



BEVERLY PUBLIC SCHOOLS

**FY09 BUDGET
PUBLIC HEARING DRAFT**

May 12, 2008

Beverly School Committee

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Superintendent of Schools

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**Override
Yes**

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Contents of this Document

This draft of the FY09 budget is intended as a working document that will evolve into a basis for our public hearing and is written in a way that will allow for easier understanding of the district's proposals.

With the decision to hold an override election on June 3, 2008, it became necessary to develop two versions of our budget, each depending on the outcome of that election. This version reflects a community vote that supports an override.

It should be noted that the FY08 Revised figures were determined on December 18, 2007. Changes to these amounts can take place throughout the year, but no further changes will be made to the FY08 figures in this document.

Mission Statement

To enable all students to reach their potential through an academically challenging and diverse education.

Core Vision

The Beverly Public Schools strive to:

- Ensure student safety.
- Maintain class size levels consistent with research on good instructional practice.
- Provide a strong curriculum that is aligned with the state standards.
- Provide appropriate support services.
- Conduct as many special education programs as feasible "in-house", so that Beverly students attend Beverly schools.
- Allocate sufficient funds to building level budgets to support instruction.
- Employ staff members who are appropriately licensed and "highly qualified" in their subject area.
- Provide instructional materials and professional development on a districtwide basis to advance student and teacher learning.
- Maintain facilities conducive to learning.

District Improvement Goals

The 2007-08 District Improvement Plan establishes the goals for the district and serves as the basis for other goal setting mechanisms, including school improvement plans, the district's technology plan, and goals for principals, the Superintendent, and other district administrators. These goals guide decision making as school and district budgets are developed. Goals in the District Improvement Plan are framed around four essential questions. These essential questions and goals are shown below.

1. ***How will the Beverly Public Schools ensure a quality education for all students at all levels of learning?***
 - To continue to evaluate our curricula to ensure alignment with the Massachusetts DOE Frameworks and best practices.
 - To increase all student achievement that addresses the needs of diverse learners.
 - To promote an equitable and inclusive environment for students.
 - To increase the appropriate integration of technology into classroom instruction.
2. ***How will the Beverly Public Schools attract and retain exceptional staff so that we will be able to provide a quality education for all students?***
 - To promote and maintain high quality job performance for all district employees.
 - To continue to develop and sustain a professional culture among all employees.
3. ***How will the Beverly Public Schools communicate to create dynamic, positive relationships with parents, business, and community to increase the level of support for the district and its mission?***
 - To improve communication (newsletter, website, email, press release) within schools, district and the larger community.
4. ***How will the Beverly Public Schools manage its facilities and infrastructure to assure quality education for all students?***
 - To analyze space needs for district programs and develop long range plans for facilities.
 - To continue to develop and implement the district technology plan.
 - To develop a detailed, long range capital improvement plan using the facilities plan template.
 - To continue to assess consolidation possibilities with the City.

Cost Center Funding & Staffing History

District Summary	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
COST CENTER											
Beverly High School	7,423,765	7,805,293	7,881,342	8,194,854	8,503,908	133.1	3.5	132.9	3.5	(0.2)	a
Briscoe Middle School	3,142,290	5,358,163	5,434,725	5,813,407	5,972,365	110.5	0.0	108.5	4.0	2.0	
Ayers Elementary	2,152,393	2,408,752	2,616,226	2,753,383	2,750,126	57.1	2.0	53.9	3.5	(1.7)	
Centerville Elementary	1,585,397	1,789,614	1,952,534	2,153,324	2,277,825	41.6	2.0	40.9	2.0	(0.7)	
Cove Elementary	1,844,487	2,011,805	2,313,034	2,552,308	2,604,611	49.4	3.0	47.8	6.0	1.4	
Hannah Elementary	1,690,085	1,808,041	1,770,947	1,876,329	2,053,092	37.4	1.5	37.9	0.5	(0.5)	
McKeown Elementary	1,282,223	1,440,367	1,551,567	1,688,217	1,679,770	33.8	3.0	31.3	7.5	2.0	
North Beverly Elementary	1,533,573	1,770,437	1,924,383	1,974,950	2,123,256	38.1	3.0	39.9	5.0	3.8	
Memorial Building	2,766,034	143,022	159,884	150,537	161,858	0.9	0.0	0.9	0.0	-	
Other Buildings	14,991	632	0	0	0	0.0	0.0	0.0	0.0	-	
Administration	814,946	959,470	845,032	908,374	963,154	9.7	0.8	9.7	0.8	-	b
Special Education	5,086,502	5,719,036	6,494,828	6,386,372	8,856,971	27.0	9.4	35.1	2.6	1.3	c
Other Instruction	1,376,117	1,300,555	1,637,291	1,620,097	1,709,810	7.2	2.1	7.2	2.3	0.2	d
Non-Instructional Services	874,696	975,181	996,805	1,060,353	1,150,809	40.0	0.0	40.0	0.0	-	e
Buildings & Grounds	678,875	1,443,422	1,055,528	988,379	1,012,562	2.0	0.0	2.0	0.0	-	f
Employee Benefits	5,140,450	5,274,899	5,927,288	6,261,138	6,541,079	0.0	0.0	0.0	0.0	-	g
Grand Total	37,406,825	40,208,691	42,561,415	44,382,022	48,361,196	587.8	30.3	588.0	37.7		

- a. Budgets for individual schools account for all salaries for employees assigned to that building as well as all operating costs, i.e., building budgets (programs) and facilities (utilities and supplies). For those employees who work in two buildings, salaries are apportioned to the specific buildings. Step raises are included for those employees eligible under their contract. All changes in staffing are explained later in this document with the presentation of each school's budget.
- b. Administration expenses reflect salaries and operational costs for all district-wide and itinerant personnel.
- c. Special Education expenses reflect district-wide expenses only, including salaries, transportation, and other operational costs. Salaries for special education personnel assigned to school buildings are included in the school budgets.
- d. Other Instruction includes a wide array of services and other support for instruction. Broad categories include curriculum development, professional development, technology, fine arts, elementary enrichment, and substitutes.
- e. Non-Instructional Services include such expenses as regular education transportation, traffic supervisors, child welfare services, and health services.
- f. Buildings & Grounds includes expenses for major capital improvements and for care and maintenance of all our facilities and grounds, with the exception that building custodians and custodial supplies for individual buildings are included in the school budgets.
- g. Health insurance costs represent the great majority of the Employee Benefits category. Other expenses include funds reserved for column moves, negotiations, FICA, unemployment, and a matching 403b program.

FY08 Original Appropriation and Revised Budget

The School Committee approved a budget for FY08 in the amount of \$44,082,022. However, a revised FY08 budget has been developed totaling \$45,027,632. The difference of approximately \$1 million is the result of prepaying special education tuitions and encumbrances from FY07 that were carried over into the FY08 budget. In most instances, the original appropriation is used in comparisons, but in some instances, the revised budget figure seemed to be the better comparison amount.

Expense and Revenue Comparisons

The chart below provides a comparison of the revised budget for FY08 and the current FY09 draft budget. Major increases greatly beyond our control are identified and subtracted out for comparison of the budget growth in the remaining areas. The percentage increase in SPED Tuition Out is misleading; it does not include the prepayment mentioned above. When the prepayment is included, this expense increases by 13.15%.

	FY08 Revised	FY09 Draft	Difference	% Increase
Grand Total	45,027,632	48,361,196	3,333,564	7.40%
Major Increases				
Health Insurance	5,500,000	5,849,297	349,297	6.35%
SPED Tuition Out	4,163,538	5,788,431	1,624,893	39.03%
Utilities	1,314,347	1,550,090	235,743	17.94%
Total Major Increases	10,977,885	13,187,818	2,209,933	20.13%
Remainder	34,049,747	35,173,378	1,123,631	3.30%

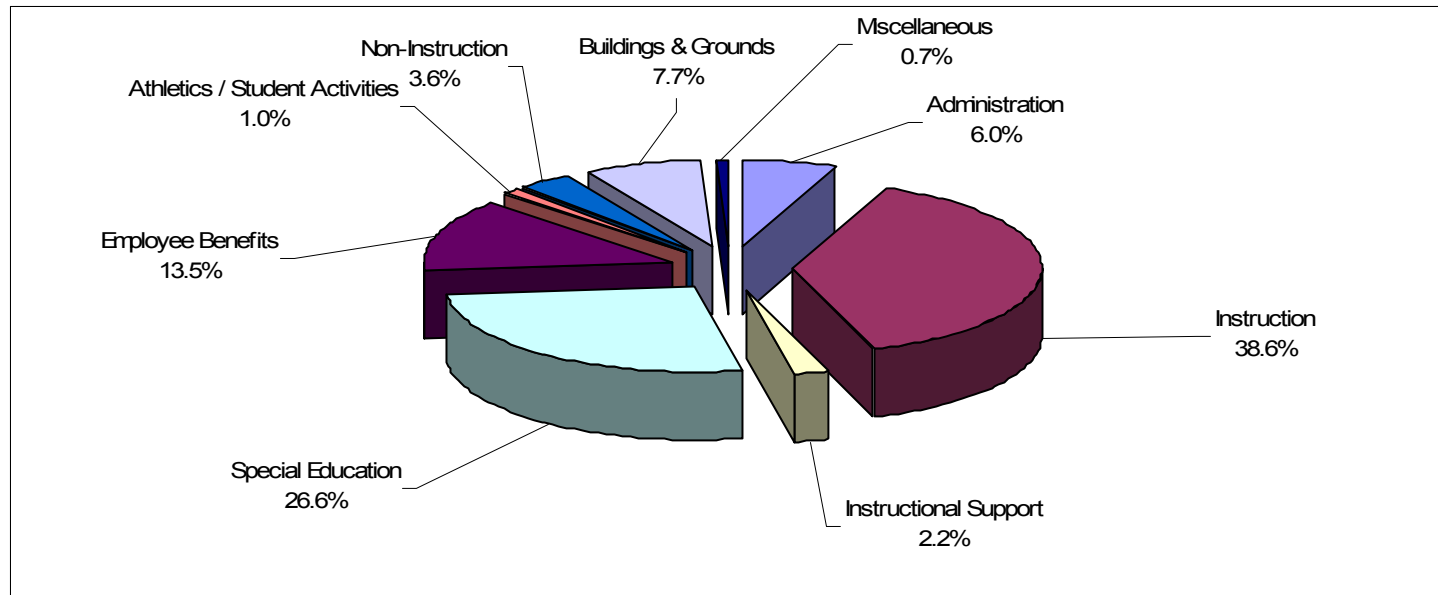
Summary data for the current projections for FY09 expenses and revenues is shown in the chart below, with a comparison to the FY08 Approved Budget.

	FY08 Approved		FY09 Projected		Percent Change
Total Budget	44,382,022		48,361,196		8.97%
Revenues					
City Contribution		35,003,758		36,493,199	4.26%
Chapter 70 Aid		6,901,558		7,254,770	5.12%
Successful Override				2,500,000	
Charter Tuition Assessment Reimbursement		15,532		80,747	419.88%
Subtotal General Fund Revenue	41,920,848		46,328,716		10.51%
Subtotal Additional School Revenue	2,761,174		2,032,480		-26.39%
Total Revenue	44,382,022		48,361,196		8.97%
Budget Shortfall	0		0		

General Fund Expenses by ESE Cost Categories

A second way of organizing the budget is by looking at cost categories as opposed to cost centers. The data and chart below show this method, which is the organization scheme for "End-Of-the-Year Reports" to the Department of Elementary and Secondary Education. Administration includes all administrators, district and building levels. Special Education includes all special education expenses, district and school. Thus Instruction includes all regular education expenses. Buildings & Grounds includes all district and school expenses.

Account	FY05 Actuals	FY06 Actuals	FY07 Actuals	FY08 Original	FY09 Draft Budget
SUMMARY					
Administration	2,670,514	2,899,372	2,826,288	2,904,561	2,913,397
Instruction	16,213,930	16,295,256	16,850,519	17,970,579	18,670,302
Instructional Support	725,426	806,257	1,223,291	866,123	1,079,407
Special Education	8,062,690	9,358,754	10,352,702	10,568,298	12,842,817
Employee Benefits	5,140,450	5,274,899	5,927,288	6,261,138	6,541,079
Athletics / Student Activities	410,235	381,377	432,017	465,179	501,562
Non-Instruction	1,354,742	1,482,247	1,504,988	1,615,369	1,725,988
Buildings & Grounds	2,762,859	3,703,050	3,436,273	3,379,679	3,731,213
Miscellaneous	65,980	7,478	8,050	351,096	355,431
Grand Total	37,406,825	40,208,691	42,561,415	44,382,022	48,361,196

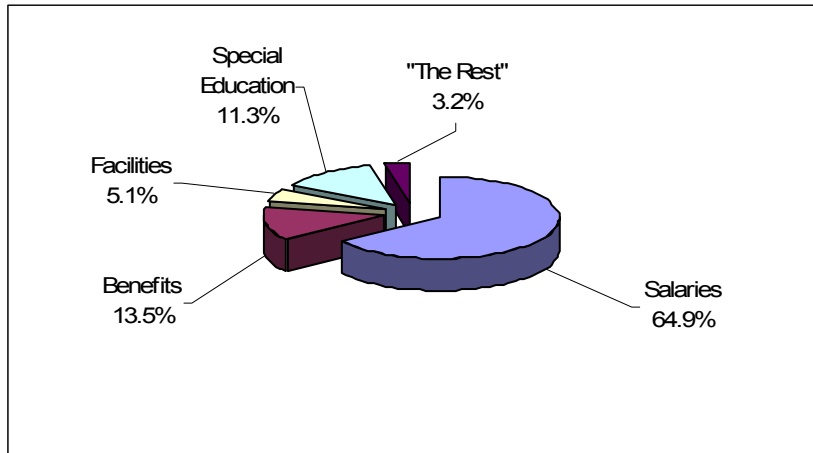


Expenses by Broad Categories

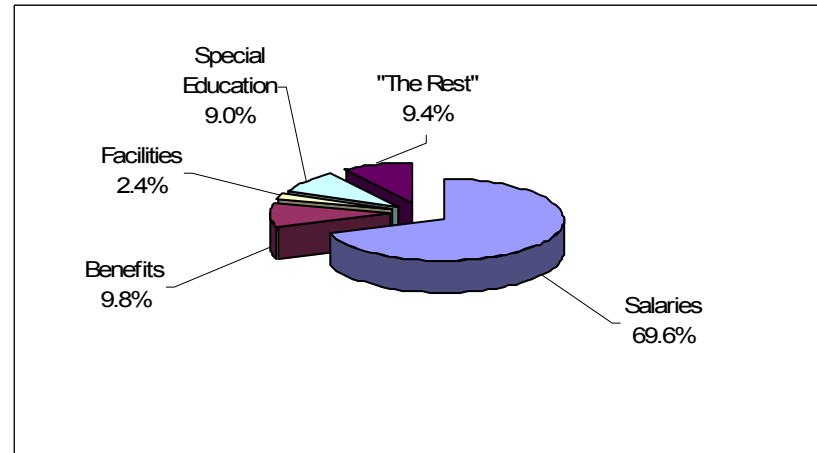
Another way to examine what is happening within our school budget is to look at broad categories of expenses, including totals for salaries, benefits, special education, facilities, and general operating expenses, which has been referred to in the past as "The Rest". Shown below are two charts, one for the FY09 budget draft and a second for the FY02 approved budget. The FY02 budget gives a picture of how our money was apportioned prior to the 20% cut in state aid.

As the charts demonstrate, costs for benefits (health insurance) and special education have taken up larger percentages of our budget. Facility expenses have increased because of what is happening with utilities and the need to maintain our buildings, and salary costs take a slightly smaller portion of our budget. "The Rest", i.e., curriculum and professional development, technology, textbooks, supplies, and equipment, receive a much smaller percentage of the district budget.

FY09 Proposed Budget



FY02 Approved Budget



Contract Negotiations

Collective bargaining agreements with all seven of our unions conclude at the end of the 2007-08 school year, and negotiations for successor agreements have begun. Until negotiations are completed, the current contracts are in effect, and it is those salary scales which are used to build this FY09 budget. Where contracts have steps, step increases have been included in the appropriate accounts. The current agreements with Unit A (Teachers) and Unit B (Administrators) have salary scales in which employees received an initial salary for the 2007-08 school year followed by a salary increase in midyear. The final salary for 2007-08 becomes the full salary budgeted for FY09. Thus, salary lines in the FY09 budget will show increases even though no new contracts have been negotiated.

Full Operating Cost for the District

The school department budget is a major piece of what it takes to operate the school system. However, essential services are provided through grants, revolving accounts and other funds. A summary of the full operating costs is shown below. It should also be pointed out that other associated costs, called Indirect Costs, are included in the City’s budget. Appendix D shows these costs as well as other education assessments that the City pays to provide education for students who do not attend the Beverly Public Schools.

District Summary	FY07 Actual	FY08 Approved	FY09 Projected
District Budget	40,208,691	44,382,022	48,361,196
Grants, Revolving Accounts, & Special Funds	4,673,898	4,997,642	4,871,896
Total Operating Budget	44,882,589	49,379,664	53,233,092

Implications of Passing an Override

The override provides \$2,500,000 of revenue to the school system in FY09 and permanently adds this amount to the City’s tax base for subsequent years. This infusion of revenue is used in this budget draft to essentially maintain a level program for next year. The fact that future revenues are not increasing at the same rate as our expenses is still a cause for concern. The School Committee has indicated that it will act promptly in the fall to study this problem in preparation for the FY10 budget. Preliminary steps will be taken prior to the start of the school year so that this study can begin immediately in September. The Committee agrees that such a study would benefit from the involvement of members of the community.

Closing the Shortfall

Budget shortfalls can be closed in two ways: cutting expenses or increasing revenues. Obviously, the biggest increase in revenue in balancing this budget would be a vote to support the Prop 2½ override by \$2,500,000. Two steps taken by the School Committee in this budget proposal are consolidations in the kindergarten program and increases to a number of tuitions and fees.

Kindergarten Consolidation

Registration for kindergarten was held in January, and the enrollment chart reflects these sign-ups. Proposed changes to the 2007-08 kindergarten arrangement are highlighted in gold. The two half-day programs at McKeown are cut in favor of adding a second full-day kindergarten. This results in no change in staffing at McKeown. The half-day students for McKeown will need to be transported to the program at Ayers. The class size at Ayers reflects these additional students. Enrollments at Hannah allow for a decrease of one half-day section, thus reducing staff by a .5 teacher and a .5 paraprofessional. Enrollments at Cove allow for a decrease of one half-day section and one full-day section, thus reducing the staff by 1.5 teachers and 1.0 paraprofessional. This results in a net salary savings of \$97,976.

Increase Tuitions and Fees

The revenue projected in this budget from tuition and fees incorporates the following:

- The following rates would remain the same as those established for FY08:
 - Transportation would remain at \$300 per student and \$600 per family.
 - Student parking at the High School would remain at \$175 per student.
 - Middle School athletics would remain at \$100.
 - Elementary Instrumental Music would remain at \$195 per student.
- The following increases are proposed:
 - EEC from \$450 to \$460 for grade 3 and \$900 to \$920 for grades 4 and 5.
 - High School athletics from \$185 per sport to a three-tiered system described below.
 - Preschool (4-day week program) from 205 to 225 per month.
 - Full-day kindergarten from \$3,600 to \$4,000 per student.

Three-Tiered Athletic Fee

The athletic fee structure for High School athletics would assess higher fees for more expensive sports, defined as follows:

- \$200 Gymnastics, Girls' Volleyball, Golf, Boys' & Girls' Tennis, Cross Country, Fall & Winter Cheerleading, Boys' & Girls' Indoor Track, Wrestling, Boys' & Girls' Track and Field
- \$250 Boys' & Girls' Lacrosse, Swimming, Field Hockey, Boys' & Girls' Soccer, Boys' & Girls' Basketball, Softball, Baseball
- \$300 Football, Boys' & Girls' Ice Hockey

Beverly High School

Beverly High School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principals	324,461	357,681	354,091	369,580	383,208	4.0		4.0		-	
Clerks	187,646	204,593	203,201	212,251	213,410	7.0		7.0		-	
Supervisors / Directors	154,322	137,015	135,093	137,846	123,247	1.6		1.4		(0.2)	a
Teachers - Regular Ed	4,610,814	4,749,101	4,563,924	4,809,479	4,931,454	74.9	0.5	74.3	0.5	(0.6)	b
ESL Specialist	48,839	45,535	49,800	53,937	57,018	1.0		1.0		-	
Teachers - Special Ed	383,493	484,209	524,477	566,079	521,862	9.5	2.0	8.5	3.0	-	c
Adjustment Counselors	41,006	44,312	52,184	55,743	120,447	1.0	1.0	2.0		-	
Guidance Counselors	310,401	267,191	362,472	347,516	351,414	5.5		5.5		-	
Library Media Center	58,385	51,043	56,412	61,575	64,063	2.0		2.0		-	
Health Services	61,153	66,016	73,388	79,648	81,728	2.0		2.0		-	
Athletic Director	16,491	30,269	41,264	56,277	82,500	0.6		1.0		0.4	d
Athletic Secretary	23,668	27,999	29,665	32,630	32,630	1.0		1.0		-	
Coaches & Trainer	190,692	179,242	209,941	226,483	226,483					-	
Student Activities	76,612	43,603	41,663	42,945	42,945					-	
Paraprofessionals	149,643	233,680	227,476	252,597	254,774	14.5		14.5		-	
Custodians	236,018	237,495	252,548	297,581	309,804	7.5		7.5		-	
Campus Safety	32,573	43,154	16,582	17,671	21,206	1.0		1.2		0.2	e
Tech Specialist	5,500	5,500	3,500	2,000	4,000						
Subtotal - Salaries	6,911,716	7,207,638	7,197,681	7,621,838	7,822,193	133.1	3.5	132.9	3.5		
OPERATIONS											
Athletics	75,683	82,086	84,860	84,740	94,000						f
Building Budget	128,885	147,860	205,132	167,420	172,297						g
Facilities - Utilities	285,535	335,910	358,396	286,258	380,820						
Facilities - Supplies	21,947	31,798	35,272	34,598	34,598						
Subtotal - Operations	512,049	597,655	683,661	573,016	681,715						
Grand Total	7,423,765	7,805,293	7,881,342	8,194,854	8,503,908						

- a. This account includes the salaries for two administrators whose primary roles are at the High School, but who also have some district responsibilities. The two positions are the Academic Division Leader for Math, Science, & Technology/Engineering and the Program Director for Foreign Language. Both positions have a teaching role, and this line only represents their administrative role. The FTE for FY08 represents our initial plan of having the Program Director serve as a .8 administrator. However, after the FY08 budget was approved, this position was adjusted to be a .6 administrator, thus the apparent reduction of .2.
- b. The entire salary for the Athletic Director in FY09 is budgeted in the Athletic Director salary account. Normally it is split between that account and the teaching salary account. Once the AD is hired, the teaching portion (.4) will be moved to the appropriate salary account. As for the remaining .2 position, the salary for a .2 teacher was included as salary (and thus a .2 FTE) in FY08, but in FY09, this position will be paid from the "sixth class" funds and does not therefore count as an FTE.
- c. In order to generate better return from Medicaid, some service staff were removed from grants and charged to appropriate accounts in the budget.
- d. A .4 teaching role is planned for the Athletic Director in FY09. This represents the same level of teaching as in FY08. The amount shown, however, is the full salary for this position, a combination of administrative and teaching functions. Previously, this amount only included the administrative portion of the salary, with the teaching portion shown in the Teachers – Regular Ed line. Once a new Athletic Director is hired, the individual's teaching portion will be moved to the appropriate account.
- e. The FY08 budget approved campus monitors at the indicated 1.0 FTE, split between two individuals. Once the school year opened, the need for an increase of .2 in campus monitors was apparent. Time was added and the additional cost was paid for from the building budget. In FY09, the full salary is included in the salary account for these positions.
- f. The proposed district contribution to the athletic program for FY09 is \$94,000. The full non-salary FY09 athletic budget for fixed costs (dues, fees, officials, etc.), supplies, and equipment is projected to be \$178,062, with the difference primarily made up through the athletic revolving account (mostly user fees and gate receipts).
- g. Building budgets have been level-funded at the FY08 amount, which was level-funded from FY07. In addition to that amount are the following:
 1. English - \$9,000. Our English anthology textbooks (1991 edition) are greatly worn due to overuse and are in need of replacement. The funds requested here are for the first year of a three-year plan to replace these books.
 2. Video Editing Station - \$3,500. The Media Productions course is in great need of new digital editing equipment. With a video editing station, the students can edit their video productions in a timely manner. Current equipment is outdated, with the exception of one new station purchased in FY08 with the support of the PTSO. Students have not covered important High School events as a result. Adding a second station will be a good step forward. We plan to purchase the remaining five video editing stations necessary for the program through the technology funds for the new High School facility.

Briscoe Middle School

Briscoe Middle School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principals	157,743	262,715	263,688	270,586	274,758	3.0		3.0		-	
Clerks	51,317	92,890	79,937	84,286	85,778	3.0		3.0		-	
Teachers - Regular Ed ESL & Reading	1,780,117	3,166,370	3,096,084	3,103,710	3,199,261	49.6		49.6		-	
Specialists	54,765	154,198	204,267	378,763	403,895	7.5		7.5		-	
Teachers - Special Ed	408,900	623,181	680,254	736,763	639,296	13.0		11.0	3.0	1.0	a
Adjustment Counselor	0	0	0	52,743	120,447	1.0		2.0		1.0	b
Guidance Counselors	125,013	198,201	204,375	213,139	191,089	3.0		3.0		-	
Library Media Center	32,300	34,003	37,818	41,672	44,231	1.0		1.0		-	
Health Services	47,665	61,741	67,823	73,864	75,884	2.0		2.0		-	
Athletics	2,490	0	2,236	2,286	2,286						
Student Activities	10,500	18,378	22,389	19,818	20,718						
Paraprofessionals	198,887	361,270	351,621	373,636	386,820	22.5		21.5	1.0	-	c
Custodians	103,856	134,110	161,824	196,605	206,434	4.9		4.9		-	
Subtotal - Salaries	2,973,551	5,107,056	5,172,314	5,547,871	5,650,897	110.5	0.0	108.5	4.0		
OPERATIONS											
Building Budget	48,273	90,975	102,593	105,667	136,667						d
Facilities - Utilities	111,373	139,912	147,234	146,574	171,506						
Facilities - Supplies	9,092	20,220	12,585	13,295	13,295						
Subtotal - Operations	168,739	251,107	262,411	265,536	321,468						
Grand Total	3,142,290	5,358,163	5,434,725	5,813,407	5,972,365						

- a. An additional teacher is needed to add a self-contained class to the Choices program. Up until now, Choices has served students through an integrated model, but changes in the population served require a self-contained component as well. In order to generate better return from Medicaid, some service staff were removed from grants and charged to appropriate accounts in the budget.
- b. A Student Assistance Counselor position was approved in January 2007, and then filled shortly thereafter. A major portion (\$40,000) of the salary for this position is offset by the special contribution from Endicott College (\$100,000 over 2½ years).
- c. In order to generate better return from Medicaid, some service staff were removed from grants and charged to appropriate accounts in the budget.
- d. Building budgets have been level-funded at the FY08 amount, which was level-funded from FY07. In addition to that amount are the following:

1. English - \$10,000. There is a need to replace 120 grade 7 literature anthologies, including related teacher resources. The current books that we are using are from 1989, and we do not have the supplementary materials. Grade 6 received new literature books in FY07, and Grade 8 received new books within the last few years.
2. Social Studies - \$21,000. There is a need to purchase 350 world history textbooks in order to align the 8th grade curriculum to reflect the changes in MCAS testing requirements at the high school level.

Elementary Class Size and Staffing Issues

Projected enrollments for our six elementary schools are shown in the chart below. Throughout the budget development cycle and even into the summer, enrollment projections are periodically updated and monitored by the administration. Significant changes in student enrollments may affect staffing at any point during that period.

Projected 2008-2009 Enrollments April 25, 2008											
School	1	2	3	4	5	Half P	FD P	Half K	FD K	District	Total
Ayers	60	65	64	64	70	30	22	16	33	0	424
Centerville	55	60	60	55	67	0	0	6	37	BD (2) 19	359
Cove	81	44	70	63	53	90	8	7	41	0	457
Hannah	60	60	60	60	60	0	0	10	27	SLD (2) 17	354
McKeown	50	49	49	42	36	0	0	9	38	AIM(P), AIM (I) 9	282
North Beverly	55	44	63	50	42	0	0	9	32	Cogn (2), DD 29	324
Total	361	322	366	334	328	120	30	57	208	74	2,200

When the enrollment for each grade is divided by the number of teachers in that grade, the result is an average class size. For the past several years, the School Committee has set as maximum guidelines 25 students in grades 1 and 2 and 30 students in grades 3 through 5. Kindergarten enrollments are capped at 20 students to meet accreditation requirements. Maintaining accredited kindergarten programs is a necessary requirement to receive kindergarten grant funding. Preschool and district level programs have class sizes that are determined by state Special Education requirements.

Projected Average Class Sizes 2008-2009										
School	1	2	3	4	5	Half P	FD P	Half K	FD K	
Ayers Ryal Side	20.0	21.7	21.3	21.3	23.3	10.0	11.0	12.5	16.5	
Centerville	18.3	20.0	30.0	27.5	22.3	0.0	0.0	0.0	18.5	
Cove	20.3	22.0	23.3	21.0	26.5	15.0	8.0	7.0	20.5	
Hannah	20.0	20.0	30.0	30.0	30.0	0.0	0.0	19.0	13.5	
McKeown	25.0	24.5	24.5	21.0	18.0	0.0	0.0	0.0	19.0	
North Beverly	18.3	22.0	21.0	25.0	21.0	0.0	0.0	0.0	16.0	
District	20.1	21.5	24.4	23.9	23.4	13.3	10.0	14.3	17.3	

As enrollments vary over the years, the number of teachers for a particular grade in a school can increase or decrease as administrators seek the proper class sizes. It is not unusual for one grade to need an additional teacher and another grade to need one less teacher; thus no increase in staffing would be required for that school. Such is the case in this scenario for both Cove and North Beverly schools.

The most difficult staffing decisions occur when an average class size is at or just above the maximum of 25 or 30 students. Experience has shown that grade level enrollments can increase or decrease right through the summer months. Rather than add new staff prematurely, such situations are monitored through the summer, at which time a decision is made whether or not to add staff to solve a class size problem. The Average Class Size chart on page 14 shows four such situations: McKeown, grade 1; Centerville, grade 3; and Hannah, grades 3 and 4. Depending upon the situation, the best solution may be adding a new teacher or adding a paraprofessional to existing classrooms. It should also be pointed out the enrollments shown for regular classrooms do not include special education students in district programs who may spend a part of their day in a regular classroom setting. That factor is also taken into account when making a decision on staffing. The Salary Contingency account in the FY09 Budget Proposal contains funds for three teacher salaries in case most of these four situations ultimately require adding a new position.

The chart below shows room utilization for each of the elementary schools. Centerville and Cove are the only schools with available full-size classroom space. Small group rooms, currently used for special education programs, would need to be used as regular classrooms at Hannah and McKeown if they need additional space to solve their class size problems. In the other schools, space is fully utilized. Having such tightly scheduled schools sometimes results in having to move district-wide or early childhood (preschool and kindergarten) classes in order to ensure enough spaces for grades 1 through 5.

Projected Classroom Utilization 2008-2009										
School	Room Utilization						Specialized Rooms Used			
	Regular	In Use	Open	Sm Grp	In Use	Open	Science	Art	Music	Computer
Ayers Ryal Side	22	22	0	2	0	2	science	art	music	computer
Centerville	19	17	2	2	0	2	science	art	music	computer
Cove	23	21	2	1	0	1	science	art	music	computer
Hannah	17	17	0	3	0	3	science	art	music	computer
McKeown	14	14	0	1	0	1	none	art	music	computer
North Beverly	19	19	0	1	0	1	science	art	music	computer

District-wide Special Education Programs

District-wide programs at the elementary level include the following:

- AIM (P) This specialized program at McKeown is for students in grades K-2 who are Autistic and require a high student/teacher ratio. It had been in operation at Ayers for a number of years, but because of space needs it was moved to McKeown in 2007.
- AIM (I) This specialized program at McKeown is for students in grades 3-5 who are Autistic and require a high student/teacher ratio.
- BD This therapeutic program at Centerville serves students who have social, behavioral, and emotional disabilities and who require a structured, small group learning environment with significant interventions.
- Cogn This specialized program at North Beverly is for students with global learning disabilities and cognitive challenges and who require specialized instruction to access the curriculum.
- DD This specialized program is for students (up to the age of nine years old) with developmental disabilities. It had been in operation at North Beverly for a number of years.
- EEC The Elementary Enrichment Center (EEC), located at North Beverly, serves academically talented students in grades 3-5. It is a full-day, pull-out program offering differentiated instruction focused on developing higher order thinking skills.
- SLD Located at Hannah, this specialized program is for students with language-based learning disabilities who require intensive remediation in reading, language, and writing.

Ayers Ryal Side Elementary School

Ayers Ryal Side Elementary School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principal	80,000	87,066	89,264	89,264	92,574	1.0		1.0		-	
Clerk	23,777	26,418	25,482	27,509	27,509	1.0		1.0		-	
Teachers - Regular Ed ESL & Reading	1,233,137	1,321,015	1,361,986	1,485,821	1,483,242	24.0		22.5	2.0	0.5	a
Specialists	126,225	130,361	203,670	210,219	192,071	3.0	2.0	3.0	1.5	(0.5)	b
Teachers - Special Ed	137,394	156,210	170,873	132,662	125,549	2.2		2.0		(0.2)	c
Adjustment Counselor	48,227	66,907	50,574	54,861	57,508	1.0		1.0		-	
Library Media Specialist	40,092	41,403	45,300	47,255	49,501	0.7		0.7		-	
Nurse	34,098	36,769	40,185	43,626	43,957	1.0		1.0		-	
Paraprofessionals	182,929	269,716	329,228	340,787	325,735	20.0		18.5		(1.5)	d
Custodians	70,704	78,401	80,596	83,099	91,028	2.0		2.0		-	
Lunch Room Monitors	11,680	14,803	13,654	16,218	16,337	1.2		1.2		(0.0)	
Subtotal - Salaries	1,988,264	2,229,068	2,410,812	2,531,321	2,505,011	57.1	2.0	53.9	3.5		
OPERATIONS											
Building Budget	21,162	24,795	30,503	46,842	48,843						e
Facilities - Utilities	135,606	146,600	168,982	166,097	187,149						
Facilities - Supplies	7,361	8,288	5,929	9,123	9,123						
Subtotal - Operations	164,130	179,684	205,414	222,062	245,115						
Grand Total	2,152,393	2,408,752	2,616,226	2,753,383	2,750,126						

- a. The increase in staff relates to a part-time preschool teacher that was added during 2007-08. In order to generate better return from Medicaid, some service staff were removed from grants and charged to appropriate accounts in the budget.
- b. The FTE for FY08 was correct at the time of the FY08 budget approval. The Title I grant, received following budget approval, required a change which sent a .5 position to the North Beverly Elementary School. That change remains in effect for FY09.
- c. Although a need for a .2 position was justified, we were unable to fill that position, and have decided to not seek its inclusion in the FY09 budget.
- d. Staffing levels for paraprofessionals is fluid from year to year, based on the IEP's in that building and on a required teacher/student ratio of 1 to 7.
- e. Building budgets have been level-funded at the FY08 amount, which was level-funded from FY07. In addition to that amount, new consumables for math and literacy programs are budgeted separately on a per pupil basis. Below are the distributions provided to Ayers:

Math	\$7,470	Building Budget	\$39,733
Literacy	\$2,640		

Centerville Elementary School

Centerville Elementary School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principal	80,701	87,829	88,611	88,611	105,560	1.0		1.2		0.2	a
Clerk	20,536	25,015	24,807	26,459	26,459	1.0		1.0		-	
Teachers - Regular Ed	823,591	874,988	993,347	1,059,578	1,175,235	17.4		17.4		-	b
Reading Specialist	30,904	33,253	62,036	64,746	65,178	1.0		1.0		-	
Teachers - Special Ed	149,415	195,275	225,051	282,468	247,347	5.6		4.6		(1.0)	c
Adjustment Counselor	52,769	54,605	62,036	64,696	65,178	1.0		1.0		-	
Library Media Specialist	33,551	34,742	37,271	38,907	39,195	0.6		0.6		-	
Nurse	47,687	51,171	59,421	61,970	62,431	1.0		1.0		-	
Paraprofessionals	138,778	175,501	144,432	183,619	182,827	10.4	2.0	10.5	2.0	0.1	d
Custodians	62,911	74,715	77,833	83,099	89,099	2.0		2.0		-	
Lunch Room Monitors	7,084	8,304	7,882	8,585	8,651	0.6		0.6		(0.0)	
Subtotal - Salaries	1,447,928	1,615,398	1,782,726	1,962,738	2,067,160	41.6	2.0	40.9	2.0		
OPERATIONS											
Building Budget	15,828	24,961	23,824	36,192	35,533						e
Facilities - Utilities	116,376	142,674	140,914	146,587	167,325						
Facilities - Supplies	5,265	6,581	5,070	7,807	7,807						
Subtotal - Operations	137,469	174,216	169,808	190,586	210,665						
Grand Total	1,585,397	1,789,614	1,952,534	2,153,324	2,277,825						

- a. The salary and FTE difference is caused by the previous principal not retiring until October 2008 while the new principal starts in July 2008 and because the contract for this position has changed from a ten-month to a twelve-month period, consistent with all other principals in the district.
- b. A request for a new teacher in third grade has not been included at this time. The projected class size is slightly below our maximum of 30 students and will therefore require close monitoring through the summer months. Funds have been budgeted in the Salary Contingency account to hire a new teacher should it become necessary. The class size for the fourth grade calls for two teachers, but Centerville currently has three fourth grade teachers. Should nothing else change, this position will be reassigned to address the new third grade teaching position necessary at North Beverly Elementary School.
- c. The FY08 budget proposed moving the DD program to Centerville. That change actually did not take place. Thus, the apparent reduction in FTE's is only on paper.
- d. Staffing levels for paraprofessionals is fluid from year to year, based on the IEP's in that building and on a required teacher/student ratio of 1 to 7.

- e. Building budgets have been level-funded at the FY08 amount, which was level-funded from FY07. In addition to that amount, new consumables for math and literacy programs are budgeted separately on a per pupil basis. Below are the distributions provided to Centerville:

Math	\$6,300	Building Budget	\$26,703
Literacy	\$2,430		

Cove Elementary School

Cove Elementary School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principal	83,127	91,311	92,939	92,939	96,616	1.0		1.0		-	
Clerk	23,087	26,034	33,167	27,259	37,144	1.0		1.4		0.4	a
Teachers - Regular Ed	1,174,747	1,234,774	1,418,989	1,603,309	1,584,867	26.0		23.5	1.0	(1.5)	b
Reading Specialists	57,174	59,047	108,381	115,134	121,013	2.0		2.0		-	
Teachers - Special Ed	92,455	96,917	97,300	106,368	112,118	2.0		2.0		-	
Adjustment Counselor	48,223	54,336	42,861	54,861	59,750	1.0		1.0		-	
Library Media Specialist	38,195	39,661	41,665	43,429	43,702	0.7		0.7		-	
Nurse	42,151	43,772	55,348	56,597	57,018	1.0		1.0		-	
Paraprofessionals	92,178	135,931	185,418	198,371	208,896	11.5	3.0	12.0	5.0	2.5	c
Custodians	66,248	86,672	76,776	83,909	92,909	2.0		2.0		-	
Lunch Room Monitors	12,147	15,526	14,612	16,218	16,340	1.2		1.2		(0.0)	
Subtotal - Salaries	1,729,731	1,883,981	2,167,455	2,398,394	2,430,373	49.4	3.0	47.8	6.0		
OPERATIONS											
Building Budget	16,123	21,465	32,831	47,816	51,117						d
Facilities - Utilities	91,254	98,314	105,645	97,195	114,218						
Facilities - Supplies	7,379	8,046	7,103	8,903	8,903						
Subtotal - Operations	114,756	127,824	145,579	153,914	174,238						
Grand Total	1,844,487	2,011,805	2,313,034	2,552,308	2,604,611						

- a. A part time clerk was approved in December 2007 to assist with the office needs of the largest elementary school in the district.
- b. Projections for class sizes indicate a need for one more first grade teacher, one less second grade teacher, and one less fifth grade teacher. A reassignment of current staff will be necessary. The .5 position is a half-time kindergarten teacher. In order to generate better return from Medicaid, some service staff were removed from grants and charged to appropriate accounts in the budget.
- c. Staffing levels for paraprofessionals is fluid from year to year, based on the IEP's in that building and on a required teacher/student ratio of 1 to 7. The reduction in staff also relates to the consolidation of kindergartens.

- d. Building budgets have been level-funded at the FY08 amount, which was level-funded from FY07. In addition to that amount, new consumables for math and literacy programs are budgeted separately on a per pupil basis. Below are the distributions provided to Cove:

Math	\$7,500	Building Budget	\$40,537
Literacy	\$3,080		

Hannah Elementary School

Hannah Elementary School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principal	84,241	90,868	96,375	87,800	91,093	1.0		1.0		-	
Clerk	22,558	25,210	21,683	24,509	24,509	1.0		1.0		-	
Teachers - Regular Ed	899,723	945,753	938,569	980,085	1,049,391	16.4		16.4		-	a
Reading Specialist	31,732	33,254	69,768	72,760	73,301	1.0	0.5	1.0	0.5	-	
Teachers - Special Ed	153,404	164,615	150,279	162,401	217,702	2.6	1.0	3.6		-	b
Adjustment Counselor	29,925	37,551	40,495	35,112	73,301	0.5		1.0		0.5	c
Library Media Specialist	32,200	33,253	34,934	36,430	36,701	0.5		0.5		-	
Nurse	47,665	51,655	38,965	47,960	57,018	1.0		1.0		-	
Paraprofessionals	173,204	198,371	160,282	184,786	167,212	10.5		9.5		(1.0)	d
Custodians	65,019	75,095	75,618	83,559	88,559	2.0		2.0		-	
Lunch Room Monitors	7,928	10,724	10,736	12,402	12,495	0.9		0.9		0.0	
Subtotal - Salaries	1,547,600	1,666,349	1,637,703	1,727,804	1,891,282	37.4	1.5	37.9	0.5		
OPERATIONS											
Building Budget	15,974	20,969	17,219	35,280	40,669						e
Facilities - Utilities	121,040	114,241	111,240	105,438	113,334						
Facilities - Supplies	5,471	6,481	4,784	7,807	7,807						
Subtotal - Operations	142,486	141,692	133,243	148,525	161,810						
Grand Total	1,690,085	1,808,041	1,770,947	1,876,329	2,053,092						

- a. A request for a new teacher in fourth grade has not been included at this time. The projected class size is at our maximum of 30 students and will therefore require close monitoring through the summer months. Funds have been budgeted in the Salary Contingency account to hire a new teacher should it become necessary. The reduction in staff relates to the consolidation of kindergartens.
- b. Initially when the budget was developed, one special education teacher was on a grant. After reconfiguration in the special education department last summer, the position was moved to appropriated budget.
- c. A full-time adjustment counselor splits her time equally between Hannah and McKeown schools to meet the social-emotional needs of all students. This combination means that the counselor oversees a total population of over 550 students. The principals of those schools have requested the addition of a second full-time adjustment counselor so that each school has full-time services for children.
- d. Staffing levels for paraprofessionals is fluid from year to year, based on the IEP's in that building and on a required teacher/student ratio of 1 to 7. The reduction in staff also relates to the consolidation of kindergartens.

- e. Building budgets have been level-funded at the FY08 amount, which was level-funded from FY07. In addition to that amount, new consumables for math and literacy programs are budgeted separately on a per pupil basis. Below are the distributions provided to Hannah:

Math	\$6,600	Building Budget	\$31,419	Literacy	\$2,650
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McKeown Elementary School

McKeown Elementary School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principal	82,926	87,242	90,307	90,307	93,920	1.0		1.0		-	
Clerk	23,587	26,018	25,983	27,259	27,259	1.0		1.0		-	
Teachers - Regular Ed	708,719	787,410	846,035	855,272	887,467	13.8		13.8		-	a
Reading Specialist	32,151	33,059	69,912	72,760	73,303	1.0	1.0	1.0	0.5	(0.5)	b
Teachers - Special Ed	87,193	130,771	90,818	141,687	92,757	2.4	1.0	1.4	2.0	-	c
Adjustment Counselor	29,925	26,413	26,996	35,112	50,883	0.5		1.0		0.5	d
Library Media Specialist	32,200	33,254	34,934	36,430	36,701	0.5		0.5		-	
Nurse	34,096	36,769	40,185	43,626	43,951	1.0		1.0		-	
Paraprofessionals	90,092	94,353	135,035	174,940	142,168	10.0	1.0	8.0	5.0	2.0	e
Custodians	66,728	76,356	76,863	83,559	86,559	2.0		2.0		-	
Lunch Room Monitors	6,430	6,953	6,453	7,632	8,649	0.6		0.6		0.0	
Subtotal - Salaries	1,194,046	1,338,596	1,443,522	1,568,584	1,543,617	33.8	3.0	31.3	7.5		
OPERATIONS											
Building Budget	10,869	14,805	19,650	27,768	28,657						f
Facilities - Utilities	72,822	82,247	84,911	86,325	101,956						
Facilities - Supplies	4,486	4,720	3,484	5,540	5,540						
Subtotal - Operations	88,177	101,771	108,045	119,633	136,153						
Grand Total	1,282,223	1,440,367	1,551,567	1,688,217	1,679,770						

- a. The projected class size in McKeown's first grade is at our maximum of 25 students and will therefore require close monitoring through the summer months. Funds have been budgeted in the Salary Contingency account to hire a new teacher should it become necessary.
- b. The FTE for FY08 was correct at the time of the FY08 budget approval. The Title I grant, received following budget approval, required a change which sent a .5 position to the North Beverly Elementary School. That change remains in effect for FY09.
- c. In order to generate better return from Medicaid, some service staff were removed from grants and charged to appropriate accounts in the budget.
- d. A full-time adjustment counselor splits her time equally between Hannah and McKeown schools to meet the social-emotional needs of all students. This combination means that the counselor oversees a total population of over 550 students. The principals of those schools have requested the addition of a second full-time adjustment counselor so that each school has full-time services for children.
- e. Staffing levels for paraprofessionals is fluid from year to year, based on the IEP's in that building and on a required teacher/student ratio of 1 to 7.

- f. Building budgets have been level-funded at the FY08 amount, which was level-funded from FY07. In addition to that amount, new consumables for math and literacy programs are budgeted separately on a per pupil basis. Below are the distributions provided to McKeown:

Math	\$5,115	Building Budget	\$21,342	Literacy	\$2,200
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North Beverly Elementary School

North Beverly Elementary School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principal	87,800	112,943	101,579	87,800	91,093	1.0		1.0		-	
Clerk	23,087	24,121	20,362	24,248	24,526	1.0		1.0		-	
Teachers - Regular Ed	820,471	874,137	944,955	1,042,181	1,109,408	17.9		16.9		(1.0)	a
Reading Specialist	54,765	59,047	62,036	64,696	65,178	1.0	1.0	1.0	2.0	1.0	b
Teachers - Special Ed	158,987	186,817	223,624	196,049	150,676	3.3		2.6	2.0	1.3	c
Adjustment Counselor	32,150	66,407	69,768	72,760	73,301	1.0		1.0		-	
Library Media Specialist	22,201	23,753	22,078	24,141	25,442	0.5		0.5		-	
Nurse	44,091	47,401	51,719	56,597	57,018	1.0		1.0		-	
Paraprofessionals	92,356	132,902	161,705	148,713	210,107	8.5	2.0	12.0	1.0	2.5	d
Custodians	65,267	76,521	74,305	78,719	85,752	2.0		2.0		-	
Lunch Room Monitors	9,501	12,309	11,231	12,402	12,496	0.9		0.9		0.0	
Subtotal - Salaries	1,410,675	1,616,358	1,743,360	1,808,306	1,904,997	38.1	3.0	39.9	5.0		
OPERATIONS											
Building Budget	16,315	19,627	26,482	36,558	33,991						e
Facilities - Utilities	100,844	128,285	149,289	122,272	176,454						
Facilities - Supplies	5,739	6,167	5,252	7,814	7,814						
Subtotal - Operations	122,898	154,079	181,023	166,644	218,259						
Grand Total	1,533,573	1,770,437	1,924,383	1,974,950	2,123,256						

- a. A 1.0 reduction in FTE's is the result of including in the FY08 budget a request for a first grade teacher, a position which ultimately was transferred to Centerville because of low first grade enrollments at North Beverly and an opening at Centerville. Projections for class sizes indicate a need for one more teacher in both first and third grade and one less second grade teacher. A reassignment of current staff from second to first grade can resolve part of that need. As previously discussed, should nothing else change, a teacher from Centerville will be reassigned to address the new third grade teaching position at North Beverly.
- b. The FTE for FY08 was correct at the time of the FY08 budget approval. The Title I grant, received following budget approval, required adding an additional position, which was achieved by transferring .5 positions from Ayers and McKeown. That change remains in effect for FY09.
- c. The increase reflects an additional .3 teacher so that there are 1.6 teachers to fulfill the IEP requirements of students in North Beverly's Learning Center. The FY08 budget proposed moving the DD program from North Beverly to Centerville. That change actually did not take place. Thus, the apparent addition of a full-time staff member in FTE's is only on paper; the program remained at North Beverly.
- d. Staffing levels for paraprofessionals is fluid from year to year, based on the IEP's in that building and on a required teacher/student ratio of 1 to 7.

- e. Building budgets have been level-funded at the FY08 amount, which was level-funded from FY07. In addition to that amount, new consumables for math and literacy programs are budgeted separately on a per pupil basis. Below are the distributions provided to North Beverly:

Math	\$5,670	Building Budget	\$26,121
Literacy	\$2,200		

Memorial Building

Memorial Middle School	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Principals	157,439	0	0	0	0					-	a
Clerks	53,569	1,076	0	0	0					-	a
Teachers - Regular Ed	1,703,864	0	0	0	0					-	a
ESL & Reading Specialists	103,695	0	0	0	0					-	a
Teachers - Special Ed	204,175	0	0	0	0					-	a
Guidance Counselors	90,718	0	0	0	0					-	a
Library Media Center	44,719	0	0	0	0					-	a
Nurse	34,098	0	0	0	0					-	a
Student Activities	14,100	(200)	0	0	0					-	a
Special Ed Aides	82,704	0	0	0	0					-	a
Custodians	109,027	44,754	45,608	37,142	34,380	0.9		0.9		-	b
Subtotal - Salaries	2,598,107	45,630	45,608	37,142	34,380	0.9	0.0	0.9	0.0		
OPERATIONS											
Building Budget	45,550	2,623	7	0	0						
Facilities - Utilities	114,197	92,107	111,620	109,395	123,478						
Facilities - Supplies	8,180	2,662	2,650	4,000	4,000						
Subtotal - Operations	167,927	97,392	114,277	113,395	127,478						
Grand Total	2,766,034	143,022	159,884	150,537	161,858						

- a. The Memorial Middle School was closed in June 2005.
- b. The facility was renamed the Memorial Building. It houses district offices, various City offices, and rents the lower and upper floors to the Northshore Education Consortium. Until very recently, a full-time day custodian and part-time night custodian cleaned and maintained the facility. This staffing changed as of April 2007. The full-time day position will split time evenly with Briscoe Middle School.

District Administration

Administration	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
School Committee	23,986	21,900	22,631	21,900	21,900						
Superintendent	181,252	192,997	197,875	200,780	218,347	2.0		2.0		-	
Assistant Superintendent	112,339	142,007	113,151	117,235	124,426	1.2	0.8	1.2	0.8	-	a
Finance & Administration	292,464	376,430	356,317	378,749	413,216	6.5		6.5		-	b
Supervisors / Directors	74,061	81,618	0	0	0						
Subtotal - Salaries	684,102	814,953	689,974	718,664	777,889	9.7	0.8	9.7	0.8		
OPERATIONS											
Technology & Website	6,765	10,061	5,787	7,500	3,000						
Copiers	9,253	10,257	5,579	16,000	1,000						
Office Supplies & Postage	21,684	25,422	28,413	35,000	35,000						
Printing	1,192	18,709	16,235	20,000	20,000						
NEASC Accreditation	0	1,729	0	0	3,000						c
Audit Fee	5,000	5,000	5,000	5,000	5,000						
Legal Services	27,015	17,556	12,070	26,000	26,000						
Advertising	15,437	22,229	36,249	22,000	30,000						
Insurance	0	0	0	0	0						
Training & Memberships	44,499	33,555	45,725	58,210	62,265						d
Subtotal - Operations	130,844	144,517	155,058	189,710	185,265						
Grand Total	814,946	959,470	845,032	908,374	963,154						

- a. The full salaries for the Assistant Superintendent of Schools and her Administrative Assistant are actually higher by an amount of \$15,000 each. This portion of their salaries is covered by the Title I grant, a program administered by that office.
- b. Three positions in the business office were upgraded to meet department responsibilities.
- c. The High School begins its work to prepare for an accreditation visit by the New England Association of Schools and Colleges (NEASC) in 2010. The amount budgeted will purchase self-study materials for the first stage of that work.
- d. Amounts for school and district professional development are maintained and reflect increases of various organizations. Included is \$3,000 to support two principals attending a national conference, a practice which was stopped several years ago because of limited funds. The increase in this line is primarily due to increasing funds to support training for principals. School Committee memberships to the National School Boards Association (NSBA) are included.

Special Education

Special Education	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Transportation	280,435	349,081	327,064	361,242	410,886						a
Director of PPS	84,550	94,810	94,873	94,873	271,176	1.3	0.7	3.0		1.0	b
Clerical Staff	96,052	136,638	117,436	103,474	143,035	3.0	1.0	4.0		-	c
Psychologists / Specialized Reading	179,930	219,644	299,020	324,892	291,081	4.5	1.5	4.1	2.6	0.7	d
Team Chairpersons	67,600	67,257	73,792	77,064	188,237	1.0	3.0	3.0		(1.0)	e
OT / PT	253,989	287,266	331,522	362,778	460,669	7.4	0.6	10.0		2.0	f
Speech Therapists	473,561	443,725	463,241	536,842	590,327	9.8	1.0	11.0		0.2	g
Home Trainer	0	0	0	0	0	0.0	1.6			(1.6)	f
Home Instruction	38,928	42,947	30,027	36,000	36,000						
Subtotal - Salaries	1,475,045	1,641,370	1,736,975	1,897,165	2,391,411	27.0	9.4	35.1	2.6		
OPERATIONS											
Transportation	349,939	403,055	491,003	460,608	619,329						a
Supplies & Equipment	23,441	48,742	47,498	53,684	57,800						
Tuition Out	3,238,077	3,625,868	4,219,353	3,674,915	5,788,431						h
Subtotal - Operations	3,611,457	4,077,666	4,757,853	4,189,207	6,465,560						
Grand Total	5,086,502	5,719,036	6,494,828	6,086,372	8,856,971						

- a. Transportation for special education students is primarily for out-of-district placements. The total expense of close to \$1 million is more than what we spend for regular transportation (see Non-Instructional Services). We are advocating with state representatives that the State Legislature include special education transportation within the Circuit Breaker reimbursement program.
- b. The need for additional administrative help in Special Education was filled in FY08. Originally this need was met through funding from Special Education grants. However, to maximize the Medicaid reimbursements that these positions could generate, the salaries were taken off the grant, while salaries for other positions were placed onto the grants. The social worker position that oversees out-of-district placements was elevated to administrative status, and a new Administrative Team Chair position was added.
- c. In order to generate better return from Medicaid, some service staff were removed from grants and charged to appropriate accounts in the budget.
- d. This line includes 3.6 psychologists and 3.1 specialized reading teachers. The increase represents the addition during 2007-08 of a .6 specialized reading teacher to service Briscoe Middle School students and the addition of .1 in additional time for a psychologist to better meet the caseload demands.
- e. The new administrative position discussed in note b resulted from reorganization within the Special Education department, eliminating one team chairperson position. To maximize the Medicaid reimbursements that these positions could generate, salaries were taken off the grant, while salaries for other positions were placed onto the grants.

- f. The home trainer positions are eliminated, and the service to students is being provided by ABA tutors, who work on the COTA salary schedule, and who are shown on the OT/PT line. Previously covered under our grant, the services generate considerable Medicaid reimbursements and are assigned under district funds in the OT/PT line.
- g. We were not fully staffed in FY08 to meet student needs in speech.
- h. Approximately \$1.2 million in tuitions for out-of-district placements are eligible for reimbursement under the state's Circuit Breaker program. These expenses are not shown in this line and are handled through a separate account. The expenses shown are the remaining expense burden for the district. The Special Education contingency account is in this line in the amount of \$270,000.

Other Instructional Support

Other Instruction	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Elementary Music	107,265	114,876	118,378	123,759	124,657	2.0		2.0		-	
Elem Enrichment (EEC)	98,604	103,308	108,537	113,192	114,033	1.6		1.6		-	
District Reading	24,915	33,285	27,564	0	0	0.0		0.0		-	
Consultant Teachers	0	19,806	20,463	27,456	41,576	0.4	1.8	0.4	2.0	0.2	a
Substitutes	544,707	414,725	358,846	416,440	415,000						b
Curriculum Development	(2,414)	15,552	10,262	13,000	33,125						c
Professional Improvement	38,418	17,790	32,967	39,000	67,000						d
Technology Reserve for Negotiations	135,958	147,966	191,610	194,434	197,845	3.2	0.3	3.2	0.3	-	e
Contingencies	0	6,898	0	206,250	210,585						f
	55,238	(369)	0	144,846	144,846						g
Subtotal - Salaries	1,002,693	873,837	868,627	1,278,377	1,348,667	7.2	2.1	7.2	2.3		
OPERATIONS											
Substitutes	807	920	800	900	900						
New Curriculum Materials	104,499	158,553	169,560	70,000	41,700						h
Curriculum Development	17,414	(950)	1,002	3,500	4,750						i
Elem Enrichment (EEC)	3,077	2,817	2,923	3,000	3,000						j
Other Instruction	4,065	6,629	30,605	32,100	28,400						k
Technology	42,772	47,130	327,619	73,040	84,800						l
Copiers	123,310	157,826	182,259	129,080	167,093						m
District Fine Arts	47,794	47,060	36,233	20,800	20,800						n
District Health / Phys Ed	18,946	5,782	9,612	9,300	9,700						o
Contingencies	10,741	950	8,050	0	0						p
Subtotal - Operations	373,424	426,718	768,664	341,720	361,143						
Grand Total	1,376,117	1,300,555	1,637,291	1,620,097	1,709,810						

- a. The district has two full-time consultant teachers and one part-time mentoring teacher. A portion of one of the full-time consultants is paid with district funds. The remainder of these salaries is paid through the Title IIa grant.
- b. The major portion of the substitute line has been level funded, including \$318,000 for daily needs and \$87,000 for long term substitute situations. The remaining amount, \$10,000, is for clerical substitutes.

- c. This account is used for the following purposes:
- \$8,000 Stipends (\$2,000 each) for Elementary Content Specialists who help lead curriculum development in Art, Music, Wellness, and Social Studies
 - \$5,000 Funds to provide teacher stipends to those teachers who lead professional development activities in the area of curriculum.
 - \$8,800 Funds to provide teacher stipends for technology professional development activities, including \$1,500 for Web 2.0 On-Line Course, \$5,000 for Web Literacy for the whole district, \$800 for a series of four workshops, and \$1,500 for a course in using the Moodle online course management application.
 - \$1,500 Stipends to support the computer literacy testing program for Beverly High School.
 - \$9,825 Funds to provide substitutes for grade-level meetings and K-12 curriculum development.
- d. The major part of the increase is caused by budgeting the full \$60,000 for the Masters +60 program.
- e. Technology personnel include the Director of Technology, Technology Operations Manager, District Technology Specialist, District Tech Support Specialist, and the Database Coordinator. There is only partial funding for the District Technology Specialist, expecting that the remainder of her salary can be funded through grants.
- f. Two needs are addressed through this account. Raises for those employees on individual contracts are awarded (based on performance) and for several non-union groups of employees after the 2007-08 school year has ended. We have budgeted \$80,585 for that expense. There are thirty employees in this category, including all district administrators, some district support staff members, and building principals. This figure includes funds for performance raises, a few adjustments to more appropriate salary levels, and \$7,000 set aside for unanticipated administrative needs during the school year. We have also budgeted \$130,000 for what are "column moves", that is, changes in degree status that result in changes in salaries. Typically such changes are made during the summer prior to the start of a new school year.
- g. This account is used in management of the budget to temporarily hold available funds from salary accounts. The amount shown is for use in solving staffing issues that may arise before the start of the school year. Of primary concern are classes at the elementary level that currently are at maximum enrollment. The amount shown represents salaries for three such situations (McKeown, grade 1; Centerville, grade 3; and Hannah, grade 4) which may ultimately require adding a new position.
- h. This account is used for the following purposes:
- \$4,200 New classrooms (2) for Everyday Math
 - \$9,300 New classrooms (2) for Rigby & Wilson literacy programs
 - \$12,000 Science instruction in grades K-5 requires replacement of supplies and materials.
 - \$7,000 Curriculum alignment materials in social studies and associated literacy at the elementary level.
 - \$1,500 Health curriculum materials and texts at the elementary level.
 - \$7,700 Virtual High School has annual expenses of membership fees and supplies and materials.
- i. These funds provide materials and equipment to support curriculum development in English Language Arts, math, wellness, Operation Lifesaver, and the district program for mentoring beginning teachers.
- j. Books and materials are necessary to support activities of the Elementary Enrichment Center.
- k. This account is used for the following purposes:
- \$19,400 Supplies and other expenses are necessary to conduct the various testing programs in the district, including Grade 2 Rigby Reads, DIBELS (grades K-3), MAP (grades 4 & 6), and Brigance (K).
 - \$3,000 Equipment to support individuals on specific 504 plans.
 - \$6,000 Fees for consultants to assist in leading professional development in various subject areas.

- I. Planned expenditures in this account are as follows:
 - \$8,350 Annual fee for the district's student records software (MMS).
 - \$3,650 Annual fee for our antivirus software.
 - \$18,900 Replace outdated computers in the North Beverly School computer lab.
 - \$20,800 Replace outdated teacher computers in the North Beverly School.
 - \$18,100 ConnectED annual fee.
 - \$13,000 Funds to perform maintenance upgrades.
 - \$1,000 Wages for Students as Technology Leaders (SaTL)
 - \$1,000 District website.
- m. This account provides for year two of a three-year contract for our district copiers. It provides for replacement of a number of district copiers and at a reduced cost. The account is also used for the following purposes:
 - \$6,000 Year two of a leasing arrangement for computers for central administration.
 - \$7,740 These funds are used for leasing computers for training High School staff for the one-to-one computing model in the new High School facility.
- n. Funds in this account are used for training and replacement and maintenance of district equipment in fine arts programs.
- o. These funds provide supplies and equipment for elementary and middle school wellness programs and pays for analysis of the annual Youth Risk Behavior Survey.
- p. This account starts each year at \$0. It is used in management of the budget to temporarily hold available funds from operating accounts.

Non-Instructional Services

Non-Instructional Services	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Child Welfare	75,337	78,672	99,775	97,393	101,461	2.0		2.0		-	a
Equity Coordinators	21,200	18,650	24,750	28,200	28,200						
Health Services	7,500	5,000	0	5,000	5,000						
Transportation	432,144	486,074	522,383	600,664	626,231	33.6		33.6		-	b
Traffic Supervisors	103,833	114,054	61,487	57,290	66,900	4.4		4.4		-	
Subtotal - Salaries	640,014	702,450	708,394	788,547	827,792	40.0	0.0	40.0	0.0		
OPERATIONS											
Child Welfare	1,570	1,906	9,530	4,500	12,000						
Health Services	13,121	11,994	14,054	15,400	15,500						
Transportation	219,981	258,776	264,293	250,906	294,517						
Traffic Supervisors	11	56	534	1,000	1,000						
Subtotal - Operations	234,682	272,732	288,411	271,806	323,017						
Grand Total	874,696	975,181	996,805	1,060,353	1,150,809						

- a. This account provides stipends for Equity Coordinators (\$20,000), Peer Leader Advisors (\$7,000), and Bully Busters Advisors (\$1,200).
- b. The FY09 amount shown represents the actual full FY08 salaries for the current staffing of Traffic Supervisors, including a \$2,200 stipend for coordination. Any salary increase for these positions is included in the "Reserve for Negotiations" amount shown under Other Instruction.

Buildings & Grounds

Buildings & Grounds	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	FY08 Staff Levels		FY09 Staff Levels		Staff Changes	Notes
						District	Grants	District	Grants		
SALARIES											
Supervisor of B & G	64,129	72,569	72,759	75,879	75,488	1.0		1.0		-	
B & G Foreman	0	0	44,115	62,000	64,325	1.0		1.0		-	
Custodians	11,596	101,929	49,236	33,000	58,000						a
Floater	2,821	0	0	0	0						
Subtotal - Salaries	78,546	174,498	166,111	170,879	197,813	2.0	0.0	2.0	0.0		
OPERATIONS											
Buildings	400,152	960,486	661,103	506,000	458,479						b
Maintenance of Grounds	100,023	127,269	67,699	118,500	114,500						
Training & Development	0	377	1,586	1,000	1,000						
Other Operating	100,154	180,791	138,595	152,000	190,770						c
School Capital Projects	0	0	20,434	40,000	50,000						d
Subtotal - Operations	600,329	1,268,924	889,417	817,500	814,749						
Grand Total	678,875	1,443,422	1,055,528	988,379	1,012,562						

- a. This account provides substitutes when custodians are absent at various buildings. The significant increase represents the need to hire substitutes for several long term medical leaves.
- b. The decline in expenditures does not represent a decline in attention to our buildings. On the contrary, preventive maintenance, greater efficiencies, and having on staff a district tradesman who is a licensed plumber have all contributed to the cost reduction. Good maintenance of all our buildings can be supported by the proposed amount. The highest amount shown was the result of consolidating our middle schools in FY06.
- c. At some elementary schools, new furniture was not part of the school construction project. As funding dwindled, furniture purchases for certain grades were eliminated. As a result, desks, tables and chairs have been salvaged from other schools as their renovations took place, and some new furniture was purchased. Many of the desks and tables do not have adjustable legs, do not match, and are unable to be grouped evenly. Such furniture is thus much older than the current facilities and in need of replacement. Replacement of the furniture most in need on an annual basis is our goal. Funds are also allocated to complete the replacement of student lockers at Briscoe.
 - \$720 Ayers – classroom chairs
 - \$3,300 North Beverly – student desks/chairs
 - \$3,300 Hannah – student desks/chairs grade 4
 - \$7,725 Hannah – student desks/chairs grade 1
 - \$7,725 McKeown – student desks/chairs grade 1
 - \$25,000 Briscoe – replace student lockers

- d. Per the long range capital improvements plan, proposed school capital projects include the following:
 - \$40,000 Briscoe - Passenger Car Elevator Upgrades
 - \$10,000 Ayers - Main Ceiling Wooden Joists

Benefits

Employee Benefits	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Approved	FY09 Draft Budget	Notes
OPERATIONS						
Health Insurance	4,557,653	4,808,654	5,157,732	5,500,000	5,849,297	a
Medical Self Insurance	10,024	16,035	19,200	20,000	25,000	
Employee Assistance	3,306	6,107	4,490	18,000	18,000	
FICA	290,515	307,402	332,422	385,000	394,625	b
Unemployment	138,384	(19,482)	107,823	100,000	50,000	c
403b Match	140,568	156,183	305,620	238,138	204,157	
Subtotal - Operations	5,140,450	5,274,899	5,927,288	6,261,138	6,541,079	
Grand Total	5,140,450	5,274,899	5,927,288	6,261,138	6,541,079	

- a. Approximately \$200,000 of health insurance premiums is paid through various grants for individuals paid by those grants. The City's Director of Finance continues to examine this account for ways to reduce costs, and we do expect some movement in a positive direction. Therefore, to achieve a balanced budget, this account was reduced by \$50,703 from the previous estimate of \$5,900,000.
- b. FICA is calculated as 1.45% of salaries for employees hired after April 1986. This covers the Medicare portion of Social Security.
- c. Individuals eligible for unemployment claims against the district have two years following termination to file an unemployment claim. Although this budget proposal includes no projected layoffs, an amount must be budgeted to cover possible claims that may arise in FY09.

Revenue

Revenues for the school district come from a variety of sources. These can be categorized as reimbursements, school department revenues (including fees and tuitions, revolving accounts, building rentals, and miscellaneous revenues), general fund revenue (City and state contributions), and grants.

Each of these categories will be taken up separately, providing a full explanation of each source. This section will conclude with a summary of all sources of revenue.

School Department Reimbursements

School Department Reimbursements	FY05 Approved	FY06 Approved	FY07 Approved	FY08 Approved	FY09 Projected	Notes
SOURCE						
School Choice	400,000	400,000	425,000	508,614	389,407	a
Circuit Breaker	570,000	1,477,190	0	0	0	b
Special Education Billbacks	125,000	125,000	80,000	20,000	20,000	c
Medicaid	125,000	0	0	0	0	d
Grand Total - Reimbursements	1,220,000	2,002,190	505,000	528,614	409,407	

- a. The School Choice program allows parents to send their children to schools in communities other than the city or town in which they reside. For students who choose to attend Beverly schools, tuition is paid by the sending district to the Beverly Public Schools. For Beverly students who choose to attend school in other districts, tuition is paid by the City of Beverly to the receiving district. Thus, School Choice is only shown as revenue for the district, while it appears as an expense in the City's budget. Districts may elect not to enroll School Choice students if no space is available. Each year, the Beverly School Committee approves limits for the number of School Choice Students we will accept in each grade level. A history of School Choice data, both sending and receiving, is shown on the next page.
- b. The state's special education reimbursement program (Circuit Breaker) was enacted into law in 2000 and first implemented in FY04. The program reimburses school districts for high cost special needs students. School districts are eligible for reimbursements for students whose programs cost greater than four times the statewide foundation budget. By law, districts are to be reimbursed for 75% of the costs above four times the statewide foundation budget, subject to appropriation. The appropriation has yet to rise to the 75% reimbursement level. It was approximately 40% in FY04 and is currently being reimbursed at approximately 72%. In FY04 Circuit Breaker was referred to as "SPED 50-50 Residential". Beginning in FY07, Circuit Breaker expenses and reimbursements were to be transacted in a special fund separate from the school department fund. These expenses, estimated to be \$1.2 million, are not part of our expense budget and thus the corresponding revenue reimbursements are not shown here.
- c. When a special education student is placed in a group home here in Beverly and attends one of our public schools, we bill the community in which the parent resides for the cost of the special education services. Billbacks have decreased significantly due to the closing of Anchorage Home for Girls and Boys in FY07.

- d. Massachusetts cities and towns participate in the Municipal Medicaid program as a means of maximizing federal reimbursement. School districts submit claims for students who are Medicaid eligible and who receive special education services. Federal revenues are returned directly to the municipality that, in turn, can chose to share such revenue with the school districts, in whole or in part. An arrangement has been made with the City for FY08 and subsequent years. The City has yet to project a total reimbursement for FY09 because this figure is determined based on the previous year's revenues. The City projects Medicaid revenues based on the previous fiscal year, agreeing that the actual amount above \$400,000 in Medicaid revenues for one fiscal year will be the figure added to the local contribution for the next, and so on for future budgets. The final FY09 figure will be based on the FY08 total reimbursements. The revenue sharing arrangement in Beverly has varied over the years. In FY05, the arrangement was that the City would keep the first \$450,000 of reimbursements and the excess amount, projected at \$125,000, would go to the school department.

School Choice Historical Summary

Year	Receiving Amount	Number of Students	Sending Amount	Number of Students	Difference Amount
FY08 (estimate)	389,407	71.0	608,762	113.0	(219,355)
FY07	424,066	70.8	578,690	107.8	(154,624)
FY06	470,215	62.4	562,411	106.4	(92,196)
FY05	424,682	70.0	571,872	109.0	(147,190)
FY04	433,793	65.2	546,543	104.1	(112,750)
FY03	369,422	57.2	461,423	92.7	(92,001)
FY02	234,309	46.3	654,010	101.6	(419,701)
FY01	150,369	31.5	515,138	97.3	(364,769)
FY00	214,051	48.0	530,839	95.6	(316,790)
FY99	154,826	41.0	500,188	98.0	(345,362)
FY98	155,834	50.0	467,837	92.0	(312,003)
FY97	161,166	52.0	375,197	69.0	(214,031)
FY96	212,000	50.0	358,985	74.0	(146,985)
FY95	232,575	91.0	352,478	86.0	(119,903)
FY94	233,895	88.0	281,651	86.0	(47,756)
FY93	214,401	72.0	312,395	80.0	(97,994)
FY92	74,465	18.0	158,153	31.0	(83,688)

School Department Revenues

These revenues are sources of funding developed within the school department itself. They can be grouped into four sub-categories: fees and tuitions, revolving accounts, rentals, and miscellaneous.

School Department Revenue	FY05 Approved	FY06 Approved	FY07 Approved	FY08 Approved	FY09 Projected	Notes
TUITION & FEES						
PreK Tuition	275,000	415,215	71,400	73,800	81,000	a
Kindergarten Tuition	0	0	378,000	518,400	400,000	b
Elementary Enrichment Center (EEC) Tuition	45,000	59,400	66,528	68,040	69,552	c
Elementary Instrumental Music Fees	35,000	26,500	33,005	27,983	27,983	d
BHS Student Parking Fees	35,000	35,000	30,000	35,000	35,000	e
Summer Academy Tuition	500	500	2,000	2,000	2,500	f
Athletic User Fees	104,500	114,500	159,615	180,217	213,826	g
Subtotal - Tuition & Fees	495,000	651,115	740,548	905,440	829,861	
REVOLVING ACCOUNTS						
Cafeteria Revolving	178,558	69,466	0	0	20,000	h
Transportation Revolving	150,000	150,000	160,000	170,000	170,000	i
Athletic Revolving	0	0	0	0	0	j
Subtotal - Revolving Accounts	328,558	219,466	160,000	170,000	190,000	
RENTALS						
Building Rental - Memorial (City & Consortium)	0	118,000	123,000	313,720	335,000	k
Building Rental - BHS (Consortium)	0	0	0	31,400	0	l
Building Rental - Other	108,000	113,000	129,000	151,000	156,212	m
Subtotal - Rentals	108,000	231,000	252,000	496,120	491,212	
MISCELLANEOUS						
School Advertising	6,000	6,000	0	0	0	n
Beverage Agreement	0	15,000	10,000	10,000	12,000	o
Miscellaneous Revenue	43,771	52,000	174,307	10,000	50,000	p
Education Fund (Local Tax Checkoff)	9,000	1,000	1,000	1,000	10,000	q
Endicott College Partnership	0	0	0	40,000	40,000	r
Anticipated Surplus from Previous Year				300,000	0	s
Subtotal - Miscellaneous	58,771	74,000	185,307	361,000	112,000	
Grand Total - School Revenue	990,329	1,175,581	1,337,855	1,932,560	1,623,073	

Tuition and Fees

Tuition and fees are charged for a number of elective programs in the district. Scholarship programs are available for those families whose income meets specific guidelines. Appendix A (Tuition and Fees Schedule and History) shows how tuition and fees have changed over the years.

- a. From FY04 through FY06, this revenue account also included the tuition from full-day Kindergarten. The district's Preschool program, sometimes referred to as PreK, serves three- and four-year-old students in a learning environment that includes both regular and special education students (Inclusion Preschool). We also have an Intensive Preschool classroom and an Intensive-Integrated classroom begun in 2007-08, both of which serve only special education students. Regular education students in the Inclusion Preschool classes are charged tuition, annually set by the School Committee. The projected revenue for FY09 is determined by multiplying the estimated 72 students by the tuition of \$225 per month and a factor of .5 for those who receive tuition scholarships.
- b. From FY04 through FY06, this tuition revenue was included in the PreK revenue account. The district offers a combination of full- and half-day kindergarten classes. Tuition is assessed for participation in full-day kindergarten. Under a new state guideline for awarding tuition scholarships for full-day kindergarten, we estimate that 100 students (half the program capacity) will be paying the full tuition of \$4,000 per year.
- c. The Elementary Enrichment Center (EEC) serves academically talented students in grades 3-5. Located at North Beverly Elementary School, it is a full-day, pull-out program offering differentiated instruction focused on developing higher order thinking skills. The projected revenue for FY09 is determined by multiplying the estimated 28 grade 3 students by the tuition of \$460 per year and the estimated 70 grade 4 and 5 students by the tuition of \$920 per year, with a scholarship factor of .9.
- d. Through the Elementary Instrumental Music Program, students in grades 4 and 5 may opt to receive small group instruction in either band or string instruments, with opportunities to play in district-wide musical programs. Students are pulled out of their regular classroom to receive this instruction. Parents are charged a fee for this elective program. In FY04 this revenue was included in the Miscellaneous revenue column. The projected revenue for FY09 is determined by multiplying the estimated 205 students by the fee of \$195 per student, with a .7 scholarship factor.
- e. Students who wish to park their vehicles in the Beverly High School lot are assessed an annual parking fee. In FY04 this revenue was included in the Miscellaneous revenue column. The projected revenue for FY09 is determined by multiplying the estimated 200 students by the fee of \$175 per student.
- f. Summer Academy is a program operated by the district office, providing students enrichment activities that meet with a variety interests, primarily in the arts. In FY04 this revenue was included in the Miscellaneous revenue column. The tuition that is assessed varies with the nature and length of the program. For several years the program operated without a profit, but since FY05, it has resulted in a very modest profit for the district.
- g. Middle and high school athletes are assessed user fees for each sport in which they participate. While regrettable, the revenue from these fees helps to offset the high cost of our athletic program and allows us to retain the variety of programs (varsity, junior varsity, and freshman) that we have. In FY04 this revenue was included in the Miscellaneous revenue column. The projected revenue for FY09 is based upon participation rates experienced in FY08, a fee of \$100 for Middle School cross country, and the three-tiered system described on page 9. The projected revenue was reduced slightly in anticipation of some slight drop in participation rates due to higher fees.

Revolving Accounts

- h. Revenue generated by the district's food service program is deposited into the Cafeteria Revolving Account. There is an expectation that this account contain enough funds to cover three months of operating costs. It has taken several years of not drawing from this account to achieve that goal. We now feel that some funds from this account can be used as revenue.

- i. Fees of \$300 per student and \$600 per family are assessed to those students in grades 7-12 who ride buses to school. Students in grades 1-6 ride free by law. Revenue from these fees goes to the Transportation Revolving Account. These funds are used to offset transportation expenses and are thus shown as revenue in the district budget.
- j. Revenues from gate receipts are deposited into the Athletic Revolving Account and are used purely for athletic operating expenses. The district has never accessed that account for its budget revenue.

Rentals

- k. Memorial Middle School was closed in June 2005. During the 2005-06 school year, the renamed Memorial Building housed the school district offices as well as several City offices. Available space in Memorial was rented in FY07 to the Northshore Education Consortium for the Northshore Recovery High School on the lower floor and an elementary level Consortium program on the upper floor. This revenue was shown as Miscellaneous Revenue, but beginning in FY08 it is specifically shown as rental revenue.
- l. The Northshore Consortium has previously rented several classrooms at Beverly High School (and before FY06 at Briscoe Middle School). These previous rentals were shown as Miscellaneous Revenue, but for FY08 it was specifically shown as rental revenue. This rental arrangement ended during the 2007-08 school year when the consortium returned the program to its own facility.
- m. Other rental revenue comes in two forms. The major portion of this revenue results from the afterschool program run by the YMCA in our elementary schools. A smaller portion of this revenue amount is generated from the rental fees assessed to the various groups that use our facilities in the evening, on weekends, and during vacation periods.

Miscellaneous

- n. The district attempted to raise revenue in previous years by allowing businesses to advertise on our buses, in our field house, and at Hurd Stadium. Advertising on our buses has not been able to sustain revenue. We have recently sought local business to advertise in the field house and at Hurd Stadium, but those efforts have not resulted in revenue.
- o. Beverage machines are placed in our schools under an agreement with the vendor that shares revenue with the district. Between FY04 and FY06, the beverage agreement revenue was included in the Miscellaneous Revenue account, but is now shown separately.
- p. Small amounts of revenue occur annually and are placed in the Miscellaneous Revenue account.
- q. On the local property tax bills sent out by the City of Beverly, taxpayers have an opportunity to pay an additional tax-deductible amount that by checking the appropriate box will go directly to the school department as revenue. There is no obligation to spend this revenue in the year in which it is received. Since FY04 this Education Fund Checkoff has been promoted to residents by the school department. This Fund grew and first appeared as revenue in the FY05 budget.
- r. In January 2007 Endicott College pledged \$100,000 over the next two and one-half years to fund the salary of a Student Assistance Counselor at Briscoe Middle School. \$20,000 of this amount was used in FY07. The full salary is included in Briscoe's budget, and this amount offsets the majority of that salary.
- s. Under certain circumstances it is legal to apply a surplus from one fiscal to address specific expenses in the following fiscal year. We do not anticipate a surplus from the FY08 budget.

General Fund

General Fund revenues are those local and state funds annually directed to operate the schools of our City. The calculation of these amounts is based on a complicated formula that uses school enrollment data. FY09 data has only recently been released and is preliminary. A summary spreadsheet from the Department of Education is shown on the next page.

General Fund	FY05 Approved	FY06 Approved	FY07 Approved	FY08 Approved	FY09 Projected	Notes
NET SCHOOL SPENDING REQUIREMENT						
Required Minimum Contribution	30,857,247	32,135,174	32,889,802	33,478,649	34,043,028	a
Chapter 70 Aid	6,107,219	6,107,219	6,612,472	6,901,558	7,254,770	b
Additional Chapter 70 Aid	0	225,650	0	0	0	c
Subtotal - Net School Spending	36,964,466	38,468,043	39,502,274	40,380,207	41,297,798	d
OTHER CONTRIBUTIONS						
Additional City Contribution	100,000	0	669,920	1,525,109	2,450,171	e
Successful Override					2,500,000	f
Charter Tuition Assessment Reimbursement	0	0	53,456	15,532	80,747	g
Subtotal - Other Contributions	100,000	0	723,376	1,540,641	5,030,918	
Grand Total - Total General Fund	37,064,466	38,468,043	40,225,650	41,920,848	46,328,716	

Net School Spending Requirement

- a. The Required Minimum Contribution has yet to be determined by state officials. The FY09 Projected figure represents a 1.69% increase over FY08. This amount is generally calculated as follows: A **foundation budget** is calculated by the Department of Education for each school district, representing the minimum spending level needed to provide an adequate education. The foundation budget is adjusted each year to reflect changes in the district's enrollment; changes in student demographics (grade levels; low income status; English language proficiency); inflation; and geographical differences in wage levels. A **target local contribution** establishes an ideal goal for how much each city and town should contribute toward its foundation budget, based on the municipality's wealth. Two measures of municipal wealth are used: aggregate property values and aggregate personal income levels, with each given equal weight. The target is recalculated each year based upon the most recent income and property valuations. The **Required Minimum Contribution** is based on the target local contribution.
- b. The FY09 figure shown for Chapter 70 is the amount recently determined according to the Governor's budget proposal. This amount is generally calculated as follows: **Chapter 70 "foundation aid"** is the difference between a district's foundation budget and its required local contribution. This ensures that every district will have funding at least equal to its foundation budget.
- c. In FY06 additional Chapter 70 Aid was allocated later in the budget cycle, providing \$50 per student in the district in additional aid. This form of additional aid became part of the Chapter 70 aid calculation in FY07.
- d. Each district must spend the sum of its required district contribution and its Chapter 70 aid. This sum is referred to as the **Net School Spending Requirement**.

Other Contributions

- e. In various years, the City has provided funds beyond the Required Minimum Contribution.
- f. The override provides \$2,500,000 of revenue to the school system in FY09 and permanently adds this amount to the City's tax base for subsequent years. It should be noted, however, that in subsequent years all funds are available for use anywhere in the City budget. Past practice has shown that funding for the operation of the schools is determined by looking at the amount that was given in the previous year and then determining the amount of new revenue that can be directed to the schools.
- g. The Commonwealth reimburses each district for the cost of their charter pupils. The FY09 figure shown is the amount recently determined according to the budget proposal developed by the state Legislature. It reflects an increase over the amount proposed by the Governor.

h. Revenue Summary

Below is shown a summary table of the various revenues projected to be available to the district.

Revenue Category	FY05 Approved	FY06 Approved	FY07 Approved	FY08 Approved	FY09 Projected
General Fund - Net School Spending	36,964,466	38,468,043	39,502,274	40,380,207	41,297,798
General Fund - Other	100,000	0	723,376	1,540,641	5,030,918
School Department Reimbursements	1,220,000	2,002,190	505,000	528,614	409,407
Fees and Tuitions	495,000	651,115	740,548	905,440	829,861
Revolving Accounts	328,558	219,466	160,000	170,000	190,000
Rentals	108,000	231,000	252,000	496,120	491,212
Miscellaneous Revenue	58,771	74,000	185,307	361,000	112,000
Total Revenue	39,274,795	41,645,814	42,068,505	44,382,022	48,361,196

Grants & Special Funds

No Child Left Behind

Grant / Program	FY06 Actual	FY07 Actual	FY08 Original	FY09 Projected	Percent Change	Notes
NO CHILD LEFT BEHIND						
Title I	587,708	538,933	591,598	598,173	1%	a
Title IIa	176,915	171,968	173,793	173,793	0%	b
Title IIc	14,912	7,203	7,795	7,795	0%	c
Title III	0	0	0	0		d
Title IV	23,928	24,136	21,530	21,530	0%	e
Title V	14,105	7,144	7,149	0	-100%	f
Total NCLB	817,568	749,384	801,865	801,291		

- a. Title I funds are intended for programs that improve the academic achievement of the disadvantaged. In Beverly, these fund have provided a number of salaried positions and services, including: professional teaching staff (4.5 FTE), including salary and benefits; contracted services (consultants, specialists, instructors, and substitutes for professional development; parent activities & workshops; supplies for Title I program and professional development; support for homeless students; workshop expenses; and a salary offset of \$30,000 for an administrator & secretarial support.
- b. Title IIa has as its goal to improve the quality of the teaching force. This grant program has provided a number of salaried positions and services, including: salaries and retirement expenses for Consultant Teachers in English Language Arts (1.0 FTE), Mathematics (.7), and Mentoring Beginning Teachers (.2); salary for a District Technology Specialist (.2); stipend for Mentoring program (year 2); contracted services (instructors for professional development during school year and summer); substitutes for professional development; materials for ELA, Math, and Mentoring professional development programs; and travel (workshops and mileage for mentor teachers). This grant must also be shared with local private schools (approximately \$14,000).
- c. The Title IIc program is aimed at enhancing education through technology and has provided a number of salaried positions and services for Beverly in the past. With decreasing grant funding each year, the grant has been used to pay a portion of the salary for the District Technology Specialist (.3). It is still uncertain whether we will receive these funds in FY09.
- d. When the English as a Second Language (ESL) program in Beverly was established several years ago, it was supported by Title III funds. The grant program, also known as "English Language Acquisition and Academic Achievement Program" no longer provides funding to Beverly because our number of ESL students (approximately 60 students in grades K-12) is considered too small.
- e. Title IV, commonly referred to as the Safe and Drug Free Schools grant, has provided a number of salaried positions and services in the past. But as the amounts have dwindled with each year, the funding can only cover the stipends and materials for our Second Step (violence prevention) program. Some funds were shifted to another NCLB grant (flexed funding is permissible) for the District Technology Specialist. Local private schools also receive a portion of this grant program; St. John's, St. Mary's, Beverly School for the Deaf, Harborlight Montessori, and Beacon Christian Academy use it for professional development.

- f. Title V (Innovative Programs) funds are used to support professional development activities in the district: contracted services (stipends for data collection); instructors of ESL and other district professional development; substitutes for district professional and curriculum development; supplies/materials for the Mentoring program. Private schools receive a portion of these funds as well.

Special Education

Grant / Program	FY06 Actual	FY07 Actual	FY08 Original	FY09 Projected	Percent Change	Notes
SPECIAL EDUCATION						
Circuit Breaker	1,152,361	1,189,992	1,300,000	1,200,000	-8%	g
EXCEL Federal Grant	1,236,057	1,222,660	1,250,000	1,253,084	0%	h
Special Education Program Improvement	15,000	38,793	0	26,373		i
Early Learning Services				33,953		j
Total Special Education Grants & Funds	2,403,418	2,451,445	2,550,000	2,513,410		

- g. Circuit Breaker is the common name given to a state program that reimburses districts for extraordinary special education expenses. The experience in one fiscal year becomes the basis for funding in the following school year. Thus the \$1.2 million shown for FY09 is an estimate. If anything, we believe it could be more, but we will not know an exact figure until we are in the next school year.
- h. The EXCEL Federal Grant is an entitlement grant that can be applied to a wide variety of needs within the special education program. Again, we do not learn of the exact amount until sometime after our budget is approved in June. The \$1.25 million figure is what we believe is a conservative estimate for FY09.
- i. The Special education Improvement Grant provides funds for training in specific special education areas. It also is what we believe to be a conservative estimate for FY09.
- j. The Early Learning Services grant is an ABA support grant for Preschool.

Revolving Accounts

Program	FY06 Actual	FY07 Actual	FY08 Original	FY09 Projected	Percent Change	Notes
REVOLVING ACCOUNTS						
Athletics	53,512	70,974	56,000	30,000	-46%	k
Food Services	1,161,559	1,189,295	1,414,934	1,372,639	-3%	l
Transportation						m
Total Revolving Accounts	1,215,071	1,260,269	1,470,934	1,402,639		

- k. The Athletic Revolving Account is primarily built through the collection of gate receipts. The revenue from user fees is shown as revenue in the district budget and thus not shown here; it is used to offset coaches' salaries. The revolving account is used directly by the Athletic Office for expenses related to the athletic program.
- l. The Food Services Revolving Account is built through food sale revenues and various grant subsidy reimbursements. With the exception of health benefits and utilities, the entire food service program is paid from this account.
- m. While there is a Transportation Revolving Account which is basically built through the fees assessed for riders in grades 7-12, revenue from this account is transferred into the district account, and expenses are paid by the district.

Other Grants & Funds

Grant / Program	FY06 Actual	FY07 Actual	FY08 Original	FY09 Projected	Percent Change	Notes
OTHER GRANTS & FUNDS						
Quality Full Day Kindergarten	118,750	119,400	134,400	134,400	0%	n
Massachusetts Cultural Council	18,000	14,400	14,400	0	-100%	o
Beverly Education Foundation	0	10,000	10,000	0	-100%	p
Foundation Reserve	0	69,000	0	0		q
Perkins IV			16,043	20,156	26%	r
Total Other Grants	136,750	212,800	174,843	154,556		

- n. The Quality Full Day kindergarten grant has provided a number of salaried positions and services, including: three teachers (approximately .5 of salary; three paraprofessionals (.5 of salary); expenses for NAEYC accreditation; consultants to write lessons for the technology/engineering framework for the elementary level; and professional development for Grade 4 teachers in the spring to introduce the new curriculum.
- o. A grant from the Massachusetts Cultural Council has provided professional development at the elementary level to develop skills in arts-integrated instruction. Teachers were supported in learning how to teach core academic subjects using the arts and working with the art, music, and wellness specialists.
- p. Previously, the Beverly Education Foundation has supported a "District Grant" primarily aimed at professional development needs of the school system. They are unable to extend that opportunity for FY09.
- q. Foundation Reserve awards have been made available to eligible districts in past years who qualify for a variety of reasons, most notably significant changes in student population or significant differences in state aid. The awards can generally be used for almost any purpose the school department chooses. The Governor's and Legislature's recent FY09 budget proposals included no funding for Foundation Reserve.
- r. The Perkins IV grant supports vocational education at the High School.

Summary

Grant / Program	FY06 Actual	FY07 Actual	FY08 Original	FY09 Projected	Percent Change	Notes
TOTAL GRANTS & SPECIAL FUNDS						
No Child Left Behind	817,568	749,384	801,865	801,291	0%	
Special Education	2,403,418	2,451,445	2,550,000	2,513,410	-1%	
Revolving Accounts	1,215,071	1,260,269	1,470,934	1,402,639	-5%	
Other Grants & Special Funds	136,750	212,800	174,843	154,556	-12%	
Grand Total All Grants	4,572,807	4,673,898	4,997,642	4,871,896	-3%	

Appendices

Appendix A – Tuition and Fees Schedule & History

Program	FY03	FY04	FY05	FY06	FY07	FY08	FY09 Proposed
Transportation	\$250 per student \$500 per family	\$270 per student \$540 per family	\$270 per student \$540 per family	\$290 per student \$580 per family	\$300 per student \$600 per family	\$300 per student \$600 per family	\$300 per student \$600 per family
EEC	\$200 grade 3 \$400 grades 4,5	\$300 grade 3 \$600 grades 4,5	\$300 grade 3 \$600 grades 4,5	\$400 grade 3 \$800 grades 4,5	\$440 grade 3 \$880 grades 4,5	\$450 grade 3 \$900 grades 4,5	\$460 grade 3 \$920 grades 4,5
Athletics 9-12	\$100 per year	\$150 per year	\$150 per sport	\$160 per sport	\$185 per sport	\$185 per sport	Three-tiered system
Athletics 6-8	\$50 per student	\$50 per student	\$75 per student	\$90 per student	\$100 per student	\$100 per student	\$100 per student
Elementary Instrumental Music	\$25 per student	\$75 per student	\$175 per student	\$185 per student	\$230 per student	\$195 per student	\$195 per student
HS Student Parking	\$75 per student	\$75 per student	\$175 per student	\$175 per student	\$175 per student	\$175 per student	\$175 per student
Preschool	\$200 /month (5 day) \$150 /month (4 day)	\$240 /month (5 day) \$180 /month (4 day)	\$240 /month (5 day) \$180 /month (4 day)	\$240 /month (5 day) \$180 /month (4 day)	\$256 /month (5 day) \$205 /month (4 day) \$103 /month (2 day)	\$205 /month (4 day)	\$225 /month (4 day)
Full Day Kindergarten	\$3,000 per student	\$3,000 per student	\$3,000 per student	\$3,000 per student	\$3,600 per student	\$3,600 per student	\$4,000 per student

Appendix B – Enrollment History & Projections

The New England School Development Council (NESDEC) annually provides an enrollment projection to the district using the cohort survival method, the most commonly used method of projecting enrollments. Their projections from December 2007 are shown below. The Merrimack Education Center (MEC) conducted a demographic analysis for the Beverly Public Schools in spring 2006, using the cohort survival method and incorporating factors within the environmental context of Beverly (projections about real estate) that could affect future student enrollment. Given recent changes in the real estate market, their data may no longer be the best predictor of future enrollments. Their report, Long Range Enrollment Projections for the Beverly Public Schools, was completed on May 10, 2006, and is available on our website www.beverlyschools.org.

School Year	Grades K-5	Grades 6-8	Grades 9-12	Grades PK-12
Enrollment History October 1st				
94-95	2,417	1,037	1,208	4,736
95-96	2,433	1,077	1,238	4,802
96-97	2,428	1,177	1,184	4,815
97-98	2,317	1,196	1,186	4,904
98-99	2,306	1,166	1,227	4,895
99-00	2,273	1,133	1,277	4,879
00-01	2,225	1,102	1,315	4,825
01-02	2,143	1,135	1,278	4,778
02-03	2,102	1,120	1,306	4,691
03-04	2,044	1,079	1,358	4,594
04-05	2,054	1,056	1,332	4,571
05-06	2,030	1,003	1,318	4,642
06-07	1,986	950	1,330	4,578
07-08	1,996	983	1,252	4,561
Projected Enrollment by NESDEC				
08-09	1,996	961	1,232	4,519
09-10	1,970	941	1,226	4,467
10-11	1,952	919	1,213	4,414
11-12	1,907	940	1,209	4,386
12-13	1,896	939	1,171	4,336
13-14		955	1,159	
14-15		935	1,172	
15-16		910	1,154	
16-17		881	1,175	
17-18		859	1,184	

Preschool Trends and Space Issues

Preschools are located at Ayers and Cove Elementary schools because of available space and the need to consolidate specialized services. In recent years, the need for preschools has grown, as the chart below demonstrates. While the projection for overall district enrollments looks fairly stable, this preschool trend places an increasing demand on our elementary classroom space. There is little space available in our elementary schools. Should the trend continue to increase, there will be a need for additional classroom space to serve this program.

School Year	Integrated			Intensive			Intensive / Integrated		
	Slots	Sessions	Rooms	Slots	Sessions	Rooms	Slots	Sessions	Rooms
2003-04	40	6.0	3	9	1.0	1			
2004-05	42	6.0	3	9	1.0	1			
2005-06	46	6.5	4	7	1.0	1			
2006-07	56	8.0	4	19	2.0	2			
2007-08	75	9.0	5	25	2.0	2	11	1	1
2008-09	75	9.0	5	25	2.0	2	11	1	1

Appendix C - Other Buildings

To give the full set of historical budget data, it is necessary to show amounts from the McKay and Edwards schools.

The McKay School building was vacant in FY05 and formally declared surplus and turned over to the City on March 9, 2005, with the intention that proceeds from the sale of the property would be directed to the High School Construction Project.

McKay Elementary School	FY05 Actual	FY06 Actual
OPERATIONS		
Facilities - Utilities	8,461	632
Subtotal - Operations	8,461	632
McKay Total	8,461	632

The Edwards School building was closed at the end of the 2002-03 school year and used by the Salem Public Schools the following year. It was formally declared surplus and turned over to the City on March 1, 2004. Proceeds from the sale of that property helped to balance future school budgets.

Edwards Elementary School	FY05 Actual	FY06 Actual
OPERATIONS		
Building Budget	750	0
Facilities - Utilities	3,380	0
Facilities - Supplies	2,400	0
Subtotal - Operations	6,530	0
Edwards Total	6,530	0

Grand Total - Other	14,991	632
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Appendix D – Direct and Indirect City Expenditures

Expense	FY06 Actual	FY07 Actual	FY08 Budget	Notes
General Administrative Services	307,167	327,971	341,523	a
Operations and Maintenance	94,111	79,971	79,147	b
Employee Retirement Contributions	1,021,942	1,055,140	1,113,852	c
Insurance for Active School Employees	18,879	42,094	53,151	d
Insurance for retired School Employees	1,709,644	1,836,947	1,930,506	e
Other Non-Employee Insurance	107,342	135,978	136,542	f
Subtotal	3,259,085	3,478,101	3,654,721	
School Debt Service - Principal	2,525,000	2,525,000	2,615,000	g
School Debt Service - Interest	2,195,180	2,195,180	2,071,685	h
Subtotal	4,720,180	4,720,180	4,686,685	
School Choice Assessment	562,411	578,690	566,991	i
SPED Assessment	15,775	6,793	6,355	j
Essex Agricultural Assessment	175,495	223,689	199,883	k
Charter School Assessment	40,816	42,990	44,588	l
North Shore Vocational School Assessment	1,520,118	1,509,704	1,550,000	m
Subtotal	2,314,615	2,361,866	2,367,817	
Total Direct and Indirect City Expenditures	10,293,880	10,560,147	10,709,223	

- a. General Administrative Services include a portion of the costs of treasury, accounting, information technology and auditing services expended in the General Fund budget.
- b. Operations and Maintenance include a portion of Snow and Ice and Sanitation expenditures.
- c. Employee Retirement Contributions represent the portion of the annual Beverly Contributory Retirement Board’s assessment that is attributable to retired school department employees.
- d. Insurance for Active School Employees is the cost of mandatory life insurance premiums paid for the benefit of school employees by the City.
- e. Insurance for Retired School Employees is the cost of health insurance for such.
- f. Other Non-Employee Insurance is the cost of liability insurance for School Board, Student Accident and Sports, Property and Fleet and General Liability.
- g. The Principal portion of annual school related debt service.
- h. The Interest portion of annual school related debt service.
- i. The annual assessment for Beverly students attending school in another district.
- j. An assessment to reimburse the State for providing special needs education to children enrolled in state hospital schools.

Beverly Public Schools

**FY09 Budget Draft - Override Yes
Public Hearing, May 12, 2008**

- k. Tuition assessment for students attending the Essex Agricultural School.
- l. Tuition Assessment for students attending Charter Schools.
- m. Tuition assessment for students attending the North Shore Vocational School.