



# Watertown Public Schools

School Business Office  
30 Common Street  
Watertown, Massachusetts 02472-3492  
Phone: 617-926-7700  
Fax: 617-923-1234

*John Brackett, Ed.D., Interim Superintendent*  
[john.brackett@watertown.k12.ma.us](mailto:john.brackett@watertown.k12.ma.us)

*Mary C. DeLai, Interim Director of Business Services*  
[mary.delai@watertown.k12.ma.us](mailto:mary.delai@watertown.k12.ma.us)

## MEMORANDUM

TO: Budget & Finance Subcommittee  
CC: John Brackett  
FROM: Mary C. DeLai  
DATE: January 16, 2017  
RE: FY'18 Level Service Budget

As the first step in the Watertown School Committee budget development process, a “level service” budget has been developed for Fiscal Year 2018. This level service budget reflects step and cost of living adjustments for all current employees as well as expenditures required to provide the same level of service to the district as is provided in the current fiscal year. The total FY'18 Level Service Budget is \$45,339,042 representing a 4.0% increase over FY'17, an increase of \$1,762,042.

An adjustment of -1.0 FTE has been included based on current anticipated enrollment in our schools. The additional 1.0 FTE to support the expansion of the FLES program has not been included but will be one of our budget priorities in the Superintendent's Recommended Budget. Special education tuition and transportation, as well as Minuteman tuition and transportation expenses have been increased to reflect current year obligations and known or anticipated increases for FY'18. For the most part, all other expense lines were level funded. Also, we should note that the FY'18 Level Service Budget does not account for the \$375,000 “one-time” funds that are being used to support the district in FY'17.

One important change to the FY'18 Level Service Budget presentation is that salary and expense lines are presented as “gross” rather than “net” figures and budgetary offsets are clearly enumerated as separate budget lines. This helps to provide greater clarity and transparency as to the total amount of funds required to operate the school district - both operational dollars and special revenues.

Accompanying this memorandum, you will find three documents for your review. These include:

- 1) The FY'18 Level Service Budget Detail Report as of January 13, 2017
- 2) The Annual Grant Allocations Report showing the historical award amounts for each of the grants that the district has received over the prior five years
- 3) The Revolving Fund Analysis showing the historical activity for those revolving funds where revenues are used to offset the operating budget

We plan to discuss these documents in much greater detail at Wednesday's Budget and Finance Subcommittee meeting. If anyone has any questions prior to the meeting, please feel free to contact us.

**WATERTOWN PUBLIC SCHOOLS  
FISCAL YEAR 2018  
LEVEL SERVICE BUDGET**

	FY'14 ACTUAL	FY'15 ACTUAL	FY'16 ACTUAL	FY'17 BUDGET (1)	FY'18 LEVEL SVC BUDGET	% CHG (2)	\$ CHG (2)
<b>SALARY</b>	27,498,000	29,772,092	32,103,622	34,926,113	36,762,651	5.3%	1,836,538
District Administration	849,520	1,110,864	1,212,807	2,216,965	1,465,151	-33.9%	(751,814)
PROFESSIONAL SALARIES	411,550	3,000	7,828	-	345,375		345,375
PROF SICK LEAVE BUY BACK	-	16,434	53,432	26,679	26,679		-
NON-ALIGNED PROFESSIONALS	88,453	570,778	587,473	589,938	327,557		(262,381)
CONFIDENTIAL SECRETARY	-	21,915	53,300	98,300	55,999		(42,301)
CLERICAL	187,928	193,356	207,133	207,672	211,231		3,559
CLERICAL SICK LEAVE BUY BACK	-	-	7,778	2,123	2,123		-
CLERICAL STIPENDS	2,000	4,200	1,700	1,200	2,000		800
TUTOR	-	-	400	-	-		-
OTHER AIDE	-	-	40	-	-		-
SALARY OTHER	19,200	19,200	20,358	19,467	39,147		19,680
CONTRACTUAL STIPENDS	-	4,614	4,871	9,871	9,871		-
SUBSTITUTES	140,389	277,367	(219)	271,572	268,872		(2,700)
DAILY SUBSTITUTES	-	-	268,716	-	-		-
SET ASIDE	-	-	-	990,143	250,000		(740,143)
REVOLVING FUND REVENUE					(40,000)		(40,000)
OTH DEPARTMENTAL REVENUE					(33,704)		(33,704)
District Curriculum	790,625	1,183,263	1,588,535	1,962,855	2,366,719	20.6%	403,864
PROFESSIONAL SALARIES	664,419	854,173	1,189,137	1,442,526	1,977,877		535,351
NON-ALIGNED PROFESSIONALS	-	265,526	244,642	260,000	120,822		(139,178)
CLERICAL	100,090	55,367	98,726	101,725	106,875		5,150
OTHER AIDE	-	-	2,100	3,600	3,600		-
CONTRACTUAL STIPENDS	26,116	5,417	2,499	45,959	48,501		2,542
WORKSHOPS	-	2,780	51,430	92,045	92,045		-
SUBSTITUTES	-	-	-	17,000	17,000		-
Athletics	493,562	521,758	527,993	567,598	543,734	-4.2%	(23,864)
PROFESSIONAL SALARIES	118,345	105,752	108,396	108,396	114,439		6,043
COACHING SALARIES	372,217	396,993	393,114	409,997	426,309		16,312
CLERICAL	-	-	7,383	30,342	44,124		13,782
SALARY OTHER	-	18,863	18,863	18,863	18,863		(0)
CONTRACTUAL STIPENDS	3,000	150	237	-	-		-
REVOLVING FUND REVENUE					(60,000)		(60,000)

**WATERTOWN PUBLIC SCHOOLS  
FISCAL YEAR 2018  
LEVEL SERVICE BUDGET**

	FY'14 ACTUAL	FY'15 ACTUAL	FY'16 ACTUAL	FY'17 BUDGET (1)	FY'18 LEVEL SVC BUDGET	% CHG (2)	\$ CHG (2)
Extracurricular	53,752	83,727	90,910	76,871	90,158	17.3%	13,287
CONTRACTUAL STIPENDS	53,752	83,657	90,910	76,871	90,158		13,287
WORKSHOPS	-	70	-	-	-		-
Facilities	1,255,285	1,233,756	1,305,793	1,440,663	1,520,997	5.6%	80,334
NON-ALIGNED PROFESSIONALS	61,220	82,132	113,804	100,000	102,500		2,500
CUSTODIAL/MAINTENANCE	1,120,942	1,000,970	1,012,532	1,132,690	1,228,794		96,104
CUSTODIAL OT	55,327	122,708	127,325	135,447	135,447		-
CUSTODIAL OTHER	5,305	8,856	7,736	9,776	9,776		-
CLERICAL	(709)	-	-	-	-		-
SALARY OTHER	-	-	27,296	26,880	26,880		-
CLOTHING ALLOWANCE	13,200	19,090	17,100	35,870	17,600		(18,270)
Regular Day	12,927,845	13,458,778	13,769,012	14,567,857	15,474,750	6.2%	906,893
PROFESSIONAL SALARIES	12,066,388	12,000,610	12,256,735	13,136,410	14,502,832		1,366,422
NON-ALIGNED PROFESSIONALS	20,009	734,083	698,191	698,190	615,918		(82,272)
CLERICAL	408,269	401,027	354,494	332,706	351,545		18,839
TUTOR	3,750	3,510	-	5,400	28,030		22,630
OTHER AIDE	16,764	12,531	10,825	3,600	112,200		108,600
INSTRUCTIONAL AIDE	26,338	-	53,411	71,131	109,090		37,959
LUNCH ATTENDANT	85,728	45,790	44,380	47,683	59,982		12,299
CONTRACTUAL STIPENDS	23,819	6,678	6,491	30,693	32,109		1,416
WORKSHOPS	-	9,330	-	-	-		-
SUBSTITUTES	4,848	4,000	3,184	825	825		-
DAILY SUBSTITUTES	271,932	241,219	341,300	241,219	241,219		-
FEDERAL GRANT REVENUE					(229,000)		(229,000)
REVOLVING FUND REVENUE					(350,000)		(350,000)
Student Services	10,823,250	11,851,425	13,268,425	13,769,109	14,941,525	8.5%	1,172,416
PROFESSIONAL SALARIES	7,830,873	8,183,892	9,341,643	9,741,656	10,848,176		1,106,520
NON-ALIGNED PROFESSIONALS	-	115,000	108,595	140,000	-		(140,000)
CLERICAL	102,088	105,163	185,824	195,684	209,571		13,887
SPED INSTRUCTIONAL ASSISTANT	2,725,309	3,303,540	3,469,903	3,518,408	3,957,228		438,820
TUTOR	45,679	19,703	13,525	18,000	18,250		250
OTHER AIDE	-	35,555	45,863	51,408	51,408		-
SALARY OTHER	47,454	40,639	38,606	37,357	39,161		1,804

**WATERTOWN PUBLIC SCHOOLS  
FISCAL YEAR 2018  
LEVEL SERVICE BUDGET**

	FY'14 ACTUAL	FY'15 ACTUAL	FY'16 ACTUAL	FY'17 BUDGET (1)	FY'18 LEVEL SVC BUDGET	% CHG (2)	\$ CHG (2)
CONTRACTUAL STIPENDS	71,846	47,934	64,044	66,596	77,732		11,136
WORKSHOPS	-	-	420	-	-		-
STATE GRANT REVENUE					(10,000)		(10,000)
REVOLVING FUND REVENUE					(250,000)		(250,000)
Technology	304,161	328,521	340,147	324,195	359,616	10.9%	35,421
NON-ALIGNED PROFESSIONALS	149,256	158,500	165,250	142,250	167,462		25,212
SALARY OTHER	151,906	165,021	174,897	181,945	192,154		10,209
CONTRACTUAL STIPENDS	3,000	5,000	-	-	-		-
<b>NON-SALARY</b>	<b>8,455,534</b>	<b>9,455,438</b>	<b>9,347,602</b>	<b>8,650,887</b>	<b>8,576,391</b>	<b>-0.9%</b>	<b>(74,496)</b>
District Administration	190,127	225,792	391,152	295,231	295,231	0.0%	-
ADVERTISING	4,900	4,350	8,331	6,090	6,090		-
CONTRACT SERVICES CONSULTANTS	45,000	85,802	51,935	94,412	94,412		-
CONTRACT SERVICES OTHER	12,920	52,728	226,396	76,480	76,480		-
EQUIPMENT	-	-	-	-	-		-
IN STATE TRAVEL/CONF	(89)	1,166	5,858	6,948	6,948		-
MEMBERSHIPS/SUBSCRIPTIONS	11,035	11,605	16,519	16,455	16,455		-
OFFICE SUPPLIES	6,651	11,096	14,939	11,500	11,500		-
OTHER EQUIPMENT - NEW	-	415	1,212	1,000	1,000		-
OUT OF STATE TRAVEL	-	-	2,209	1,700	1,700		-
POSTAGE	9,954	10,134	16,623	19,000	19,000		-
PRINTING/COPYING	5,310	8,483	8,980	10,247	10,247		-
PROPERTY/LIABILITY INSURANCE	8,484	8,590	7,428	7,799	7,799		-
REPAIR/MAINTENANCE	1,759	-	-	-	-		-
SUPPLIES OTHER	-	-	1,106	-	-		-
TOWN CENSUS	3,836	3,508	3,682	3,600	3,600		-
UNEMPLOYMENT	80,367	27,915	25,934	40,000	40,000		-
District Curriculum	196,637	144,250	383,139	314,713	315,249	0.2%	536
CONTRACT SERVICES CONSULTANTS	-	-	4,278	-	-		-
CONTRACT SERVICES OTHER	48,365	70,855	36,682	48,171	48,171		-
EMPLOYEE TUITION REIMBURSEMENT	-	-	44,789	60,000	60,000		-
IN STATE TRAVEL/CONF	800	2,140	4,230	54,496	54,496		-
INSTRUCTIONAL EQUIPMENT - NEW	-	-	105,646	23,600	23,600		-
INSTRUCTIONAL MATERIALS	1,571	12,930	67,647	26,514	26,514		-

**WATERTOWN PUBLIC SCHOOLS  
FISCAL YEAR 2018  
LEVEL SERVICE BUDGET**

	FY'14 ACTUAL	FY'15 ACTUAL	FY'16 ACTUAL	FY'17 BUDGET (1)	FY'18 LEVEL SVC BUDGET	% CHG (2)	\$ CHG (2)
MEMBERSHIPS/SUBSCRIPTIONS	30,506	41,469	57,762	72,023	72,023		-
OFFICE SUPPLIES	1,487	778	1,363	600	1,136		536
OTHER EQUIPMENT - NEW	-	4,525	-	-	-		-
REPAIR/MAINTENANCE	-	-	2,486	1,500	1,500		-
SOFTWARE	-	-	668	-	-		-
SUPPLIES OTHER	-	8,374	20,962	12,309	12,309		-
TECHNOLOGY EQUIPMENT -NEW	-	-	5,310	-	-		-
TEXTBOOKS	113,908	3,179	31,316	15,500	15,500		-
<b>Athletics</b>	<b>255,368</b>	<b>113,100</b>	<b>193,131</b>	<b>254,010</b>	<b>256,920</b>	<b>1.1%</b>	<b>2,910</b>
CONTRACT SERVICES OTHER	202,960	61,124	129,150	148,825	151,735		2,910
EQUIPMENT	44,548	3,980	6,728	-	-		-
IN STATE TRAVEL/CONF	-	-	760	1,400	1,400		-
INSTRUCTIONAL MATERIALS	-	17,035	4,389	15,593	15,593		-
MEMBERSHIPS/SUBSCRIPTIONS	7,860	1,471	11,449	22,025	22,025		-
OFFICE SUPPLIES	-	-	-	500	500		-
SUPPLIES OTHER	-	29,490	40,654	65,667	65,667		-
REVOLVING FUND REVENUE					-		-
<b>Extracurricular</b>	<b>19,625</b>	<b>18,027</b>	<b>22,130</b>	<b>32,450</b>	<b>32,450</b>	<b>0.0%</b>	<b>-</b>
CONTRACT SERVICES OTHER	19,224	8,175	12,781	17,350	17,350		-
INSTRUCTIONAL MATERIALS	401	9,852	8,681	14,100	14,100		-
MEMBERSHIPS/SUBSCRIPTIONS	-	-	668	1,000	1,000		-
<b>Facilities</b>	<b>1,634,369</b>	<b>1,912,517</b>	<b>2,225,737</b>	<b>2,172,446</b>	<b>1,942,446</b>	<b>-10.6%</b>	<b>(230,000)</b>
BUILDING MAINTENANCE	2,036	3,078	14,639	-	-		-
CONTRACT SERVICES OTHER	99,503	153,861	205,323	322,489	242,489		(80,000)
CUSTODIAL SUPPLIES	92,425	83,438	82,262	110,000	110,000		-
ELECTRICITY	604,342	609,678	866,576	571,672	571,672		-
NATURAL GAS	522,292	543,444	359,797	674,642	674,642		-
MAINTENANCE SUPPLIES	50,101	91,755	139,621	98,290	98,290		-
MEMBERSHIPS/SUBSCRIPTIONS	3,065	310	7,534	8,000	8,000		-
OTHER EQUIPMENT - NEW	347	31,525	34,652	35,000	35,000		-
REPAIR/MAINTENANCE	251,968	366,389	485,271	285,353	285,353		-
TELEPHONE	8,291	29,040	30,062	67,000	67,000		-
REVOLVING FUND REVENUE					(150,000)		(150,000)

**WATERTOWN PUBLIC SCHOOLS  
FISCAL YEAR 2018  
LEVEL SERVICE BUDGET**

	FY'14 ACTUAL	FY'15 ACTUAL	FY'16 ACTUAL	FY'17 BUDGET (1)	FY'18 LEVEL SVC BUDGET	% CHG (2)	\$ CHG (2)
Regular Day	1,108,805	1,527,215	1,873,126	1,617,142	1,782,791	10.2%	165,649
CONTRACT SERVICES OTHER	(1,440)	17,254	15,380	18,937	19,190		253
EQUIPMENT	-	-	3,928	-	-		-
EQUIPMENT-COPY	7,908	-	-	-	-		-
IN STATE TRAVEL/CONF	495	-	30	-	-		-
IN TOWN TRAVEL	-	378	1,032	650	650		-
INSTRUCTIONAL EQUIPMENT - NEW	-	7,986	109,953	14,908	13,899		(1,009)
INSTRUCTIONAL MATERIALS	166,003	133,819	161,654	208,953	209,992		1,039
MEMBERSHIPS/SUBSCRIPTIONS	6,054	4,954	20,947	5,635	5,635		-
OFFICE SUPPLIES	966	-	-	-	-		-
OTHER BOOKS	5,577	-	7,738	18,016	18,016		-
POSTAGE	4,319	3,784	10,908	11,000	11,000		-
PRINTING/COPYING	54,510	64,529	111,679	55,027	55,027		-
R&M TECHNOLOGY	-	-	2,232	-	-		-
REPAIR/MAINTENANCE	343	2,811	9,748	13,121	14,130		1,009
SOFTWARE	5,472	-	3,495	5,189	5,189		-
TECHNOLOGY SUPPLIES	-	-	798	1,986	1,986		-
TEXTBOOKS	5,526	1,283	11,850	31,555	31,555		-
TRANSPORTATION	193,949	142,709	274,432	227,624	293,341		65,717
TRANSPORTATION REIMBURSEMENT	-	237	132	237	237		-
TUITION MA SCHOOLS	-	1,147,471	1,127,192	1,004,304	1,162,943		158,639
TUITION COLLAB	659,124	-	-	-	-		-
STATE GRANT REVENUE					(10,000)		(10,000)
REVOLVING FUND REVENUE					(50,000)		(50,000)
Student Services	4,853,392	5,164,370	3,789,628	3,729,974	3,716,383	-0.4%	(13,591)
CONTRACT SERVICES CONSULTANTS	-	8,338	83,475	80,000	80,000		-
CONTRACT SERVICES OTHER	36,772	48,696	32,161	56,850	60,350		3,500
CONTRACT SERVICES SPED	443,410	569,072	544,419	627,448	607,448		(20,000)
EQUIPMENT	-	-	1,652	1,000	1,000		-
IN STATE TRAVEL/CONF	-	-	910	-	-		-
IN TOWN TRAVEL	-	-	289	500	500		-
INSTRUCTIONAL EQUIPMENT - NEW	-	-	34,834	1,075	1,075		-
INSTRUCTIONAL MATERIALS	12,725	9,012	55,198	89,858	89,858		-

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	FY'14 ACTUAL	FY'15 ACTUAL	FY'16 ACTUAL	FY'17 BUDGET (1)	FY'18 LEVEL SVC BUDGET	% CHG (2)	\$ CHG (2)
MEMBERSHIPS/SUBSCRIPTIONS	2,505	309	1,230	3,660	3,430		(230)
OFFICE SUPPLIES	787	461	1,277	6,000	6,000		-
OTHER BOOKS	-	-	2,040	-	-		-
OTHER EQUIPMENT - NEW	-	-	3,595	1,829	1,829		-
PRINTING/COPYING	6,625	3,835	3,573	3,102	3,102		-
PUBLICATIONS	-	-	-	209	209		-
REPAIR/MAINTENANCE	-	-	929	500	500		-
SOFTWARE	-	5,703	19,514	21,000	21,000		-
SUPPLIES OTHER	-	-	313	1,050	1,050		-
TESTING	11,498	4,613	7,085	8,500	8,500		-
TEXTBOOKS	1,001	1,866	(501)	700	700		-
TRANSPORTATION	832,967	933,406	975,128	1,151,056	1,261,056		110,000
TRANSPORTATION REIMBURSEMENT	3,534	6,760	8,920	8,850	8,850		-
TUITION MA SCHOOLS	3,501,569	151,524	65,329	166,500	200,000		33,500
TUITION COLLAB	-	33,208	279,032	166,414	637,404		470,990
TUITION NON-PUBLIC	-	3,387,568	1,669,226	1,333,873	4,316,700		2,982,827
STATE GRANT REVENUE					(3,059,178)		(3,059,178)
FEDERAL GRANT REVENUE					(535,000)		(535,000)
Technology	197,211	350,167	469,559	234,921	234,921	0.0%	-
BUILDING SECURITY	-	597	600	8,925	8,925		-
CONTRACT SERVICES OTHER	54,526	78,004	48,054	60,394	60,394		-
INSTRUCTIONAL EQUIPMENT - NEW	102,947	121,173	163,652	12,000	12,000		-
R&M TECHNOLOGY	17,449	19,887	20,035	30,440	30,440		-
SOFTWARE	8,950	24,749	27,431	45,530	45,530		-
TECHNOLOGY EQUIPMENT - LEASED	-	85,342	85,342	-	-		-
TECHNOLOGY EQUIPMENT - REPLACE	-	-	8,214	-	-		-
TECHNOLOGY EQUIPMENT -NEW	-	-	93,148	46,332	46,332		-
TECHNOLOGY SUPPLIES	13,338	20,415	23,084	31,300	31,300		-
<b>Grand Total</b>	<b>35,953,534</b>	<b>39,227,530</b>	<b>41,451,225</b>	<b>43,577,000</b>	<b>45,339,042</b>	<b>4.0%</b>	<b>1,762,042</b>

(1) FY'17 Budget is net of offsets and set aside has not yet been distributed across salary lines

(2) % CHG and \$ CHG reflect change from FY'17 Budget to FY'18 Level Service Budget

# Annual Grant Allocations

Grant Name	Funding Agency	FY17 Award Amount	FY16 Award Amount	FY15 Award Amount	FY14 Award Amount	FY13 Award Amount
Quality Full-Day Kindergarten	DoE		\$81,370	\$81,370	\$107,229	\$107,229
Inclusive Preschool Learning Environments	EEC	15,935	15,935	15,935	14,715	15,705
Academic Support Services	DoE	0	0	8,400	11,800	13,100
Universal Pre-K	EEC	42,000	42,000	63,189	46,640	0
Coordinated Family & Community Engagement	EEC	148,600	148,600	148,600	138,079	137,317
Kindergarten Early Assessment RTTT	EEC	0	0	0	0	25,732
School Transportation	DoE	11,900	5,575	77,491	0	0
Foundation Reserve Awards (AKA 'pot hole')	DoE	0	250,000	0	55,000	
Early Childhood Special Education	EEC	36,862	35,787	35,864	35,047	35,881
Title III - Limited English Proficiency Support	DoE	49,719	38,606	35,908	44,823	45,933
Occ-Ed Vocational Skills (Perkins Act Alloc.)	DoE	31,758	31,458	30,901	28,982	28,920
SPED 94-142 Allocation	DoE	846,607	801,920	835,218	820,127	840,012
SPED Program Improvement	DoE	20,000	20,118	21,531	11,558	20,082
Title IIA - Teacher Quality	DoE	76,928	79,190	78,237	79,523	82,936
Title IIA Carryover	DoE	34,095	50,973	19,227	3,721	4,650
Title I Distribution	DoE	363,756	371,390	318,825	309,696	318,239
Title I Carryover	DoE	107,433	63,189	126,380	56,980	47,183
84.215F Physical Education Project	Fed DoE	0	116,936	126,034	391,269	0
Physical Education Project Carryover	Fed DoE	206,593	89,657	175,763	0	0
Watertown Healthy Youth Project	Fed DoE	0	0	0	0	41,684
Title III LEP Carryover	DoE	0	0	2,390	0	1,135
Tydings Early Childhood Carryover	EEC	0	250	0	312	297
SPED Early Childhood Program Improvement	DoE	0	2,250	8,000	4,000	4,250
Professional Practice Innovation RTTT	DoE	0	0	0	35,000	
SPED 94-142 Transition	DoE	0	0	0	1,600	
Title III - English Language Acquisition	DoE	0	1,526	2,063		
MOVA Antiterrorism Emergency Assistance	DoJ	150,000	150,000			
School Nutrition Equipment Assistance	DoE	6,633				
		<b>\$2,148,818</b>	<b>\$2,396,730</b>	<b>\$2,211,326</b>	<b>\$2,196,102</b>	<b>\$1,770,285</b>
SPED Circuit Breaker	DoE	1,834,542	2,030,405	2,338,628	2,107,433	1,910,463
SPED Circuit Breaker Carryover	DoE	891,604	1,595,362	976,668		
<b>TOTAL Grant Funds Available</b>		<b>\$4,874,964</b>	<b>\$6,022,497</b>	<b>\$5,526,621</b>	<b>\$4,303,535</b>	<b>\$3,680,748</b>

NOTE: Estimated awards are highlighted



**WATERTOWN PUBLIC SCHOOLS  
REVOLVING FUND ANALYSIS**

**ATHLETICS REVOLVING**

	<u>FY'12</u>	<u>FY'13</u>	<u>FY'14</u>	<u>FY'15</u>	<u>FY'16</u>	<u>FY'17 YTD</u>	<u>FY'17 EOY</u>	<u>FY'18</u>
Start of Year Balance	370	17,750	6,778	37,701	6,239	68,332		70,805
Transfers In	79,215	86,941	126,093	158,944	183,729	84,849	128,559	130,000
Transfers Out	-	(600)	(50)	-	(480)	(224)		
Revised Budget	79,585	104,091	132,820	196,645	189,489	152,957	196,891	200,805
Actual Expended	61,835	97,313	95,119	190,496	121,156	49,527	126,086	140,000
Encumbrances	-	-	-	(90)	-	6,560		
Available	<b>17,750</b>	<b>6,778</b>	<b>37,701</b>	<b>6,239</b>	<b>68,332</b>	<b>96,871</b>	<b>70,805</b>	<b>60,805</b>
Percent Used	<b>78%</b>	<b>93%</b>	<b>72%</b>	<b>97%</b>	<b>64%</b>	<b>32%</b>	<b>64%</b>	

**TRANSPORTATION REVOLVING**

	<u>FY'12</u>	<u>FY'13</u>	<u>FY'14</u>	<u>FY'15</u>	<u>FY'16</u>	<u>FY'17 YTD</u>	<u>FY'17 EOY</u>	<u>FY'18</u>
Start of Year Balance	1,366	2,840	2,385	7,067	3,465	32,693		27,455
Transfers In	49,002	53,730	81,620	57,512	44,113	46,762	46,762	49,462
Transfers Out	(300)	(270)	(1,938)	(118)	-	-		
Revised Budget	50,068	56,273	82,067	64,461	47,578	79,455	79,455	76,918
Actual Expended	47,228	53,888	75,000	60,996	14,885	23,003	52,000	50,000
Encumbrances	-	2,385	-	-	-	28,997		
Available	<b>2,840</b>	<b>96</b>	<b>7,067</b>	<b>3,465</b>	<b>32,693</b>	<b>27,455</b>	<b>27,455</b>	<b>26,918</b>
Percent Used	<b>94%</b>	<b>96%</b>	<b>91%</b>	<b>95%</b>	<b>31%</b>	<b>29%</b>	<b>65%</b>	

**FACILITY RENTAL REVOLVING**

	<u>FY'12</u>	<u>FY'13</u>	<u>FY'14</u>	<u>FY'15</u>	<u>FY'16</u>	<u>FY'17 YTD</u>	<u>FY'17 EOY</u>	<u>FY'18</u>
Start of Year Balance	81,986	40,574	26,621	20,971	13,048	1,569		-
Transfers In	142,213	154,929	74,463	86,854	65,019	32,373	75,445	75,445
Transfers Out	(4,888)	-	-	-	-	-		
Revised Budget	219,312	195,503	101,084	107,825	78,067	33,942	77,015	75,445
Actual Expended	178,738	168,882	80,113	94,778	76,497	43,960	83,796	75,445
Encumbrances	-	-	-	-	-	-		
Available	<b>40,574</b>	<b>26,621</b>	<b>20,971</b>	<b>13,048</b>	<b>1,569</b>	<b>(10,017)</b>	<b>(6,781)</b>	<b>0</b>
Percent Used	<b>81%</b>	<b>86%</b>	<b>79%</b>	<b>88%</b>	<b>98%</b>	<b>130%</b>	<b>109%</b>	

**WATERTOWN PUBLIC SCHOOLS  
REVOLVING FUND ANALYSIS**

**PRE-K REVOLVING**

	<b>FY'12</b>	<b>FY'13</b>	<b>FY'14</b>	<b>FY'15</b>	<b>FY'16</b>	<b>FY'17 YTD</b>	<b>FY'17 EOY</b>	<b>FY'18</b>
<b>Start of Year Balance</b>	48,646	37,645	24,331	54,155	240,382	114,894		-
<b>Transfers In</b>	366,419	309,657	388,610	403,700	397,603	147,590	397,603	395,000
<b>Transfers Out</b>	(14,980)	(1,400)	(38,531)	(12,455)	(5,320)	(2,980)		
<b>Revised Budget</b>	400,085	345,902	374,410	445,400	632,666	259,504	512,498	395,000
<b>Actual Expended</b>	362,441	321,571	320,254	205,018	517,772	174,175	528,645	350,000
<b>Encumbrances</b>	-	-	-	-	-	354,469		
<b>Available</b>	<b>37,645</b>	<b>24,331</b>	<b>54,155</b>	<b>240,382</b>	<b>114,894</b>	<b>(269,141)</b>	<b>(16,147)</b>	<b>45,000</b>
<b>Percent Used</b>	<b>91%</b>	<b>93%</b>	<b>86%</b>	<b>46%</b>	<b>82%</b>	<b>204%</b>	<b>103%</b>	

**PRESCHOOL REVOLVING**

	<b>FY'12</b>	<b>FY'13</b>	<b>FY'14</b>	<b>FY'15</b>	<b>FY'16</b>	<b>FY'17 YTD</b>	<b>FY'17 EOY</b>	<b>FY'18</b>
<b>Start of Year Balance</b>	43,698	28,524	12,835	29,021	36,545	35,890		43,921
<b>Transfers In</b>	172,176	189,185	181,065	219,870	214,220	111,610	214,220	200,000
<b>Transfers Out</b>	(1,730)	(1,200)	(640)	(620)	(3,280)	-		
<b>Revised Budget</b>	214,144	216,509	193,260	248,271	247,485	147,500	250,110	243,921
<b>Actual Expended</b>	185,620	203,674	164,239	211,727	211,594	102,697	206,189	200,000
<b>Encumbrances</b>	-	-	-	-	-	103,492		
<b>Available</b>	<b>28,524</b>	<b>12,835</b>	<b>29,021</b>	<b>36,545</b>	<b>35,890</b>	<b>(58,689)</b>	<b>43,921</b>	<b>43,921</b>
<b>Percent Used</b>	<b>87%</b>	<b>94%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>70%</b>	<b>82%</b>	

**COMMUNITY EDUCATION**

	<b>FY'12</b>	<b>FY'13</b>	<b>FY'14</b>	<b>FY'15</b>	<b>FY'16</b>	<b>FY'17 YTD</b>	<b>FY'17 EOY</b>	<b>FY'18</b>
<b>Start of Year Balance</b>	598,646	689,473	850,988	921,367	951,774	892,122		956,323
<b>Transfers In</b>	1,091,332	1,124,459	1,374,386	1,037,537	1,503,987	490,495	1,305,304	1,305,304
<b>Transfers Out</b>	(19,198)	(32,138)	(52,981)	(52,097)	(46,388)	(328)		
<b>Revised Budget</b>	1,670,780	1,781,795	2,172,392	1,906,808	2,409,373	1,382,289	2,197,426	2,261,626
<b>Actual Expended</b>	981,307	930,807	1,251,025	955,033	1,517,251	427,454	1,241,103	1,241,103
<b>Encumbrances</b>	-	-	-	-	-	62,165		
<b>Available</b>	<b>689,473</b>	<b>850,988</b>	<b>921,367</b>	<b>951,774</b>	<b>892,122</b>	<b>892,670</b>	<b>956,323</b>	<b>1,020,523</b>
<b>Percent Used</b>	<b>59%</b>	<b>52%</b>	<b>58%</b>	<b>50%</b>	<b>63%</b>	<b>31%</b>	<b>56%</b>	