



Westerly Public Schools

Westerly, Rhode Island; Washington County, USA

<http://westerly.k12.ri.us>

Oh, the Places We'll Go



Fiscal Year

July 2013 – June 2014

School Committee Approved Budget

June 19, 2013

On the Cover:

A **PLACE** does not need to be physical; it is a feeling, an experience, a state of being.

Where we are at this time, as a community, is just the beginning. We will continue to find new ways to be innovative and efficient. Our staff and students will continue to grow and improve. We will inspire all who are around us.

Inspired by the Dr. Seuss Book *Oh the Places You'll Go*, the Fiscal Year 2014 Budget Cover represents this inspiration of the Westerly Public Schools.



Table of Contents

Superintendent Introduction Letter.....	2-3
Executive Summary.....	4
Budget Summary	5
Budget Process	6
Demographics, School Data, Organizational Chart.....	6-9
School Committee Overview.....	10
Department Narratives	11-30
Revenues.....	31-34
Expenditures	35
Wages & Benefits.....	36
Position Control	37-39
Operations	40-42
Tuition	43
Contract Service	44
Text Books & Periodicals	45
Repairs & Maintenance.....	46
Utilities.....	47
Technology.....	48
Other.....	49
Summary	50
Expenditure by School.....	51
Capital & Debt Service	52
Appendix.....	53-80



Executive Summary

Goal of being Premier School District Continues

- Budget Document is based on ASBOI National Model and is being used as example for State of Rhode Island in developing a State Standard Budget
- NECAP & SAT scores continue to improve and the High School Graduation Rate has improved to 90.50%
- Recognized by College Board by placement on AP District Honor Roll

Local Aid from Town

- Town Aid of \$44,422,146 a 1.72% increase from FY 2013
- As a percentage of total town budget: decreasing 5.5% from FY 2010 to FY 2013
- Request in Annual Town Aid increased \$1,588,318 or 3.69% from FY 2010 to FY 2014

Continuing to Work joint with Town

- Joint Bid for Electric and Natural Gas resulting in reduction of cost
- Merged Health Insurance Programs and became members of RI's Westbay Health Cooperative
- Created a jointly run Flexible Spending Account and Wellness Program

Wages and Benefits continue to comprise the Majority of Budget

- Wages & Benefits decreased to 81.69% of total budget compared to 81.96% in FY 2013
- Wages increased \$1,090,185 or 3.46%
- Benefits increased \$559,448 or 5.11%

Tuitions and Contract Services Increases

- Tuitions increased \$ 417,000 or 13.53% from FY 2013 and have increased 63.27% since FY 2010
- Contract Services increased \$103,728 or 12.09% from FY 2013 and have increased 24.05% since FY 2010

Vision 2020

- Districted Completed Elementary School Study
- Plan for renovation/reconfiguration to be developed
- Managed Long Term debt with anticipation of issuing bond in 2016

Budget Summary

FY 2014 WPS Budget					
	FY 14	FY 13		Change \$	Change %
Revenue					
Local Tax Dollars	\$44,686,146	\$43,672,240		\$ 1,013,906.00	2.32%
State Aid*	\$ 7,016,425	\$ 6,250,604		\$ 765,821.00	12.25%
Medicare	\$ 750,000	\$ 500,000		\$ 250,000.00	50.00%
Rental Income	\$ 150,000	\$ 100,000		\$ 50,000.00	50.00%
Program Revenue	\$ 150,000	\$ 125,000		\$ 25,000.00	20.00%
Closed School Imp	\$ 51,122	\$ -		\$ 51,122.00	n/a
Transportation Fees	\$ 50,000	\$ 18,000		<u>\$ 32,000.00</u>	177.78%
* does not include increase in Governor's Budget				\$ 2,187,849.00	
Expenditures					
Wages				\$ 146,941.00	
WTA 1% Raise				\$ 152,335.00	
WTA Steps				\$ 596,909.00	
WTA 1 Time Payment				<u>\$ 194,000.00</u>	
Total Wages	\$32,560,268	\$31,470,083		\$ 1,090,185.00	3.46%
Benefits	\$11,499,213	\$10,939,765		\$ 559,448.00	5.11%
Tuitions & Contract Svc	\$ 4,461,925	\$ 3,941,197		\$ 520,728.00	13.21%
Conf & Dues	\$ 100,000	\$ 130,000		\$ (30,000.00)	-23.08%
Inst Material	\$ 650,000	\$ 700,000		\$ (50,000.00)	-7.14%
Periodicals & Text Book	\$ 400,000	\$ 100,000		\$ 300,000.00	300.00%
Repair & Maint	\$ 1,338,924	\$ 1,380,000		\$ (41,076.00)	-2.98%
Furniture	\$ 20,000	\$ 25,000		\$ (5,000.00)	-20.00%
Utilities	\$ 1,331,363	\$ 1,555,000		\$ (223,637.00)	-14.38%
Disposal	\$ 80,000	\$ 85,000		\$ (5,000.00)	-5.88%
Alarm	\$ 150,000	\$ 175,000		\$ (25,000.00)	-14.29%
Technology	\$ 495,000	\$ 340,000		\$ 155,000.00	45.59%
Legal & Prof Fees	\$ 175,000	\$ 173,000		\$ 2,000.00	1.16%
Prop Ins	\$ 375,000	\$ 344,299		\$ 30,701.00	8.92%
Office	\$ 50,000	\$ 60,000		\$ (10,000.00)	-16.67%
Other	\$ 192,000	\$ 272,500		<u>\$ (80,500.00)</u>	-29.54%
				\$ 2,187,849.00	



Westerly Public Schools Budget Process

In November 2012 the Electorate of Westerly Rhode Island approved a charter revision that changed the date the School Budget is submitted to the Town Manager from the First Monday in January to the First Monday in February.

Rhode Island General Law (RIGL 16-21-2) requires a joint school committee and town council pre budget meeting no more than 60 days prior to submission of the school budget.

Rhode Island General Law (RIGL 16-2-21.2) requires that the School Committee to submit to the Town Council its estimated budget for the next three years on the first Monday of November.

Schedule of Budget Activity

October

- Capital Improvement Plan submitted to Town Planning Board for consideration

November

- Planning Board's recommendations on Capital Plan returned and forwarded to Town Manager for inclusion in Town Budget

December

- District Initiatives, objectives & goal determined
- Operating budget packages sent to Departments and Principals.

January

- Estimated YTD revenue and expense trends developed
- Budget request received from Departments and Principals and compiled
- Superintendent initiates development of *Superintendent's Proposed Budget*
- School Committee completes *School Committee's Proposed Budget*

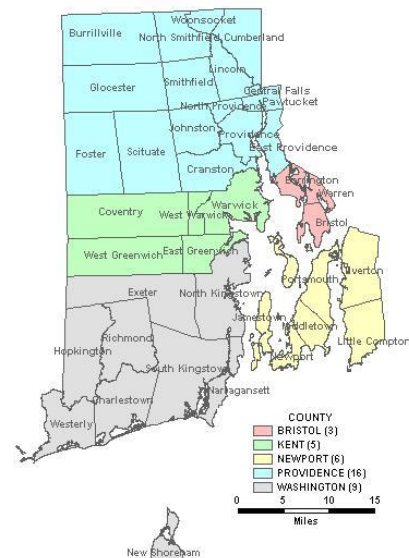
February

- School Committee's Proposed Budget presented to Town Manager and Finance Board



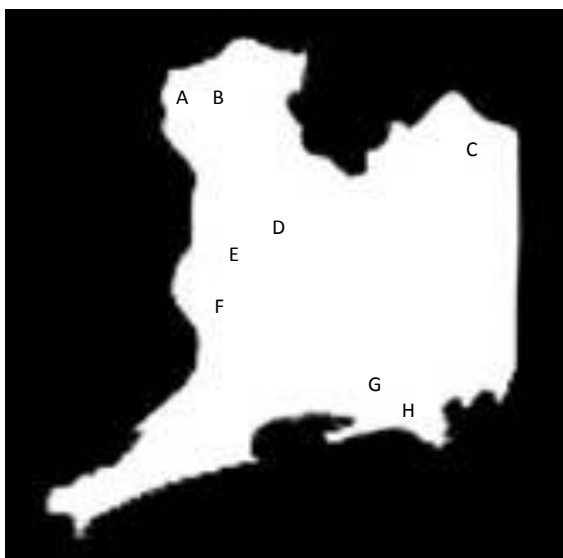
Westerly RI Demographics

	Westerly	Rhode Island
Total Population	22,966	1,051,302
Population Characteristics		
Male	48.20%	48.30%
Female	51.80%	51.70%
White	92.20%	81.40%
Other	7.80%	8.60%
Median Age	38.9	39.4
Education		
Over 25 High School Graduate	85.60%	84.30%
Over 25 Bachelor's Degree or Higher	26.80%	30.60%
Economics		
Median Household Income	\$56,650	\$55,975
Individuals Below Poverty Level	8.10%	12.80%
% Students on Free or Reduced Lunch	36.20%	44.00%
Number of Homeless Students	67	462
Median Value of Home	\$290,700	\$270,600





Westerly's School Facilities Locations



A = Bus Depot
 B = Springbrook Elementary
 C = Bradford Elementary
 D = Tower St School Community Center
 E = High School/Administration Offices
 F = State St Elementary
 G = Middle School
 H = Dunn's Corner Elementary

Total Area 74.8 square miles
 30.1 square miles land
 44.7 square miles water

School	Address	Grades	Total Student	Classroom Teachers	Average Classroom
Bradford Elementary	15 Church Street	PK	60	3	20.0
Bradford Elementary	15 Church Street	K – 4	147	8	18.4
Springbrook Elementary	39 Springbrook Road	K – 4	295	15	19.7
State Street Elementary	35 State Street	K – 4	358	18	19.9
Dunn's Corner Elementary	8 ½ Plateau Road	K – 4	317	16	19.8
Westerly Middle	10 Sandy Hill Road	5 – 8	890		
Westerly High	23 Ward Avenue	9 - 12	954		

Other

Home Schooled	39
Homebound/Tutored	4
Outside Placed	60
Chariho High School	46
Charter Schools	38
PK Students at Babcock Hall	14



Westerly Public Schools Organizational Chart



Westerly School Committee

The School Committee consists of seven members elected at large to serve a term of four years. Terms of the members are staggered to provide stability.

The School Committee developed a five year strategic plan with the input from a wide array of stakeholders. The strategic plan consists of the District's goals, a Vision Statement, our Core Beliefs and Action Plan. A full copy of the Strategic Plan is included in the appendix of this document.

Vision 2020

Westerly Public Schools will be the premier school district in New England

To make this vision come to life the district will be driven by a Theory of Action that defines its decision making parameters. Our Theory of Action describes Big Ideas and Simple Rules: Half-steps and small victories matter, people can and should own their success; Everything can be complex and ambiguous, we will strive to simplify and clarify; Yes, is the first answer to innovation; even our best can be better, there will always be more to do, and all are welcome at the table of learning and discovery.

Core Beliefs

All children can learn. It is our responsibility to assist in fostering a community of life-long learners with our students at its center. We strive to promote critical thinking and problem solving skills, to inspire creativity and encourage risk taking among students and staff. Children are unique and it is our responsibility to provide multiple pathways to success. Our staff is our most important resource and we are committed to developing their skills and abilities.

School Committee Goals

- Support Excellence in Student Performance
- Recruit, Retain and Develop High Quality Staff
- Fully Engage Parents and the Community
- Improve and Maintain School Facilities
- Develop and Implement a comprehensive Financial Strategy

See District's Strategic Plan on Westerly Public Schools website.



WPS: Administration Overview

Westerly Public Schools educates approximately 3,100 students from pre-school to Grade 12. Central office administration provides support and leadership to the students and approximately 600 certified and non-certified staff. Our main administrative objective is to assist building-based personnel in reaching the district's goal of having all students and staff excel academically and professionally to attain the status of recognition as a premier district in the region.

The Superintendent of School is responsible for the overall leadership and management of all programs and personnel within Westerly Public Schools and the implementation of the Strategic Plan and School Committee goals. He reports to a seven member elected School Committee. The leadership team comprised of the Superintendent and the School Committee has recently engaged in a professional development process that uses the Key Work of School Boards, a nationally vetted set of standards and expectations. The team is committed to continued improvements across all aspects of the organization.

The following departments constitute the school administration: Curriculum and Instruction, Pupil Personnel and Student Services, Community Center, Technology, Finance, Human Resources, Facilities and Transportation.

Objectives

- Promote outstanding performance and high standards for learning
- Promote professional development of all staff
- Promote personal growth of students to enable them to become responsible contributing citizens
- Promote organizational efficiency and protection of assets
- Promote community support and involvement

Performance Measures

- Full implementation of the Strategic Plan
- Improvement of Graduation Rate
- Improvement in reading and math skills for all students
- Improvement in scores on State Assessments
- Increase in number of advance course offerings
- Increase in the number of students planning for post-secondary education



WPS: Curriculum

Westerly Public Schools currently educates approximately 3000 students from pre-school to Grade 12. Our students are educated in six schools (seven school buildings) and alternative programs. The central office administration provides support and leadership to the students and to approximately 594 certified and non-certified staff. The main objective of the central office staff is to assist the building-based personnel in reaching the district goal of having all students excel academically to their maximum potential. The Superintendent of Schools is responsible for the overall leadership and management of all programs and personnel within the Westerly Public Schools. He reports to a seven-member elected School Committee that is responsible for the “care, control and management of the Westerly Public Schools”. The Assistant Superintendent, working with the Superintendent and the Leadership Team, designs, implements and directs the instructional initiatives of the district, including selection of curricular and assessment materials, implementation of staff development, staff evaluation programs and practices and management of all related certified and non-certified personnel within the individual school sites. The Assistant Superintendent is responsible for overseeing the implementation of and adherence to the requirements of the Rhode Island Basic Education Program (BEP) and the requirements and demands of Rhode Island’s Race to the Top (RTTT), the RI Board of Regents High School Reform Initiatives and No Child Left Behind (NCLB) legislation.

Objectives

- Establish a guaranteed and viable curriculum.
- Promote effective instruction for all students.
- Establish a comprehensive assessment and reporting system.
- Evaluate curriculum, instruction and assessment.
- Promote outstanding achievement, high standards and expectations for learning.
- Plan and allocate resources for building instructional and leadership capacity through sustained professional development.
- Align resources and materials to the standards based curriculum.
- Continue implementation of Race to the Top (RTTT) initiatives and support in a manner which enhances precisely-aligned staff development programs and opportunities.
- Prepare for the administration of the Partnership for Assessment of Readiness for College and Careers (PARCC).
- Plan and allocate resources for Global Best Practices K – 12.
- Meet the precepts of the Basic Education Plan (BEP) pertaining to curriculum, assessment and instruction as set forth by the RI Board of Regents.



WPS: Pupil Personnel

The Department of Pupil Personnel currently supports the education of over 3,000 students from pre-school through grade 12 or upon completion of a student's transition plan as outlined in an Individual Education Plan (IEP). Consistent with federal regulations as outlined in the Individuals with Disabilities Education Act (IDEA), our district offers a wide range of specialized personnel who collaboratively support students academically, socially, emotionally, and behaviorally in the least restrictive educational environment. The main objective of the Pupil Personnel staff is to assist families and educators in reaching our district goal of supporting all students in achieving academic success. The following services are available within the Pupil Personnel department: Section 504 of the Americans With Disability Act plans of assessment, evaluation and implementation; Special Education (including Special Educators, Teachers of the Blind and Visually Impaired, Teachers of the Deaf and Hard of Hearing, Adaptive Physical Education Teachers, and Speech and Language Pathologists) and related services (including but not limited to Assistive Technology, Audiologists, Counseling Services, Early Identification and Assessment of Disabilities in Children, Extended School Year Services, Homebound Tutorial Services, Interpreting Services, Medical Services, Occupational Therapy, Orientation and Mobility, Parent Counseling and Training, Physical Therapy, Psychological Services, Assessment of Recreational Activities, Rehabilitation Counseling, School Health Services and School Nurse Services, Social Work Services, Speech and Language Pathology Services, Transportation, and Music Therapy). The Director of Pupil Personnel is responsible for the overall leadership and management of all Individual Education Programs, 504 Plans, Medical Plans, and related certified and non-certified personnel within the individual school sites as well as supporting the implementation of and adherence to the requirements of the Rhode Island Basic Education Program (BEP) and the requirements and demands of Rhode Island's Race to the Top (RTTT), the RI Board of Regents High School Reform Initiatives and No Child Left Behind (NCLB) legislation. The Director of Pupil Personnel reports to the Superintendent of Schools.

Objectives

- Support outstanding achievement, high standards and expectations for all students as outlined in the Rhode Island Basic Education Plan (BEP).
- Enhance the professional development of staff in an effort to build capacity within the district in support of Rhode Island's Race to the Top (RTTT) initiatives.
- Conduct ongoing financial analysis to determine the need for reallocation of resources within federal regulatory guidelines.
- Establish organizational efficiency and collaboration of support services.
- Continuation of support for families through the Local Advisory Committee.

Performance Measures

- Clearly defined and communicated process of identification and continuum of support services to students and families.
- Consistent system of assessment, interventions and instructional practice pre-K through 12.
- Aligned District performance measures to RIDE's State Performance Plan and Indicators to achieve and maintain 100% compliance on key indicators (11, 12, and 13).
- Corrective action plans created and implemented to support the recommendations outlined in the District's School Support Report.
- Increased numbers of students with IEP's who graduate with an achievable post-secondary plan.
- Decreased number of truancy petitions through the implementation of a student/family-centered wrap-around service model.
- Established system of collaborative and transparent use of tax dollars and federal grant monies.



WPS: Finance Department

Westerly was the first Rhode Island Community to consolidate the municipal and K-12 School finance department.

Fiscal year 11-12 saw the hiring of one finance director to manage both staff. Fiscal year 12-13 has seen a merging of staff to develop one single finance department. This process continues to involve and has become a model for other Rhode Island communities as they look to increase efficiencies and reduce cost.

The State of Rhode Island has enacted legislation on improving school budget reports and reporting of financial information. Westerly was the first Rhode Island school district to submit its budget for review and comment to the Association of School Business Officials International in a decade. The budget is one of the examples being used by the Rhode Island Department of Education to develop a model for other districts. The WPS finance department provides a monthly check register of non-payroll disbursements and monthly budget reports on the District's web site.

Due to efficiencies created two finance department personnel were reassigned and the district created a stand-alone Human Resource Department in FY 12-13.

The finance department continues to empower staff and embrace technology to promote sound financial management, and provide timely and useful information in support of the District's mission of educating the children of Westerly.

The finance department reports to both the Superintendent of Schools and Town Manager. Operations within the consolidated finance department consists of accounting, accounts payable, payroll, purchasing, tax collections, accounts receivable, and non-educational IT.

Goals for FY 13-14 are to continue to use technology to increase efficiencies, which include expanded use of Tyler Forms software to reduce paper, streamlining the purchasing process to provide online access to purchase request and purchase orders, implementing a document management system, and improvement of management of inventory of district equipment.



WPS: Technology

A significant portion of the Technology budget is allocated towards software. In previous years software funding has been spread throughout various departments and school site budgets. This year we have worked in coordination with Finance and Curriculum to consolidate software expenditures into one central Software budget. Throughout this process funds have been reallocated from these other sources to accommodate current spending levels. The proposed budget accounts for the completion of this transition. This will maximize utilization of funds and simplify accounting and budgeting procedures for software needs in the future. The projected budget also incorporates funds to begin migration of our SIS to RIDE's preferred vendor, accommodate for additional licensing costs to increase security throughout the district, and to support increased software licensing associated with curriculum initiatives, as well as data processing, disaster recovery and continuity of teaching and learning operations.¹

Working with the finance department we have adopted a leasing model to more effectively leverage technology funding for hardware. We have a significant need for computers to be purchased to support the upcoming PARCC testing and to replace aging technology, especially at the elementary and middle school levels. The upcoming National PARCC testing will test children K-12 in all districts. In order to deliver the PARCC test in the most efficient and effective manner, approximately 45% of our current technology will need to be replaced. Moreover, our overall capacity must also increase for Internet, wireless and wired infrastructure, and the total overall number of devices available for student use. All student use devices and computers must be outfitted with keyboards, mice and headsets, have a minimum screen size of 9.5" and run newer operating systems such as Windows 7 or Google's Chrome OS. These are the newest specifications provided by PARCC in December of 2012. Most of the leasing dollars will be spent on mobile units that can be allocated in a just-in-time model. When not being used for PARCC testing these mobile units will be distributed to teachers and students for use during their day to day activities to maximize the value and use on the investment.

PARCC has still not released specifications on bandwidth requirements for students. A minimum rate has been announced which will be the base that WPS will attempt to accommodate with the help of local Internet service providers. We will have to increase our internet bandwidth by over 300% to meet the PARCC minimum requirements per student. This will significantly impact our budget for Internet access. We plan to increase funding for bandwidth in steps from \$35,000 a year to \$85,000 in FY 14, and to \$135,000 in FY 15.²

¹ For example in preparation for the super storm Sandy, the entire district's data center was replicated. While the synchronization took well over 60 hours, it was our critical infrastructure, i.e. Internet, WAN, and software that allows for both backup and recovery operations, as well as normal day to day operations.

² Internet access is partially reimbursed by E-Rate at a rate of 56%



WPS: Human Resources

Westerly Public Schools' Human Resources Department was established separately from the Finance Department beginning in July 2011 with one Coordinator and one Assistant selected from existing staff. This organization supports the mission of Westerly Public Schools by: providing all recruiting services including permanent staff, coaches, substitutes and temporaries as necessary; directing and managing all benefits activities, and providing strong support for all Administration priorities including union contract negotiations; ensuring that all Federal, State and Rhode Island Department of Education (RIDE) legal requirements are met with regard to recruiting hiring, maintaining and voluntary and involuntary terminations. In addition, we strive to provide timely information and advice through our website, emails and personal encounters to Westerly Public Schools' employees, retirees and the Westerly Community in general.

Since its inception, Human Resources have provided support to all Basic Education Plan (BEP) measures and requirements including implementing new evaluation processes for most of our employee base. We work in tandem with the Consolidated Finance Department and the Town of Westerly Human Resources organization to ensure that any combined initiatives are timely, accurately and properly created and maintained.

In Fall 2012 the Human Resource Department moved to dedicated space allowing all data and all employee interactions to properly meet HIPPA and confidentiality requirements. During this period we began to provide training to Administrators in various employee-related activities starting with non-certified staff evaluations. Future training is planned to include introduction of a formal Administrators' handbook. In the past year, two contracts were successfully negotiated and included new and innovative benefits resulting in both cost savings and value to our employees.

Objectives

- Provide Human Resource support to all administrators and employees of Westerly Public Schools
- Promote clear understanding of policies, protocols and benefits
- Maintain all personnel documentation in a secure and HIPPA compliant environment
- Support the re-evaluation of Westerly Public Schools' Policies and provide meaningful language for changes and new policies.
- Update and maintain employee/administration manuals with most current policy, protocols and procedures.
- Support district planning as it relates to staffing.
- Research and recommend innovative, cost saving benefits plans that provide value to the Town, the District and our employees.
- Support all union contract negotiations by providing research, and document evaluation.
- Provide support to Administration with regard to staff recruitment, retention, employee development, re-training and when necessary, disciplinary action.
- Meet the precepts of the Basic Education Plan (BEP) pertaining to support staff as set forth by the RI Board of Regents



WPS: Buildings & Maintenance

The Facilities Department currently maintains (8) buildings with a total square footage of 681,824. The Department is staffed with (23) Custodians and (1) Administrative Assistant and (1) District Electrician.

Aramark Education K-12 manages the Custodial/ Facilities Maintenance for the Westerly Public Schools. Aramark utilizes a computerized maintenance system for repair work orders and preventative maintenance schedules. Aramark is contracted through 2015 as the Districts Facilities Service Provider.

2012-2013 Summary

1. The Westerly Public Schools accepted the completion of the renovation to the WHS and Babcock Hall.
2. In addition to required services for Fire Alarm Systems and Preventative Maintenance for HVAC, Mechanical and Plumbing the department also addressed structural repairs and general maintenance items throughout the District. These include painting, carpeting and carpentry construction.
3. District masonry repair projects completed and expanded review under way.
4. Code related upgrades to District Fire Alarm Systems including interior building signage.
5. Review and related repair and or upgrades to school security systems.
6. Currently reviewing District Septic Systems.

The District sustained considerable damage from Hurricane Sandy. Roof damage was caused by high winds throughout the District. All damages have been repaired and the WPS and the Town of Westerly are working with FEMA for re-imbursement of these expenditures.

2013-2014 Initiatives

1. Continue partnership with the Town of Westerly (DPW) in improving and maintaining fields and grounds utilized by the Westerly Public Schools.
2. Additional review and upgrades to facility security systems.
3. Continued Improvements and efficiencies within the Custodial Program.
4. Coordination of Capital Improvement Plans and subsequent related projects.
5. Participation in the review of the Elementary School Plan and related findings and subsequent projects.



WPS: High School

School Mission

To create a culture of personalized learning with high expectations that enables all students to become lifelong learners.

School Operations

Westerly High School currently has an enrollment of 954 students, grades 9-12. The physical plant is comprised of a two-building campus with a football field, track and grassy quad separating the two. The Ward Building houses 46 classrooms that include a science and technology wing, computer labs, a library media center, a 400 seat auditorium, a gymnasium, a fitness center and a cafeteria. Babcock Hall houses 37 classrooms that include 7 computer labs, a culinary arts lab, a pre-k program, a Bradley Hospital Transition program, and the district's central offices. Individualized Learning Plans and a new freshman course WHS 101 serve to personalize and guide each student's experience. Westerly High School is a comprehensive proficiency focused high school with an extensive and varied curriculum that includes pre-engineering, cosmetology, finance, graphic arts, computer repair, video productions, theatre, the opportunity to study vocational arts at the Chariho complex, in addition to our core areas of English, math, science, social studies, and world languages.

As a result of committing to seven standards established by the New England Association of Schools and Colleges-Commission on Secondary Education Westerly High School earned full accreditation. The efforts have also been recognized by the New England Secondary Schools Consortium League of Innovative Schools. *Rhode Island Monthly*, ranked Westerly High School among the state's finest schools due to consistent improvement in graduation rate, SAT, and NECAP scores.

A robust offering of extracurricular activities and athletics provide students numerous opportunities to collaborate and work toward a common goal.

School Objectives Budget Requirements

- Create effective and sustainable practices, policies, and partnerships that will support and enhance the ongoing reinvention of our school.
- Increase the percentage of students meeting or exceeding proficiency in Reading, Writing, Math and Science.
- Develop a comprehensive curriculum aligned to 21st century skills.



WPS: Middle School

School Mission

The Westerly Middle School is a community of diverse learners committed to excellence and respectful relationships for all. The school's organization, programs, and instruction, are standards-based, developmentally appropriate, and designed to meet the unique social, emotional and intellectual needs of every Westerly Middle School student. Measuring success one child at a time, the Westerly Middle School community strives to ensure that all students will become life-long learners and respectful, productive citizens.

School Operations

Westerly Middle School houses grades five through eight, organized so that teams of teachers and their students truly become small learning communities. The schedule is a block schedule model, providing students daily exposure to the four core subjects (math, science, social studies, and language arts daily) and offering various 'specials' based on grade-level. Foreign language is offered to all sixth grade students as an exploratory course and is a Level I, full-year option for eighth graders. WMS promotes adolescent holistic wellness and, through the RI Comprehensive School Counseling Model, creating Individual Learning Plan that addresses students' academic, personal/social and career goals. As appropriate we develop Personal Literacy Plans, Personal Math Plans and Behavior Support Plans through the Response to Intervention process. WMS has instituted the PBIS approach to school-wide discipline—focusing on explicitly teaching, modeling, and practicing expected behaviors, and recognizing students who meet or exceed these expectations. Additionally, our PAWS advisory program, the Olweus Bullying Prevention Program and the 'One Book, One School' initiative, all actively promote a positive and productive learning environment.

Performance Measures

Our students do well on annual Rhode Island state testing and Westerly Middle School has made Adequate Yearly Progress on these assessments each year since the inception of NCLB. In addition to NECAP, teachers and administrators utilize data from classroom-based assessments, AIMSweb, NWEA, attendance reports and discipline profiles to make decisions regarding necessary student supports that are tailored to the needs of each individual.

Goals 2012-2013

- Increase NECAP scores by 5% in Numeracy, Reading, Writing and Science, grades 5-8
- Begin the transition to full implementation of the Common Core State Standards
- Develop a comprehensive transitional plan from the four Westerly elementary schools to Westerly Middle School, and from Westerly Middle School to Westerly High School
- Implement positive culture initiatives while decrease bullying incidents at Westerly Middle School



WPS: State Street Elementary School

School Mission:

State Street School inspires lifelong learners and productive citizens by working collaboratively with families and the community. We are committed to academic excellence while fostering social development in a safe learning environment.

School Operations:

State Street School houses approximately 360 children in grades K to 4, which includes two special education classrooms; Primary and Intermediate Autism Spectrum Disorder. There are 18 heterogeneously grouped classrooms consisting of four full day kindergartens, four 1st grades, three 2nd grades, four 3rd grades, and three 4th grades. We also house a Fast ForWord computer lab to build our learners in memory, attention, processing and sequencing. It is taught by a full time Literacy Assistant. Our support staff includes, one and a half reading specialists, two speech and language pathologists, 3.0 special education resource teachers, one part time social worker, one part time parent liaison, one part time school psychologist, and one part time diagnostician. In addition we provide specialists in physical education, art, music, and library media. Our School Improvement Team, PTO, and Family Engagement Committee are active and provide direction and support as we work toward meeting our goals.

School Objectives:

- Students will understand text complexity, the reading/writing connection, and be immersed in non-fiction text
- Students will understand fractions as presented by the Common Core State Standards at their respective grade levels
- Students will reflect on their scientific data to support or refute a prediction and reference their data or text to support their assertions (Idea Development and Sentence Fluency in Expository Writing)
- Students will have sentence fluency and variety, sufficient/relevant details, text to text connection, and a closing that ties ideas together and relates back to the main idea (Idea Development and Sentence Fluency in Narrative Writing)
- Students and staff will embrace our Positive Behavior Intervention and Supports (PBIS) system which celebrates the character traits of Safe, Honest, Assertive, Responsible and Kind (SHARK)
- The staff will work in conjunction with the Technology department to enhance student access to technology.
- The staff will promote family engagement by communicating often and effectively with families, hosting informational meetings, parent workshops, and child/adult interactive events.

Performance Measures:

- 89% of students will be *proficient* on the October 2012 Reading NECAP (current 84%)
- 82% of students will be *proficient* on the October 2012 Mathematics NECAP (current 77%)
- 10% of students will be *proficient with distinction* on the May 2012 Science NECAP (current 5% Distinguished, 75% Proficient)



WPS: Dunn's Corners Elementary School

School Mission:

Dunn's Corners School provides developmentally-appropriate learning experiences in a caring and stimulating learning environment to establish the foundation for lifelong learning. We will close achievement gaps in special education, increase proficiency levels for all students, and bring greater numbers of students to the achievement category: proficient with distinction.

School Operations:

Dunn's Corners School was opened in 1967 and expanded in 1995. Enrollment is 317 students in grades kindergarten through 4. There are 16 heterogeneously grouped classrooms consisting of three full-day kindergartens, three 1st grades, three 2nd grades, three 3rd grades, and four 4th grades. Support staff for students includes one reading specialist, one part-time (0.8) speech and language pathologist, three special education resource teachers, and a part-time (0.5 FTE) school psychologist. Dunn's Corners School supports one district-wide self-contained special education program, the Behavior Support Program (BSP), which services elementary-aged students who require significant behavioral modifications. This program is serviced by a full-time special education teacher, a full-time social worker (who also services the entire school) and three special education teacher assistants. In addition, we have one full-time Fast ForWord coach/literacy assistant; one full-time physical education teacher, one part-time (0.15) physical education teacher, one full-time school nurse teacher, one part-time (0.5 FTE) art teacher, two part-time music teachers (0.3 FTE and 0.4 FTE), two part-time (0.5 FTE each) library/media teachers, three special education resource teacher assistants, two full-time special education teacher assistants who support students with significant cognitive disabilities; one full-time kindergarten teacher assistant, one half-time kindergarten teacher assistant, five recess/cafeteria supervisors, one school-year secretary, one building assistant, one day custodian, one night custodian, and one principal. Parent volunteers are a valuable resource and provide classroom assistance within the school environment on a regular basis.

School Objectives

- Increase academic achievement by providing evidence-based instructional practices in literacy, mathematics and science.
- Reduce referrals to special education using the Response to Intervention framework
- Promote positive school behaviors and pro-social attitudes that increase academic learning through Positive Behavioral Interventions and Supports
- Promote parental participation in essential learning
- Promote organizational efficiency and protection of assets.

Performance Measures

- Maintain or increase the 91% proficiency in reading as measured by New England Common Assessment Program
- Increase the percentage of students who score proficient in mathematics by 5% as measured by New England Common Assessment Program
- Increase the percentage of students who score proficient in science by 5% (meeting a 80% proficiency rate) as measured by New England Common Assessment Program
- Increase the percentage of students in special education who score proficiently on New England Common Assessment Program in reading and mathematics
- Continue to score 100% on the SET Tool, which identifies implementation fidelity to Positive Behavioral Interventions and Supports



WPS: Bradford Elementary School

School Mission

In an environment that encourages respect and promotes life-long learning, the Bradford School will provide an opportunity for each child to achieve educational success. In collaboration with families and community, the school will enhance growth opportunities for all children by providing them a quality curriculum and instructional practices that will allow them to realize their highest potential.

School Operations

Bradford School houses 207 children in grades preschool through grade four. Our school is home to three of the district's special education preschool classrooms which have both morning and afternoon sessions, and the district's special education Elementary Transition Program and Language Immersion Classroom. Eight heterogeneously grouped classrooms consisting of two full-day session kindergarten, two 1st grades, one 2nd grade, one 3rd grade, one 2/3 multi-age, and one section of grade four complete our school.

Our school is a school wide Title 1 school, with a 1.0 reading specialist to support students in the area of reading. We have 2.5 speech and language therapists, one special education resource teacher, a .5 social worker, a .5 school psychologist, and a part time diagnostician. We have part-time specialists in physical education, art, music, and library media. Our parent liaison provides assistance in making stronger connections between the school and home, in addition to organizing our before and after school programs. Our Parent Teacher Organization, along with our School Improvement Team, are extremely active in providing direction and support as we work together toward meeting our goals.

School Objectives

- Promote a positive school culture, through the implementation of PBIS, reinforcing the three B's- be respectful, be responsible, be safe.
- Support positive school attendance by working with the school's truancy committee to provide the necessary supports for our students and families.
- Challenge students to perform at levels of proficient and proficient with distinction in areas of reading, writing, mathematics and science.
- Support the various professional learning communities operating within our school in order to promote and sustain a positive school culture and instructional programming conducive to student learning and staff professional growth.
- Continue to implement the Bradford School Parent Involvement Policy, as required by Title 1, in order to provide a continuum of activities, communication, and support services to enhance positive home – school relations and to meet the changing needs of our students and families.

Performance Measures

- By June 2014, 90% of all 3rd and 4th graders will meet or exceed the standards for mathematics, reading, and science as measured by the New England Common Assessment Program.
- By June 2014, 90% of all parents will be involved in the educational process to aid in the successes of their children, as measured by participation in parent-teacher conferences, school volunteer programs, before and after school programs, Annual Title One Meeting, family engagement activities, and/or participation in the Bradford School Parent-Teacher organization.
- By June 2014, 100% of all classrooms will have technology integrated into instruction on a daily basis, including use of SMART boards, iPads, in all PreK-4 classrooms. Grade four students will have individual iPads with keyboard dock with funding for apps. (To date, all K-4 classrooms have SMART boards, Preschool and K teachers have iPads. Awaiting installation of SMART board in art/music room and library/media center.)



WPS: Springbrook Elementary School

School Mission

The Mission of Springbrook School is to provide a safe learning environment, fostering and encouraging each child to become a productive citizen, taking responsibility for self, respecting others, and supporting community.

School Operations

Springbrook School consists of fifteen heterogeneously grouped Kindergarten through grade 4 classrooms. There are three sections of each grade level and approximately 300 students. All of Westerly's elementary level English Language Learners (ELL) students also attend Springbrook School. 2.5 ELL teachers and 2.0 ELL aides/translators provide instruction and services. The support staff includes 1.5 reading specialists, a 1.0 speech and language pathologist, 2.0 special education resource teachers, a .5 social worker and a .5 school psychologist. All students also have physical education, art, music, and library media classes. The School Improvement Team, the faculty's Curriculum Focus Teams, and the P.T.O. actively provide direction and support toward meeting Springbrook's goals.

School Objectives

- Improve literacy and numeracy skills of students through implementation of the Springbrook School Improvement Plan.
- Provide a continuum of activities, communication, and support services to enhance positive home-school relations.
- Continue to implement the Responsive Classroom social curriculum, in conjunction with our school-wide, Positive Behavioral Program and a grade 4 Student Ambassador program.

Performance Measures

- Continue to analyze state and local assessment results in reading, writing, science and mathematics and to determine how to best meet the needs of our students.
- Continue to examine student work and to draw conclusions about student learning and teaching.
- Continue to monitor parent attendance at the school's Kindergarten Orientation, Annual Open House, Parent Conferences, Grade Level Informational Meetings, Student Sharing Assemblies, P.T.O. Meetings and Events, and other school related activities.



WPS: Tower St School Community Center

Infant and Preschool Programs:

- 154 infant and preschool age children attended playschool, toddler open gym, toddler art classes

School-Age Learning and Enrichment:

- 64 Title I and ESL eligible families received summer *Welcome to Kindergarten* home visits
- 30 ESL and community children attended summer program – 5 days week /8 hours day/8 weeks. Program's focus was sustainable living and service learning with the goal of mitigating summer learning loss. \$20,000 grant provided through Hasbro and United Way and has been renewed for summer 2013
- 143 children attended daily out-of-school time programming - first RI program to receive a five star quality rating, the highest rating across 8 quality standards and 14 quality criteria.

Parent Support and Education:

- 262 parents attended 28 Westerly Parent Academy courses, offered in both Spanish and English
- 168 home visits provided to 31 families by nationally certified parent educators

School-Linked Health and Social Services:

- 250 community members attended Community Resource Fair representing 28 social service agencies including FREE flu shots for uninsured and underinsured by Blue Cross Blue Shield and voter ID by the Secretary of State.
- 78 homeless children and their families received supports throughout the year
- 23 homeless families with 52 children received food and gifts through funds raised in collaboration with the WHS Student Character Committee

Family and Community Development:

- Staff member appointed by Governor Chafee to the Family Engagement Advisory Council
- Staff member appointed to the RI Partnership for Community Schools Advisory Council
- Local food banks benefitted from sustainable community garden
- 300 community members attended *Back to School Supply Party*
- 670 adults attended education, enrichment and recreation programs

Adult Education:

- RI Department of Education rated Westerly Public Schools a high-performing adult education program
- 77% of adult students obtained a GED, 62% entered postsecondary, 61% entered employment, 45% retained employment
- 16 participants in the 12-week Stepping Up Healthcare Orientation Training Program have entered employment

Tenants and Partners

Bradley School	Weight Watchers	RI Juvenile Probation	The Supper Table
Career Pilot	Wood River Health Services	CCRI Center for Workforce & Community Education	Westerly Parent Academy
The Church at Westerly	Family Services of RI	United Way of RI	The Education Exchange
Literacy Volunteers of Washington County	RI Dept. of Health Office of Rehabilitative Services	Easter Seals RI Inc. Early Intervention	Stepping Up Healthcare Jobs and Education
VNA of Rhode Island	Johnnycake Center of Westerly	U. S. China Institute at Bryant University	RI Afterschool Plus Alliance
Basic Needs Network	Town of Westerly	South County Community Action Head Start	Washington County Coalition for Children



WPS: Transportation

The Transportation Department will transport 3000 of the 3409 district students, utilizing 34 school buses on 157 routes to 30 schools and programs throughout the Town of Westerly and the State of Rhode Island.

The Westerly Public Schools (“WPS”) currently operates thirty five (35) buses for Home to School bus routes on a daily basis. Additionally, we maintain thirteen (13) special needs buses (any bus other than full size) six (6) with wheel chair accessibility. WPS buses are also used to provide transportation to the children of Westerly to a variety of school sports, field trips and a host of related academic school functions. The fleet is comprised of buses that are between 3-12 years old. All buses receive routine maintenance as required and repaired as necessary, and are in excellent working condition. All buses pass a State of Rhode Island biannual safety inspection every six (6) months to insure the overall safety condition of the buses is maintained. The WPS garages and services all buses at the Transportation Facility at 8 Springbrook Road.

Objectives

- Provide bus transportation for students which is safe, punctual, and reliable, to and from school and to school sponsored competitions and events.
- Retain a well-trained cadre of school bus drivers, monitors, aide and maintenance staff who are conscientious, reliable, and devoted to the safety and well-being of students.
- Execute and document staff development training for drivers, monitors, aides and staff.
- To maintain a safe and orderly environment on buses for students.
- To monitor bus routes and changing student residence patterns to assign and modify routes for maximum efficiency and cost-effectiveness.

Performance Measures

- Consistent bus safety.
- Orderly conduct of students on buses.
- Licensed and well-trained drivers, monitors, bus aides, mechanics and staff.
- Buses which consistently pass all state and federal safety inspections.
- To meet or exceed all U.S. Department of Transportation safety regulations as prescribed by the Federal Motor Carrier Safety Administration (FMCSA).



WPS: Food Services

Nutrition and Wellness Improvements

- Member of Westerly Public Schools Health Committee
- Member of Wellness Committee
- Westerly is 100% compliant with the RI approved a la carte snack list
- Breakfast made at all schools
- Introduced grab and go breakfast at the Westerly Middle School

Local Grown; Farm to School

- Increased menu availability of Rhode Island Locally Grown Produce

Culinary and Operational Improvements

- Excellent SMI review
- Installed POS System
- Deli Bar at Westerly High School
- New Foodworks catering menu for administration and district events
- Monthly food focus on a variety of fruits and vegetables
- Coordinated menu at high school for March international week
- Panini grill to toast deli sandwiches at high school

Promotions and Program

- Nutritional information on back of menus
- Chartwells Parent website (www.EatLearnLive.com)

Community Partnership

- Chartwells prepared lunch for families at State Street School after Hurricane Sandy. Families enjoyed a hot meal served by WPS administrators
- Harvest Festival at State Street School in the fall showcasing local produce
- Pasta Dinners at Westerly Middle and Bradford Elementary Schools
- Kids First attended a smoothie tasting at Middle and High Schools
- Kids First went to Dunn's Corners School to make breakfast bread and educate students on how important eating breakfast is.
- Chef was sent to elementary schools to have a taco bar with students

Communications

- Parent News Letter – E-bits
- Compass Red Alert System (product recalls)
- Web site menus and notices with links to Eat Learn Live on the Westerly Public Schools web site

Additional Funding

- Fresh Fruit and Vegetable grant for Bradford, State Street and Springbrook
- Equipment Grant for new Refrigerator and Freezer at Bradford



WPS Performance

There is a strong connection between school quality and real estate values. As quoted in Go Local Providence “the adage about real estate of location, location, location is not the reality according to the Realtors. In Rhode Island it is “schools, schools, schools””

As ranked by RI Monthly, Westerly Schools continue their move up, beginning at #11 in 2010, then #9 in 2011, and now #7 in 2012.

Westerly is taking full advantage of technology, having spent \$3 million on technology hardware over the last 3 years.

Westerly made upward moves in its NECAP scores, gaining 11 points to go to 91% at or above proficient in Reading and SAT averages have also shown improvement.

Westerly Public Schools was one of 539 school districts across the U.S. and Canada recognized by the College Board with placement on the 3rd Annual AP® District Honor Roll for simultaneously increasing access to Advanced Placement® course work while increasing the percentage of students earning scores of 3 or higher on AP Exams. Achieving both of these goals is the ideal scenario for a district’s AP program because it indicates that the district is successfully identifying motivated, academically prepared students who are likely to benefit most from rigorous AP course work.



WPS Performance (continued)

New England Common Assessment Program (NECAP)

	2011				2010				2009			
	SBP	PP	P	PWD	SBP	PP	P	PWD	SBP	PP	P	PWD
Reading												
Elementary												
Rhode Island	11%	18%	49%	21%	10%	19%	52%	19%	12%	18%	53%	18%
Westerly												
<i>Bradford</i>	12%	26%	47%	15%	3%	31%	56%	11%	9%	22%	58%	11%
<i>Springbrook</i>	4%	9%	58%	28%	8%	13%	56%	23%	12%	11%	60%	17%
<i>Dunn's Corner</i>	2%	7%	49%	41%	8%	10%	52%	30%	7%	8%	57%	29%
<i>State Street</i>	7%	7%	45%	40%	8%	15%	47%	29%	6%	10%	51%	33%
Middle School												
Rhode Island	9%	17%	52%	22%	9%	21%	51%	19%	10%	21%	53%	16%
Westerly	6%	13%	49%	32%	4%	15%	54%	26%	6%	19%	60%	16%
High School												
Rhode Island	9%	15%	45%	31%	8%	16%	48%	28%	9%	17%	50%	23%
Westerly	3%	6%	41%	50%	4%	16%	47%	33%	8%	11%	52%	29%
Mathematics												
Elementary												
Rhode Island	20%	18%	43%	19%	19%	20%	43%	18%	20%	19%	44%	17%
Westerly												
<i>Bradford</i>	21%	12%	47%	21%	3%	22%	64%	11%	7%	18%	57%	18%
<i>Springbrook</i>	7%	17%	44%	33%	16%	16%	41%	28%	14%	16%	53%	17%
<i>Dunn's Corner</i>	4%	16%	47%	33%	7%	13%	52%	28%	7%	15%	53%	25%
<i>State Street</i>	13%	10%	41%	35%	7%	18%	36%	40%	6%	17%	47%	30%
Middle School												
Rhode Island	22%	18%	40%	20%	19%	20%	43%	18%	20%	19%	44%	17%
Westerly	14%	15%	45%	25%	15%	17%	49%	18%	17%	19%	46%	18%
High School												
Rhode Island	44%	26%	28%	2%	38%	29%	30%	3%	45%	28%	26%	2%
Westerly	25%	29%	43%	3%	29%	30%	38%	3%	4%	37%	50%	10%



WPS Performance (continued)

Scores for WPS Seniors taking the SAT in 2012

School	Math	School	Reading	School	Writing
Barrington High School	588	Barrington High School	573	East Greenwich High School	563
East Greenwich High School	561	East Greenwich High School	556	Barrington High School	559
South Kingstown High School	554	South Kingstown High School	542	South Kingstown High School	536
Exeter-West Greenwich Regional High School	536	North Kingstown Senior High School	538	North Kingstown Senior High School	528
Middletown High School	535	Exeter-West Greenwich Regional High School	535	Exeter-West Greenwich Regional High School	523
Portsmouth High School	528	Lincoln Senior High School	529	Lincoln Senior High School	517
Lincoln Senior High School	527	Portsmouth High School	517	Portsmouth High School	512
North Kingstown Senior High School	527	Ponaganset High School	515	Scituate High School	510
Narragansett High School	524	Burrillville High School	512	Middletown High School	509
Scituate High School	510	Middletown High School	508	Ponaganset High School	503
Westerly High School	509	Narragansett High School	507	Narragansett High School	502
Ponaganset High School	508	Chariho Regional High School	506	Burrillville High School	501
Smithfield Senior High School	504	Classical High School	503	Smithfield Senior High School	497
Burrillville High School	503	Scituate High School	501	Classical High School	493
Mt. Hope High School	502	Cumberland High School	500	Westerly High School	492
Classical High School	502	Warwick Veterans Memorial High School	495	Cumberland High School	489
Chariho Regional High School	500	Smithfield Senior High School	494	North Smithfield High School	489
Cumberland High School	499	Westerly High School	492	Chariho Regional High School	488
North Smithfield High School	498	Cranston High School West	491	Toll Gate High School	485
Coventry High School	489	Tiverton High School	488	Cranston High School West	481
Cranston High School West	486	Mt. Hope High School	486	Pilgrim High School	478
Warwick Veterans Memorial High School	486	North Smithfield High School	486	Warwick Veterans Memorial High School	477
Toll Gate High School	485	Pilgrim High School	486	Mt. Hope High School	475
Statewide	480	JM Walsh School for the Performing & Visual Arts	483	Coventry High School	475
East Providence High School	475	Coventry High School	479	Tiverton High School	473
JM Walsh School for the Performing & Visual Arts	475	Toll Gate High School	479	Statewide	470
Tiverton High School	474	Statewide	477	Johnston Senior High School	466
Pilgrim High School	468	East Providence High School	474	JM Walsh School for the Performing & Visual Arts	463
Johnston Senior High School	467	Cranston High School East	463	East Providence High School	459
West Warwick Senior High School	463	Johnston Senior High School	462	Cranston High School East	456
Cranston High School East	461	West Warwick Senior High School	461	North Providence High School	452
Times2 Academy	459	North Providence High School	450	West Warwick Senior High School	450
William M. Davies Career & Technical Center	454	Rogers High School	444	Times2 Academy	446
North Providence High School	451	Woonsocket High School	442	William M. Davies Career & Technical Center	429
Rogers High School	440	William M. Davies Career & Technical Center	441	Woonsocket High School	428
Woonsocket High School	437	Times2 Academy	435	William E. Tolman Senior High School	425
William E. Tolman Senior High School	432	William E. Tolman Senior High School	429	Rogers High School	423
Shea Senior High School	414	Academy for Career Exploration	391	Academy for Career Exploration	392
Central Falls High School	410	Central Falls High School	389	Shea Senior High School	388
Providence Career & Technical Academy	387	Shea Senior High School	388	Central Falls High School	385
Hope Arts School	382	Central High School	369	Central High School	376
Academy for Career Exploration	380	Hope Arts School	362	Hope Arts School	371
Central High School	379	E-Cubed Academy	362	Dr. Jorge Alvarez High School	356
Hope Information Technology School	367	Hope Information Technology School	361	William B. Cooley Senior High School	352
Dr. Jorge Alvarez High School	359	Dr. Jorge Alvarez High School	360	E-Cubed Academy	351
E-Cubed Academy	356	Providence Career & Technical Academy	359	Hope Information Technology School	350
William B. Cooley Senior High School	351	William B. Cooley Senior High School	352	Providence Career & Technical Academy	339
Mount Pleasant High School	349	Mount Pleasant High School	349	Mount Pleasant High School	333

Five Year Graduation Rate 2010-11

Students Entering Grade 9 in 2006-07

	% Graduated in 2010	% Graduated in 2011	% Graduated in 5 Years
Rhode Island	76.60%	3.60%	80.20%
Westerly	89.60%	0.90%	90.50%



WPS Elementary School Plan

The Westerly Public Schools, as part of its Vision 2020 and Strategic Plan, have been systematically improving its schools.

The first phase was the 2007 \$39 million building of a new middle school that currently is home to the district's 5th, 6th, 7th & 8th grades. The second phase was completed in 2012 and was a \$30 million dollar renovation of the High School. It is now time for the District to focus on the Elementary Schools. The Town has prudently managed its debt. The current annual debt payments of \$8,570,099 will rapidly decrease and will be under \$8 million by 2017 and less than \$5 million in 2026.

Enrollment projects (included in appendix) show that the grade k-4 population of Westerly will remain consistent, and have an estimated 2% decline in the next 10 years.

In 2012 Westerly commissioned an Elementary School Study to help create a plan for its Elementary Schools. The final report is included in the appendix.

During the closure a plan for renovation of the elementary schools will be developed. This plan may result in Bradford being renovated and once complete all students from one of the remaining three elementary schools will be moved into Bradford while the next school is renovated or one of the three schools may move into Bradford while its school is renovated. The Bradford School was selected to be closed as it is the smallest of the elementary schools and most easily absorbed in to the other elementary schools.

As each school is renovated, decisions can be made on the overall Elementary School design. The end product may result is 2, 3, or 4 elementary schools. This will be a challenge of the School Committee and Citizens of Westerly to determine.



WPS Revenues

Next to revenue from the Town of Westerly and local taxes, the largest source of income to WPS is Aid from the State of Rhode Island. The amount of State Aid WPS receives has been increasing in both dollars and in percentage of total budget. During this same time the amount of funds that comes from local tax dollars as a percentage of WPS total budget and as a percentage of the town budget was reduced.

State Aid as % of Total WPS Budget

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Total WPS Budget	\$ 49,035,085	\$ 49,532,516	\$ 50,560,000	\$ 51,745,844	\$ 53,669,693
State Aid	\$ 5,076,339	\$ 5,363,533	\$ 5,721,059	\$ 6,560,341	\$ 7,016,425
Aid as % of Total	10.35%	10.83%	11.32%	12.68%	13.08%

Town Aid as % of Total WPS Budget

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Total WPS Budget	\$ 49,035,085	\$ 49,532,516	\$ 50,560,000	\$ 51,745,844	\$ 53,669,693
Town Aid	\$ 43,097,828	\$ 43,100,729	\$ 43,100,729	\$ 43,672,240	\$ 44,422,146
Aid as % of Total	87.89%	87.02%	85.25%	84.40%	82.77%

Town Aid as % of Total Town Budget

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Total Town Budget	\$ 74,880,022	\$ 73,538,636	\$ 76,480,485	\$ 80,326,734	\$ 82,416,175
Town Aid	\$ 43,097,828	\$ 43,100,729	\$ 43,100,729	\$ 43,672,240	\$ 44,422,146
Aid as % of Total	57.56%	58.61%	56.36%	54.37%	53.90%

Annually the State issues a 5 year projection on State Funding Aid. This is a useful tool for planning purposes.

Five Year Forecast of State Aid

projections will change based on annual data updates

FY 2013 enacted	FY 2014 Projected*	FY 2015 projected	FY 2016 projected	FY 2017 Projected
\$ 6,560,341	\$ 6,916,425	\$ 7,272,509	\$ 7,628,593	\$ 7,984,677

* Projection is based on projection from RI Dept. of Municipal Affairs. This budget increased this amount based on the Governor's proposed budget.



Revenues (continued)

Prior to 2012 State Aid was determined by legislative action. For FY 2012 the State of Rhode Island moved to a Funding Formula. As part of this formula a transition schedule was created. Districts that experienced a gain in Aid as a result of the formula had that gain phased in over 7 years. Districts with a decrease in Aid have the decrease phased in over 10 years.

The three key Components of the Funding Formula are:

- Core Instruction Amount: From National Center for Education Statistics and updated annual. Amount for RI for FY 14 \$8,897
- Student Success Factor: Additional funding to support student needs beyond the core amount. Applied to PK-12 students eligible for Free and Reduced Lunch
- State Share Ratio

Funding Formula Calculation

Regents FY 2014 budget uses 3/14/2012 data adjusted for projected 2012-2013 and 2013-2014 charter school, Davies, and Met enrollments (will be updated for March 2013 actual data)

$$(2,000 \text{ PK-12 RADM} \times \$8,897 \text{ Core Instruction Amount}) = \$17,794,000$$

$$(800 \text{ PK-12 FRPL} \times (\$8,897 \times 40\% \text{ Student Success Factor})) = \$2,847,040$$

$$\text{State Share Calculation} = 47.8\%$$

$$= \$9,866,417$$

(projected state funding upon full transition)

RADM = Resident Average Daily Membership. Counts students based on the district where they reside and gives the district credit for any time that the student is an enrolled member of the district. Charter and state school students are excluded from district totals.

FRPL = The actual number of PK-12 students receiving Free and Reduced Price Lunch.

8

State Share Ratio

$$\text{State Share Ratio (SSR)} = \sqrt{\frac{\text{SSRC}^2 + \%PK6FRPL^2}{2}} \quad \text{where } \text{SSRC} = 1 - (0.475 * \frac{\text{District EWAV/District RADM}}{\text{State EWAV/State RADM}})$$

Example:

District EWAV = \$2,919,429,152

State EWAV = \$127,652,896,356

District RADM = 3,066

State RADM = 140,159

District EWAV/District RADM = \$952,195

State EWAV/State RADM = \$910,772

SSRC = $1 - (0.475 * (\$952,195 / \$910,772)) = 1 - (0.475 * 1.04548) = 0.503$ or 50.3%

PK6 FRPL % = 0.451 or 45.1%

State Share Ratio (SSR) = $\sqrt{(0.503^2 + 0.451^2) / 2} = 47.8\%$

EWAV = Equalized Weighted Assessed Valuation includes assessed property values adjusted for American Community Survey median family income

RADM = Resident Average Daily Membership includes all resident children of a district and gives the district credit for any time the student is an enrolled member of the district

PK6 FRPL% = Free and Reduced Price Lunch – percentage of students in grades PK-6 enrolled in the free and reduced price lunch program



Revenues (continued)

WPS has other sources of income that include Medicaid Reimbursements, Rental Income from Space it rents to other organizations, preschool tuition, summer school, transportation fees from area charter schools and programming revenue from the Tower Street School Community Center.

WPS has supplemented its budget in the past two years by drawing down fund balance. In Rhode Island, schools maintain their own fund balance and are reported as restricted fund balance on the Town's financial reports.

WPS formalized a policy for fund balance in 2012 that sets a fund balance goal of 2.5% - 5.0% of the WPS general operating budget. If fund balance exceeds the upper limit of the goal, 50% of the excess will be used towards the next year's budget. 35% and 15% will be used in subsequent years. At June 30, 2012 the WPS fund balance was approximately \$4,650,000, of which \$1,000,000 is designated for the FY 12-13 budget. Additionally there fund is \$240,000 designated for legal services. It is estimated that the undesignated fund balance at June 30, 2013 will be \$3,410,000. This budget is proposing the use of \$1,000,000 of these funds.

Medicaid reimbursements are a result of special education services provided by Pupil Personnel. It is crucial that potentially reimbursed services are identified and submitted. A new method of tracking these items was implemented in 2013.

Transportation fees to Charter Schools continue to increase based on legislative changes. The WPS was allowed to charge 20% of the actual cost in FY 2012; this increased to 40% in FY 2013, and will be 60% in FY 2014.

WPS also received funding from Federal, State and Private Organizations. This revenue and offset expenditures are not part of the WPS general operating fund and are accounted for in separate funds.



WPS: Revenues

	FY 2010	FY 2011	FY 2012	FY 2013	July - Dec	FY 2014
	Actual	Actual	Actual	Budget	FY 2013	Adopted
Local Tax Dollars	\$43,097,828	\$43,100,729	\$43,100,729	\$43,672,240	\$22,152,060	\$44,422,146
State Aid	\$5,076,339	\$5,363,553	\$5,721,059	\$6,250,604	\$3,280,171	\$7,016,425
Medicaid	\$512,644	\$726,851	\$753,574	\$500,000	\$163,940	\$750,000
Preschool Tuitions	\$75,823	\$55,663	\$50,753	\$50,000	\$17,045	\$50,000
Rental Income	\$78,319	\$119,168	\$146,014	\$100,000	\$53,276	\$150,000
Summer School	\$9,350	\$5,450	\$ -	\$ -	\$ -	\$ -
Program Revenues TSSCC	\$152,138	\$129,056	\$147,301	\$125,000	\$66,558	\$150,000
Transportation Fees	\$ -	\$ -	\$21,334	\$18,000	\$765	\$50,000
Miscellaneous	\$32,644	\$32,046	\$33,635	\$30,000	\$183	\$30,000
Closed School Imp	\$0	\$0	\$0	\$0	\$0	\$51,122
Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$1,469,528</u>	<u>\$1,000,000</u>	<u>\$ -</u>	<u>\$1,000,000</u>
	\$49,035,085	\$49,532,516	\$51,443,927	\$51,745,844	\$25,733,998	\$53,669,693

- Increase in Town Aid \$749,906 = 1.72%
- Increase in Budget \$1,923,849 = 3.72%

Other RI Town Aid to Schools from Local Tax Dollars

	FY 11	FY 12	FY 13	% Change
Westerly	\$ 43,100,729	\$ 43,100,729	\$ 43,672,240	1.33%
Charlestown	\$ 12,740,633	\$ 12,673,949	\$ 13,029,762	2.27%
Richmond	\$ 11,775,325	\$ 12,599,820	\$ 12,427,298	5.54%
Hopkinton	\$ 12,789,781	\$ 12,298,890	\$ 12,881,171	0.71%
S Kingstown	\$ 47,909,928	\$ 48,216,336	\$ 48,364,189	0.95%
E Greenwich	\$ 30,072,516	\$ 30,501,077	\$ 31,150,120	3.58%
Smithfield	\$ 27,701,368	\$ 27,838,420	\$ 28,779,041	3.89%



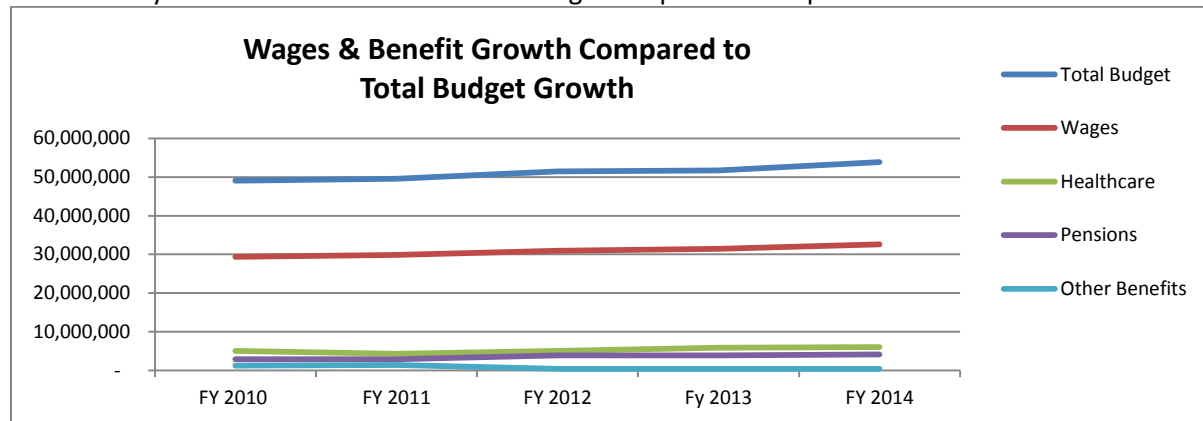
WPS: Expenditures

Wages and benefits account for 81.51% of total expenditures. Managing these costs is crucial to the WPS finances. In FY 2012 the District reached new agreements with two of its three unions, Westerly Teachers Association and Local 808 (Clerical/Custodial/Mechanical/Secretarial). The Local 808 (Bus Drivers/Aides) expires June 30, 2013.

Some of the examples of changes in the union contract negotiations are an increase to the school year, elimination of two paid holidays, increase in health care cost share, creation of incentivized wellness program, introduction of Section 125 (flexible spending) accounts, creation of joint union and administration healthcare advisory committee and the commitment to sharing of future savings, phase out of longevity and health care buy backs, elimination of full time benefits for part time work, condensing steps, and creation of optional high deductible health care plan were the result of the unions' willingness to partner with WPS in maintaining long term financial viability of the District and the high level of educational excellence.

As with the consolidation of the Finance Departments of WPS and the Town of Westerly, WPS continues to look for ways to leverage purchasing power to reduce cost. In Fiscal Year 2012 WPS remain self-insured but joined the WestBay Community Health Cooperative. This allowed the district to reduce administrative costs and purchase stop loss insurance at a lower rate. The District also purchased Electricity and Natural Gas under a joint bid with the RI League of Cities and Towns.

WPS continues to be a leader in education and fiscal management. This is part of the core objective of the Westerly School Committee "to be New England's preeminent public school district "



Wages & Benefits as Percentage of Total Budget

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Wages	59.87%	60.28%	60.11%	60.81%	60.67%
Healthcare	10.32%	11.50%	9.73%	11.27%	10.59%
Pensions	5.86%	5.91%	7.51%	7.48%	7.71%
Other Benefits	2.45%	2.91%	2.71%	2.74%	2.53%



WPS: Position Control



WPS: Position Control



WPS: Expenditures (continued)

Operational (non-wage & benefit) costs are the area that the District has the most direct control over. These costs represent 18.49% of the budget and total \$9,924,212. Out of district tuitions account for 35.27% (\$3.5 million) of this portion of the budget and is an area of constant monitoring.

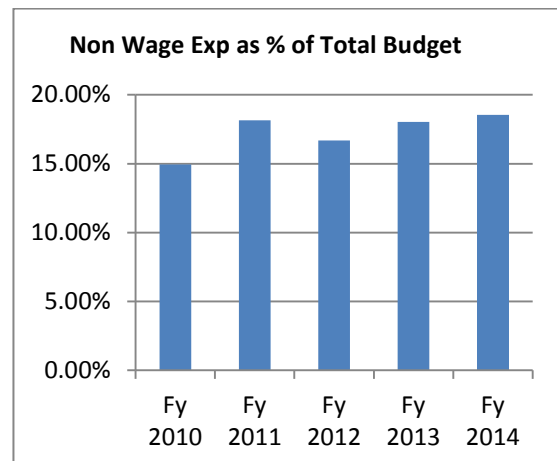
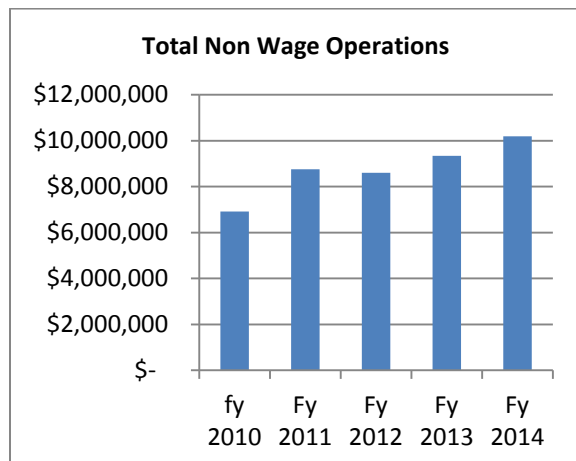
The major areas in terms of cost for this portion of the budget are utilities, repairs and maintenance, and contract services. This section of the budget also contains technology and property and liability insurances. Technology is a key component in the education of WPS students. With the damage this community has been dealing with from Storm Sandy, and recent incidents in the nation's schools, this budget contains costs associated with a complete review and update to insurance policies. While it is the goal to prevent and avoid any incident, it would be negligent not to prepare for any fiscal impact.

This area of the budget is an area that has resulted in savings from the District's decision to work jointly with the Town when possible. The Town of Westerly and WPS combined purchasing power by jointly purchasing utilities in December 2012, resulting in additional savings.



WPS: Expenditures (continued)

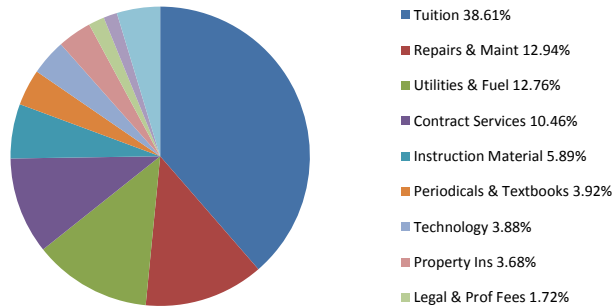
Operations	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	July - Dec FY 2013	FY 2014 Adopted
Tuition	\$ 2,143,727	\$ 2,283,773	\$ 2,887,649	\$ 3,083,000	\$ 1,150,049	\$ 3,500,000
Contract Services	\$ 775,421	\$ 914,019	\$ 1,060,214	\$ 858,197	\$ 313,514	\$ 1,011,925
Conferences & Dues	\$ 61,989	\$ 130,105	\$ 108,979	\$ 130,000	\$ 89,285	\$ 100,000
Auto & Mileage	\$ 41,986	\$ 26,168	\$ 30,619	\$ 30,000	\$ 10,310	\$ 30,000
Instruction Material	\$ 784,039	\$ 540,531	\$ 331,631	\$ 700,000	\$ 265,814	\$ 650,000
Periodicals & Textbooks	\$ 217,055	\$ 287,474	\$ 86,361	\$ 100,000	\$ 68,147	\$ 400,000
Repairs & Maintenance	\$ 594,753	\$ 1,466,475	\$ 1,482,575	\$ 1,380,000	\$ 553,007	\$ 1,338,924
Furniture	\$ 9,153	\$ 15,596	\$ 65,338	\$ 25,000	\$ 19,153	\$ 20,000
Utilities & Fuel	\$ 1,389,346	\$ 1,612,935	\$ 1,391,306	\$ 1,555,000	\$ 505,236	\$ 1,331,363
Disposal	\$ 54,160	\$ 58,930	\$ 77,018	\$ 85,000	\$ 46,775	\$ 80,000
Alarm	\$ 36,609	\$ 58,041	\$ 84,398	\$ 175,000	\$ 105,691	\$ 150,000
Technology	\$ 115,121	\$ 710,019	\$ 309,805	\$ 340,000	\$ 271,908	\$ 495,000
Legal & Prof Fees	\$ 240,921	\$ 196,778	\$ 157,149	\$ 173,000	\$ 37,297	\$ 175,000
Property Ins	\$ 289,441	\$ 290,784	\$ 323,210	\$ 344,299	\$ 344,299	\$ 375,000
Office & Postage	\$ 42,536	\$ 52,889	\$ 44,820	\$ 60,000	\$ 27,559	\$ 50,000
Advertising	\$ 22,054	\$ 25,567	\$ 21,687	\$ 25,000	\$ 4,003	\$ 25,000
Other	<u>\$ 99,820</u>	<u>\$ 89,195</u>	<u>\$ 134,641</u>	<u>\$ 272,500</u>	<u>\$ 94,428</u>	<u>\$ 192,000</u>
	\$ 6,918,131	\$ 8,759,279	\$ 8,597,400	\$ 9,335,996	\$ 3,906,474	\$ 9,924,212



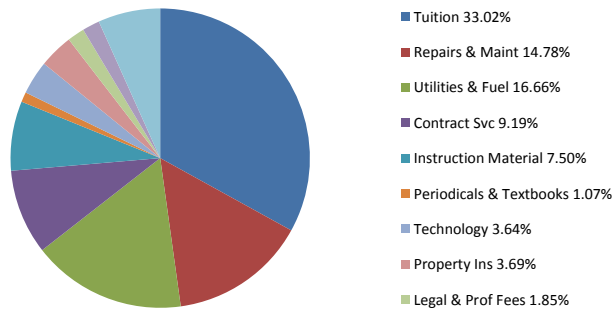


WPS: Expenditures (continued)

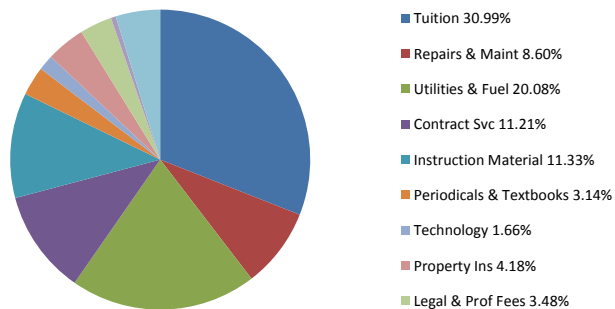
FY 2014 Non Wages Expenses



FY 2013 Non Wage Expenses



FY 2010 Non Wage Expenses

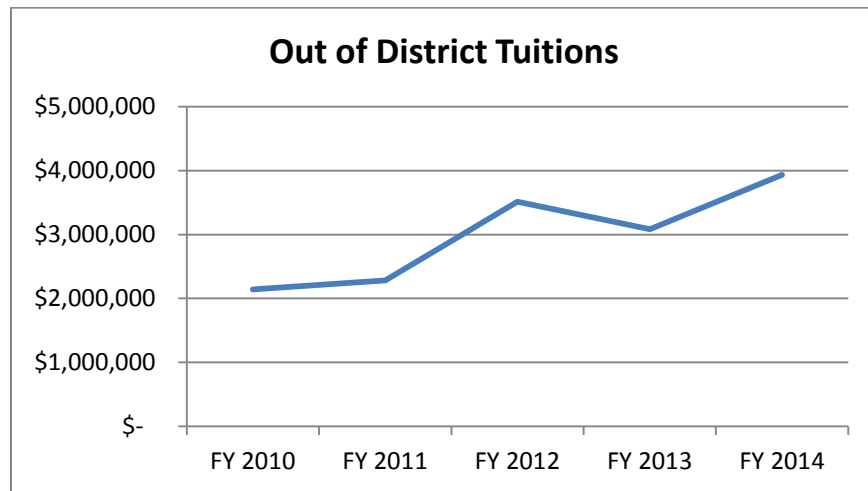




WPS: Expenditures: Out of District Tuitions

Tuitions	FY 2010	FY 2011	FY 2012	FY 2013	July - Dec	FY 2014
	Actual	Actual	Actual	Budget	FY 2013	Adopted
Chariho	\$ 894,136	\$ 688,642	\$ 716,029	\$ 550,000	\$ -	\$ 550,000
Chariho: Spec Ed	\$	\$	\$ 126,844	\$ 325,000	\$ -	\$ 325,000
Charter Schools	\$ 217,623	\$ 285,882	\$ 402,676	\$ 420,000	\$ 228,734	\$ 460,000
Bradley	\$ 516,006	\$ 656,499	\$ 1,000,758	\$ 1,000,000	\$ 568,827	\$1,000,000
Other	<u>\$ 515,962</u>	<u>\$ 652,750</u>	<u>\$ 1,265,510</u>	<u>\$ 788,000</u>	<u>\$ 352,488</u>	<u>\$1,165,000</u>
	\$ 2,143,727	\$ 2,283,773	\$ 3,511,817	\$ 3,083,000	\$ 1,150,049	\$3,500,000

	FY 2010	FY 2011	FY 2012	FY 2013
Total Students	3,247	3,307	3,275	3,222
Students at Charter Schools	31	37	29	38
Students Out of District Service	31	30	32	60
Students with 504 plans	42	57	63	65
Students with IEP Plans	603	581	580	537

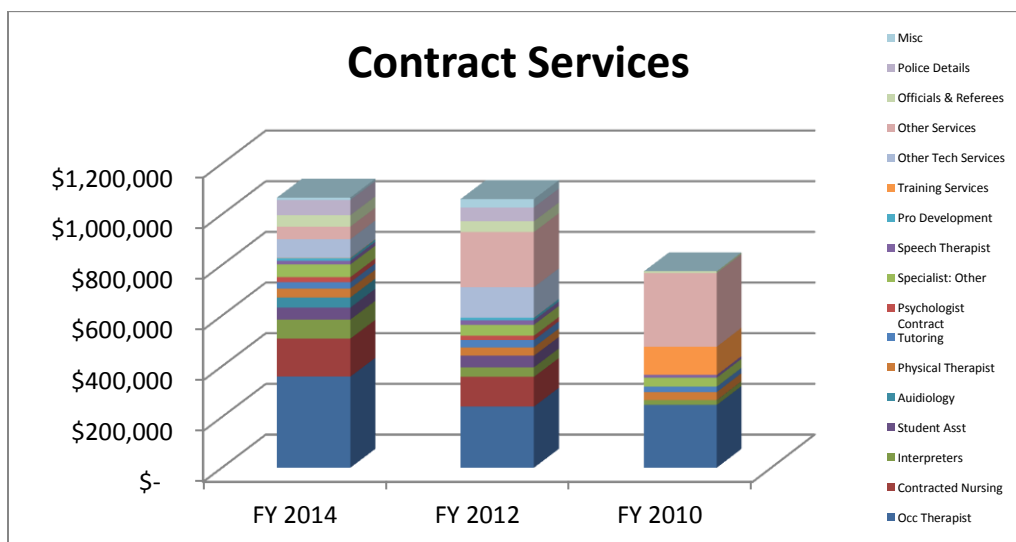


	FY 2010	FY 2011	FY 2012	FY 2013
% of IEP & 504	19.86%	19.29%	19.63%	18.68%
% Out of District	0.95%	0.91%	0.98%	1.87%



WPS: Expenditures: Contract Services

Contract Services	FY 2010	FY 2011	FY 2012	FY 2013	July - Dec	FY 2014
	Actual	Actual	Actual	Budget	FY 2013	Adopted
Contracted Nursing	\$ -	\$ -	\$ 117,330	\$ 105,000	\$ 14,225	\$120,000
Physicians	\$ 4,750	\$ 6,865	\$ 4,770	\$ 5,000	\$ 2,375	\$ 5,000
Dentist	\$ 4,750	\$ 4,750	\$ 4,750	\$ 5,000	\$ 2,375	\$ 5,000
Audiology	\$ -	\$ -	\$ -	\$ -	\$ 8,659	\$ 40,000
Evaluation	\$ 25,756	\$ 6,348	\$ 14,429	\$ 15,000	\$ 3,849	\$ 10,000
Psychologist Contract	\$ -	\$ 7,583	\$ 17,136	\$ 30,000	\$ -	\$ 19,925
Specialist	\$ -	\$ -	\$ 14,793	\$ 15,000	\$ 16,602	\$ 20,000
Speech Therapist	\$ 10,995	\$ 12,496	\$ 17,462	\$ 20,000	\$ 2,420	\$ 15,000
Interpreters	\$ 18,650	\$ 56,550	\$ 37,767	\$ 40,000	\$ 36,144	\$ 60,000
Physical Therapist	\$ 31,665	\$ 35,730	\$ 32,858	\$ 45,000	\$ 16,665	\$ 35,000
Occupational Therapist	\$ 247,898	\$ 259,106	\$ 241,144	\$ 260,000	\$ 80,444	\$ 310,000
Mobility Specialist	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 4,000
Music Therapy	\$ -	\$ -	\$ 4,650	\$ 2,500	\$ 5,460	\$ 4,000
Tutoring	\$ 21,243	\$ 18,743	\$ 28,672	\$ 25,000	\$ 9,676	\$ 25,000
Student Asst	\$ 483	\$ -	\$ 45,675	\$ 50,000	\$ 45,675	\$ 47,500
Pro Development	\$ -	\$ -	\$ 10,257	\$ 25,000	\$ 5,802	\$ 10,000
Training Services	\$ 111,620	\$ 21,010	\$ 175	\$ 1,000	\$ -	\$ 1,000
Other Tech Services	\$ -	\$ -	\$ 120,596	\$ 50,000	\$ 23,844	\$ 67,000
Other Services	\$ 290,556	\$ 453,903	\$ 217,409	\$ 50,000	\$ 13,654	\$ 50,000
Officials & Referees	\$ 7,055	\$ 30,749	\$ 42,640	\$ 40,000	\$ 11,970	\$ 45,000
Police Details/SRO	\$ -	\$ -	\$ 54,720	\$ 55,000	\$ 5,152	\$110,000
Temp Clerical Support	\$ -	\$ -	\$ 26,355	\$ 5,697	\$ 1,688	\$ 1,000
Transport Contract	\$ -	\$ 186	\$ 6,628	\$ 4,000	\$ 6,846	\$ 7,500
	\$ 775,421	\$ 914,019	\$ 1,060,216	\$ 858,197	\$ 313,514	\$1,011,925





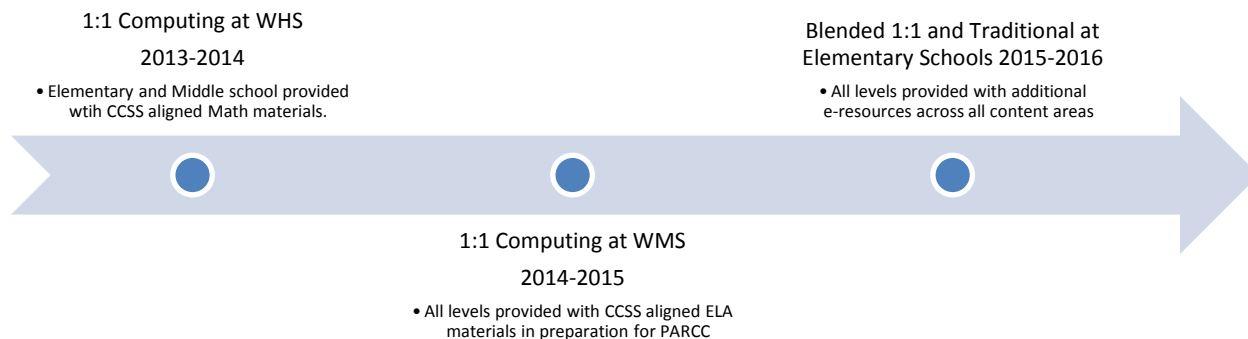
WPS: Expenditures: Text Books & Periodicals

The Rhode Island Board of Regents adopted the Common Core State Standards (CCSS) on July 1, 2010. The Common Core State Standards define the knowledge and skills students should master during their K-12 education careers so that they will graduate from high school able to succeed in entry-level, credit-bearing academic college courses and in workforce training programs. The standards are benchmarked to international standards to guarantee that our students are competitive in the emerging global marketplace.

Westerly, in collaboration with a nine district cohort, developed a new mathematics and English Language Arts (ELA) curriculum aligned to the CCSS. Transition to the new mathematics curriculum has begun and will be fully implemented in 2013-2014; the CCSS aligned ELA curriculum implementation will begin in 2013-2014. This strategy positions the district to smoothly shift from the NECAP testing to the PARCC assessment in 2014-2015.

The transition to the CCSS has required the examination of current curricula resources and materials to ensure alignment to the Common Core. During the curriculum alignment process, it became evident that new textbooks, materials and resources will need to be acquired to effectively implement the newly aligned curriculum. To evaluate textbooks (traditional and e-texts), resources and materials for alignment to the CCSS, members of the district were trained in the Dana Center Instructional Materials Analysis System tool. The tool uses an analytical rubric, protocols and processes to determine alignment. Additionally, the district is following guidance and criteria from the Common Core State Standards Initiative around resource and materials acquisition, *Revised Publishers' Criteria for the Common Core State Standards* (for ELA and Math). Employing these processes will help us ensure teachers have the tools they need to successfully implement these standards.

An opportunity exists to combine the need for new resources with the district goal to increase the use of technology. As such the district can combine a portion of the textbook and technology funding allocation to begin its 1:1 computing transitional implementation at the high school level and still provide funding for resource realignment at the elementary and middle school level. Based on recent 1:1 computing research, this will afford us the opportunity to address several factors that are key to the project's success.





WPS: Expenditures: Repairs & Maintenance

Repair & Maint	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	July - Dec FY 2013	FY 2014 Adopted
Building Improvement	\$ 61,285	\$ 235,703	\$ 71,901	\$ 100,000	\$ -	\$140,000
Custodial Services	\$ 34,497	\$ 231,309	\$ 191,670	\$ 185,000	\$ 99,981	\$196,770
Custodian Supplies	\$ 506	\$ 10,589	\$ 12,587	\$ 20,000	\$ 11,152	\$ 15,000
Electric Supplies	\$ 512	\$ 27,118	\$ 41,128	\$ 25,000	\$ 26,911	\$ 25,000
Lumber & Hardware	\$ -	\$ 634	\$ 9,258	\$ 10,000	\$ 3,928	\$ 5,000
Paint	\$ 98	\$ 10,267	\$ 17,239	\$ 10,000	\$ 3,478	\$ 5,000
Machinery	\$ 2,126	\$ -	\$ 2,462	\$ 7,500	\$ 6,044	\$ 7,500
Equip Rental	\$ -	\$ 3,440	\$ 2,276	\$ 2,500	\$ 2,814	\$ 2,500
R& M Furniture	\$ 21,050	\$ 289,337	\$ 334,541	\$ 310,000	\$ 116,265	\$ 240,000
R&M Building	\$ 198,035	\$ 182,812	\$ 297,286	\$ 300,000	\$ 150,680	\$ 300,000
R&M Buses	\$ 186,122	\$ 117,806	\$ 112,815	\$ 100,000	\$ 52,284	\$ 125,000
R&M Electrical	\$ 8,392	\$ 5,509	\$ 5,694	\$ 20,000	\$ -	\$ 10,000
R&M HVAC	\$ 62,408	\$ 175,151	\$ 208,227	\$ 85,000	\$ 31,891	\$ 85,000
R&M Plumbing	\$ 13,750	\$ 115,757	\$ 121,657	\$ 100,000	\$ 31,755	\$ 100,000
R&M Vandal	\$ -	\$ -	\$ 1,800	\$ 5,000	\$ -	\$ 2,000
Snow Plowing & Supplies	\$ -	\$ 45,360	\$ 11,363	\$ 35,000	\$ -	\$ 35,000
Grounds keeping	\$ 239	\$ 378	\$ 21,347	\$ 50,000	\$ 11,744	\$ 25,000
Pest Control	\$ 5,733	\$ 15,305	\$ 13,320	\$ 10,000	\$ 4,080	\$ 10,000
Other	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 10,154
	\$ 594,753	\$ 1,466,475	\$ 1,476,571	\$ 1,380,000	\$ 553,007	\$1,338,924

WPS is under contract with ARAMARK for custodial services. This contract renews annually and expires in 2015. As part of this contract an ARAMARK employee is on site and manages and oversees the WPS Buildings & Maintenance staff.

The Town Recreation department uses a portion of the Tower St School Community Center for offices. The custodian in that building is allocated between town and school budgets.



WPS: Expenditures: Utilities

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	July - Dec FY 2013	FY 2014 Adopted
Electricity	\$ 592,897	\$ 634,637	\$ 598,878	\$ 625,000	\$ 252,732	\$ 610,000
Natural Gas	\$ 440,710	\$ 455,892	\$ 317,846	\$ 400,000	\$ 47,777	\$ 268,000
Telephone	\$ 89,546	\$ 190,775	\$ 118,031	\$ 100,000	\$ 57,321	\$ 100,000
Water/Sewer	\$ 46,373	\$ 53,618	\$ 59,558	\$ 65,000	\$ 21,900	\$ 60,924
Gas & Diesel	<u>\$ 219,820</u>	<u>\$ 278,013</u>	<u>\$ 296,992</u>	<u>\$ 365,000</u>	<u>\$ 125,506</u>	<u>\$ 300,000</u>
	\$ 1,389,346	\$ 1,612,935	\$ 1,391,305	\$ 1,555,000	\$ 505,236	\$ 1,331,363

WPS receives a rebate of telephone and communication costs. The telephone line item includes all land lines and cell phone charges net of rebate.

Reductions in Electricity, Natural Gas and Water/Sewer reflect the results of recent purchase agreements with Direct Energy that reduced the per unit charges for electricity and natural gas.

Included in the WPS capital request (approved by the planning board) is the replacement of the existing 2,000 gallon fuel tank with a 10,000 gallon tank. This will result in the ability to purchase in bulk which will reduce costs.

Utility Use by Location for the Last 12 Months (Jan 2012-Dec 2012)

<i>Electric</i>		<i>Natural Gas/Heat</i>		<i>Telephone</i>		<i>Water/Sewer</i>	
High School	\$ 236,043	High School	\$103,130	High School	\$34,049	High School	\$ 37,724
Middle School	\$ 247,554	Middle School	\$100,441	Middle School	\$10,324	Middle School	\$ 11,070
Bradford	\$ 28,655	Bradford	\$ 20,532	Bradford	\$ 5,239	Bradford	\$ 1,550
State St	\$ 42,169	State St	\$ 34,936	State St	\$ 5,870	State St	\$ 4,137
Dunn's Corner	\$ 41,038	Dunn's Corner	\$ 33,884	Dunn's Corner	\$ 5,537	Dunn's Corner	\$ 2,779
Springbrook	\$ 40,881	Springbrook	\$ 24,601	Springbrook	\$ 9,379	Springbrook	\$ 3,165
TSSCC	\$ 36,042	TSSCC	\$ 19,608	TSSCC	\$ 3,665	TSSCC	\$ 2,208

	FY 2010	FY 2011	FY 2012
Diesel (gallons)	95,611	91,448	88,390



WPS: Expenditures: Technology

	FY 2010	FY 2011	FY 2012	FY 2013	July - Dec	FY 2014
	Actual	Actual	Actual	Budget	FY 2013	Adopted
Tech Repairs	\$ 30,476	\$ 29,952	\$ 17,509	\$ 25,000	\$ 12,521	\$ 25,000
Tech Supplies	\$ 5,776	\$ 2,916	\$ 10,560	\$ 15,000	\$ 7,258	\$ 25,000
Tech Leases	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000
Tech Hardware	\$ 2,750	\$ 255,599	\$ 89,533	\$ 25,000	\$ 6,591	\$ 20,000
Tech Software	<u>\$ 76,119</u>	<u>\$ 421,552</u>	<u>\$ 192,202</u>	<u>\$ 200,000</u>	<u>\$ 170,537</u>	<u>\$ 350,000</u>
	\$ 115,121	\$ 710,019	\$ 309,804	\$ 340,000	\$ 271,908	\$ 495,000

In FY 2012-2013 the district began a capital leasing program for technology. Each year would require an annual payment of \$75,000 and the district would be able to purchase \$175,000 of hardware in the first year and \$100,000 in subsequent years.

The program is structured as follows:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Equipment	\$ 170,500	\$ 105,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 575,500
Payment									
13 Lease	\$ 75,000	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
14 Lease	\$ -	\$ 25,000	\$ 27,500	\$ 27,500	\$ 27,500	\$ -	\$ -	\$ -	\$ 107,500
15 Lease	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 27,500	\$ -	\$ -	\$ 102,500
16 Lease	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 27,500	\$ 25,000	\$ 102,500
17 Lease	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 25,000</u>	<u>\$ 50,000</u>	<u>\$ 27,500</u>	<u>\$ 102,500</u>
	\$ 75,000	\$ 75,000	\$ 77,500	\$ 77,500	\$ 77,500	\$ 77,500	\$ 77,500	\$ 52,500	\$ 590,000

FY 13 Lease Payments \$75,000

Purchasing Power:

Monitors	\$ 30,000
Desktop Computers	\$ 30,000
Power Supplies	\$ 10,000
Laptop Computers	<u>\$ 100,000</u>
	\$ 170,000

FY 2014 Payment \$75,000

Purchasing Power

Bandwidth Wiring	\$105,000
Laptop/Tablets	
To support PARCC testing	



WPS: Expenditures: Other

Other	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	July - Dec FY 2013	FY 2014 Adopted
Athletic Supplies	\$ 8,613	\$ 31,078	\$ 36,607	\$ 40,000	\$ 21,848	\$ 40,000
Training	\$ 40,410	\$ 425	\$ 2,032	\$ 5,000	\$ -	\$ 5,000
Field Trips	\$ 5,305	\$ 16,665	\$ 21,466	\$ 25,000	\$ 14,011	\$ 60,000
Grad/Honor Supplies	\$ 10,723	\$ 9,242	\$ 11,174	\$ 9,000	\$ 400	\$ 12,000
Medical Supplies	\$ 7,695	\$ 7,271	\$ 7,758	\$ 10,000	\$ 8,265	\$ 8,500
Moving	\$ -	\$ -	\$ 15,622	\$ 2,500	\$ 2,256	\$ -
Pool Rental	\$ -	\$ 4,000	\$ 5,866	\$ 6,000	\$ 5,475	\$ 9,000
SAT/AP Testing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Testing Supplies	\$ 3,910	\$ 5,854	\$ 9,879	\$ 15,000	\$ 266	\$ 10,000
Uniform Supplies	\$ 13,620	\$ 12,105	\$ 7,516	\$ 10,000	\$ 2,397	\$ 10,000
Vehicle Registration	\$ 8,481	\$ 2,405	\$ 2,685	\$ 5,000	\$ 412	\$ 2,500
Virtual HS	\$ -	\$ -	\$ 6,750	\$ 10,000	\$ 300	\$ 10,000
Other	<u>\$ 1,063</u>	<u>\$ 150</u>	<u>\$ 7,287</u>	<u>\$ 135,000</u>	<u>\$ 38,799</u>	<u>\$ 5,000</u>
	\$ 99,820	\$ 89,195	\$ 134,642	\$ 272,500	\$ 94,429	\$ 192,000

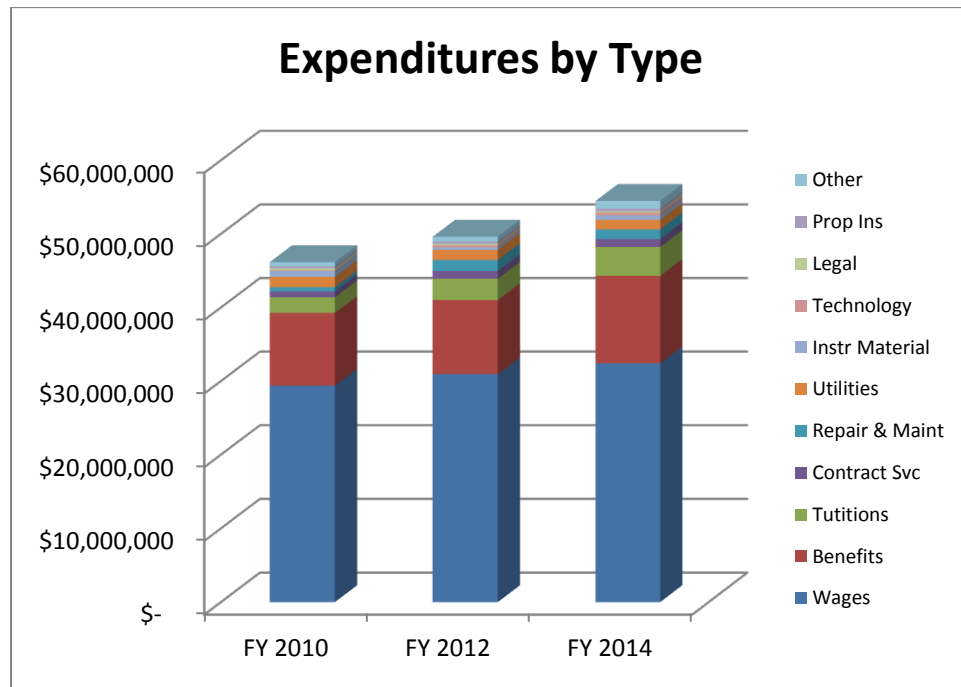
WPS believes that field trips are an important part of the education of a child and has made a commitment to fund these activities in an attempt to keep fund raising to a minimum.

WPS participates in a Virtual High School program allowing students to engage in classes not offered at the Westerly High School.



WPS: Expenditure Summary

	FY 2010	FY 2011	FY 2012	FY 2013	July - Dec	FY 2014
	Actual	Actual	Actual	Budget	FY 2013	Adopted
Wages & Benefits	\$ 39,248,846	\$ 39,326,901	\$ 41,006,946	\$ 42,409,848	\$ 17,542,327	\$ 43,745,481
Operations	\$ 6,918,131	\$ 8,759,279	\$ 8,597,400	\$ 9,335,996	\$ 3,906,474	\$ 9,924,212
	\$ 46,166,977	\$ 48,086,180	\$ 49,604,346	\$ 51,745,844	\$21,448,801	\$ 53,669,693



	FY 2010	FY 2012	FY 2014
Wages	\$ 29,358,444	\$ 30,923,956	\$ 32,560,260
Benefits	\$ 9,890,402	\$ 10,082,990	\$ 11,185,221
Tuitions	\$ 2,143,727	\$ 2,886,649	\$ 3,500,000
Contract Svc	\$ 775,421	\$ 1,060,214	\$ 1,011,925
Repair & Maint	\$ 594,753	\$ 1,482,575	\$ 1,338,924
Utilities	\$ 1,389,346	\$ 1,391,306	\$ 1,331,363
Instr Material	\$ 784,039	\$ 331,631	\$ 650,000
Technology	\$ 115,121	\$ 309,805	\$ 495,000
Legal	\$ 240,921	\$ 157,149	\$ 175,000
Prop Ins	\$ 289,441	\$ 323,210	\$ 375,000
Other	\$ 585,362	\$ 654,861	\$ 1,047,000
	\$ 46,166,977	\$ 49,604,346	\$ 53,669,693



WPS: Expenditure by School

**Information by location will be included in Final Adopted budget once
Town Funding is determined by Westerly Town Council**



WPS: Capital & Debt Service

School capital items are paid from the Town of Westerly Budget. These items may be subject to a RI Dept of Education cost share.

These costs may be paid out of the Town's operating budget or financed using bonds or capital leases. Working with the Town the WPS has been able to reduce both debt service and lease payments by refunding existing debt or through the introduction of municipal tax free capital leases.

Each October a capital request is made to the Town's Planning Board for recommendations to the Town Manager for his budget proposal to the Town Council. Located in Appendix is the WPS submission.

	Sr Ctr	School 98	Refunding	School 04	School 05	Police/DPW	Roads	School 10	School 10	School 11	School 11	Roads	Refunding
fy13	\$ 31,581	\$ 33,325	\$ 1,036,813	\$ 1,260,750	\$ 1,081,200	\$ 1,449,000	\$ 658,973	\$ 258,671	\$ 383,401	\$ 579,488	\$ 1,352,900	\$ 293,135	\$ 443,999
fy14	\$ 30,131	\$ 32,075	\$ 983,125	\$ -	\$ 1,047,200	\$ 1,413,000	\$ 642,573	\$ 258,671	\$ 383,401	\$ 573,088	\$ 1,337,400	\$ 196,150	\$ 1,669,609
fy15	\$ 28,672	\$ 30,813	\$ 927,625	\$ -	\$ 1,013,200	\$ 1,377,000	\$ 626,173	\$ 258,671	\$ 383,401	\$ 563,488	\$ 1,314,150	\$ 557,500	\$ 2,108,010
fy16	\$ 27,203	\$ 29,538	\$ -	\$ -	\$ 979,200	\$ 1,336,500	\$ 609,773	\$ 258,671	\$ 383,401	\$ 548,888	\$ 1,285,900	\$ 550,200	\$ 2,111,638
fy17	\$ 25,734	\$ 28,250	\$ -	\$ -	\$ 948,600	\$ 1,294,875	\$ 593,373	\$ 258,671	\$ 383,401	\$ 539,438	\$ 1,262,800	\$ 542,900	\$ 2,111,861
fy18	\$ -	\$ 26,950	\$ -	\$ -	\$ 921,400	\$ 1,257,750	\$ 576,973	\$ 258,671	\$ 383,401	\$ 526,838	\$ 1,239,700	\$ 535,600	\$ 217,602
fy19+	\$ -	\$ 25,650	\$ -	\$ -	\$ 6,361,400	\$ 9,655,875	\$ 4,907,543	\$ 2,328,031	\$ 3,450,608	\$ 5,543,603	\$ 13,171,813	\$ 6,282,675	\$ 16,955,159
	\$ 143,321	\$ 206,601	\$ 2,947,563	\$ 1,260,750	\$ 12,352,200	\$ 17,784,000	\$ 8,615,381	\$ 3,880,057	\$ 5,751,014	\$ 8,874,831	\$ 20,964,663	\$ 8,958,160	\$ 25,617,878



Appendix

Capital Request to Planning Board

Resolution on Fund Balance

Glossary of Terms – Uniform Chart of Accounts

State 5-Year Revenue Projections

Additional Resources:

Westerly Public Schools website (www.westerly.k12.ri.us)

- District Strategic Plan
- Elementary School Study
- Town of Westerly Debt Summary
- Union Contracts