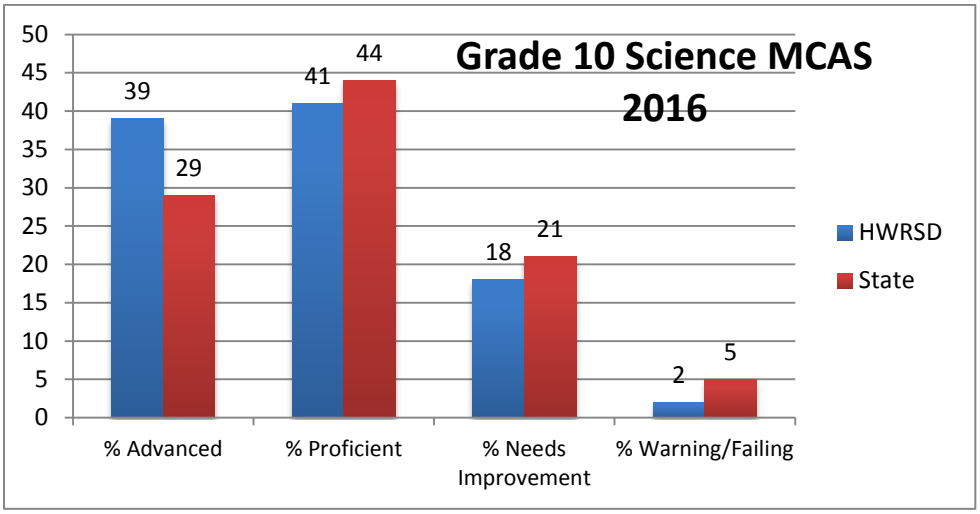
Source: Mass DESE Website

2016 HWRSD Grade 10 MCAS Results

HWRSD students in 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. Additionally, attaining the "Needs Improvement" level is a requirement for all students in Massachusetts to earn a high school diploma. Due to the implementation of the PARCC Test in 2016, results for students in Grades 3-8 are not available.






Grade 10 Science MCAS 2016
50
45
40
35
30
25
20
15
10
5
0
39
29
41
44
18
21
2
5
% Advanced
% Proficient
% Needs Improvement
% Warning/Failing
HWRSD
State

Class of 2016 Profile

Class of 2016 Statistics	
Students Graduated in 2016	157
2015-2016 National Merit Scholar "Commended Students"	6
AP Course Offerings	11
AP Students in 2015-2016	187
AP Exams Taken	378
AP Scores of 3 or above	136
2016 AP Scholars	24

Average SAT Scores (2016)	HWRHS	Mass. Avg.
Critical Reading	571	517
Mathematics	559	530
Writing	559	506

Average ACT Scores (2016)	HWRHS	Mass. Avg.
English	24.3	24.4
Math	24.7	24.9
Reading	26.5	25.3
Science	23.8	24.1
Composite	24.9	24.8

FY18 Staffing Summaries

Hamilton Wenham Regional School District
FY18 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	20.00	$ 1,453,611	$ 13,342	$ 1,466,953	5.00	$ 158,301	$ -	$ 158,301	0.92	$ 50,351	$ -	$ 50,351	1.00	$ 57,822	$ -	$ 57,822
Cutler	23.90	$ 1,892,322	$ 13,342	$ 1,905,664	9.99	$ 262,685	$ -	$ 262,685	0.92	$ 41,048	$ -	$ 41,048	1.00	$ 32,950	$ -	$ 32,950
Winthrop	28.50	$ 2,174,056	$ 13,342	$ 2,187,398	21.89	$ 555,787	$ -	$ 555,787	0.92	$ 49,726	$ -	$ 49,726	1.00	$ 67,479	$ -	$ 67,479
MRMS	43.15	$ 3,115,947	$ 52,382	$ 3,168,329	10.18	$ 268,471	$ -	$ 268,471	1.28	$ 68,197	$ -	$ 68,197	1.00	$ 54,398	$ -	$ 54,398
RHS	55.71	$ 4,350,709	$ 57,330	$ 4,408,039	3.80	$ 77,879	$ -	$ 77,879	3.28	$ 157,990	$ -	$ 157,990	1.50	$ 101,663	$ -	$ 101,663
District	0.00	$ -	$ -	$ -	0.00	$ -	$ -	$ -	4.63	$ 240,150	$ -	$ 240,150	0.00	$ -	$ -	$ -
SPED	4.60	$ 323,638	$ -	$ 323,638	0.67	$ 27,725	$ -	$ 27,725	2.72	$ 110,622	$ -	$ 110,622	0.00	$ -	$ -	$ -
TOTALS	175.86	$ 13,310,282	$ 149,738	$ 13,460,020	51.53	$ 1,350,848	$ -	$ 1,350,848	14.67	$ 718,084	$ -	$ 718,084	5.50	$ 314,312	$ -	$ 314,312

LOCATION	Custodial/Maintanence				Administration				Other				TOTALS			
	FTE	Salary $	Other $	Total $	FTE	Salary $	Other $	Total $	FTE	Salary $	Other $	Total $	FTE	Salary $	Other $	Total $
Buker	2.00	$ 97,656	$ -	$ 97,656	1.00	$ 121,253	$ -	$ 121,253	0.00	$ -	$ 14,072	$ 14,072	29.92	$ 1,938,995	$ 27,414	$ 1,966,409
Cutler	2.00	$ 97,656	$ -	$ 97,656	1.00	$ 120,894	$ -	$ 120,894	0.00	$ -	$ 14,072	$ 14,072	38.81	$ 2,447,555	$ 27,414	$ 2,474,970
Winthrop	2.00	$ 97,656	$ -	$ 97,656	1.00	$ 120,706	$ -	$ 120,706	0.00	$ -	$ 18,763	$ 18,763	55.31	$ 3,065,410	$ 32,105	$ 3,097,515
MRMS	3.00	$ 144,145	$ -	$ 144,145	2.00	$ 205,687	$ -	$ 205,687	0.00	$ -	$ -	$ -	60.60	$ 3,856,844	$ 52,382	$ 3,909,226
RHS	4.00	$ 190,633	$ -	$ 190,633	2.00	$ 254,742	$ -	$ 254,742	0.00	$ -	$ -	$ -	70.29	$ 5,133,616	$ 57,330	$ 5,190,946
District	4.00	$ 249,656	$ 82,000	$ 331,656	5.75	$ 676,701	$ 15,000	$ 691,701	12.58	$ 881,726	$ 234,899	$ 1,116,625	26.96	$ 2,048,233	$ 331,899	$ 2,380,132
SPED	0.00	$ -	$ -	$ -	2.00	$ 246,898	$ -	$ 246,898	0.00	$ -	$ 84,605	$ 84,605	9.99	$ 708,883	$ 84,605	$ 793,488
TOTALS	17.00	$ 877,403	$ 82,000	$ 959,403	14.75	$ 1,746,881	$ 15,000	$ 1,761,881	12.58	$ 881,726	$ 366,412	$ 1,248,138	291.89	$ 19,199,536	$ 613,150	$ 19,812,686

Qualifications of Professional Staff (2015-2016)		
	District	State
Total # of Teachers	148.7	72384.1
% of Teachers Licensed in Teaching Assignment	100%	97.4%
Total # of Classes in Core Academic Areas	637	348472
% of Core Academic Classes Taught by Teachers Who are Highly Qualified	100%	96.3%
Student/Teacher Ratio	12.3 to 1	13.2 to 1

Source: DESE Website

Hamilton Wenham Regional School District
3 Year Budget and Forecast Analysis -- Districtwide Net Operating Budget Summary
as of February 9, 2017

	(A) FY17 Budget	(B) FY18 Budget	(C) FY19 Forecast	(D) FY20 Forecast	FY18 vs FY17 $ Change	(B vs A) % Change	FY19 vs FY18 $ Change	(C vs B) % Change	FY20 vs FY19 $ Change	(D vs C) % Change
Base Salary	$ 18,895,522	$ 19,199,536	$ 19,743,084	$ 20,300,221	$ 304,014	1.6%	$ 543,548	2.8%	$ 557,137	2.8%
Other Salary	$ 606,568	$ 613,150	$ 628,479	$ 644,191	$ 6,582	1.1%	$ 15,329	2.5%	$ 15,712	2.5%
Other Operating Expenses incl OPEB	$ 6,997,534	$ 7,751,555	$ 8,009,944	$ 8,874,101	$ 754,021	10.8%	$ 258,389	3.3%	$ 864,157	10.8%
Fringe incl Health Care	$ 3,666,908	$ 3,839,383	$ 4,031,352	$ 4,232,920	$ 172,475	4.7%	$ 191,969	5.0%	$ 201,568	5.0%
Gross Operating Expenses:	**$ 30,166,532**	**$ 31,403,624**	**$ 32,412,859**	**$ 34,051,433**	**$ 1,237,092**	**4.1%**	**$ 1,009,235**	**3.2%**	**$ 1,638,574**	**5.1%**
Operating Offsets	(1,016,500)	(1,203,808)	(1,203,808)	(1,203,808)	(187,308)	18.4%	-	0.0%	-	0.0%
Operating Expenses excluding Debt	**$ 29,150,032**	**$ 30,199,816**	**$ 31,209,051**	**$ 32,847,625**	**$ 1,049,784**	**3.6%**	**$ 1,009,235**	**3.3%**	**$ 1,638,574**	**5.3%**
Debt Service Expense	2,129,250	2,092,860	2,092,860	1,378,860	(36,390)	-1.7%	-	0.0%	(714,000)	-34.1%
Net Operating Expenses including Debt	**$ 31,279,282**	**$ 32,292,676**	**$ 33,301,911**	**$ 34,226,485**	**$ 1,013,394**	**3.2%**	**$ 1,009,235**	**3.1%**	**$ 924,574**	**2.8%**
Key Indicators:										
# of Students Enrolled at Ocotber 1st	**1,815**	**1,790**	**1,765**	**1,740**	**(25)**	**-1.4%**	**(25)**	**-1.4%**	**(25)**	**-1.4%**
Net Operating Expense per Student	**$ 17,234**	**$ 18,041**	**$ 18,868**	**$ 19,670**	**$ 807**	**4.7%**	**$ 827**	**4.6%**	**$ 802**	**4.3%**
Student to Teacher Ratio	**10.15**	**10.18**	**10.15**	**10.12**	**0.03**	**N/A**	**(0.03)**	**N/A**	**(0.03)**	**N/A**
Student to Teacher + TA Ratio	**7.86**	**7.87**	**7.87**	**7.86**	**0.01**	**N/A**	**(0.01)**	**N/A**	**(0.01)**	**N/A**
FTEs Headcount:										
Professional Staff	178.86	175.86	173.86	171.86	(3.00)	-1.7%	(2.00)	-1.1%	(2.00)	-1.2%
TAs	51.97	51.53	50.53	49.53	(0.44)	-0.8%	(1.00)	-1.9%	(1.00)	-2.0%
Secretaries	14.66	14.67	14.67	14.67	0.01	0.0%	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	14.75	14.75	14.75	1.00	7.3%	0.00	0.0%	0.00	0.0%
Other	12.23	12.58	12.58	12.58	0.35	2.9%	0.00	0.0%	0.00	0.0%
Total FTEs Headcount:	**293.97**	**291.89**	**288.89**	**285.89**	**(2.08)**	**-0.7%**	**(3.00)**	**-1.0%**	**(3.00)**	**-1.0%**
Gross Operating:										
Reg Ed Transportation	$ 771,009	$ 738,700	$ 765,100	$ 788,053	$ (32,309)	-4.2%	$ 26,400	3.6%	$ 22,953	3.0%
Utilities	$ 599,609	$ 597,530	$ 609,481	$ 621,671	$ (2,078)	-0.3%	$ 11,951	2.0%	$ 12,190	2.0%
Yearly Maintenance	$ 587,550	$ 553,250	$ 564,315	$ 575,601	$ (34,300)	-5.8%	$ 11,065	2.0%	$ 11,286	2.0%
SPED Transportation	$ 420,488	$ 486,000	$ 500,580	$ 515,597	$ 65,512	15.6%	$ 14,580	3.0%	$ 15,017	3.0%
SPED Out of District Tuition	$ 2,050,503	$ 2,767,155	$ 2,850,169	$ 2,935,674	$ 716,652	35.0%	$ 83,015	3.0%	$ 85,505	3.0%
OPEB Funding	$ -	$ 40,000	$ 100,000	$ 764,800	$ 40,000	#DIV/0!	$ 60,000	150.0%	$ 664,800	664.8%
All Other	$ 2,568,375	$ 2,568,920	$ 2,620,299	$ 2,672,705	$ 546	0.0%	$ 51,378	2.0%	$ 52,406	2.0%
Total Gross Operating:	**$ 6,997,534**	**$ 7,751,555**	**$ 8,009,944**	**$ 8,874,101**	**$ 754,021**	**10.8%**	**$ 258,389**	**3.3%**	**$ 864,157**	**10.8%**

HWRSD Five-Year Capital Improvement Plan

Hamilton Wenham Regional School District
5 Year Capital* Improvement Program Summary as of February 9, 2017

Department	Project	Location	Total Est Cost	FY18	FY19	FY20	FY21	FY22
Fac & Grds	New Roof	HS	3,000,000	-	-	-	-	3,000,000
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 & Water bubblers	Elem Schools	61,000	-	21,000	20,000	20,000	-
Fac & Grds	Waste Water Treatment Plant	District	100,000	20,000	20,000	20,000	20,000	20,000
Fac & Grds	Repair, refinish & reline Gymnasium Floors	District	60,000	-	-	-	30,000	30,000
Fac & Grds	Building Fire Suppression System	Win	600,000	-	600,000	-	-	-
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	Install Main Entry & Main Office Interior Surveillance Cameras	District	25,000	-	-	25,000	-	-
Fac & Grds	Interior Classroom & Hallway Painting	Cut	30,000	-	-	30,000	-	-
Fac & Grds	Replace Classroom Carpets with Tile (6)	Cut	30,000	15,000	15,000	-	-	-
Fac & Grds	Classroom Shades	Cut, Buk, HS & MS	135,000	-	-	40,000	60,000	35,000
Fac & Grds	Emergency Generator	Buk & Admin Bldg	40,000	-	-	-	-	40,000
Fac & Grds	Autoscrubbers (4) & Floor Burnishers (1)	District	70,000	-	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	20,000	-	20,000	-	-	-
Fac & Grds	Replace Rear Roof at Buker	Buk	50,000	20,000	30,000	-	-	-
Fac & Grds	Install ADA Accessible Concrete Exterior Wheelchair Ramp	Winthrop	10,000	10,000	-	-	-	-
Fac & Grds	Install ADA Accessible Handicap Lifts/Ramps for school stages	Win & Buk	30,000	-	30,000	-	-	-
Fac & Grds	Project Adventure Course Upgrades	HS / MS	15,000	-	-	15,000	-	-
Fac & Grds	Replace front sidewalks at Middle School	MRMS	60,000	-	-	-	-	60,000
Fac & Grds	Replace Ceiling Tiles in Primary Wing Classrooms & Hallway	Winthrop	10,000	-	-	10,000	-	
Fac & Grds	Repair sidewalks and curbing at Admin Bldg	Admin	15,000	-	-	15,000	-	
Fac & Grds	Upgrade, repair and install Intercom systems	Various	24,000	-	-	24,000	-	
Fac & Grds	Kiln	HS	11,500	11,500	-	-	-	
Fac & Grds	Replace Sound System in gymnasium	HS / MS	20,000	-	20,000	-	-	
Fac & Grds	Classroom Furniture (1 Class)	HS	15,000	15,000	-	-	-	-
Fac & Grds	Buker Playground	Buker	10,000	10,000	-	-	-	-
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	21,000	42,000	105,000	70,000	63,000
Tech	Classroom Hardware Refresh 7 year cycle (Laptops & Labs)	District	295,785	33,480	47,470	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	Upgrade Wireless Access Points including wiring	District	49,920	-	-	49,920	-	-
Tech	Replace Phone System with new VoIP System	HS / MS	47,000	-	-	-	-	47,000
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	260,512	37,216	74,432	74,432	74,432	-
Tech	Upgrade Auditorium Theatrical Electrical Systems	HS	75,000	-	75,000	-	-	-
Tech	Replace Auditorium Lighting Control Console	HS	17,000	-	17,000	-	-	-
Tech	Auditorium HD Projector, Projection Screen & Monitors	HS	50,000	-	50,000	-	-	-
Tech	Install redundant line for Internet Connectivity	District	32,000	-	32,000	-	-	-
Food Svc	Kitchen Equipment	District	373,575	-	43,628	149,597	115,107	65,243
	Total Recommended:		**6,856,292**	**210,696**	**1,258,030**	**885,649**	**758,219**	**3,743,698**
Master Plan	Architect & Design Fees (Master Plan)	District	25,000	-	25,000	-	-	-
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	-
	Subtotal Master Plan:		**2,425,000**	**-**	**825,000**	**1,000,000**	**600,000**	**-**
Athletics	Turf Fields: Track & Field	District	3,939,067	-	-	-	-	3,939,067
Athletics	Turf Fields: Combination Baseball Field	District	3,505,499	-	-	-	-	3,505,499
Athletics	Turf Fields: Entrance Improvements & Amenities	District	2,024,928	-	-	-	-	2,024,928
		Totals:	**$ 18,750,786**	**$ 210,696**	**$ 2,083,030**	**$ 1,885,649**	**$ 1,358,219**	**$ 13,213,192**

HWRSD Five-Year Key Indicator Summary

Hamilton Wenham Regional School District *FY18 Budget: Multi-Year Key Indicator Summary*		
Gross Operating Expense Budget:		
FY13	$	28,885,653
FY18	$	31,403,624
5 Year Chg $	$	2,517,971
5 Year Chg %		8.72%
Avg Annual Chg		1.74%
Resident Student Enrollment:		
10/1/11		1,845
10/1/16		1,724
5 Year Chg $		(121)
5 Year Chg %		-6.56%
Avg Annual Chg		-1.31%
Operating Budget Total FTE:		
FY13		308.81
FY18		291.89
5 Year Chg $		(16.92)
5 Year Chg %		-5.48%
Avg Annual Chg		-1.10%
Per Pupil Expenditure:		
FY10	$	14,219
FY15	$	15,956
5 Year Chg $	$	1,737
5 Year Chg %		12.22%
Avg Annual Chg		2.44%
MA Avg Annual Chg		2.90%
Excess & Deficiency $ Returned to Towns:		
FY13	$	1,491,000
FY14	$	2,115,920
FY15	$	-
FY16	$	395,781
FY17	$	555
FY18	$	568,821
6 Year Total	$	4,572,077