



BUDGET REQUEST - FY 2021/22

2021 ANNUAL TOWN MEETING



SCHOOL COMMITTEE

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Heidi Black • Michael J. Greis • Susan B. Neckes
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SUPERINTENDENT

Daniel E. Gutekanst



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On the cover:

Needham's Portrait of a Needham Graduate vision is the School Department's five-year strategic plan, around which the FY 2021/22 budget has been built.

Acknowledgements:

Thank you to Melane Bisbas and Robbie Havdala of the Business Office for document preparation, Ms. Diane Simmons for Portrait of a Needham Graduate inspiration and photographs, Ms. LeeAnn Sutton and the staff of the Needham High School Graphic Arts Department for cover design, and Brian Erba of the Production Center for document reproduction.

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K-8 Special Education
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NEEDHAM PUBLIC SCHOOLS

1330 Highland Avenue
Needham, MA 02492

May 1, 2021

Dear Town Meeting Members,

The impact of the COVID-19 pandemic on education has been profound. For much of the current school year, the Needham Public Schools employed a hybrid learning model in which the majority of students attended school for in-person instruction only 40% of the time, learning remotely for the remainder. In early March, we began expanding in-person instruction, and we have successfully transitioned all of our elementary and middle school students to full in-person learning. Needham High School students begin a staggered transition to full in-person instruction on May 3rd. In addition, families with health & safety concerns have been able to access a fully remote program (our Remote Learning Academy) throughout the entire year. Our students, families, teachers and staff have performed well through myriad challenges this school year, and it is against this backdrop that the Needham School Committee invites you to consider its FY22 operating budget request (School Year 2021-2022).

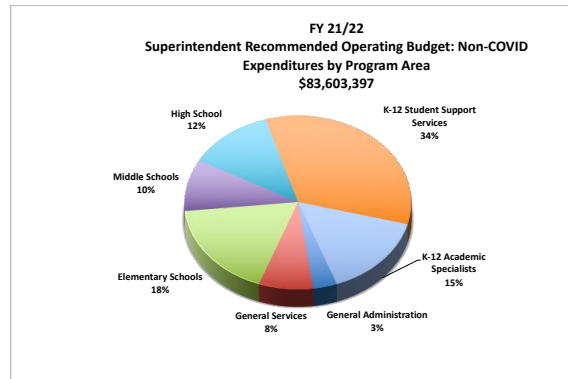
In consultation with the Town Manager and Town of Needham Finance Committee, we are presenting the FY22 operating budget request with two components: a traditional (non-pandemic) budget and a COVID supplemental budget.

Budget Request	Amount	Increase over Current Year
Traditional Budget	\$83,603,397	\$2,868,308 (3.6%)
COVID Supplemental Request	\$3,210,199	
Total Operating Budget Request	\$86,813,596	\$6,078,507 (7.5%)

Guidance for school operations from the Massachusetts Department of Elementary and Secondary Education, as well as federal and state agencies, continues to change. Due to this and continued general uncertainty related to the pandemic, the Finance Committee has recommended school COVID-related expenses be presented as a separate warrant article in FY22, likely at Fall Special Town Meeting, when more information about needs and available federal and state funding is known.

Traditional Budget Request

Our traditional budget request of \$83.6 million provides the resources needed for existing contractual staff obligations, enrollment growth, special education needs, and the District’s [Portrait of a Needham Graduate](#) Five-Year Strategic Plan.



This budget is based on the following critical assumptions for the school year beginning in September:

- The Needham Public Schools will resume full in-person learning for all students, preschool through high school. There will be only modest health & safety requirements such as masking and enhanced cleaning, and no physical distancing requirements.
- We will not be required to offer a separate fully remote option for all families. All students must attend school in person unless there is a documented medical need.
- Modest cost of living adjustments are provided for school staff, including teachers, administrators, instructional assistants and clerical workers, as contractually required per their respective collective bargaining agreements.
- Non-salary accounts are level funded. All budget increases beyond level funding are highlighted below and in the following pages.

The majority of our requested budget increase is for contractual salary increases for teachers and staff and other Level Service Requests. These represent the resources required to bring existing and mandated programs, contracts, and staffing levels into the new fiscal year. Level Service Requests are comprised of three primary areas:

- **Contractual Salary Increases:** Negotiated contracts for all existing employees account for \$1.5 million (51%) of the total requested increase. Needham provides reasonable yet competitive salaries that enable us to recruit, support and retain our talented faculty and staff.
- **Enrollment, Class Size & Program Support:** Our enrollment decreased by 221 students in FY21 largely due to COVID-19. In FY22, the traditional budget request is based on a projected enrollment of 5,641 students, an increase of 155 students. This budget adds a total of 1.05 Full-Time Equivalent (FTE) classroom and specialist teachers, including 0.4 FTE for a Pollard Math Specialist and 0.45 FTE for part-time teachers at NHS.
- **Special Education & Student Support Services:** Increases in the number of students eligible for special education services, special education tuition and other mandated service costs account for \$450,692 (16%) of the new funds requested. Of this amount, \$283,642 is for additional special education out of district tuition costs. Additionally, we are seeking 1.25 FTE new special education and counseling staff and 4.0 FTE teaching assistant and administrative support positions.

We are requesting a very modest amount—\$263,443 (9%)—for Program Improvements to create, enhance, improve or expand programs. These requests will allow us to expand our elementary assistant

principal positions, create a K-8 social studies curriculum leadership role, and add incremental high school specialists.

COVID Supplemental Budget Request

Our COVID Supplemental Budget Request of \$3.2 million reflects the additional costs of operating schools during a pandemic. The COVID request is based on the following assumptions:

- Physical distancing requirements remain in place and we must operate more class sections with fewer students in each. We are also required to offer a fully remote option for all families who request this (similar to the Remote Learning Academy offered during the current school year).
- Over 25 additional FTEs are required, including 17.0 FTE for the Remote Learning Academy, general education teachers, and administrators, and 9.0 FTE special education teachers and teaching assistants.
- We must fund additional classroom materials, PPE, cleaning and sanitizing supplies, and tent rental.
- Operating funds are needed to cover anticipated deficits in preschool, yellow bus transportation, athletics and nutrition services due to lower revenues and/or higher operating costs.

Given the ongoing fluidity of the pandemic, the evolving nature of operational guidance for public schools, and the reality that no vaccine is currently approved for children under 16 years of age, our COVID Supplemental budget request will continue to be refined in the coming months. At the time of this message, we anticipate the aforementioned COVID Supplemental Budget Request is a worst case scenario, however, it is likely components of this budget request will be needed next year.

School Capital Requests for FY22

Annually, the School Committee requests funds for technology and equipment replacement needs as part of the Town's Capital Improvement Budget. This year, we are requesting replacement funds as follows: \$479,650 for school technology, \$102,838 for vehicles and \$61,264 for copiers; all of these requests have been recommended for Tier I funding by the Town Manager. An additional \$25,000 has been requested for school furniture replacement, however, this has been recommended for Tier II funding.

Additionally, we are requesting facility-related capital funds as follows:

- \$213,100 to convert the Broadmeadow technology room to regular classroom space
- \$280,000 to conduct a feasibility study of near-term maintenance projects required at the Pollard Middle School such that any work is consistent with a future Pollard renovation project as voted upon by the School Committee as part of the recently completed School Master Plan
- \$60,000 to conduct a needs assessment of auditorium theatrical sound and lighting.

With the support of Town Meeting, The School Committee is also hoping to secure design funds this coming fall for a new school administration building/historic renovation project at the current Emery Grover site on Highland Avenue. As Town Meeting is aware, the existing Emery Grover building has well-documented mechanical and structural challenges, is undersized and unsafe, and presents significant usage challenge for the critical work of our District leadership and administrative staff.

Challenges, Opportunities and Gratitude

Even in the face of a global pandemic, Needham's students, teachers and staff have continued to develop and exemplify the competencies outlined in our vision for the [Portrait of a Needham Graduate](#). Our students have excelled in their academic, extracurricular and service pursuits, our staff has developed new skills in remote teaching and learning, and we have maintained strong school communities able to respond to the many challenges brought on by the pandemic.

In particular, the School Committee would like to acknowledge our outstanding partnerships with the Town's Public Health Department, Building Design & Construction Department and the Building Maintenance Division of the Public Works Department, guided by the leadership of Town Manager Kate Fitzpatrick. Some highlights of this work include:

- Beginning last summer and continuing throughout the year, the Town has performed extensive maintenance work on the ventilation systems in all of our school buildings, which has been critical in allowing us to keep our schools open. We have also benefitted from increased custodial staff in our school buildings. This increased attention to building repairs and maintenance was necessary due to the pandemic and corrected certain building issues that had been deferred. Post-pandemic, improved attention to routine and preventative maintenance and repairs must be sustained.
- Public Health Department nurses have assisted school nursing and other staff with extensive contract tracing, as well as family education and support in understanding and managing over 287 COVID cases in our schools.

In addition to these important partnerships over the last year, the School Committee continues to be grateful for the support of the Select Board, Finance Committee and the other Town Boards, Committees and community organizations who work with us for the benefit of Needham's students and school system.

Looking ahead, the School Committee has several priorities, including the following:

- **Emery Grover Renovation Project:** As mentioned, we hope to embark on an historic renovation and expansion of the school administration building at the current Emery Grover site on Highland Avenue.
- **School Master Plan Capital Projects:** This spring, Dore + Whittier completed a [School Master Plan](#) under the direction of the Permanent Public Building Committee. The goal of this study was to understand facility and programming needs at our elementary and middle school buildings. Both the Mitchell Elementary School and the Pollard Middle School will require significant capital projects in the coming years to address building and programming deficiencies.
- **Equity Work:** For many years, the Needham Public Schools has been engaged in diversity, equity and inclusion work and becoming an anti-racist District. Race equity is a key component of this work, however, it also includes diversity across multiple dimensions, including ethnicity, gender identity, sexuality, religion, country of origin, socio-economic status and ability. This critical work is ongoing, and we encourage Town Meeting members to learn more about our efforts in this area by visiting our [Diversity, Equity and Inclusion website](#).

Finally, as we begin to resume school instruction and activities in our "new normal," we know everyone

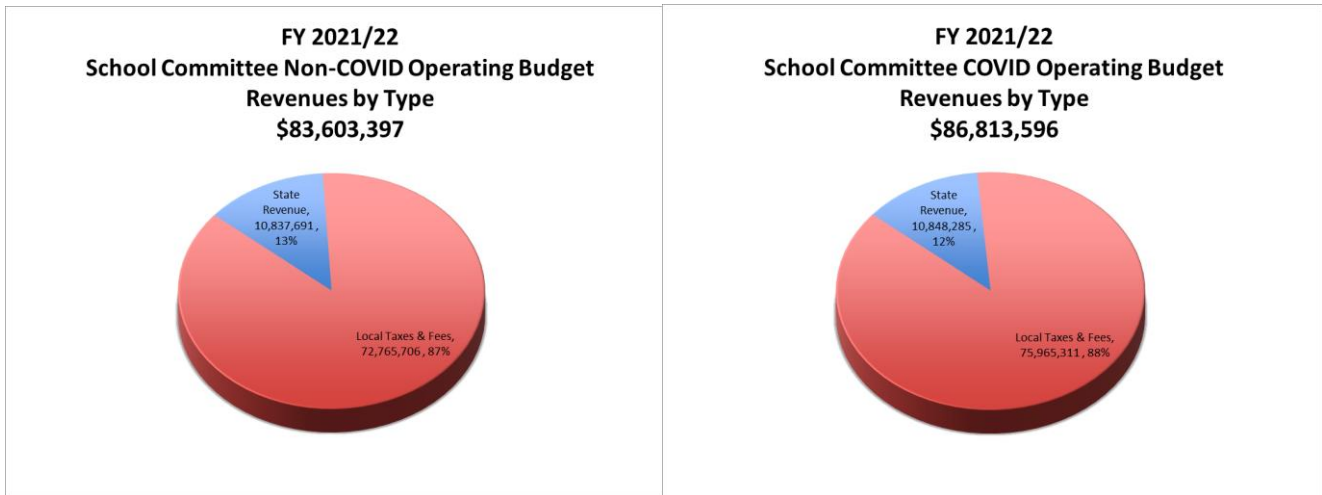
– students, families, staff and the broader Needham community – has experienced the COVID-19 pandemic in different ways. We are committed to addressing the academic needs of our students, as well as their social emotional and mental health needs, along with those of the adults who support them in our schools and at home. We look forward to your continued partnership in support of Needham’s young people and respectfully ask for Town Meeting’s support of our operating budget as proposed. Please reach out to me or other members of the School Committee should you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrea Longo Carter". The signature is fluid and cursive, with a long horizontal stroke at the end.

Andrea Longo Carter ('21)
Chair, Needham School Committee 2020-2021

School Operating Budget Revenue & Expenditure Summary



Revenue Summary:

School Revenue	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Budget	FY22 Request Non-COVID	FY22 SC Approved Non-COVID	\$ Inc/(Dec) Over FY21 Non-COVID	% Inc/(Dec)	% FY22 TL	FY22 Request COVID	FY22 SC Approved COVID	\$ Inc/(Dec) Over FY21 COVID	% Inc/(Dec)	% FY22 TL
Local Revenue:														
Property Taxes & Fees (5)	58,782,025	61,332,481	65,233,199	69,368,327	73,281,861	72,765,706	3,397,379	4.90%	87.0%	76,481,436	75,965,311	6,596,984	9.51%	87.5%
School-Related State Revenue / Assessments:														
School Choice (1)	(41,000)	(41,594)	(36,818)	(25,716)	(71,928)	(71,928)	(46,212)	179.70%	-0.1%	(71,928)	(71,928)	(46,212)	179.70%	-0.1%
Charter School (2)	(27,607)	(65,587)	(62,835)	(80,420)	(89,296)	(89,296)	(8,876)	11.04%	-0.1%	(78,702)	(78,702)	1,718	-2.14%	-0.1%
Special Education (3)	(37,286)	(17,209)	(35,561)	(35,652)	(26,868)	(26,868)	8,784	-24.64%	0.0%	(26,868)	(26,868)	8,784	-24.64%	0.0%
Homeless Transportation (4)	4,016	2,746	3,927	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Chapter 70 Formula Aid (5)	9,166,360	9,876,152	10,451,715	11,508,550	11,025,783	11,025,783	(482,767)	-4.19%	13.19%	11,025,783	11,025,783	(482,767)	-4.19%	12.70%
Subtotal State	9,064,483	9,754,508	10,320,428	11,366,762	10,837,691	10,837,691	(529,071)	-4.65%	13.0%	10,848,285	10,848,285	(518,477)	-4.56%	12.5%
Totals	67,846,508	71,086,989	75,553,627	80,735,089	84,119,552	83,603,397	2,868,308	3.55%	100.0%	87,329,721	86,813,596	6,078,507	7.53%	100.0%

- (1) School Choice. Source: School Business Office (actuals), Town Manager & Department of Revenue Cherry Sheet Estimates (budget)
- (2) Charter School. Source: School Business Office (actuals), Town Manager & Department of Revenue Cherry Sheet Estimates (budget)
- (3) SpEd Mass Hospital School. Source: School Business Office (actuals), Town Manager & Department of Revenue Cherry Sheet Estimates (budget)
- (4) School Based Homeless Reimbursements. Source: School Business Office (actuals), Town Manager & Department of Revenue Cherry Sheet Estimates (budget)
- (5) Chapter 70 excludes School Construction Chapter 645; Chapter 511; METCO & School Lunch Reimbursement. Excludes Circuit Breaker. Source: School Business Office (actuals), Department of Revenue Cherry Sheet Estimates
- (6) FY22 Town Manager Proposed Budget, January 2021

Anticipated revenue for School Department operations in FY 2021/22 are shown above. This revenue, which consists of education-related “Cherry Sheet” aid from the state, as well as other state and local revenue, are based on January 2021 Town-wide revenue projections and the Governor's FY22 Budget (House 2.) Although the above chart attributes all of the Chapter 70 and education-related aid to the School Department, the Town considers Chapter 70 funds to be a General Fund receipt, which are apportioned with other local funds to both school and general government operations during the budget process. Based on this analysis, approximately \$10,848,285 of the school operating budget is funded by state revenue. Property taxes and other local receipts make up the difference.

Chapter 70 School Formula Aid

The largest component of school revenue is Chapter 70 formula aid. The Education Reform Act of 1993 established the framework for providing public education in Massachusetts. The corresponding education funding formula was laid out in M.G.L. Chapter 70 and contains several key components. The most important of these components is the **Foundation Budget**, which represents the minimum spending level needed to provide an “adequate education” under the law. The goal of the Chapter 70

formula is to ensure that every district has sufficient resources to meet its Foundation Budget spending level, through an equitable combination of local property taxes and state aid.

The Foundation Budget is the most important factor used in calculating a district's Chapter 70 education aid amount. A district's foundation budget is updated each year and is influenced by three factors: foundation enrollment, inflation, and the wage adjustment factor (WAF). **Foundation enrollment** is the count of the students for whom a district is financially responsible as of October 1st of any given year. The **Foundation Budget** is derived by multiplying the number of students in a number of foundation enrollment categories by cost rates in several different functional areas. The Foundation Budget is adjusted each year by a statutorily defined **inflationary factor**, affecting all districts in the same way, as well as a wage adjustment factor. The **wage adjustment factor (WAF)** gives a district credit for having higher school costs if it is located in a geographic area where average wages are higher than in other areas of the state.

Once the foundation budget is established, the state calculates each district's state aid amount in the following manner. First,

the state calculates each district's **Required Local Contribution**, or the amount of local revenue each community must contribute towards the operation of its schools. The required local contribution is based on the municipality's wealth, as measured by aggregated property values and aggregate personal income, with each given equal weight, and is recalculated annually. The **Chapter 70 Aid Calculation** is simply the difference between a district's required local contribution and its Foundation Budget. In this way, the formula is designed to have an equalizing effect by distributing less state aid to wealthy districts, and more state aid to less wealthy districts.

Districts may opt to contribute more local funds toward school operations than the required local contribution amount. The required local contribution is only a minimum amount that cities and towns must contribute toward their school districts, and many wealthier communities opt to contribute significantly more. In FY20, school spending totaled \$102,225,617, of which \$28,634,253 were general government expenditures made on the School Department's behalf, which exceeded the \$59,699,044 required net school spending amount by \$42,526,573.

In addition, since FY07, local contribution requirements have been based on progress toward a 'target' local contribution amount. The target local contribution amount establishes an 'ideal' goal for how much each city and town should contribute toward its foundation budget, based on the municipality's wealth, with a maximum local share of 82.5% and a minimum state aid share of 17.5%, thus ensuring that all communities will receive some minimum amount of state funding. The state has been phasing in the target shares for more than a decade, finally reaching its full funding goal in FY19. Needham, as a relatively wealthy community, has a target local share of 82.5% and a state aide share of 17.5%.



Jack Curtis, "Hands," Pollard Middle School

Foundation Budget Review Commission

The FY15 state budget established the **Foundation Budget Review Commission (FBRC)** to “determine the educational programs and services necessary to achieve the commonwealth’s educational goals” and to “review the way foundation budgets are calculated and to make recommendations for potential changes in those calculations as the Commission deems appropriate.” The Commission noted that several aspects of the Chapter 70 funding formula have become outdated. In particular, the Commission noted that the actual costs of health insurance and special education have far surpassed the assumptions built into the formula for calculating the foundation budget, thereby reducing the resources available to support other categories of school spending. In addition, the Commission noted that the amounts intended to provide services to ELL and low-income students are less than needed to fully provide the level of intervention and support needed to ensure the academic and social-emotional success of these populations, or to allow the school districts serving them to fund the best practices that have been found successful.

Student Opportunity Act

In November 2019, the State Legislature passed An Act Relative to Educational Opportunity for Students, commonly known as the Student Opportunity Act (the Act.) The Act culminated a multi-year bipartisan effort to advance Chapter 70 education reform and implement a number of other education improvements.

The Chapter 70 reforms contained in the Act were intended to implement the funding recommendations of the FBRC. The Act established new, higher foundation budget rates in five areas: benefits and fixed charges, guidance and psychological services, special education, English learners and low-income students, all to be phased in over a seven-year period. In addition to these targeted rate increases, all foundation budget categories have been adjusted upward to account for inflation. (A separate inflation index was created for the employee benefits and fixed charges category, based on the enrollment-weighted, three-year average premium increase for all Group Insurance Commission plans.) Importantly, the Act also replaced the current definition of low income enrollment with a measure based on 185% of the federal poverty level, a change designed to increase the number of students identified as low-income in the formula. (The current "EcoDis" measure is based on 133% of the federal poverty level.) Finally, the Act updated other aspects of the Chapter 70 formula to codify formula changes that had previously been implemented through annual provisions in the state budget and added a new, minimum aid adjustment to the formula, for the purpose of providing 'hold harmless' aid to districts that otherwise would have lost aid due to the new foundation budget factors.



Jane Villa, “Decided,” Needham High School, Art III AP Portfolio

In addition to the Chapter 70 formula changes, the Act contained a number of other education improvements. The most significant of these improvements directed the Department of Elementary and Secondary Education (DESE) to establish statewide targets for addressing persistent disparities in student achievement. School districts are expected to establish targets for eliminating achievement gaps by subgroup, consistent with the state targets, and to develop three-year, evidence-based plans for meeting their targets. The first set of district plans were submitted to DESE by January 15, 2021. Another improvement required DESE to collect and publish district and high school level-data on student preparedness for workforce and post-graduate success and to recommend statewide and regional targets for student preparedness for workforce and post-secondary education. Two other significant improvements expanded the State's Special Education Circuit Breaker Program to include reimbursement for out of district transportation expenditures, and lifted the annual cap on Massachusetts School Building Authority spending for construction and renovation projects from \$600 million to \$800 million, effective in FY21.

Chapter 70 and the FY22 State Budget

The FY22 Chapter 70 formula aid estimate for Needham (summarized below) reflects Governor Baker's proposed state budget for the coming fiscal year, which implemented the recommendations of the Student Opportunity Act. These are preliminary estimates, which are subject to change as the House and Senate deliberate on the budget. The Commissioner will issue the final, official school spending requirements as soon as the Governor and Legislature approve either the FY22 state budget or an earlier local aid resolution.

Massachusetts Department of Elementary and Secondary Education

FY22 Chapter 70 Summary



199 Needham

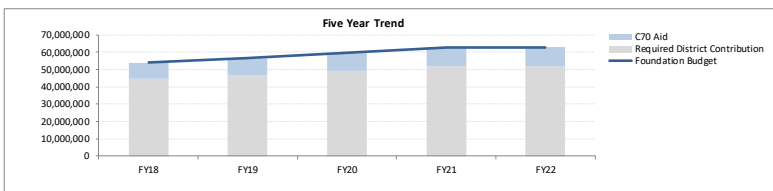
Aid Calculation FY22

Prior Year Aid	
1 Chapter 70 FY21	11,025,783
Foundation Aid	
2 Foundation budget FY22	62,670,273
3 Required district contribution FY22	51,702,975
4 Foundation aid (2 - 3)	10,967,298
5 Increase over FY21 (4 - 1)	0
Minimum Aid	
6 Minimum \$30 per pupil increase	166,830
7 Minimum aid amount (if line 6 - line 5 > 0, then line 6 - line 5, otherwise 0)	166,830
Subtotal	
8 Sum of 1,5,7	11,192,613
Minimum Aid Adjustment	
9 Minimum aid adjustment	11,192,613
10 Aid adjustment increment (if line 9 - line 8 > 0, then line 9 - line 8, otherwise 0)	0
Non-Operating District Reduction to Foundation	
11 Reduction to foundation	0
FY22 Chapter 70 Aid	
12 Sum of 1,5,7,10 minus 11	11,192,613

Comparison to FY21

	FY21	FY22	Change	Pct Chg
Enrollment	5,754	5,561	-193	-3.35%
Foundation budget	63,004,476	62,670,273	-334,203	-0.53%
Required district contribution	51,978,693	51,702,975	-275,718	-0.53%
Chapter 70 aid	11,025,783	11,192,613	166,830	1.51%
Required net school spending (NSS)	63,004,476	62,895,588	-108,888	-0.17%
Target aid share	17.50%	17.50%		
C70 % of foundation	17.50%	17.86%		
Required NSS % of foundation	100.00%	100.36%		

ESSER II Allocation Available to Fund Increase in Required District Contribution	
(A) ESSER II allocation	303,310
(B) 75% of ESSER II allocation	227,483
(C) Change in required district contribution over FY21	-275,718
(D) ESSER II allocation available to fund district contribution increase (if C > 0, then lesser of B or C, otherwise 0)	0



Note on Minimum Aid Adjustment on lines 9 and 10:

The minimum aid adjustment is the sum of (a) the greater of foundation aid or base aid determined based on the FY21 base and incremental rates, inflated to FY22, and (b) foundation enrollment multiplied by \$30. The aid adjustment increment (line 9) is the line 8 amount less the line 7 amount if the difference is positive. Otherwise, the increment is zero.

Grants and Fees

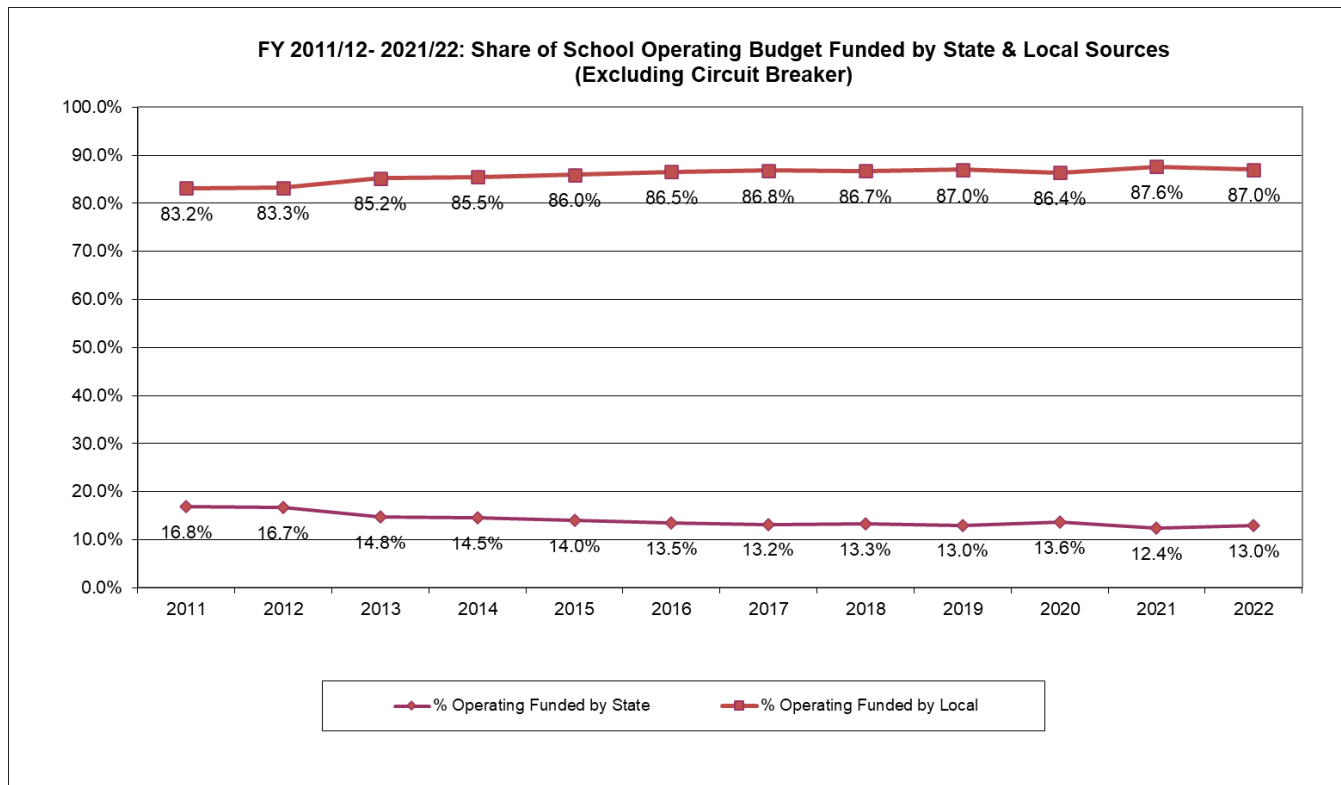
Grants and fees are received outside of the regular school operating budget, and are not appropriated by Town Meeting (with the exception of the school transportation revolving fund.) These revenues are highlighted on subsequent pages.

Trends in School Budget Revenue:

Trend: Predominately Local Funding for Education:

Local taxpayers provide the majority of funding for school operations.

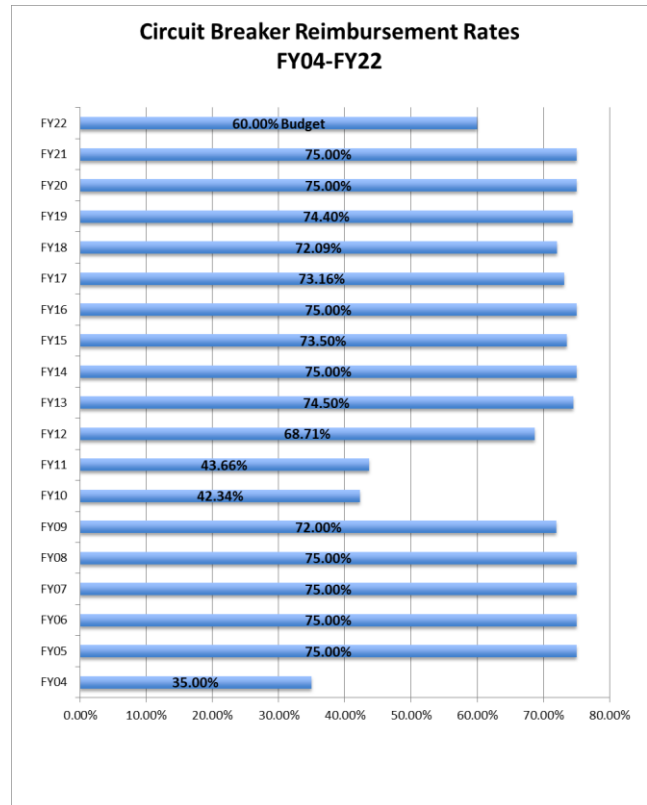
The chart on the next page depicts the trend in state and local funding for school operations. Based on the Town’s revenue projections for FY 2021/22, the state-funded portion of the school’s traditional operating budget is projected to be 13.0% in the non-COVID budget and locally-funded component at 87.0%. These shares are consistent with prior experience.



Trend: Continued Recovery of State Support for Special Education Tuition Expenses:

The State also is expected to continue its program of providing financial support for volatile special education out-of-district tuition expenses. In FY 2003/04, the “Circuit Breaker” Program was created by the State Legislature to replace the former “50/50” program, which reimbursed districts for 50% of the cost of special education students placed in residential settings. The purpose of Circuit Breaker was to

help districts pay for unexpected expenditures, during the year in which the increase occurred and provide more state funding for special education expenses. The formula voted by the State Legislature called for districts to receive 75% of their in-district and out-of-district special education costs exceeding an amount equal to four times the state Foundation Budget per pupil. However, because Circuit Breaker reimbursements are subject to appropriation, the actual reimbursement percentage has varied. In FY04, the State reimbursed districts at 35%. Between FY 2004/05 – FY 2007/08, the program was fully-funded at 75%. Due to state budget constraints, however, the reimbursement rate dropped to 42.34% in FY 2009/10 and 43.66% in FY 2010/11. (Federal stimulus funds were used to cover the budget shortfall during this period.) Since then, the State has allocated more funding to Circuit Breaker, in an attempt to restore the reimbursement rate to the 75% level.



The Student Opportunity Act will expand the Circuit Breaker program to additionally reimburse districts for the cost of special education transportation, starting in FY21. Given the larger “pool” of reimbursable expenditures in FY22, the school budget anticipates a 60% reimbursement rate of special education instructional and transportation expenses in excess of the state's new approved cost threshold of \$46,704 (in FY21 dollars).

Trend: Grant Funding and Fee-Based Programs to Support Operations:

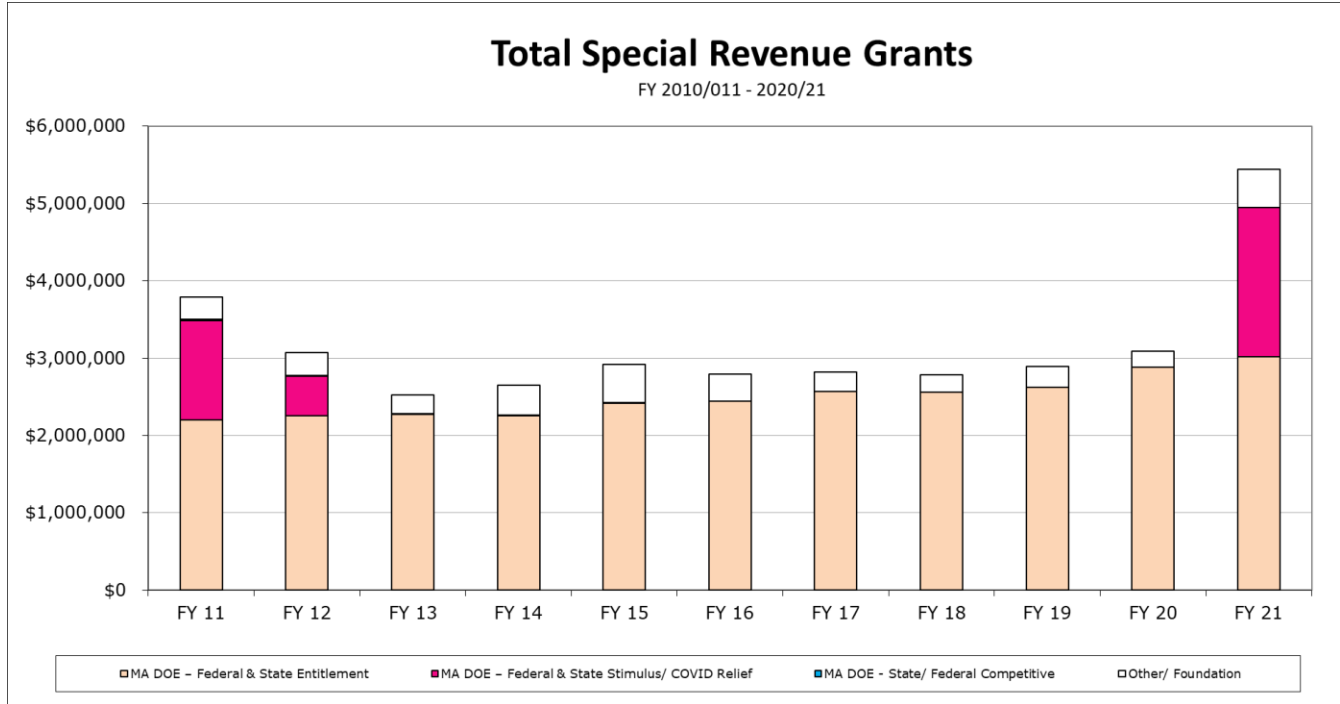
Whenever possible, the School Department seeks to enhance its programs and services through outside funding. Grant and fee-based programs are received outside of the regular school operating budget.

Current year grant funds (excluding Circuit Breaker funds) total \$5,444,251, which are \$2,349,496 (75.9%) greater than last year. Additional foundation grants are expected to be received later this Spring.

The significant spike in grants in FY21 was a result of federal and state funding due to COVID-19. Needham received nine COVID relief grants, totaling \$2,227,056:

- Two federal CARES act (ESSER) grants totaling \$384,628
- Two coronavirus relief fund (CvRF) grants totaling \$1,317,381
- Federal remote learning technology essentials grant for \$23,540
- Federal summer and vacation learning program grant for \$12,000
- State coronavirus prevention fund grant for \$172,050
- State special earmark for COVID grant for \$20,833
- NEF Strengthening the Elementary Model grant for \$296,624

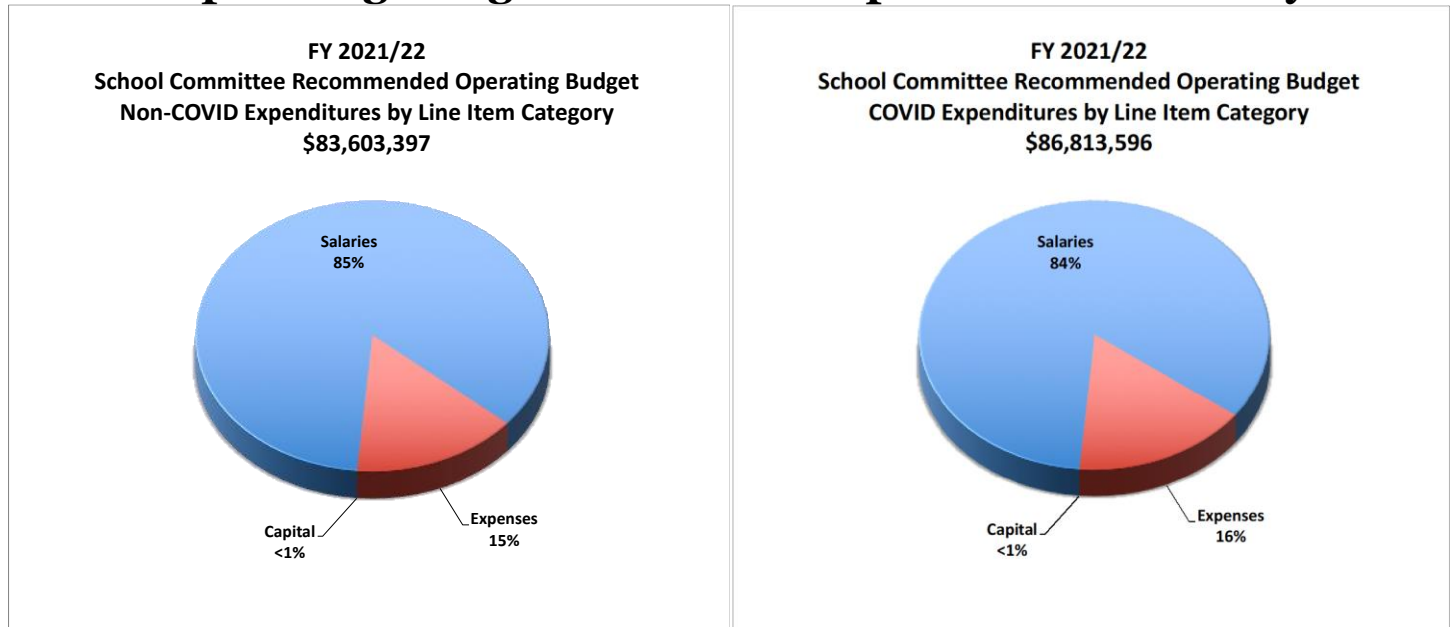
See graph below for breakdown:



Fees continue to play a major role in funding critical school programs. As operating budgets have been squeezed, parents have been asked to provide more support for extra-curricular programs or non-mandated services, such as transportation, athletics, and after school programs. In FY20, the School Department collected \$5,332,465 in fee revenues from approximately 50 different fee-based programs. Some of the largest fee based programs are described in the chart on the next page.

Program	FY20 Revenues	FY20 Fee
School Food Services	\$2,059,293	\$3.00/meal ES \$3.25/meal MS & HS
Athletics	\$604,941	\$300/Interscholastic Sport Athlete with Surcharges of: \$330 Hockey & Ski; \$55 Swim & Dive. \$235/Club Sport Athlete with Surcharges of: \$225 Snowboarding; \$190 JV2 Hockey, Sailing, Squash & Fencing; \$80 Bowling & Water Polo. Family Cap of \$1,140. Event Tickets \$7 Adults/ \$5 Students/Seniors
Transportation	\$686,571	\$415/rider; \$840 Family Cap
Summer School	\$576,678	Fees range from \$89 - \$600, across 140 course offerings
Adult Education	\$355,430	Fees range from \$15 - \$665, across 230 course offerings
Preschool	\$219,171	\$4,620/year (4 Day/ Half-Day Session); \$3,465 (3-Day/ Half-Day Session); \$11,435/year (4 Day/ Full-Day Session); \$8,580 (3-Day/ Full-Day Session)
Fee-Based Music Instruction	\$136,214	\$100/student group lessons; \$864/32 weeks private lessons (+ \$60 registration fee)

School Operating Budget Revenue & Expenditure Summary



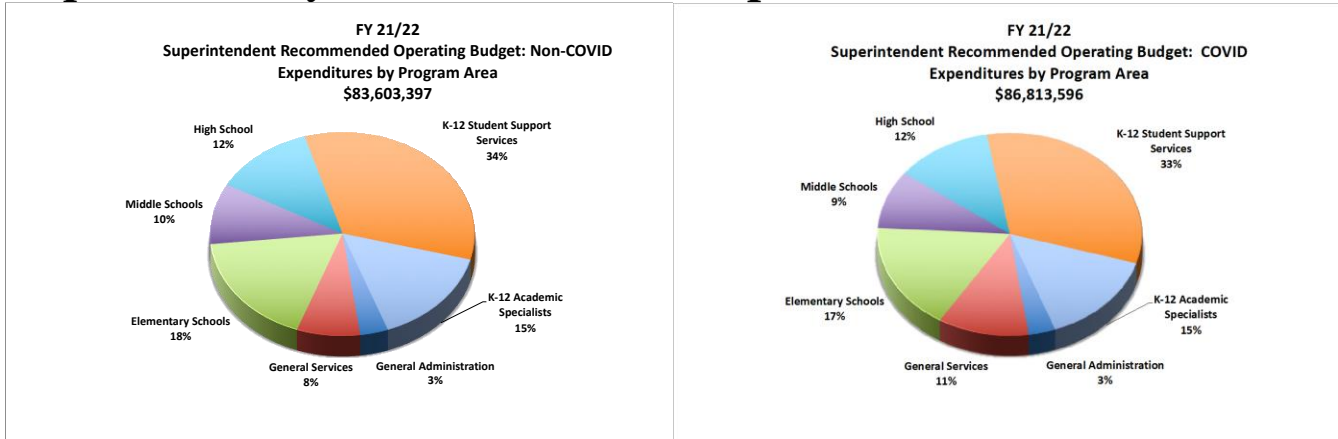
Expenditure Summary:

Category/Line Item	FY18	FY19	FY20	FY21	FY22		\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL	FY22		\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL
	Actuals	Actuals	Actuals	Budget	Req Non-COVID	Rec Non-COVID				Req COVID	Rec COVID			
Salaries	57,726,499	60,594,806	64,007,889	69,044,228	71,303,074	70,944,149	1,899,921	2.75%	84.9%	73,135,163	72,776,238	3,732,010	5.41%	83.8%
Expenses	10,074,498	10,457,971	11,464,361	11,686,111	12,811,698	12,654,498	968,387	8.29%	15.1%	14,189,808	14,032,608	2,346,497	20.08%	16.2%
Capital Outlay	45,513	34,213	81,378	4,750	4,750	4,750	-	0.00%	0.0%	4,750	4,750	-	0.00%	0.0%
GRAND TOTAL	67,846,508	71,086,989	75,553,627	80,735,089	84,119,522	83,603,397	2,868,308	3.55%	100.0%	87,329,721	86,813,596	6,078,507	7.53%	100.0%

The School Committee’s FY 2021/22 traditional budget request totals \$83,603,397. This budget represents a 3.55%, \$2,868,308 increase from the current year budget of \$80,735,089. Salaries account for 84.9% of the total budget request, while purchase of service and expense accounts total 15.1% and capital outlay represents < 1%. Salary expenses increase by \$1,899,921 (2.75%), reflecting contractual salary adjustments for staff members and 7.95 FTE new positions, which are required to accommodate student support service needs. Purchase of service and expense accounts increase by 8.29% (or \$968,387), reflecting increased spending on special education tuitions and student services. Capital outlay is level funded at \$4,750 in FY 2021/22.

The COVID-19 budget request totals \$86,813,596. This budget represents a 7.53%, \$6,078,507 increase from the current year budget, or a \$3,210,198 increase over the traditional budget request. This budget is founded upon the traditional FY22 budget request, but adds additional expenses to cover the costs of operating in a pandemic. In addition to salary costs in the traditional budget request, the COVID request includes \$1,832,089 for salaries (26.0 FTE, which include Remote Learning Academy instruction, administrative leadership, and support in the hybrid model) as well as \$1,378,110 for services and expenses (to cover additional costs, such as PPE, cleaning and sanitization products, and tent rentals).

Expenditures by Functional Area & Department:



Program Area/Department	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Budget	FY22 Req Non-COVID	FY22 Rec Non-COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL	FY22 Req COVID	FY22 Rec COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL
General Administration	2,547,070	2,722,658	2,790,789	2,709,954	2,973,839	2,850,839	140,885	5.20%	3.4%	2,973,839	2,850,839	140,885	5.2%	3.3%
General Services	4,317,773	4,710,105	5,211,051	6,349,862	6,450,980	6,450,980	101,118	1.59%	7.7%	9,661,179	9,661,179	3,311,317	52.1%	11.1%
Elementary Schools	11,621,903	12,179,992	13,722,849	14,471,118	15,122,878	14,863,134	392,016	2.71%	17.8%	15,122,878	14,863,134	392,016	2.7%	17.1%
Middle Schools	6,749,072	7,092,825	7,260,905	7,714,188	8,075,419	8,053,012	338,824	4.39%	9.6%	8,075,419	8,053,012	338,824	4.4%	9.3%
High School	8,637,378	9,044,234	9,250,339	9,909,776	10,316,293	10,333,953	424,177	4.28%	12.4%	10,316,293	10,333,953	424,177	4.3%	11.9%
K-12 Student Support Services	22,778,650	24,038,243	25,849,033	27,279,370	28,319,577	28,226,977	947,607	3.47%	33.8%	28,319,577	28,226,977	947,607	3.5%	32.5%
K-12 Academic Specialists	11,194,660	11,298,933	11,468,660	12,300,820	12,860,535	12,824,501	523,681	4.26%	15.3%	12,860,535	12,824,501	523,681	4.3%	14.8%
GRAND TOTAL	67,846,508	71,086,989	75,553,627	80,735,089	84,119,522	83,603,397	2,868,308	3.55%	100.0%	87,329,721	86,813,596	6,078,507	7.5%	100.0%

Portrait of a Needham Graduate

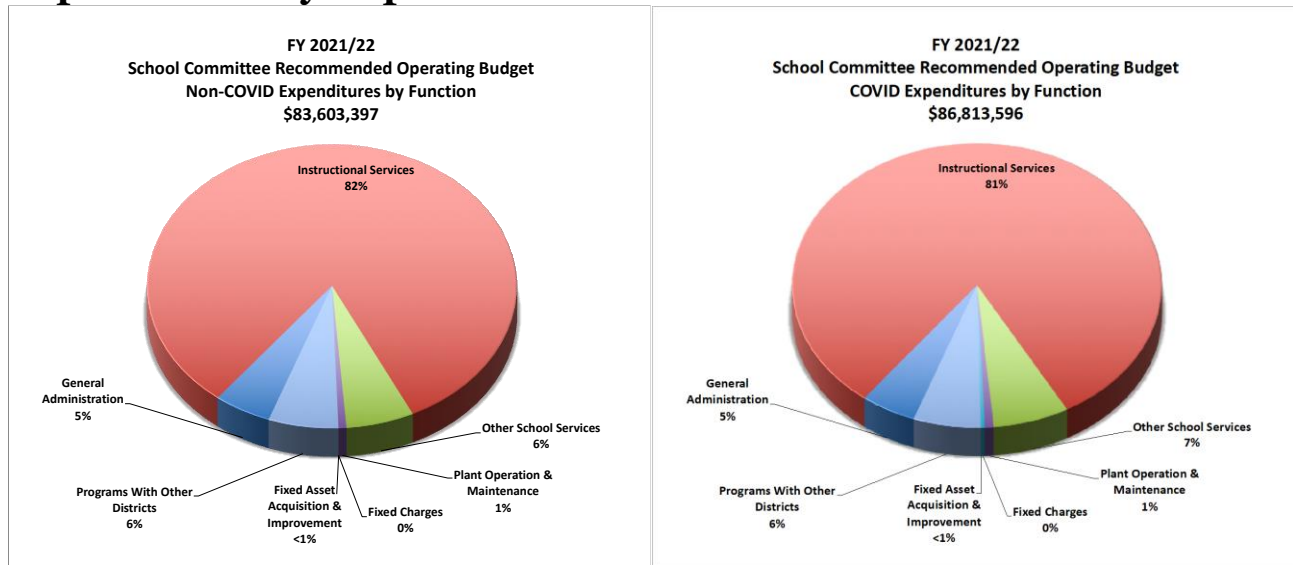
DISTRICT PRIORITY #1

ALL STUDENTS ARE DRIVERS OF THEIR OWN LEARNING

STRATEGIC OBJECTIVES FY20-FY25

- Incorporate opportunities for student choice, independent learning, & personalized pathways
- Provide structures & experiences that enable student efficacy, leadership, and voice
- Teach students the content & skills necessary for them to grow personally and academically

Expenditures by Department of Education Functional Area:



Program/Department	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Budget	FY22 Rec Non-COVID	FY22 Rec Non-COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL	FY22 Rec COVID	FY22 Rec COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL
General Administration (1000)														
School Committee (1110)	12,086	10,980	9,309	12,750	12,750	12,750	-	0.00%	0.0%	12,750	12,750	-	0.00%	0.0%
District Administration (1200)	1,473,055	1,618,099	1,669,788	1,740,433	1,775,548	1,775,548	35,115	2.02%	2.1%	1,775,548	1,775,548	35,115	2.02%	2.0%
Finance & Administrative Services (1400)	1,527,848	1,689,037	2,313,892	2,229,002	2,536,283	2,413,283	184,281	8.27%	2.9%	2,536,283	2,413,283	184,281	8.27%	2.8%
Subtotal	3,012,989	3,318,116	3,992,989	3,982,185	4,324,581	4,201,581	219,396	5.11%	5.0%	4,324,581	4,201,581	219,396	5.11%	4.8%
Instructional Services (2000)														
District-Wide Academic Leadership (2100)	1,237,126	3,090,092	3,457,275	4,149,266	4,193,607	4,193,607	44,341	1.07%	5.0%	4,291,381	4,291,381	142,115	3.43%	4.9%
School Building Leadership (2200)	5,459,880	4,338,796	4,110,482	4,344,168	4,502,610	4,502,610	158,442	3.65%	5.4%	4,563,455	4,563,455	219,287	5.05%	5.3%
Instruction - Teaching Services (2300)	44,356,876	46,228,111	48,202,530	51,662,553	53,411,781	53,031,496	1,368,943	2.65%	63.4%	55,220,251	54,839,966	3,177,413	6.15%	63.2%
Instructional Materials & Equipment (2400)	2,132,211	1,933,534	2,325,391	2,931,139	3,244,732	3,210,532	279,393	9.53%	3.8%	3,294,732	3,260,532	329,393	11.24%	3.8%
Guidance, Counseling & Testing Services (2700)	2,620,329	2,800,430	2,975,315	3,152,459	3,267,819	3,267,819	115,360	3.66%	3.9%	3,267,819	3,267,819	115,360	3.66%	3.8%
Psychological Services (2800)	480,921	450,157	488,354	558,185	546,925	546,925	(11,260)	-2.02%	0.7%	546,925	546,925	(11,260)	-2.02%	0.6%
Subtotal	56,287,343	58,841,120	61,559,347	66,797,770	69,167,474	68,752,989	1,955,219	2.93%	82.2%	71,184,563	70,770,078	3,972,308	5.95%	81.5%
Other School Services (3000)														
Attendance & Parent Liaison Services (3100)	26,849	4,715	3,687	28,501	28,539	28,539	38	0.13%	0.0%	28,539	28,539	38	0.13%	0.0%
Health Services (3200)	907,911	953,095	1,044,174	1,095,152	1,248,976	1,248,976	153,824	14.05%	1.5%	1,323,976	1,323,976	228,824	20.89%	1.5%
Student Transportation Services (3300)	2,026,433	2,215,891	2,373,241	2,548,852	2,654,013	2,654,013	105,161	4.13%	3.2%	2,832,123	2,832,123	283,271	11.11%	3.3%
Food Services (3400)	-	-	-	-	-	-	-	0.00%	0.0%	550,000	550,000	550,000	100.00%	0.6%
Athletic Services (3510)	524,348	505,754	515,401	653,342	674,768	674,768	21,426	3.28%	0.8%	674,768	674,768	21,426	3.28%	0.8%
Other Student Activities (3520)	777,772	774,273	283,814	314,624	331,587	352,947	38,323	12.18%	0.4%	331,587	352,947	38,323	12.18%	0.4%
Subtotal Middle	3,758,313	3,953,728	4,220,317	4,640,471	4,937,883	4,959,243	318,772	6.87%	5.9%	5,740,993	5,762,353	1,121,882	24.18%	6.6%
Operation & Maintenance of Plant (4000)														
Custodial Services (4110)	-	-	-	-	180,000	180,000	180,000	100.00%	0.2%	180,000	180,000	180,000	100.00%	0.2%
Networking & Telecommunications (4400)	402,669	264,577	212,294	222,020	123,299	123,299	(98,721)	-44.46%	0.1%	223,299	223,299	1,279	0.58%	0.3%
Technology Maintenance (4450)	86,239	415,772	197,717	273,427	273,427	273,427	-	0.00%	0.3%	273,427	273,427	-	0.00%	0.3%
Subtotal	525,321	681,448	410,011	495,447	576,726	576,726	81,279	16.41%	0.7%	676,726	676,726	181,279	36.59%	0.8%
Fixed Charges (5000)														
Employer Retirement (5100)	14,500	14,500	14,500	2,000	2,000	2,000	-	0.00%	0.0%	2,000	2,000	-	0.00%	0.0%
Rental/Lease of Equipment (5300)	-	-	-	-	-	-	-	0.00%	0.0%	290,000	290,000	290,000	100.00%	0.3%
Subtotal	14,500	14,500	14,500	2,000	2,000	2,000	-	0.00%	0.0%	292,000	292,000	290,000	14500.00%	0.3%
Community Services (6000)														
Civic Activities (6200)	-	-	70,000	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Subtotal	-	-	70,000	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Acquisition, Improvement & Replacement of Fixed Assets (7000)														
Acquisition & Improvement of Equipment (7300)	4,585	34,213	64,518	4,750	4,750	4,750	-	0.00%	0.0%	4,750	4,750	-	0.00%	0.0%
Replacement of Motor Vehicles (7500)	-	-	-	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Subtotal	4,585	34,213	64,518	4,750	4,750	4,750	-	0.00%	0.0%	4,750	4,750	-	0.00%	0.0%
Programs With Other School Districts (9000)														
Programs with Other Districts in Mass (9100)	34,332	31,334	47,386	33,255	33,255	33,255	-	0.00%	0.0%	33,255	33,255	-	0.00%	0.0%
Tuition to Out-of-State Schools (9200)	181,255	122,160	314,508	61,282	61,282	61,282	-	0.00%	0.1%	61,282	61,282	-	0.00%	0.1%
Tuition to Non-Public Schools (9300)	3,351,262	3,246,726	3,537,760	3,769,483	4,063,125	4,063,125	293,642	7.79%	4.9%	4,063,125	4,063,125	293,642	7.79%	4.7%
Tuition to Collaboratives (9400)	635,683	843,643	1,305,434	948,446	948,446	948,446	-	0.00%	1.1%	948,446	948,446	-	0.00%	1.1%
Subtotal	4,202,532	4,243,863	5,205,088	4,812,466	5,106,108	5,106,108	293,642	6.10%	6.1%	5,106,108	5,106,108	293,642	6.10%	5.9%
GRAND TOTAL	67,846,508	71,086,989	75,553,627	80,735,089	84,119,522	83,603,397	2,868,308	3.55%	100.0%	87,329,721	86,813,596	6,078,507	7.53%	100.0%

Expenditures by Line Item Detail:

Code	Category/Line Item	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Budget	FY22 Reg	FY22 Non-COVID	FY22 Rec Non-COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL	FY22 Reg COVID	FY22 Rec COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL
51**	Salaries	57,726,499	60,594,806	64,007,889	69,044,228	71,303,074	70,944,149	1,899,921	2,75%	84.9%		73,135,163	72,776,238	3,732,010	5.41%	83.8%
	Salaries	57,726,499	60,594,806	64,007,889	69,044,228	71,303,074	70,944,149	1,899,921	2,75%	84.9%		73,135,163	72,776,238	3,732,010	5.41%	83.8%
	Subtotal	57,726,499	60,594,806	64,007,889	69,044,228	71,303,074	70,944,149	1,899,921	2,75%	84.9%		73,135,163	72,776,238	3,732,010	5.41%	83.8%
	Purch. Svc/ Expense															
524*, 525*	Repairs & Maintenance	163,776	86,016	66,711	97,145	97,145	97,145	-	0.00%	0.1%		97,145	97,145	-	0.00%	0.1%
527*	Rentals & Leases	16,109	23,414	11,224	24,114	7,100	7,100	(17,014)	-70.56%	0.0%		297,100	297,100	272,986	1132.06%	0.3%
5300	Professional & Technical Svcs.	908,432	1,056,687	706,324	539,706	600,406	600,406	60,700	11.25%	0.7%		600,406	600,406	60,700	11.25%	0.7%
5303	P&T - Seminars & Training	-	69,720	104,511	97,899	96,899	96,899	(1,000)	-1.02%	0.1%		96,899	96,899	(1,000)	-1.02%	0.1%
5305	P&T - Software & License Fees	-	243,762	514,806	321,377	473,800	473,800	152,423	47.43%	0.6%		473,800	473,800	152,423	47.43%	0.5%
5311	Advertising	14,642	8,076	15,118	15,118	15,000	15,000	-	0.00%	0.0%		15,000	15,000	-	0.00%	0.0%
5320	Tuition	4,273,072	4,313,863	5,305,087	4,912,466	5,206,108	5,206,108	293,642	5.98%	6.2%		5,206,108	5,206,108	293,642	5.98%	6.0%
533*	Transportation	1,734,970	1,931,888	2,034,405	2,135,984	2,215,918	2,215,918	79,934	3.74%	2.7%		2,394,028	2,394,028	258,044	12.08%	2.8%
5340	Communication	6,991	1,962	-	2,000	2,000	2,000	-	0.00%	0.0%		2,000	2,000	-	0.00%	0.0%
5341	Mail/Postage	42,447	19,259	46,934	21,000	21,000	21,000	-	0.00%	0.0%		21,000	21,000	-	0.00%	0.0%
5342	Landline	-	37,269	39,449	-	-	-	-	0.00%	0.0%		-	-	-	0.00%	0.0%
5343&5344	Wireless Communications	-	140,417	64,205	153,583	153,583	153,583	-	0.00%	0.2%		153,583	153,583	-	0.00%	0.2%
5345	Printing & Binding	2,990	2,977	3,245	10,146	10,146	10,146	-	0.00%	0.0%		10,146	10,146	-	0.00%	0.0%
5380	Other Services	639,722	600,541	752,242	939,706	1,036,053	913,053	(26,653)	-2.84%	1.1%		1,171,053	1,048,053	108,347	11.53%	1.2%
542*	Office Supplies	53,045	69,137	40,414	63,763	61,663	61,663	(2,100)	-3.29%	0.1%		61,663	61,663	(2,100)	-3.29%	0.1%
5490	Food & Food Service Supplies	-	-	-	-	-	-	-	0.00%	0.0%		550,000	550,000	-	0.00%	0.6%
5500	Medical & Surgical Supplies	10,526	9,517	4,594	7,274	107,274	107,274	100,000	1374.76%	0.1%		182,274	182,274	175,000	2405.83%	0.2%
5510	Educational Supplies	463,759	465,744	456,861	584,720	602,795	587,545	2,825	0.48%	0.7%		652,795	637,545	52,825	9.03%	0.7%
5511	Testing Supplies	19,811	28,650	16,993	22,396	22,396	22,396	-	0.00%	0.0%		22,396	22,396	-	0.00%	0.0%
5512	Instructional Classroom Referenc	228,889	168,867	156,452	205,941	205,941	205,941	-	0.00%	0.2%		205,941	205,941	-	0.00%	0.2%
5517	Textbooks/ Workbooks	77,150	32,613	42,122	130,542	130,542	130,542	-	0.00%	0.2%		130,542	130,542	-	0.00%	0.2%
5522	Instructional Equipment	83,490	84,625	36,675	99,316	99,316	99,316	-	0.00%	0.1%		99,316	99,316	-	0.00%	0.1%
5523	Instructional Hardware	35,377	7,223	-	-	-	-	-	0.00%	0.0%		-	-	-	0.00%	0.0%
5524	Instructional Software	125,367	67,289	97,476	135,912	135,912	135,912	-	0.00%	0.2%		135,912	135,912	-	0.00%	0.2%
5525	Instructional Technology	772,869	654,049	699,948	804,279	1,061,388	1,042,438	238,159	29.61%	1.2%		1,061,388	1,042,438	238,159	29.61%	1.2%
5526	Instructional Tech Supplies/Tone	-	52,514	46,369	108,135	108,135	108,135	-	0.00%	0.1%		108,135	108,135	-	0.00%	0.1%
5580	All Other Supplies	891	3,859	1,114	1,200	83,000	83,000	81,800	6816.67%	0.1%		183,000	183,000	181,800	15150.00%	0.2%
5710	In-State Travel/Conferences	98,303	36,522	20,971	44,469	44,469	44,469	-	0.00%	0.1%		44,469	44,469	-	0.00%	0.1%
5720	Out-State Travel/Conferences	13,004	7,607	4,879	12,969	12,969	12,969	-	0.00%	0.0%		12,969	12,969	-	0.00%	0.0%
5730	Dues/Memberships	111,917	77,626	64,505	88,635	90,864	90,864	2,229	2.51%	0.1%		90,864	90,864	2,229	2.51%	0.1%
5740	Insurance Premiums	2,441	2,000	2,000	2,000	2,000	2,000	-	0.00%	0.0%		2,000	2,000	-	0.00%	0.0%
5780	Other Expenses	174,508	154,278	108,727	104,434	107,876	107,876	3,442	3.30%	0.1%		107,876	107,876	3,442	3.30%	0.1%
	Subtotal	10,074,498	10,457,971	11,464,361	11,686,111	12,811,698	12,654,498	968,387	8.29%	15.1%		14,189,808	14,032,608	2,346,497	20.08%	16.2%
	Capital Outlay															
5850,5870	Equipment	-	-	64,518	-	-	-	-	0.00%	0.0%		-	-	-	0.00%	0.0%
5851	Motor Vehicles	40,928	-	16,860	-	-	-	-	0.00%	0.0%		-	-	-	0.00%	0.0%
5856	Capital Technology	4,585	34,213	-	4,750	4,750	4,750	-	0.00%	0.0%		4,750	4,750	-	0.00%	0.0%
	Subtotal	45,513	34,213	81,378	4,750	4,750	4,750	-	0.00%	0.0%		4,750	4,750	-	0.00%	0.0%
	GRAND TOTAL	67,846,508	71,086,989	75,553,627	80,735,089	84,119,522	83,603,397	2,868,308	3.55%	100.0%		87,329,721	86,813,596	6,078,507	7.53%	100.0%

Portrait of a Needham Graduate

DISTRICT PRIORITY #2 ALL STUDENTS EXPERIENCE INTEGRATIVE TEACHING AND LEARNING

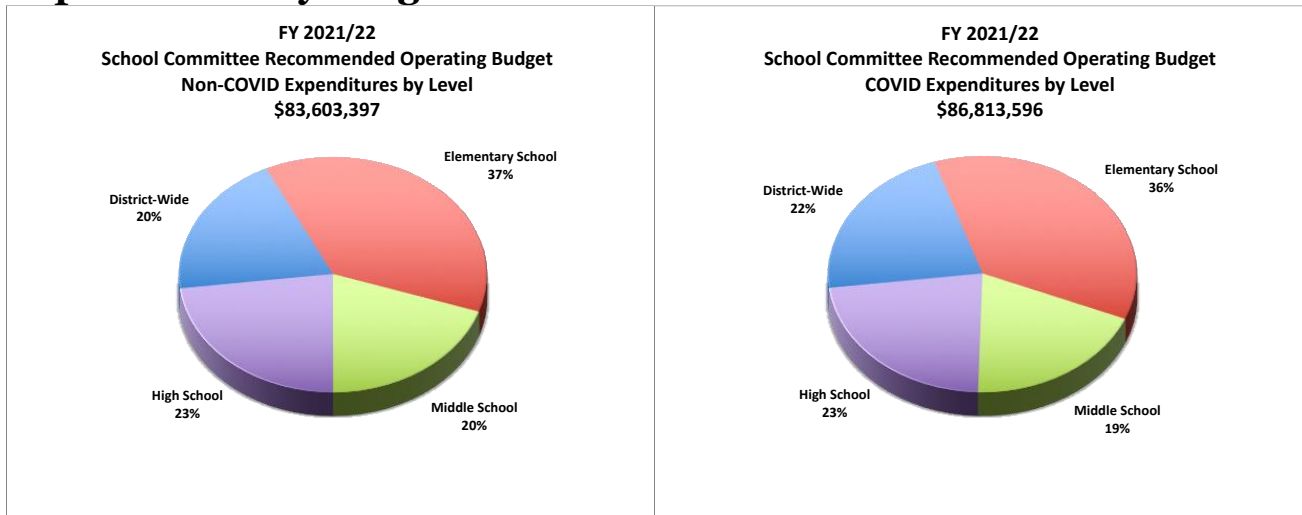
STRATEGIC OBJECTIVES FY20-FY25

Extend interdisciplinary teaching and learning practices Pre-K to 12

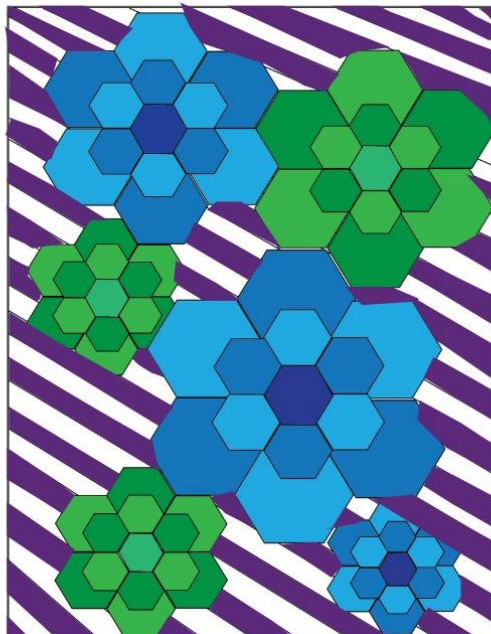
Embed Portrait Competencies, Technology, Inclusive Practices, SEL, and Equity into all curricula and instructional practices

Provide opportunities for students to demonstrate knowledge and skills through multiple means of expression

Expenditures by Program Level:



Expenditures by Level	FY18	FY19	FY20	FY21	FY22		\$ Inc/(Dec)	%	%	FY22	FY22	\$ Inc/(Dec)	%	%
	Actuals	Actuals	Actuals	Budget	Req Non-COVID	Rec Non-COVID	Over FY21	Inc/(Dec)	FY22 TL	Req COVID	Rec COVID	Over FY21	Inc/(Dec)	FY22 TL
District-Wide	12,572,671	13,035,145	14,435,707	16,032,944	16,667,493	16,510,231	477,287	2.98%	19.7%	19,147,078	18,989,816	2,956,872	18.44%	21.9%
PreK-Elementary														
Broadmeadow	4,941,275	5,178,545	5,624,500	5,911,706	6,324,063	6,144,722	233,016	3.94%	7.3%	6,324,063	6,144,722	233,016	3.94%	7.1%
Eliot	3,796,197	4,023,805	4,450,344	4,765,143	5,068,171	4,922,661	157,518	3.31%	5.9%	5,130,480	4,984,970	219,827	4.61%	5.7%
Hillside	4,656,023	4,952,503	5,934,532	6,322,356	6,661,431	6,690,929	368,573	5.83%	8.0%	6,667,371	6,696,869	374,513	5.92%	7.7%
Mitchell	4,046,174	4,250,746	4,660,573	4,791,231	5,068,642	5,040,067	248,836	5.19%	6.0%	5,068,642	5,040,067	248,836	5.19%	5.8%
Newman	6,360,349	6,580,531	6,548,855	7,002,732	7,185,726	7,185,726	182,994	2.61%	8.6%	7,185,726	7,185,726	182,994	2.61%	8.3%
Preschool	1,156,722	1,275,208	1,275,701	1,270,845	1,256,284	1,256,284	(14,561)	-1.15%	1.5%	1,501,111	1,501,111	230,266	18.12%	1.7%
Totals	24,956,790	26,261,338	28,494,505	30,064,013	31,564,317	31,240,389	1,176,376	3.91%	37.4%	31,877,393	31,553,465	1,489,452	4.95%	36.3%
Middle School														
High Rock	5,238,551	5,142,856	5,534,835	5,842,988	5,898,691	5,898,691	55,703	0.95%	7.1%	5,898,691	5,898,691	55,703	0.95%	6.8%
Pollard	8,894,454	9,522,562	9,529,614	10,188,242	10,761,555	10,668,687	481,445	4.23%	12.8%	10,846,138	10,754,270	566,028	5.56%	12.4%
Totals	14,133,005	14,665,418	15,064,449	16,031,230	16,660,246	16,568,378	537,148	3.35%	19.8%	16,744,829	16,652,961	621,731	3.88%	19.2%
High School														
Totals	16,184,041	17,125,088	17,558,966	18,606,901	19,227,465	19,284,398	677,497	3.64%	23.1%	19,560,420	19,617,353	1,010,452	5.43%	22.6%
GRAND TOTAL	67,846,508	71,086,989	75,553,627	80,735,089	84,119,522	83,603,397	2,868,308	3.55%	100.0%	87,329,721	86,813,596	6,078,507	7.53%	100.0%



Allie Malkin, "Coloring Book Page," Needham High School, Design & Production 1

Summary of FY 2021/22 Budget Highlights:

Request TL FTE	Rec TL FTE	Portrait Goal	Description of Budgetary Increase	Department/ School	Total Request	Total Recomm
808.35	808.35		Approved FY21 Budget		\$80,735,089	\$80,735,089
Level Service Requests						
Level Service Contractual Salary Increases						
0.00	0.00	4.1	Contractual Salary Increase (Preliminary)		\$1,457,402	\$1,457,402
0.00	0.00		Subtotal		\$1,457,402	\$1,457,402
Level Service Requests: Elementary School						
1.00	1.00	4.1	1.0 Special Education Teaching Assistant - Newman	Special Education	\$28,125	\$28,125
3.00	3.00	4.1	3.0 Special Education Teaching Assistants - Williams Elementary School	Special Education	\$84,583	\$84,583
1.00	0.00	4.1	Additional Kindergarten Teacher Due to Increased Enrollment	Broadmeadow	\$90,623	\$0
1.00	0.00	4.1	Additional Kindergarten Teaching Assistant Due to Increased Enrollment	Broadmeadow	\$28,375	\$0
1.00	0.00	4.1	Eliot First Grade Teacher for Enrollment	Eliot Elementary	\$70,373	\$0
1.00	0.00	4.1	Eliot Third Grade Teacher for Enrollment	Eliot Elementary	\$70,373	\$0
0.00	0.00	4.1	Continue Funding for Expanded Eliot School Bookkeeper from 11 to 12 Months	Eliot Elementary	\$2,400	\$2,400
0.50	0.50	4.1	Expand Williams Psychologist	Psychology/ Special Education Prof Services	\$1,300	\$0
0.00	0.00	4.1	AED Maintenance Plan	Health/Nursing: School Health Service	\$980	\$980
0.32	0.00	4.1	Expand Adaptive Physical Education Teacher	Special Education	\$19,056	\$0
0.50	0.00	4.1	Expand Broadmeadow Special Education Liaison	Special Education	\$55,579	\$0
0.20	0.00	4.1	Expand Mitchell Special Education Liaison	Special Education	\$22,511	\$0
0.00	0.00	1.3	ELL Curriculum Material	ELL	\$1,825	\$1,825
0.10	0.10	4.1	Expanded Broadmeadow Connections Adjustment Counselor	Guidance	\$6,852	\$6,852
0.00	0.00	1.3	Lexia Online Reading Support System	K-8 Reading Instruction	\$35,000	\$35,000
0.10	0.10	4.1	Part-Time Eliot Physical Education Teacher for Enrollment	Physical Education	\$6,852	\$6,852
9.72	4.70		Subtotal		\$524,807	\$166,617
Level Service Requests: Middle School						
0.30	0.00	1.3	Pollard Engineering Teacher	Pollard Middle School	\$22,407	\$0
0.07	0.07	1.3	FTE Adjustment - High Rock Student Lunch Supervisor	Substitutes	\$0	\$0
0.00	0.00	1.3	Lexia Online Reading Support System	Pollard Middle School	\$7,000	\$7,000
0.10	0.00	4.1	Part-Time Pollard Orchestra Teacher for Enrollment	Performing Arts	\$10,097	\$0
0.40	0.40	4.1	Pollard Math Specialist Teacher	Pollard Middle School	\$33,612	\$33,612
0.05	0.05	4.1	Continue Funding for Expanded Pollard SpED Liaison	Special Education	\$4,252	\$4,252
0.10	0.10	4.1	Continue Funding for Expanded Pollard Visual Art Teacher	Fine Arts	\$9,987	\$9,987
0.60	0.60	4.1	Pollard Speech Pathologist	Special Education	\$42,414	\$41,114
1.62	1.22		Subtotal		\$129,769	\$95,965
Level Service Requests: High School						
0.00	0.00	3.3	NHS Publications Manager (Shift from Revolving Fund)	Needham High School	\$25,937	\$25,937
0.00	0.00	1.1	NHS Ambassador Program Stipend	Needham High School	\$1,832	\$0
0.00	0.00	3.3	NHS One Day Program Coordination Stipend	Needham High School	\$1,832	\$1,832
0.25	0.25	4.1	NHS Part-Time English Teacher	Needham High School	\$17,131	\$17,131
0.20	0.20	4.1	NHS Part-Time Science Teacher	Needham High School	\$15,555	\$13,705
0.00	0.00	1.3	NHS Textbooks	Needham High School	\$20,000	\$20,000
0.00	0.00	1.2	NHS Yearbook Stipend Increase	Needham High School	\$2,745	\$0
-0.12	0.00	4.1	Expand Adaptive Physical Education Teacher	Needham High School	-\$7,146	\$0
0.33	0.45		Subtotal		\$77,886	\$78,605
Level Service Requests: District						
0.00	0.00	4.1	Human Resource Software Package	Human Resources	\$20,400	\$20,400
0.00	0.00	4.2	Employee Assistance Program Contract Funding	Employee Assistance Program	\$10,000	\$10,000
0.00	0.00	4.1	Personal Protective Equipment	General Supplies and & Services	\$100,000	\$100,000
0.00	0.00	4.1	Cleaning and Sanitizing Supplies	General Supplies and & Services	\$80,000	\$80,000
0.00	0.00	4.1	Zoom Pro For Education	Administrative Technology	\$32,000	\$32,000
0.00	0.00	4.1	Medication Delegation Registration	Health/Nursing: School Health Service	\$300	\$300
0.00	0.00	4.1	Special Education Out-of-District Tuition	Special Education Tuition	\$283,642	\$283,642
0.00	0.00	4.1	Reduction to Special Education Out-of-District Transportation Budget	Transportation	-\$52,939	-\$52,939
0.00	0.00	4.1	Increase Transportation Subsidy Yellow-Bus Transportation	Transportation	\$132,873	\$132,873
0.00	0.00		Subtotal		\$606,276	\$606,276
Level Service Requests: Technology						
0.00	0.00	4.1	Digital Learning Device and Laptop Replacement	Educational Technology	\$90,000	\$90,000
0.00	0.00	4.1	Shift Capital Funding for Portable Devices to the Operating Budget	Educational Technology	\$110,000	\$110,000
0.00	0.00		Subtotal		\$200,000	\$200,000
11.67	6.37		Subtotal Level Service Requests		\$2,996,140	\$2,604,865

Summary of FY 2021/22 Budget Highlights (continued):

Request TL FTE	Rec TL FTE	Portrait Goal	Description of Budgetary Increase	Department/ School	Total Request	Total Recomm
Program Improvement Requests						
Program Improvement Requests: Elementary						
0.20	0.20	4.3	K-5 Social Studies Curriculum Leadership	Curriculum	\$25,000	\$25,000
0.10	0.10	2.2	Expanded Eliot Assistant Principal	Eliot Elementary	\$11,521	\$11,521
0.20	0.20	2.2	Expanded Williams Assistant Principal	Sunita Williams Elementary	\$21,730	\$21,730
0.10	0.10	2.2	Expanded Mitchell Assistant Principal	Mitchell Elementary	\$13,264	\$13,264
0.60	0.60		Subtotal		\$71,515	\$71,515
Program Improvement Requests: Middle School						
0.00	0.00	4.3	K-5 Social Studies Curriculum Leadership	High Rock	-\$11,295	-\$11,295
0.20	0.20	4.1	Expanded High Rock Assistant Principal to Full-Time	High Rock	\$27,079	\$27,079
0.00	0.00	1.3	French Textbook	World Languages	\$10,994	\$10,994
0.20	0.20		Subtotal		\$26,778	\$26,778
Program Improvement Requests: High School						
0.57	0.57	3.2	DaVinci Workshop Program Specialist	Needham High School	\$25,642	\$23,792
0.00	0.00	3.1	Portable World Language Lab Computers	Educational Technology	\$38,159	\$38,159
0.20	0.20	4.1	Expanded NHS TV Studio Teacher	Media & Digital Learning	\$20,784	\$20,784
0.00	0.00	1.3	French Textbook	World Languages	\$5,415	\$5,415
0.77	0.77		Subtotal		\$90,000	\$88,150
Program Improvement Requests: District						
0.00	0.00	4.1	Accounts Receivable/Billing Solution	Financial Operations	\$30,000	\$30,000
0.00	0.00	4.1	Document Management Software	Financial Operations	\$65,000	\$0
0.00	0.00	4.1	Upgrade Business Office Budgeting Tool	Financial Operations	\$80,000	\$22,000
0.00	0.00	4.1	Content Filtering for Digital Learning Devices	Administrative Technology	\$25,000	\$25,000
0.00	0.00		Subtotal		\$200,000	\$77,000
1.57	1.57		Subtotal Program Improvement Requests		\$388,293	\$263,443
821.60	816.30		SUBTOTAL NO-COVID SCHOOL BUDGET		\$84,119,522	\$83,603,397
13.25	7.95		\$ INCREASE FROM FY21		\$3,384,433	\$2,868,308
1.64%	0.98%		% INCREASE FROM FY21		4.19%	3.55%



Kylie O’Hearn, “Positive/Negative Plants,” Needham High School, Art 1

Summary of FY 2021/22 Budget Highlights (continued):

Request TL FTE	Rec TL FTE	Portrait Goal	Description of Budgetary Increase	Department/ School	Total Request	Total Recomm
Program Operational/ Revenue Deficits						
0.00	0.00	4.1	COVID-19 Subsidy to Sustain Preschool Operations	Remote Learning	\$244,827	\$244,827
0.00	0.00	4.1	COVID-19 Additional Funds for Yellow-Bus Transportation	Remote Learning	\$184,165	\$184,165
0.00	0.00	4.1	COVID-19 Additional Reduction to Special Education Transportation Budget	Remote Learning	-\$6,055	-\$6,055
0.00	0.00	4.1	COVID-19 Subsidy to Sustain Nutrition Services Program with Universal Free Meals	Remote Learning	\$550,000	\$550,000
0.00	0.00				\$972,937	\$972,937
Special Eduction Staffing - Remote Learning Academy & Hybrid Learning						
1.00	1.00	4.1	COVID-19 1.0 FTE Special Education Teacher for Green Cohort - NHS	Special Education	\$58,064	\$58,064
1.00	1.00	4.1	COVID-19 1.0 FTE Special Education Liaison - High School	Remote Learning	\$55,308	\$55,308
1.00	1.00	4.1	COVID-19 1.0 FTE Special Education Liaison Elementary Remote Learning Academy (Eliot)	Remote Learning	\$62,309	\$62,309
3.00	3.00	4.1	COVID-19 2.0 FTE Pollard Special Education Teaching Assistants Remote Learning	Remote Learning	\$84,583	\$84,583
3.00	3.00	4.1	COVID-19 3.0 FTE Special Education Teaching Assistants - High School Remote Learning	Remote Learning	\$84,583	\$84,583
0.00	0.00	4.1	COVID-19 Upgrade Teaching Assistant to Program Specialist at Sunita Williams	Remote Learning	\$5,940	\$5,940
9.00	9.00				\$350,787	\$350,787
Remote Learning Academy Classroom Instruction						
10.50	10.50	4.1	COVID-19 10.5 FTE Elementary Classroom Instructors	Remote Learning	\$719,492	\$719,492
4.00	4.00	4.1	COVID-19 10.5 FTE Middle School Classroom Instructors	Remote Learning	\$274,092	\$274,092
0.00	0.00	4.1	COVID-19 NHS Contractual Remote Learning Academy	Remote Learning	\$135,000	\$135,000
1.00	1.00	4.1	COVID-19 1.0 FTE Elementary World Language	Remote Learning	\$68,523	\$68,523
1.00	1.00	4.1	COVID-19 1.0 FTE Middle School World Language	Remote Learning	\$68,523	\$68,523
0.00	0.00	4.1	COVID-19 Summer Bridges Program	Remote Learning	\$45,000	\$45,000
16.50	16.50				\$1,310,630	\$1,310,630
Remote Learning Academy Leadership						
0.00	0.00	4.1	COVID-19 10.5 FTE Remote Learning Academy Prinicipal Per Diem Days (10)	Remote Learning	\$6,520	\$6,520
0.50	0.50	4.1	COVID-19 10.5 FTE Remote Learning Academy Assistant Principal	Remote Learning	\$54,325	\$54,325
0.50	0.50				\$60,845	\$60,845
Remote Learning Academy Resources						
0.00	0.00	4.1	COVID-19 Remote Learning Instructional Supplies	Remote Learning	\$50,000	\$50,000
0.00	0.00	4.1	COVID-19 Hybrid Learning Tent Rental	Remote Learning	\$290,000	\$290,000
0.00	0.00	4.1	COVID-19 Personal Protective Equipment	Remote Learning	\$100,000	\$100,000
0.00	0.00	4.1	COVID-19 Cleaning and Sanitizing Supplies	Remote Learning	\$75,000	\$75,000
0.00	0.00				\$515,000	\$515,000
26.00	26.00			SUBTOTAL COVID INCREMENTAL REQUEST	\$3,210,198	\$3,210,198
847.60	842.30			GRAND TOTAL WITH COVID	\$87,329,721	\$86,813,596
39.25	33.95			\$ INCREASE FROM FY21	\$6,594,632	\$6,078,507
4.86%	4.20%			% INCREASE FROM FY21	8.17%	7.53%

Portrait of a Needham Graduate

DISTRICT PRIORITY #3

ALL STUDENTS LEARN & GROW WITHIN ADAPTABLE ENVIRONMENTS

STRATEGIC OBJECTIVES FY20-FY25

- Support and design classroom models and environments that foster collaboration & innovation
- Provide time, schedules, and spaces that promote learning objectives
- Complement instruction with accessible learning outside the classroom, within the community, and in partnership with families

Per Pupil Expenditures:

Per pupil expenditures show the overall cost per pupil, and provide detail about how much a school district spends in specific functional areas, such as administration, teaching and maintenance.

Per pupil expenditures are calculated by dividing a district's operating costs by its average pupil membership (FTE's), including in-district expenditures per pupil and total expenditures per pupil, which includes in-district and out-of-district spending and enrollment. A district's operating costs include general fund expenditures, as well as expenditures from grants, private donations, and revolving accounts. They also include payments for local resident pupils who are being educated in schools outside the district. Needham's per pupil expenditures for the FY 2018/19 school year are displayed on the following pages.

Select a District:

Needham

Select a Fiscal Year:

2019

FTEIn	In-District FTE Pupils	5,736.2
FTEOut	Out-of-District FTE Pupils	96.0
FTEs	Total FTE Pupils	5,832.2

In-District Expenditures Per Pupil

Function	Description	General Fund A	Grants and Revolving	Total Expenditures C = A + B	\$ Per Pupil D = C / FTEIn
1110	School Committee	\$10,980	\$0	\$10,980	\$1.91
1210	Superintendent	\$384,207	\$0	\$384,207	\$66.98
1220	Assistant Superintendents	\$1,067,496	\$0	\$1,067,496	\$186.10
1230	Other District-Wide Administration	\$155,211	\$106,232	\$261,443	\$45.58
1410	Business and Finance	\$1,577,736	\$0	\$1,577,736	\$275.05
1420	Human Resources	\$955,437	\$0	\$955,437	\$166.56
1430	Legal Service for School Committee	\$103,751	\$0	\$103,751	\$18.09
1435	Legal Settlements	\$204,496	\$0	\$204,496	\$35.65
1450	Districtwide Administrative Technology*	\$241,826	\$9,032	\$250,858	\$43.73
ADMN	Administration (sub-total)	\$4,701,140	\$115,264	\$4,816,404	\$839.65
2110	Curriculum Directors (Supervisory)	\$2,935,157	\$633,031	\$3,568,188	\$622.05
2120	Department Heads (Non-Supervisory)	\$238,390	\$164,873	\$403,263	\$70.30
2130	Instructional Technology Leadership*	\$0	\$0	\$0	\$0.00
2210	School Leadership	\$3,858,186	\$57,627	\$3,915,813	\$682.65
2220	Curriculum Leaders and Department Heads (School Level)*	\$0	\$0	\$0	\$0.00
2250	Administrative Technology (School Level)	\$0	\$0	\$0	\$0.00
2315	Instructional Coordinators*	\$0	\$0	\$0	\$0.00
LDRS	Instructional Leadership (sub-total)	\$7,031,733	\$855,531	\$7,887,264	\$1,375.00
2305	Teachers, Classroom	\$37,428,131	\$1,257,903	\$38,686,034	\$6,744.19
2310	Teachers, Specialists*	\$0	\$0	\$0	\$0.00
TCHR	Teachers (sub-total)	\$37,428,131	\$1,257,903	\$38,686,034	\$6,744.19
2320	Medical/Therapeutic Services	\$1,168,530	\$7,939	\$1,176,469	\$205.10
2324	Substitutes, Long-Term	\$1,437,473	\$50,963	\$1,488,436	\$259.48
2325	Substitutes, Short-Term	\$407,673	\$3,678	\$411,351	\$71.71
2330	Paraprofessionals	\$3,319,360	\$1,300,068	\$4,619,428	\$805.31
2340	Librarians/Media Center Directors	\$1,084,372	\$0	\$1,084,372	\$189.04
2345	Distance Learning/Online Coursework*	\$0	\$0	\$0	\$0.00
TSER	Other Teaching Services (sub-total)	\$7,417,408	\$1,362,648	\$8,780,056	\$1,530.64
2351	Professional Development Leaders	\$165,240	\$0	\$165,240	\$28.81
2352	Instructional Coaches	\$827,384	\$0	\$827,384	\$144.24
2353	Professional Days*	\$0	\$0	\$0	\$0.00
2354	Stipends for Teachers Providing Instructional Coaching	\$67,831	\$15,000	\$82,831	\$14.44
2355	Substitutes for Professional Development*	\$0	\$0	\$0	\$0.00
2356	Costs for Instructional Staff to Attend Professional Development	\$90,071	\$11,589	\$101,660	\$17.72
2357	Professional Development Costs*	\$0	\$0	\$0	\$0.00
2358	Outside Professional Development Providers for Instructional Staff	\$215,176	\$108,450	\$323,626	\$56.42
PDEV	Professional Development (sub-total)	\$1,365,702	\$135,039	\$1,500,741	\$261.63

Per Pupil Expenditures (continued):

2410	Textbooks, Software, Media, and Materials	\$32,614	\$7,807	\$40,421	\$7.05
2415	Instructional Materials (Libraries)	\$168,629	\$40,269	\$208,898	\$36.42
2420	Instructional Equipment	\$202,173	\$53,397	\$255,570	\$44.55
2430	General Classroom Supplies	\$419,192	\$123,190	\$542,382	\$94.55
2440	Other Instructional Services	\$383,162	\$1,023,835	\$1,406,997	\$245.28
2451	Instructional Hardware (Student and Staff Devices)*	\$836,755	\$2,183	\$838,938	\$146.25
2453	Instructional Hardware (All Other)*	\$178,222	\$17,290	\$195,512	\$34.08
2455	Instructional Software and Other Instructional Materials*	\$142,329	\$17,107	\$159,436	\$27.79
MATL	Instructional Materials, Equipment, and Technology (sub-to	\$2,363,076	\$1,285,078	\$3,648,154	\$635.99
2710	Guidance/Adjustment Counselors	\$2,564,356	\$165,824	\$2,730,180	\$475.96
2720	Testing and Assessment	\$239,692	\$0	\$239,692	\$41.79
2800	Psychological Services	\$450,156	\$63,423	\$513,579	\$89.53
GUID	Guidance, Counseling, and Testing (sub-total)	\$3,254,204	\$229,247	\$3,483,451	\$607.28
3100	Attendance and Parent Liaisons	\$4,715	\$0	\$4,715	\$0.82
3200	Medical/Health Services	\$953,167	\$260,328	\$1,213,495	\$211.55
3300	Transportation Services	\$842,817	\$1,006,697	\$1,849,514	\$322.43
3400	Food Services	\$0	\$2,493,353	\$2,493,353	\$434.67
3510	Athletics	\$505,754	\$862,823	\$1,368,577	\$238.59
3520	Other Student Activities	\$274,273	\$0	\$274,273	\$47.81
3600	School Security	\$0	\$0	\$0	\$0.00
SERV	Pupil Services (sub-total)	\$2,580,726	\$4,623,201	\$7,203,927	\$1,255.87
4110	Custodial Services	\$3,225,134	\$87,222	\$3,312,356	\$577.45
4120	Heating of Buildings	\$474,453	\$0	\$474,453	\$82.71
4130	Utility Services	\$1,709,044	\$0	\$1,709,044	\$297.94
4210	Maintenance of Grounds	\$231,856	\$15,603	\$247,459	\$43.14
4220	Maintenance of Buildings	\$1,661,475	\$2,000	\$1,663,475	\$290.00
4225	Building Security System	\$0	\$0	\$0	\$0.00
4230	Maintenance of Equipment	\$81,195	\$1,000	\$82,195	\$14.33
4300	Extraordinary Maintenance	\$0	\$0	\$0	\$0.00
4400	Technology Maintenance/Support (Salaries)*	\$984,914	\$0	\$984,914	\$171.70
4450	Technology Maintenance/Support (All Other)*	\$419,467	\$0	\$419,467	\$73.13
OPMN	Operations and Maintenance (sub-total)	\$8,787,538	\$105,825	\$8,893,363	\$1,550.39
5100	Employer Retirement Contributions	\$4,654,162	\$53,886	\$4,708,048	\$820.76
5150	Employee Separation Costs	\$29,390	\$0	\$29,390	\$5.12
5200	Insurance for Active Employees	\$10,346,191	\$298,426	\$10,644,617	\$1,855.69
5250	Insurance for Retired Employees	\$1,912,230	\$0	\$1,912,230	\$333.36
5260	Other Non-Employee Insurance	\$152,852	\$0	\$152,852	\$26.65
5300	Rental Lease of Equipment	\$0	\$0	\$0	\$0.00
5350	Rental Lease of Buildings	\$0	\$51,445	\$51,445	\$8.97
5400	Short Term Interest RANS	\$0	\$0	\$0	\$0.00
5500	Other Fixed Charges	\$12,204	\$0	\$12,204	\$2.13
5550	School Crossing Guards	\$168,981	\$0	\$168,981	\$29.46
BENE	Benefits and Fixed Charges (sub-total)	\$17,276,010	\$403,757	\$17,679,767	\$3,082.14
III	Total In-District Expenditures	\$92,205,668	\$10,373,493	\$102,579,161	\$17,882.77

Out-of-District Expenditures

Function	Description	General Fund A	Grants and Revolving B	Total Expenditures C = A + B
9100	Tuition to Massachusetts Public Schools	\$31,334	\$3,500	\$34,834
9110	Tuition for School Choice	\$41,325	\$0	\$41,325
9120	Tuition to Commonwealth Charter Schools	\$77,472	\$0	\$77,472
9125	Tuition to Horace Mann Charter Schools	\$0	\$0	\$0
9200	Tuition to Out-of-State Schools	\$122,160	\$0	\$122,160
9300	Tuition to Non-Public Schools	\$3,103,222	\$1,478,901	\$4,582,123
9400	Tuition to Collaboratives	\$954,653	\$54,889	\$1,009,542
ODTR	Transportation	\$1,353,961	\$0	\$1,353,961
OODD	Total Out-of-District Expenditures	\$5,684,127	\$1,537,290	\$7,221,417

Total Expenditures Per Pupil

Function	Description	General Fund A	Grants and Revolving B	Total Expenditures C = A + B	\$ Per Pupil D = C/FTEs
TTPP	Total Expenditures	\$97,889,795	\$11,910,783	\$109,800,578	\$18,826.61

*Code discontinued starting in fiscal year 2018

*New or updated code starting in fiscal year 2019

Trends in School Operating Budget Expenditures:

Trend: Needham Offers "Good Value" in Education

Looking at DESE per pupil expenditure data, we see that per pupil expenditures in Needham have remained comparable to the average of the twenty communities with whom we typically compare ourselves, and have exceeded the state-wide average over time. Needham's FY 2018/19 per pupil expenditure of \$18,827 is slightly less than the comparison community average of \$19,059, but more than the state average of \$17,149. Since FY 2007/08, Needham's per pupil expenditures have grown slightly faster than our 20 comparison towns (50% compared to 42%, respectively) and state-wide per-pupil expenditures (38%.)

FY 2007/08 - 2018/19 Comparative Per Pupil Expenditures

<u>Community</u>	<u>FY 08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
Winchester	\$10,865	\$11,373	\$11,363	\$11,822	\$11,954	\$12,380	\$12,579	\$12,801	\$13,312	\$13,547	\$14,122	\$14,710
Holliston	\$11,217	\$11,413	\$12,186	\$12,089	\$12,198	\$12,548	\$12,986	\$13,446	\$13,211	\$13,652	\$14,146	\$14,762
Hopkinton	\$11,338	\$11,555	\$11,921	\$12,298	\$12,472	\$13,004	\$13,106	\$13,535	\$14,127	\$14,919	\$15,017	\$15,086
Walpole	\$11,232	\$11,812	\$11,971	\$11,691	\$12,021	\$12,768	\$13,501	\$14,078	\$14,244	\$15,049	\$15,820	\$16,472
Medfield	\$9,957	\$10,542	\$10,741	\$11,298	\$11,830	\$12,321	\$13,075	\$13,849	\$14,325	\$15,205	\$15,890	\$16,829
Natick	\$12,279	\$12,926	\$12,910	\$12,649	\$13,146	\$13,526	\$13,550	\$14,044	\$14,291	\$16,523	\$16,393	\$16,195
State	\$12,448	\$13,006	\$13,047	\$13,354	\$13,636	\$13,999	\$14,520	\$14,941	\$15,488	\$15,918	\$16,506	\$17,149
Norwood	\$12,226	\$12,993	\$12,778	\$13,558	\$13,497	\$13,897	\$15,038	\$15,480	\$16,302	\$16,611	\$17,224	\$17,293
Needham	\$12,552	\$12,955	\$13,248	\$13,602	\$13,742	\$14,320	\$15,020	\$15,900	\$16,547	\$17,307	\$18,149	\$18,827
Westwood	\$13,305	\$13,839	\$13,814	\$13,999	\$14,197	\$14,827	\$15,337	\$15,853	\$16,713	\$17,595	\$18,310	\$19,378
Lexington	\$14,469	\$15,368	\$15,862	\$16,552	\$16,726	\$16,812	\$17,413	\$17,867	\$18,003	\$18,289	\$18,747	\$18,687
Wayland	\$14,033	\$14,342	\$15,219	\$15,156	\$15,902	\$16,269	\$16,445	\$17,652	\$17,713	\$18,470	\$18,751	\$19,443
Framingham	\$14,621	\$15,373	\$15,675	\$15,769	\$15,995	\$16,484	\$17,100	\$17,448	\$18,088	\$18,579	\$19,188	\$19,544
Newton	\$15,498	\$16,243	\$16,597	\$16,397	\$16,400	\$17,149	\$17,581	\$18,096	\$18,779	\$18,899	\$19,396	\$20,220
Sherborn	\$12,700	\$14,121	\$15,784	\$15,129	\$15,720	\$19,317	\$18,378	\$19,534	\$19,135	\$18,476	\$19,463	\$21,224
Brookline	\$15,431	\$16,847	\$17,090	\$16,556	\$16,626	\$16,898	\$17,291	\$17,652	\$18,866	\$19,528	\$19,922	\$20,543
Dedham	\$13,893	\$14,837	\$14,852	\$15,459	\$16,040	\$16,434	\$16,906	\$17,780	\$18,724	\$19,639	\$20,291	\$20,821
Wellesley	\$13,916	\$14,330	\$15,392	\$15,421	\$15,085	\$17,231	\$17,108	\$18,185	\$18,636	\$19,823	\$20,381	\$21,016
Concord	\$15,928	\$16,342	\$16,438	\$16,637	\$16,893	\$16,274	\$16,457	\$17,517	\$18,857	\$19,173	\$19,916	\$21,180
Dover	\$15,084	\$16,591	\$15,646	\$17,607	\$18,313	\$19,323	\$21,336	\$24,263	\$23,233	\$23,065	\$24,039	\$23,107
Weston	\$17,017	\$18,023	\$18,591	\$19,352	\$19,915	\$20,579	\$21,653	\$22,768	\$23,899	\$24,226	\$25,367	\$25,846
	<u>FY 08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
Average of 20	\$13,378	\$14,091	\$14,404	\$14,652	\$14,934	\$15,618	\$16,093	\$16,887	\$17,350	\$17,929	\$18,527	\$19,059
Needham	\$12,552	\$12,955	\$13,248	\$13,602	\$13,742	\$14,320	\$15,020	\$15,900	\$16,547	\$17,307	\$18,149	\$18,827
State Average	\$12,448	\$13,006	\$13,047	\$13,354	\$13,636	\$13,999	\$14,520	\$14,941	\$15,488	\$15,918	\$16,506	\$17,149

Source: Massachusetts Department of Education. The per pupil expenditures methodology includes all school-related expenses. FY14-19 excludes costs for local resident pupils educated out of district and municipal expenses on behalf of the schools (in function 9000)

The chart below compares Needham's per pupil spending by major functional category to the state average, for the last three years. As evident from the data below, Needham's spending patterns are similar to those of other communities in the state. Out-of-district tuition expenditures are excluded from this chart. Source: DESE.



Corbin Seidel, Portrait,
Pollard Middle School

Massachusetts Department of Elementary and Secondary Education

Per Pupil Expenditure Summary, FY15-FY19

Last updated June 2020

This report shows per pupil expenditures by major functional categories for the last three years, including total in-district expenditures, and total expenditures for all districts. Total expenditures per pupil average across all expenditures and pupils, both in-district and out-of-district. The out-of-district expenditure functions (9000 series) are not included on this report because we are not able to calculate per pupil expenditures consistently for all of these functional categories. FTEs that are less than 6 are suppressed.

Needham

	2017	2018	2019
FTEin In-District FTE Pupils	5,621.0	5,677.4	5,736.2
FTEOut Out-of-District FTE Pupils	92.4	96.1	96.0
FTEs Total FTE Pupils	5,713.4	5,773.5	5,832.2

Function Description	2017				2018				2019			
	\$ Per In-District Pupil A	% Share of In-District B = A / IIII	State Average B	% Share of State C = B / IIII	\$ Per In-District Pupil A	% Share of In-District B = A / IIII	State Average B	% Share of State C = B / IIII	\$ Per In-District Pupil A	% Share of In-District B = A / IIII	State Average B	% Share of State C = B / IIII
ADMN Administration	\$739.52	4.5%	\$548.44	3.6%	\$805.45	4.7%	\$563.50	3.5%	\$839.65	4.7%	\$537.43	3.2%
LDRS Instructional Leadership	\$1,329.56	8.1%	\$1,056.70	6.9%	\$1,366.50	7.9%	\$1,047.62	6.6%	\$1,375.00	7.7%	\$1,095.51	6.6%
TCHR Teachers	\$6,507.35	39.7%	\$5,944.50	38.7%	\$6,830.57	39.7%	\$6,201.89	38.9%	\$6,744.19	37.7%	\$6,419.02	38.7%
TSER Other Teaching Services	\$1,170.94	7.1%	\$1,248.07	8.1%	\$1,240.63	7.2%	\$1,326.45	8.3%	\$1,530.64	8.6%	\$1,400.12	8.4%
PDEV Professional Development	\$189.77	1.2%	\$196.10	1.3%	\$153.78	0.9%	\$156.77	1.0%	\$261.63	1.5%	\$161.96	1.0%
MATL Instructional Materials, Equipment and Technology	\$637.24	3.9%	\$457.85	3.0%	\$640.83	3.7%	\$488.62	3.1%	\$635.99	3.6%	\$480.59	2.9%
GUID Guidance, Counseling and Testing	\$573.15	3.5%	\$475.93	3.1%	\$582.64	3.4%	\$505.47	3.2%	\$607.28	3.4%	\$536.44	3.2%
SERV Pupil Services	\$1,257.12	7.5%	\$1,565.11	10.2%	\$1,211.90	7.0%	\$1,631.90	10.2%	\$1,255.87	7.0%	\$1,737.93	10.4%
OPMN Operations and Maintenance	\$1,247.05	7.6%	\$1,140.62	7.4%	\$1,419.00	8.2%	\$1,196.75	7.5%	\$1,550.39	8.7%	\$1,298.40	7.8%
BENE Insurance, Retirement Programs and Other	\$2,774.26	16.9%	\$2,716.66	17.7%	\$2,961.57	17.2%	\$2,833.78	17.8%	\$3,082.14	17.2%	\$2,924.08	17.6%
IIII In-District Per Pupil Expenditure	\$16,405.94		\$15,349.97		\$17,212.86		\$15,952.76		\$17,882.77		\$16,581.50	
TTPP Total Per Pupil Expenditures	\$17,306.62		\$15,918.07		\$18,148.78		\$16,506.27		\$18,826.61		\$17,149.00	



Hailey Espinola, "Shallow Depth of Field," Needham High School, Intermediate Photography 2

FY 2021/22 Budgeted School Department Enrollment

The two budget requests use different enrollment projections, as each scenario is expected to lead to different decisions for parents.

In the traditional budget request, PreK-12 enrollment (excluding students attending out-of-District placements) is projected to be 5,641 in FY 2021/22, up 155 students from the FY 2020/2021 enrollment of 5,486. Elementary enrollment is projected to increase by 85 students (from 2,4468 to 2,553); middle school enrollment is expected to increase by 32 students (from 1,295 to 1,327) and high school enrollment is expected to increase by 16 students (from 1,673 to 1,689). Pre-Kindergarten enrollment is expected to increase from the current 50 students to 72 students. Most of these trends are anticipated to reverse the decrease observed in FY 2020/21 due primarily to families keeping Kindergarten students home for COVID-19.

The chart below displays projected FY 2022 enrollment by school and grade level in the traditional budget request:

Needham Public Schools Projected Enrollment: 2021/22 (No COVID)																
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*	Total
Preschool	72															72
Broadmeadow		90	82	74	100	86	94									526
Eliot		70	69	69	73	75	65									421
Williams		89	77	90	79	92	91									518
Mitchell		75	69	75	81	73	90									463
Newman		105	94	108	101	120	97									625
High Rock								455								455
Pollard									406	466						872
High School											451	420	373	441	4	1,689
TOTAL	72	429	391	416	434	446	437	455	406	466	451	420	373	441	4	5,641

*SP indicates post graduate special education students counted separately by DESE October enrollment

By comparison, COVID-19 PreK – 12 enrollment is projected to be 5,425 students in FY 2021/22, down an additional 61 students from FY 2020/21. This is driven almost entirely by a decrease in the elementary population, with 56 fewer K-5 students than the current year (2,468 to 2,412). This projection assumes a vaccine is not widely disseminated for 1-3 years (including for students), and that enrollment and the economy remain depressed for the next 3-5 years.

The chart below displays projected FY 2022 enrollment by school and grade level in the COVID budget request:

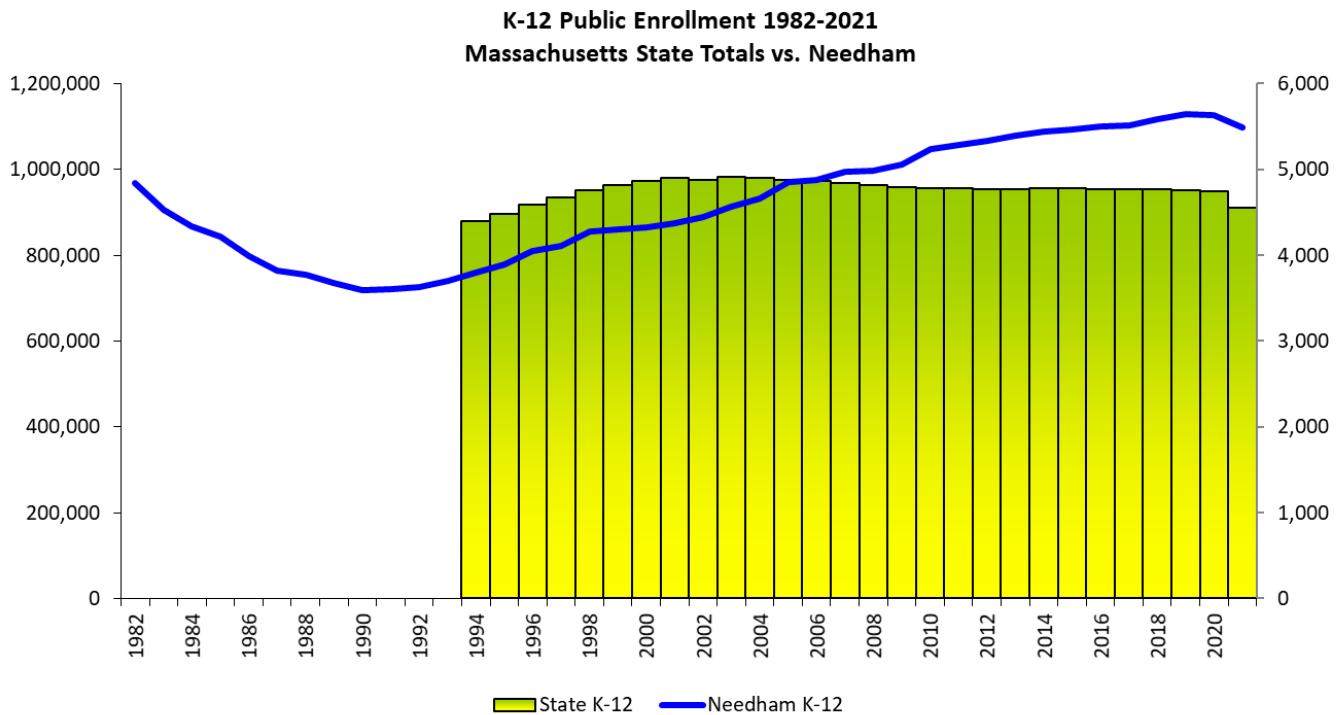
Needham Public Schools Projected Enrollment: 2021/22 (COVID)																
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*	Total
Preschool	50															50
Broadmeadow		75	82	71	96	82	90									496
Eliot		64	69	68	71	75	65									412
Williams		69	77	83	75	88	87									479
Mitchell		64	69	69	80	70	85									437
Newman		85	94	104	97	116	92									588
High Rock								446								446
Pollard									390	452						842
High School											436	420	373	441	5	1,675
TOTAL	50	357	391	395	419	431	419	446	390	452	436	420	373	441	5	5,425

Trends in School Enrollment

Needham Public Schools, like many school districts around the country, experienced a significant reduction in the number of registered students during the 20/21 School Year, due to COVID-19. Needham’s enrollment was 285 students lower than the budgeted enrollment of 5,771, and the largest losses occurred at Preschool and Kindergarten, where parents opted to keep children home or send students to private school.

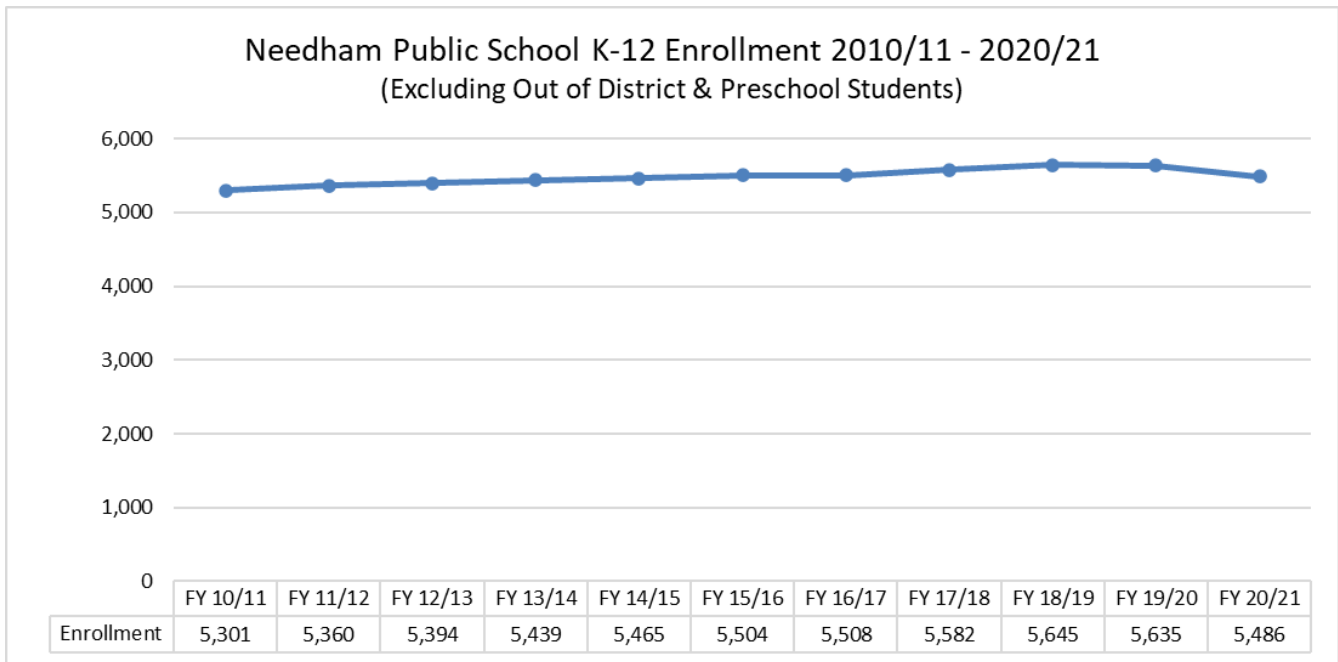
The demographer hired by NPS, McKibben Demographics, notes that Needham’s experience is typical of districts across the nation, who have lost between 3-7% of enrollment, particularly in grades PreK-4. In Massachusetts, like other states, Kindergarten is not compulsory, and many parents have opted to delay or skip Kindergarten altogether. McKibben also notes that charter schools have gained students and that homeschool enrollments have doubled from 2-4%, nationwide. Public school students also have excelled to private schools, although the nationwide recession has influenced some parents’ ability to choose this option. Nationwide, middle and high school enrollments have seen much smaller reductions in enrollment.

Until this year, Needham’s population had been growing steadily, in contrast to the rest of the state – though both experienced declines this year. Over the past twenty years (since FY 2000/01), Needham’s K-12 enrollment (excluding preschool students and pupils attending school out-of-district) has grown 25.4% from 4,337 (FY 2000/01) to 5,487 (FY 2020/21.) By contrast, statewide enrollment has decreased by 68,128 students (7.0%) over the same period, from 979,593 to 911,465.



Projected Enrollment – FY 2021/2022 and Beyond

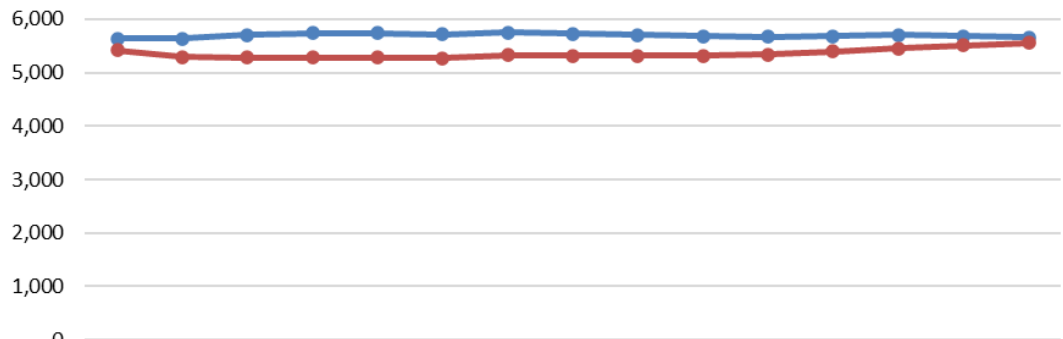
Over the next fifteen years, Needham’s enrollment is projected to remain relatively flat, regardless of COVID-19 scenario, according to a recent analysis by McKibben Demographics Research (December 2020). This analysis reflects the net impact of the local 18-24-year-old population leaving the District to attend college or move to other urbanized areas, an increase in the number of empty nest households and the inflow of young households/ families into Needham. Since the level of in-migration is projected to be large enough to offset the population outflow, enrollment is projected to remain relatively flat. These assumptions are heavily dependent on the rate, magnitude and price of existing home sales in Needham, as well as the ability of families to continue to afford to purchase these homes. Charts depicting the historical increase and projected decline in enrollment are presented below.



Once students return to school fully from COVID-19, the composition of enrollment growth is expected to remain relatively steady over the next fifteen years, with an increase of only about 71-172 students in the district. Even so, under both models, McKibben anticipates an increase in the number of high school age students and a decrease in the number of K-5 students. A table and chart depicting these projections is below:

Grade Span	FY21-36 Cum Change: No COVID Model	FY21-36 Cum Change: COVID Model
PreK	22	22
K-5	-60	-85
6-8	52	41
9-12	158	93
Pre-K12 Total	172	71

Needham Public School Projected K-12 Enrollment 2021/22 - 2035/36
(Excluding Out of District & Preschool Students)



	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36
Non-COVID Projection	5,641	5,634	5,706	5,736	5,738	5,714	5,751	5,730	5,707	5,678	5,668	5,678	5,703	5,681	5,658
COVID Projection	5,425	5,298	5,282	5,285	5,288	5,277	5,327	5,316	5,317	5,319	5,342	5,398	5,451	5,517	5,557



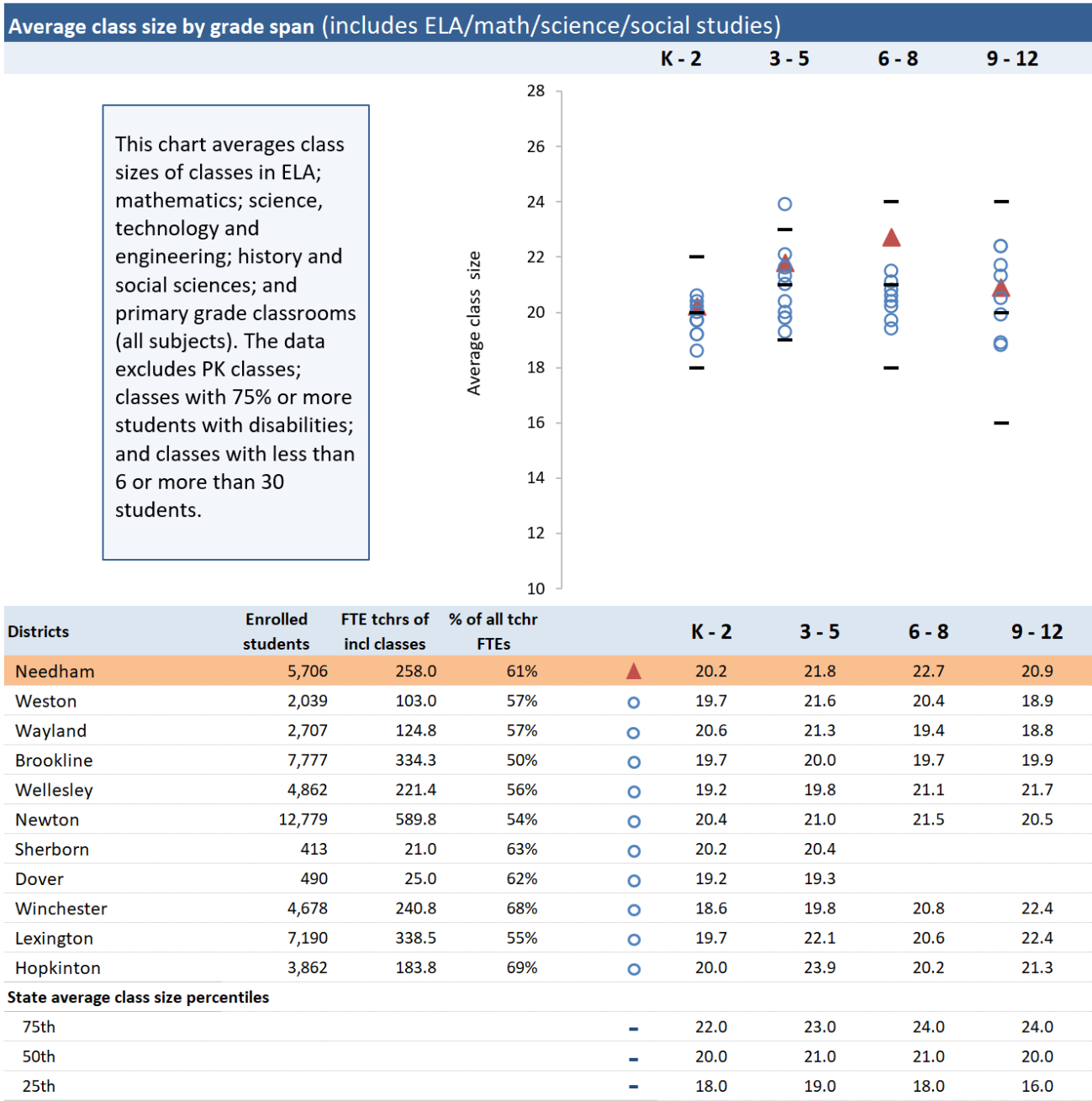
Ava Gauthier, “Decolorization,” Needham High School, Introduction to Photography 1

FY22 Operating Budget Staffing Summary by Department:

	Total FY20 Actual	Total FY21 Approved	Total FY22 Request	Admin FY22 Recomm	Teacher FY22 Recomm	Aide FY22 Recomm	Non Instr FY22 Recomm	Total FY22 Recomm	Total COVID FY22 Request	Admin COVID FY22 Recomm	Teacher COVID FY22 Recomm	Aide COVID FY22 Recomm	Non Instr COVID FY22 Recomm	Total COVID FY22 Recomm
Media & Digital Learning	24.00	24.00	24.20	-	19.60	3.00	1.60	24.20			19.60	3.00	1.60	24.20
<i>District</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Broadmeadow</i>	2.20	2.40	2.20	-	2.00	-	0.20	2.20	2.20	-	2.00	-	0.20	2.20
<i>Eliot</i>	2.20	2.00	2.20	-	2.00	-	0.20	2.20	2.20	-	2.00	-	0.20	2.20
<i>Hillside/ Williams</i>	2.20	2.20	2.20	-	2.00	-	0.20	2.20	2.20	-	2.00	-	0.20	2.20
<i>Mitchell</i>	2.20	2.20	2.20	-	2.00	-	0.20	2.20	2.20	-	2.00	-	0.20	2.20
<i>Newman</i>	2.50	2.50	2.50	-	2.30	-	0.20	2.50	2.50	-	2.30	-	0.20	2.50
<i>High Rock</i>	2.50	2.50	2.50	-	2.50	-	-	2.50	2.50	-	2.50	-	-	2.50
<i>Pollard</i>	3.40	3.40	3.40	-	2.80	-	0.60	3.40	3.40	-	2.80	-	0.60	3.40
<i>HS</i>	6.80	6.80	7.00	-	4.00	3.00	-	7.00	7.00	-	4.00	3.00	-	7.00
K-12 Dir. Media & Tech Serv	2.00	2.00	2.00	1.00	-	-	1.00	2.00	2.00	1.00	-	-	1.00	2.00
Physical Education	21.60	22.10	22.20	-	22.20	-	-	22.20	22.20	-	22.20	-	-	22.20
<i>Broadmeadow</i>	1.60	1.60	1.60	-	1.60	-	-	1.60	1.60	-	1.60	-	-	1.60
<i>Eliot</i>	1.20	1.20	1.30	-	1.30	-	-	1.30	1.30	-	1.30	-	-	1.30
<i>Hillside/ Williams</i>	1.50	1.50	1.50	-	1.50	-	-	1.50	1.50	-	1.50	-	-	1.50
<i>Mitchell</i>	1.50	1.50	1.50	-	1.50	-	-	1.50	1.50	-	1.50	-	-	1.50
<i>Newman</i>	2.00	2.00	2.00	-	2.00	-	-	2.00	2.00	-	2.00	-	-	2.00
<i>High Rock</i>	2.00	2.00	2.00	-	2.00	-	-	2.00	2.00	-	2.00	-	-	2.00
<i>Pollard</i>	4.20	4.70	4.70	-	4.70	-	-	4.70	4.70	-	4.70	-	-	4.70
<i>HS</i>	7.60	7.60	7.60	-	7.60	-	-	7.60	7.60	-	7.60	-	-	7.60
Health Education	1.00	1.00	1.00	-	1.00	-	-	1.00	1.00	-	1.00	-	-	1.00
<i>High Rock</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Pollard</i>	1.00	1.00	1.00	-	1.00	-	-	1.00	1.00	-	1.00	-	-	1.00
<i>HS</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-
K-12 Dir. Health & Phys. Ed.	1.00	1.00	1.00	1.00	-	-	-	1.00	1.00	1.00	-	-	-	1.00
Fine Arts	17.00	17.00	17.10	-	17.10	-	-	17.10	17.10	-	17.10	-	-	17.10
<i>Broadmeadow</i>	1.00	1.00	1.00	-	1.00	-	-	1.00	1.00	-	1.00	-	-	1.00
<i>Eliot</i>	0.70	0.70	0.70	-	0.70	-	-	0.70	0.70	-	0.70	-	-	0.70
<i>Hillside/ Williams</i>	1.00	1.00	1.00	-	1.00	-	-	1.00	1.00	-	1.00	-	-	1.00
<i>Mitchell</i>	1.00	1.00	1.00	-	1.00	-	-	1.00	1.00	-	1.00	-	-	1.00
<i>Newman</i>	1.30	1.30	1.30	-	1.30	-	-	1.30	1.30	-	1.30	-	-	1.30
<i>High Rock</i>	1.00	1.00	1.00	-	1.00	-	-	1.00	1.00	-	1.00	-	-	1.00
<i>Pollard</i>	3.00	3.00	3.10	-	3.10	-	-	3.10	3.10	-	3.10	-	-	3.10
<i>HS</i>	8.00	8.00	8.00	-	8.00	-	-	8.00	8.00	-	8.00	-	-	8.00
Performing Arts	15.27	15.50	15.60	-	15.05	0.45	-	15.50	15.60	-	15.05	0.45	-	15.50
<i>Broadmeadow</i>	1.58	1.45	1.45	-	1.45	-	-	1.45	1.45	-	1.45	-	-	1.45
<i>Eliot</i>	1.08	1.08	1.08	-	1.00	0.08	-	1.08	1.08	-	1.00	0.08	-	1.08
<i>Hillside/ Williams</i>	1.40	1.40	1.40	-	1.26	0.14	-	1.40	1.40	-	1.26	0.14	-	1.40
<i>Mitchell</i>	1.44	1.44	1.44	-	1.30	0.14	-	1.44	1.44	-	1.30	0.14	-	1.44
<i>Newman</i>	1.78	1.64	1.64	-	1.64	-	-	1.64	1.64	-	1.64	-	-	1.64
<i>High Rock</i>	2.03	2.03	2.03	-	2.00	0.03	-	2.03	2.03	-	2.00	0.03	-	2.03
<i>Pollard</i>	2.76	3.26	3.36	-	3.20	0.06	-	3.26	3.36	-	3.20	0.06	-	3.26
<i>HS</i>	3.20	3.20	3.20	-	3.20	-	-	3.20	3.20	-	3.20	-	-	3.20
K-12 Dir. Fine & Perf. Arts	2.15	2.15	2.15	1.00	-	-	1.15	2.15	2.15	1.00	-	-	1.15	2.15
World Languages	29.50	30.60	30.60	-	30.60	-	-	30.60	30.60	-	30.60	-	-	30.60
<i>Broadmeadow</i>	1.20	1.40	1.20	-	1.20	-	-	1.20	1.20	-	1.20	-	-	1.20
<i>Eliot</i>	1.00	0.80	1.00	-	1.00	-	-	1.00	1.00	-	1.00	-	-	1.00
<i>Hillside/ Williams</i>	1.20	1.20	1.20	-	1.20	-	-	1.20	1.20	-	1.20	-	-	1.20
<i>Mitchell</i>	1.20	1.20	1.20	-	1.20	-	-	1.20	1.20	-	1.20	-	-	1.20
<i>Newman</i>	1.50	1.50	1.50	-	1.50	-	-	1.50	1.50	-	1.50	-	-	1.50
<i>High Rock</i>	1.80	2.60	2.00	-	2.00	-	-	2.00	2.00	-	2.00	-	-	2.00
<i>Pollard</i>	6.30	6.70	7.30	-	7.30	-	-	7.30	7.30	-	7.30	-	-	7.30
<i>HS</i>	15.30	15.20	15.20	-	15.20	-	-	15.20	15.20	-	15.20	-	-	15.20
K-12 Dir. World Languages	1.00	1.00	1.00	1.00	-	-	-	1.00	1.00	1.00	-	-	-	1.00
Subtotal K-12 Specialists	119.97	121.78	122.28	4.60	107.05	6.24	4.30	122.18	122.28	4.60	107.05	6.24	4.30	122.18
GRAND TOTAL	797.62	808.36	821.60	49.61	540.03	145.71	80.94	816.30	847.60	50.11	559.53	151.72	80.94	842.30

Average Class Size:

The high value per dollar expended of Needham education also is demonstrated by the following staffing ratio chart, which shows that, in 2020, there are more students assigned to each teacher in Needham, on average, than in most surrounding communities and in the state, overall. Needham's average class sizes were slightly higher in K-2 (20.2), grades 3-5 (21.8), grades 6-8 (22.7) and grades 9-12 (20.9) higher than many comparison communities and the statewide averages (20.0, 21.0, 21.0, 20.0 respectively). Source: DESE RADAR report



FY 2021/22 Budget Detail by Level

Elementary Level Summary:

Subtotal Elementary Expenditures	FY18	FY19	FY20	FY21	FY22		\$ Inc/(Dec)	%	%	FY22	FY22	\$ Inc/(Dec)	%	%
	Actuals	Actuals	Actuals	Budget	Req Non-COVID	Rec Non-COVID	Over FY21	Inc/(Dec)	FY22 TL	Req COVID	Rec COVID	Over FY21	Inc/(Dec)	FY22 TL
Salaries	23,973,861	25,198,685	27,224,718	28,947,732	30,292,143	29,961,303	1,013,571	3.50%	35.8%	30,605,219	30,274,379	1,326,647	4.58%	34.9%
Purch of Svc/ Expense	982,929	1,062,653	1,269,787	1,116,281	1,272,174	1,279,086	162,805	14.58%	1.5%	1,272,174	1,279,086	162,805	14.58%	1.5%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Totals	24,956,790	26,261,338	28,494,505	30,064,013	31,564,317	31,240,389	1,176,376	3.91%	37.4%	31,877,393	31,553,465	1,489,452	4.95%	36.3%

Description:

The elementary summary includes the following departments and accounts: the elementary building budgets of the Broadmeadow, Eliot, Sunita Williams (formerly Hillside), Mitchell and Newman Schools, as well as the Newman Preschool; and elementary expenses from the following departments: Professional Development; Substitutes; Curriculum Development; General Supplies, Services and Equipment; Reading; Math Instruction; Guidance and Psychology; Health/Nursing; Special Education; the Science Center; the English Language Learners (ELL) Program; Educational Technology; Media and Digital Learning; Health and Physical Education; Fine and Performing Arts; and World Languages.

School Committee Budget Recommendation:

The School Committee’s elementary-level budget recommendation totals \$31,240,389, an increase of \$1,176,376 (3.91%) from FY 2020/21. This request includes a baseline budget of \$30,842,995, plus \$397,394 in net additional funding requests, which are detailed below. The \$30,842,995 baseline budget increases \$778,982 (2.59%) over the FY 2020/21 budget amount and is entirely composed of contractual salary increases (including steps, lanes, and cost of living adjustments).

The School Committee’s FY 2021/22 budget recommendation includes the following net additional funding requests:

Base Budget Increases:

Item Amount	Request Title	School / Department	Description
\$2,400	Continue Funding for Expanded Eliot School Bookkeeper from 11 to 12 Months	Eliot	This request is to continue funding to expand the budgeted work year of the 0.5 school bookkeeper from 11 months to 12 months. This change, made on a temporary basis in the current year to better meet the year-round payroll and bookkeeping needs of the school, requires ongoing funding to implement the change on a permanent basis.
\$6,852	Expanded Broadmeadow Connections Adjustment Counselor	Broadmeadow	The request is for a 0.1 FTE for the Broadmeadow Connections Program. The current position is a 0.9 FTE. In 2019, the Program Specific Special Education Connections Program Report recommended a 1.0 FTE Adjustment Counselor to assist the program in its goal of serving grades 3-5 students, who exhibit moderate to severe social and behavioral difficulties, by creating a program with a proactive clinical and academic

			<p>approach to each student’s needs. The 1.0 FTE Adjustment Counselor would enable the Connections Program to fully offer individual and group counseling, social groups and work with outside therapists to connect home and school interventions. The 1.0 FTE Adjustment Counselor would be able to be a part of the referral process and then be able to communicate the recommendations, diagnosis and concerns to the Connections staff to create the appropriate plan for the student and their family. With the anticipated enrollment increase to 8 students, the addition of a 0.1 FTE would enable the Adjustment Counselor to fully support students, families, and staff at the Broadmeadow Elementary School, as well as provide consultation and support to the other four elementary schools with observations, suggestions, modeling, and data collection to strengthen the other schools’ strategies. Of note, this position was originally budgeted for 1.0 FTE Adjustment Counselor for FY21; however, due to other staffing requirements, the full FTE was reduced by 0.1 FTE.</p>
\$34,262	Expand Williams Psychologist (0.5)	Mitchell	<p>The evaluation demand at Sunita Williams has increased in the last two years with the growth of the Early Learning Center (ELC) specialized program. Currently there are 25 students in the ELC program, all of whom have a significant level of need. Evaluating students with significant autism enrolled in ELC is often more complicated and time-consuming due to the nature of their disabilities. In addition to these 25 students, there are another 50 students with IEPs who need evaluations. The current school psychologist at Sunita Williams is a 0.5 FTE, with the additional 0.5 FTE at Mitchell Elementary School. This request is to increase the 0.5 FTE Williams Psychologist to a 1.0 position. This request will be funded by reallocating \$34,262 from Special Education Professional Services (in the District-level budget) to this position for a net \$0 cost.</p>
\$980	AED Maintenance Plan Additional Funding	Sunita Williams	<p>Additional funding is needed to maintain the bi-annual maintenance plan of District-wide AEDs. The number of district AEDs has increased by four with the opening of the Sunita Williams Elementary School.</p>
\$84,583	3.0 FTE Special Education Teaching Assistants - Williams Elementary School	Sunita Williams	<p>3.0 Teaching Assistants for the Williams ELC Program are requested to support increased enrollment and level of student need. The ELC serves students with severe autism requiring a highly specialized teaching methodology, behavioral and self-care support, and inclusion support. These positions were hired on a temporary basis during the current school year to address move-in students who required additional adult support to implement their IEPs; they were also required to support students in compliance with health and safety requirements. These additional FTEs will ensure a free appropriate public education (FAPE) to eligible children with disabilities and ensures special education and related services to those children. Ongoing funding in FY22 is required to retain these positions on a permanent basis.</p>
\$28,125	1.0 FTE Special Education Teaching Assistants - Newman	Newman	<p>A 1.0 Teaching Assistant for the Newman ELC Program is requested to support increased enrollment and level of student need. The ELC serves students with severe autism requiring a highly specialized teaching methodology, behavioral and self-care support, and inclusion support. This position also was hired on a temporary basis during the current school year to address move-in students who required additional adult support to implement their IEPs; it was also required to support students in compliance with health and safety requirements. This FTE will ensure a free appropriate public education (FAPE) to eligible children with disabilities and ensures special education and related services to those children. This request is for ongoing funding to retain these positions in FY22.</p>

\$1,825	ELL Curriculum Material	All Elementary	This request is for curriculum and instructional materials necessary for English Language Learner (ELL) services. While the overall ELL enrollment has remained stable at 170 students, the number of students at lower levels of proficiency has increased, which requires additional curriculum and supplies. The total request is for \$1,825. This includes Learning A-Z (\$400), ESL Library (\$675), Super Teacher Worksheets (\$350), and general supplies (\$400).
\$35,000	Lexia Online Reading Support System	All Elementary	Lexia is an online reading support system that we initially purchased with grant funds when the District transitioned to remote learning last spring. Accounts were provided for each K-6 student and students receiving reading support services at the middle school. The system proved to be invaluable for students attending the Summer Reading Academy that was instituted during the Summer of 2020, as well as to both the hybrid and remote academy models we are currently implementing. Regardless of what learning model we employ in FY22, the subscription to this online system will need to remain in place. We have submitted this request because we are uncertain of the availability of continued grant funding.
\$125,000	Digital Learning Device and Laptop Replacement	All Elementary	The COVID-19 Pandemic underscored the need for the District to provide a digital learning device (DLD) to all students and to issue a laptop to all staff. During FY21, federal grant funds were used to provide elementary students with a 1:1 learning device and district staff with a laptop. In addition, the curriculum has been updated to embed these devices into student learning on a permanent basis. To maintain and replace this equipment on an ongoing basis, the District requires a significant technology budget increase. In FY24 (when the new devices reach the end of their 3-5 year useful life), the annual replacement cycle cost per year for DLDs and laptops will be \$1,216,646. The ITS department currently has \$625,000 in the current budget to support these devices. To bridge the gap, the department will request an additional \$200,000 in operating budget funds over the next three years to eventually reach the required \$1,216,646 funding level in by FY24. This request (along with similar requests found in other levels) represents the first of a three-year funds request to provide the needed replacement budget.
\$6,852	Part-Time Eliot Physical Education Teacher for Enrollment	Eliot	The student population is increasing at the John Eliot School and will result in the addition of two classrooms. This will require an additional 0.1 FTE to provide physical education instruction for those additional classrooms.

- **\$325,879 Subtotal Base Budget Increases**

Program Improvement Increases:

Item Amount	Request Title	School / Department	Description
\$25,000	K-5 Social Studies Curriculum Leadership	All Elementary	This request will fund the restructuring of curriculum leadership for Social Studies at the Middle and Elementary levels a) to align our existing K-5 Social Studies curriculum to the new Massachusetts social studies/ civics standards; and b) provide minimal K-5 leadership (0.2 FTE) for the curriculum alignment work and the implementation of the racial literacy curriculum. For many years, the Social Studies and racial literacy curriculum at the elementary level has been in a state of flux while new standards were being developed. The District's focus on equity has magnified the need to address this area sooner rather than

			later. This proposal reassigns the current Middle School Social Studies Department Chairperson to a full-time (1.0 FTE) K-8 leadership position. The department chairperson at the Middle School currently teaches 0.2 FTE at High Rock and provides leadership for 0.8 FTE (0.3 FTE at High Rock and 0.5 FTE at Pollard). This request would replace the teaching portion of the Chairperson's responsibilities and enable this position to focus on leadership full time, by backfilling the 0.2 FTE High Rock teaching assignment with a Unit A teacher and reassigning 0.2 FTE of the Department Chairperson to K-5 curriculum leadership. The net cost of this request is \$13,705, spread between the elementary and middle levels.
\$11,521	Expanded Eliot Assistant Principal	Eliot	This request is to expand the Eliot Assistant Principal position from 0.6 FTE to 0.7 FTE. This increase would reduce the relative caseload of the Assistant Principal from 1:702 to 1:601, to bring Eliot more in line with the average caseload at other elementary schools, which is in the range of 500-600 students per Assistant Principal position.
\$21,730	Expanded Williams Assistant Principal	Sunita Williams	To achieve a more reasonable staffing ratio, given the growing general student, ELC, and EL populations at Sunita Williams, we are requesting an additional 0.2 FTE for the Assistant Principal role at SWES. This increase will also serve the community well by better building capacity for future Needham school leaders.
\$13,264	Expanded Mitchell Assistant Principal	Mitchell	This request is to expand the Mitchell Assistant Principal position from 0.7 FTE to 0.8 FTE. This increase would reduce the relative caseload of the Assistant Principal from 1:663 to 1:580, to bring Mitchell more in line with the average caseload at other elementary schools, which is in the range of 500-600 students per Assistant Principal position.

- **\$71,515 Subtotal Program Improvement**

The School Committee's COVID budget request totals \$31,553,465 and represents an incremental increase of \$313,076 over the traditional budget request of \$31,240,389. These additional requests are detailed below:

COVID-19 Budget Increases:

Item Amount	Request Title	School / Department	Description
\$5,940	COVID-19 Upgrade Teaching Assistant to 1.0 FTE Program Specialist at Sunita Williams	Sunita Williams	The budget request is to continue the 1.0 FTE Program Specialist position, hired on a temporary basis at Sunita Williams into FY22. The position was newly added for SY20-21. The current employee was elevated from a TA position to a Program Assistant in August 2020. The position is necessary to support 5 students from the ELC program who attend the Remote Learning Academy. The Program Specialist is responsible for implementing IEPs and overseeing the programming. The position will continue to be necessary in FY22 to support ELC students who again select the Remote Learning Academy and also to ensure that the ELC program is adequately staffed, given the continued increase in enrollment.
\$62,309	COVID-19 1.0 FTE Special Education Liaison Elementary Remote Learning Academy	Eliot	A 1.0 Special Education Liaison is requested to support upwards of 14 students enrolled in the Remote Learning Academy whose home school is Eliot Elementary School. A temporary position has been funded for FY21 and this request would provide budgeted funds for the continuation of this position. These additional FTEs will ensure a free appropriate public education (FAPE) to eligible children with disabilities and ensures special education and related services to those children.

	(Eliot)		
\$244,827	COVID-19 Subsidy to Sustain Preschool Operations	Preschool	If COVID-19 continues, it is possible that preschool enrollment will continue to be capped at 50 students, which limits the number of typically developing (fee paying) students who can be admitted to the program. Since the Preschool Program relies on tuition revenues to support staffing costs, the revolving fund, therefore, will require a subsidy of \$244,827 to maintain current revenue equal to current expense, since revenues are projected to remain low as they were in FY21. (Remainder of cost in District section)

• **\$313,076 Subtotal COVID-19 Expenses**



Ruby Ellerin, Dynamic Relationships Drawing (Tension vs. Equilibrium), Needham High School, Art II

Middle Level Summary:

Subtotal Middle School Expenditures	FY18	FY19	FY20	FY21	FY22		\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL	FY22		\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL
	Actuals	Actuals	Actuals	Budget	Req Non-COVID	Req Non-COVID				Req COVID	Req COVID			
Salaries	13,348,039	13,818,878	14,258,405	15,284,055	15,841,927	15,753,209	469,154	3.07%	18.8%	15,926,510	15,837,792	553,737	3.62%	18.2%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	784,966	846,540	806,044	747,175	818,319	815,169	67,994	9.10%	1.0%	818,319	815,169	67,994	9.10%	0.9%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Totals	14,133,005	14,665,418	15,064,449	16,031,230	16,660,246	16,568,378	537,148	3.35%	19.8%	16,744,829	16,652,961	621,731	3.88%	19.2%

Description:

The middle school summary includes the following departments and accounts: the High Rock and Pollard School building budgets; and middle-level expenses from the following departments: Professional Development; Substitutes; Curriculum Development; General Supplies, Services and Equipment; Reading; Math Instruction; Guidance and Psychology; Health/Nursing; Special Education; the Science Center; Educational Technology; Media and Digital Learning; Health and Physical Education; Fine and Performing Arts; and World Languages.

School Committee Budget Recommendation:

The School Committee’s middle school level budget recommendation totals \$16,568,378, an increase of \$537,148 (3.35%) from FY 2020/21, and \$16,652,961 for the COVID-19 budget, an increase of \$621,731 (3.88%) from FY 2020/21. This request includes a baseline budget of \$16,395,635, plus \$172,743 in net additional funding requests, which are detailed below. The \$16,395,635 baseline budget increases \$364,405 (2.27%) over the FY 2020/21 budget amount and is entirely composed of salary base changes (including steps, lanes, and cost of living adjustments).



Genevieve Smith, “Tree of Life,”
Pollard Middle School

The School Committee’s FY 2021/22 budget recommendation includes the following net additional funding requests:

Base Budget Increases:

Item Amount	Request Title	School / Department	Description
\$0	FTE Adjustment - High Rock Student Lunch Supervisor	High Rock	This request is to make a small FTE adjustment to accurately reflect the hours worked by the student lunch supervisor at High Rock. This position works 2.52 hours per day (rather than the budgeted 2.0 hours per day) to cover 5 student lunches, an increase of 0.07 FTE. No additional funding is requested in connection with this request.
\$33,612	Pollard Math Specialist Teacher	Pollard	We are requesting a 0.4 Math Specialist Teacher to continue our two year math elective for students who did not take Accelerated Math. We currently have the position and person, but will need to again allocate the FTEs so that we can replace our math programming and have a trajectory for mathematics in the high school.

\$41,114	Pollard Speech Language Pathologist	Pollard	A request for a 0.6 FTE Speech Language Pathologist (SLP) is requested to meet the needs of students with IEPs at Pollard Middle School. These services are necessary to ensure full compliance with student IEPs. Currently, the caseload for the 1.0 SLP at Pollard is 72 students, which is more than double the average caseload in other schools. The additional FTE will ensure a free appropriate public education (FAPE) to eligible children with disabilities and ensures special education and related services to those children.
\$4,252	Continue Funding for Expanded Pollard Special Education Liaison	Pollard	This request is to continue funding to expand the work day of a Pollard Special Education teacher from 6.65 hours per day (0.95 FTE) to full time (1.0 FTE). This change, made on a temporary basis in the current year to better meet student needs, requires ongoing funding to implement the change on a permanent basis.
\$7,000	Lexia Online Reading Support System	High Rock	Lexia is an online reading support system that we initially purchased with grant funds when the District transitioned to remote learning last spring. Accounts were provided for each K-6 student and students receiving reading support services at the middle school. The system proved to be invaluable for students attending the Summer Reading Academy that was instituted during the summer of 2020 as well as to both the hybrid and remote academy models we are currently implementing. Regardless of what learning model we employ in FY22, the subscription to this online system will need to remain in place. We have submitted this request because we are uncertain of the availability of continued grant funding.
\$50,000	Digital Learning Device and Laptop Replacement	High Rock and Pollard	The COVID-19 Pandemic underscored the need for the District to provide a digital learning device (DLD) to all students and to issue a laptop to all staff. During FY21, federal grant funds were used to provide elementary students with a 1;1 learning device and district staff with a laptop. In addition, the curriculum has been updated to embed these devices into student learning on a permanent basis. To maintain and replace this equipment on an ongoing basis, the District requires a significant technology budget increase. In FY24 (when the new devices reach the end of their 3-5 year useful life), the annual replacement cycle cost per year for DLDs and laptops will be \$1,216,646. The ITS department currently has \$625,000 in the current budget to support these devices. To bridge the gap, the department will request an additional \$200,000 in operating budget funds over the next three years to eventually reach the required \$1,216,646 funding level in by FY24. This request (along with similar requests found in other levels) represents the first of a three-year funds request to provide the needed replacement budget.
\$9,987	Continue Funding for 0.1 FTE Pollard Visual Art Teacher	Pollard	This request is to continue finding for a 0.1 FTE Pollard Visual Arts teacher, which was added in the current year on a temporary basis to meet student needs. This request requires ongoing funding to implement the change on a permanent basis.

• **\$145,965 Subtotal Base Expenses**

Program Improvement Increases:

Item Amount	Request Title	School / Department	Description
-\$11,295	K-5 Social Studies Curriculum	High Rock	This request will fund the restructuring of curriculum leadership for Social Studies at the Middle and Elementary levels a) to align our existing K-5 Social Studies curriculum to the new Massachusetts social studies/

	Leadership		civics standards; and b) provide minimal K-5 leadership (0.2 FTE) for the curriculum alignment work and the implementation of the racial literacy curriculum. For many years, the Social Studies and racial literacy curriculum at the elementary level has been in a state of flux while new standards were being developed. The District's focus on equity has magnified the need to address this area sooner rather than later. This proposal reassigns the current Middle School Social Studies Department Chairperson to a full-time (1.0 FTE) K-8 leadership position. The department chairperson at the Middle School currently teaches 0.2 FTE at High Rock and provides leadership for 0.8 FTE (0.3 FTE at High Rock and 0.5 FTE at Pollard). This request would replace the teaching portion of the Chairperson's responsibilities and enable this position to focus on leadership full time, by backfilling the 0.2 FTE High Rock teaching assignment with a Unit A teacher and reassigning 0.2 FTE of the Department Chairperson to K-5 curriculum leadership. The net cost of this request is \$13,705, spread between the elementary and middle levels.
\$27,079	Expanded High Rock Assistant Principal to Full-Time	High Rock	This request is for an expansion of the High Rock Assistant Principal by 0.2 FTE from 0.8 FTE to 1.0 FTE. The most challenging aspect of a single grade school that bridges the elementary experience to a middle school experience is being in a constant state of transition. Given the increasingly complex, demanding, and unpredictable environment, the Assistant Principal position is constantly working from a reactive stance instead of a proactive one. Having appropriate and responsive support for all students and school community regarding health, safety, and equity is imperative but cannot be sustained under the current funding allocation. Not only do the typical demands of the AP position exceed the current funding, but also the District's commitment to health, safety, equity, and Portrait of the Needham Graduate have great implications on the workload for building administrators. Note that this request was also submitted in FY21 but was reduced from 1.0 FTE to 0.8 FTE due to budget constraints.
\$10,994	French Textbook	Pollard	This request is for a textbook online subscription for students in French. 7th-9th Grade (Levels 1 & 2) are currently benefitting from access to the 2020-21 Free Trial of "Tes Branche", and the various corresponding Passport materials accessible online. We seek to sustain this quality of programming for French levels 1 and 2 next year, through this budget request, as well as integrate French level 3. Students in all three cohorts (red, green, and yellow) in 7th-9th Grade are currently learning through T'es Branche's student friendly, standards-based, proficiency-focused, tiered materials. The continuously updated database of leveled current event reading materials; linguistically and developmentally appropriate viewing materials; and leveled integrated performance assessments are enriching teacher's practice. Teachers are engaging in increased communication and collaboration about student engagement and learning and we have increased vertical and horizontal alignment.

• **\$26,778 Subtotal Program Improvement Expenses**

The School Committee's COVID budget request totals \$16,652,961, a \$621,731 (3.8%) increase over the current year. It represents an \$84,583 incremental request over the traditional budget request of \$16,568,378. This additional request is detailed below:

COVID-19 Budget:

Item	Request Title	School /	Description
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Amount		Department	
\$84,583	COVID-19 3.0 FTE Pollard Special Education Teaching Assistants Remote Learning	Pollard	3.0 FTE Teaching Assistants are requested to support students with special needs enrolled in the Remote Learning Academy. These additional FTEs will ensure a free appropriate public education (FAPE) to eligible children with disabilities and ensures special education and related services to those children.

- **\$84,583** **Subtotal COVID-19 Expenses**



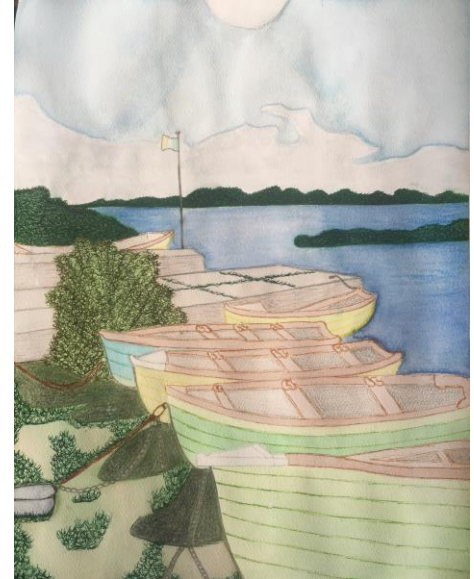
Cameron Cooney, "Paws," Pollard Middle School

High School Level Summary:

High School Expenditures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Budget	FY22 Req Non-COVID	FY22 Rec Non-COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL	FY22 Req COVID	FY22 Rec COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL
Salaries	15,405,789	16,221,071	16,819,356	17,954,904	18,483,194	18,543,827	588,923	3.28%	22.2%	18,681,149	18,741,782	786,878	4.38%	21.6%
Purch of Svc/ Expense	773,667	869,804	739,610	647,247	739,521	735,821	88,574	13.68%	0.9%	874,521	870,821	223,574	34.54%	1.0%
Capital Outlay	4,585	34,213	-	4,750	4,750	4,750	-	0.00%	0.0%	4,750	4,750	-	0.00%	0.0%
Totals	16,184,041	17,125,088	17,558,966	18,606,901	19,227,465	19,284,398	677,497	3.64%	23.1%	19,560,420	19,617,353	1,010,452	5.43%	22.6%

Description:

The high school summary includes the following departments and accounts: the High School building budget, Athletics, and high school expenses from the following departments: Professional Development; Substitutes; Curriculum Development; General Supplies, Services and Equipment; Guidance and Psychology; Health/Nursing; Special Education; Translation & Interpretation Services; the Science Center; the English Language Learners (ELL) Program; Educational Technology; Media and Digital Learning; Health and Physical Education; Fine and Performing Arts; and World Languages.



Fiona Murphy, “Sustained Investigation,” Needham High School, Art III Accelerated

School Committee Budget Recommendation:

The School Committee’s high school-level budget recommendation totals \$19,284,398, an increase of \$677,497 (3.64%) from FY 2020/21. This request includes a baseline budget of \$19,092,643, plus \$191,755 in net additional funding requests, which are detailed below. The \$19,092,643 baseline budget increases \$485,742 (2.61%) over the FY 2020/21 budget amount and is entirely composed of contractual salary increases (including steps, lanes, and cost of living adjustments).

The School Committee’s FY 2021/22 budget recommendation includes the following net additional funding requests:

Base Budget Increases:

Item Amount	Request Title	School / Department	Description
\$17,131	NHS Part-Time English Teacher	High School	During the 2020-2021 school year, 0.4 FTE teachers were temporarily moved from World Language to English, but this will return in the 2021-2022 school year. In addition, 0.4 FTE of the DaVinci workshop coordination were applied temporarily to English. This allowed two additional needed sections of English to be taught that would have been cut otherwise. For the 2021-22 school year, NHS is requesting a 0.25 FTE increase to meet this ongoing demand. As to specific courses in English, in the 2020-2021 school year, NHS had to turn away 15 students from Public Speaking and had to cancel a section of Film Studies that had 16 students. Additionally, NHS ran two sections of Public Speaking with the additional FTE that provided the class for 33 students. Moreover, the Braver New World (a senior full year course) has grown extremely popular in its first two years, and NHS has 55 students taking the course in two sections. The

			requested FTE provide the school with flexibility to meet senior course requests, regardless of which courses they pursue.
\$13,705	NHS Part-Time Science Teacher	High School	The Science Department at Needham High School faces a scheduling challenge not found in the other academic departments. To ensure the safety of students during labs, science classes are capped at 24, which allows each student sufficient space in the lab settings but also requires additional FTE. In the 2020-21 school year, we experienced challenges scheduling students in their requested class areas due to the high class sizes and lower cap available. The additional 0.2 FTE will provide the flexibility of providing another section of a science and spreading out the students further to provide slightly more flexibility with scheduling and student movement, particularly in the 11th grade year when the students take Chemistry. This teacher would likely teach an Honors section (middle level), but ultimately will depend on specific course requests. Additionally, note that 11th grade classes are packed across the board, and additional flexibility is needed. The anticipated 11th grade class is expected to continue that trend.
\$20,000	NHS Textbooks	High School	As we have faced tight budgets over the last few years, NHS has fallen farther and farther behind on its textbook replacements. Not purchasing new textbooks is often the first thing to be chosen when facing a difficult budget choice. Unfortunately, our underfunding has resulted in two challenges. The first is the straightforward reality that many of our textbooks are outdated in Social Studies, Math, and Science, while in English the paperback books that our students are reading are often in poor shape and taped together. The second challenge is that as we use more online resources, we face a different budget cycle with fees being required every year rather than the onetime cost of a textbook purchase. Additional funds are needed to ensure we continue to have access to the online resources while updating the physical books. Since both are used and since most contracts with companies provide both together, it is not an either or situation, but rather one that requires us to do both - provide the continued access, while investing in updates. Each year, NHS is unable to purchase the needed textbooks across departments because the line is underfunded. This request is to provide appropriate and needed funding to update our books. This request is for an annual increase, not a one-time increase. If needed, the principal can provide a priority list of books to purchase. The goal, however, is not to get certain books, but rather make sure NHS has the needed funding to address each curricular area each year.
\$1,832	NHS One Day Program Coordination Stipend	High School	For six years now, NHS has taken part in a One School, One Book program with every member of the NHS community reading the same book, discussing it in every class throughout the fall, and then culminating in our One Day, which is a day of workshops and activities that connect to the book's theme. The One Day has become a vital part of the NHS experience and a chance for students to engage in equity-based work and conversations, with some lead by adults and some lead by peers. Students have routinely commented on this day being the only time they truly feel like they are immersed in discussions of anti-racism and understanding of equity. To this point, the day has been coordinated by volunteers from among the teaching staff who value the work and invest their own time and energy into bringing it to life for the entire school community. That load has become larger and larger as the day has expanded. This funding is to provide one stipended position to provide the oversight and coordination of the work, ensuring it continues to be a part of the NHS experience.
\$25,937	Subsidy for NHS Publications Manager (Shift from	High School	The Publications Manager oversees the Graphic Arts Department, which serves as a provider of real world, hands-on industry level training for our students in the areas of professional design, production, and printing. Up through FY21, this stipend has been paid through the Graphic Arts revolving fund. With the onset of COVID-19 and the hybrid learning

	Revolving Fund)		environment, faculty and staff shifted resources away from graphic arts and printing towards online offerings. Consequently, demand for Graphic Arts services in FY21 dropped dramatically. To sustain operations for the Graphic Arts department is making several adjustments, including increased design work, the development of electronic materials, and an updated price list. However, current projections show the need to supplement the revolving fund by covering the cost of the stipend through the Operating Fund. The cost of this stipend in FY22 is \$25,937, which has been agreed through the Unit A contract.
\$25,000	Digital Learning Device and Laptop Replacement	High School	The COVID-19 Pandemic underscored the need for the District to provide a digital learning device (DLD) to all students and to issue a laptop to all staff. During FY21, federal grant funds were used to provide elementary students with a 1;1 learning device and district staff with a laptop. In addition, the curriculum has been updated to embed these devices into student learning on a permanent basis. To maintain and replace this equipment on an ongoing basis, the District requires a significant technology budget increase. In FY24 (when the new devices reach the end of their 3-5 year useful life), the annual replacement cycle cost per year for DLDs and laptops will be \$1,216,646. The ITS department currently has \$625,000 in the current budget to support these devices. To bridge the gap, the department will request an additional \$200,000 in operating budget funds over the next three years to eventually reach the required \$1,216,646 funding level in by FY24. This request (along with similar requests found in other levels) represents the first of a three-year funds request to provide the needed replacement budget.

- **\$103,605 Subtotal Base Budget Increases**

Program Improvement Increases:

Item Amount	Request Title	School / Department	Description
\$23,792	DaVinci Workshop Program Specialist	High School	The NHS DaVinci Workshop is a rich place of learning and exploration, which houses a range of tools including 3D printers, laser cutters and numerous other tools and equipment. It is exactly the kind of learning space we want for our students as they explore the Portrait competencies and exhibit their own independent learning. Unfortunately, the space remains underutilized. We invested in the expansion of the space by dedicating a 0.2 FTE to teaching other teachers about the space and how to use it and welcoming students in for independent work throughout the day. The 0.2 FTE, though, only results in one of the seven blocks each semester having staff available. That means for all the classes taught during the other six blocks, there is no staff available to assist with the space or provide support, instruction, or oversight. NHS is requesting the creation of a 0.57 FTE Program Specialist who would be available during our morning long blocks. The position would allow for consistent supervision and support in the space during the extended learning times each day for teachers and classes and for independent students, would assist with the scheduling of the space, and would be able to do more direct outreach to departments to increase the use of the space overall.
\$38,159	Portable World Language Lab Computers	High School	In SY16-17, the NHS World Languages program was issued a language lab (laptop cart of 30 Macbooks) to be shared across 55 sections of modern languages (11 FTE, 12 teachers). The current lab is reliable, teacher and student friendly, and it enables teachers to develop and implement proficiency focused lessons and assessments. Our problem is that the lab is not accessible enough to be used equitably across teachers,

			periods, levels, and languages. Simply put, we can't rotate the lab fast enough. Among the classes competing for use of the lab: AP Mandarin, AP Spanish, Spanish 5 Accelerated, Spanish 4 Accelerated, French 4 Accelerated, 2 sections of Spanish 3 Accelerated, French 3 Honors, Spanish 3 Honors, Spanish 2 Accelerated, and Spanish 2 Honors. The competition level for a critical instructional tool is too high and lack of access is adversely impacting teaching and learning. Annually, the World Languages department pays a subscription fee of \$8,500 for 70 subscriptions, but we only use 30 subscriptions because there is an insufficient number of language lab computers. If a second laptop cart is awarded through the budget process, we will apply the remaining subscriptions to the new machines and be better able to provide teachers with critical access to a language lab. The \$38,159 request will pay for 30 Macbooks, headphones, and a charging cart. It is important to note that DiLL only runs on Mac, and the subscription stays with each machine - not each student. Therefore, students are not able to use their typical 1:1 device for the subscriptions.
\$20,784	Expanded NHS TV Studio Teacher	High School	Needham High School currently has a 0.8 FTE TV Studio Teacher. The assignment is currently 100% teaching, but the teacher is in great demand for special projects around the District and is quite talented since the execution of these projects is high quality. This request is to increase the position from a 0.8 FTE to a 1.0 FTE, and to have the additional 0.2 FTE not have related teaching responsibilities, but instead be available for special video projects. This addresses District goals around communication and would be a meaningful way to provide family and community information, outreach, and education, including about the portrait competencies.
\$5,415	French Textbook	High School	This request is for a textbook online subscription for students in French. 7th-9th Grade (Levels 1 & 2) are currently benefitting from access to the 2020-21 Free Trial of "Tes Branche", and the various corresponding Passport materials accessible online. We seek to sustain this quality of programming for French levels 1 and 2 next year, through this budget request, as well as integrate French level 3. Students in all three cohorts (red, green, and yellow) in 7th-9th Grade are currently learning through T'es Branche's student friendly, standards-based, proficiency-focused, tiered materials. The continuously updated database of leveled current event reading materials; linguistically and developmentally appropriate viewing materials; and leveled integrated performance assessments are enriching teacher's practice. Teachers are engaging in increased communication and collaboration about student engagement and learning and we have increased vertical and horizontal alignment.

• **\$88,150 Subtotal Program Improvement Increases**

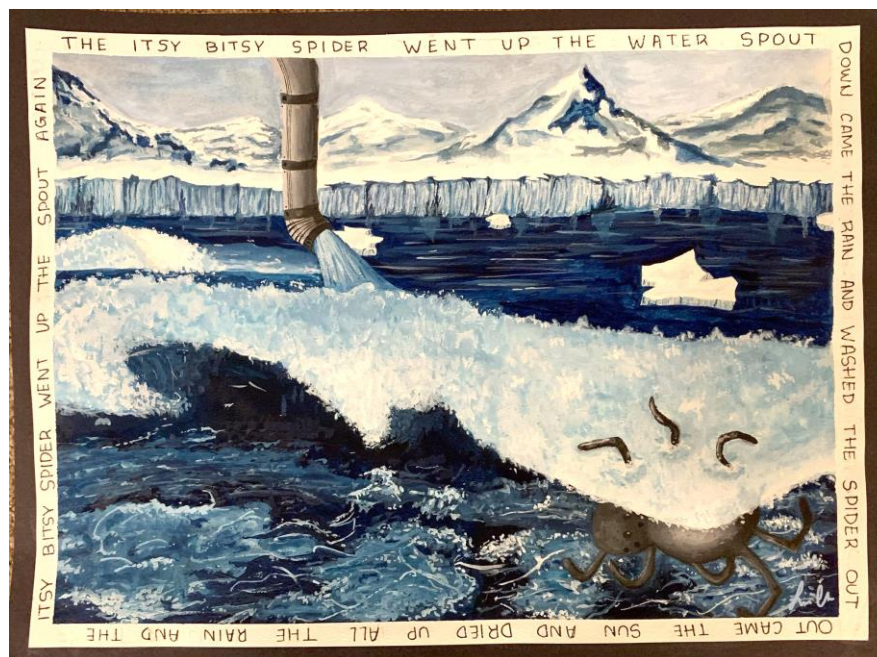
The School Committee's COVID budget request totals \$19,617,353 and represents an incremental increase of \$332,955 over the traditional budget request. These additional requests are reflected below.

COVID-19 Budget

Item Amount	Request Title	School / Department	Description
\$84,583	COVID-19 3.0 FTE Special Education	High School	3.0 Teaching Assistants are requested to support students with special needs enrolled in Remote Learning at the High School. These additional FTEs will ensure a free appropriate public education (FAPE)

	Teaching Assistants - High School Remote Learning		to eligible children with disabilities and ensures special education and related services to those children.
\$55,308	COVID-19 1.0 FTE Special Education Liaison - High School	High School	A 1.0 Special Education Liaison is requested to support upwards of 24 students enrolled in Remote Learning at the High School. A temporary position has been funded for FY21 and this request would provide budgeted funds for the continuation of this position. These additional FTEs will ensure a free appropriate public education (FAPE) to eligible children with disabilities and ensures special education and related services to those children.
\$58,064	COVID-19 1.0 FTE Special Education Teacher for Green Cohort - NHS	High School	This request is to continue funding for a full-time, 1.0 FTE High School Special Education Teacher. This change, made on a temporary basis in the current year to better meet student needs, requires ongoing funding to implement the change on a permanent basis.
\$135,000	Distance Learning Services - Contractual	High School	This request is to pay for contractual distance learning services for High School students.

- **\$332,955 Subtotal COVID-19 Budget Increases**



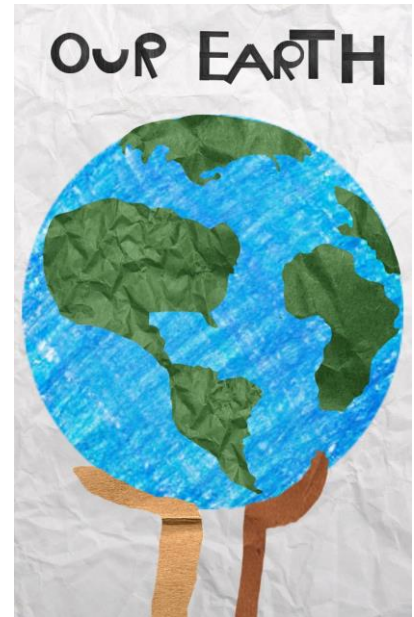
Julia Clark, “Itsy Bitsy Spider,” Needham High School, Art III AP Portfolio

District Level Summary:

District Expenditures	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Budget	FY22 Reg Non-COVID	FY22 Rec Non-COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL	FY22 Reg COVID	FY22 Rec COVID	\$ Inc/(Dec) Over FY21	% Inc/(Dec)	% FY22 TL
Salaries	4,998,809	5,356,172	5,705,409	6,857,536	6,685,809	6,685,809	(171,727)	-2.50%	8.0%	7,922,284	7,922,284	1,064,748	15.53%	9.1%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	7,532,934	7,678,973	8,648,920	9,175,408	9,981,684	9,824,422	649,014	7.07%	11.8%	11,224,794	11,067,532	1,892,124	20.62%	12.7%
Capital Outlay	40,928	-	81,378	-	-	-	-	0.00%	0.0%	-	-	-	0.00%	0.0%
Totals	12,572,671	13,035,145	14,435,707	16,032,944	16,667,493	16,510,231	477,287	2.98%	19.7%	19,147,078	18,989,816	2,956,872	18.44%	21.9%

Description:

The district-level budget includes the following departments and accounts: the School Committee; the Superintendent; the Directors of Personnel, Student Development and Financial Operations; the Director of External Funding; District-wide Professional Development; the Employee Assistance Program; Staff 504 Accommodations; Sub Callers, Curriculum Development; General Supplies, Services & Equipment; the Production Center/Mail Room; Administrative Technology; Transportation; Student 504 Compliance; K-12 Attendance; the Science Center; Special Education Tuitions; Regular Education Tuitions; Translation & Interpretation Services and the Directors of Guidance & Psychology, Health/Nursing, Special Education, Educational Technology; Media and Digital Learning, Physical Education and Health, Fine and Performing Arts, and World Languages.



Jared Kristall, “Social Action Poster,” Needham High School, Digital Art & Animation

School Committee Budget Recommendation:

The School Committee’s district-level budget recommendation totals \$16,510,231, an increase of \$477,287 (2.98%) from FY 2020/21. This request includes a baseline budget of \$15,861,217, plus \$649,014 in net additional funding requests, which are detailed below. The \$15,861,217 baseline budget decreases \$171,727 (-1.07%) from the FY 2020/21 budget amount of \$28,947,732 and represents the net impact of contractual salary increases (including steps, lanes, and cost of living adjustments) and net transfers out to other levels.

The School Committee’s FY 2021/22 budget recommendation includes the following net additional funding requests:

Base Budget Increases

<u>Item Amount</u>	<u>Request Title</u>	<u>School / Department</u>	<u>Description</u>
\$20,400	Human Resource Software Package	Human Resources	The human resource products previously used (AESOP, Applitrack, TeachPoint, MyLearningPlan) were replaced by applications that integrate with the District’s PowerSchool Student Information Management System. The ongoing cost of the new integrated application is \$20,400 higher than the previous suite of applications, totaling \$40,300.
\$10,000	Employee Assistance Program Contract	Human Resources	Since the 2019-2020 school year, staff access to this resource has nearly doubled, and accordingly, costs from our vendor have been more than double from the current budget of \$8,000. With the

	Funding		ongoing COVID-19 crisis, the District anticipates continued heightened use of this district resource and requires <u>supplementary funding to preserve our level of service.</u>
\$180,000	Personal Protective Equipment & Cleaning/Sanitizing Supplies	Financial Operations	This request is to provide an ongoing budget allocation to support the purchase of personal protective equipment and sanitizing supplies. Even if a COVID-19 vaccine is developed this current year, there will be an anticipated need to continue to provide supplies to protect staff and students from airborne illnesses and other contagions. This request would provide those needed funds.
\$32,000	Zoom Pro for Education	Administrative Technology	The recent COVID-19 Pandemic has underscored the need for remote learning technology systems regardless of the educational model chosen in FY22. The District contracted in FY21 to have Zoom Pro for education accounts for all staff members. To maintain the current level of service in FY22 and beyond, this service will need to be budgeted until remote learning has concluded.
\$132,873	Increase Transportation Subsidy Yellow-Bus Transportation	Transportation	This request is to increase the budget for yellow bus transportation in FY22 in a “resume regular operations” scenario in FY22. This request reflects a modest increase in contract cost, since FY22 will be the first year of a new multi-year transportation contract. It also reflects the assumption that ridership will remain low for several more years, due to concerns over social distancing. Specifically, we assume that fee-based ridership returns to 80% of pre-COVID levels (up from the current 68% participation). This request consists of two components - a \$93,933 increase in eligible contract cost and a \$38,940 increase in the transportation subsidy to the revolving fund. The \$93,933 increase is based on a moderate fee increase for FY22, as well as an assumed change in the distribution of eligible/ineligible riders in a scenario where only 80% of fee-based riders return in FY22, reflecting lingering concerns around group transportation. The \$38,940 subsidy reflects the assumed ongoing loss of fee revenues due to the 80% ridership assumption. The \$132,873 anticipated increase in the cost of yellow bus transportation to the operating budget will be partially offset by a \$52,939 reduction in the cost of special education out-of-district transportation, for a net budgetary increase of \$79,935.
-\$52,939	Reduction to Special Education Out-of-District Transportation Budget	Transportation	Based on projected ridership and anticipated contract cost for FY22, we project a \$52,939 reduction in the cost of special education out-of-district transportation services. A modest increase in contract cost is included in the projection, since FY22 will be the first year of a new contract for these services. This request is to reduce the special education contract budget by \$52,939 and transfer these funds to the regular transportation line item, to fund anticipated contract costs in that area of the budget.
\$300	Medication Delegation Registration	Nursing	This request is for the cost of the annual fee from Massachusetts Department of Public Health to maintain medication delegation status.
\$283,642	Special Education Out-of-District Tuition	Special Education	The FY22 resulting budget request is based on anticipated tuition expenses of \$6,716,772, an estimated Circuit Breaker reimbursement of \$1,638,869 (60%), and an assumed operating budget contribution of \$5,077,853, which reflects a \$283,642 (5.9%) increase from the FY22 baseline budget of \$4,794,211.
-\$34,262	Expand Williams Psychologist (.5)	Special Education	The evaluation demand at Sunita Williams has increased in the last two years with the growth of the Early Learning Center specialized program. Currently there are 25 students in the ELC program, all of whom have a significant level of need. Evaluating

			students with significant autism enrolled in ELC is often more complicated and time-consuming due to the nature of their disabilities. In addition to these 25 students, there are another 50 students with IEPs who need evaluations. The current school psychologist at Sunita Williams is a 0.5 FTE, with the additional 0.5 FTE at Mitchell Elementary School. This request is to increase the 0.5 FTE Williams Psychologist to a 1.0 position. This request will be funded by reallocating \$34,262 from the Districtwide Special Education Professional Services to this Cost Center. The net cost of this position is \$0.
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• **\$572,014 Subtotal Base Budget Increases**

Program Improvement Increases:

Item Amount	Request Title	School / Department	Description
\$30,000	Accounts Receivable/Billing Solution	Financial Operations	The Business Office must upgrade or acquire several key systems to meet productivity needs both within the department and around the district. One such need is for a District-wide accounts receivable (AR) billing solution. Accounts receivable/invoicing is done using a combination of the Town's antiquated tax billing software, and manually generated invoices by the Director. Invoice payment is disconnected from the AR process, payment tracking happens manually using spreadsheets, on an invoice-by-invoice basis several times per year, based on follow up of delinquent accounts. Finally, several department staff are involved in this time-intensive process, including considerable participation by the Director. This request is for an accounts receivable/billing solution that can automated the accounts receivable process for greater efficiency and effectiveness.
\$22,000	Upgrade Business Office Budgeting Tool	Financial Operations	The volume and complexity of school transactions and accounts has required the Business Office to upgrade its management systems for more effective and efficient operation. One key system in need of upgrade or replacement is the district's budgeting software. The existing budget system is a Filemaker database developed in-house, that, while customized to Needham's specific budget process and documentation needs, lacks a salary budgeting module, as well as the ability to provide forecasting and budget-to-actual reporting throughout the year. The absence of a salary module (representing 86% of the budget) is a major omission to this system, as is the ability to use this system on anything but a point-in-time basis. This request would upgrade the budget database with commercially available or professional developed custom software to incorporate salaries, provide wraparound 360-degree variance analysis and budget forecasting ability, and improve the transparency of budget information for the public. The estimated ongoing cost of the software is \$22,000 per year, with an additional \$58,000 in one-time installation expenses, including programming and setup. The superintendent recommends reduced funding of \$22K for this request, and that the \$58K installation expense be funded from one-time budget savings, as available.
\$25,000	Content Filtering on Digital Learning Devices	Administrative Technology	The District does not currently provide content filtering for student devices while they are out of the school network. Although the District is not legally obligated to do this, many parents have asked for this online protection for their students. This content filtering

			service is cloud based and would have apps installed on Digital Learning Devices to ensure safe technology use and internet browsing.
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• **\$77,000 Subtotal Program Improvement Increases**

The School Committee’s COVID budget request is \$18,989,816 and represents a \$2,479,585 incremental increase over the traditional budget request. These additional requests are reflected below:

COVID-19 Budget

Item Amount	Request Title	School / Department	Description
\$1,130,630	COVID-19 Remote Learning Academy Classroom Instructors	Remote Learning	This request is to continue funding for classroom teachers hired to staff the Remote Learning Academy. The request includes 10.5 elementary classroom teachers, 4.0 middle school classroom teachers, 1.0 elementary world language teacher, and 1.0 middle school world language teacher.
\$45,000	COVID-19 Summer Bridges Program	Remote Learning	This request is to continue funding for the Summer Bridges Program created to provide additional resources to students in need of supplemental instruction in the remote learning environment.
\$50,000	COVID-19 Remote Learning Academy/Hybrid Resources Supplies & Services	Remote Learning	This request is to continue funding for the materials and supplies needed by staff and students in the remote learning environment caused by COVID-19.
\$133,182	COVID-19 Additional Funds for Yellow Bus Transportation	Transportation	This request budgets an additional, incremental increase in yellow bus transportation expense, in a scenario where the continued presence of COVID-19 results in decreased ridership, reflecting the need for social distancing and health concerns over group transportation. This request consists of two components - a \$42,294 incremental increase in regular contract cost and a \$96,943 increase in the transportation subsidy to the revolving fund. The \$42,294 contractual increase is due to the assumed continuation of current year ridership levels, resulting from COVID-19, including the significant drop in the number of fee-paying riders from prior year levels. In prior years, approximately 1,600 fee paying students rode the bus, and the mix of mandated/fee based riders was approximately 15%/85%. In FY21, the number of fee-based riders dropped to approximately 980 students, and the mix of mandated/fee based riders changed to 29%/71%. As a result, the operating budget was apportioned more of the expense of yellow busses than in prior years. Additionally, the drop in fee-based ridership has produced a revenue deficit in the revolving fund, resulting in the need for an additional, incremental COVID-19 subsidy of \$96,943. (In this scenario, the new total subsidy amount is \$512,700.) This \$139,237 incremental increase in COVID-19 yellow bus expenses is partially offset by an additional incremental reduction in the special education transportation budget of \$6,055, for a net cost \$133,182.
\$44,928	COVID-19 Mid-Day Kindergarten Yellow Bus	Transportation	This placeholder request represents the additional cost of providing mid-day yellow bus transportation to Kindergarten students in a Hybrid model. Mid-day transportation may allow for

	Transportation		additional in-person instruction for the District's youngest students.
\$60,845	COVID-19 Remote Learning Academy Leadership	Remote Learning	This request is to continue funding for 0.5 FTE Assistant Principal for the Remote Learning Academy, as well as a stipend and per diem days for the administrator assigned to lead the Academy as Principal.
\$75,000	COVID-19 Remote Learning Academy/Hybrid Resources Supplies & Services	Remote Learning	This request is to continue funding for the materials and supplies needed by staff and students in the remote learning environment caused by COVID-19.
\$550,000	COVID-19 Subsidy to Sustain Nutrition Services Program with Universal Free Meals	Nutrition Services	This request is to provide an operational subsidy to support the School Nutrition Services Program in the hybrid learning/remote meal service scenario in which the Federal Government continues to provide universal free meal reimbursement. In the absence of universal free meals, the District would need to pursue program reduction, including layoffs.
\$390,000	COVID-19 Remote Learning Academy/Hybrid Resources Supplies & Services	Remote Learning	This request is to continue funding for the materials and supplies needed by staff and students in the remote learning environment caused by COVID-19.

- **\$2,479,585 Subtotal COVID-19 Increases**



Vincent Wang, "Social Action Poster," Needham High School, Digital Art & Animation

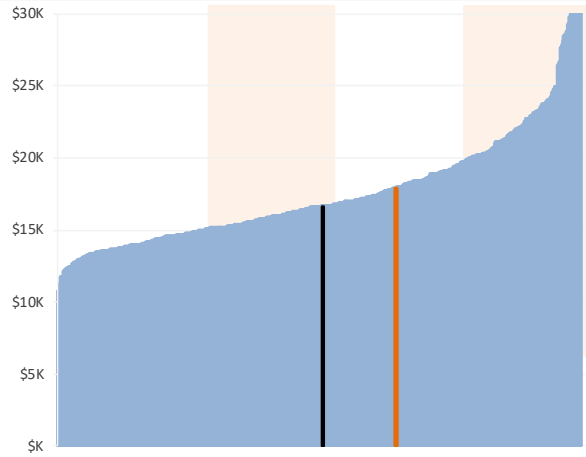
Selected Indicators – Needham Comparable Communities

Demographic	2019		2020 Students				2019 NextGen MCAS					2019 NextGen MCAS			
Grade			All Grades				Grades 3-8					Grade 10			
Category							% Meet or Exceed Expectations			Avg SGP		% Meet or Exceed Expectations		Avg SGP	
Org Name	\$/In-district Pupil	Relative District Wealth*	Total Enrollment	Eco Dis %	SWD %	EL %	ELA	Math	Sci	ELA	Math	ELA	Math	ELA	Math
Brookline	\$19,849	182%	7,777	9.2%	16.3%	11.0%	76%	73%	69%	57.9	59.5	83%	83%	50.6	47.8
Concord	\$19,842	176%	2,065	6.6%	18.1%	2.9%	76%	73%	71%	49.6	47.8				
Concord-Carlisle	\$20,758	169%	1,280	5.9%	19.2%	0.6%						86%	88%	55.8	62.6
Dedham	\$19,501	122%	2,736	21.8%	22.1%	7.2%	51%	53%	47%	49.2	49.9	57%	71%	42.6	51.4
Dover	\$18,895	242%	490	1.4%	14.6%	5.1%	85%	86%	84%	62.6	60.2				
Dover-Sherborn	\$20,962	208%	1,204	3.3%	17.2%	0.5%	77%	77%	81%	45.6	49.2	89%	91%	54.7	56.4
Framingham	\$18,385	57%	9,088	38.8%	21.8%	25.1%	40%	37%	34%	50.6	52.9	59%	63%	52.9	60.2
Holliston	\$13,561	72%	2,910	6.9%	16.2%	2.2%	62%	60%	65%	45.6	50.9	73%	82%	45.9	58.8
Hopkinton	\$14,572	86%	3,862	5.4%	12.2%	6.2%	80%	79%	71%	55.4	58.4	84%	88%	44.1	42.9
Lexington	\$17,340	116%	7,190	5.4%	14.4%	8.8%	79%	82%	78%	56.4	61.5	90%	94%	53.0	50.1
Medfield	\$16,013	106%	2,601	5.0%	12.7%	0.7%	75%	71%	69%	52.3	51.4	79%	83%	52.1	69.7
Natick	\$15,193	101%	5,529	9.3%	15.4%	3.4%	68%	66%	61%	54.1	55.4	77%	79%	43.8	49.4
Needham	\$17,883	140%	5,706	5.6%	17.3%	3.0%	76%	73%	70%	59.2	56.9	84%	88%	50.2	55.7
Newton	\$19,297	191%	12,779	8.6%	18.0%	6.0%	73%	73%	66%	58.0	57.9	78%	84%	48.3	59.2
Norwood	\$16,031	90%	3,490	27.0%	20.7%	12.5%	52%	51%	45%	46.6	46.9	64%	64%	59.7	59.5
Sherborn	\$18,945	164%	413	4.4%	15.9%	3.1%	76%	77%	78%	58.9	58.1				
Walpole	\$15,690	90%	3,679	10.6%	14.6%	3.6%	67%	65%	65%	51.0	51.0	67%	62%	46.1	40.2
Wayland	\$18,726	161%	2,707	4.9%	18.3%	3.1%	77%	77%	74%	56.5	54.1	87%	87%	47.2	43.4
Wellesley	\$19,734	230%	4,862	5.2%	16.6%	2.0%	79%	75%	73%	54.2	53.7	85%	89%	48.4	65.1
Weston	\$24,972	345%	2,039	5.4%	17.6%	3.2%	83%	81%	78%	59.1	59.1	88%	87%	63.2	55.2
Westwood	\$18,879	131%	3,000	5.0%	18.2%	0.9%	77%	76%	76%	51.4	55.1	84%	89%	53.8	64.5
Winchester	\$14,013	125%	4,678	5.0%	16.6%	2.6%	81%	79%	78%	54.6	50.0	85%	86%	48.3	56.4

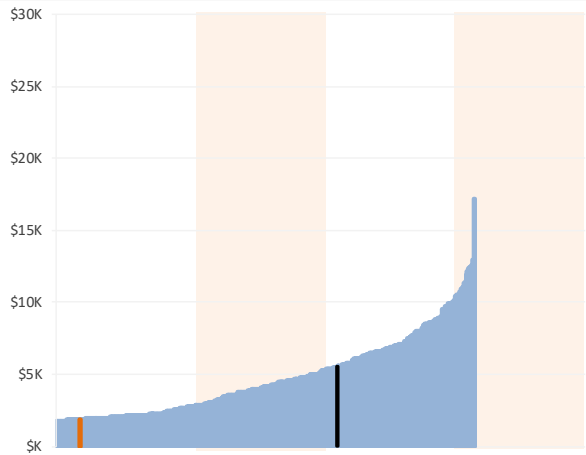
Eco Dis %: Percent economically disadvantaged
 SWD %: Percent students with disabilities
 EL %: Percent of English Learners

Selected Indicators – Needham Source of Funds

2019 Expenditure Per In-district Pupil

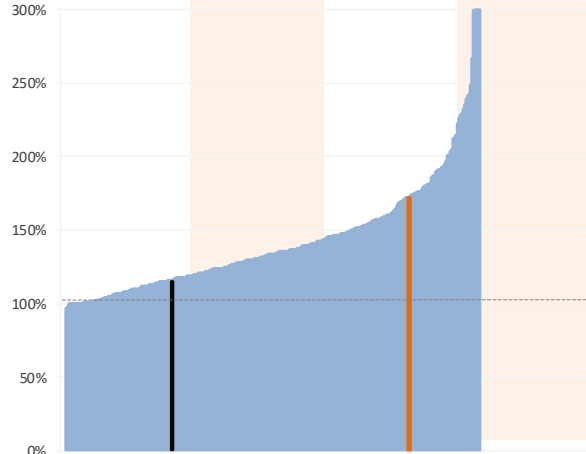


2019 Chapter 70 Aid per F'ndation Enrollment



* Charter schools do not receive Chapter 70 funds

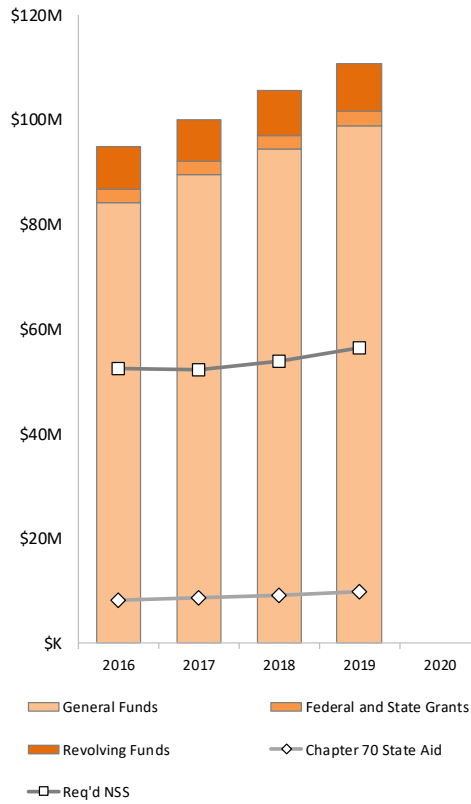
2019 Actual/Required Net School Spending



* Charter schools do not receive Chapter 70 funds

2016 - 2019

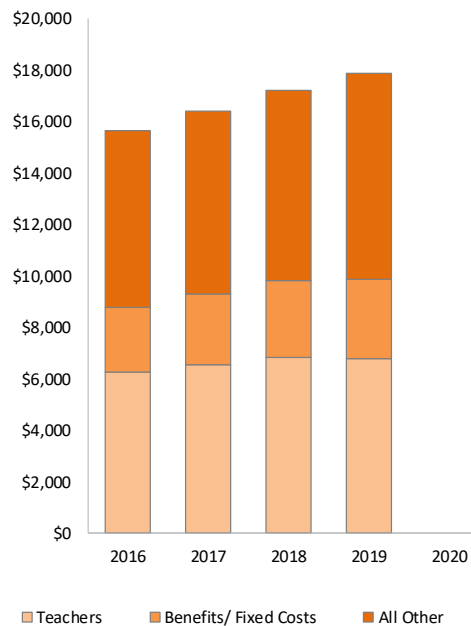
Expenditures by source of funds *(excl debt and capital, incl reg'l assessments)*



Change
4 yrs

District
+17%

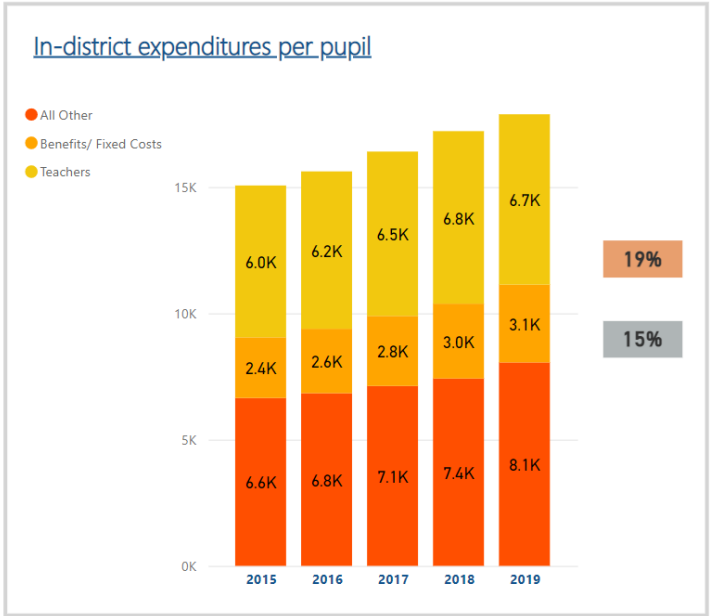
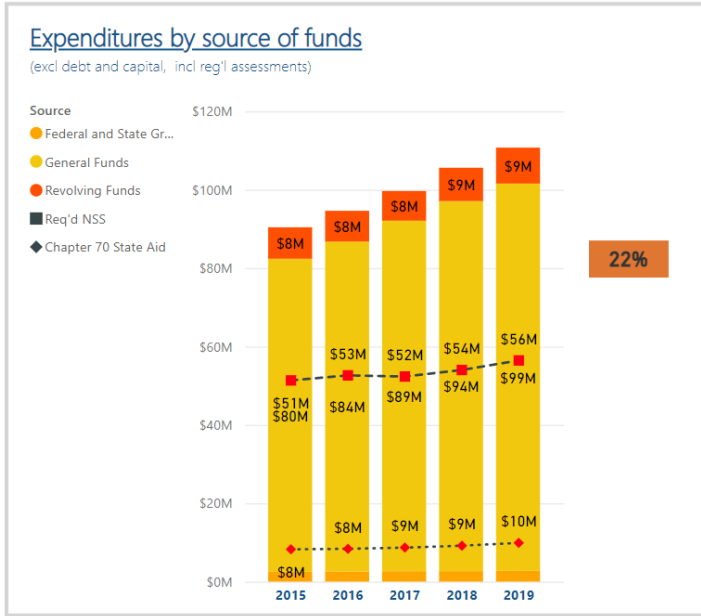
In-district expenditures per pupil



District
+14%

State
+11%

Selected Indicators – Needham Categories of Net School Spending Compliance with Chapter 70 School Funding Requirements

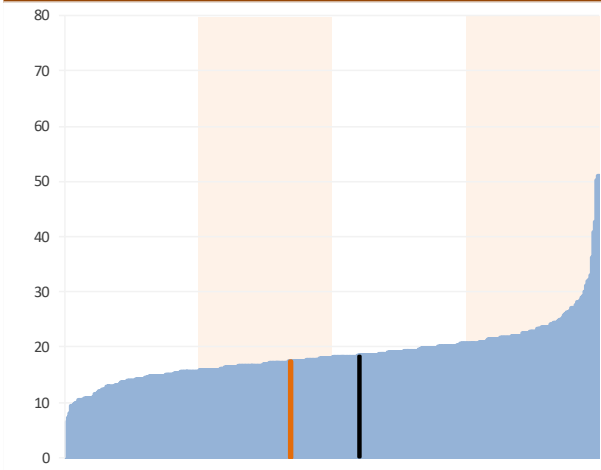


*Graphs above are specific to Needham

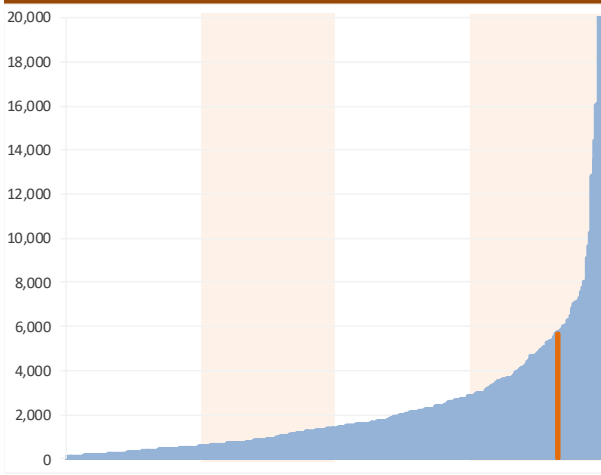
Organization	Total	Admin	Instr'l Leaders	Teachers	Other Teaching Services	Professional Development	Instr'l Materials	Guidance & Psychology	Pupil Services	Operations & Maintenance	Benefits & Fixed Costs
Brookline	\$19,849	3%	7%	40%	12%	1%	3%	4%	5%	8%	18%
Concord	\$19,842	2%	7%	41%	16%	1%	3%	3%	7%	8%	11%
Concord-Carlisle	\$20,758	3%	7%	42%	7%	1%	3%	6%	13%	8%	11%
Dedham	\$19,501	4%	7%	38%	9%	2%	2%	4%	9%	10%	16%
Dover	\$18,895	6%	7%	40%	12%	1%	2%	2%	5%	9%	17%
Dover-Sherborn	\$20,962	2%	6%	42%	6%	1%	2%	4%	11%	10%	16%
Framingham	\$18,385	5%	8%	38%	9%	0%	1%	3%	11%	7%	17%
Holliston	\$13,561	3%	9%	45%	11%	1%	2%	4%	7%	8%	10%
Hopkinton	\$14,572	4%	5%	46%	7%	1%	3%	4%	10%	6%	14%
Lexington	\$17,340	3%	10%	43%	12%	1%	2%	5%	9%	0%	15%
Medfield	\$16,013	3%	6%	45%	9%	0%	2%	4%	10%	8%	12%
Natick	\$15,193	5%	7%	40%	9%	1%	2%	4%	11%	8%	13%
Needham	\$17,883	5%	8%	38%	9%	1%	4%	3%	7%	9%	17%
Newton	\$19,297	3%	6%	37%	12%	2%	2%	4%	8%	7%	18%
Norwood	\$16,031	4%	5%	42%	8%	0%	1%	3%	9%	10%	18%
Sherborn	\$18,945	4%	7%	41%	14%	1%	3%	2%	5%	8%	15%
Walpole	\$15,690	2%	8%	40%	9%	2%	2%	3%	12%	7%	15%
Wayland	\$18,726	3%	8%	41%	9%	1%	3%	4%	8%	8%	14%
Wellesley	\$19,734	2%	9%	39%	12%	2%	4%	4%	7%	8%	14%
Weston	\$24,972	3%	7%	36%	8%	1%	3%	5%	9%	11%	18%
Westwood	\$18,879	3%	7%	40%	11%	1%	3%	3%	9%	12%	12%
Winchester	\$14,013	4%	8%	45%	8%	0%	4%	4%	8%	6%	14%

Selected Indicators – Needham Student Demographics

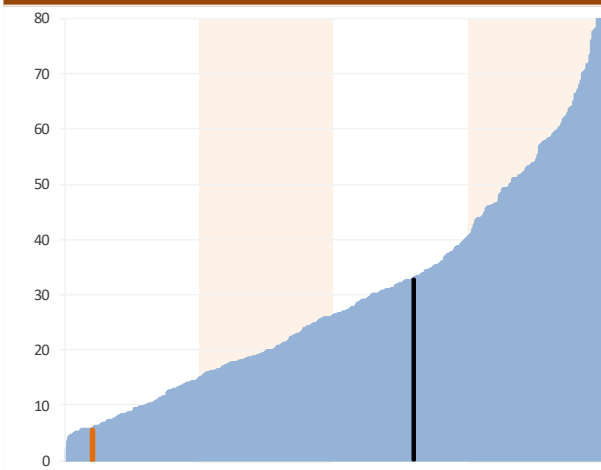
2020 Percent Students with Disabilities



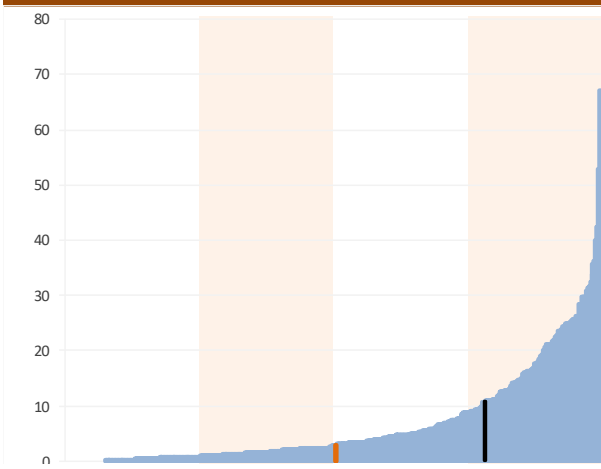
2020 Student Enrollment



2020 Percent Economically Disadvantaged



2020 Percent English Learners

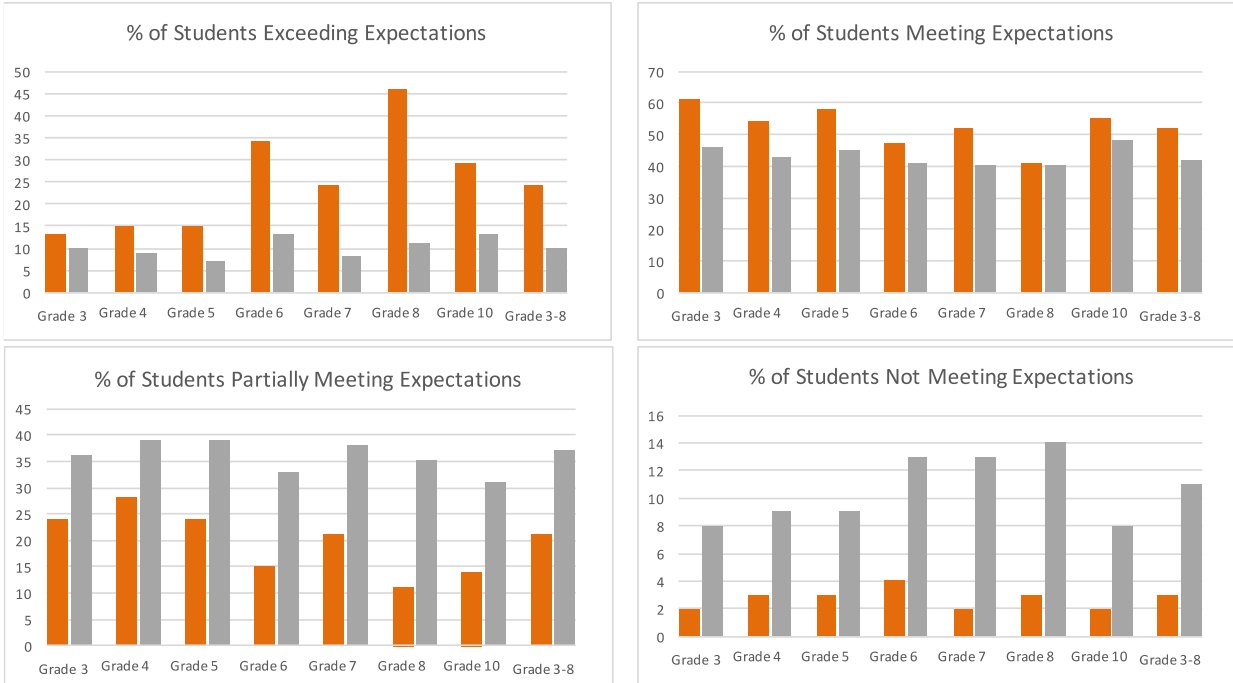


2016 - 2020					Change		
All students enrollment					District	+2%	
% economically disadvantaged					State	-0%	
% students with disabilities							
% English learners							
Enrollment	2016	2017	2018	2019	2020	District	State
Econ Disadv	267	302	317	305	318	+19%	-19%
SWD	877	926	962	995	1,003	+14%	+7%
EL	110	138	170	165	170	+55%	+20%

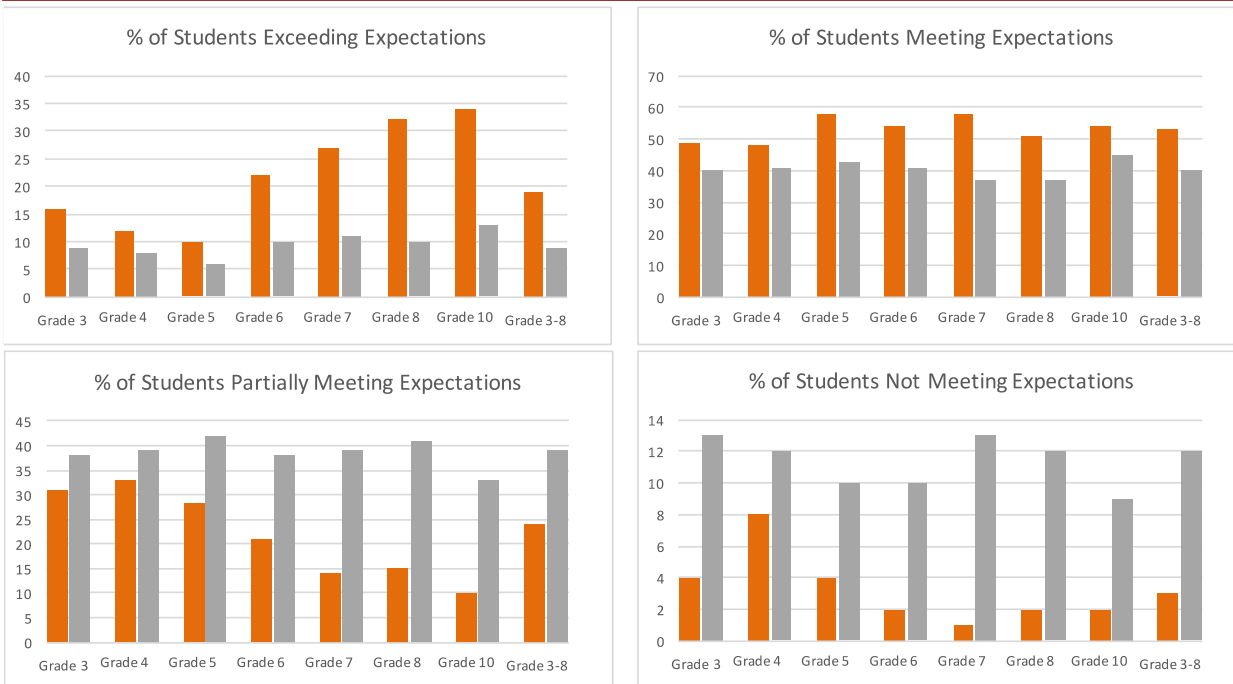
Selected Indicators – Needham MCAS

Note: No results are available from the spring 2020 assessments due to the cancellation of test administrations in response to the COVID-19 pandemic. The results below are from 2019.

2019 Next Generation MCAS Tests - ELA



2019 Next Generation MCAS Tests - MATH



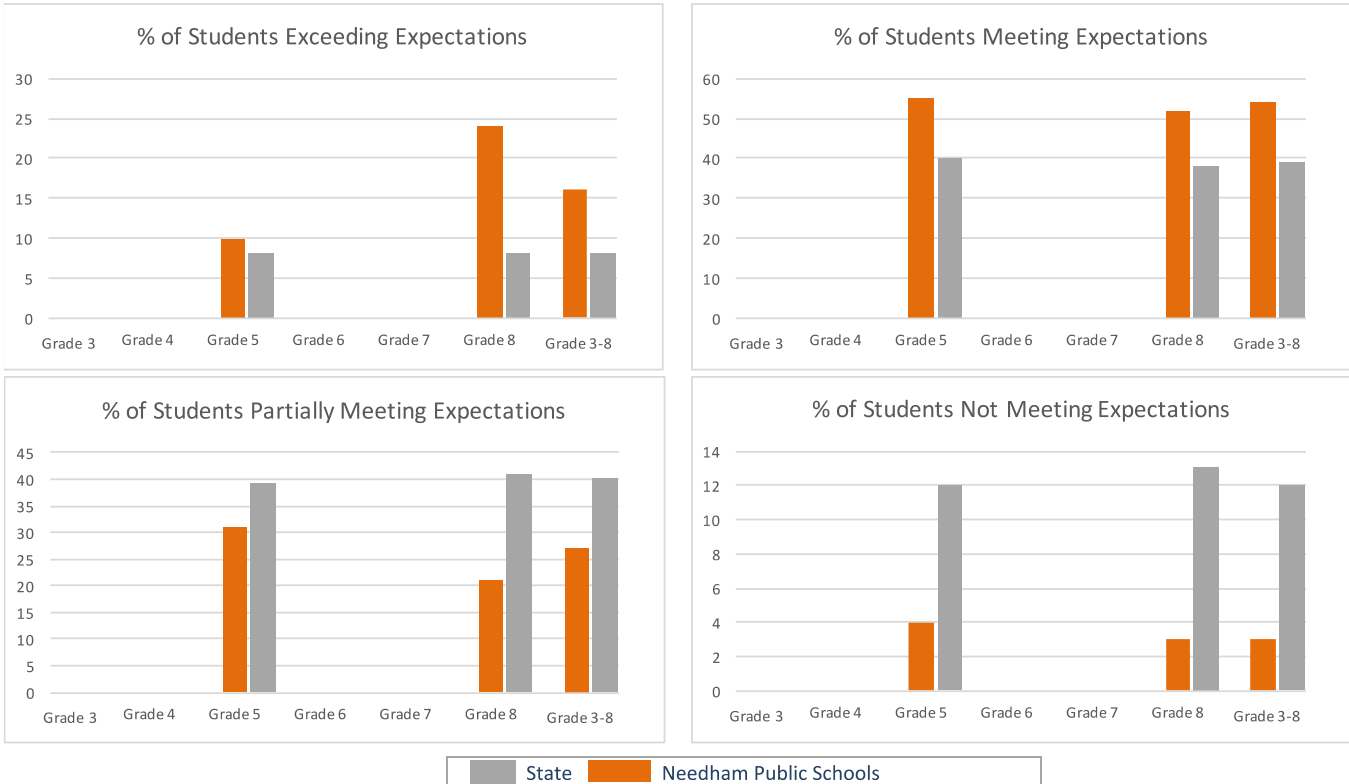
State Needham Public Schools

Source: Massachusetts Department of Elementary & Secondary Education

Selected Indicators – Needham MCAS

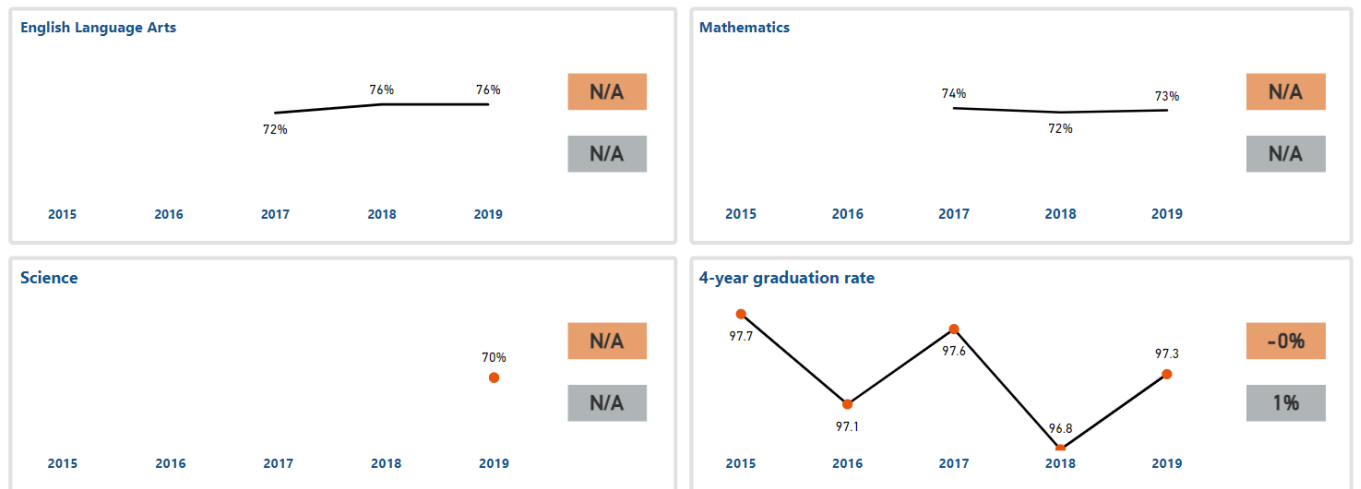
Note: No results are available from the spring 2020 assessments due to the cancellation of test administrations in response to the COVID-19 pandemic. The results below are from 2019.

2019 Next Generation MCAS Tests - SCIENCE



Source: Massachusetts Department of Elementary & Secondary Education

Percentage of students exceeding or meeting expectations on the Grades 3-8 Next Generation MCAS for ELA, Math, and Grade 10 Science. 4-year cohort graduation rate.



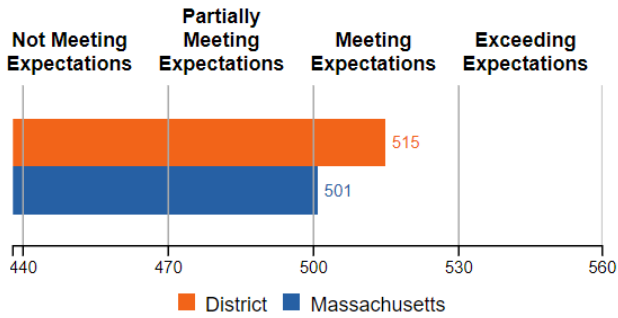
Legend: District Change Over 5 Years (orange), State Change Over 5 Years (gray)

Selected Indicators – Needham MCAS

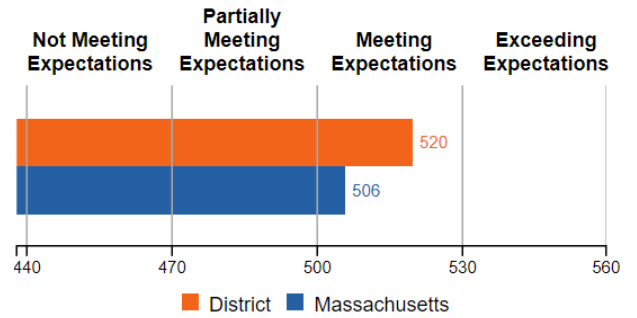
2019 Student Achievement

Next Generation MCAS ([Average Scaled Score](#))

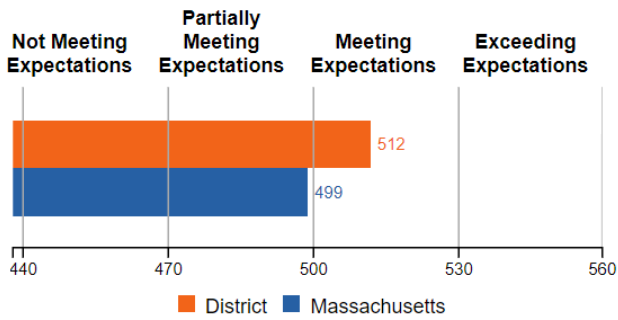
English Language Arts - Grades 3 - 8



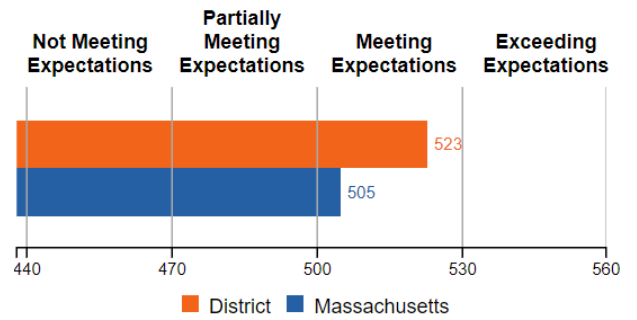
English Language Arts - Grade 10



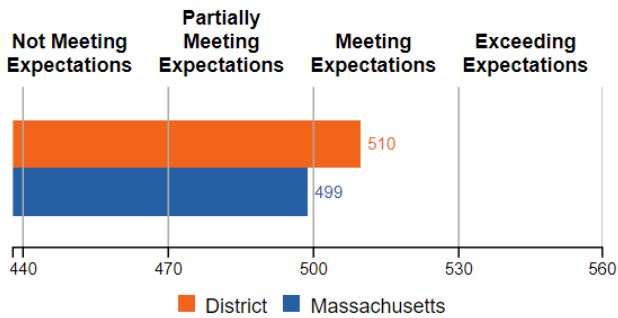
Mathematics - Grades 3 - 8



Mathematics - Grade 10



Science and Tech/Eng - Grades 5 & 8

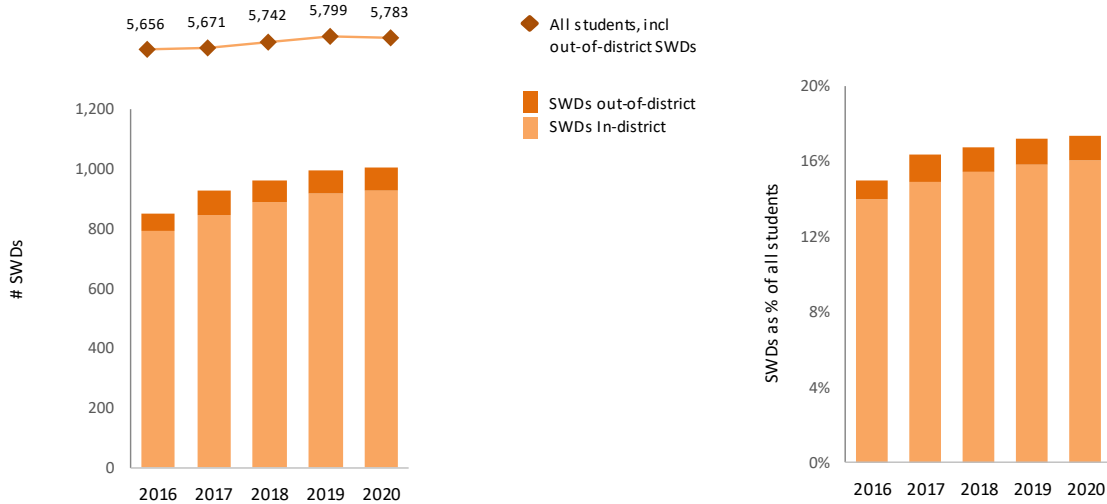


Selected Indicators – Needham Special Education

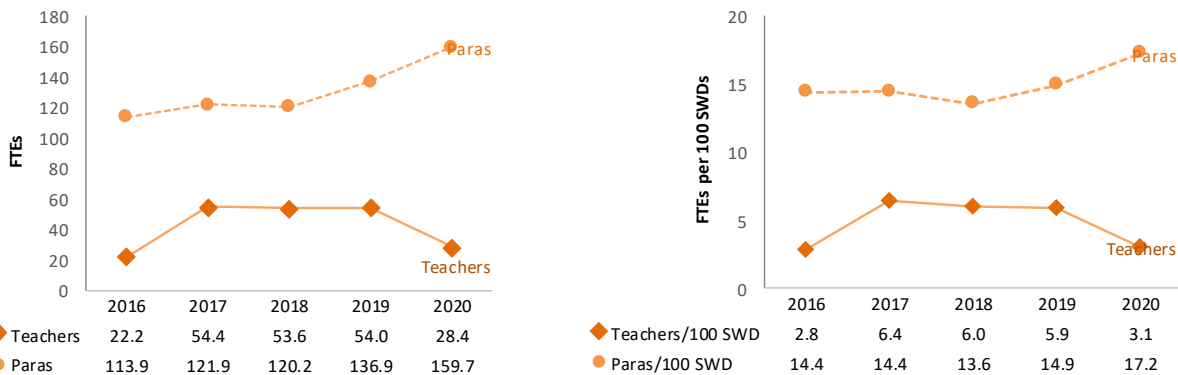
2020 Enrollment by Grade, In and Out of District

Grade	Students	# SWD	% SWD	District	State	Full inclusion	Partial inclusion	Substantially separate	Sep sch in district/home/hosp	Out of district	2016	2020	5 yr change
											#'s		
All	5,783	1,003	17%			784	84	53	5	77	820	1,003	22%
PK	72	32	44%			19	6	6	1	0	39	32	-7
K	391	38	10%			27	4	2	4	1	3	38	35
Gr 1	436	34	8%			30	4	0	0	0	27	34	7
Gr 2	443	62	14%			53	6	1	0	2	39	62	23
Gr 3	439	77	18%			62	7	3	0	5	43	77	34
Gr 4	465	74	16%			64	4	4	0	2	67	74	7
Gr 5	427	84	20%			66	1	12	0	5	72	84	12
Gr 6	507	97	19%			75	5	9	0	8	83	97	14
Gr 7	464	96	21%			82	6	3	0	5	81	96	15
Gr 8	439	83	19%			63	12	1	0	7	86	83	-3
Gr 9	387	72	19%			53	10	2	0	7	70	72	2
Gr 10	463	83	18%			64	9	0	0	10	74	83	9
Gr 11	432	88	20%			66	7	4	0	11	70	88	18
Gr 12	408	73	18%			59	3	4	0	7	59	73	14
SP	10	10	100%			1	0	2	0	7	7	10	3

2016 -2020 Enrollment

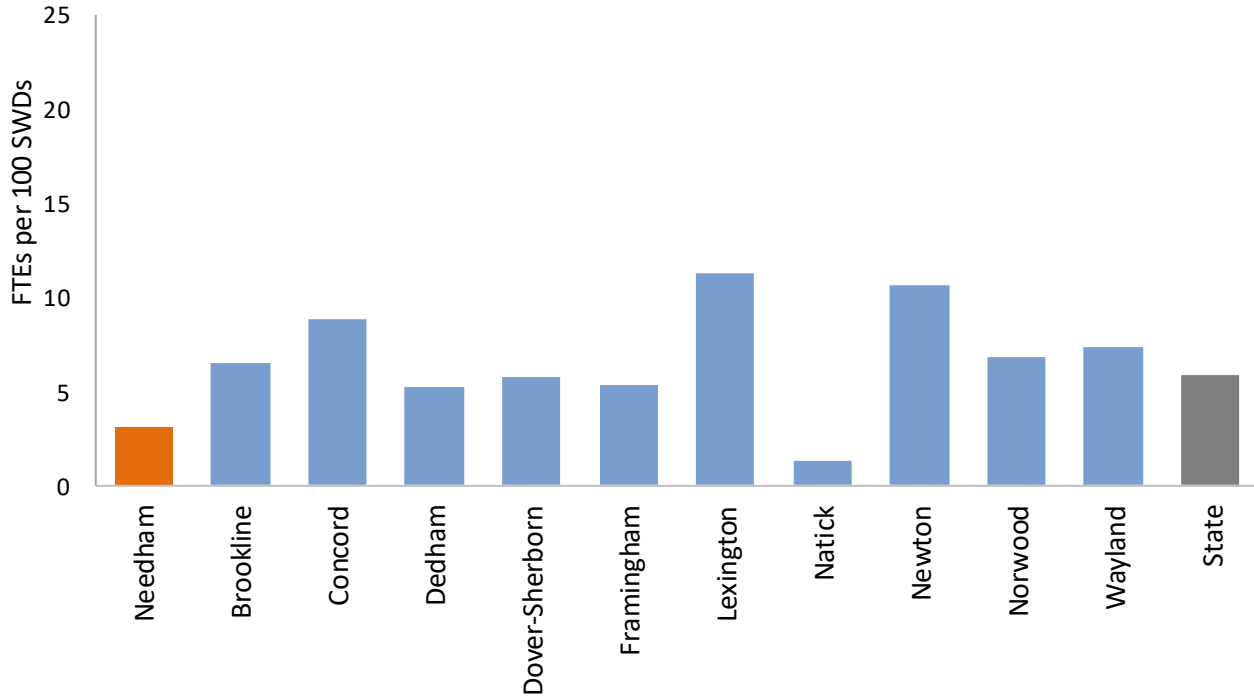


2016 -2020 Special Education Teachers and Paraprofessionals

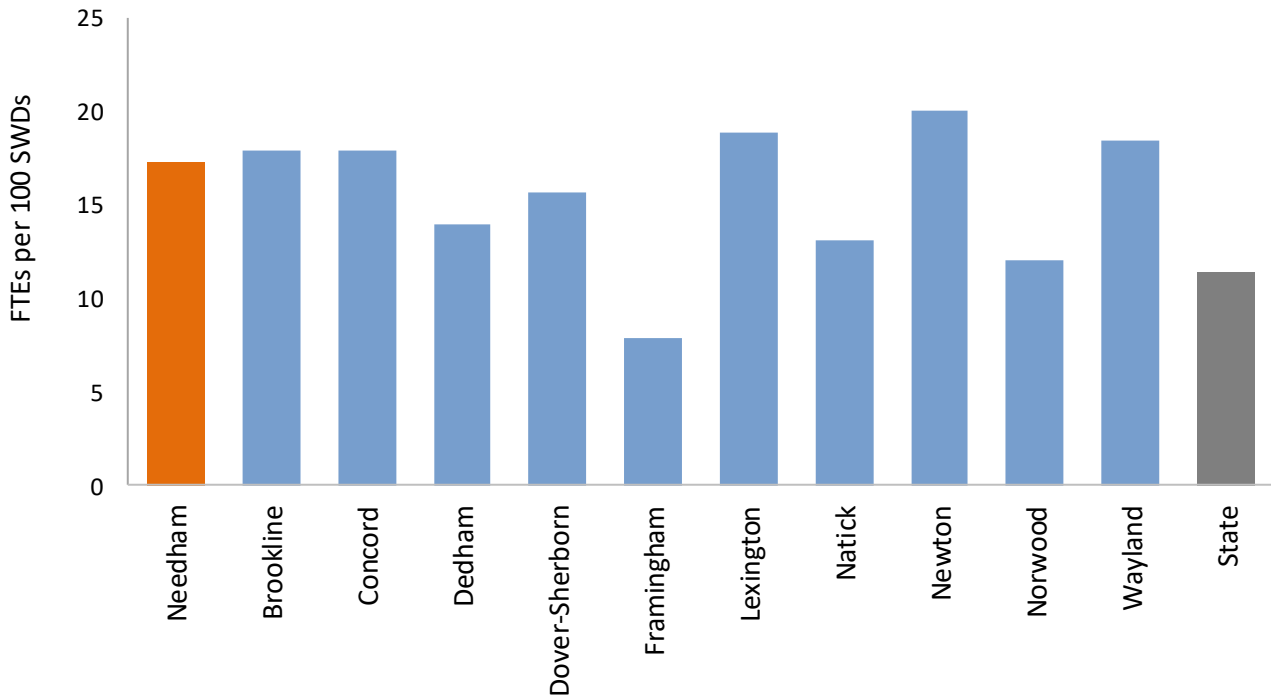


Selected Indicators – Special Education Comparison of Staff per 100 Students with Disabilities

Special education teachers



Special education paraprofessionals



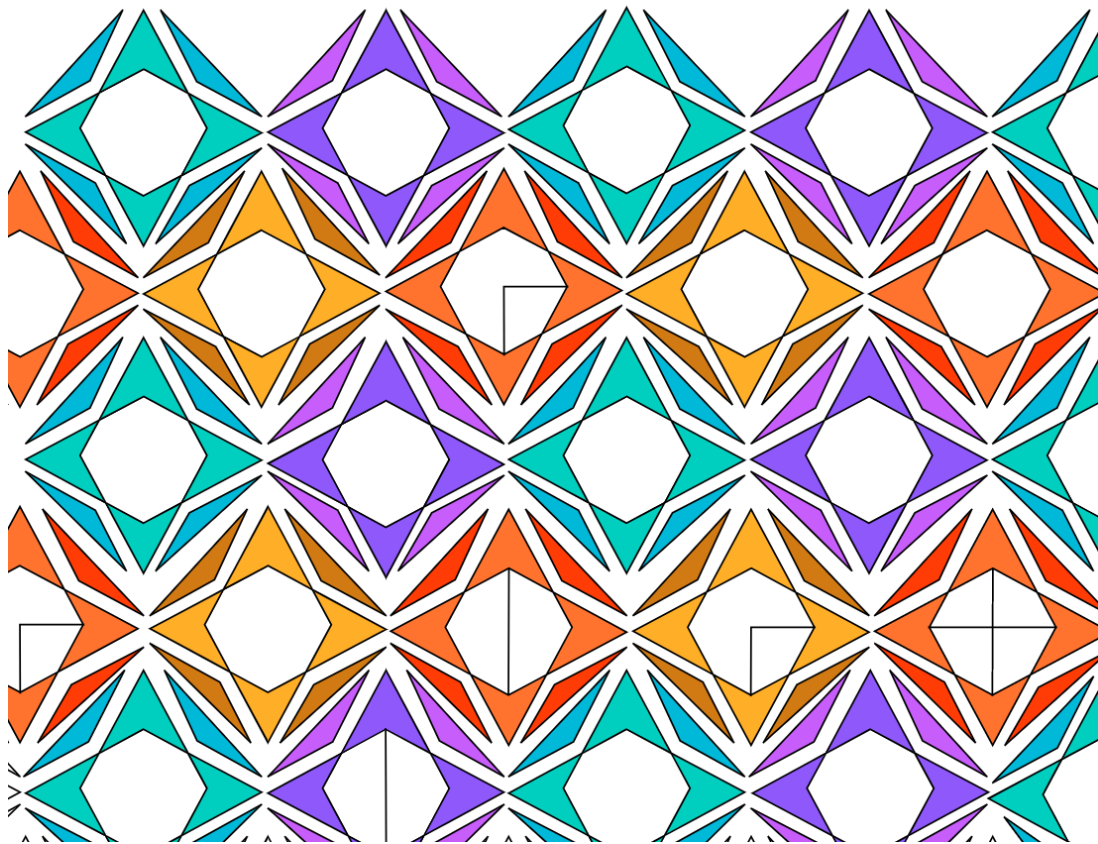
Class of 2020 Profile: Schools Attended

American University (2)	Emory University	Northwestern University
Amherst College (2)	Endicott College	Occidental College
Assumption University (4)	Fairfield University (8)	Pennsylvania State University (2)
Babson College (2)	Fashion Institute of Technology	Plymouth State University
Barnard College	Framingham State University	Pomona College
Bates College (3)	George Washington University (4)	Providence College (5)
Baylor University	Georgetown University (2)	Purdue University-Main Campus
Becker College	Georgia Institute of Technology-Main Campus	Quinnipiac University (7)
Bentley University (4)	Gettysburg College	Regis College
Binghamton University	Harvard University (3)	Saint Anselm College
Boston College (11)	Howard University (2)	Saint Michael's College
Boston University (7)	Indiana University-Bloomington (5)	Salem State University
Bowdoin College	Ithaca College (2)	San Diego State University (2)
Brandeis University (3)	Johnson & Wales University (3)	Savannah College of Art and Design (2)
Bridgewater State University	Kansas State University	Smith College
Brown University (2)	Lehigh University (6)	Southern Methodist University
Bryant University (2)	Lindenwood University	Southern New Hampshire University
Bucknell University	Louisiana State University	St Lawrence University
Canisius College	Loyola Marymount University	Stonehill College
Case Western Reserve University	Loyola University Chicago	Suffolk University
Clark University	Loyola University Maryland	SUNY College at Geneseo
Clemson University	Loyola University Maryland	SUNY College of Environmental Science and Forestry
Colby College (2)	Macalester College	Syracuse University (7)
College of Charleston (2)	Marist College	Temple University (2)
College of the Holy Cross (3)	Massachusetts Bay Community College (2)	The Ohio State University (4)
Colorado College	Massachusetts College of Art and Design	The University of Texas at Arlington
Columbia University i	Mass College of Pharmacy and Health Sciences	Trinity College (2)
Connecticut College (2)	McMaster University	Tufts University (7)
Cornell University	Merrimack College (2)	Tulane University (6)
Curry College	Miami University-Oxford (3)	Union College (3)
Dartmouth College	Michigan State University	United States Merchant Marine Academy
Dean College	Middlebury College	United States Military Academy
DePaul University	Morehouse College	University of California-Berkeley
Drexel University	Mount Holyoke College	
Duke University	New York University	
Duquesne University	Northeastern University (19)	
Elon University (5)		
Emerson College		
Emerson College		
Emory University		

University of California-Santa Barbara
University of Chicago (2)
University of Colorado Boulder (3)
University of Connecticut (3)
University of Delaware (2)
University of Denver
University of Florida
University of Georgia
University of Hartford
University of Maine
University of Maryland (8)
University of Massachusetts Boston (8)
University of Massachusetts Dartmouth

University of Massachusetts-Amherst (22)
University of Massachusetts-Lowell (3)
University of Miami (3)
University of Michigan (6)
University of New Hampshire (3)
University of Notre Dame (3)
University of Pittsburgh
University of Rhode Island (6)
University of Rochester
University of South Carolina (3)
University of Southern California
University of Tampa (3)
University of Vermont (12)
University of Virginia (4)

University of Wisconsin (6)
Vanderbilt University (3)
Vassar College
Villanova University (4)
Virginia Polytechnic Institute and State University
Wake Forest University (4)
Washington University in St Louis (2)
Wentworth Institute of Technology (2)
Wesleyan University (2)
Westfield State University (4)
Wheaton College (2)
The College of William and Mary
Worcester Polytechnic Institute (5)



Josh Herrera, "Coloring Book Page," Needham High School, Design & Production 1

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