

# Needham Public Schools

[www.needham.k12.ma.us](http://www.needham.k12.ma.us)

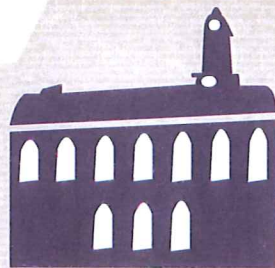
A COMMUNITY AND SCHOOL PARTNERSHIP THAT CREATES EXCITED LEARNERS, INSPIRES EXCELLENCE, AND FOSTERS INTEGRITY.

## BUDGET REQUEST - FY12

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## 2011 ANNUAL TOWN MEETING

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NEEDHAM  
CELEBRATES

**300**

1711 • 2011

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### SCHOOL COMMITTEE

CONNIE BARR, CHAIR • MARIANNE COOLEY, VICE-CHAIR  
MICHAEL GREIS • JOSEPH P. BARNES • JOHN O'LEARY  
HEIDI BLACK • BILL PAULSON

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SUPERINTENDENT  
DANIEL E. GUTKANST

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*On the cover: Pictures from Needham’s Tercentennial Celebration, including two world premiere Red Carpet events performed in November, 2010: “Needham Never Ending,” and “Song of Solomon.” “Needham Never Ending”, an original dramatic stage work written by Paul David Simon and Jay DiPrima and directed by Alison Sherman, was performed by students of the Theater Arts Society in November, 2010. The play takes the audience on a voyage from the founding of Needham through its transformation into a modern-day community. “Song of Solomon” was a multi-movement, combined choral and orchestral work inspired by Needham’s 300<sup>th</sup> birthday. Composed by Darin Lewis, it was conducted by Jonathan VanderWoude and performed by students from the High School choruses and the High School Orchestra.*

*Needham 300 is a year of festivities to celebrate the anniversary of Needham’s founding on November 6, 1711.*

# Needham Public Schools Leadership Team

**Daniel E. Gutekanst, Ed.D.**  
**Superintendent**

## **Central Administration:**

Tom Campbell  
Personnel Resources

Anne Gulati,  
Financial  
Operations

Christine Brumbach  
Student Development  
& Evaluation

Terry Duggan, Ed.D.  
Program Development &  
Implementation

## **Principals**

Jonathan Pizzi  
*Needham High School*

Jessica Downey  
*High Rock Middle School (Grade 6)*

Glenn Brand  
*William Pollard Middle School (Grades 7 & 8)*

Emily Gaberman  
*Broadmeadow Elementary School*

Suzanne Wilcox  
*John Eliot Elementary School*

Michael Kascack  
*Hillside Elementary School*

Michael Schwinden, Ed.D.  
*William Mitchell Elementary School*

Jessica Peterson  
*Derwood Newman Elementary School*

## **PreK – 12 Directors**

David Neves, Ed.D.  
*Fine & Performing Arts*

Tom Denton  
*Guidance & Psychology*

Debra Gammerman  
*Media & Technology*

Joanne Allen-Willoughby  
*Metropolitan Council for Educational  
Opportunity (METCO)*

Kathy M. Pinkham, Ed.D.  
*Physical & Health Education*

Cathy Heller  
*Student Support Services,  
Needham High School*

Will Verbits  
*Special Education Middle School*

Mary Lammi  
*Special Education  
Preschool & Primary Grades*

Mary Alice Stamer  
*Health Services*

Micah Hauben  
*Athletics*

Ruth Griffin  
*Food Services*

Sheila Hamwey  
*Transportation*

Sue Bonaiuto  
*Community Education & Planning*

Chip Laffey  
*Department of Public Facilities*

## NEEDHAM PUBLIC SCHOOLS

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April 7, 2011

Dear Town Meeting Members:

The Needham School Committee invites you to consider its operating budget request for the fiscal year ending June 30, 2012 (FY 2011/12). The proposed budget, which totals \$48,436,371, represents a \$2,012,293 (4.3%) increase over the current year operational budget of \$46,424,078<sup>1</sup>. This request is \$4,000 more than the budget voted by the School Committee in January, reflecting additional funds recommended by the Finance Committee to purchase employee time and attendance software.

The information included in this budget proposal details the resources the schools are requesting to continue to provide an educational program for our students, one that is consistent with our core values of **Scholarship, Citizenship, Community, and Personal Growth**.

Developing the budget this year has been a challenge, especially within the context of an extremely tight local and national economic climate. School administrators and staff took on this work knowing that the community has high expectations for student learning and achievement, but reduced resources to fund school and town programs. This proposal is a prudent and responsible plan that balances the needs of the schools with the fiscal reality the Town of Needham is facing. The FY12 budget plan also uses \$500,900 in federal Education Jobs grant funds to ensure that a minimum revenue source will be available for school needs and level service next year. Although these one-time resources are applied thoughtfully, for the purpose of ‘bridging’ this second-in-a-row difficult budget year until state and Town revenues begin to recover, the loss of these funds at the conclusion of the FY12 budget year will put a considerable strain on the schools, unless additional revenue becomes available.

Principals and administrators, who are sensitive to the difficult economic climate, requested modest increases in their programs. Unfortunately, many of these requests were not included in the final budget plan, which focuses limited resources on meeting contractual salary obligations for staff members, and addressing two key budget drivers: providing for special education needs and addressing growing enrollments at the secondary level. Overall, special education expenditures increase by \$1,443,252, which includes an anticipated increase in out-of-district tuition expenses of \$1,199,632. A large portion of the tuition increase is due to recent cut backs in state Circuit Breaker aid for special education, which, if funded at the anticipated 40% reimbursement rate, will result in a revenue loss of approximately \$833,031 for Needham in FY12. In addition, the budget provides funding for an additional 7.7 FTEs (\$409,990) to meet growing enrollment at the middle and high schools. Resources are re-positioned throughout the budget to meet these needs. For instance, a total of 4.9 FTE staff members are reduced to provide funding for secondary classrooms, including 2.6 FTE teachers and 2.3 FTE instructional support personnel. Other

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<sup>1</sup> The FY11 School Department budget presented in this document is \$117,000 less than the \$46,541,078 budget approved by Special Town Meeting in November 2010. The \$117,000 amount was appropriated to pay design and construction costs associated with the Pollard School Renovation Project. Given the one-time nature of these capital expenditures, however, and to facilitate the comparison of operational expenses in FY11 and FY12, the FY11 budget total presented in this document excludes this amount. As a result, the FY12 budget request is shown as a \$2,012,293 (4.3%) increase over a revised FY11 budget of 46,424,078. Had the \$117,000 been included, the FY12 budget would have increased by \$1,895,293 (4.1%) over the current year.

existing funds, including contractual obligations and maintenance, also are redirected to meet school and program needs.

The development of a budget plan for the FY 2012/2013 school year will continue to be a difficult exercise, which will likely involve further reductions to existing programs and staff. Increased staff contractual costs in FY13 and diminished state and local revenues will exacerbate future planning and budgeting and will require the school administration, in collaboration with the School Committee and all Town boards, to consider the steps that must be taken if the community is to strengthen the Needham Public Schools. Clearly, in the future it will not be possible to sustain school programs or develop new ones without additional resources.

However, Needham Public Schools will continue to pursue sustainable budget initiatives that seek to provide needed services as efficiently and effectively as possible. For example, this budget includes several changes to the pupil transportation program, which reduced transportation costs overall by an estimated \$143,044 in FY12 – savings, which were used to offset the anticipated rate increase for yellow bus service and meet the increase in special needs transportation requirements. These changes also are expected to yield long-term benefits for the system by controlling the rate of growth in transportation costs and maximizing the amount of funds, which can be allocated to the classroom.

Other ongoing ‘sustainability’ initiatives, expected to bear fruit in the future, include: a review of special education service delivery models for programmatic improvement and operational efficiencies and a strategy of investing in professional development that builds capacity in areas such as consulting for students with autism.

### **Significant Components of the FY12 Budget:**

- The budget represents a proposed 4.3% increase of \$2,012,293 over the current fiscal year. It depends, however, on the use of \$500,900 in federal Education Jobs grant funds to balance the budget. Had these funds not been available, the overall budget request would have been \$2,513,193 or 5.4%.
- Mandated and contractual costs account for most (\$2,177,573) of the overall expenditure increase, including \$734,321 in contractual salary expense and \$1,443,252 in special education expenditures. The special education amount includes \$1,199,632 in new out of district tuition costs for children and \$117,640 in additional transportation expense for FY12.
- Overall staffing is increased by 5.93 net Full Time Equivalent (FTE.) A total of 2.6 FTE teachers and 2.3 FTE instructional support staff members are reduced in order to provide for increases in staffing at the secondary level.
- The budget plan also includes an extremely modest Cost of Living Allowance (COLA) for staff members. The recently-settled teachers contract provides for a 0.25 % COLA in FY12 to supplement contractual step and (educational) lane increases. A small cost of living increase also is assumed for the other bargaining units (administrators, instructional aides and clerical support staff), whose contracts are being collectively bargained this year.
- The budget assumes that total enrollment will grow to 5,511 in FY12, an increase of 79 students (1.5%) over the current year October 1 enrollment of 5,432. All of this growth is projected to occur at the

secondary level, however. Elementary enrollment is projected to decline by 0.85% from 2,575 to 2,553; middle school enrollment is expected to rise from 1,277 to 1,302 (2.0%) and High School enrollment is expected to increase by 5.2% from 1,449 to 1,525.

- Funding for substitutes, maintenance, postage and legal services is reduced.

## What Assumptions and Priorities Shaped the FY12 Budget Request?

The FY12 budget development process began earlier in the school year, when the School Committee identified budget priorities to guide the administration in the budget planning process. These included:

- The District’s values of scholarship, community, citizenship and personal growth.
- The District’s learning goals of advancing standards-based learning, developing the social and emotional skills of all students and promoting active citizenship; as well as the infrastructure goal of a sustainable plan for financial, building, technological and human resources, which supports the learning goal.
- The need for highly qualified staff, who teach within established student/ teacher ratio guidelines.
- The ongoing refinement of curriculum, instruction, and assessment practices.
- The need to develop and maintain educational resources and a technology infrastructure that supports student learning and meets district goals.

In addition, the School Committee invited our state legislators to review with it the District’s Five-Year Budget Forecast, a model that projects enrollment, contractual, school, and staffing needs against anticipated revenue. This model was developed to better inform the decision making process by helping the School Committee understand the ‘big picture’ challenges it faces in the budget process.

Administrators developed budget requests in the fall and submitted them for consideration and discussion in November. The Central Office Administration then met with principals and program directors to review and discuss budget requests in light of the School Committee’s identified priorities and district goals. Early on, it was clear that the local, state, and national economic picture would play a dominant role in our budget planning.

Finally, the Superintendent and Central Office met with the Town Manager and her staff, School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

### 2011/12 Budget Calendar

Sept– School Committee Developed School Budget Priorities & Guidelines

Oct/ Nov – Superintendent Developed Preliminary Budget Recommendation, Based on School Committee Guidelines

Dec 7 – Superintendent’s Budget Request Sent to School Committee, Town Manager and the Finance Committee (on or Before Second Wed in Dec.)

Dec/Jan – School Committee Held Public Hearing(s) and Reviewed Superintendent’s Request, Both Jointly and in Concert with the Finance Committee.

Jan 25, 2011– School Committee Sent Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

Jan 31 – Town Manager Presented Balanced Town-Wide Budget Proposal, Including the Voted Request of the School Committee, to the Finance Committee for Formal Deliberation

Jan/Feb/Mar – Finance Committee Reviewed Budget Requests and Held Public Hearings

March 15 – Finance Committee Voted its Final Budget Recommendation to Town Meeting. The Finance Committee’s Recommendation is Considered the Main Motion to be Acted Upon by Town Meeting

May 2 – Annual Town Meeting

July 1 – New Fiscal Year Begins

## Newman School Renovation

The FY12 budget proposal also calls for the use of \$148,169 in one-time funds that have been set aside to ensure that the upcoming Newman School renovation project can succeed and meet the needs of students, staff, and families. Grades One through Five will be housed in modular classrooms on the Newman campus during the 2011/12 school year, while the Preschool, Kindergarten, and Kindergarten After School Enrichment (KASE) programs will be re-located to the modular classrooms at the Pollard Middle School. The proposed level of funding will provide resources for staff, transportation, planning, materials, moving, and other logistical items, that will address the needs of all of Newman’s student population, both on the Newman campus and the Pollard campus.

## How are the School District’s Goals reflected in the FY12 Budget?

Although the difficult economic circumstances have limited our ability to undertake new initiatives in support of District goals and objectives, the FY12 budget continues the progress we have made in many of these areas. Some of these efforts include:

- Continuing to support professional development for teachers in the area of advancing standards based learning (Goal #1). Overall, the budget contains \$819,538 for teacher professional development and curriculum initiatives; the \$15,000 budget reduction in this area will slow, but not halt, work currently in progress on these initiatives;
- Continuing to implement the new Think Math! Curriculum in Grades 3-5, for \$7,474. (Goal #1)
- Providing funds to hire a teacher evaluation system consultant (\$4,000) to train personnel on the new teacher evaluation system, currently being developed by a team of teachers and administrators. (Goal #4).

## What are the Capital Project Priorities for FY12?

The capital project priorities for FY12 are listed below. The Finance Committee will make a funding recommendation on these items to Town Meeting.

	School Committee’s Request	Town Manager’s Funding Recommendation
<i>Ongoing Capital Asset Replacement Program (Tier I Priorities):</i>		
Replace District computers, laptops, servers and other technology	\$304,600	\$262,200 (cash capital/school funds)
Maintain District’s replacement schedule for copy machines	\$66,950	\$66,950 (cash capital)
Maintain the replacement cycle for school musical equipment	\$15,000	\$15,000 (cash capital)
Replace school furniture at Hillside, Mitchell, and Newman Schools	\$37,750	\$37,750 (cash capital)
<b>Subtotal</b>	<b>\$424,300</b>	<b>\$381,900</b>

Facility Repair/Renovation Requests (Tier II Priorities):

Improvements to Pollard School to accommodate the relocated Newman School Population in September 2011.	\$1,200,000	\$442,000 approved at November 2010 Special Town Meeting (\$325,000 debt authorization + \$117,000 school operating budget appropriation); \$758,000 additional debt authorization approved March 2011 Special Town Meeting
\$4,584,270 to complete required repairs to the Pollard Middle School, including roof replacement. The Massachusetts School Building Authority recently agreed to reimburse Needham for at least 31% of eligible roof replacement costs, under their new Green Repair Program.	\$4,584,270	\$3,500,000 debt authorization approved at November 2010 Special Town Meeting to replace the Pollard Roof. Balance pending upon completion of facility assessment.
<b>Subtotal</b>	<b>\$5,784,270</b>	<b>\$4,700,000</b>

New Technology Requests (Tier III Priorities):

Install interactive whiteboards in various classrooms throughout the District	\$159,500	\$44,500 (cash capital)
Pilot a 1:1 computing program at the Pollard Middle School	\$86,900	\$42,400 (cash capital/one time funds)
<b>Subtotal</b>	<b>\$246,400</b>	<b>\$86,900</b>
<b>Grand Total</b>	<b>\$6,454,960</b>	<b>\$5,168,800</b>

A well-crafted budget expresses an organization's goals and priorities, as it describes in a very tangible and measurable way the financial resources to be expended toward achieving those goals. It does not, and is not, intended to describe the results achieved. For the Needham Public Schools, those results are reflected in the accomplishments of our students as they progress through their education and emerge from Needham schools prepared to take their places as citizens in the community. Evidence of their achievements can be found at the end of this document, and also in some detail in the School Department's annual Performance Report. You can learn more about Needham Public Schools, its programs and accomplishments, on our web site at: [www.needham.k12.ma.us](http://www.needham.k12.ma.us).



The School Committee thanks the Superintendent and staff, who have, as always, worked so hard to prepare this budget. The School Committee values our excellent ongoing collaboration with the Selectmen, Town Manager, and Finance Committee in our collective effort to craft a sustainable Town-wide budget that meets the needs of all citizens. We greatly appreciate the continued support of all the Town of Needham committees, boards and citizens, and we respectfully ask for your support, at Town Meeting.

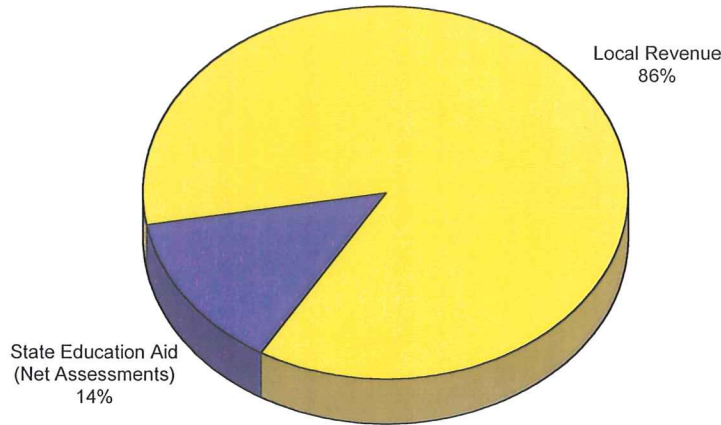
Sincerely,

*Connie Barr*

Connie Barr  
Chair, Needham School Committee 2010-11  
Needham School Committee

# School Operating Budget Revenue & Expenditure Summary

FY 2011/12  
 School Operating Budget Revenues by Source  
 \$48,436,371



## Revenue Summary:

School Revenue	FY09 Actual	FY10 Actual	FY11 Approved (5)	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
<u>Local Revenue:</u>								
Property Taxes & Fees	35,903,911	39,246,388	39,905,477	43,706,688	41,786,480	1,881,003	4.71%	86.3%
<u>State Revenue/Assessments:</u>								
School Choice (1)	(4,500)	-	(17,222)	(17,739)	(17,739)	(517)	3.00%	0.0%
Charter School (2)	(40,535)	(48,856)	(41,524)	(43,352)	(43,352)	(1,828)	4.40%	-0.1%
Special Education (3)	(12,617)	(13,409)	(13,610)	(14,018)	(14,018)	(408)	3.00%	0.0%
Chapter 70 Formula Aid (4)	6,118,846	5,996,469	6,590,957	6,725,000	6,725,000	134,043	2.03%	13.9%
<b>Totals</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,424,078</b>	<b>50,356,579</b>	<b>48,436,371</b>	<b>2,012,293</b>	<b>4.33%</b>	<b>100.0%</b>

- (1) School Choice sending tuition assessment.
- (2) Charter School Tuition Reimbursements, Net Sending Tuition Assessment. Source: Department of Revenue Cherry Sheets
- (3) Tuition Assessment to Mass Hospital School.
- (4) Chapter 70 Excludes School Construction Chapter 645; Chapter 511; METCO & School Lunch Reimbursement. Excludes Circuit Breaker
- (5) Reflects 5/10 ATM Budget of \$46,114,078 plus 11/10 STM addition of \$310,000. Excludes additional allocation of \$117,000 approved for capital project.

Revenues for School Department operations in FY12 are shown above. These revenues, which consist of education-related “Cherry Sheet” aid from the state and other local revenue, are based on January 2011 Town-wide revenue projections. 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 Town operations during the budget process. Based on this analysis, approximately 13.7% of the \$48,436,371 school operating budget is funded by state revenue. Property taxes and other local receipts make up the difference, or \$41,786,480.

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 fund.) These revenues are summarized in charts at the end of this document.

## **Trends in School Budget Revenue:**

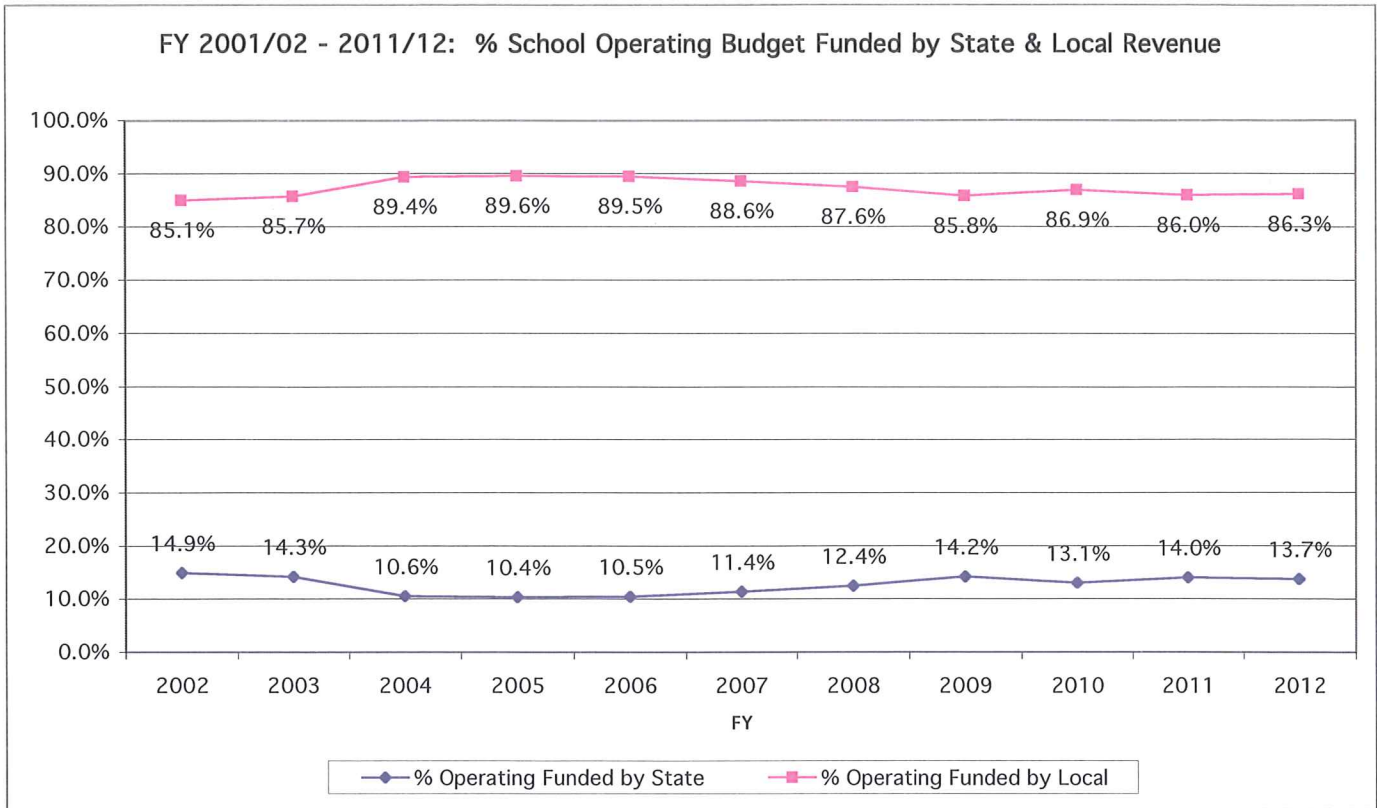
### *Trend: Predominately Local Funding for Education:*

Local taxpayers provide the majority of funding for school operations. The FY12 budget assumes that local taxpayers will fund 86.3% of the school operating budget, while 13.7% will be funded by the state. The state/local funding shares have remained relatively steady for the past several years, even as the state has contributed more money to education over the past several years.

In FY07, the state revised its Chapter 70 formula to provide more funding to communities like Needham, where enrollments are growing, or where local funds comprise more than 82.5% of the foundation budget. The foundation budget is the level of funding the state says is needed to ‘adequately’ fund public education; \$46,025,846 in FY12. It consists of a required local contribution of \$39,034,126 and a state aid allocation of \$6,991,720. The revised funding formula capped the local share at 82.5% of the foundation budget amount, and promised a ‘phase in’ of additional revenue over a multi-year period to reach this target amount. (The State’s target funding percentage is 17.5%.) In FY06, Needham funded 97.4% of its foundation budget requirement, while the State funded 2.6%. For FY12, the Governor has proposed a local contribution rate of 84.8% and a state aid allocation of 15.2%.

The Governor’s FY12 state budget (House 1) recommends a state aid allocation of \$6,991,720, which increases \$400,763 (6.08%) over the current year allocation (of \$6,590,957.) The additional federal stimulus and Education Jobs grant funds awarded last year as a part of the formula (totaling \$536,283) do not continue in FY12. This budget will be reviewed and considered by the state legislature throughout the spring. However, the Town of Needham has adopted a more conservative projection of state revenue, which reflects only a \$134,043 (2.03%) increase over the current year payment of \$6,590,957.

The chart on the next page depicts changes in state and local funding for school operations. Based on the Town’s revenue projections for FY12, the portion of the school’s operating budget funded by state revenue is projected to remain steady at approximately 14%, while the portion funded by local revenue is projected to remain at approximately 86%.



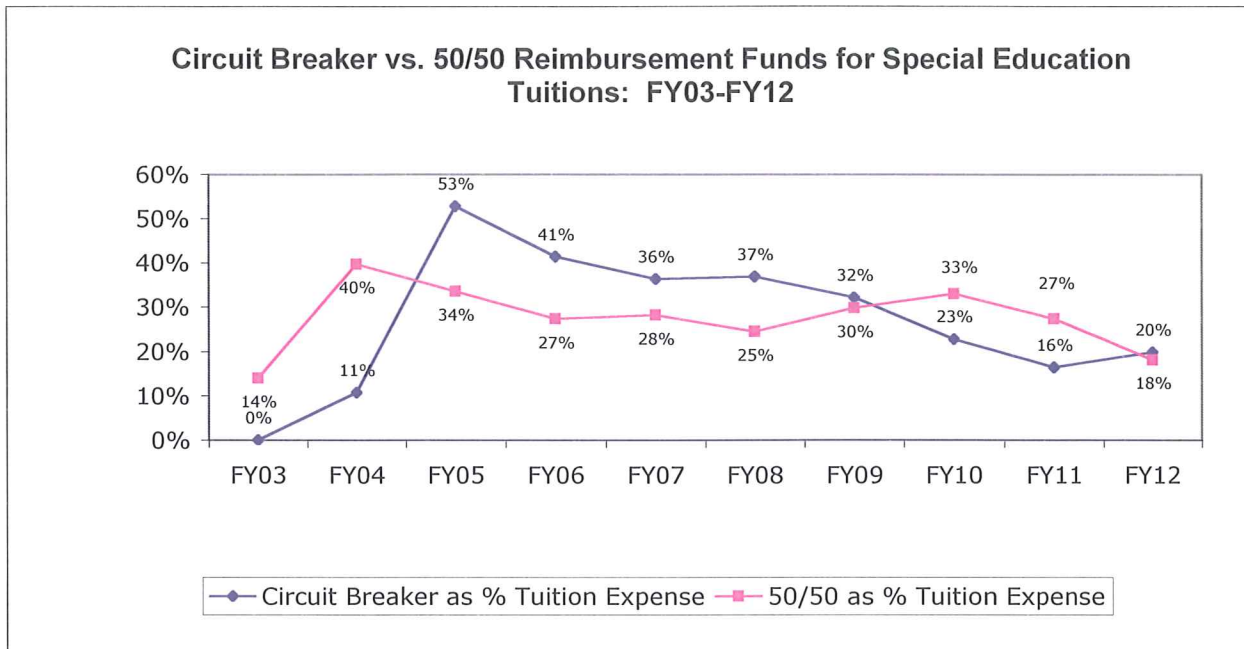
Source: School Business Office

*Trend: Declining State Support for Special Education Tuition Expenses:*

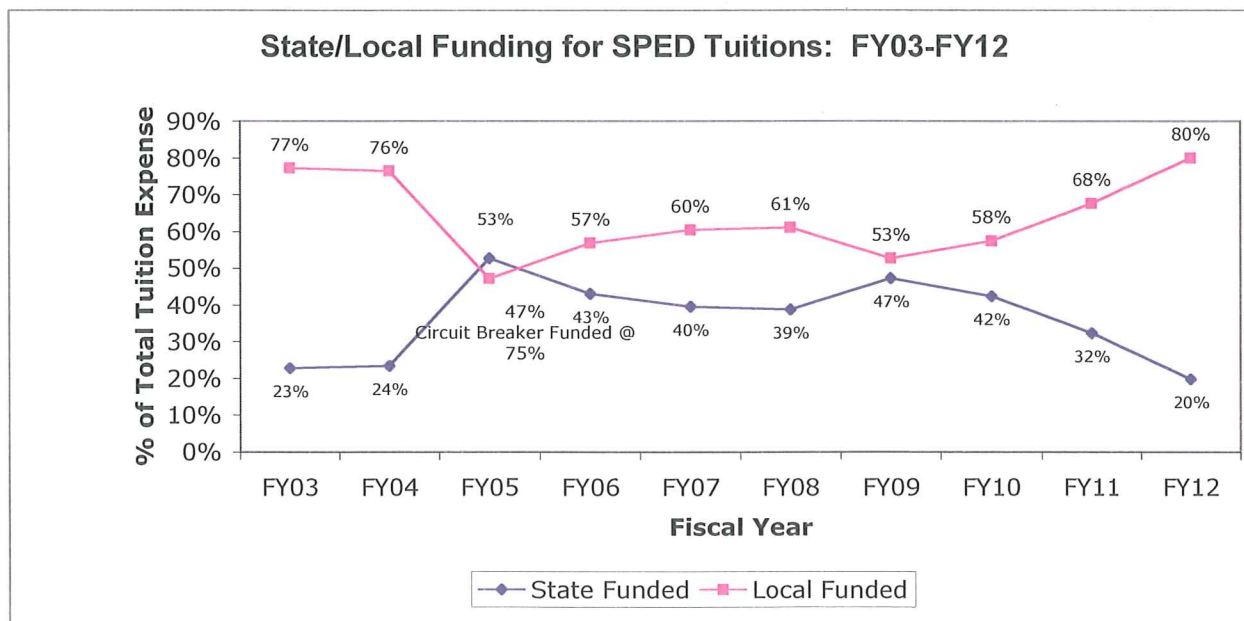
Additionally, the state has continued its program of providing financial support for volatile special education out-of-district tuition expenses, although the amount of this support has declined considerably over the past few years. Special education tuition expenses can increase or decrease dramatically, particularly when students move in and out of the District, or when their needs change. For FY12, the average cost of a day placement is projected to be \$62,729 per student; the average residential placement is projected to be \$173,913 per student, independent of transportation expense.

In FY04 the “Circuit Breaker” program was voted by the State Legislature, replacing the former “50/50” program, which reimbursed districts for 50% of the cost of special education students placed in residential settings. The purpose of the Circuit Breaker program 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 calls for districts to receive 75% of their costs exceeding an amount equal to four times the state foundation budget per pupil. (In FY12, this amount is budgeted to be \$38,029.) However, because Circuit Breaker reimbursements are subject to appropriation, the actual reimbursement percentage has varied. In FY04, the State reimbursed districts at 35%. Between FY05 – FY08, the program was fully-funded at 75%. Since FY09, however, the reimbursement rate has dropped due to state budget constraints. In FY09, the Circuit Breaker was funded at 72%. In FY10, funding was slashed to 42.38%, creating a \$652,473 funding shortfall, that was ‘backfilled’ by federal stimulus grant funds. The current reimbursement rate is 40%. All of Needham’s remaining federal stimulus grant funds have been used to close the ongoing budget gap in FY11.

The FY12 budget assumes that the 40% reimbursement rate will remain in effect, resulting in an estimated state Circuit Breaker payment of \$952,036. The Circuit Breaker allocation will cover 18% of total special education tuition expenditures for FY12, a percentage, which is significantly reduced from prior years, reflecting the reduced reimbursement rates. Additionally, although the Circuit Breaker formula initially had provided more funding for Needham than the old 50/50 reimbursement methodology, the Circuit Breaker funding formula now provides less funding, at the current 40% reimbursement rate.



Additionally, local funds continue to pay the majority of special education tuition expenses. As evident from the chart below, the school operating budget is projected to fund about 80% of total out-of-district tuition expenses (up from 68% in FY11), while state funds are expected to fund the remaining 20% (down from 32% in FY11.)



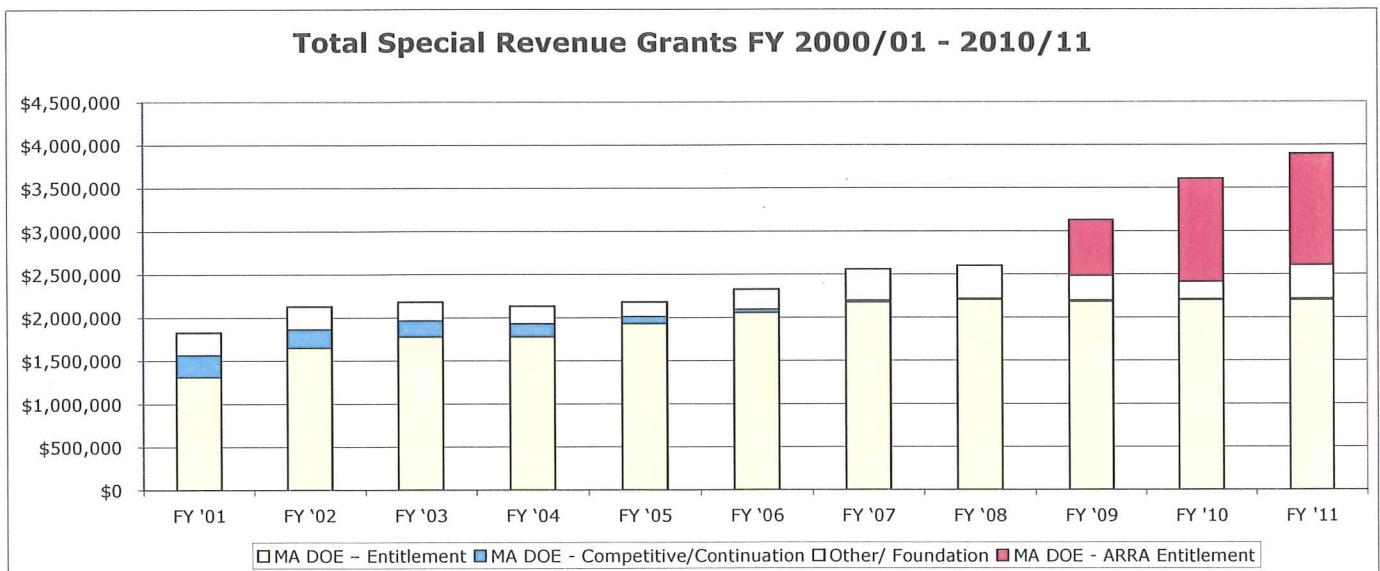
Source: School Business Office

The Governor’s budget proposes to increase funding for the special education Circuit Breaker, which could potentially increase the reimbursement rate to between 60-70%. However, the Town remains skeptical about the financial viability of the proposal, and has budgeted a level (40%) reimbursement rate for FY 12.

*Trend: Additional Grant Funding and Increased Reliance on 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, but support school operations in many cases.

The amount of external grant funding has risen substantially over time, although the makeup of those dollars has changed. In the current year (FY11), grant funding (excluding Circuit Breaker funds) totaled \$3,895,584, an increase of \$290,272 (8%) from the prior year. This increase reflects the American Recovery and Reinvestment Act (ARRA) federal stimulus funds received, totaling \$1,287,891. Over the past ten years, grant funding has increased by \$2.1 million, primarily due to increases in federal entitlement grants for special education and other student services, stimulus funds and private foundation grants. Competitive grants have dropped significantly, from a high of \$254,165 in FY01 to \$17,300 in FY11. By contrast, entitlement grants (excluding stimulus) increased \$890,618 over the same period and foundation grants grew by \$125,676. Two factors make it very difficult to maintain grant revenues: shrinking competitive funds at both the state and federal levels, and a focus on low-performing communities in response to the No Child Left Behind federal education act. In many grant categories, high-performing districts like Needham simply are not eligible for funds.

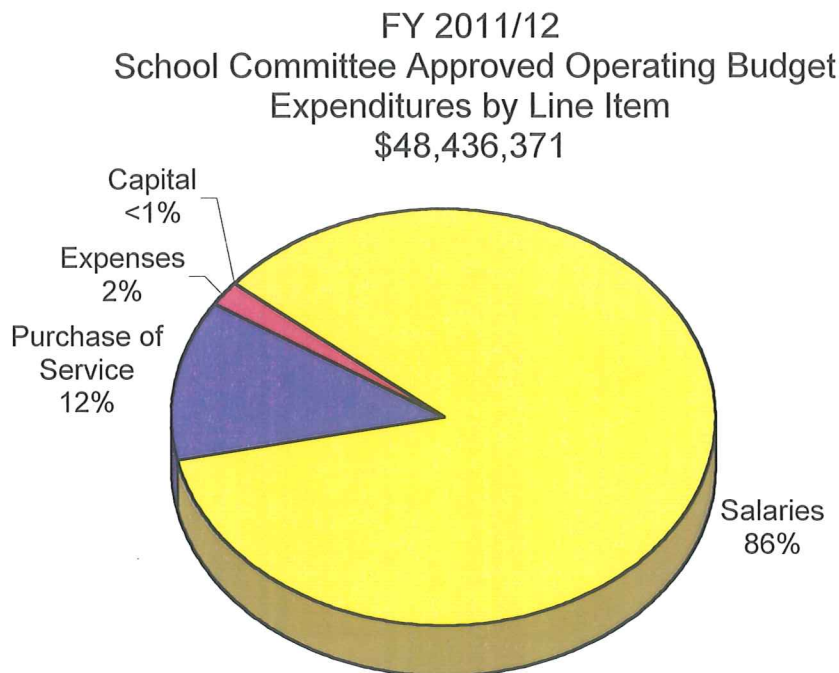


Source: School Business Office

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 FY10, the School Department collected approximately \$5.2 million in fee revenues from 45 different programs. Some of the largest fee based programs are itemized below:

Program	FY10 Revenues	FY10 Fee
School Food Services	\$1,903,329	\$2.00/meal ES \$2.25/meal MS & HS
Kindergarten After School Program (KASE)	\$884,363	\$3,800/year (5-Days)
Transportation	\$439,593	\$370/rider; \$750 Family Cap
Athletics	\$422,754	\$285/athlete; \$250 Hockey Surcharge; \$1,140 Family Cap
Fee-Based Arts Instruction	\$191,714	\$85/student group lessons \$704/32 weeks private lessons (+ \$30 registration fee)
Adult Education	\$223,276	Fee based on program offerings
Preschool	\$296,564	\$3,900/year (4-Days)

# School Operating Budget Revenue & Expenditure Summary



## Expenditure Summary:

Expenditure Line Item	FY09 Actuals	FY10 Actuals	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	36,689,152	39,274,263	40,629,489	43,413,035	41,477,582	848,093	2.09%	85.63%
Purchase of Service	4,202,101	4,496,159	4,784,615	5,827,476	5,988,197	1,203,582	25.16%	12.36%
Expenses	1,071,088	1,186,438	1,009,979	1,090,468	970,595	(39,384)	-3.90%	2.00%
Capital Outlay	2,766	223,734	-	25,600	-	-	0.00%	0.00%
<b>Totals</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,424,078</b>	<b>50,356,579</b>	<b>48,436,371</b>	<b>2,012,293</b>	<b>4.33%</b>	<b>100%</b>

\* Reflects 5/10 ATM Budget of \$46,114,078 plus 11/10 STM addition of \$310,000. Excludes additional allocation of \$117,000 approved for capital project.

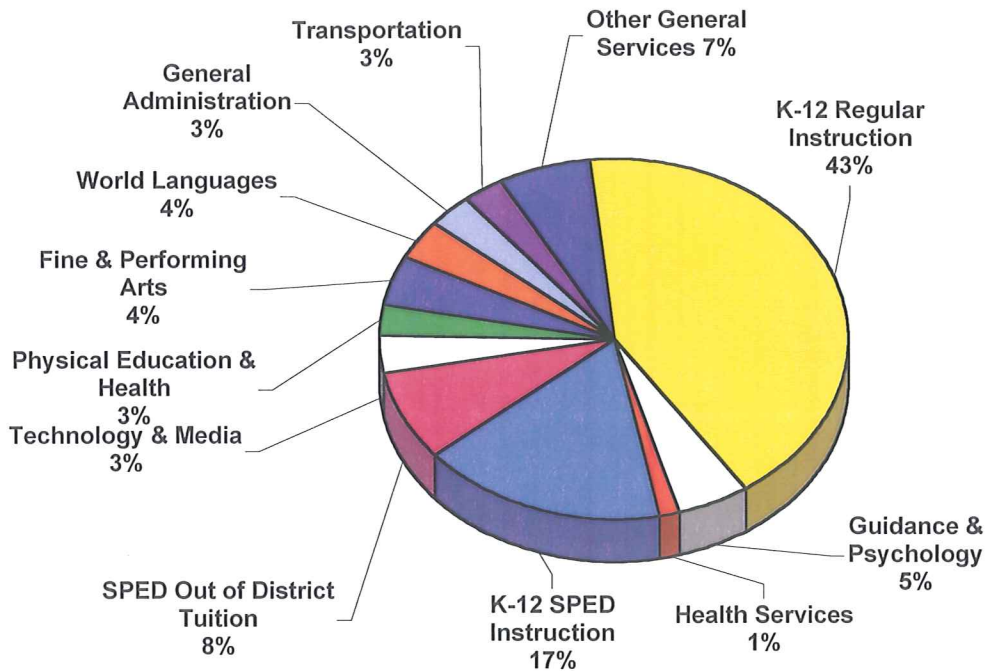
Source: School Business Office

The School Committee's FY 12 budget totals \$48,436,371. This budget represents a 4.3% increase from the prior year. Salaries account for about 86% of the total budget request, while purchase of service and expense accounts total 12% and 2%, respectively. Salary expenses increase by \$0.8 million (2.1%), generally reflecting the impact of contractual salary obligations. New positions added to meet enrollment increases and special education requirements were generally offset by reductions in other areas. Contractual expenses increase by \$1.2 million, to meet special education out-of-district tuition requirements in FY 12 and backfill reductions to state Circuit Breaker funding. Expense accounts decrease \$39,384, reflecting required reductions to educational supply accounts needed to balance the budget. Capital outlay is budgeted in the capital improvement fund, instead of the school operating budget.



# Expenditures by Functional Area & Department:

FY 2011/12  
School Committee Approved Operating Budget  
Expenditures by Functional Area  
\$48,436,371



Expenditure Functional Area	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY11 TL
General Administration	1,456,855	1,536,945	1,464,656	1,563,425	1,545,725	81,069	5.54%	3.2%
Transportation	965,013	1,099,861	1,212,707	1,368,973	1,323,788	111,081	9.16%	2.7%
General Services	2,414,588	2,805,922	3,045,563	3,208,401	3,034,891	(10,672)	-0.35%	6.3%
K-12 Regular Instruction	18,397,756	19,430,062	19,889,010	21,308,780	20,477,051	588,041	2.96%	42.3%
K-12 SPED Instruction	9,443,263	10,237,475	10,768,780	12,250,746	12,097,029	1,328,249	12.33%	25.0%
Guidance & Psychology	2,174,091	2,282,924	2,313,965	2,454,662	2,396,640	82,675	3.57%	4.9%
Health Services	627,947	662,153	645,054	715,082	643,455	(1,599)	-0.25%	1.3%
Other Student Services	9,377	6,530	24,809	25,955	25,955	1,146	4.62%	0.1%
Technology & Media	1,859,165	2,114,079	1,951,023	2,045,666	1,591,567	(359,456)	-18.42%	3.3%
Physical Education & Health	1,301,301	1,373,201	1,401,025	1,436,534	1,377,997	(23,028)	-1.64%	2.8%
Fine & Performing Arts	1,861,591	2,027,578	2,041,650	2,178,472	2,133,393	91,743	4.49%	4.4%
World Languages	1,454,158	1,603,858	1,665,841	1,799,883	1,788,883	123,042	7.39%	3.7%
<b>Totals</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,424,078</b>	<b>50,356,579</b>	<b>48,436,371</b>	<b>2,012,293</b>	<b>4.33%</b>	<b>100.0%</b>

\* Reflects 5/10 ATM Budget of \$46,114,078 plus 11/10 STM addition of \$310,000. Excludes additional allocation of \$117,000 approved for capital project.

Source: School Business Office

## Expenditures by Functional Area & Department:

Functional Area/ Department	FY09 Actuals	FY10 Actual	FY11 Approved *	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
<b>General Administration</b>								
School Committee	165,094	198,656	148,071	148,071	138,071	(10,000)	-6.8%	0.3%
Superintendent	252,962	275,268	283,501	294,749	294,749	11,248	4.0%	0.6%
Personnel Resources	339,467	345,719	349,085	376,733	369,033	19,948	5.7%	0.8%
Student Development	170,466	175,598	179,226	183,272	183,272	4,046	2.3%	0.4%
Program Development	189,315	195,243	196,712	199,369	199,369	2,657	1.4%	0.4%
Financial Operations	313,386	331,326	293,960	346,642	346,642	52,682	17.9%	0.7%
External Funding	<u>26,165</u>	<u>15,135</u>	<u>14,101</u>	<u>14,589</u>	<u>14,589</u>	<u>488</u>	<u>3.5%</u>	<u>0.0%</u>
Subtotal	1,456,855	1,536,945	1,464,656	1,563,425	1,545,725	81,069	5.5%	3.2%
<b>Transportation</b>								
Transportation	<u>965,013</u>	<u>1,099,861</u>	<u>1,212,707</u>	<u>1,368,973</u>	<u>1,323,788</u>	<u>111,081</u>	<u>9.2%</u>	<u>2.7%</u>
Subtotal	965,013	1,099,861	1,212,707	1,368,973	1,323,788	111,081	9.2%	2.7%
<b>Other General Services</b>								
Professional Development	430,420	627,813	622,096	732,989	634,712	12,616	2.0%	1.3%
EAP	8,000	8,000	8,000	8,000	8,000	-	0.0%	0.0%
Staff 504 Compliance	1,453	-	2,000	2,000	1,000	(1,000)	-50.0%	0.0%
Lane Changes/Sick Buy Back	-	-	312,613	269,354	269,354	(43,259)	-13.8%	0.6%
Substitutes	293,062	279,991	431,442	427,819	392,587	(38,855)	-9.0%	0.8%
Curriculum Development	116,970	149,355	129,950	129,950	129,950	-	0.0%	0.3%
Reading	596,371	604,484	650,125	730,659	689,466	39,341	6.1%	1.4%
General Services	363,761	526,905	229,821	229,821	229,821	-	0.0%	0.5%
Production Center	86,420	66,072	122,883	123,350	110,850	(12,033)	-9.8%	0.2%
Administrative Technology	329,703	341,135	340,556	352,823	367,864	27,308	8.0%	0.8%
Collaboratives - Tuition & Dues	-	-	-	-	-	-	0.0%	0.0%
Science Center	188,428	202,167	196,077	201,636	201,287	5,210	2.7%	0.4%
Vocational Education	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>	<u>0.0%</u>
Subtotal	2,414,588	2,805,922	3,045,563	3,208,401	3,034,891	(10,672)	-0.4%	6.3%
<b>K-12 Regular Instruction</b>								
Broadmeadow Elementary	1,948,463	2,042,596	2,096,016	2,288,904	2,191,227	95,211	4.5%	4.5%
Eliot Elementary	1,306,318	1,432,219	1,384,102	1,552,701	1,426,653	42,551	3.1%	2.9%
Hillside Elementary	1,599,162	1,637,083	1,815,823	1,887,868	1,812,207	(3,616)	-0.2%	3.7%
Mitchell Elementary	1,639,657	1,813,093	1,746,250	1,830,330	1,765,755	19,505	1.1%	3.6%
Newman Elementary	<u>2,274,064</u>	<u>2,286,219</u>	<u>2,398,617</u>	<u>2,482,695</u>	<u>2,285,995</u>	<u>(112,622)</u>	<u>-4.7%</u>	<u>4.7%</u>
Subtotal Elementary	8,767,664	9,211,210	9,440,808	10,042,498	9,481,837	41,029	0.4%	19.6%
High Rock School	-	1,547,757	1,625,008	1,675,133	1,666,017	41,009	2.5%	3.4%
Pollard Middle School	<u>3,933,546</u>	<u>2,835,774</u>	<u>2,834,777</u>	<u>3,189,081</u>	<u>3,071,864</u>	<u>237,087</u>	<u>8.4%</u>	<u>6.3%</u>
Subtotal Middle	3,933,546	4,383,531	4,459,785	4,864,214	4,737,881	278,096	6.2%	9.8%
High School	<u>5,696,546</u>	<u>5,835,321</u>	<u>5,988,417</u>	<u>6,402,068</u>	<u>6,257,333</u>	<u>268,916</u>	<u>4.5%</u>	<u>12.9%</u>
Subtotal High School	5,696,546	5,835,321	5,988,417	6,402,068	6,257,333	268,916	4.5%	12.9%
<b>Grand Total K-12 Regular Inst.</b>	18,397,756	19,430,062	19,889,010	21,308,780	20,477,051	588,041	3.0%	42.3%
<b>Guidance &amp; Psychology</b>								
Guidance	1,877,771	1,973,183	1,986,540	2,118,006	2,059,984	73,444	3.7%	4.3%
Psychology	<u>296,320</u>	<u>309,741</u>	<u>327,425</u>	<u>336,656</u>	<u>336,656</u>	<u>9,231</u>	<u>2.8%</u>	<u>0.7%</u>
Subtotal	2,174,091	2,282,924	2,313,965	2,454,662	2,396,640	82,675	3.6%	4.9%
<b>Health Services</b>								
Health/Nursing	<u>627,947</u>	<u>662,153</u>	<u>645,054</u>	<u>715,082</u>	<u>643,455</u>	<u>(1,599)</u>	<u>-0.2%</u>	<u>1.3%</u>
Subtotal	627,947	662,153	645,054	715,082	643,455	(1,599)	-0.2%	1.3%
<b>K-12 SPED Instruction</b>								
SPED	<u>7,209,776</u>	<u>7,876,404</u>	<u>8,132,416</u>	<u>8,638,750</u>	<u>8,261,034</u>	<u>128,618</u>	<u>1.6%</u>	<u>17.1%</u>
Subtotal	7,209,776	7,876,404	8,132,416	8,638,750	8,261,034	128,618	1.6%	17.1%
<b>SPED Out of District Tuition</b>								
SPED Out-of-State	36,136	167,708	134,445	327,366	502,226	367,781	273.6%	1.0%
Mass Public	208,615	284,251	229,919	416,011	259,382	29,463	12.8%	0.5%
Private Schools	1,794,955	1,698,002	2,100,071	2,737,205	2,993,956	893,885	42.6%	6.2%
Collaborative	<u>193,781</u>	<u>211,110</u>	<u>171,929</u>	<u>131,414</u>	<u>80,431</u>	<u>(91,498)</u>	<u>-53.2%</u>	<u>0.2%</u>
Subtotal	2,233,487	2,361,071	2,636,364	3,611,996	3,835,995	1,199,631	45.5%	7.9%

\* Reflects 5/10 ATM Budget of \$46,114,078 plus 11/10 STM addition of \$310,000. Excludes additional allocation of \$117,000 approved for capital project.

## Expenditures by Functional Area & Department (continued):

Functional Area/ Department	FY09 Actuals	FY10 Actual	FY11 Approved *	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
<b>Other Student Services</b>								
K-12 Student 504 Compliance	5,534	3,906	21,289	22,431	22,431	1,142	5.4%	0.0%
Attendance	<u>3,843</u>	<u>2,624</u>	<u>3,520</u>	<u>3,524</u>	<u>3,524</u>	<u>4</u>	<u>0.1%</u>	<u>0.0%</u>
Subtotal	9,377	6,530	24,809	25,955	25,955	1,146	4.6%	0.1%
<b>Technology &amp; Media</b>								
Computer Education	900,045	952,665	896,648	902,557	548,126	(348,522)	-38.9%	1.1%
Media Services	<u>959,120</u>	<u>1,161,414</u>	<u>1,054,375</u>	<u>1,143,109</u>	<u>1,043,441</u>	<u>(10,934)</u>	<u>-1.0%</u>	<u>2.2%</u>
Subtotal	1,859,165	2,114,079	1,951,023	2,045,666	1,591,567	(359,456)	-18.4%	3.3%
<b>Physical Education &amp; Health</b>								
Physical Education	1,101,431	1,172,853	1,205,440	1,257,657	1,231,871	26,431	2.2%	2.5%
Health Education	86,063	88,177	88,743	67,510	56,510	(32,233)	-36.3%	0.1%
K-12 Health & Phys Education	<u>113,807</u>	<u>112,171</u>	<u>106,842</u>	<u>111,367</u>	<u>89,616</u>	<u>(17,226)</u>	<u>-16.1%</u>	<u>0.2%</u>
Subtotal	1,301,301	1,373,201	1,401,025	1,436,534	1,377,997	(23,028)	-1.6%	2.8%
<b>Fine &amp; Performing Arts</b>								
Fine Arts (Art)	1,051,339	1,080,998	1,086,250	1,142,090	1,137,840	51,590	4.7%	2.3%
Performing Arts (Music)	695,291	808,638	816,835	889,101	848,272	31,437	3.8%	1.8%
K-12 Fine & Performing Arts	<u>114,961</u>	<u>137,942</u>	<u>138,565</u>	<u>147,281</u>	<u>147,281</u>	<u>8,716</u>	<u>6.3%</u>	<u>0.3%</u>
Subtotal	1,861,591	2,027,578	2,041,650	2,178,472	2,133,393	91,743	4.5%	4.4%
<b>World Languages</b>								
English Language Learners (ELL)	160,434	171,281	186,595	200,179	200,179	13,584	7.3%	0.4%
World Languages	<u>1,293,724</u>	<u>1,432,577</u>	<u>1,479,246</u>	<u>1,599,704</u>	<u>1,588,704</u>	<u>109,458</u>	<u>7.4%</u>	<u>3.3%</u>
Subtotal	1,454,158	1,603,858	1,665,841	1,799,883	1,788,883	123,042	7.4%	3.7%
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,424,078</b>	<b>50,356,579</b>	<b>48,436,371</b>	<b>2,012,293</b>	<b>4.3%</b>	<b>100.0%</b>

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## Expenditures by Line Item:

Category/ Line Item	FY09 Actuals	FY10 Actuals	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
<b>Salaries:</b>								
Salaries	36,689,152	39,274,263	40,629,489	43,413,035	41,477,582	848,093	2.09%	85.63%
Subtotal	36,689,152	39,274,263	40,629,489	43,413,035	41,477,582	848,093	2.09%	85.63%
<b>Purchase of Service:</b>								
Utility Services	-	-	-	-	-	-	0.00%	0.00%
Repairs & Maint.	184,022	170,303	251,692	247,121	242,121	(9,571)	-3.80%	0.50%
Rental & Lease	43,277	22,988	-	-	-	-	0.00%	0.00%
Professional & Tech.	536,766	664,946	569,553	572,103	562,103	(7,450)	-1.31%	1.16%
Advertising	40,611	64,506	34,000	34,000	34,000	-	0.00%	0.07%
Tuition	2,281,079	2,404,401	2,636,364	3,681,996	3,885,995	1,249,631	47.40%	8.02%
Transportation	901,502	1,037,941	1,163,629	1,139,306	1,119,721	(43,908)	-3.77%	2.31%
Printing & Binding	17,785	16,029	17,187	15,533	15,533	(1,654)	-9.62%	0.03%
Mail/Postage	26,889	11,810	63,160	63,160	55,660	(7,500)	-11.87%	0.11%
Other Services	170,170	103,235	49,030	74,257	73,064	24,034	49.02%	0.15%
Subtotal	4,202,101	4,496,159	4,784,615	5,827,476	5,988,197	1,203,582	25.16%	12.36%
<b>Expenses:</b>								
Office Supplies	47,164	79,132	52,904	39,404	35,404	(17,500)	-33.08%	0.07%
Textbooks/ Workbooks	142,145	93,805	176,700	153,732	153,732	(22,968)	-13.00%	0.32%
Instructional Classroom Refer	58,732	210,290	78,603	96,779	92,579	13,976	17.78%	0.19%
Testing Supplies	7,815	8,078	8,397	8,897	8,897	500	5.95%	0.02%
Educational Supplies	454,027	421,528	294,903	424,586	339,716	44,813	15.20%	0.70%
Medical & Surgical Supplies	5,572	6,733	6,214	11,439	6,214	-	0.00%	0.01%
Instructional Software	52,892	46,948	48,533	46,033	46,033	(2,500)	-5.15%	0.10%
Instructional Technology	7,501	8,477	10,823	17,223	9,323	(1,500)	-13.86%	0.02%
Instructional Hardware	55,571	62,455	46,431	46,431	46,431	-	0.00%	0.10%
Instructional Equipment	31,591	20,857	32,624	36,836	31,674	(950)	-2.91%	0.07%
Other Supplies	36	-	500	500	500	-	0.00%	0.00%
Travel/Conferences	77,395	78,092	39,939	49,513	45,661	5,722	14.33%	0.09%
Dues/Memberships	44,382	70,856	67,242	64,341	64,426	(2,816)	-4.19%	0.13%
Other Expenses	86,265	79,187	146,166	94,754	90,005	(56,161)	-38.42%	0.19%
Subtotal	1,071,088	1,186,438	1,009,979	1,090,468	970,595	(39,384)	-3.90%	2.00%
<b>Capital Outlay</b>								
New/Repl. Equipment	2,766	223,734	-	25,600	-	-	0.00%	0.00%
Subtotal	2,766	223,734	-	25,600	-	-	0.00%	0.00%
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,424,078</b>	<b>50,356,579</b>	<b>48,436,371</b>	<b>2,012,293</b>	<b>4.33%</b>	<b>100.00%</b>

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## Expenditures by Program Level:

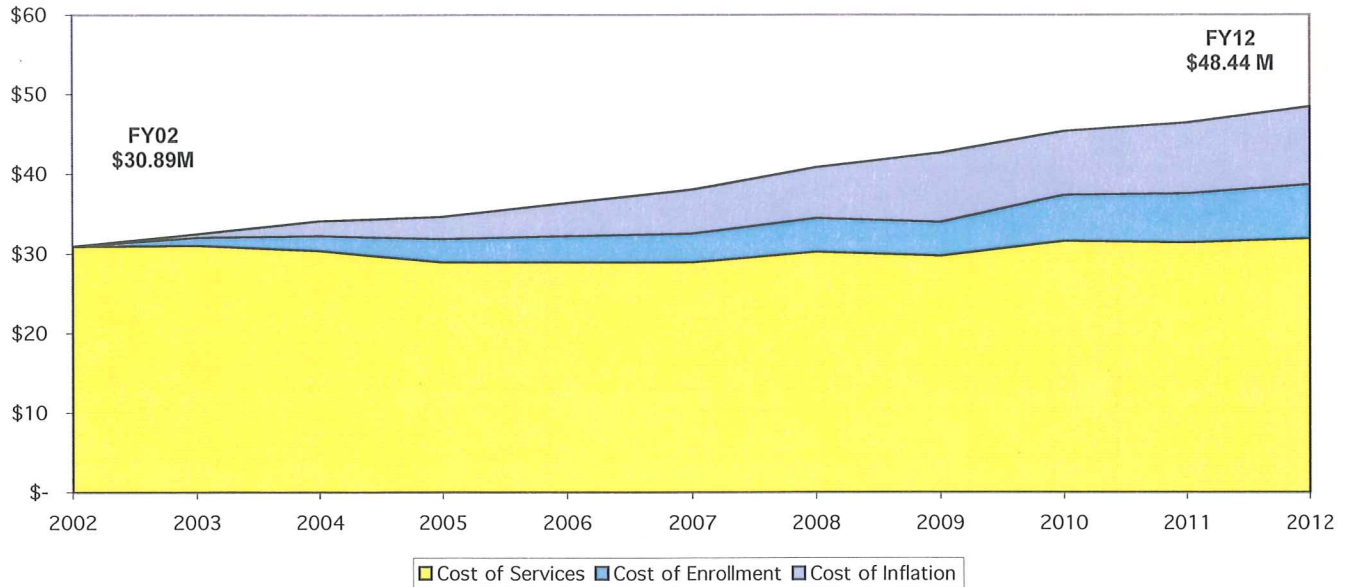
District Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	3,205,609	3,415,658	3,829,083	4,053,618	3,818,201	(10,882)	-0.28%	38.83%
Purchase of Service Expenses	3,800,864	4,222,093	4,595,086	5,551,995	5,748,216	1,153,130	25.09%	58.46%
Capital Outlay	276,823	434,124	240,982	275,286	266,971	25,989	10.78%	2.71%
Totals	7,286,062	8,295,609	8,665,151	9,906,499	9,833,388	1,168,237	13.48%	100.00%
Elementary Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	15,993,006	16,836,573	17,175,726	18,524,220	17,465,951	290,225	1.69%	97.86%
Purchase of Service Expenses	194,161	108,994	77,292	98,698	93,698	16,406	21.23%	0.52%
Capital Outlay	368,897	327,138	307,821	378,189	288,974	(18,847)	-6.12%	1.62%
Totals	16,556,064	17,272,705	17,560,839	19,001,107	17,848,623	287,784	1.64%	100.00%
Middle School Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	7,612,984	8,773,038	8,977,626	9,577,186	9,314,035	336,409	3.75%	97.33%
Purchase of Service Expenses	72,179	52,245	50,374	72,420	69,420	19,046	37.81%	0.73%
Capital Outlay	163,947	179,785	208,164	197,588	186,438	(21,726)	-10.44%	1.95%
Totals	7,849,110	9,005,068	9,236,164	9,847,194	9,569,893	333,729	3.61%	100.00%
High School Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	9,877,553	10,248,992	10,647,054	11,258,011	10,879,395	232,341	2.18%	97.27%
Purchase of Service Expenses	134,897	112,824	61,863	104,363	76,863	15,000	24.25%	0.69%
Capital Outlay	261,421	245,394	253,012	239,405	228,212	(24,800)	-9.80%	2.04%
Totals	10,273,871	10,607,210	10,961,929	11,601,779	11,184,470	222,541	2.03%	100.00%
Total Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	36,689,152	39,274,263	40,629,489	43,413,035	41,477,582	848,093	2.09%	85.63%
Purchase of Service Expenses	4,202,101	4,496,159	4,784,615	5,827,476	5,988,197	1,203,582	25.16%	12.36%
Capital Outlay	1,071,088	1,186,438	1,009,979	1,090,468	970,595	(39,384)	-3.90%	2.00%
Totals	41,965,105	45,180,592	46,424,078	50,356,579	48,436,371	2,012,293	4.33%	100.00%

\* Reflects 5/10 ATM Budget of \$46,114,078 plus 11/10 STM addition of \$310,000. Excludes additional allocation of \$117,000 approved for capital project.

## Trends in School Operating Budget Expenditures:

Trend: Real Spending Steady Over Time – Budget Increases Due to Impact of Inflation and Enrollment Growth

FY 2001/02 - 2011/12  
Components of Growth in Needham School Operating Budget

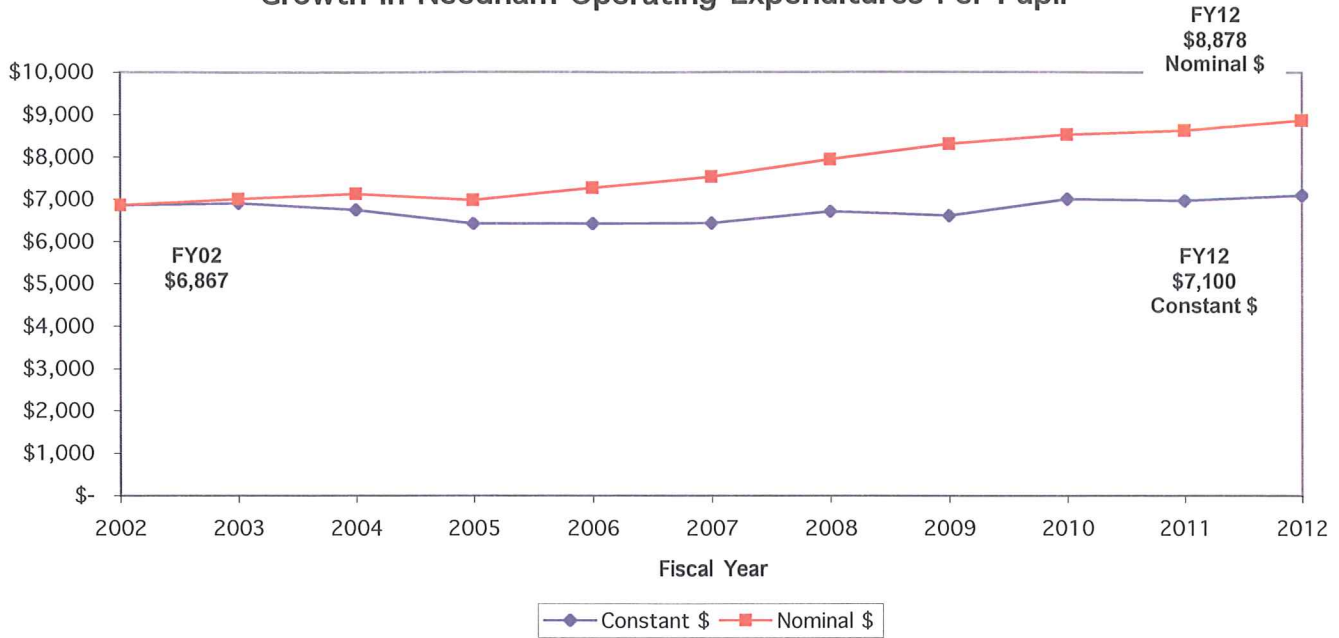


Real spending on education has been relatively steady over time; budget increases have been due largely to the impact of inflation and enrollment growth. Since FY 02, the school operating budget has grown from \$30.89 million to \$48.44 million in FY 12, an increase of \$17.55 million (56.8%). Nearly all of this increase is attributed to the combined impact of inflation and growth, rather than new programs and services. Since FY02, inflation has increased by 25%, and enrollments have increased by 21.3%. The chart above illustrates the portion of operating budget increases since FY02, which are due to inflation and growth.

Source: Budget Data - School Business Office. Excludes Grants, Revolving Funds and Town Indirect Expenses.  
October 1 School Enrollments, Needham Public Schools Superintendent's Office  
CPI-W for Urban Wage Earners & Clerical Workers, Boston-Brockton-Nashua, July-July, FY02=100,  
U.S. Department of Labor, Bureau of Labor Statistics

Looking more closely at per pupil expenditures, the amount of real spending per pupil from the school operating budget has remained relatively flat over the past ten years. As evident from the chart on the next page, in FY02, budgeted operating expenditures per pupil (excluding grants, revolving and Town indirect costs) equaled \$6,867. By FY12, the inflation adjusted per pupil expenditure amount had increased only slightly to \$7,100.

## FY 2001/02 - 2011/12 Growth in Needham Operating Expenditures Per Pupil



Source: Same as Above. Excludes Grants, Revolving Funds and Town Indirect Expenses.

### Trend: Contracts and Mandates Competing with Enrollment Needs and Program Improvements:

Increasingly, contracts and mandates are competing with enrollment needs and program improvements, forcing the School Committee to make difficult choices to balance the budget. Over the past several years, these choices have included cutting other areas of the budget in order to fund contractual/mandated expenses or to hire new teachers, and to seek additional funding from taxpayers in the form of override budget requests.

The chart below identifies how new school revenues have been allocated during the budget process, and quantifies the offsetting reductions, which were required to balance the budget. A major challenge for the School Committee is to sustain the educational programs of the School Department, given growing school-age populations and increasing mandates, in an environment of limited resources and competing demands.

	FY 2003	FY 2004 (1)	FY 2005	FY 2006	FY 2007 (2)	FY 2008	FY 2009 (3)	FY 2010	FY 2011 (4)	FY 2012
<b>BALANCED SCHOOL BUDGET NEW REVENUE</b>										
New School Revenues	1,579,253	-	562,365	1,749,868	1,451,773	1,744,377	1,851,858	2,747,401	731,193	2,012,293
Contracts and Mandates	1,395,254	1,655,566	892,724	1,509,206	2,458,728	2,085,959	2,268,864	2,124,086	1,887,313	2,177,573
Enrollment Increases/ Program Enhancements	184,000	202,863	298,282	489,640	555,932	656,010	276,265	243,999	340,567	605,520
New School Opening	-	-	-	-	-	-	-	1,057,272	-	-
Use of One-Time Revenue	-	-	-	-	-	-	-	-	(615,900)	(500,900)
Reductions to Existing Budget	-	(1,858,429)	(628,641)	(248,979)	(1,562,886)	(997,592)	(693,271)	(677,956)	(880,787)	(269,900)
<b>Total</b>	<b>1,579,254</b>	<b>-</b>	<b>562,365</b>	<b>1,749,867</b>	<b>1,451,774</b>	<b>1,744,377</b>	<b>1,851,858</b>	<b>2,747,401</b>	<b>731,193</b>	<b>2,012,293</b>
Override (School & Town expenses)	-	2,009,318	-	-	-	1,128,670	-	1,887,929	-	-
Override FTE's	-	33.06	-	-	-	18.80	-	27.10	-	-

- (1) FY03 budget excludes subsequent \$14,798 + \$83,362 Town Meeting adjustment  
 (2) FY07 budget excludes subsequent \$232,900 appropriated at Town Meeting.  
 (3) FY09 budget excludes \$16,232 Special Town Meeting adjustment.  
 (4) FY11 excludes \$442,000 appropriated at 11/10 STM (\$325,000 for operational purposes and \$117,000 for capital construction.)

Source: School Business Office

*Trend: Per Pupil Expenditures Comparable; Needham Offers “Good Value” in Education*

Despite the impact of inflation, enrollment, contracts and mandates, Needham offers ‘good value’ for its educational dollar. Using Massachusetts Department of Education per pupil expenditure data (which includes expenditures from operating accounts, grants, revolving funds and education expenses included in other Town budgets), we see that per pupil expenditures in Needham have remained comparable to the state-wide average over time, and have been consistently less than the average per pupil expenditure of the twenty communities, with whom we typically compare ourselves. Needham’s FY 10 per pupil expenditure of \$13,245 was just slightly more than the state average of \$13,064, but less than the twenty-community average of \$14,404. Additionally, per pupil expenditures have been growing more slowly in Needham, than elsewhere in the state. Since FY02, per pupil expenditures have grown by 68% on average for the twenty comparison communities, and by 63% state wide, compared to 57% in Needham. As a result, Needham can be said to offer ‘good value’ for each educational dollar.

**FY 2001/02 - 2011/12 Comparative Per Pupil Expenditures**

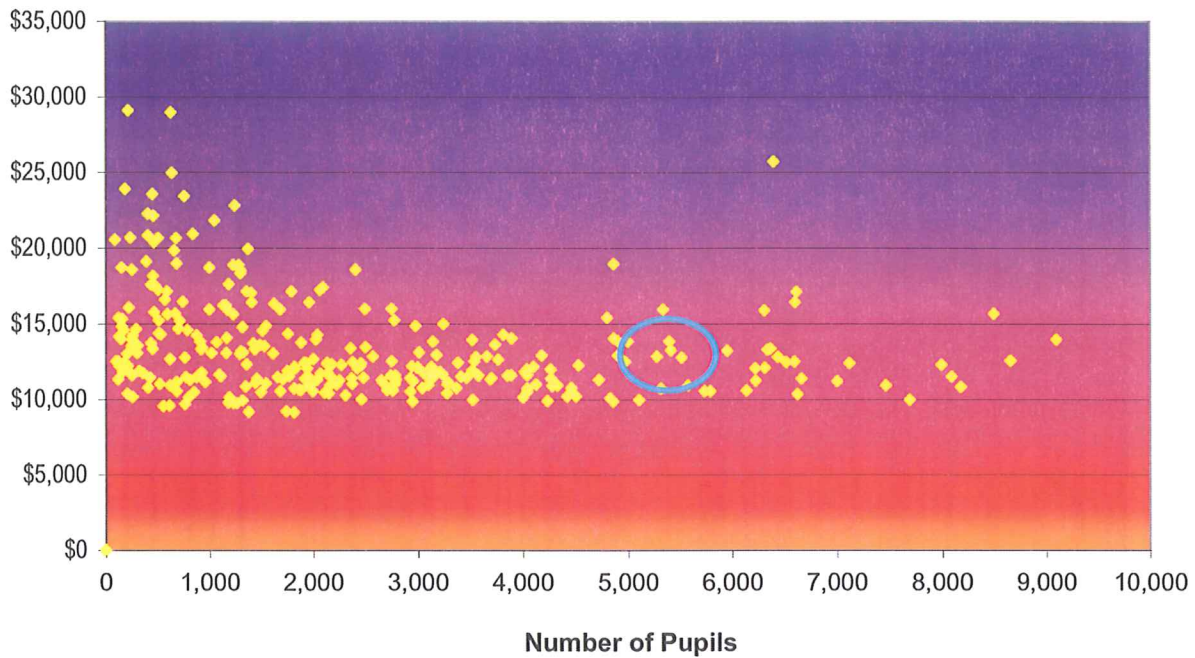
Community	FY 02 (2)	FY 03 (2)	FY 04 (2)	FY 05 (3)	FY 06 (3)	FY 06 (3)	FY 07 (3)	FY 08 (3)	FY09 (3)	FY10 (3)
Weston	\$10,909	\$11,404	\$12,077	\$14,414	\$16,073	\$16,073	\$16,467	\$17,017	\$18,023	\$18,591
Brookline	\$10,268	\$10,578	\$11,107	\$13,836	\$14,929	\$14,929	\$15,098	\$15,431	\$16,847	\$17,090
Newton	\$10,140	\$11,140	\$11,431	\$13,533	\$13,822	\$13,822	\$14,524	\$15,498	\$16,243	\$16,597
Concord	\$9,640	\$10,157	\$10,567	\$13,037	\$14,411	\$14,411	\$15,514	\$17,486	\$16,342	\$16,438
Lexington	\$9,482	\$9,686	\$8,797	\$11,929	\$12,600	\$12,600	\$12,768	N/A	\$15,368	\$15,862
Sherborn	\$8,195	\$9,211	\$8,992	\$10,061	\$15,559	\$15,559	\$12,250	\$12,700	\$14,121	\$15,784
Framingham	\$8,945	\$9,699	\$10,518	\$13,681	\$13,621	\$13,621	\$14,169	\$14,621	\$15,373	\$15,675
Dover	\$8,603	\$9,856	\$10,253	\$12,786	\$15,559	\$15,559	\$14,615	\$15,084	\$16,591	\$15,646
Wellesley	\$9,244	\$9,589	\$9,802	\$11,243	\$11,494	\$11,494	\$12,776	\$13,916	\$14,330	\$15,392
Wayland	\$8,711	\$10,042	\$9,944	\$11,599	\$12,317	\$12,317	\$13,214	N/A	\$14,342	\$15,219
Dedham	\$8,524	\$8,761	\$9,488	\$11,637	\$12,594	\$12,594	\$13,393	\$13,893	\$14,837	\$14,852
Westwood	\$8,976	\$9,564	\$9,747	\$11,592	\$11,885	\$11,885	\$12,436	\$13,305	\$13,679	\$13,814
<b>Needham</b>	<b>\$8,434</b>	<b>\$8,721</b>	<b>\$9,004</b>	<b>\$10,788</b>	<b>\$11,291</b>	<b>\$11,291</b>	<b>\$12,070</b>	<b>\$12,552</b>	<b>\$12,955</b>	<b>\$13,245</b>
State	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,211	\$11,865	\$12,497	\$13,055	\$13,064
Natick	\$8,088	\$9,319	\$8,637	\$10,290	\$11,092	\$11,092	\$11,829	N/A	\$12,926	\$12,910
Norwood	\$7,246	\$7,894	\$8,004	\$10,648	\$11,028	\$11,028	\$12,052	N/A	\$12,993	\$12,790
Holliston	\$7,437	\$8,055	\$7,938	\$9,524	\$10,193	\$10,193	\$10,856	\$11,217	\$11,604	\$12,186
Walpole	\$7,641	\$7,230	\$7,603	\$9,437	\$10,277	\$10,277	\$10,470	\$11,232	\$11,812	\$11,971
Hopkinton	\$7,031	\$8,254	\$8,176	\$9,497	\$10,544	\$10,544	\$11,114	\$11,365	\$11,551	\$11,921
Winchester	\$7,937	\$8,278	\$8,646	\$9,884	\$10,139	\$10,139	\$10,886	\$10,865	\$11,290	\$11,363
Medfield	\$6,114	\$6,517	\$6,761	\$8,082	\$8,597	\$8,597	\$9,472	\$9,967	\$10,542	\$10,741
	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>
Average of 20	\$8,578	\$9,198	\$9,375	\$11,375	\$12,401	\$12,401	\$12,799	\$13,509	\$14,089	\$14,404
Needham	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$11,291	\$12,070	\$12,552	\$12,955	\$13,245
State Average	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,211	\$11,865	\$12,497	\$13,055	\$13,064

Source: Massachusetts Department of Elementary & Secondary Education

Per pupil expenditures for FY 10 also are depicted in the scattergram below. The blue circle highlights Needham’s per pupil expenditure amount of \$13,245 in FY 10 (based on 5,410 FTE pupils.) As evident from the chart, Needham’s per pupil expenditure level is comparable to the majority of districts, even though Needham’s enrollment is relatively larger than most districts.



**FY10 Expenditures Per Pupil, Massachusetts School Districts**  
total spending



Source: Massachusetts Department of Elementary & Secondary Education

Needham’s spending on special education, which is one of the largest expenditure categories for most districts, also is comparable to other communities. Although special education expenditures, as a percentage of the total budget, have increased since FY01 (rising from 17.3% to 19.0%, spending in Needham remains less than the statewide average.

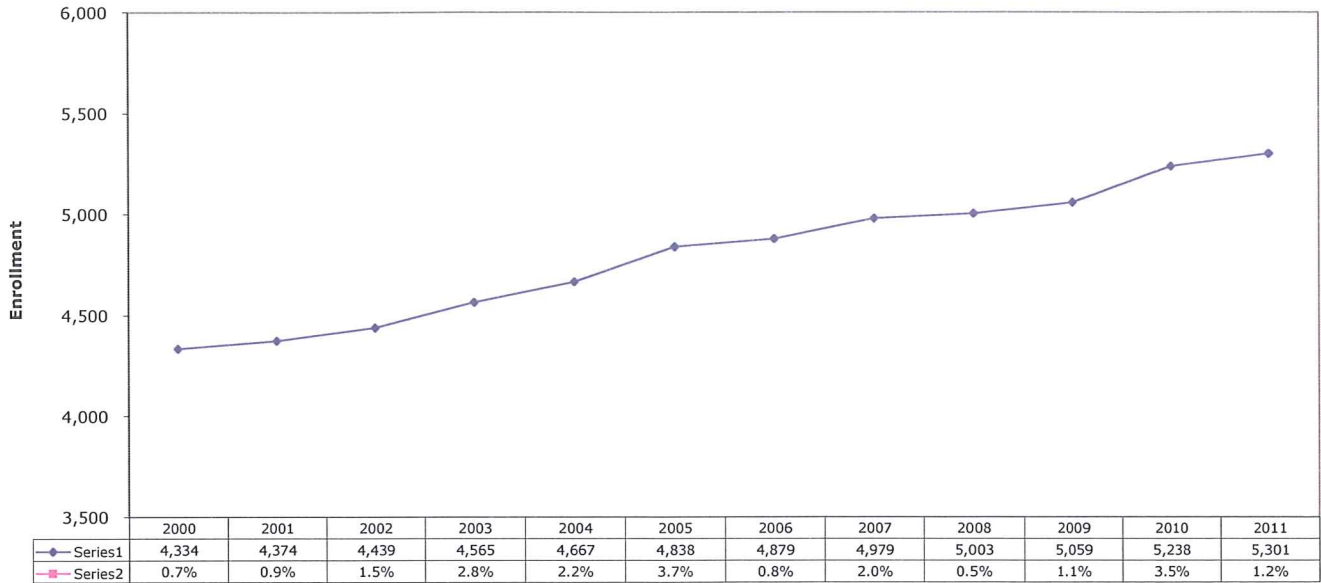
**Direct Special Education Expenditures as a Percentage of School Budget, FY01 to FY10**

Fiscal Year	-- In-District Instruction--		- Out-of-District Tuition -		Combined Special Ed Expenditures (A+B+C+D)	Total School Operating Budget	Special Education Percentage of Budget (E as % of F)	state average percentage
	Teaching	Other Instructional	Mass. Public Schools and Collaboratives	Mass Private and Out-of-State Schools				
2001	3,718,724	793,384	383,982	1,347,483	6,243,573	36,102,958	17.3	17.2
2002	3,806,448	861,540	334,195	1,408,873	6,411,056	38,165,697	16.8	17.4
2003	3,989,136	916,947	340,329	1,525,856	6,772,268	41,394,432	16.4	17.7
2004	4,139,303	927,458	332,179	1,840,183	7,239,123	43,487,709	16.6	18.6
2005	4,646,848	980,473	388,339	2,237,302	8,252,962	47,320,732	17.4	18.9
2006	5,278,561	1,030,190	447,987	2,611,029	9,367,767	49,220,249	19.0	19.1
2007	5,814,037	1,016,984	521,816	2,742,049	10,094,886	52,914,410	19.1	19.4
2008	6,184,020	1,142,814	404,657	3,139,508	10,870,999	55,570,443	19.6	19.8
2009	6,884,784	1,120,434	538,331	2,935,498	11,479,047	58,547,371	19.6	20.1
2010	7,479,291	1,366,151	417,659	2,710,749	11,973,850	62,858,891	19.0	20.0

Source: Massachusetts Department of Elementary & Secondary Education

# Trends in School Enrollment

**Needham Public Schools Enrollment 1999/2000-2010/11  
(Excluding Out of District & Preschool Enrollment)**



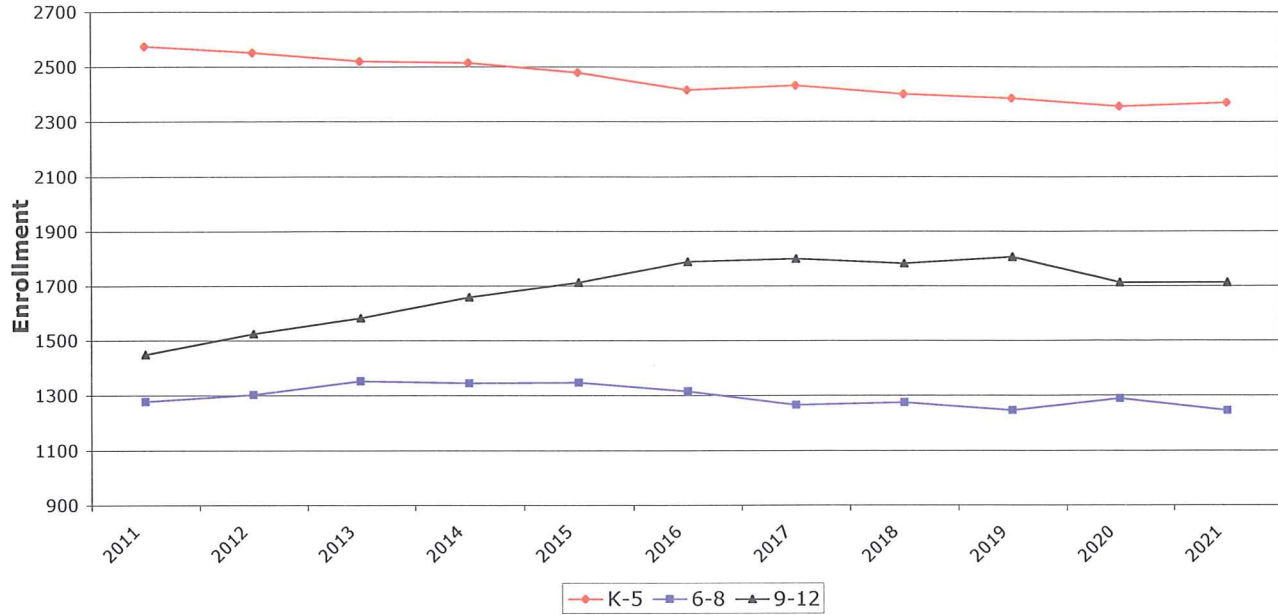
Enrollment in Needham has grown steadily over the past ten years, averaging approximately 1.9% per year, or a total of 927 pupils (21.2%) since FY00/01. Going forward, enrollment growth is expected to flatten out, driven primarily by slowing or declining enrollments at the elementary level. Most of the enrollment growth going forward is projected to occur at the secondary level. However, new development, which expands the affordable housing stock, may accelerate the rate of enrollment growth beyond this estimate.

**Needham Public Schools Enrollment 2010/11 - 2020/21  
(Excluding Out of District & Preschool Enrollment)**



# FY12 School Department Enrollment

Needham Public Schools Enrollment  
(Excluding Preschool & Out of District)  
2010/11 - 2020/21



The budget assumes that total enrollment will grow to 5,511 in FY12, an increase of 79 students (1.5%) over the current year October 1 enrollment of 5,432 (including Preschool and students placed out of district.) All of this growth is projected to occur at the secondary level, however: elementary enrollment is projected to decline by 0.85% from 2,575 to 2,553; middle school enrollment is expected to rise from 1,277 to 1,302 (2.0%) and High School enrollment is expected to increase by 5.2% from 1,449 to 1,525.

Needham Public School Enrollments FY 2000/01 - 2011/12  
Excludes Preschool & Out of District

FY	Elementary	Middle	High	Total	Inc/(Dec)	% Inc/(Dec)
2012 (est.)	2,553	1,302	1,525	5,380	142	2.7%
2011	2,575	1,277	1,449	5,301	242	4.8%
2010	2,617	1,183	1,438	5,238	179	3.5%
2009	2,551	1,104	1,404	5,059	56	1.1%
2008	2,530	1,084	1,389	5,003	24	0.5%
2007	2,487	1,066	1,426	4,979	100	2.0%
2006	2,390	1,090	1,399	4,879	41	0.8%
2005	2,345	1,070	1,423	4,838	171	3.7%
2004	2,203	1,090	1,374	4,667	102	2.2%
2003	2,150	1,069	1,346	4,565	126	2.8%
2002	2,082	1,074	1,283	4,439	65	1.5%
2001	2,109	1,051	1,214	4,374	40	0.9%

(1) Source: FY94-FY11, Needham Public Schools October 1 enrollments. Exclude preschool & out of district students. FY12, Superintendent's Office/ Future School Needs

# Summary of FY12 Budget Changes:

Request FTE	Appvd FTE	District Goal/ Objective	Description of Budgetary Increase	Department/ School	Total Request	FY12 Approved
618.45	618.45		Approved FY11 Budget*		46,424,078	46,424,078
<b>Base Budget Increases</b>						
-		Goal 4, Obj. 4	Contractual Salary Increase (FY11 Adopted Budget Positions)		734,321	734,321
<b>Level Service/Contractual Increases:</b>						
<b>Continuation Positions (Prior Year Position Changes to Incorporate into Ongoing Budget)</b>						
0.21	0.21	Goal 4, General	Convert 0.29 FTE Personnel Program Asst to 0.5 Admin Asst I	Personnel	10,191	10,191
0.08	0.08	Goal 4, General	Continue 0.08 FTE Summer Program Assistant Support	Personnel	3,182	3,182
0.21	0.21	Goal 4, General	Transfer 0.21 FTE Director of Financial Operations Salary from Food Services	Financial Operations	25,073	25,073
0.29	0.29	Goal 4, General	Continue 0.29 FTE NHS Cafeteria Supervisor (Funded from Cafeteria Stipends)	Substitutes/ NHS	-	-
0.20	0.20	Goal 1, Obj. 1	Restore 0.2 FTE Pollard Cluster Teaching FTE (Not Reduced in Prior Year)	Pollard	11,085	11,085
0.64	0.64	Goal 4, General	Continue 0.64 FTE NHS Office Aide (Cafe Stipends & Sci Lab Cost Offset)	NHS/ Principal	5,387	5,387
-	-	Goal 4, General	Expand 1.0 FTE NHS Guidance Secretary from 10 Months to 12 Months	NHS/ Guidance	6,821	6,821
2.29	2.29		2.29 FTE Assignment to SPED Summer Professional Services Pool Funds (No \$ Cost)	SPED/ District	-	-
0.20	0.20	Goal 2, Obj. 4	Continue 0.2 FTE High Rock SPED Liaison	SPED/HR	12,509	12,509
(1.38)	(1.38)	Goal 2, Obj. 4	Convert 2.0 FTE SPED TA's to 0.62 FTE SPED Liaison at NHS (0.38 FTE on Grant)	SPED/ NHS	(6,847)	(6,847)
0.59	0.59	Goal 2, Obj. 4	Continue 0.59 FTE NHS SPED TA	SPED/ NHS	16,710	16,710
0.13	0.13	Goal 1, Obj. 3	0.13 FTE Increase in ELL Tutor Hours/ Increase Budgeted Days From 200 to 215	ELL	14,000	14,000
0.19	0.19	Goal 1, Obj. 1	Continue 0.19 FTE Newman Media Program Specialist	Media/ Newman	7,875	7,875
-	-	Goal 4, General	Continue Upgrade of Media 0.5 Secretary/0.5 Bookkeeper to 1.0 Bookkeeper	K-12 Media	947	947
-	-	Goal 4, General	Upgrade FPA 0.5 Secretary/.5 Bookkeeper to 1.0 Bookkeeper	K-12 Fine/Perf. Arts	4,739	4,739
0.44	0.44	Goal 1, Obj. 1	0.44 FTE Accompanist FTE Adjustment (No \$ Cost)	Performing Art/ District	-	-
<b>4.09</b>	<b>4.09</b>		<b>Subtotal</b>		<b>111,672</b>	<b>111,672</b>
<b>Special Education Student Support Services</b>						
1.60	1.17	Goal 2, Obj. 4	1.6 FTE Preschool Teaching Assistants	SPED/ Preschool	36,980	26,980
1.00	-	Goal 2, Obj. 4	1.0 FTE Speech/Language Pathology Assistant at Broadmeadow, Hillside and Mitchell	SPED/ Elementary	33,918	-
1.00	-	Goal 2, Obj. 3	1.0 FTE Hillside SPED Team Chair/ Liaison	SPED/ Hillside	67,684	-
0.20	-	Goal 1, Obj. 3	0.2 FTE Hillside SPED Wilson Reading Instruction Tutor	SPED/ Hillside	9,800	-
0.30	-	Goal 2, Obj. 4	0.3 FTE High Rock Speech/Language Pathology Assistant	SPED/ High Rock	10,958	-
0.50	0.40	Goal 2, Obj. 4	0.5 FTE High Rock Special Education Liaison for Reading	SPED/ High Rock	27,500	22,000
1.00	1.00	Goal 2, Obj. 4	1.0 FTE High Rock SPED Liaison	SPED/ High Rock	55,000	55,000
0.50	0.40	Goal 2, Obj. 4	0.5 FTE Pollard Special Education Liaison for Reading	SPED/ Pollard	27,500	22,000
0.20	-	Goal 2, Obj. 4	0.2 FTE Pollard Speech/Language Pathology Assistant	SPED/ Pollard	7,306	-
0.50	-	Goal 2, Obj. 3	0.5 FTE NHS SPED Team Chair	SPED/ NHS	27,500	-
-	-	Goal 2, Obj. 4	Increase in SPED Out-of-District Tuition Budget	SPED/ Tuitions	975,632	1,199,632
(0.42)	(0.42)	Goal 2, Obj. 4	Transfer 0.8 FTE Preschool Teaching Assistant to Fee-Based Program (No \$ Cost)	SPED/ Prof. Services.	-	-
5.21	5.21	Goal 4, General	Create In-District SPED Transportation Program	Transportation/SPED	13,931	(11,669)
-	-	Goal 4, General	Increase in SPED Out-of-District Transportation Budget	Transportation/SPED	129,309	129,309
<b>11.59</b>	<b>7.76</b>		<b>Subtotal</b>		<b>1,423,018</b>	<b>1,443,252</b>
<b>Regular Education Services</b>						
<b>Elementary</b>						
1.00	-	Goal 1, Obj. 1	1.0 FTE Eliot Grade 5 Classroom Teacher	Eliot	55,000	-
1.00	-	Goal 1, Obj. 1	1.0 FTE Eliot Grade 1 Classroom Teacher	Eliot	55,000	-
1.00	-	Goal 1, Obj. 1	1.0 FTE Hillside Grade 1 Classroom Teacher	Hillside	55,000	-
0.50	-	Goal 1, Obj. 3	0.5 FTE Hillside Teaching Assistant	Hillside	11,556	-
1.00	-	Goal 1, Obj. 1	1.0 FTE Mitchell Grade 5 Teacher	Mitchell	55,000	-
0.20	-	Goal 1, Obj. 1	0.2 FTE Physical Education Teacher - Mitchell and Newman	Phys Ed/ Elementary	11,000	-
<b>4.70</b>			<b>Subtotal</b>		<b>242,556</b>	
<b>Middle School</b>						
4.00	2.00	Goal 1, Obj. 1	4.0 FTE Pollard Cluster Teachers	Pollard	220,000	110,000
0.50	-	Goal 2, Obj. 2	0.5 FTE Pollard Middle School Nurse	Nursing// Pollard	27,500	-
0.20	0.20	Goal 1, Obj. 1	0.2 FTE Pollard Physical Education Teacher	Phys. Ed./ Pollard	11,000	11,000
-	-	Goal 2, General	Operational Funds for Middle School Experiential Education Program	Phys. Ed/ Pollard	1,500	-
0.10	0.10	Goal 1, Obj. 1	0.1 FTE Pollard Performing Arts Teacher	Perf. Arts/ Pollard	5,500	5,500
0.20	0.20	Goal 1, Obj. 1	0.2 FTE Pollard Visual Arts Teacher	Fine Art/ Pollard	11,000	11,000
<b>5.00</b>	<b>2.50</b>		<b>Subtotal</b>		<b>276,500</b>	<b>137,500</b>
<b>High School</b>						
1.20	0.80	Goal 1, Obj. 1	1.2 FTE NHS Social Studies Teachers	NHS	66,000	44,000
1.20	0.80	Goal 1, Obj. 1	1.2 FTE NHS Math Teachers	NHS	66,000	44,000
1.00	0.80	Goal 1, Obj. 1	1.0 FTE NHS English Teacher	NHS	55,000	44,000
1.00	0.80	Goal 1, Obj. 1	1.0 FTE NHS Science Teacher	NHS	55,000	44,000
1.00	-	Goal 2, Obj. 1	1.0 FTE NHS Adjustment Counselor	Guidance/ NHS	58,022	-
0.20	-	Goal 1, Obj. 1	0.2 FTE NHS Physical Education Teacher	Phys. Ed./ NHS	11,000	-
0.10	-	Goal 1, Obj. 1	0.1 FTE Expanded NHS Theater Arts Elective	Fine Arts/ NHS	5,500	-
1.00	0.80	Goal 3, Obj. 3	1.0 FTE NHS World Language Teacher	World Language/ NHS	55,000	44,000
<b>6.70</b>	<b>4.00</b>		<b>Subtotal</b>		<b>371,522</b>	<b>220,000</b>

# Summary of FY12 Budget Changes (continued):

Request FTE	Appvd FTE	District Goal/ Objective	Description of Budgetary Increase	Department/ School	Total Request	FY12 Approved
<b>District</b>						
-	-	Goal 4, Obj. 4	Substitute Teacher Pay Increase	Substitutes	5,232	-
(0.14)	(0.14)	Goal 4, General	Reduce Bus Driver Work Year	Transportation	(4,501)	(4,501)
-	-	Goal 4, General	Reduction in Regular Transportation Program	Transportation	(3,231)	(3,231)
-	-	Goal 1, Obj. 5	Reallocate Fine/Performing Arts Travel Funds to Professional Development Stipends	Fine/Performing Arts	-	-
-	-	Goal 4, General	Transfer Internet Bandwidth Expense to School Department	Admin. Technology	-	17,557
-	-	Goal 4, Obj. 2	First Class Archiving and Web Design Maintenance	Admin. Technology	1,069	1,069
<b>(0.14)</b>	<b>(0.14)</b>		<b>Subtotal</b>		<b>(1,431)</b>	<b>10,894</b>
<b>31.94</b>	<b>18.21</b>		<b>Subtotal Base Budget Increases</b>		<b>3,158,158</b>	<b>2,657,639</b>
<b>Program Improvement Increases</b>						
<b>Elementary</b>						
0.20	0.10	Goal 4, General	Restore K-5 Literacy Director to Full-Time	Prof Dev/ Elem.	11,000	5,500
-	-	Goal 1, Obj. 5	Summer Instructional Days for K-5 Math Instructional Leader	Prof Dev/ Elem.	4,885	4,885
0.50	-	Goal 1, Obj. 1	0.5 FTE Kindergarten Music Restoration	Music/ All Elem.	27,250	-
0.50	-	Goal 1, Obj. 3	0.5 FTE Broadmeadow Math Instructional Coach	Reading/ Broadmeadow	27,500	-
0.30	-	Goal 4, General	0.3 FTE Expanded Broadmeadow Assistant Principal	Broadmeadow	30,455	-
-	-	Goal 1, Obj. 1	Think Math! Materials for K-5 Math Program	Elementary/ All	59,225	7,474
1.00	-	Goal 1, Obj. 3	1.0 FTE Elementary Math Instructional Coach	Prof. Dev./ Elem.	55,000	-
-	-	Goal 1, Obj. 3	Elementary Math Remediation Support Stipend	Elementary/ All	1,000	-
-	-	Goal 1, Obj. 5	Summer Instructional Days for Science Center Leader	Science Center	4,890	4,890
<b>2.50</b>	<b>0.10</b>		<b>Subtotal</b>		<b>221,205</b>	<b>22,749</b>
<b>Middle School</b>						
1.00	0.60	Goal 4, General	1.0 FTE High Rock Office Aide	High Rock	22,791	13,675
-	-	Goal 2, Obj. 1	Student Mentor Coordinator Stipend at High Rock	High Rock	1,003	1,003
-	-	Goal 2, Obj. 2	Best Buddies Co-Curricular Stipend at High Rock	High Rock	1,604	1,604
-	-	Goal 1, Obj. 3	Math Counts Co-Curricular Stipend at High Rock	High Rock	1,604	1,604
-	-	Goal 3, Obj. 1	Recycling Co-Curricular Stipend at High Rock	High Rock	1,604	1,604
0.80	0.60	Goal 1, Obj. 3	0.8 FTE High Rock Reading Teacher	Reading/ High Rock	44,000	33,000
0.50	-	Goal 4, Obj. 2	0.5 FTE High Rock/Hillside Computer Technician Restoration	Ed. Tech/ HR & Hill	27,970	-
0.20	-	Goal 4, Obj. 2	0.2 FTE Restoration of Pollard Technology Integration Teacher	Ed. Tech/ Pollard	9,294	-
0.29	-	Goal 4, General	0.29 FTE Pollard Office Aide Restoration	Pollard	7,217	-
<b>2.79</b>	<b>1.20</b>		<b>Subtotal</b>		<b>117,087</b>	<b>52,490</b>
<b>NHS</b>						
1.00	-	Goal 2, Obj. 2	1.0 FTE NHS School Aide for Reception	NHS	22,791	-
-	-	Goal 4, Obj. 2	TEC Online Academy at NHS	NHS	5,000	-
0.20	-	Goal 4, Obj. 2	0.2 FTE NHS TV Teacher Restoration	Media/ NHS	15,315	-
-	-	Goal 2, Obj. 2	Expand NHS Fitness Center Stipend	Phys. Ed./ NHS	6,500	-
0.20	-	Goal 3, Obj. 1	0.2 FTE NHS Before School Wellness/Service Learning Elective	Phys. Ed./ NHS	11,000	-
-	-	Goal 1, Obj. 3	Restore NHS Wellness Supply Budget	Health/ NHS	1,000	-
<b>1.40</b>	<b>-</b>		<b>Subtotal</b>		<b>61,606</b>	<b>-</b>
<b>NHS Athletics</b>						
-	-	Goal 2, Obj. 2	Additional Girls' JV Swimming & Diving Team Stipend	NHS Athletics	3,818	-
-	-	Goal 2, Obj. 3	Middle School Athletic Coordinator Stipend	NHS Athletics	2,405	-
-	-	Goal 2, Obj. 2	Expand Certified Athletic Trainer	NHS Athletics	12,500	-
-	-	Goal 2, Obj. 2	Girls Cross Country Head Coach Stipend; Assistant Coach Category Shift	NHS Athletics	2,809	-
-	-	Goal 4, General	Assistant Equipment Manager Stipend, Girls' Programs	NHS Athletics	3,140	-
<b>-</b>	<b>-</b>		<b>Subtotal</b>		<b>24,672</b>	<b>-</b>
<b>District</b>						
-	-	Goal 4, Obj. 4	AESOP Licenses and Attendance Module	Personnel	6,700	4,000
-	-	Goal 4, Obj. 4	Staff Identification Badge System	Personnel	4,000	-
-	-	Goal 4, Obj. 4	Professional Growth Committee Stipends	Personnel	4,000	-
-	-	Goal 4, Obj. 4	Professional Development Committee Stipends	Personnel	4,000	-
-	-	Goal 4, Obj. 4	Teacher Evaluation System Training Consultant	Personnel	4,000	4,000
1.00	1.00	Goal 4, General	1.0 FTE Clerical Position for the Business Office	Business Office	38,491	38,491
-	-	Goal 4, Obj. 2	PowerSchool Disaster Recovery Service	Admin Tech.	3,724	3,724
0.50	-	Goal 4, Obj. 2	0.5 FTE SPED Assistive Technology Teacher	SPED/ District	27,500	-
-	-	Goal 1, Obj. 3	Increase Physical Education instructional Materials & Equipment Budget	Phys. Ed./ District	5,162	-
0.20	-	Goal 4, General	Restore K-12 Wellness Director to Full-Time	Phys. Ed./ District	11,000	-
0.23	-	Goal 1, Obj. 1	Restore Funds for Elementary/Middle Choir Accompanists	Phys. Ed./ Elem & Mid	3,079	-
-	-	Goal 1, Obj. 3	Art Supply Budget Increase for Middle & High School	Fine Art/ Mid & High	4,250	-
<b>1.93</b>	<b>1.00</b>		<b>Subtotal</b>		<b>115,906</b>	<b>50,215</b>
<b>8.62</b>	<b>2.30</b>		<b>Subtotal Program Improvement Budget Increases</b>		<b>540,476</b>	<b>125,454</b>
<b>Use of One-Time Federal Stimulus/ Tuition Prepurchase To Balance Budget</b>						
-	(9.68)	Goal 4, General	Application of Federal Ed Jobs Funds	Admin Tech/ ETC/SPEC	-	(500,900)
-	-	Goal 2, Obj. 4	Application of One-Time Pre-Purchase Funds to SPED Tuition Expenditures	SPED/ Tuitions	-	-
<b>-</b>	<b>(9.68)</b>		<b>Subtotal</b>		<b>-</b>	<b>(500,900)</b>

## Summary of FY12 Budget Changes (continued):

Request FTE	Appvd FTE	District Goal/ Objective	Description of Budgetary Increase	Department/ School	Total Request	FY12 Approved
<b>Reductions to Existing Budget</b>						
-	(1.50)	Goal 1, Obj. 1	Reduce 1.5 FTE Newman Grade 1 & 5 Teaching Positions	Newman	-	(82,500)
-	(1.00)	Goal 1, Obj. 1	Reduce 1.0 FTE Broadmeadow Grade 1 Teaching Position	Broadmeadow	-	(55,000)
-	-	Goal 4, General	Reduction to District-Wide Postage Budget	Production Center	-	(7,500)
-	-	Goal 1, Obj. 5	Reduction in Professional Development Substitute Budget	Prof. Development	-	(5,000)
-	-	Goal 4, General	Reduce Copier Repair/Maintenance Funds	Production Center	-	(5,000)
-	-	Goal 4, General	Reduce District-wide Legal Services Budget	School Committee	-	(10,000)
-	-	Goal 1, Obj. 5	Reduce Budgeted Tuition Reimbursement Funds	Prof. Development	-	(20,000)
-	(1.00)	Goal 4, General	Reduce 1.0 FTE NHS Permanent Substitute/Rate Reduction	NHS Substitute	-	(7,732)
-	-	Goal 4, General	Reduce Long-Term Substitute Rate	District	-	(22,268)
-	-	Goal 4, General	Reduce Athletic Department Coaching Stipends (Transfer to Fee Based)	Athletic Department	-	(14,272)
-	(1.00)	Goal 4, General	Reduce 1.0 FTE SPED K-12 Teaching Assistant	Newman/SPED	-	(23,113)
-	-	Goal 4, General	Reduced Funding for Administrative Technology Travel	Admin. Tech	-	(2,516)
-	-	Goal 4, General	Reduced Funding for Director of Personnel Conferences	Personnel	-	(1,000)
-	-	Goal 4, General	Reduced Funding for Staff 504 Compliance Expense	504 Compliance	-	(1,000)
-	(0.30)	Goal 4, General	Eliminate 0.3 FTE Eliot MCAS Specialist	Eliot	-	(7,499)
-	(0.10)	Goal 1, Obj. 1	Reduce 0.1 FTE NHS Teaching Positions - Unfilled Vacancy	NHS	-	(5,500)
-	<b>(4.90)</b>		<b>Subtotal</b>		-	<b>(269,900)</b>
<b>659.01</b>	<b>624.38</b>		<b>GRAND TOTAL FY12 BUDGET</b>		<b>50,122,712</b>	<b>48,436,371</b>
<b>40.56</b>	<b>5.93</b>		<b>\$ Increase/(Decrease) over FY11</b>		<b>3,698,634</b>	<b>2,012,293</b>
<b>6.56%</b>	<b>0.96%</b>		<b>% Increase/(Decrease) over FY11</b>		<b>7.97%</b>	<b>4.33%</b>

## FY12 Operating Budget Staffing Summary (Full-Time Equivalent Personnel):

Position Category	FY09 Actual	FY10 Actual	FY11 Approved	FY12 Request	FY12 Approved	Inc/(Dec) Over FY11
Administrator (1)	32.24	33.79	33.59	34.50	33.90	0.31
Teacher (2)	409.56	416.49	414.91	442.14	423.90	8.99
Instructional Support (3)	111.12	119.87	116.86	120.44	106.31	(10.55)
Non-Instructional (4)	55.37	55.42	53.09	61.96	60.27	7.18
<b>TOTALS</b>	<b>608.29</b>	<b>625.57</b>	<b>618.45</b>	<b>659.01</b>	<b>624.38</b>	<b>5.93</b>

- (1) Central Administrators, Principals, Assistant Principals, House Administrators, System Directors, Department Chairs. These administrators hire, supervise and evaluate staff and other contracted employees.
- (2) Staff who provide direct instructional and/or professional services to students and who require certification and/or licenses (e.g., classroom teachers, guidance counselors, psychologists, nurses.)
- (3) Staff who do not require certification or license, and who support instruction (e.g., special education teaching assistants.) Instructional Full-time support staff, working 35 Hours/Week (7 Hrs/Day) or 32.5 Hours/Week (6.5 Hrs/Day) or more are 1.0 FTE.
- (4) Staff who provide secretarial or specialized support for the general operation of a department or entire school system (e.g., secretaries, clerks, school aides, etc.) Full-time clerical staff, workign 35 Hours/Wk or more are 1.0 FTE.

## FY12 Operating Budget Staffing Detail by Department:

	Total FY09 Actual	Total FY10 Actual	Total FY11 Approved	Total FY12 Request	Admin FY12 Approved	Teacher FY12 Approved	Aide FY12 Approved	Non Instr FY12 Approved	Total FY12 Approved
<b>Administration</b>									
School Committee	-	-	-	-	-	-	-	-	-
Superintendent	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Director of Personnel	4.47	4.49	4.47	4.78	1.00	-	-	3.78	4.78
Director of Student Development	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Director of Program Development	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Director of Financial Operations	4.20	3.99	3.99	5.20	1.00	-	-	4.20	5.20
Director of External Funding	0.34	0.10	0.19	0.19	0.10	-	-	0.09	0.19
Subtotal Administration	15.01	14.58	14.65	16.17	5.10	-	-	11.07	16.17
<b>General Supplies &amp; Services</b>									
Professional Development	2.00	4.00	3.80	5.00	2.90	1.00	-	-	3.90
Broadmeadow	0.40	0.40	0.36	0.60	0.18	0.20	-	-	0.38
Eliot	0.40	0.40	0.36	0.60	0.18	0.20	-	-	0.38
Hillside	0.40	0.40	0.36	0.60	0.18	0.20	-	-	0.38
Mitchell	0.40	0.40	0.36	0.60	0.18	0.20	-	-	0.38
Newman	0.40	0.40	0.36	0.60	0.18	0.20	-	-	0.38
High Rock	-	1.00	1.00	1.00	1.00	-	-	-	1.00
Pollard	-	1.00	1.00	1.00	1.00	-	-	-	1.00
Employee Assistance Program	-	-	-	-	-	-	-	-	-
Staff 504 Accommodations	-	-	-	-	-	-	-	-	-
Salary Supplemental	-	-	-	-	-	-	-	-	-
Sub Callers	-	-	-	-	-	-	-	-	-
Substitutes	4.00	3.00	3.00	3.29	-	2.00	-	0.29	2.29
Curriculum Development	-	-	-	-	-	-	-	-	-
General Supplies, Services & Equip	-	-	-	-	-	-	-	-	-
Production Center/Mail Room	1.00	1.00	1.00	1.00	-	-	-	1.00	1.00
Administrative Technology	3.00	3.00	3.00	3.00	-	-	-	3.00	3.00
Transportation	1.50	1.29	1.29	6.36	-	-	0.71	5.65	6.36
Subtotal Gen. Supply & Svc.	11.50	12.29	12.09	18.64	2.90	3.00	0.71	9.94	16.54
<b>Elementary</b>									
Broadmeadow	30.21	30.21	30.01	31.31	1.50	25.00	-	3.51	30.01
Eliot	22.21	22.29	21.38	23.38	1.00	16.50	(0.00)	3.59	21.08
Hillside	21.76	21.40	23.70	25.20	1.00	19.00	-	3.70	23.70
Mitchell	25.86	26.86	25.66	26.66	1.00	21.00	-	3.66	25.66
Newman	37.50	36.00	36.02	35.01	2.00	27.00	-	4.51	33.51
Subtotal Elementary	137.54	136.76	136.77	141.56	6.50	108.50	(0.00)	18.96	133.96
<b>Middle</b>									
High Rock	-	23.33	23.33	24.32	1.00	20.00	-	2.93	23.92
Pollard Middle School	59.00	42.67	41.67	46.67	3.00	37.00	-	4.38	44.38
Subtotal Middle School	59.00	66.00	65.00	70.99	4.00	57.00	-	7.31	68.30
<b>High School</b>									
Needham High School	74.50	72.43	71.40	76.23	5.30	63.00	-	5.64	73.93
High School Athletics	2.00	1.00	1.00	2.00	1.00	-	-	1.00	2.00
Subtotal High School	76.50	73.43	72.40	78.23	6.30	63.00	-	6.64	75.93
<b>Student Services</b>									
Guidance	25.60	26.20	26.00	26.99	1.00	23.00	-	2.00	25.99
District	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Broadmeadow	1.80	2.00	1.80	1.80	-	1.80	-	-	1.80
Eliot	1.40	1.40	1.40	1.40	-	1.40	-	-	1.40
Hillside	1.20	1.20	1.20	1.20	-	1.20	-	-	1.20
Mitchell	1.40	1.00	1.00	1.00	-	1.00	-	-	1.00
Newman	2.20	2.40	2.40	2.40	-	2.40	-	-	2.40
High Rock	-	1.20	1.20	2.00	-	2.00	-	-	2.00
Pollard	4.60	4.00	4.00	3.20	-	3.20	-	-	3.20
HS	11.00	11.00	11.00	12.00	-	10.00	-	1.00	11.00
Preschool	-	-	-	-	-	-	-	-	-



## FY12 Operating Budget Staffing Detail by Department (continued):

	Total FY09 Actual	Total FY10 Actual	Total FY11 Approved	Total FY12 Request	Admin FY12 Recomm	Teacher FY12 Recomm	Aide FY12 Recomm	Non Instr FY12 Recomm	Total FY12 Recomm
<b>Psychology</b>	<b>4.30</b>	<b>4.30</b>	<b>4.30</b>	<b>4.30</b>	-	<b>4.30</b>	-	-	<b>4.30</b>
Broadmeadow	0.36	0.50	0.50	0.66	-	0.66	-	-	0.66
Eliot	0.36	0.27	0.26	0.16	-	0.16	-	-	0.16
Hillside	0.36	0.50	0.50	0.66	-	0.66	-	-	0.66
Mitchell	0.36	-	-	0.16	-	0.16	-	-	0.16
Newman	0.36	0.53	0.54	0.16	-	0.16	-	-	0.16
High Rock	-	0.33	0.33	0.33	-	0.33	-	-	0.33
Pollard	1.00	0.67	0.67	0.67	-	0.67	-	-	0.67
HS	1.50	1.50	1.50	1.50	-	1.50	-	-	1.50
<b>Nursing</b>	<b>8.50</b>	<b>8.30</b>	<b>8.61</b>	<b>9.11</b>	<b>1.00</b>	<b>7.61</b>	-	-	<b>8.61</b>
District	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00
Broadmeadow	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Eliot	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Hillside	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Mitchell	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Newman	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
High Rock	-	-	0.25	0.25	-	0.25	-	-	0.25
Pollard	1.50	1.30	1.30	1.80	-	1.30	-	-	1.30
HS	1.00	1.00	1.06	1.06	-	1.06	-	-	1.06
<b>Special Education</b>	<b>165.36</b>	<b>174.23</b>	<b>170.58</b>	<b>179.44</b>	<b>3.50</b>	<b>68.76</b>	<b>97.81</b>	<b>0.86</b>	<b>170.92</b>
District	10.88	11.85	10.80	13.13	3.00	7.13	-	0.86	10.99
Broadmeadow	13.77	15.28	15.13	15.92	-	5.82	9.71	-	15.53
Eliot	15.40	15.82	15.65	15.92	-	5.50	10.36	-	15.86
Hillside	15.89	18.72	18.97	20.51	-	4.42	13.45	-	17.87
Mitchell	10.90	11.42	11.55	11.02	-	3.62	7.00	-	10.62
Newman	26.80	26.18	25.31	27.04	-	7.62	18.36	-	25.98
High Rock	-	11.16	11.09	14.35	-	6.23	7.66	-	13.89
Pollard	32.30	22.97	22.64	22.23	-	9.87	12.00	-	21.87
HS	28.10	30.02	30.15	28.70	-	13.24	14.90	-	28.14
Preschool	11.32	10.81	9.33	10.61	0.50	5.31	4.37	-	10.18
Special Education Tuitions	-	-	-	-	-	-	-	-	-
Vocational Educaiton	-	-	-	-	-	-	-	-	-
<b>English Language Learngers (ELL)</b>	<b>3.34</b>	<b>3.41</b>	<b>3.45</b>	<b>3.58</b>	-	<b>1.00</b>	<b>2.59</b>	-	<b>3.58</b>
District	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Broadmeadow	-	0.21	0.20	0.21	-	-	0.21	-	0.21
Eliot	0.71	0.51	0.48	0.51	-	-	0.51	-	0.51
Hillside	1.13	0.69	0.66	0.87	-	-	0.87	-	0.87
Mitchell	0.25	-	-	-	-	-	-	-	-
Newman	0.25	0.34	0.34	0.34	-	-	0.34	-	0.34
High Rock	-	-	-	-	-	-	-	-	-
Pollard	-	0.66	0.77	0.66	-	-	0.66	-	0.66
HS	-	-	-	-	-	-	-	-	-
<b>Reading</b>	<b>7.40</b>	<b>8.00</b>	<b>8.00</b>	<b>9.30</b>	-	<b>8.60</b>	-	-	<b>8.60</b>
Broadmeadow	1.80	2.10	2.10	2.64	-	2.14	-	-	2.14
Eliot	1.00	1.00	1.00	1.04	-	1.04	-	-	1.04
Hillside	1.30	1.30	1.30	1.34	-	1.34	-	-	1.34
Mitchell	1.30	1.00	1.00	1.04	-	1.04	-	-	1.04
Newman	2.00	2.00	2.00	1.84	-	1.84	-	-	1.84
High Rock	-	0.60	0.60	1.40	-	1.20	-	-	1.20
<b>Student 504 Compliance</b>	-	-	<b>0.50</b>	<b>0.50</b>	-	-	<b>0.50</b>	-	<b>0.50</b>
<b>K-12 Attendance</b>	-	-	-	-	-	-	-	-	-
<b>Subtotal Student Services</b>	<b>214.50</b>	<b>224.44</b>	<b>221.44</b>	<b>233.21</b>	<b>5.50</b>	<b>113.25</b>	<b>100.89</b>	<b>2.85</b>	<b>222.49</b>
<b>K-12 Specialist Instruction</b>	-	-	-	-	-	-	-	-	-
<b>Science Center</b>	<b>3.00</b>	<b>3.30</b>	<b>3.10</b>	<b>3.09</b>	-	<b>1.00</b>	<b>2.10</b>	-	<b>3.09</b>
Broadmeadow	0.60	0.70	0.62	0.62	-	0.20	0.42	-	0.62
Eliot	0.60	0.70	0.62	0.62	-	0.20	0.42	-	0.62
Hillside	0.60	0.66	0.62	0.62	-	0.20	0.42	-	0.62
Mitchell	0.60	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Newman	0.60	0.62	0.62	0.62	-	0.20	0.42	-	0.62

## FY12 Operating Budget Staffing Detail by Department (continued):

	Total FY09 Actual	Total FY10 Actual	Total FY11 Approved	Total FY12 Request	Admin FY12 Recomm	Teacher FY12 Recomm	Aide FY12 Recomm	Non Instr FY12 Recomm	Total FY12 Recomm
<b>Educational Technology</b>	<b>11.80</b>	<b>12.60</b>	<b>12.10</b>	<b>12.59</b>	-	6.40	(0.00)	-	6.39
District	1.00	1.00	1.00	0.50	-	-	-	-	-
Broadmeadow	0.60	0.60	0.60	1.10	-	0.60	-	-	0.60
Eliot	0.60	0.50	0.50	1.00	-	0.50	(0.00)	-	0.50
Hillside	0.50	0.40	0.40	0.90	-	0.40	-	-	0.40
Mitchell	0.40	0.50	0.50	1.00	-	0.50	-	-	0.50
Newman	0.50	0.60	0.60	1.10	-	0.60	-	-	0.60
High Rock	-	1.60	1.30	1.50	-	1.00	-	-	1.00
Pollard	4.00	3.40	3.20	2.50	-	1.80	-	-	1.80
HS	4.20	4.00	4.00	3.00	-	1.00	-	-	1.00
<b>Media Services</b>	<b>12.14</b>	<b>12.64</b>	<b>12.30</b>	<b>12.69</b>	-	7.70	2.19	1.61	11.49
District	1.00	1.00	1.00	1.00	-	-	(0.00)	-	(0.00)
Broadmeadow	1.20	1.20	1.20	1.20	-	1.00	-	0.20	1.20
Eliot	0.80	0.90	0.90	1.00	-	0.80	-	0.20	1.00
Hillside	0.90	0.90	0.90	0.99	-	0.80	-	0.20	0.99
Mitchell	0.90	1.00	1.00	1.00	-	0.80	-	0.20	1.00
Newman	1.60	1.40	1.40	1.39	-	1.00	0.19	0.20	1.39
High Rock	-	1.33	1.00	1.20	-	1.00	-	0.20	1.20
Pollard	2.00	1.67	1.60	1.41	-	1.00	-	0.41	1.41
HS	3.74	3.24	3.30	3.50	-	1.30	2.00	-	3.30
<b>K-12 Dir. Media &amp; Tech Services</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	-	-	<b>1.00</b>	<b>2.00</b>
<b>Physical Education</b>	<b>16.80</b>	<b>17.00</b>	<b>17.00</b>	<b>17.40</b>	-	17.00	-	-	17.00
Broadmeadow	1.20	1.20	1.20	1.20	-	1.20	-	-	1.20
Eliot	0.80	0.80	0.80	0.80	-	0.80	-	-	0.80
Hillside	0.80	0.80	0.80	0.80	-	0.80	-	-	0.80
Mitchell	0.60	0.80	0.80	0.90	-	0.80	-	-	0.80
Newman	1.20	1.20	1.20	1.30	-	1.20	-	-	1.20
High Rock	-	2.00	2.00	2.00	-	2.00	-	-	2.00
Pollard	6.00	4.20	4.20	4.20	-	4.20	-	-	4.20
HS	6.20	6.00	6.00	6.20	-	6.00	-	-	6.00
<b>Health Education</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.20</b>	-	1.00	-	-	1.00
High Rock	-	-	-	-	-	-	-	-	-
Pollard	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
HS	-	-	-	0.20	-	-	-	-	-
<b>K-12 Dir. Health &amp; Phys. Ed.</b>	<b>1.60</b>	<b>1.30</b>	<b>1.30</b>	<b>1.00</b>	<b>0.80</b>	-	-	-	<b>0.80</b>
<b>Fine Arts</b>	<b>15.00</b>	<b>14.70</b>	<b>14.50</b>	<b>14.50</b>	-	14.50	-	-	14.50
Broadmeadow	0.90	0.90	0.90	0.90	-	0.90	-	-	0.90
Eliot	0.60	0.60	0.60	0.60	-	0.60	-	-	0.60
Hillside	0.60	0.70	0.70	0.70	-	0.70	-	-	0.70
Mitchell	0.80	0.70	0.70	0.70	-	0.70	-	-	0.70
Newman	1.10	1.10	1.10	1.10	-	1.10	-	-	1.10
High Rock	-	0.70	0.70	0.70	-	0.70	-	-	0.70
Pollard	4.00	3.00	3.00	2.80	-	2.80	-	-	2.80
HS	7.00	7.00	6.80	7.00	-	7.00	-	-	7.00
<b>Performing Arts</b>	<b>10.40</b>	<b>12.04</b>	<b>11.41</b>	<b>12.88</b>	-	11.61	0.44	-	12.05
Broadmeadow	1.06	1.44	1.30	1.51	-	1.30	0.08	-	1.38
Eliot	0.96	1.15	0.94	1.10	-	0.94	0.04	-	0.98
Hillside	0.96	0.90	0.90	1.11	-	0.90	0.09	-	0.99
Mitchell	1.36	1.31	1.24	1.43	-	1.24	0.06	-	1.30
Newman	1.16	1.27	1.13	1.37	-	1.13	0.09	-	1.22
High Rock	-	1.86	1.70	2.12	-	2.00	0.08	-	2.08
Pollard	2.90	2.11	2.20	2.04	-	2.00	-	-	2.00
HS	2.00	2.00	2.00	2.20	-	2.10	-	-	2.10
<b>K-12 Dir. Fine &amp; Perf. Arts</b>	<b>1.50</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>	<b>1.00</b>	-	-	<b>0.90</b>	<b>1.90</b>
<b>World Languages</b>	<b>18.20</b>	<b>18.80</b>	<b>18.80</b>	<b>20.20</b>	-	20.00	-	-	20.00
Broadmeadow	-	-	-	-	-	-	-	-	-
Eliot	-	-	-	-	-	-	-	-	-
Hillside	-	-	-	-	-	-	-	-	-
Mitchell	-	-	-	-	-	-	-	-	-
Newman	-	-	-	-	-	-	-	-	-
High Rock	-	2.00	2.00	2.00	-	2.00	-	-	2.00
Pollard	6.20	5.00	5.00	5.40	-	5.40	-	-	5.40
HS	12.00	11.80	11.80	12.80	-	12.60	-	-	12.60
<b>K-12 Dir. World Languages</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	-	-	-	<b>0.80</b>
Subtotal K-12 Specialists	94.24	98.08	96.21	100.23	3.60	79.18	4.72	3.51	91.00
<b>GRAND TOTAL</b>	<b>608.29</b>	<b>625.57</b>	<b>618.45</b>	<b>659.01</b>	<b>33.90</b>	<b>423.90</b>	<b>106.31</b>	<b>60.27</b>	<b>624.38</b>

# FY12 Budget Detail by Level

Elementary Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	15,993,006	16,836,573	17,175,726	18,524,220	17,465,951	290,225	1.69%	97.86%
Purchase of Service Expenses	194,161	108,994	77,292	98,698	93,698	16,406	21.23%	0.52%
Capital Outlay	368,897	327,138	307,821	378,189	288,974	(18,847)	-6.12%	1.62%
	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>16,556,064</b>	<b>17,272,705</b>	<b>17,560,839</b>	<b>19,001,107</b>	<b>17,848,623</b>	<b>287,784</b>	<b>1.64%</b>	<b>100.00%</b>

## Elementary Level Summary:

### Description:

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

## School Committee Budget Recommendation:

The School Committee's elementary-level budget recommendation totals \$17,848,623, an increase of \$287,784 (1.64%) from FY11. This request includes a baseline budget of \$18,147,650, less \$299,027 in net additional funding requests, which are detailed below. The \$18,147,650 baseline budget increases \$586,811 over the FY11 budget amount of \$17,560,839, and includes: \$591,726 in contractual salary increases (including steps, lanes and COLA), less \$4,915 in transfers out to accounts in other program levels.

The School Committee's FY12 budget recommendation includes the following additional funding requests:

### Base Budget Increases:

- \$16,432 0.13 FTE increase in ELL tutor hours to meet student needs. ELL/  
In addition, the number of budgeted days was increased from Broadmeadow,  
200 to 215, based on Unit C contract requirements. This Eliot, Hillside  
request is offset by a reduction in hours at Pollard of \$2,432. and Newman.
- \$7,875 Continue funding for the 0.19 FTE Newman Media Program Media/  
Specialist, hired in FY11 to provide additional coverage in the Newman  
library and allow the Media Specialist to meet with students.
- \$26,980 1.17 FTE Special Education Preschool Teaching Assistants to SPED/  
support 3-year old students entering the program, with Preschool  
significant mobility, communication and social impairments.
- \$51,287 **Subtotal Base Budget Increases**

**Program Improvement Increases:**

- \$5,500 Increase the administrative assignment of the K-5 Literacy Director by 0.1 FTE, in recognition of the actual administrative workload of this position. (The full-time Director was assigned a 0.2 FTE teaching load in FY11, due to budget constraints.) In FY12, the Director will continue to have a 0.1 FTE teaching responsibility. Professional Development/Reading/All Schools
- \$4,885 Restore funding for the ten additional teacher training days for the K-5 Math Instructional Leader, which were cut from the FY11 budget, due to budget constraints. The restoration also supports the implementation of the new ThinkMath! curriculum. Professional Development/All Schools
- \$7,474 Purchase ThinkMath! Curriculum materials for Grades Kindergarten, 3, 4 and 5. (Implementation in Grades 1 and 2 was completed in FY11.) All Elementary Schools
- \$4,890 Restore funding for the ten additional per diem days for the Science Center Leader, cut from the FY11 budget. These per diem days are used during the summer and school vacation periods to provide professional development to teachers in the area of elementary science instruction. Science Center/All Elementary Schools
- **\$22,749 Subtotal Program Improvement Increases**

The aforementioned additional funding requests are offset by the following expenditure reductions to the existing elementary budget, which balance the budget request to available revenue:

- (\$82,500) Reduce 1.50 FTE Newman teaching positions, due to projected enrollment and budget constraints. This request reduces teaching positions in Grade 1 and 5, but adds an additional 0.5 FTE Kindergarten section, for a net reduction of 1.5 FTE teachers. The impact on class size is to increase the average in Grade 1 from 17 to 20, and in Grade 5 from 21 to 23. The additional Kindergarten section would reduce class size at that grade level from 20 to 19. Newman
- (\$55,000) Reduce 1.0 FTE Broadmeadow Grade 1 classroom teacher, due to projected enrollment and budgetary constraints. As a result of this reduction, class size would increase from 15/16 to 19/20 per class. Broadmeadow
- (\$2,373) Reduce funds to hire substitutes for teachers who are engaged in professional development activities during the school day, due to budgetary constraints. The total reduction across all levels is \$5,000. Professional Development/All Elementary
- (\$5,000) Reduce funds for tuition reimbursement for teachers (required under the terms of the Unit A contract), to better reflect prior year spending. The total reduction across all levels is \$20,000. Professional Development/All Elementary

- (\$23,113) Reduce 1.0 FTE Newman special education Teaching Assistant, due to budgetary constraints. SPED/  
Newman
- (\$7,499) Eliminate the 0.3 FTE MCAS Specialist, due to budgetary constraints. MCAS support will be provided by existing personnel. Eliot
- (\$174,505) Federal Education Jobs funds have been applied to the FY12 budget, for the purpose of bridging the current revenue gap. This reduction shifts \$174,505 in staff budget expense to the Education Jobs grant fund in FY12. Media,  
Technology &  
SPED/ All  
Schools
- (\$23,073) This request transfers a 0.8 FTE Preschool Teaching Assistant from the Operating Budget to the Preschool Revolving (fee-based) account. The operating funds will be shifted to the special education professional services account, for the purpose of providing summer services to special education students at a net cost of \$0. (A companion request is found in the District Level Summary.) SPED/  
Preschool
- (\$373,063) **Subtotal Reductions**

## Middle School Summary:

Middle School Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	7,612,984	8,773,038	8,977,626	9,577,186	9,314,035	336,409	3.75%	97.33%
Purchase of Service Expenses	72,179	52,245	50,374	72,420	69,420	19,046	37.81%	0.73%
Capital Outlay	163,947	179,785	208,164	197,588	186,438	(21,726)	-10.44%	1.95%
Totals	7,849,110	9,005,068	9,236,164	9,847,194	9,569,893	333,729	3.61%	100.00%

### 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; Guidance and Psychology; Health/Nursing; Special Education; the Science Center; Educational Technology and Media Services; Health and Physical Education; Fine and Performing Arts; and World Languages.

### School Committee Budget Recommendation:

The School Committee's middle-level budget recommendation totals \$9,569,893, an increase of \$333,729 (3.61%) from FY11. This request includes a baseline budget of \$9,309,973, plus \$259,920 in net additional funding requests, which are detailed below. The \$9,309,973 baseline budget increases \$73,809 over the FY11 budget amount of \$9,236,164, and represents: \$73,489 in contractual salary increases (including steps, lanes and COLA), and \$320 in transfers in from accounts in other program levels.

The School Committee's FY12 budget recommendation includes the following additional funding requests:

#### Base Budget Increases:

- \$11,085 Continue funding for a 0.2 FTE Pollard cluster teacher position, which was hired in the current year, to preserve scheduling options for students. Pollard anticipates that it will need the additional position in FY12, as well. Pollard
- \$12,509 Continue funding for a 0.2 FTE High Rock special education teacher, hired during the current year to provide student services. These service needs are expected to be ongoing in FY12. SPED/High Rock
- \$22,000 0.4 FTE High Rock special education reading specialist, to continue to provide reading services to students. This position was funded from federal stimulus funds in FY11, which will not repeat in FY12. SPED/High Rock
- \$22,000 0.4 FTE Pollard special education reading specialist, to continue to provide reading services to students. This position was funded from federal stimulus funds in FY11, which will not repeat in FY12. SPED/Pollard

- \$55,000 1.0 FTE High Rock special education teacher, to provide service to students enrolled at High Rock with Autism, Asperger’s Syndrome, learning disabilities and emotional disabilities. SPED/High Rock
- \$110,000 2.0 FTE Pollard cluster teachers, to meet projected enrollments of 448 and 424 in Grades 7 and 8, respectively. These additional FTE would reduce class size in Grade 7 from 25 to 22 and in Grade 8 from 26.5 to 24. Pollard
- \$11,000 0.2 FTE Physical Education teacher at Pollard, to meet anticipated enrollments and scheduling requirements in FY12. Phys. Ed. /Pollard
- \$5,500 0.1 FTE Pollard Performing Arts teacher, to meet anticipated enrollments and scheduling requirements in FY12. Perf.Arts/Pollard
- \$11,000 0.2 FTE Pollard Visual Arts teacher, to meet anticipated enrollments and scheduling requirements in FY12. Fine Arts/Pollard
- **\$260,094 Subtotal Base Budget Increases**

**Program Improvement Increases:**

- \$13,675 0.6 FTE High Rock Office Aide, to assist the school community in meeting safety, supervision and programming needs. High Rock
- \$5,815 Provide four co-curricular stipends at High Rock in the areas of student mentoring, Best Buddies, Math Counts and recycling. High Rock
- \$33,000 0.6 FTE High Rock reading teacher to support regular education students reading at below grade level Reading/High Rock
- **\$52,490 Subtotal Program Improvement Increases**

The aforementioned additional funding requests are offset by the following expenditure reductions, to balance the Middle School budget request to available revenue:

- (\$2,432) 0.13 FTE decrease in ELL tutor hours to meet student needs. In addition, the number of budgeted days was increased from 200 to 215, based on Unit C contract requirements. This request offsets a \$16,432 increase to the ELL tutor hours/days in the Broadmeadow, Eliot, Hillside and Newman Elementary School budgets. ELL/Pollard
- (\$1,210) Reduce funds to hire substitutes for teachers who are engaged in professional development activities during the school day, due to budgetary constraints. The total reduction across all levels is \$5,000. Professional Development/ High Rock and Pollard
- (\$3,000) Reduce funds for tuition reimbursement for teachers (required under the terms of the Unit A contract), to better reflect prior year spending. The total reduction across all levels is \$20,000. Professional Development/ High Rock and Pollard
- (\$44,462) Federal Education Jobs funds have been applied to the FY12 Media,

budget, for the purpose of bridging the current revenue gap. This reduction shifts \$44,462 in staff budget expense to the Education Jobs grant fund in FY 12.

Technology &  
SPED/ High  
Rock & Pollard  
Substitutes/NHS

- (\$1,560) Reduce the permanent substitute daily rate from \$112.75 to \$104.08, due to funding constraints. A companion request is presented the High School Summary for (\$6,172.)
- (\$52,664) **Subtotal Reductions**



## High School Summary:

High School Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	9,877,553	10,248,992	10,647,054	11,258,011	10,879,395	232,341	2.18%	97.27%
Purchase of Service Expenses	134,897	112,824	61,863	104,363	76,863	15,000	24.25%	0.69%
Capital Outlay	261,421	245,394	253,012	239,405	228,212	(24,800)	-9.80%	2.04%
	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>10,273,871</b>	<b>10,607,210</b>	<b>10,961,929</b>	<b>11,601,779</b>	<b>11,184,470</b>	<b>222,541</b>	<b>2.03%</b>	<b>100.00%</b>

## 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; the Science Center; the English Language Learners (ELL) Program; Educational Technology and Media Services; Health and Physical Education; Fine and Performing Arts; and World Languages.

## School Committee Budget Recommendation:

The School Committee's High School-level budget recommendation totals 11,184,470, an increase of \$222,541 (2.03%) from FY11. This request includes a baseline budget of \$11,080,295, plus \$104,175 in net additional funding requests, which are detailed below. The \$11,080,295 baseline budget increases \$118,366 over the FY11 budget amount of \$10,961,929, and represents: \$116,166 in contractual salary increases (including steps, lanes and COLA), and \$2,200 in transfers in from accounts in other program levels.

The School Committee's FY12 budget recommendation includes the following additional funding requests:

### Base Budget Increases:

- \$5,387 Continue funding for the 0.64 FTE Office Aide position in the Principal's Office, hired in FY 11 to provide reception coverage. The remaining 0.36 FTE of this position is funded by the Parking and Food Services accounts. NHS
- \$6,821 Expand the work year of the 1.0 FTE Guidance secretary from 10 months to 12 months, for the purpose of providing support for guidance counselors who work during the summer preparing college recommendations and student assignments. Guidance/NHS
- (\$6,847) In the current year, 2.0 FTE Special Education Teaching Assistants were converted into a 0.62 FTE Special Education Teacher at Needham High School. This request permanently authorizes that staffing change. SPED/NHS
- \$16,710 Continue funding for a 0.59 FTE Special Education Teaching Assistant, who was hired during the current year, to provide services to students with IEP's. SPED/NHS

- \$220,000 4.0 FTE NHS teaching staff, to provide elective options for students in the areas of Science, Math, Social Studies, English and World Languages, given increased High School enrollments for FY12. NHS/World Languages
- \$0 Repurpose \$3,600 in cafeteria monitor stipends to create a 0.29 FTE Cafeteria Supervisor position, to oversee student lunches and schedule monitors. Cafeteria Substitutes
- **\$242,071 Subtotal Base Budget Increases**

The aforementioned additional funding requests are offset by the following expenditure reductions, to balance the High School budget request to available revenue:

- (\$1,417) Reduce funds to hire substitutes for teachers who are engaged in professional development activities during the school day, due to budgetary constraints. The total reduction across all levels is \$5,000. Professional Development/ NHS
- (\$12,000) Reduce funds for tuition reimbursement for teachers (required under the terms of the Unit A contract), to better reflect prior year spending. The total reduction across all levels is \$20,000. Professional Development/ NHS
- (\$6,172) Eliminate 1.0 FTE NHS permanent substitute position and reduce permanent substitute daily rate for the remaining 2 permanent substitutes from \$112.75 to \$104.08, due to funding constraints. A companion request is found in the Middle School Summary section. Substitutes/NHS
- (\$14,272) Reduce operating budget funds for four intramural coaching positions, all of which will be funded through the Pollard After School fee-based program. Athletics
- (\$5,500) Reduce 0.1 FTE NHS teaching position, currently unfilled, due to budgetary constraints. This reduction will offset enrollment-related increases for FY12. Curriculum Development
- (\$98,535) Federal Education Jobs funds have been applied to the FY12 budget, for the purpose of bridging the current revenue gap. This reduction shifts \$98,535 in staff budget expense to the Education Jobs grant fund in FY12. Media, Technology & SPED/ NHS
- **(\$137,896) Subtotal Reductions**

## District Level Summary:

District Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	3,205,609	3,415,658	3,829,083	4,053,618	3,818,201	(10,882)	-0.28%	38.83%
Purchase of Service	3,800,864	4,222,093	4,595,086	5,551,995	5,748,216	1,153,130	25.09%	58.46%
Expenses	276,823	434,124	240,982	275,286	266,971	25,989	10.78%	2.71%
Capital Outlay	2,766	223,734	-	25,600	-	-	0.00%	0.00%
<b>Totals</b>	<b>7,286,062</b>	<b>8,295,609</b>	<b>8,665,151</b>	<b>9,906,499</b>	<b>9,833,388</b>	<b>1,168,237</b>	<b>13.48%</b>	<b>100.00%</b>

## Description:

The District 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 and the Directors of Guidance & Psychology, Health/Nursing, Special Education, Educational Technology and Media Services, Physical Education and Health, Fine and Performing Arts, and World Languages.

## School Committee Budget Recommendation:

The School Committee's District-level budget recommendation totals \$9,833,338, an increase of \$1,168,237 (13.48%) from FY11. This request includes a baseline budget of \$8,620,485, plus \$1,212,903 in net additional funding requests, which are detailed below. The \$8,620,485 baseline budget is reduced by \$44,666 over the FY11 budget amount of \$8,865,151, and represents: -\$47,061 in contractual salary decreases (including steps, lanes and COLA), and \$2,395 in transfers in from accounts in other program levels.

The School Committee's FY12 budget recommendation includes the following additional funding requests:

### Base Budget Increases

- \$10,191 During the current year, the Administrative Assistant I position in the Personnel Office was expanded from 0.5 FTE to 1.0 FTE, funded, in part, by eliminating a 0.29 FTE Program Assistant. This request is to permanently authorize this change in staffing. Director of Personnel
- \$3,182 0.08 FTE summer Program Assistant support for the Personnel office. The support will be 5.4 hours/day, for 26 days Director of Personnel
- \$25,073 Shift 0.21 FTE of the Director of Financial Operations salary to the operating budget from Food Service. Following an analysis of indirect services provided by the Director, it was determined that the transfer overstated the amount of salary Director of Financial Operations

	which may be charged under federal indirect cost rules, requiring a budgetary adjustment.	
• \$947	Upgrade the 0.5 FTE Secretary/0.5 FTE Bookkeeper in the Media Center to a 1.0 FTE Bookkeeper, as required by the Unit D Contract.	Library Media Services
• \$4,739	Upgrade the 0.5 FTE Secretary/0.5 FTE Bookkeeper in the Fine & Performing Arts Office to a 1.0 FTE Bookkeeper, as required by the Unit D Contract.	K-12 Fine and Performing Arts Director
• \$1,199,632	Provide for an increase in the special education out-of-district tuition budget, to provide for projected increases in FY12, to cover an estimated Circuit Breaker reimbursement rate of 40%, and to back-fill the \$615,900 application of one-time federal stimulus funds to cover tuition expense in FY11. The FY12 budget is based on known student needs, potential additional placements, a \$38,029 ‘four times foundation’ expenditure threshold for reimbursements, a 3.3% cost of living adjustment for tuitions, and known requests for rate restructuring by private schools.	SPED Out-of-District Tuition
• (\$11,669)	Savings resulting from converting the existing contract-based program for transporting SPED students in-District to a Town-owned program in FY12. The program includes hiring 5.21 FTE’s	Transportation/ SPED
• \$129,309	Increase in SPED out-of-District transportation budget, based on both existing and projected placements, including three contingency placements.	Transportation/ SPED
• (\$4,501)	Reduce the current work year and hours per day of the School Department minibus driver, to more closely align this position with actual driving requirements and for comparability with other Needham drivers.	Transportation
• (\$3,231)	Despite a substantial regular transportation contract increase of approximately 12%/year, projected for FY 12-FY 14, the purchase of two school buses in FY 11 has resulted in the need for one fewer contract bus to provide transportation to and from school, and one fewer mid-day Kindergarten bus. The net savings from these changes is \$3,231.	Transportation
• \$17,557	Shift the expense associated with the School Department’s internet bandwidth from the Town’s telecommunications budget to the School Department’s budget.	Administrative Technology
• \$1,069	First Class email system archiving and web design maintenance expense.	Administrative Technology
• \$23,073	This request transfers a 0.8 FTE Preschool Teaching Assistant from the Operating Budget to the Preschool Revolving (fee-based) account. The operating funds will be shifted to the Special Education professional services account, for the purpose of providing summer services to special education children at a net cost of \$0. (A companion request is found in the Elementary Level Summary.)	SPED/ Preschool
• <b>\$1,395,371</b>	<b>Subtotal Base Budget Increases</b>	

**Program Improvement Increases:**

- \$4,000 Purchase online employee time and attendance tracking software. Personnel Director
- \$4,000 Teacher evaluation system consultant, to provide training to teachers and administrators on using the new teacher evaluation system, developed as part of the 2011-2013 Unit A Contract. Professional Development/ Personnel
- \$38,491 1.0 FTE clerical position to support the Superintendent and Business Offices. Request includes salary, computer and office supplies Director of Financial Operations
- \$3,724 Student information management system disaster recovery service. This mission-critical database is used for student attendance, grading and communication with parents. Administrative Technology
- **\$50,215 Subtotal Program Improvement Increases**

The aforementioned additional funding requests are offset by the following expenditure reductions, to balance the District budget request to available revenue:

- (\$7,500) Reduction to District-wide postage funds, due to budget constraints Production Center
- (\$5,000) Reduction to District-wide copier repair/maintenance budget, due to funding constraints Production Center
- (\$10,000) Reduction in legal fees, to reflect prior year expenditures School Committee
- (\$22,268) To achieve budget savings, the School Committee recommends revising the pay scale for long-term substitute teachers. The budget amount is based on 90% of the existing Step 1 rate for non-critical shortage or difficult-to-fill positions. Substitutes
- (\$2,516) Reduced funding for Administrative Technology conferences/travel, due to funding constraints Administrative Technology
- (\$1,000) Reduced funding for Director of Personnel travel/conferences, due to funding constraints Director of Personnel
- (\$1,000) Reduction for Staff 504 Compliance expenses, due to funding constraints 504 Compliance
- (\$183,398) Federal Education Jobs funds have been applied to the FY12 budget, for the purpose of bridging the current revenue gap. This reduction shifts \$183,398 in staff budget expense to the Education Jobs grant fund in FY12. Media, Technology & SPED
- **(\$232,684) Subtotal Reductions**

# FY12 Demographic Data of Comparable Communities

Community	FY10 Average Single Family Tax Bill (1)		1999 Median Family Income (1)		FY10 Per-Pupil Expenditure (2)		FY10 Student Teacher Ratio (2)		2010 MCAS (2)		2009 Combined SAT (3)		FY11 Teacher Starting Salary with Masters (4)		FY11 Teacher Top Salary with Masters (4)		FY11 Teacher Starting Salary with Masters + 30 (4)		FY11 Teacher Top Salary with Masters + 30 (4)	
	Amount	Rank	Amount	Rank	Amount	Rank	Ratio	Rank	Score	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank
Belmont	\$ 9,676	9	\$95,057	14	\$ 11,609	19	15.7 to 1	21	84.5	6	1774	11	48,621	4	85,010	3	51,287	5	89,255	7
Brookline	\$ 11,879	4	\$92,993	15	\$ 17,090	2	12.6 to 1	3	80.1	14	1758	13	47,806	7	81,014	8	50,846	8	87,532	8
Concord *	\$ 11,650	5	\$115,839	5	\$ 16,438	4	13.9 to 1	13	83.1	8	1870	3	49,703	3	89,511	1	52,251	3	94,104	1
Dedham **	\$ 5,483	19	\$72,330	19	\$ 14,852	11	13.3 to 1	8	66.6	19	1546	20	48,573	5	73,658	18	50,924	7	78,934	16
Dover **	\$ 12,074	3	\$157,168	2	\$ 15,646	8	13.7 to 1	11	84.9	5	1799	8	49,993	1	83,144	6	52,935	1	89,374	5
Frammingham	\$ 5,197	20	\$67,420	21	\$ 15,675	7	12.6 to 1	3	58.7	21	1609	18	47,402	8	75,781	15	50,646	9	78,452	18
Holliston	\$ 6,754	16	\$84,878	17	\$ 12,186	16	13.3 to 1	8	79.1	16	1744	15	44,743	17	80,322	9	49,513	14	85,067	10
Hopkinton	\$ 7,904	14	\$102,550	13	\$ 11,921	18	14.7 to 1	16	81.3	11	1645	13	45,460	13	75,347	16	51,040	6	80,935	14
Lexington	\$ 10,032	8	\$111,899	7	\$ 15,862	5	11.8 to 1	1	86.9	2	1882	1	45,696	12	78,717	12	49,355	15	83,762	11
Medfield	\$ 8,477	13	\$108,926	9	\$ 10,741	21	15.3 to 1	20	79.4	15	1750	14	45,211	15	76,990	14	48,387	17	83,153	13
Natick	\$ 5,561	17	\$85,715	16	\$ 12,910	14	14.1 to 1	15	80.5	13	1642	17	45,237	14	70,546	21	49,761	12	77,599	20
Needham	\$ 7,719	15	\$107,570	10	\$ 13,245	13	15.2 to 1	19	81.9	10	1795	10	45,989	11	\$79,161	11	49,537	13	83,499	12
Newton	\$ 8,592	12	\$105,289	11	\$ 16,597	3	13.2 to 1	6	81.0	12	1846	5	47,070	10	80,288	10	50,645	10	85,244	9
Norwood	\$ 3,662	21	\$70,164	20	\$ 12,790	15	12.8 to 1	5	63.8	20	1510	21	42,415	20	72,589	19	45,479	21	75,653	21
Sherborn **	\$ 13,119	2	\$136,211	3	\$ 15,784	6	13.2 to 1	6	85.3	3	1799	8	49,993	1	83,144	6	52,935	1	89,374	5
Walpole	\$ 5,538	18	\$84,458	18	\$ 11,971	17	14.9 to 1	18	75.2	18	1583	19	41,924	21	74,047	17	46,983	20	78,707	17
Wayland	\$ 11,471	6	\$113,671	6	\$ 15,219	10	14.0 to 1	14	82.6	9	1838	6	45,015	16	83,679	5	47,058	18	92,061	3
Wellesley	\$ 11,281	7	\$134,769	4	\$ 15,392	9	13.3 to 1	8	79.1	16	1853	4	48,411	6	85,732	2	52,149	4	92,349	2
Weston	\$ 15,835	1	\$181,041	1	\$ 18,591	1	12.2 to 1	2	85.2	4	1873	2	47,199	9	84,447	4	49,863	11	90,039	4
Westwood	\$ 8,594	11	\$103,242	12	\$ 13,814	12	14.8 to 1	12	83.6	7	1760	12	44,220	19	78,481	13	47,000	19	80,668	15
Winchester	\$ 9,167	10	\$110,226	8	\$ 11,363	20	13.7 to 1	17	87.2	1	1808	7	44,327	18	70,787	20	48,517	16	77,819	19

(1) Source: Commonwealth of Massachusetts Department of Revenue Website

(2) Source: Commonwealth of Massachusetts Department of Education Website

(3) Source: Commonwealth of Massachusetts Department of Education Website and informal telephone survey of school districts

(4) Source: Commonwealth of Massachusetts Department of Education Website, school district websites and informal telephone survey of school districts

\* - Concord-Carlisle

\*\* - Dover-Sherborn

## Per Pupil Expenditures

The Department of Education (DOE) calculates per pupil expenditures using data provided in the end-of-year pupil and financial reports prepared by each school system. As you can see from the charts on the next three pages, per pupil expenditures in Needham are in the middle of the range of comparable communities offering high quality education programs, and less than the state average. Thus, we offer high value per dollar expended.

Needham Per Pupil Expenditures by Function: FY 2009/10 (Source: Department of Elementary & Secondary Education)

FY10 Expenditures Per Pupil by Function	General Fund Approp (1)	Grants & Revolving	All Fund Total	% of Total	Per Pupil Expenditure	State Average
Administration	3,033,525	82,614	3,116,139	4.35	584.13 (2)	445.41
Instructional Leadership	4,624,489	588,513	\$5,213,002	7.27	977.19 (2)	817.82
Classroom & Specialist Teachers	25,139,231	1,347,623	\$26,486,854	36.96	4,965.01 (2)	4965.51
Other Teaching Services	4,645,274	1,044,166	\$5,689,440	7.94	1,066.50 (2)	962.29
Professional Development	827,623	115,778	\$943,401	1.32	176.84 (2)	226.42
Instructional Materials, Equipment & Technology	1,303,549	995,355	\$2,298,904	3.21	430.93 (2)	391.59
Guidance, Counseling & Testing	2,144,148	127,173	\$2,271,321	3.17	425.76 (2)	359.93
Pupil Services	1,574,400	3,058,856	\$4,633,256	6.47	868.51 (2)	1171.59
Operations & Maintenance	5,853,848	44,822	\$5,898,670	8.23	1,105.72 (2)	1046.75
Insurance, Retirement Programs & Other	10,428,444	174,952	\$10,603,396	14.80	1,987.63 (2)	2199.46
Payments to Out of District Schools	<u>2,856,143</u>	<u>1,651,986</u>	<u>\$4,508,129</u>	<u>6.29</u>	<u>59,552.56 (3)</u>	<u>20,660.22</u>
Total	\$62,430,674	\$9,231,838	\$71,662,512	100.00	\$13,245.33 (4)	13,063.73

(1) Includes School Operating Budget, plus Town expenditures on behalf of the schools.

(2) Based on In District FTE Average Membership = 5334.7

(3) Based on Out of District FTE Average Membership = 75.7

(4) Based on Total FTE Average Membership = 5410.4

*Trend in Needham Per Pupil Expenditures by Function, FY08- FY10 (Source: Department of Elementary & Secondary Education Education)*

FY10 Expenditures Per Pupil by Function, FY08-10	FY08		FY09		FY10		% Chg		2Yr % Chg	
							08-09	09-10	08-10	08-10
Administration	\$2,739,719	\$2,985,758	\$	3,116,139	9.0%	4.4%	13.7%			
Instructional Leadership	\$4,747,392	\$4,775,393	\$	5,213,002	0.6%	9.2%	9.8%			
Classroom & Specialist Teachers	\$23,526,692	\$24,647,893	\$	26,486,854	4.8%	7.5%	12.6%			
Other Teaching Services	\$4,897,047	\$5,063,669	\$	5,689,440	3.4%	12.4%	16.2%			
Professional Development	\$753,092	\$736,293	\$	943,401	-2.2%	28.1%	25.3%			
Instructional Materials, Equipment & Technology	\$2,157,754	\$2,062,982	\$	2,298,904	-4.4%	11.4%	6.5%			
Guidance, Counseling & Testing	\$1,972,631	\$2,109,763	\$	2,271,321	7.0%	7.7%	15.1%			
Pupil Services	\$4,578,208	\$4,744,328	\$	4,633,256	3.6%	-2.3%	1.2%			
Operations & Maintenance	\$5,908,428	\$6,148,844	\$	5,898,670	4.1%	-4.1%	-0.2%			
Insurance, Retirement Programs & Other	\$8,918,967	\$9,773,862	\$	10,603,396	9.6%	8.5%	18.9%			
Payments to Out of District Schools	\$4,006,853	\$4,632,959	\$	4,508,129	15.6%	-2.7%	12.5%			
Total Expenditures	\$64,206,783	\$67,681,744	\$	\$71,662,512	5.4%	5.9%	11.6%			
Total Average Membership, in and out of District	5,115.40	5,224.50		5,410.40						
Total Expenditure Per Pupil	\$12,552	\$12,955		\$13,245						



Comparative Per Pupil Expenditures, FY01-FY10 (Source: Department of Elementary & Secondary Education)

Per Pupil Expenditures:

Community	FY 01 (1)	FY 02 (2)	FY 03 (2)	FY 04 (2)	FY 05 (3)	FY 06 (3)	FY 06 (3)	FY 07 (3)	FY 08 (3)	FY 09 (3)	FY 10 (3)
Weston	\$11,018	\$10,909	\$11,404	\$12,077	\$14,414	\$16,073	\$16,073	\$16,467	\$17,017	\$18,023	\$18,591
Brookline	\$10,550	\$10,268	\$10,578	\$11,107	\$13,836	\$14,929	\$14,929	\$15,098	\$15,431	\$16,847	\$17,090
Newton	\$10,116	\$10,140	\$11,140	\$11,431	\$13,533	\$13,822	\$13,822	\$14,524	\$15,498	\$16,243	\$16,597
Concord	\$10,275	\$9,640	\$10,157	\$10,567	\$13,037	\$14,411	\$14,411	\$15,514	\$17,486	\$16,342	\$16,438
Lexington	\$9,568	\$9,482	\$9,686	\$8,797	\$11,929	\$12,600	\$12,600	\$12,768	N/A	\$15,368	\$15,862
Sherborn	\$9,936	\$8,195	\$9,211	\$8,992	\$10,061	\$15,559	\$15,559	\$12,500	\$14,121	\$15,784	\$15,862
Framingham	\$8,986	\$8,945	\$9,699	\$10,518	\$13,681	\$13,621	\$13,621	\$14,169	\$14,621	\$15,373	\$15,675
Dover	\$9,942	\$8,603	\$9,856	\$10,253	\$12,786	\$15,559	\$15,559	\$14,615	\$15,084	\$16,591	\$15,646
Wellesley	\$9,298	\$9,244	\$9,589	\$9,802	\$11,243	\$11,494	\$11,494	\$12,776	\$13,916	\$14,330	\$15,392
Wayland	\$8,743	\$8,711	\$10,042	\$9,944	\$11,599	\$12,317	\$12,317	\$13,214	N/A	\$14,342	\$15,219
Dedham	\$8,783	\$8,524	\$8,761	\$9,488	\$11,637	\$12,594	\$12,594	\$13,393	\$13,893	\$14,837	\$14,852
Westwood	\$8,839	\$8,976	\$9,564	\$9,747	\$11,592	\$11,885	\$11,885	\$12,436	\$13,305	\$13,679	\$13,814
Needham	\$8,847	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$11,291	\$12,070	\$12,552	\$12,955	\$13,245
State	\$7,874	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,211	\$11,865	\$12,497	\$13,055	\$13,064
Natick	\$8,364	\$8,088	\$9,319	\$8,637	\$10,290	\$11,092	\$11,092	\$11,829	N/A	\$12,926	\$12,910
Norwood	\$7,598	\$7,246	\$7,894	\$8,004	\$10,648	\$11,028	\$11,028	\$12,052	N/A	\$12,993	\$12,790
Holliston	\$7,081	\$7,437	\$8,055	\$7,938	\$9,524	\$10,193	\$10,193	\$10,856	\$11,217	\$11,604	\$12,186
Walpole	\$6,940	\$7,641	\$7,230	\$7,603	\$9,437	\$10,277	\$10,277	\$10,470	\$11,232	\$11,812	\$11,971
Hopkinton	\$6,724	\$7,031	\$8,254	\$8,176	\$9,497	\$10,544	\$10,544	\$11,114	\$11,365	\$11,551	\$11,921
Winchester	\$8,390	\$7,937	\$8,278	\$8,646	\$9,884	\$10,139	\$10,139	\$10,886	\$10,865	\$11,290	\$11,363
Medfield	\$6,046	\$6,114	\$6,517	\$6,761	\$8,082	\$8,597	\$8,597	\$9,472	\$9,967	\$10,542	\$10,741
Average of 20	\$8,758	\$8,551	\$9,154	\$9,337	\$11,339	\$12,345	\$12,345	\$12,754	\$13,450	\$14,039	\$14,341
Needham	\$8,847	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$11,291	\$12,070	\$12,552	\$12,955	\$13,245
State Average	\$7,874	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,211	\$11,865	\$12,497	\$13,055	\$13,064

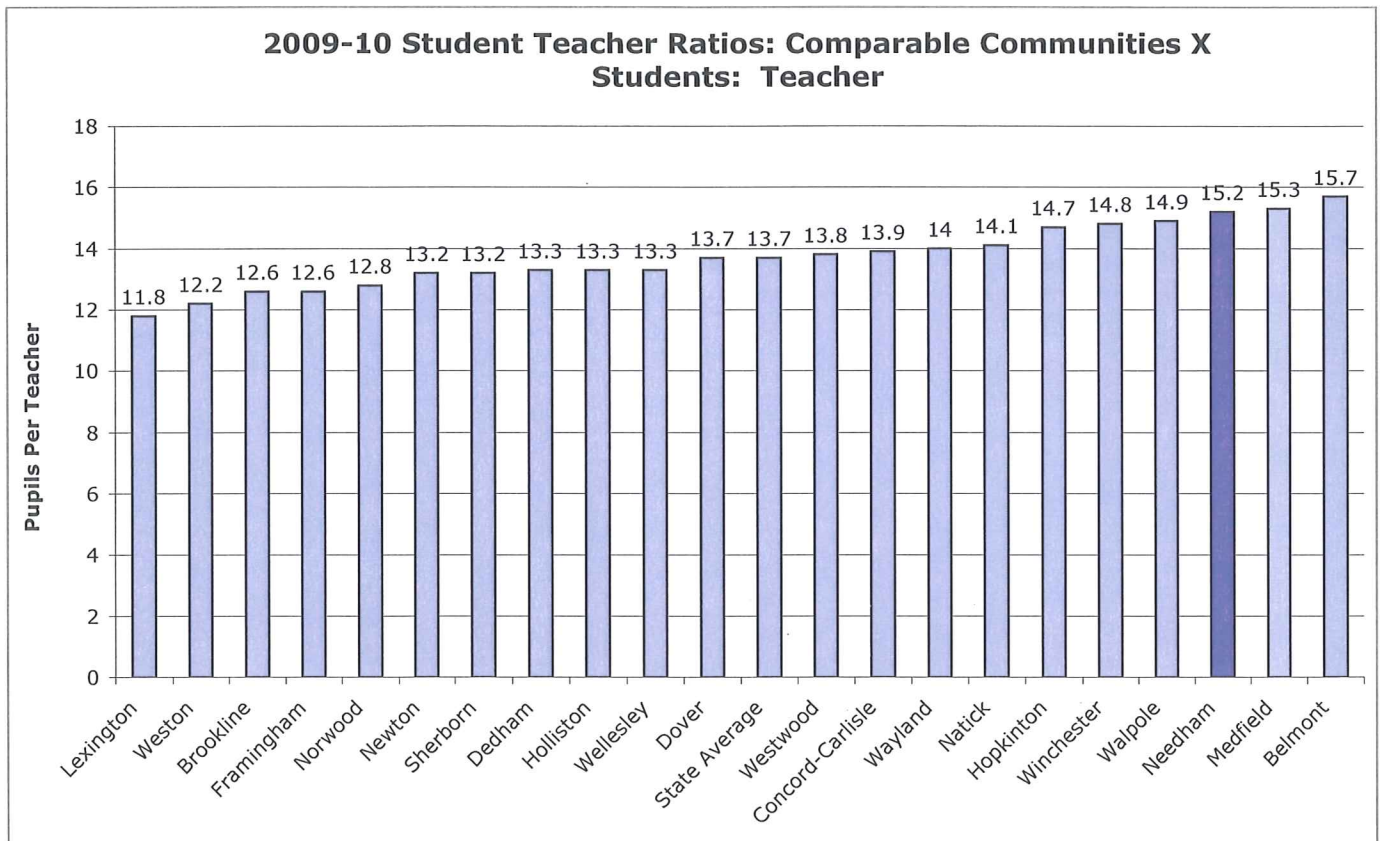
(1) Source: Massachusetts Department of Education. These figures represent "total intergrated education costs" divided by "net average membership," as a measure of "the average cost of education for all children residing in a community, regardless of the district where they attend." Total integrated expenditures include school operating, grant and revolving fund expenditures; all related educational costs incurred by Town Departments (such as benefit and administrative overhead), tuition paid to other schools, and the Minuteman assessment. Net average membership is the sum of pupils in local schools, other public school districts and in special needs day and residential programs.

(2) Source: Massachusetts Department of Education. The integrated Cost Per Pupil calculation was discontinued in FY02. Beginning in FY02, Per Pupil Expenditures exclude children being educated outside of the district. Similarly, tuition, regional district spending, and other payments for out-of-district pupils no longer are factored into the per pupil spending statistic.

(3) Source: Massachusetts Department of Education. Beginning FY05, the per pupil expenditure methodology was changed to include all school-related expenses, including costs for local resident pupils educated out of district and municipal expenses on behalf of the schools. Expenditures also are calculated for specific functional areas.

## Staffing Ratios

The high value per dollar expended of Needham education also is demonstrated by the following staffing ratio charts, which show that, in FY10, 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 student to teacher ratio (15.2:1, which includes special education classrooms) also is higher than the average ratio from comparable communities (13.7:1.) Source: MA Department of Education



# Plans of High School Graduates:

## Plans of High School Graduates (Percent)

Year	Number of Graduates	Four Year Colleges (%)	Two Year Colleges (%)	Military (%)	Work (%)	Other (%)
2010	357	93.4	3.1	0.3	1.0	2.2
2009	304	93.0	0.7	0.0	1.0	5.2
2008	339	93.0	1.5	0.6	2.1	2.7
2007	323	94.0	1.0	0.0	1.0	4.0
2006	320	93.0	0.9	0.6	1.9	1.6
2005	332	90.3	3.0	0.6	4.5	1.6
2004	289	90.3	4.2	0.3	4.1	1.1
2003	301	92.0	2.7	0.3	3.4	1.6
2002	260	85.7	5.0	1.5	6.6	1.2
2001	272	88.2	2.6	3.0	3.3	2.9
2000	267	86.9	3.4	1.5	2.6	5.6
1999	246	83.7	3.7	1.2	8.1	0.0
1998	256	89.9	1.2	0.0	4.3	0.1
1997	231	84.5	2.6	1.3	1.3	6.9
1996	229	79.6	8.3	0.0	1.7	7.0
1995	231	86.7	5.2	0.4	2.1	2.6
1994	227	82.9	4.8	1.3	0.9	4.4

Source: Needham Public Schools, Office of Student Development & Program Evaluation

# State and National Testing Results:

## *Ten Year Comparison of SAT Scores:*

### Comparison of SAT Scores

Test/ Region	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Writing	This test was first administered in 2006									
Needham						589	591	612	598	610
State						510	511	513	510	509
National						497	494	494	494	492
Verbal										
Needham	586	577	577	586	587	586	588	594	594	602
State	511	512	516	518	520	513	513	514	514	512
National	506	504	507	508	508	503	502	502	501	501
Math										
Needham	603	596	596	597	598	594	590	602	603	610
State	515	516	522	523	520	524	522	525	526	526
National	514	516	519	518	523	518	515	515	515	516
Combined										
Needham	1189	1173	1173	1183	1185	1769	1769	1808	1795	1822
State	1026	1028	1038	1041	1040	1547	1546	1552	1550	1547
National	1020	1020	1026	1026	1031	1518	1511	1511	1510	1509

Source: College Board and Needham Public Schools, Office of Student Development & Program Evaluation

## *Massachusetts Comprehensive Assessment System (MCAS) Test Score Summary:*

The purpose of the MCAS tests is to increase student achievement and improve instructional practice across all grades. All fourth, eighth, and tenth grade students are required to take these tests under the 1993 Education Reform Law. The tests are based on newly established learning standards for all public schools in the Commonwealth of Massachusetts. The tests were administered for the first time in 1998.

# MCAS Language Arts:

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Imp'vment (%)	Failing/ Warning (%)
10-2010	Needham	100	51	42	5	2
	State	100	26	52	18	4
08-2010	Needham	99	32	61	5	1
	State	101	17	61	16	7
07-2010	Needham	100	27	64	7	2
	State	100	11	61	21	7
06-2010	Needham	100	30	59	9	2
	State	99	15	54	21	9
05-2010	Needham	101	27	57	15	2
	State	101	16	47	28	10
04-2010	Needham	101	19	54	26	2
	State	101	11	43	35	12
03-2010	Needham	100	25	58	14	3
	State	101	14	49	30	8
10-2009	Needham	100	59	37	3	1
	State	100	29	52	15	4
08-2009	Needham	100	25	70	4	1
	State	99	15	63	15	6
07-2009	Needham	100	29	61	9	1
	State	100	14	56	23	7
06-2009	Needham	99	31	55	11	2
	State	99	16	50	24	9
05-2009	Needham	99	26	58	14	1
	State	100	15	48	29	8
04-2009	Needham	100	16	53	28	3
	State	99	11	42	35	11
03-2009	Needham	100	21	53	24	2
	State	100	12	45	33	10
10-2008	Needham	100	59	36	3	2
	State	99	23	51	21	4
08-2008	Needham	100	22	67	8	3
	State	100	12	63	18	7
07-2008	Needham	99	29	62	6	2
	State	100	12	57	23	8
06-2008	Needham	99	35	54	9	1
	State	99	15	52	24	8
05-2008	Needham	100	23	62	13	2
	State	99	13	48	30	8
04-2008	Needham	99	12	50	34	3
	State	101	8	41	39	13
03-2008	Needham	100	28	48	21	3
	State	100	15	41	33	11
10-2007	Needham	101	50	45	5	1
	State	101	22	49	24	6
08-2007	Needham	100	25	69	5	1
	State	99	12	63	18	6
07-2007	Needham	99	21	67	9	2
	State	100	9	60	23	8
06-2007	Needham	101	17	71	12	1
	State	99	9	58	25	7
05-2007	Needham	100	37	50	11	2
	State	100	15	48	28	9
04-2007	Needham	100	17	60	21	2
	State	100	10	46	34	10

Source: Needham Public Schools, Office of Student Development & Program Evaluation

# MCAS Reading:

Grade/ Year	Enrolled	% Tested	Above Proficient (%)	Proficient (%)	Needs Imp'vment (%)	Warning (%)
03-2010	Needham State		No Reading in 10			
03-2009	Needham State		No Reading in 09			
03-2008	Needham State		No Reading in 08			
03-2007	Needham State		No Reading in 07			
03-2006	Needham State	100	32	46	20	1
		100	18	40	34	8
03-2005	Needham State	99	N/A	80	19	1
		99	N/A	62	31	7
03-2004	Needham State	100	N/A	78	19	3
		99	N/A	63	30	6
03-2003	Needham State	99	N/A	73	23	4
		99	N/A	63	30	7
03-2002	Needham State	99	N/A	78	20	2
		98	N/A	67	27	6
03-2001	Needham State	100	N/A	82	16	2
		100	N/A	62	31	7

Source: Needham Public Schools, Office of Student Development & Program Evaluation

# MCAS Mathematics:

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Imp'vment (%)	Failing/ Warning (%)
10-2010	Needham	99	77	15	5	2
	State	99	50	25	17	7
08-2010	Needham	100	46	36	12	6
	State	100	22	29	28	21
07-2010	Needham	100	26	58	11	5
	State	99	14	39	27	19
06-2010	Needham	101	44	35	15	7
	State	100	27	32	25	16
05-2010	Needham	100	39	37	19	5
	State	100	25	30	28	17
04-2010	Needham	100	24	40	33	3
	State	100	16	32	41	11
03-2010	Needham	100	44	38	15	3
	State	100	25	40	24	11
10-2009	Needham	100	80	13	5	2
	State	100	46	28	18	8
08-2009	Needham	100	43	39	13	5
	State	99	20	28	28	23
07-2009	Needham	99	36	39	19	5
	State	100	16	33	30	21
06-2009	Needham	100	39	39	17	5
	State	100	24	33	27	16
05-2009	Needham	100	39	37	21	3
	State	101	22	32	29	18
04-2009	Needham	100	22	43	32	3
	State	100	16	32	41	11
03-2009	Needham	99	33	45	15	6
	State	100	20	40	25	15
10-2008	Needham	99	78	15	5	1
	State	100	43	29	19	9
08-2008	Needham	100	38	35	18	9
	State	100	19	30	27	24
07-2008	Needham	99	32	45	18	4
	State	100	15	32	29	24
06-2008	Needham	100	46	35	15	4
	State	100	23	33	26	18
05-2008	Needham	100	39	35	23	3
	State	99	22	30	30	17
04-2008	Needham	100	29	34	33	4
	State	100	20	29	38	13
03-2008	Needham	100	40	41	15	4
	State	100	25	36	25	14
10-2007	Needham	100	74	17	8	1
	State	100	42	27	22	9
08-2007	Needham	101	39	35	19	8
	State	100	17	28	30	25
07-2007	Needham	100	38	40	16	6
	State	100	15	31	30	24
06-2007	Needham	100	32	46	18	4
	State	100	20	32	28	20
05-2007	Needham	100	40	40	16	4
	State	100	19	32	31	18
04-2007	Needham	100	30	33	34	3
	State	100	19	29	39	13
03-2007	Needham	100	32	50	15	3
	State	100	19	41	24	16

Source: Needham Public Schools, Office of Student Development & Program Evaluation

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# MCAS History & Social Science:

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Imp'vment (%)	Warning (%)
2010	No History / Social Science Testing in 2010					
2009	No History / Social Science Testing in 2009					
2008	No History / Social Science Testing in 2008					
2007	No History / Social Science Testing in 2007					
2006	No History / Social Science Testing in 2006					
2005	No History / Social Science Testing in 2005					
2004	No History / Social Science Testing in 2004					
2003	No History / Social Science Testing in 2003					
08-2002	Needham	98	3	27	59	11
	State	98	1	11	46	22
08-2001	Needham	99	4	21	63	11
	State	100	1	10	48	41

Source: Needham Public Schools, Office of Student Development & Program Evaluation



# MCAS Science & Technology:

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Improvement (%)	Failing (%)
05-2010	Needham	100	19	55	25	1
	State	100	15	38	36	11
08-2010	Needham	100	10	54	32	4
	State	100	4	36	41	19
10-2010	Needham	100	38	52	8	2
	State	101	18	47	28	8
05-2009	Needham	100	20	41	36	3
	State	100	17	32	39	12
08-2009	Needham	100	10	54	31	5
	State	100	4	35	40	21
10-2009	Needham	100	46	42	11	1
	State	99	16	45	29	9
05-2008	Needham	100	22	39	36	3
	State	100	17	33	38	12
08-2008	Needham	99	5	59	29	6
	State	100	3	36	39	22
10-2008	Needham	100	31	56	11	2
	State	100	14	43	31	12
09-2007	Needham	100	31	57	11	1
	State	100	8	34	34	24
10-2007	Needham	100	27	45	20	8
	State	90	14	24	30	22
10-2006	No Science/ Technology Testing in 2006					
08-2006	Needham	100	13	53	26	8
	State	100	4	28	43	25
05-2006	Needham	100	26	39	32	2
	State	100	17	33	39	11
04-2006	No Science/ Technology Testing in 2006					
10-2005	No Science/ Technology Testing in 2005					
08-2005	Needham	100	11	50	27	12
	State	98	4	29	41	26
05-2005	Needham	99	24	42	30	4
	State	99	16	35	38	12
04-2005	No Science/ Technology Testing in 2005					
10-2004	No Science/ Technology Testing in 2004					
08-2004	Needham	100	18	48	25	10
	State	99	5	28	36	31
05-2004	Needham	100	29	45	24	2
	State	99	20	35	33	13
04-2004	No Science/ Technology Testing in 2004					
10-2003	No Science/ Technology Testing in 2003					
08-2003	Needham	100	10	50	30	9
	State	98	4	28	37	31
05-2003	Needham	98	31	41	24	5
	State	99	18	33	34	15
04-2003	No Science/ Technology Testing in 2003					

Source: Needham Public Schools, Office of Student Development & Program Evaluation

# Class of 2010 Profile: Schools Attended by G.P.A. & SAT

## 5.0-4.75(CR729,M731,W731)

Boston University  
Brigham Young University  
Brown University  
Colby College (2)  
Colgate University  
College of William and Mary  
Cornell University  
Duke University  
Georgetown University  
Haverford College  
Kenyan College  
Lehigh University  
New York University  
Pomona College  
Princeton University  
Tufts University  
University of Chicago  
University of Massachusetts, Amherst  
University of Michigan  
University of Pennsylvania  
Yale University (2)

## 4.74-4.50(CR677,M698,W703)

Babson College  
Bates College  
Boston College (3)  
Case Western Reserve University  
Colby College  
Columbia University  
College of the Holy Cross  
Connecticut College (2)  
Haverford University  
Loyola University Maryland  
Siena College  
Skidmore College  
Smith College  
Tufts University (4)  
University of Delaware  
University of Massachusetts, Amherst (2)  
University of Pennsylvania  
University of Rochester  
Vanderbilt University  
Vassar College  
Villanova University (2)  
Wake Forest University  
Washington University in St. Louis (2)  
Wesleyan University  
Williams College

## 4.49-4.25(CR632,M649,W665)

Babson College

Bates College (2)  
Boston College (2)  
Boston University (2)  
Bucknell University  
Colby College  
College of the Holy Cross (2)  
Connecticut College (4)  
Cornell College  
Dickinson College  
Elon University  
Ithaca College  
Lehigh University  
New York University  
Northeastern University (5)  
Pennsylvania State University (2)  
Rensselaer Polytechnic University  
Rhodes College  
Skidmore College  
Syracuse University  
The College of Woster  
Trinity College  
Union College  
University of Connecticut (2)  
University of Illinois at Urbana-Champaign  
University of Maryland (2)  
University of Massachusetts, Amherst (3)  
University of Michigan  
University of New Hampshire  
University of Rochester (2)  
University of Vermont  
University of Wisconsin (2)  
Villanova University  
Washington University in St. Louis (2)

## 4.24-4.0 (CR604,M627,W626)

Babson College  
Boston College  
Boston University (3)  
Brandeis University  
Colorado College  
Denison University  
Dickinson College  
Fairfield University  
Franklin W. Olin College of Engineering  
Ithaca College  
Lafayette College  
Loyola University - Maryland  
James Madison University  
New York University  
The George Washington University  
Northeastern University (3)

Perdue University  
Saint Anselm University  
Saint Michaels College  
Skidmore College  
Syracuse University (4)  
The George Washington University (3)  
Tulane University  
Union College  
University of California at Santa Barbara  
University of Connecticut (2)  
University of Delaware  
University of Illinois at Urbana-Champaign  
University of Maryland  
University of Massachusetts, Amherst (12)  
University of New Hampshire  
University of Richmond (2)  
University of Rochester  
University of Toronto  
University of Vermont (3)  
Wheaton College

## 3.99-3.75 (CR595,M582,W585)

Aldephi University  
Alfred University  
Burklee College of Music  
Boston University (2)  
Bucknell University  
Clemson University  
College of Charleston  
Creighton University  
Fitchburg State College  
Framingham State College  
George Mason University  
Gettysburg College  
Lawrence University  
Northeastern University (2)  
Pennsylvania State University  
Providence College  
Salve Regina University  
Simmons College  
Syracuse University  
University of Connecticut (2)  
University of Maryland  
University of Massachusetts, Amherst (9)  
University of Vermont (3)  
Wentworth Institute of Technology (2)  
Wheaton College

## Class of 2010 Profile: Schools Attended by G.P.A. & SAT

### 3.74-3.50(CR562,M556,W552)

Binghamton University  
Boston University  
College of Charleston  
Drew University  
Hampshire College  
Hobart and William Smith Colleges  
Loyola University Maryland  
Merrimack College  
Ohio Wesleyan University  
Regis College  
San Diego State University  
Stonehill College (2)  
Susquehanna University  
Syracuse University  
University of Colorado at Boulder  
University of Colorado at Colorado Springs  
University of Massachusetts, Amherst (4)  
University of New Hampshire (3)  
University of Ottawa  
University of Rhode Island (2)  
University of Vermont  
Wentworth Institute of Technology  
Westfield State College

### 3.49&Below(CR521,M522,W512)

Alfred University  
Arizona State University  
Asbury College  
Bay Path College  
Becker College  
Bennington College  
Boston University  
Bridgewater State College (3)  
Coastal Carolina University (2)  
Curry College  
Dean College  
Drew University  
Emmanuel College  
Fisher College  
Fitchburg State College  
Framingham State College (2)  
Franklin Pierce University  
Johnson & Wales University (3)  
Massachusetts Bay Community College (8)  
Massachusetts College of Liberal Arts  
Massachusetts College of Pharmacy & Health Services

Massachusetts Maritime Academy  
Michigan State University  
Montana State University, Bozeman  
Newbury College  
Northeastern University (2)  
Nova Southeastern University  
Otterbein College  
Plymouth State University  
Rochester Institute of Technology  
Roger Williams University (5)  
Sacred Heart University  
Saint Michaels College  
Salem State College  
Salve Regina University  
Syracuse University  
The Art Institute of Houston  
The Evergreen State College  
The University of Tampa  
The University of the Arts  
University of California at Davis  
University of Colorado at Boulder  
University of Hartford (3)  
University of Massachusetts, Amherst  
University of Massachusetts, Boston (3)  
University of Massachusetts, Lowell (4)  
University of New Hampshire  
University of New Haven  
University of Vermont  
Wentworth Institute of Technology (2)  
West Virginia University (2)  
Western New England College  
Westfield State College (5)  
Wheeling Jesuit University  
Whittier College  
Wittenberg University  
Worcester State College

# Grants Summary: FY01 – FY11

GRANT SUMMARY	FY '01	FY '02	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11
MA DOE - Entitlement	\$1,311,325	\$1,650,684	\$1,777,928	\$1,780,064	\$1,930,409	\$2,058,483	\$2,177,913	\$2,206,476	\$2,186,856	\$2,203,163	\$2,201,943
MA DOE - ARRA Entitlement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$643,484	\$1,188,803	\$1,287,891
MA DOE - Competitive/Continuation	\$254,165	\$213,975	\$185,789	\$147,838	\$84,047	\$34,805	\$19,600	\$12,700	\$12,100	\$10,900	\$17,300
Other/ Foundation	\$262,774	\$263,078	\$216,412	\$204,240	\$166,950	\$234,555	\$362,597	\$382,454	\$285,061	\$202,446	\$388,450
<b>Total All Grants</b>	<b>\$1,828,264</b>	<b>\$2,127,737</b>	<b>\$2,180,129</b>	<b>\$2,132,142</b>	<b>\$2,181,406</b>	<b>\$2,327,843</b>	<b>\$2,560,110</b>	<b>\$2,601,630</b>	<b>\$3,127,501</b>	<b>\$3,605,312</b>	<b>\$3,895,584</b>
% increase over previous year total	39%	16%	2%	-2%	2%	7%	10.0%	1.6%	20.2%	15.3%	8.1%

## GRANT DETAIL

Mass DOE -- State/Federal Entitlement	FY '01	FY '02	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11
SPED 94-142 (Federal)	377,230	\$562,643	\$688,820	\$825,667	\$956,645	\$1,027,201	\$1,033,324	\$1,059,524	\$1,081,786	\$1,156,627	\$1,196,241
SPED Early Childhood Education	36,010	\$36,777	\$36,735	\$36,443	\$36,215	\$35,967	\$35,971	\$36,007	\$35,079	\$35,108	\$35,177
SPED Supporting Access to the Curriculum	35,939	\$44,850	\$48,015	\$35,952	\$25,121	\$15,000	\$42,752	\$29,885	\$16,417	\$0	\$0
METCO	603,640	\$621,160	\$624,040	\$573,160	\$633,475	\$736,821	\$838,128	\$870,157	\$839,875	\$798,641	\$766,561
TITLE IID - Technology*	12,076	\$12,798	\$7,761	\$5,555	\$5,181	\$3,833	\$1,927	\$2,022	\$2,276	\$2,278	\$0
Title IIA - Improving Educator Quality*			\$85,040	\$84,317	\$80,937	\$80,680	\$79,005	\$79,473	\$82,135	\$82,448	\$81,328
Title V -- Innovative Programs*			\$13,200	\$12,936	\$9,862	\$6,776	\$3,396	\$3,460	\$0	\$0	\$0
Title IV -- Safe and Drug Free Schools*	20,806	\$20,276	\$18,488	\$16,897	\$16,014	\$15,390	\$14,679	\$13,628	\$13,628	\$11,809	\$5,476
Title I (academic assistance - low-income students)	85,505	\$171,862	\$209,262	\$140,968	\$106,846	\$96,106	\$80,647	\$80,433	\$81,840	\$88,343	\$89,969
LFP Summer Support/ Title III											
Class Size Reduction Program	34,390	\$42,549	Now IIA&V								\$2,953
SPED Corrective Action					\$6,000						
SPED Program Review (audit prep)			\$3,500								
Early Childhood Curriculum/IEP Study Group			\$3,285								
Early Childhood Increasing Capacity			\$7,000	\$0							
Early Childhood Mental Health			\$395								
Limited English Proficient Assessments											
Title I for Delinquent/Neglected* - Walker School											
ARRA - SFSP Recovery Grant		\$28,337	\$32,387	\$48,169	\$54,113	\$40,709	\$36,084	\$32,131	\$33,820	\$27,909	\$24,238
ARRA - IDEA Special Education (School Age)									\$643,484	\$580,867	\$457,937
ARRA - IDEA Special Education (Preschool)										\$580,984	\$803,002
Education Jobs										\$26,952	\$0
<b>Subtotal</b>	<b>\$1,311,325</b>	<b>\$1,650,684</b>	<b>\$1,777,928</b>	<b>\$1,780,064</b>	<b>\$1,930,409</b>	<b>\$2,058,483</b>	<b>\$2,177,913</b>	<b>\$2,206,476</b>	<b>\$2,850,340</b>	<b>\$3,391,966</b>	<b>\$3,489,834</b>

\* all federal grants require equitable participation by Needham private schools -- St. Joseph's Elementary and Middle Schools, and Walker School are participating in Title IIA, Title IID, Title IVA, Title V. Walker School also generated an additional Title I appropriation, as noted. St. Sebastian's elected not to participate.

Massachusetts DOE -- State/Federal Competitive	FY '01	FY '02	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11
Technology Enhancement*			\$119,549	\$119,549		\$3,830	\$4,700	\$12,700	\$12,100	\$10,900	\$9,800
Academic Support Services (MCAS Tutoring)	36,100	\$28,700	\$31,400	\$3,200	\$2,553						
Community Service Learning	16,000	\$16,000	\$16,000	\$10,000	\$12,000						
Full-Day Kindergarten Enhancement	18,000	\$18,000	\$15,840	\$15,089	\$29,494	\$14,975	\$14,900				
Early Childhood Mental Health					\$40,000	\$16,000					
Early Childhood Language & Literacy Development		\$0	\$3,000								\$7,500
Project FOCUS: Empowering SPED											
<b>Subtotal</b>	<b>\$254,165</b>	<b>\$213,975</b>	<b>\$185,789</b>	<b>\$147,838</b>	<b>\$84,047</b>	<b>\$34,805</b>	<b>\$19,600</b>	<b>\$12,700</b>	<b>\$12,100</b>	<b>\$10,900</b>	<b>\$17,300</b>

\* Of the \$119,549, \$73,000 supported a West Roxbury/Needham music technology project partnership, with \$27,000 goes to Boston Public Schools for equipment. The remaining \$19,549 was available to the private schools (St. Joseph's Elementary and Middle Schools, Walker School) for NCLB technology initiatives.

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# Grants Summary: FY01 – FY11 (continued)

OTHER GRANTS	FY '01	FY '02	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11
<b>Corporate</b>											
Mass Insight/Microsoft/Lesley test data analysis software donation			\$60,000								
<b>Higher Education</b>											
Harvard Volunteer Consulting Team Olin College	In-kind		In-kind	In-kind In-kind	In-kind In-kind	In-kind	In-kind	In-kind			
<b>Foundation</b>											
MetroWest Community Health Care Foundation	46,000	\$50,000		\$35,135	\$10,000	\$55,000	\$55,000	\$55,000	\$25,000	\$0	\$59,500
MetroWest Obesity Grant						\$32,650					
Needham Education Foundation Spring grants	73,174	\$44,376	\$75,135	\$57,710	\$38,754	\$32,252	\$30,923	\$26,769	\$57,592	\$29,191	\$73,410
Needham Education Foundation Autumn grants				\$22,791	\$33,477	\$28,941	\$39,207	\$65,240	\$40,342	\$51,895	\$28,276
Needham Education Foundation large grants	28,100	\$15,000	\$15,000	\$30,000	\$26,115	\$54,313	\$30,000	\$45,000	\$13,927	\$0	\$61,394
Needham Education Foundation Collaborative Init.							\$10,000	\$10,000	\$0	\$0	\$0
Needham Education Found Out of Cycle							\$9,000				
Jason Foundation		In-kind	In-kind	In-kind	In-kind			\$1,200	\$0	\$0	\$0
MA Biotechnology Ed Found BioTech Award								\$23,600	\$0	\$0	\$0
Smart Technologies											
Needham Cong Church-Steps to Success											
<b>Norfolk County District Attorney's Office</b>											
Post-Graduation Safe Activities		\$250	\$250					\$250	\$0	\$0	\$0
<b>MA Department of Public Health</b>											
Enhanced School Health Services	106,000	\$106,000	\$66,027	\$58,604	\$58,604	\$64,049	\$72,395	\$72,395	\$148,000	\$121,360	\$121,360
DPH Public Health (Pass Through)								\$25,000	\$0	\$0	\$0
<b>U.S. Department of Education</b>											
Project SERV - Suicide											\$44,510
<b>U.S. Environmental Protection Agency</b>											
Environmental Education - Science Center											
<b>MA Cultural Council</b>											
Creative Schools Program		\$11,452					\$8,000	\$8,000	\$200		
Yellow Bus											
MA Travel & Tourism (Riverside Contract)											
<b>Subtotal</b>	<b>\$262,774</b>	<b>\$263,078</b>	<b>\$216,412</b>	<b>\$204,240</b>	<b>\$166,950</b>	<b>\$234,555</b>	<b>\$362,597</b>	<b>\$382,454</b>	<b>\$285,061</b>	<b>\$202,446</b>	<b>\$388,450</b>

# Revolving (Fee-Based) Funds: FY08 – FY11

REVOLVING FUND	FY08 CURRENT REVENUE	FY08 TOTAL EXPENDED	FY08 ENDING BALANCE	FY09 CURRENT REVENUE	FY09 TOTAL EXPENDED	FY09 ENDING BALANCE	FY10 CURRENT REVENUE	FY10 TOTAL EXPENDED	FY10 ENDING BALANCE	NOTE
FEE BASED TRANSPORTATION	459,502	334,549	443,309	474,726	457,415	460,620	439,593	424,884	475,328	(1)
PRODUCTION CENTER FEE-BASED	16,451	15,921	9,856	12,559	15,410	7,005	13,365	20,371	0	(1)
BROADMEADOW LEASE	6,147	6,147	0	9,592	9,592	0	9,304	9,304	0	
BROADMEADOW BOOK/EQUIPMENT			0			0			0	
ELIOT LEASE	758	758	0	7,031	7,031	0	7,192	7,192	0	
ELIOT BOOK/EQUIPMENT SALES	672	495	339	705	646	398	604	539	463	
HILLSIDE LESLEY INTERNS	22,500	21,112	2,938	43,500	29,573	16,865	28,120	39,746	5,239	
MITCHELL LEASE	7,866	7,866	-	12,260	11,860	400	12,709	13,109	-	
NEWMAN LEASE	13,701	13,474	228	13,590	13,817	1	15,617	15,617	1	
NEWMAN BOOK/EQUIPMENT SALE	992	1,007	0	946	909	38	911	-	948	
HIGH ROCK LOST BOOKS				Reallocate from Pollard		162			162	
HIGH ROCK OVERNIGHT CAMP	73,925	74,147	3	93,374	88,809	4,568	93,952	98,366	154	
HIGH ROCK BOOK/EQUIPMENT SALES				Reallocate from Pollard		1,474	2,060	-	3,534	
POLLARD JAPAN EXCHANGE	627	-	2,505	1,490	3,333	662	-	-	662	
POLLARD BOOK/EQUIPMENT SALES	5,508	10,344	30	9,961	5,569	2,948	3,551	3,324	3,175	
POLLARD LOST BOOKS	1,002	-	2,276	709	2,500	324	759	341	742	
HIGH SCHOOL TESTING	47,477	44,645	7,189	50,025	48,457	8,757	53,941	53,885	8,813	
HIGH SCHOOL BOOK/EQUIPMENT SALES	3,640	3,746	1,108	7,651	7,605	1,154	5,770	5,703	1,220	
HIGH SCHOOL LOCKERS	-	-	4,242	-	3,238	1,004	-	-	1,004	
HIGH SCHOOL TEXTBOOK RECOVERY	2,758	3,082	8,649	2,495	4,872	6,273	2,788	3,571	5,490	
HIGH SCHOOL PARKING	25	5,755	4,825	-	2,138	2,687	4,376	6,060	1,003	
HIGH SCHOOL NON-RESIDENT TUITION	-	-	212	16,928	1,277	15,863	-	5,286	10,577	
SPED OUT-OF-DISTRICT TUITION	49,382	46,882	284	48,455	48,460	279	22,548	17,748	5,079	
SPED NON-RESIDENT TUITION	119,034	119,346	183	65,927	63,952	2,158	74,100	64,261	11,998	
INTEGRATED PRESCHOOL	127,433	189,523	2,154	176,721	132,416	46,459	296,564	235,626	107,397	(2)
SCIENCE CENTER	90	319	1,470	20	220	1,270	-	285	985	
MEDIA RECOVERY	1,343	1,389	1,299	2,186	1,115	2,371	2,143	2,274	2,240	
SCH PERFORMING GROUPS	4,994	5,410	16,443	38,799	25,007	30,235	20,083	13,431	36,887	
FEE-BASED ARTS INSTRUCTION	203,180	197,011	25,527	212,135	229,192	8,470	191,714	195,911	4,273	
FINE & PERFORMING ARTS SALES TO STUDENTS	18,913	10,761	24,490	(379)	15,941	8,170	9,315	12,616	4,868	
GRAPHIC ARTS	47,530	46,278	44,716	54,350	62,031	37,035	59,577	66,804	29,808	
MUSICAL	16,899	21,677	12,220	21,877	21,186	12,911	18,197	17,355	13,754	
WORLD LANGUAGES FEE-BASED	4,937	4,889	171	2,906	2,011	1,066	5,733	6,766	34	
KINDERGARTEN AFTER SCHOOL ENRICH (KASE)	827,371	701,244	578,941	973,343	770,250	782,034	884,363	1,057,505	608,891	(3)
ELEMENTARY AFTER SCHOOL ENRICH (EASE)	90,025	92,211	18,099	85,898	84,811	19,185	92,374	103,268	8,291	
POLLARD AFTER SCHOOL ENRICH (PAS)	56,010	54,019	2,010	62,186	54,129	10,067	65,421	69,516	5,372	
SUMMER SCHOOL	188,354	146,906	165,248	206,983	164,400	207,832	237,653	183,215	262,270	(4)
TUTORING	50	-	525	-	-	525	225	-	750	

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# Revolving (Fee-Based) Funds: FY08 – FY11 (continued)

REVOLVING FUND	FY08 CURRENT REVENUE	FY08 TOTAL EXPENDED	FY08 ENDING BALANCE	FY09 CURRENT REVENUE	FY09 TOTAL EXPENDED	FY09 ENDING BALANCE	FY10 CURRENT REVENUE	FY10 TOTAL EXPENDED	FY10 ENDING BALANCE	NOTE
SUMMER SPORTS CLINICS	5,076	(4,101)	13,917	1,200	9,729	-	15,705	1,019	14,686	
METCO REVOLVING FUND	1,200	-	1,200	100	1,261	5,389	935	3,560	2,764	
METCO SUMMER SCHOOL	324,481	323,968	41,547	416,398	416,565	41,379	422,754	381,823	82,310	
HIGH SCHOOL ATHLETICS	1,824,567	1,528,702	920,882	1,825,725	1,858,945	887,663	1,903,329	1,840,099	950,893	(5)
FOOD SERVICES	185,243	177,073	54,944	229,907	203,232	81,618	223,276	237,199	67,695	
ADULT EDUCATION	8,970	11,375	9,212	24,815	21,613	12,414	13,793	5,266	20,940	
STAFF DEVELOPMENT										
<b>GRAND TOTAL REVOLVING</b>	<b>4,768,630</b>	<b>4,217,931</b>	<b>2,423,192</b>	<b>5,207,093</b>	<b>4,900,515</b>	<b>2,729,769</b>	<b>5,254,412</b>	<b>5,222,845</b>	<b>2,761,336</b>	

(1) Transportation balance represents fee pre-collection for next fiscal year. Fund also requires fund balance equivalent to 2-3 months operations for cash flow.

(2) Preschool balance represents fee pre-collections for summer and next fiscal year programs.

(3) KASE fund balance includes assigned balances: \$54,000 fee pre-collections, 3 months operatinos (\$279,149), Bus Contingency (\$34,000), benefits (\$55,000), 0.5 SPED Aide (\$18,000), School relocation expenses (\$2,000).

(4) Summer School fund balance represents pre-collection of fee revenues for summer classes in next fiscal year.

(5) Food Services fund balance restricted for 3 mo operating reserves (\$577,555), revenue pre-collections (95,000).