

# 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 - FY 2012/13 2012 ANNUAL TOWN MEETING



### SCHOOL COMMITTEE

MARIANNE COOLEY, CHAIR • HEIDI BLACK, VICE-CHAIR  
MICHAEL GREIS • JOSEPH P. BARNES • KIM MARIE NICOLS  
CONNIE BARR • BILL PAULSON

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SUPERINTENDENT  
DANIEL E. GUTKANST

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***On the cover: Pictures from the Newman modular classrooms. These classrooms were installed during the summer of 2011 in preparation for the year-long project to repair the Newman School's heating and ventilation system undertaken during the 2011/12 School Year. The modular classrooms are the functional (and stylish) home of students in Grades 1-5. Preschool and Kindergarten students occupy modular classrooms at the Pollard Middle School.***

***Acknowledgements: Thank you to David Cournoyer and the staff of the Needham High School Graphic Arts Department for cover design, to Steve Tedeschi for cover photos and to Tom Constantino of the Production Center for document reproduction.***

# Needham Public Schools Leadership Team

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**Superintendent**

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Human Resources

Anne Gulati,  
Financial  
Operations

Christine Brumbach  
Student Development  
& Evaluation

Terry Duggan, Ed.D.  
Program Development &  
Implementation

## **Principals**

Jonathan Pizzi, Ph.D.  
*Needham High School*

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

Lisa Chen, Ph.D.  
*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**

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*Department of Public Facilities*



# NEEDHAM PUBLIC SCHOOLS

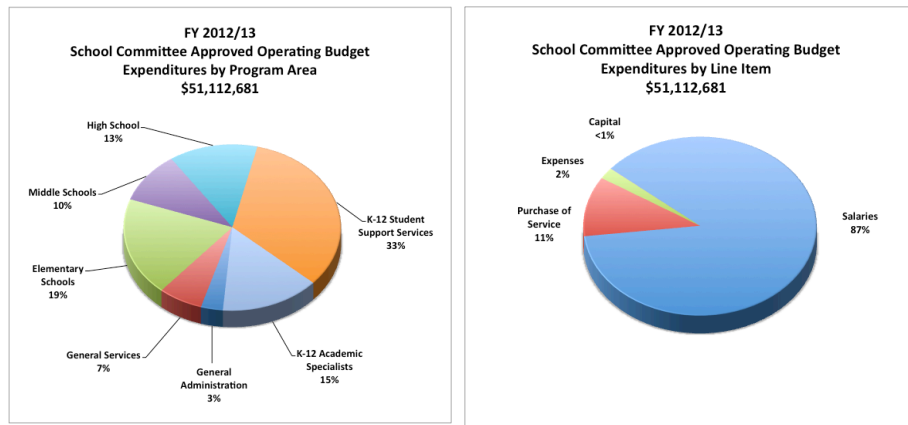
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March 27, 2012

Dear Town Meeting Members:

The Needham School Committee invites you to consider its operating budget request for the fiscal year ending June 30, 2013 (FY 2012/13). The proposed budget, which totals \$51,112,681, represents a \$2,611,310 (5.4%) increase over the current year operational budget of \$48,501,371<sup>1</sup>.



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 a budget plan continues to be a challenge, given the economic uncertainty facing our community and nation. In recent years, we have pared programs back, reduced staff and supplies, and squeezed many efficiencies out of our budget planning. This year, principals and administrators were asked to submit requests for the staff and resources they believe are needed to offer our students an educational program that will assist each child to learn and grow at high levels. This proposal assumes that the School Department will continue to find efficiencies in its operations, and will reallocate, whenever possible, existing resources for new programs. However, the proposed budget also includes requests for several new positions, especially at the secondary level, where we are experiencing a significant increase in student enrollment. In presenting this request, we are mindful of our limited resources and our responsibility to engage in a thoughtful and careful approach that balances the needs of the entire community.

Unlike FY 2011/12, this budget does *not* depend on the use of federal stimulus or other one-time funds to balance the budget. The FY12 budget included \$500,900 in Education Jobs grant funds to ‘bridge’ the funding gap created by a difficult economy. These funds enabled the School Department to meet FY12 expenses, while providing time for the economy to recover and for school administrators to devise strategies for continuing educational services in FY13. Now, after the period of transition, the FY13 budget is balanced without recourse to one-time funding and only modest reductions to the School Budget.

<sup>1</sup> Reflects November, 2011 Special Town Meeting appropriation of \$65,000.

The school budget plan also is based on a partial recovery of special education “Circuit Breaker” reimbursement revenue from the state. The budget assumes a 65% reimbursement rate, which is significantly higher than the last two budget years, and which will assist us to meet student and program needs. We have subsequently learned from the state that they may not be able to support that level of reimbursement, despite their prior indications, and the School Department will be working to make up the shortfall by carefully managing our resources. A modest increase in the school transportation fee also is proposed, to help meet program expenses, while still keeping the program affordable to families.

The budget proposal addresses four key areas: a) it meets contractual obligations; b) addresses the most severe secondary enrollment needs; c) builds district efficiencies and expands capacity in several critical areas; and d) maintains excellent class size at the elementary level.

Contracts for teachers and staff account for \$1,373,732. The increased student enrollment in Grades 6-12 will require 12.3 Full Time Equivalent (FTE) teachers and other staff. Middle and high school programs typically rely on more staffing than the elementary schools, due to programmatic design and opportunities for older students. This budget plan also carefully reallocates existing resources to support student learning in the classroom (e.g., increased English Language Learner programming); reorganizes the special education structure; and ensures increased support for student, staff, and technology needs. At the same time, we have redeployed elementary staff in a way that actually makes a modest improvement in overall average classroom sizes throughout the District.

### Significant Components of the FY13 Budget:

- The budget represents a proposed 5.4% increase of \$2,611,310 over the current fiscal year.
- Contractual salary costs account for half (\$1,373,732) of the overall expenditure increase.
- The budget assumes that total enrollment will grow to 5,504 in FY13. Most of the growth is projected to occur at the secondary level, however: elementary enrollment is projected to decline from 2,568 to 2,463; middle school enrollment is expected to rise from 1,270 to 1,342 and High School enrollment is expected to increase from 1,522 to 1,568.
- Overall staffing is increased by a net of 24.1 Full Time Equivalent (FTE) positions. A total of 2.06 FTE staff are reduced from the FY12 budget in order to provide for increases in staffing at the secondary level.
- A special education reorganization is achieved through one-time special education tuition savings.

### 2012/13 Budget Calendar

Sept– School Committee Developed School Budget Priorities & Guidelines

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

Dec 6 – 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 Holds Public Hearing(s) and Reviewed Superintendent’s Request, Both Jointly and in Concert with the Finance Committee.

January - 2012– School Committee Sends Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

January – Town Manager Presents 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 Reviews Budget Requests and Holds Public Hearings

March – Finance Committee Votes 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 – Annual Town Meeting

July 1, 2012 – New Fiscal Year Begins

## What Assumptions and Priorities Shaped the FY13 Budget Request?

The FY13 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 and goals;
- The need for highly qualified staff, teaching within established student/teacher ratio guidelines;
- The ongoing refinement of curriculum, instruction, and assessment practices; and
- 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 Finance Committee liaisons 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. Finally, the Superintendent consulted with the Town Manager and her staff, School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

## What are the Capital Project Priorities for FY13?

The capital project priorities for FY13 are listed below. Given stronger than anticipated cash resources this year, the Finance Committee will make a funding recommendation on all Tier 1 and Tier 2 capital items to Town Meeting.

	School Committee’s Request	Town Manager’s Funding Recommendation
<i><u>Ongoing Capital Asset Replacement Program (Tier I &amp; Tier II Priorities):</u></i>		
Replace District computers, laptops, servers and other technology, plus Interactive Whiteboard Request	\$672,800	\$494,232
Maintain District’s replacement schedule for copy machines	\$97,570	
Maintain the replacement cycle for school musical equipment	\$15,000	
Replace school furniture at Newman School	\$28,450	
Replace Graphic Arts Equipment at Needham High School	\$14,180	
Expand iPad Pilot to Full Cluster Grade 8	\$45,000	
<b>Subtotal</b>	<b>\$873,000</b>	<b>\$494,232</b>

Facility Repair/Renovation Requests (Tier II Priorities):

Emery Grover Feasibility Study	\$30,000	\$30,000
<b>Subtotal</b>	<b>\$30,000</b>	<b>\$30,000</b>

<b>Grand Total</b>	<b>\$903,000</b>	<b>\$524,232</b>
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With additional funding available beyond the Town Manager’s cash capital recommendation, the School Department’s priorities include fully-funding the installation of the interactive whiteboards, expanding the iPad Pilot to a full cluster of Grade 8 students and providing full funding for the remaining technology replacement requests.

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).



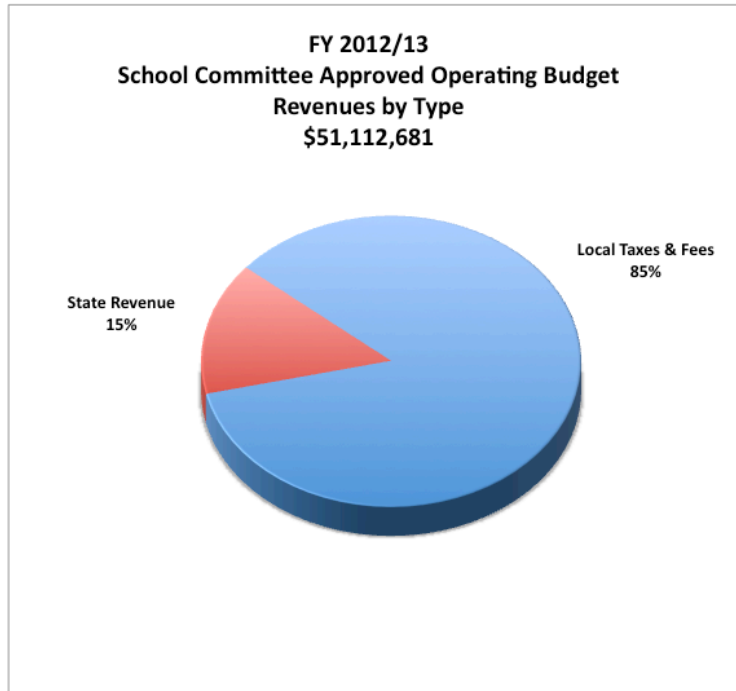
The School Committee thanks the Superintendent and staff, who have, as always, worked so hard to prepare this budget. The School Committee values our excellent ongoing collaboration with the Selectmen, Town Manager, and Finance Committee in our collective effort to craft a sustainable Town-wide budget 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,

*Marianne Cooley*

Marianne Cooley  
Chair, Needham School Committee 2011-12  
Needham School Committee

# School Operating Budget Revenue & Expenditure Summary



## Revenue Summary:

School Revenue	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
<i>Local Revenue:</i>									
Property Taxes & Fees (5)	35,903,911	39,246,388	40,016,773	41,851,480	44,526,078	43,568,908	1,717,428	4.10%	85.2%
<i>State Revenue/Assessments:</i>									
School Choice (1)	(4,500)	-	(17,222)	(17,739)	-	-	17,739	-100.00%	0.0%
Charter School (2)	(40,535)	(48,856)	(41,524)	(43,352)	(71,541)	(71,541)	(28,189)	65.02%	-0.1%
Special Education (3)	(12,617)	(13,409)	(13,610)	(14,018)	(18,676)	(18,676)	(4,658)	33.23%	0.0%
Chapter 70 Formula Aid (4)	<u>6,118,846</u>	<u>5,996,469</u>	<u>6,590,957</u>	<u>6,725,000</u>	<u>7,633,990</u>	<u>7,633,990</u>	<u>908,990</u>	<u>13.52%</u>	<u>14.9%</u>
Subtotal State	6,061,194	5,934,204	6,518,601	6,649,891	7,543,773	7,543,773	893,882	13.44%	14.8%
<b>Totals</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,112,681</b>	<b>2,611,310</b>	<b>5.38%</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 5/11 ATM Budget of \$48,436,371 plus 11/11 STM addition of \$65,000.

Revenues for School Department operations in FY13 are shown above. These revenues, which consist of education-related “Cherry Sheet” aid from the state and other local revenue, are based on January 2012 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 14.8% of the \$51,112,681 school operating budget is funded by state revenue. Property taxes and other local receipts make up the difference, or \$43,568,908.

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 FY13 budget assumes that local taxpayers will fund 85.2% of the school operating budget, while 14.8% 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.

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; \$48,336,043 in FY13. It consists of a required local contribution of \$40,702,053 and a state aid allocation of \$7,633,990. 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 FY13, the Governor has proposed a local contribution rate of 84.21% and a state aid allocation of 15.79%.

The Town’s projected FY13 state aid revenues are based on the Governor’s FY13 state budget (House 2.) The Governor recommends a state aid allocation of \$7,633,990, which increases \$642,270 (9.19%) over the current year allocation of \$6,991,720. (The FY12 budget reflected a more conservative estimate of state funding, \$6,725,000, as noted in the chart above.) The additional federal stimulus and Education Jobs grant funds awarded during the past two years under the formula will not continue in FY13. This budget will be reviewed and considered by the state legislature throughout the spring. The FY13 state funding formula allocation for Needham is summarized in the chart below.

### FY13 Preliminary Chapter 70 Summary

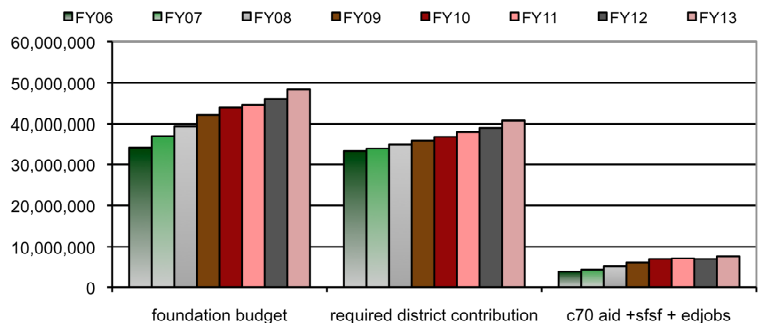
#### 199 NEEDHAM

#### Aid Calculation FY13

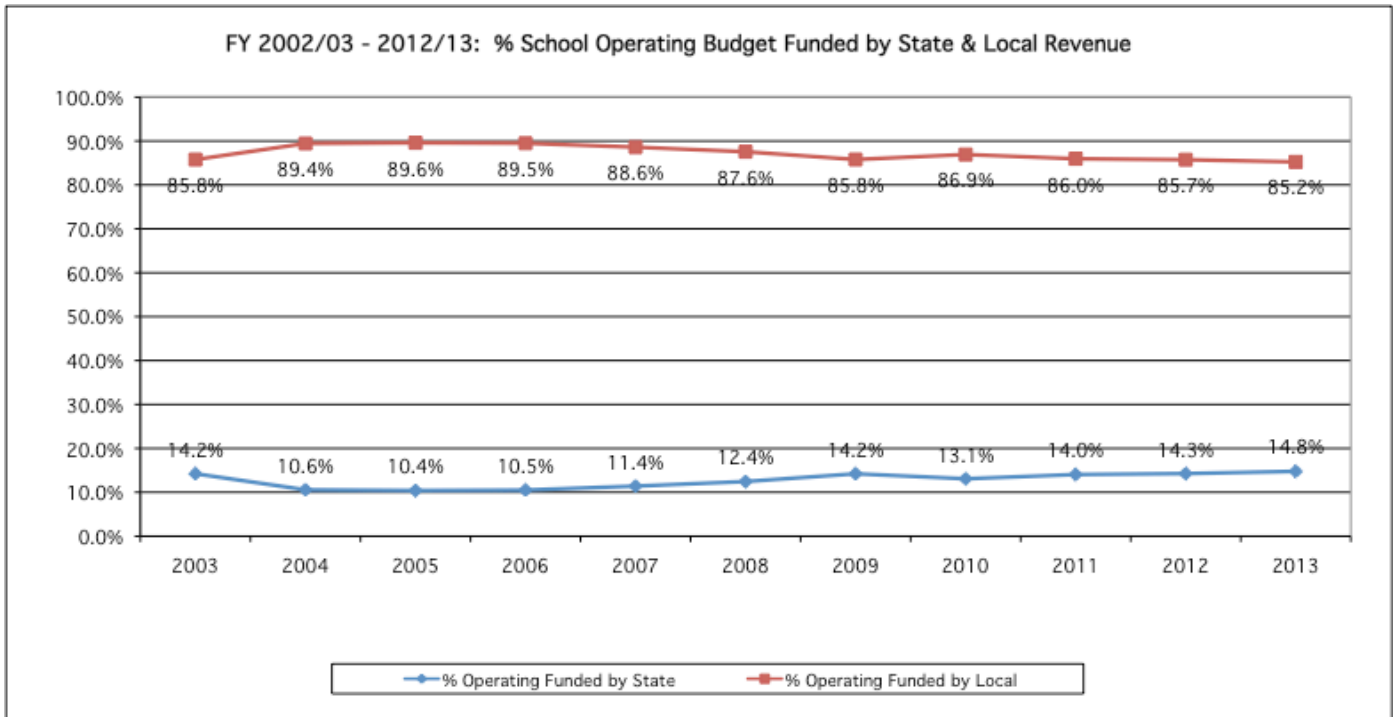
<b>Prior Year Aid</b>	
1 Chapter 70 FY12	<b>6,991,720</b>
<b>Foundation Aid</b>	
2 Foundation budget FY13	48,336,043
3 Required district contribution FY13	40,702,053
4 Foundation aid (2 -3)	7,633,990
5 Increase over FY12 (4 - 1)	<b>642,270</b>
<b>Non-Operating District Reduction to Foundation</b>	
6 Reduction to foundation	<b>0</b>
<b>Chapter 70 Aid FY13</b>	
sum of line 1 and 5 minus line 6	<b>7,633,990</b>

#### Comparison to FY12

	FY12	FY13	Change	Pct Chg
Enrollment	5,184	5,219	35	0.68%
Foundation budget	46,025,846	48,336,043	2,310,197	5.02%
Required district contribution	39,034,126	40,702,053	1,667,927	4.27%
Chapter 70 aid	<b>6,991,720</b>	<b>7,633,990</b>	642,270	9.19%
Required net school spending (NSS)	46,025,846	48,336,043	2,310,197	5.02%
Target aid share	17.50%	17.50%		
C70 % of foundation	15.19%	15.79%		
Required NSS % of fnd	100.00%	100.00%		



The chart below depicts changes in state and local funding for school operations. Based on the Town's revenue projections for FY13, the portion of the school's operating budget funded by state revenue is projected to increase slightly to 14.8%, while the portion funded by local revenue is projected to decrease to 85.2%.

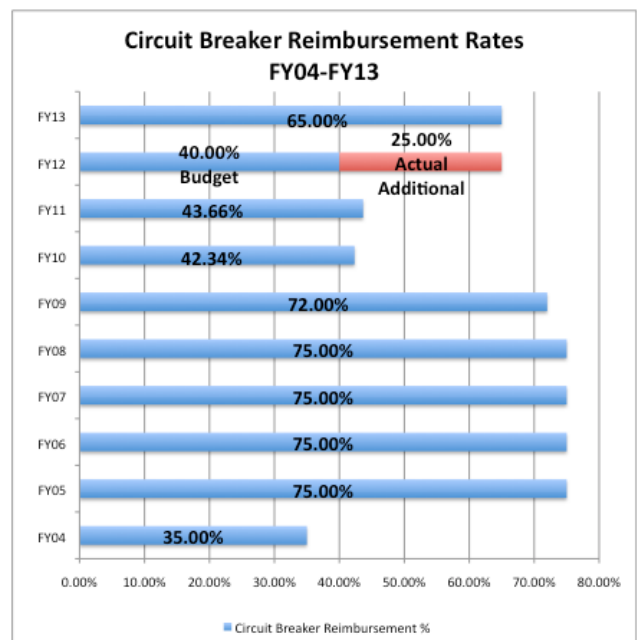


Source: School Business Office

*Trend: Partial Recovery of State Support for Special Education Tuition Expenses:*

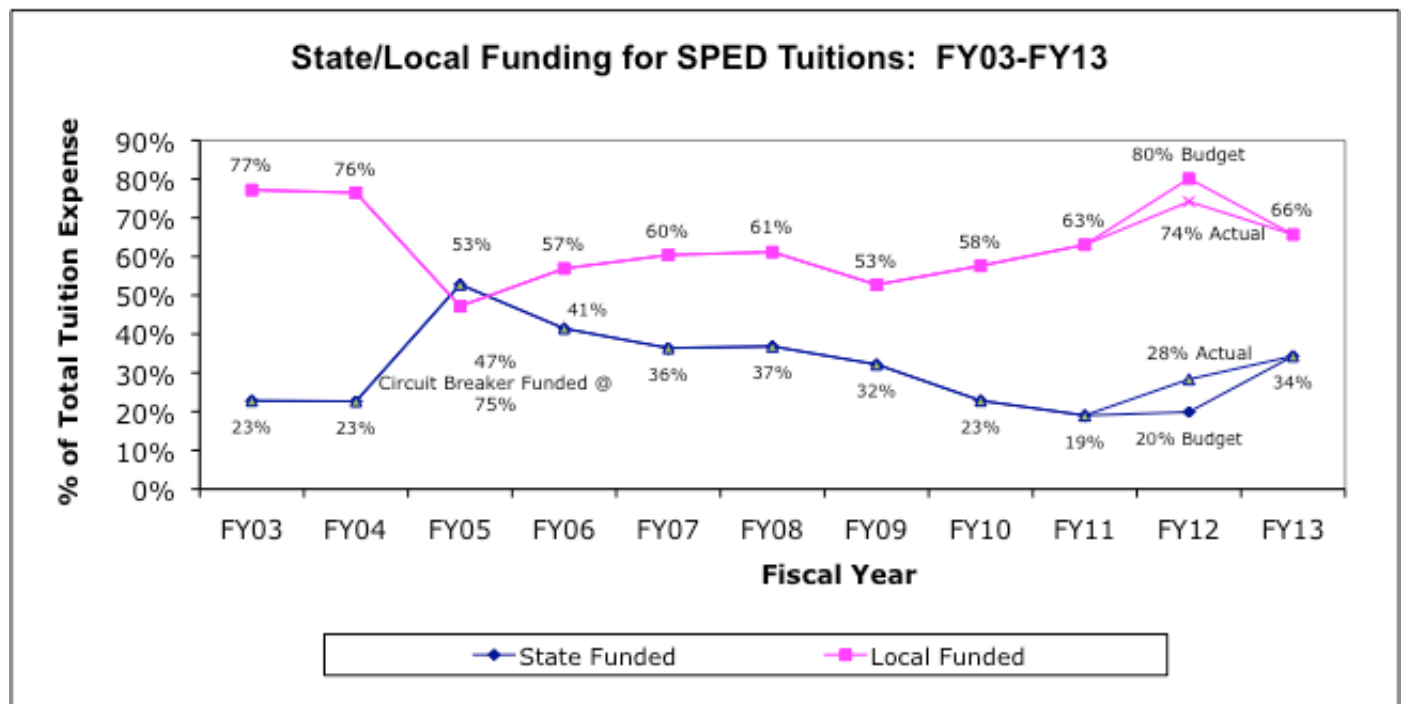
The state has continued its program of providing financial support for volatile special education out-of-district tuition expenses. The anticipated amount of funding for FY13 represents an expectation that state support for special education tuition expenses will continue along a path of recovery, toward a goal of full-funding.

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 FY13, this amount is budgeted to be \$38,912.) 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 42.34%, creating a \$652,473 funding shortfall, that was ‘covered’ by federal stimulus grant funds. The rate remained at 43.66% in FY11, when stimulus funds again were used to supplement budget resources for tuition expenditures. In FY12, a 40% reimbursement rate was budgeted. Ultimately, however, the state approved a 65% reimbursement rate, which, although less than the 75% mandated rate, represented a significant attempt to restore funding for the Circuit Breaker program. The FY13 budget assumes that the 65% reimbursement rate will continue.

The chart below shows the percentage share of total tuition expenses funded from state and local funds (excluding federal stimulus grant funds.) State funds are derived from the Circuit Breaker reimbursement program described above. The graph depicts the reduction in the share of tuition expenses financed by state funds (as well as the increase in the local share), as a result of the reduced Circuit Breaker reimbursement rate. The restorative effect of the partial rate recovery to 65% in FY12 (versus the 40% budget rate) also is shown, the beneficial effect of which is expected to continue into FY13.

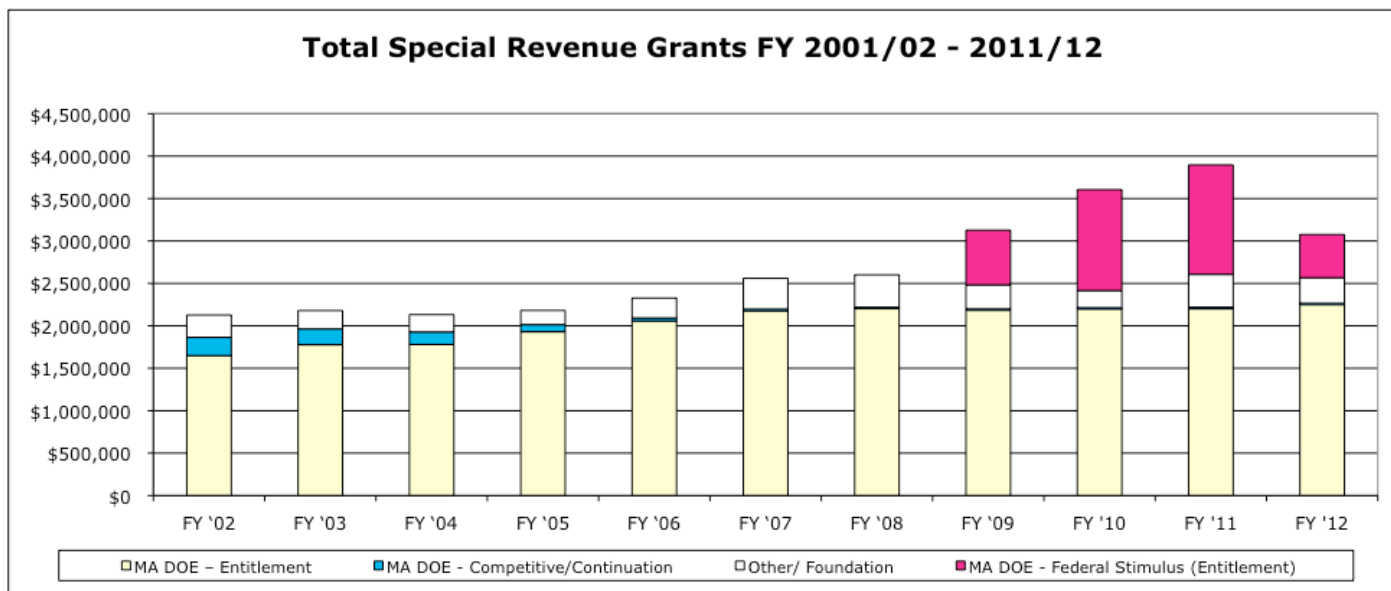


*Trend: Additional Grant Funding and Increased Reliance on Fee-Based Programs to Support Operations:*

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. In the current year (FY12), grant funding (excluding Circuit Breaker funds) totals \$3,076,252, which is \$948,515 (44.6%) more than the amount of grant funding received ten years ago (or \$2,127,737.) Of this increase, \$508,281 reflects the receipt of one-time federal Education Jobs grant funds in FY12, which are being used to supplement the school operating budget. (An additional \$3,120,178 in American Recovery and Reinvestment Act, ARRA, stimulus funds were received between FY09-FY11, and were used to supplement operational resources during those difficult budget years.)

Even as the amount of funding has increased, however, the makeup of those dollars has changed over time. The increase in grant funds has been due primarily to increases in federal entitlement grants for special education and other student services, as well as the recent award of federal stimulus funds. Since FY02, entitlement grant funds have increased by \$605,995. In addition, Needham received \$508,281 in federal Education Jobs money in FY12. Private foundation grants increased by a smaller amount, or \$39,414. These gains have been partially offset by the loss of competitive grant funds awarded by the State, which have fallen by from \$213,975 in FY02 to only \$8,800 in FY12 – a loss of \$205,175. 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.



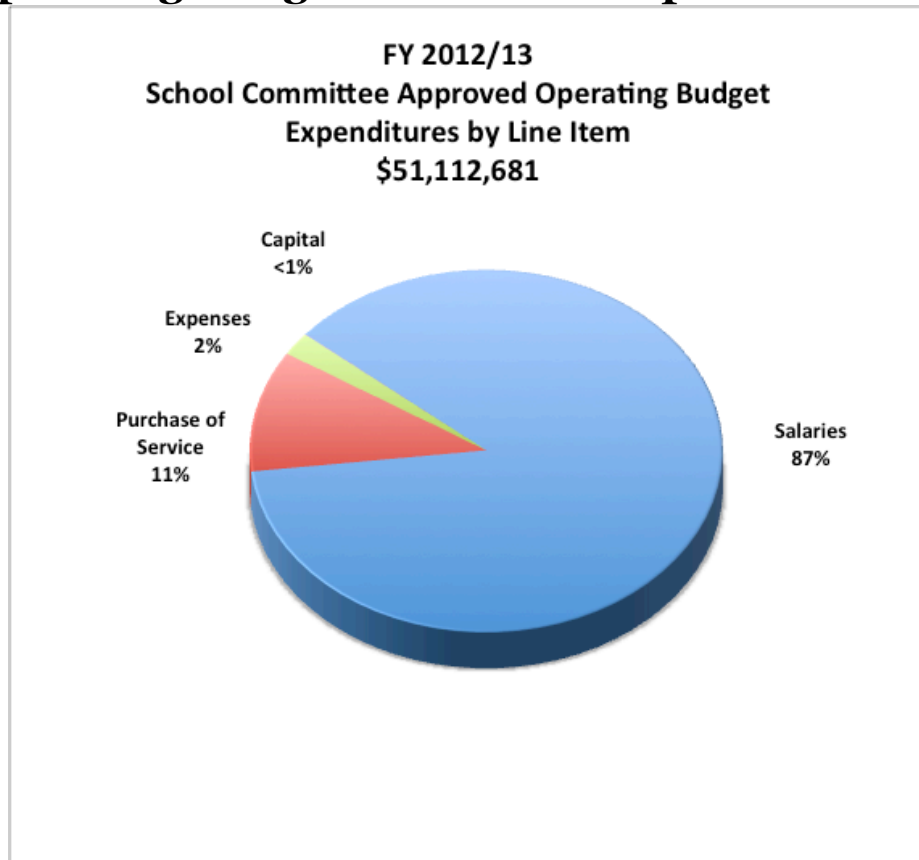
Source: School Business Office

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 FY11, the School Department collected approximately \$5.2 million in fee revenues from 47 different fee-based programs. Some of the largest fee based programs are described below:

Program	FY11 Revenues	FY11 Fee
School Food Services	\$1,871,584	\$2.00/meal ES \$2.25/meal MS & HS
Kindergarten After School Program (KASE)	\$793,295	\$3,800/year (5-Days)
Transportation	\$473,883	\$370/rider; \$750 Family Cap

Athletics	\$481,005	\$285/athlete; \$250 Hockey & Ski Surcharge; \$50 Swim Surcharge; \$1,140 Family Cap
Fee-Based Arts Instruction	\$188,552	\$100/student group lessons \$704/32 weeks private lessons (+ \$50 registration fee)
Adult Education	\$243,090	Fee based on program offerings
Preschool	\$181,449	\$3,900/year (4-Days)

# School Operating Budget Revenue & Expenditure Summary



## Expenditure Summary:

Category/ Line Item	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	36,689,152	39,274,263	39,964,583	41,542,579	45,230,522	44,478,354	2,935,775	7.07%	87.02%
Purchase of Service:	4,202,100	4,520,937	5,197,116	6,014,570	5,692,165	5,546,559	(468,011)	-7.78%	10.85%
Expenses	1,071,086	1,161,659	1,238,159	944,222	1,121,164	1,061,769	117,547	12.45%	2.08%
Capital Outlay	2,766	223,734	135,515	-	26,000	26,000	26,000	100.00%	0.05%
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,112,681</b>	<b>2,611,310</b>	<b>5.38%</b>	<b>100.00%</b>

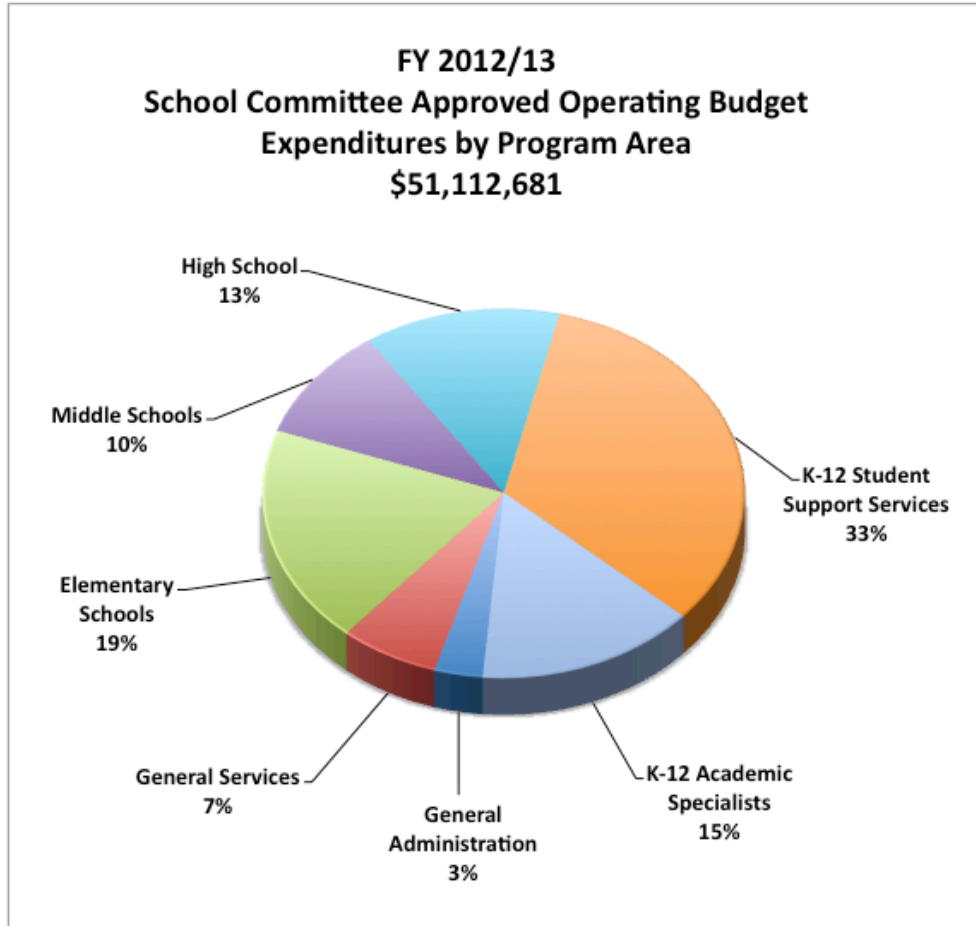
\* Reflects 11/11 STM Appropriation of \$65,000.

Source: School Business Office

The School Committee's FY13 budget totals \$51,112,681. This budget represents a 5.4% increase from the prior year. Salaries account for about 87% of the total budget request, while purchase of service and expense accounts total 11% and 2%, respectively. Salary expenses increase by \$2.9 million (7.1%), generally reflecting additional staffing for enrollment growth at the secondary level, as well as contractual salary obligations for staff members. Contractual expenses decrease by \$0.5 million (7.8%), reflecting the additional state aid anticipated for the Circuit Breaker program, which has reduced the local funding requirement for special education tuitions. Expense accounts increase \$117,547 (12.5%) reflecting additional funding for educational supplies, classroom reference materials and other expenses. The \$26,000 budgeted as capital outlay reflects the purchase of a special education pupil transportation van, the ongoing funding for which will fund vehicle replacement for the special education van program.



## Expenditures by Functional Area & Department:



Program Area/Department	FY09 Actuals	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
General Administration	1,456,855	1,536,945	1,751,721	1,545,725	1,695,236	1,667,123	121,398	7.9%	3.3%
General Services	2,594,802	3,099,132	3,397,231	3,532,924	3,520,794	3,387,453	(145,471)	-4.1%	6.6%
Elementary Schools	8,767,664	9,211,210	9,382,075	9,481,837	10,025,743	9,811,341	329,504	3.5%	19.2%
Middle Schools	3,933,546	4,383,531	4,561,397	4,737,881	5,128,898	5,116,294	378,413	8.0%	10.0%
High School	5,696,546	5,835,321	5,828,148	6,257,333	6,939,629	6,766,093	508,760	8.1%	13.2%
K-12 Student Support Services	13,011,484	13,964,847	14,557,157	16,052,724	17,113,351	16,832,324	779,600	4.9%	32.9%
K-12 Academic Specialists	6,504,209	7,149,602	7,057,646	6,892,947	7,646,200	7,532,053	639,106	9.3%	14.7%
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,112,681</b>	<b>2,611,310</b>	<b>5.4%</b>	<b>100.0%</b>

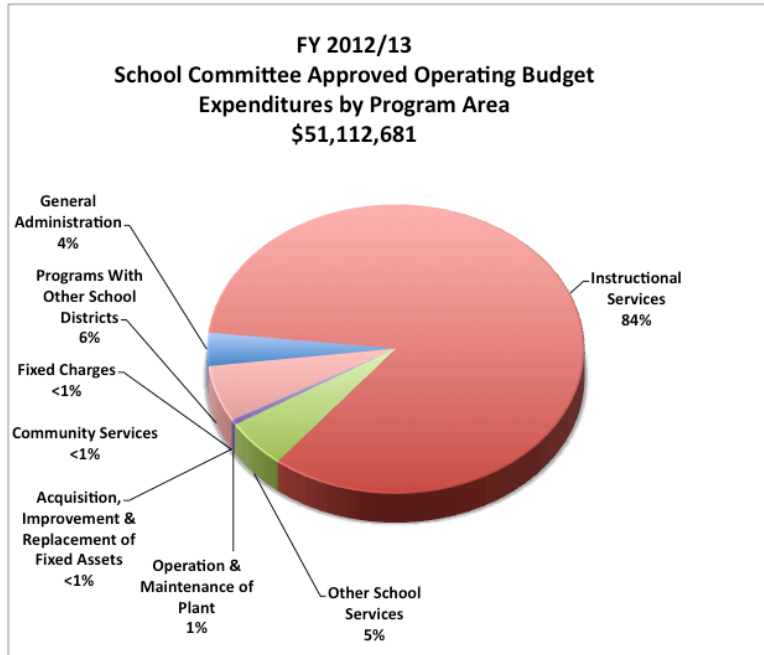
\* Reflects 11/11 STM Appropriation of \$65,000.

Source: School Business Office

## Expenditures by Functional Area & Department:

Program/Department	FY09 Actuals	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
<b>General Administration</b>									
School Committee	165,094	198,656	394,745	138,071	138,071	138,071	-	0.0%	0.3%
Superintendent	252,962	275,268	274,471	294,749	303,861	303,861	9,112	3.1%	0.6%
Personnel Resources	339,467	345,719	359,283	369,033	450,071	432,698	63,665	17.3%	0.8%
Student Development	170,466	175,598	181,216	183,272	190,891	191,206	7,934	4.3%	0.4%
Program Development	189,315	195,243	198,251	199,369	206,930	207,274	7,905	4.0%	0.4%
Financial Operations	313,386	331,326	329,996	346,642	378,271	378,572	31,930	9.2%	0.7%
External Funding	26,165	15,135	13,759	14,589	27,141	15,441	852	5.8%	0.0%
<b>Subtotal</b>	<b>1,456,855</b>	<b>1,536,945</b>	<b>1,751,721</b>	<b>1,545,725</b>	<b>1,695,236</b>	<b>1,667,123</b>	<b>121,398</b>	<b>7.9%</b>	<b>3.3%</b>
<b>General Services</b>									
Professional Development	430,420	627,813	573,219	634,712	287,474	254,649	(380,063)	-59.9%	0.5%
Employee Assistance Program	8,000	8,000	8,000	8,000	8,000	8,000	-	0.0%	0.0%
Staff 504 Accomodations	1,453	-	1,840	1,000	1,000	1,000	-	0.0%	0.0%
Lane Changes/Sick Buy Back	-	-	-	334,354	311,441	311,441	(22,913)	-6.9%	0.6%
Substitutes	293,062	279,991	261,091	392,587	445,937	381,537	(11,050)	-2.8%	0.7%
Curriculum Development	116,970	149,355	146,128	129,948	149,747	149,747	19,799	15.2%	0.3%
General Supplies, Services & Equip.	363,761	526,905	683,389	229,821	216,640	216,640	(13,181)	-5.7%	0.4%
Production Center/Mail Room	86,420	66,072	113,451	110,850	123,156	123,156	12,306	11.1%	0.2%
Administrative Technology	329,703	341,135	342,439	367,864	449,089	443,973	76,109	20.7%	0.9%
Transportation	965,013	1,099,861	1,267,674	1,323,788	1,528,310	1,497,310	173,522	13.1%	2.9%
<b>Subtotal</b>	<b>2,594,802</b>	<b>3,099,132</b>	<b>3,397,231</b>	<b>3,532,924</b>	<b>3,520,794</b>	<b>3,387,453</b>	<b>(145,471)</b>	<b>-4.1%</b>	<b>6.6%</b>
<b>Elementary Schools</b>									
Broadmeadow Elementary	1,948,463	2,042,596	2,154,437	2,191,227	2,344,613	2,232,662	41,435	1.9%	4.4%
Eliot Elementary	1,306,318	1,432,219	1,352,335	1,426,653	1,498,337	1,498,637	71,984	5.0%	2.9%
Hillside Elementary	1,599,162	1,637,083	1,778,205	1,812,207	1,841,982	1,842,252	30,045	1.7%	3.6%
Mitchell Elementary	1,639,657	1,813,093	1,805,072	1,765,755	1,927,883	1,922,690	156,935	8.9%	3.8%
Newman Elementary	2,274,064	2,286,219	2,292,026	2,285,995	2,412,928	2,315,100	29,105	1.3%	4.5%
<b>Subtotal Elementary</b>	<b>8,767,664</b>	<b>9,211,210</b>	<b>9,382,075</b>	<b>9,481,837</b>	<b>10,025,743</b>	<b>9,811,341</b>	<b>329,504</b>	<b>3.5%</b>	<b>19.2%</b>
<b>Middle Schools</b>									
High Rock School	-	1,547,757	1,624,259	1,666,017	1,767,129	1,757,222	91,205	5.5%	3.4%
Pollard Middle School	3,933,546	2,835,774	2,937,138	3,071,864	3,361,769	3,359,072	287,208	9.3%	6.6%
<b>Subtotal Middle</b>	<b>3,933,546</b>	<b>4,383,531</b>	<b>4,561,397</b>	<b>4,737,881</b>	<b>5,128,898</b>	<b>5,116,294</b>	<b>378,413</b>	<b>8.0%</b>	<b>10.0%</b>
<b>High School</b>									
High School	5,307,197	5,465,027	5,479,114	5,885,780	6,537,225	6,366,892	481,112	8.2%	12.5%
High School Athletics	389,349	370,294	349,034	371,553	402,404	399,201	27,648	7.4%	0.8%
<b>Subtotal High School</b>	<b>5,696,546</b>	<b>5,835,321</b>	<b>5,828,148</b>	<b>6,257,333</b>	<b>6,939,629</b>	<b>6,766,093</b>	<b>508,760</b>	<b>8.1%</b>	<b>13.2%</b>
<b>K-12 Student Support Services</b>									
Guidance	1,877,771	1,973,183	2,019,505	2,059,984	2,224,707	2,168,853	108,869	5.3%	4.2%
Psychology	296,320	309,741	304,977	336,656	308,195	308,195	(28,461)	-8.5%	0.6%
Health/Nursing	627,947	662,153	635,702	643,455	760,013	701,499	58,044	9.0%	1.4%
Special Education	7,209,776	7,876,404	8,036,144	8,261,034	8,962,378	8,880,025	618,991	7.5%	17.4%
SPED Out of District Tuition	2,233,488	2,361,071	2,709,619	3,835,995	3,278,273	3,192,967	(643,028)	-16.8%	6.2%
Vocational Education	-	-	-	-	-	-	-	0.0%	0.0%
Regular Education Tuition	-	-	6,500	-	5,120	5,120	5,120	100.0%	0.0%
English Language Learners (ELL)	160,434	171,281	184,184	200,179	249,932	249,932	49,753	24.9%	0.5%
Translation & Interpretation Svcs.	-	-	-	-	24,000	10,000	10,000	100.0%	0.0%
Reading Special Instruction	596,371	604,484	653,085	689,466	1,042,302	1,029,802	340,336	49.4%	2.0%
Math Special Instruction	-	-	-	-	228,974	256,474	256,474	100.0%	0.5%
Student 504 Compliance	5,534	3,906	3,932	22,431	25,902	25,902	3,471	15.5%	0.1%
<b>K-12 Attendance</b>	<b>3,843</b>	<b>2,624</b>	<b>3,509</b>	<b>3,524</b>	<b>3,555</b>	<b>3,555</b>	<b>31</b>	<b>0.9%</b>	<b>0.0%</b>
<b>Subtotal</b>	<b>13,011,484</b>	<b>13,964,847</b>	<b>14,557,157</b>	<b>16,052,724</b>	<b>17,113,351</b>	<b>16,832,324</b>	<b>779,600</b>	<b>4.9%</b>	<b>32.9%</b>
<b>K-12 Academic Specialists</b>									
Science Center	188,428	202,167	201,172	201,290	200,216	200,216	(1,074)	-0.5%	0.4%
Computer Education	900,045	952,665	844,539	548,127	977,399	939,627	391,500	71.4%	1.8%
Media Services	959,120	1,161,414	1,072,532	1,043,444	1,140,270	1,119,034	75,590	7.2%	2.2%
Physical Education	1,101,431	1,172,853	1,196,356	1,231,871	1,290,573	1,278,259	46,388	3.8%	2.5%
Health Education	86,063	88,177	94,975	56,510	69,419	69,419	12,909	22.8%	0.1%
K-12 Health & Phys Education	113,807	112,171	88,136	89,616	114,429	92,243	2,627	2.9%	0.2%
Fine Arts (Art)	1,051,339	1,080,998	1,101,100	1,137,840	1,122,098	1,122,098	(15,742)	-1.4%	2.2%
Performing Arts (Music)	695,291	808,638	795,809	848,272	918,776	887,138	38,866	4.6%	1.7%
K-12 Fine & Performing Arts	114,961	137,942	148,876	147,277	151,242	151,242	3,965	2.7%	0.3%
World Languages	1,210,678	1,346,195	1,427,488	1,500,925	1,571,082	1,582,082	81,157	5.4%	3.1%
6-12 World Language Director	83,046	86,382	86,663	87,775	90,696	90,696	2,921	3.3%	0.2%
<b>Subtotal</b>	<b>6,504,209</b>	<b>7,149,602</b>	<b>7,057,646</b>	<b>6,892,947</b>	<b>7,646,200</b>	<b>7,532,053</b>	<b>639,106</b>	<b>9.3%</b>	<b>14.7%</b>
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,112,681</b>	<b>2,611,310</b>	<b>5.4%</b>	<b>100.0%</b>

# Expenditures by Department of Education Functional Area:



Program/Department	FY09 Actuals	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
<b>General Administration (1000)</b>									
School Committee (1110)	14,625	11,556	10,534	12,750	12,750	12,750	-	0.0%	0.0%
District Administration (1200)	908,574	931,200	948,392	978,734	1,097,272	1,085,258	106,524	10.9%	2.1%
Finance & Administrative Services (1400)	730,528	790,692	1,001,671	765,357	815,830	797,215	31,858	4.2%	1.6%
Subtotal	1,653,727	1,733,448	1,960,597	1,756,841	1,925,852	1,895,223	138,382	7.9%	3.7%
<b>Instructional Services (2000)</b>									
District-Wide Academic Leadership (2100)	885,495	991,404	979,463	974,060	1,051,067	1,029,166	55,106	5.7%	2.0%
School Building Leadership (2200)	2,967,081	3,336,496	3,247,463	3,044,067	4,056,240	3,816,659	772,592	25.4%	7.5%
Instruction - Teaching Services (2300)	28,823,040	30,931,215	31,559,920	32,904,879	35,069,677	34,726,875	1,821,996	5.5%	67.9%
Instructional Materials & Equipment (2400)	1,149,738	1,107,713	1,270,774	1,020,965	1,081,801	1,029,522	8,557	0.8%	2.0%
Guidance, Counseling & Testing Services (2700)	1,747,786	1,834,407	1,878,871	1,915,916	2,075,017	2,019,163	103,247	5.4%	4.0%
Psychological Services (2800)	296,320	309,741	304,977	336,656	308,195	308,195	(28,461)	-8.5%	0.6%
Subtotal	35,869,460	38,510,976	39,241,468	40,196,543	43,641,997	42,929,580	2,733,037	6.8%	84.0%
<b>Other School Services (3000)</b>									
Attendance & Parent Liaison Services (3100)	3,843	2,624	3,509	3,524	27,555	13,555	10,031	284.6%	0.0%
Health Services (3200)	627,880	660,854	635,225	642,355	758,913	700,399	58,044	9.0%	1.4%
Student Transportation Services (3300)	965,013	1,099,861	1,267,674	1,323,788	1,502,310	1,471,310	147,522	11.1%	2.9%
Athletic Services (3510)	389,349	370,294	349,034	371,553	402,404	399,201	27,648	7.4%	0.8%
Other Student Activities (3520)	23,488	14,149	23,617	157,587	215,958	196,458	38,871	24.7%	0.4%
Subtotal Middle	2,009,573	2,147,782	2,279,059	2,498,807	2,907,140	2,780,923	282,116	11.3%	5.4%
<b>Operation &amp; Maintenance of Plant (4000)</b>									
Networking & Telecommunications (4400)	117,174	126,967	120,807	146,780	223,973	221,373	74,593	50.8%	0.4%
Technology Maintenance (4450)	48,819	43,014	48,206	45,305	46,496	46,496	1,191	2.6%	0.1%
Subtotal	165,993	169,981	169,014	192,085	270,469	267,869	75,784	39.5%	0.5%
<b>Fixed Charges (5000)</b>									
Employer Retirement (5100)	30,100	33,600	33,600	21,100	15,000	15,000	(6,100)	-28.9%	0.0%
Subtotal	30,100	33,600	33,600	21,100	15,000	15,000	(6,100)	-28.9%	0.0%
<b>Acquisition, Improvement &amp; Replacement of Fixed Assets (7000)</b>									
Acquisition & Improvement of Sites (7100)	-	-	135,515	-	-	-	-	0.0%	0.0%
Acquisition & Improvement of Equipment (7300)	2,766	223,734	-	-	-	-	-	0.0%	0.0%
Acquisition of Motor Vehicles (7500)	-	-	-	-	26,000	26,000	26,000	0.0%	0.1%
Subtotal	2,766	223,734	135,515	-	26,000	26,000	26,000	0.0%	0.1%
<b>Programs With Other School Districts (9000)</b>									
Programs with Other Districts in Mass (9100)	208,615	284,251	390,735	502,226	248,670	298,359	(203,867)	-40.6%	0.6%
Tuition to Out-of-State Schools (9200)	36,136	167,708	308,651	259,382	154,255	162,956	(96,426)	-37.2%	0.3%
Tuition to Non-Public Schools (9300)	1,794,955	1,698,002	1,890,612	2,993,956	2,585,271	2,442,365	(551,591)	-18.4%	4.8%
Tuition to Collaboratives (9400)	193,781	211,110	126,120	80,431	295,197	294,407	213,976	266.0%	0.6%
Subtotal	2,233,486	2,361,071	2,716,120	3,835,995	3,283,393	3,198,086	(637,909)	-16.6%	6.3%
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,112,681</b>	<b>2,611,310</b>	<b>5.4%</b>	<b>100.0%</b>

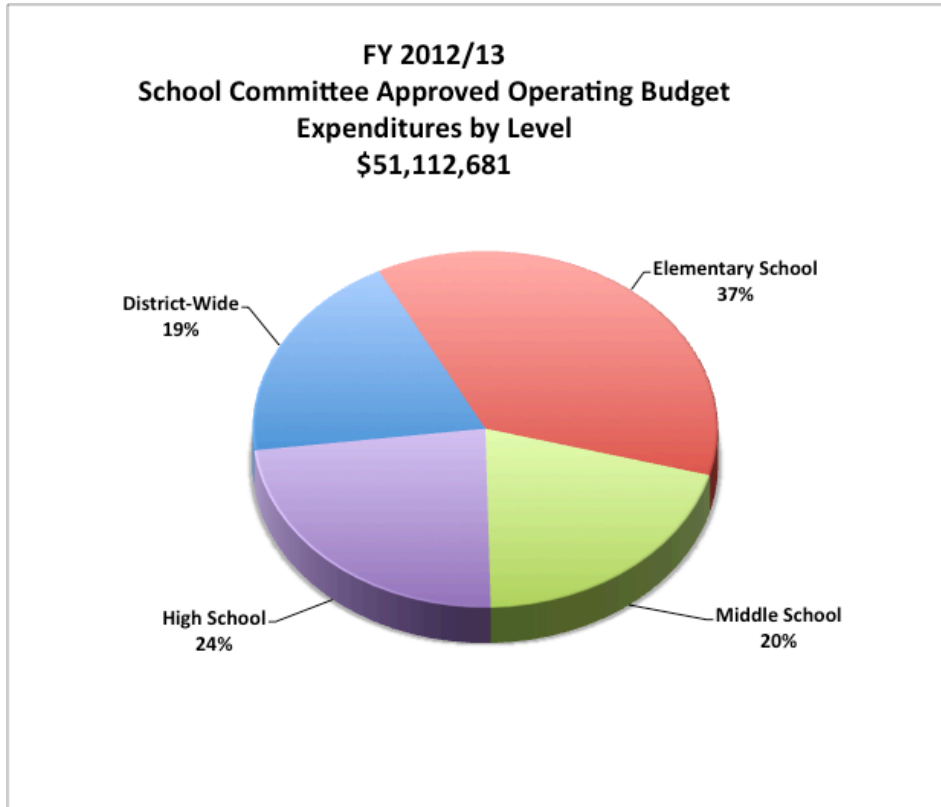
\* Reflects 11/11 SIM Appropriation of \$65,000.

# Expenditures by Line Item:

Category/ Line Item	FY09 Actuals	FY10 Actuals	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
<b>Salaries:</b>									
Salaries	36,689,152	39,274,263	39,964,583	41,542,579	45,230,522	44,478,354	2,935,775	7.07%	87.02%
Subtotal	36,689,152	39,274,263	39,964,583	41,542,579	45,230,522	44,478,354	2,935,775	7.07%	87.02%
<b>Purchase of Service:</b>									
Repairs & Maintenance	184,021	170,303	152,141	242,121	183,412	183,412	(58,709)	-24.25%	0.36%
Rentals & Leases	43,277	22,988	1,570	-	-	-	-	0.00%	0.00%
Professional & Technical Svcs.	536,766	664,946	812,853	562,103	538,624	537,124	(24,979)	-4.44%	1.05%
Advertising	40,611	64,506	43,822	34,000	45,000	45,000	11,000	32.35%	0.09%
Tuition	2,281,079	2,404,401	2,757,772	3,885,995	3,333,393	3,248,087	(637,908)	-16.42%	6.35%
Transportation	901,502	1,037,941	1,198,479	1,119,721	1,274,388	1,243,388	123,667	11.04%	2.43%
Communication	-	5,646	6,242	5,592	5,592	5,592	-	0.00%	0.01%
Mail/Postage	26,889	11,810	53,815	55,660	56,610	55,710	50	0.09%	0.11%
Printing & Binding	17,785	16,029	10,219	15,533	9,823	9,823	(5,710)	-36.76%	0.02%
Instructional Software (License)	-	24,778	36,721	24,853	24,853	24,853	-	0.00%	0.05%
Other Services	170,170	97,589	123,483	68,992	220,470	193,570	124,578	180.57%	0.38%
Subtotal	4,202,100	4,520,937	5,197,116	6,014,570	5,692,165	5,546,559	(468,011)	-7.78%	10.85%
<b>Expenses:</b>									
Office Supplies	47,164	79,132	65,808	35,404	53,611	50,511	15,107	42.67%	0.10%
Medical & Surgical Supplies	5,572	6,733	6,707	6,214	6,214	6,214	-	0.00%	0.01%
Educational Supplies	454,027	421,528	671,934	339,728	429,259	391,964	52,236	15.38%	0.77%
Testing Supplies	7,815	8,078	9,565	8,897	18,397	18,397	9,500	106.78%	0.04%
Instructional Classroom Referen	58,731	210,290	85,613	92,579	120,714	118,414	25,835	27.91%	0.23%
Textbooks/ Workbooks	142,145	93,805	119,168	153,732	118,771	118,771	(34,961)	-22.74%	0.23%
Instructional Equipment	31,591	20,857	19,959	31,674	49,678	36,594	4,920	15.53%	0.07%
Instructional Hardware	55,570	62,455	37,064	46,431	46,431	46,431	-	0.00%	0.09%
Instructional Software	52,891	22,170	19,075	21,180	21,180	21,180	-	0.00%	0.04%
Instructional Technology	7,501	8,477	8,908	9,311	9,311	9,311	-	0.00%	0.02%
All Other Supplies	36	-	209	500	500	500	-	0.00%	0.00%
In-State Travel/Conferences	56,425	63,079	68,711	33,442	36,544	36,544	3,102	9.28%	0.07%
Out-State Travel/Conferences	20,970	15,013	5,858	12,219	13,735	11,219	(1,000)	-8.18%	0.02%
Dues/Memberships	44,382	70,856	38,978	64,426	73,095	73,095	8,669	13.46%	0.14%
Other Expenses	86,265	79,186	80,601	88,485	123,724	122,624	34,139	38.58%	0.24%
Subtotal	1,071,086	1,161,659	1,238,159	944,222	1,121,164	1,061,769	117,547	12.45%	2.08%
<b>Capital Outlay</b>									
Buildings	-	-	135,515	-	-	-	-	0.00%	0.00%
Equipment	2,766	2,609	-	-	-	-	-	0.00%	0.00%
Motor Vehicles	-	-	-	-	26,000	26,000	26,000	100.00%	0.05%
Capital Technology	-	221,125	-	-	-	-	-	0.00%	0.00%
Subtotal	2,766	223,734	135,515	-	26,000	26,000	26,000	0.00%	0.05%
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,112,681</b>	<b>2,611,310</b>	<b>5.38%</b>	<b>100.00%</b>

\* Reflects 11/11 STM Appropriation of \$65,000.

## Expenditures by Program Level:



Total Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
District-Wide	7,286,062	8,295,609	8,763,862	9,898,381	10,131,026	9,889,041	(9,340)	-0.09%	19.35%
<i>PreK- Elementary</i>									
Broadmeadow	3,320,652	3,602,852	3,826,360	3,869,952	4,161,928	3,999,721	129,769	3.35%	7.83%
Eliot	2,597,562	2,819,652	2,794,827	2,865,797	3,005,684	3,007,027	141,230	4.93%	5.88%
Hillside	2,822,315	2,959,497	3,166,413	3,202,805	3,467,746	3,468,120	265,315	8.28%	6.79%
Mitchell	2,826,984	2,955,047	3,020,861	2,985,413	3,224,688	3,220,133	234,720	7.86%	6.30%
Newman	4,319,492	4,323,137	4,356,510	4,339,538	4,581,253	4,481,581	142,043	3.27%	8.77%
Preschool	<u>669,058</u>	<u>612,522</u>	<u>553,974</u>	<u>585,121</u>	<u>661,477</u>	<u>638,105</u>	<u>52,984</u>	<u>9.06%</u>	<u>1.25%</u>
Totals	16,556,063	17,272,707	17,718,945	17,848,626	19,102,776	18,814,687	966,061	5.41%	36.81%
<i>Middle School</i>									
High Rock	-	2,988,793	3,258,422	3,440,261	3,745,260	3,737,264	297,003	8.63%	7.31%
Pollard	<u>7,849,110</u>	<u>6,016,273</u>	<u>5,909,046</u>	<u>6,129,633</u>	<u>6,805,986</u>	<u>6,697,187</u>	<u>567,554</u>	<u>9.26%</u>	<u>13.10%</u>
Totals	7,849,110	9,005,066	9,167,468	9,569,894	10,551,246	10,434,451	864,557	9.03%	20.41%
High School	<u>10,273,871</u>	<u>10,607,211</u>	<u>10,885,097</u>	<u>11,184,470</u>	<u>12,284,803</u>	<u>11,974,502</u>	<u>790,032</u>	<u>7.06%</u>	<u>23.43%</u>
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,112,681</b>	<b>2,611,310</b>	<b>5.38%</b>	<b>100.00%</b>

\* Reflects 11/11 STM Appropriation of \$65,000.

# Expenditures by Program Level:

## District-Wide Expenditures

District Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	3,205,610	3,415,659	3,363,782	3,883,194	4,314,078	4,221,515	338,321	8.71%	8.26%
Purchase of Service	3,800,863	4,222,094	4,960,162	5,751,436	5,489,510	5,343,904	(407,532)	-7.09%	10.46%
Expenses	276,822	434,122	304,403	263,751	301,438	297,622	33,871	12.84%	0.58%
Capital Outlay	2,766	223,734	135,515	-	26,000	26,000	26,000	0.00%	0.05%
<b>Totals</b>	<b>7,286,062</b>	<b>8,295,609</b>	<b>8,763,862</b>	<b>9,898,381</b>	<b>10,131,026</b>	<b>9,889,041</b>	<b>(9,340)</b>	<b>-0.09%</b>	<b>19.35%</b>

## Elementary Expenditures

Broadmeadow Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	3,228,565	3,500,648	3,742,105	3,784,263	4,069,082	3,906,875	122,612	3.24%	7.64%
Purchase of Service	14,887	34,402	16,543	22,767	17,339	17,339	(5,428)	-23.84%	0.03%
Expenses	77,200	67,802	67,712	62,922	75,507	75,507	12,585	20.00%	0.15%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>3,320,652</b>	<b>3,602,852</b>	<b>3,826,360</b>	<b>3,869,952</b>	<b>4,161,928</b>	<b>3,999,721</b>	<b>129,769</b>	<b>3.35%</b>	<b>7.83%</b>

Elliot Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	2,528,287	2,750,401	2,723,189	2,804,039	2,935,339	2,936,682	132,643	4.73%	5.75%
Purchase of Service	20,261	25,546	17,960	20,527	18,778	18,778	(1,749)	-8.52%	0.04%
Expenses	49,014	43,705	53,677	41,231	51,567	51,567	10,336	25.07%	0.10%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>2,597,562</b>	<b>2,819,652</b>	<b>2,794,827</b>	<b>2,865,797</b>	<b>3,005,684</b>	<b>3,007,027</b>	<b>141,230</b>	<b>4.93%</b>	<b>5.88%</b>

Hillside Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	2,744,670	2,895,664	3,102,070	3,141,172	3,394,951	3,395,325	254,153	8.09%	6.64%
Purchase of Service	10,353	13,212	12,675	16,391	14,574	14,574	(1,817)	-11.09%	0.03%
Expenses	67,293	50,621	51,668	45,242	58,221	58,221	12,979	28.69%	0.11%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>2,822,315</b>	<b>2,959,497</b>	<b>3,166,413</b>	<b>3,202,805</b>	<b>3,467,746</b>	<b>3,468,120</b>	<b>265,315</b>	<b>8.28%</b>	<b>6.79%</b>

Mitchell Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	2,742,031	2,873,948	2,949,622	2,916,977	3,142,941	3,143,886	226,909	7.78%	6.15%
Purchase of Service	14,643	18,499	17,902	16,777	14,221	14,221	(2,556)	-15.24%	0.03%
Expenses	70,310	62,601	53,337	51,659	67,526	62,026	10,367	20.07%	0.12%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>2,826,984</b>	<b>2,955,047</b>	<b>3,020,861</b>	<b>2,985,413</b>	<b>3,224,688</b>	<b>3,220,133</b>	<b>234,720</b>	<b>7.86%</b>	<b>6.30%</b>

Newman Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	4,085,603	4,208,619	4,236,305	4,238,169	4,470,169	4,370,497	132,328	3.12%	8.55%
Purchase of Service	133,617	30,584	28,481	25,546	20,591	20,591	(4,955)	-19.40%	0.04%
Expenses	100,273	83,934	91,724	75,823	90,493	90,493	14,670	19.35%	0.18%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>4,319,492</b>	<b>4,323,137</b>	<b>4,356,510</b>	<b>4,339,538</b>	<b>4,581,253</b>	<b>4,481,581</b>	<b>142,043</b>	<b>3.27%</b>	<b>8.77%</b>

Preschool Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	663,851	607,294	548,343	581,334	657,690	634,318	52,984	9.11%	1.24%
Purchase of Service	400	739	-	-	-	-	-	0.00%	0.00%
Expenses	4,807	4,489	5,631	3,787	3,787	3,787	-	0.00%	0.01%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>669,058</b>	<b>612,522</b>	<b>553,974</b>	<b>585,121</b>	<b>661,477</b>	<b>638,105</b>	<b>52,984</b>	<b>9.06%</b>	<b>1.25%</b>

Subtotal Elementary Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	15,993,007	16,836,574	17,301,634	17,465,954	18,670,172	18,387,583	921,629	5.28%	35.97%
Purchase of Service	194,161	122,982	93,561	102,008	85,503	85,503	(16,505)	-16.18%	0.17%
Expenses	368,897	313,152	323,749	280,664	347,101	341,601	60,937	21.71%	0.67%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>16,556,066</b>	<b>17,272,708</b>	<b>17,718,944</b>	<b>17,848,626</b>	<b>19,102,776</b>	<b>18,814,687</b>	<b>966,061</b>	<b>5.41%</b>	<b>36.81%</b>

## Expenditures by Program Level (Continued):

### Middle School Expenditures

High Rock Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	-	2,919,884	3,177,622	3,351,576	3,652,787	3,655,186	303,610	9.06%	7.15%
Purchase of Service	-	8,766	18,178	24,258	15,518	15,518	(8,740)	-36.03%	0.03%
Expenses	-	60,142	62,622	64,427	76,955	66,560	2,133	3.31%	0.13%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	-	<b>2,988,793</b>	<b>3,258,422</b>	<b>3,440,261</b>	<b>3,745,260</b>	<b>3,737,264</b>	<b>297,003</b>	<b>8.63%</b>	<b>7.31%</b>

Pollard Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	7,612,985	5,853,154	5,748,388	5,962,460	6,647,002	6,545,003	582,543	9.77%	12.81%
Purchase of Service	72,178	45,558	62,779	55,675	36,393	36,393	(19,282)	-34.63%	0.07%
Expenses	163,947	117,561	97,879	111,498	122,591	115,791	4,293	3.85%	0.23%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>7,849,110</b>	<b>6,016,273</b>	<b>5,909,046</b>	<b>6,129,633</b>	<b>6,805,986</b>	<b>6,697,187</b>	<b>567,554</b>	<b>9.26%</b>	<b>13.10%</b>

Subtotal Middle School Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	7,612,985	8,773,038	8,926,010	9,314,036	10,299,789	10,200,189	886,153	9.51%	19.96%
Purchase of Service	72,178	54,324	80,957	79,933	51,911	51,911	(28,022)	-35.06%	0.10%
Expenses	163,947	177,703	160,501	175,925	199,546	182,351	6,426	3.65%	0.36%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>7,849,111</b>	<b>9,005,065</b>	<b>9,167,468</b>	<b>9,569,894</b>	<b>10,551,246</b>	<b>10,434,451</b>	<b>864,557</b>	<b>9.03%</b>	<b>20.41%</b>

### High School Expenditures

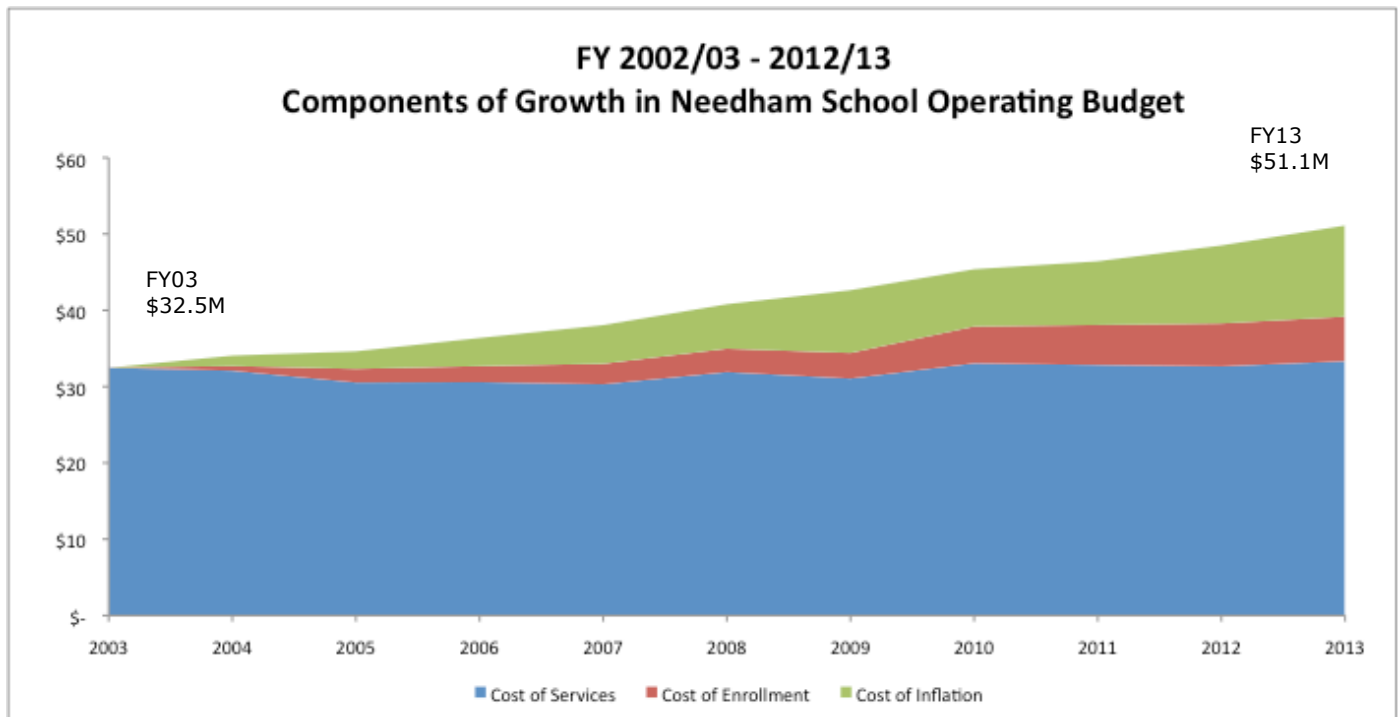
High School Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	9,877,553	10,248,992	10,373,157	10,879,395	11,946,483	11,669,067	789,672	7.26%	22.83%
Purchase of Service	134,898	121,536	62,435	81,193	65,241	65,241	(15,952)	-19.65%	0.13%
Expenses	261,420	236,682	449,504	223,882	273,079	240,195	16,313	7.29%	0.47%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>10,273,871</b>	<b>10,607,211</b>	<b>10,885,097</b>	<b>11,184,470</b>	<b>12,284,803</b>	<b>11,974,502</b>	<b>790,032</b>	<b>7.06%</b>	<b>23.43%</b>

Total Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	36,689,152	39,274,263	39,964,583	41,542,579	45,230,522	44,478,354	2,935,775	7.07%	87.02%
Purchase of Service	4,202,100	4,520,937	5,197,116	6,014,570	5,692,165	5,546,559	(468,011)	-7.78%	10.85%
Expenses	1,071,086	1,161,659	1,238,159	944,222	1,121,164	1,061,769	117,547	12.45%	2.08%
Capital Outlay	2,766	223,734	135,515	-	26,000	26,000	26,000	0.00%	0.05%
<b>Totals</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,112,681</b>	<b>2,611,310</b>	<b>5.38%</b>	<b>100.00%</b>

\* Reflects 11/11 STM Appropriation of \$65,000.

## Trends in School Operating Budget Expenditures:

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



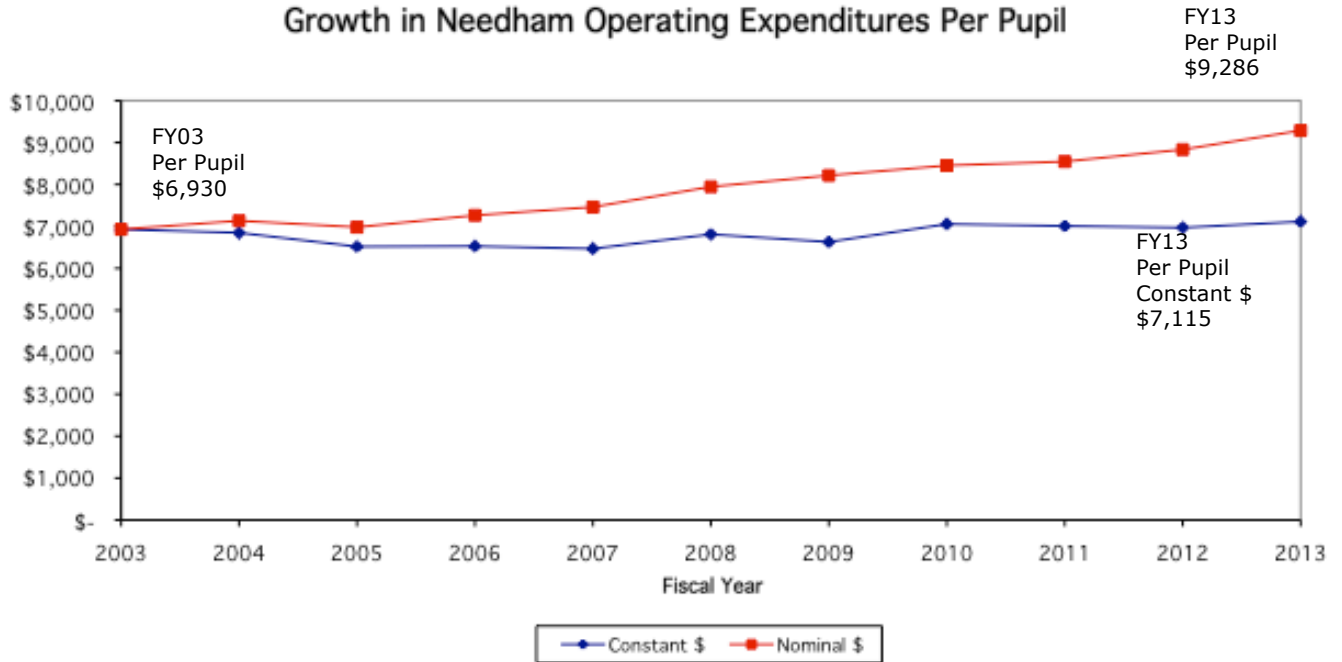
Source: Budget Data - School Business Office. Excludes Grants, Revolving Funds and Town Indirect Expenses.  
October 1 School Enrollments, Needham Public Schools Superintendent's Office  
CPI-W for Urban Wage Earners & Clerical Workers, Boston-Brockton-Nashua, July-July, FY03=100,  
U.S. Department of Labor, Bureau of Labor Statistics

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 03, the school operating budget has grown from \$32.47 million to \$51.11 million in FY13, an increase of \$18.65 million (57.4%). Nearly all of this increase is attributed to the combined impact of inflation and growth, rather than new programs and services. Since FY03, inflation has increased by 30.5%, and enrollments have increased by 17.5%. The chart above illustrates the portion of operating budget increases since FY03, which are due to inflation and growth.

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 FY03, budgeted operating expenditures per pupil (excluding grants, revolving and Town indirect costs) equaled \$6,930. By FY13, the inflation adjusted per pupil expenditure amount had increased only slightly to \$7,115.



**FY 2002/03 - 2012/13  
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 (5)	FY 2013
<b>BALANCED SCHOOL BUDGET NEW REVENUE</b>											
School Department (as of Budget Time)	32,467,023	34,060,905	34,623,270	36,373,138	38,057,811	39,802,188	1,744,377	-	-	-	-
New School Revenues	32,467,023	-	562,365	1,749,868	1,451,773	1,744,377	1,851,858	2,747,401	731,193	2,012,293	2,611,310
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	1,063,587
Enrollment Increases/ Program Enhancements	184,000	202,863	298,282	489,640	555,932	656,010	276,265	243,999	340,567	605,520	1,188,358
New School Opening	-	-	-	-	-	-	-	1,057,272	-	-	-
Restoration of Positions from One-Time Revenue	-	-	-	-	-	-	-	-	-	-	502,990
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)	(143,625)
<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>	<b>2,611,310</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.)
- (4) FY12 excludes \$65,000 appropriated at 11/11 STM

Source: School Business Office

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

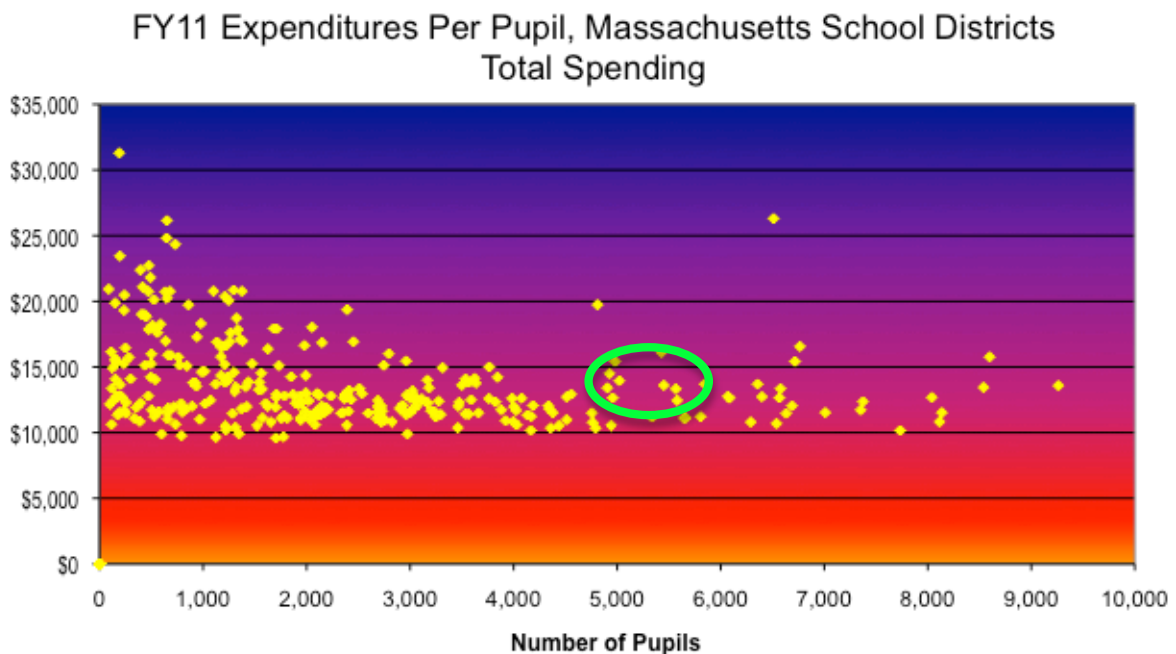
Despite the impact of inflation, enrollment, contracts and mandates, Needham offers ‘good value’ for its educational dollar. Using Massachusetts Department of Education per pupil expenditure data (which includes expenditures from operating accounts, grants, revolving funds and education expenses included 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 FY11 per pupil expenditure of \$13,602 was just slightly more than the state average of \$13,371, but less than the twenty-community average of \$14,498. Additionally, per pupil expenditures have been growing more slowly in Needham, than elsewhere in the state. Since FY03, per pupil expenditures have grown by 58% on average for the twenty comparison communities, and by 62% state wide, compared to 56% in Needham. As a result, Needham can be said to offer ‘good value’ for each educational dollar.

FY 2000/01 - 2010/11 Comparative Per Pupil Expenditures

Community	FY 01 (1)	FY 02 (2)	FY 03 (2)	FY 04 (2)	FY 05 (3)	FY 06 (3)	FY 07 (3)	FY 08 (3)	FY09 (3)	FY10 (3)	FY11 (3)
Weston	\$11,018	\$10,909	\$11,404	\$12,077	\$14,414	\$16,073	\$16,467	\$17,017	\$18,023	\$18,591	\$19,360
Dover	\$9,942	\$8,603	\$9,856	\$10,253	\$12,786	\$15,559	\$14,615	\$15,084	\$16,591	\$15,646	\$17,607
Concord	\$10,275	\$9,640	\$10,157	\$10,567	\$13,037	\$14,411	\$15,514	\$17,486	\$16,342	\$16,438	\$16,637
Brookline	\$10,550	\$10,268	\$10,578	\$11,107	\$13,836	\$14,929	\$15,098	\$15,431	\$16,847	\$17,090	\$16,556
Newton	\$10,116	\$10,140	\$11,140	\$11,431	\$13,533	\$13,822	\$14,524	\$15,498	\$16,243	\$16,597	\$16,392
Lexington	\$9,568	\$9,482	\$9,686	\$8,797	\$11,929	\$12,600	\$12,768	N/A	\$15,368	\$15,862	NA
Framingham	\$8,986	\$8,945	\$9,699	\$10,518	\$13,681	\$13,621	\$14,169	\$14,621	\$15,373	\$15,675	\$15,769
Dedham	\$8,783	\$8,524	\$8,761	\$9,488	\$11,637	\$12,594	\$13,393	\$13,893	\$14,837	\$14,852	\$15,459
Wellesley	\$9,298	\$9,244	\$9,589	\$9,802	\$11,243	\$11,494	\$12,776	\$13,916	\$14,330	\$15,392	\$15,421
Sherborn	\$9,936	\$8,195	\$9,211	\$8,992	\$10,061	\$15,559	\$12,250	\$12,700	\$14,121	\$15,784	\$15,129
Wayland	\$8,743	\$8,711	\$10,042	\$9,944	\$11,599	\$12,317	\$13,214	N/A	\$14,342	\$15,219	\$15,121
Westwood	\$8,839	\$8,976	\$9,564	\$9,747	\$11,592	\$11,885	\$12,436	\$13,305	\$13,679	\$13,814	\$13,999
Norwood	\$7,598	\$7,246	\$7,894	\$8,004	\$10,648	\$11,028	\$12,052	N/A	\$12,993	\$12,790	\$13,616
<b>Needham</b>	<b>\$8,847</b>	<b>\$8,434</b>	<b>\$8,721</b>	<b>\$9,004</b>	<b>\$10,788</b>	<b>\$11,291</b>	<b>\$12,070</b>	<b>\$12,552</b>	<b>\$12,955</b>	<b>\$13,245</b>	<b>\$13,602</b>
State	\$7,874	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,865	\$12,497	\$13,055	\$13,064	\$13,371
Natick	\$8,364	\$8,088	\$9,319	\$8,637	\$10,290	\$11,092	\$11,829	N/A	\$12,926	\$12,910	\$12,649
Hopkinton	\$6,724	\$7,031	\$8,254	\$8,176	\$9,497	\$10,544	\$11,114	\$11,365	\$11,551	\$11,921	\$12,298
Holliston	\$7,081	\$7,437	\$8,055	\$7,938	\$9,524	\$10,193	\$10,856	\$11,217	\$11,604	\$12,186	\$12,089
Winchester	\$8,390	\$7,937	\$8,278	\$8,646	\$9,884	\$10,139	\$10,886	\$10,865	\$11,290	\$11,363	\$11,822
Walpole	\$6,940	\$7,641	\$7,230	\$7,603	\$9,437	\$10,277	\$10,470	\$11,232	\$11,812	\$11,971	\$11,691
Medfield	\$6,046	\$6,114	\$6,517	\$6,761	\$8,082	\$8,597	\$9,472	\$9,967	\$10,542	\$10,741	\$11,364
	<u>FY01</u>	<u>FY02</u>	<u>FY 03 (2)</u>	<u>FY 04 (2)</u>	<u>FY 05 (3)</u>	<u>FY 06 (3)</u>	<u>FY 07 (3)</u>	<u>FY 08 (3)</u>	<u>FY09 (3)</u>	<u>FY10 (3)</u>	<u>FY11 (3)</u>
Average of 20	\$8,896	\$8,551	\$9,154	\$9,337	\$11,339	\$12,345	\$12,754	\$13,450	\$14,039	\$14,341	\$14,498
Needham	8,847	8,434	8,721	9,004	10,788	11,291	12,070	12,552	12,955	13,245	13,602
State Average	8,364	8,005	8,273	8,591	10,626	11,211	11,865	12,497	13,055	13,064	13,371

Source: Massachusetts Department of Elementary & Secondary Education

Per pupil expenditures for FY11 also are depicted in the scattergram below. The blue circle highlights Needham's per pupil expenditure amount of \$13,602 in FY11 (based on 5,450.5 FTE average daily membership.) 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 higher than most districts.



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%), Needham's expenditures consistently are less than the state-wide average.

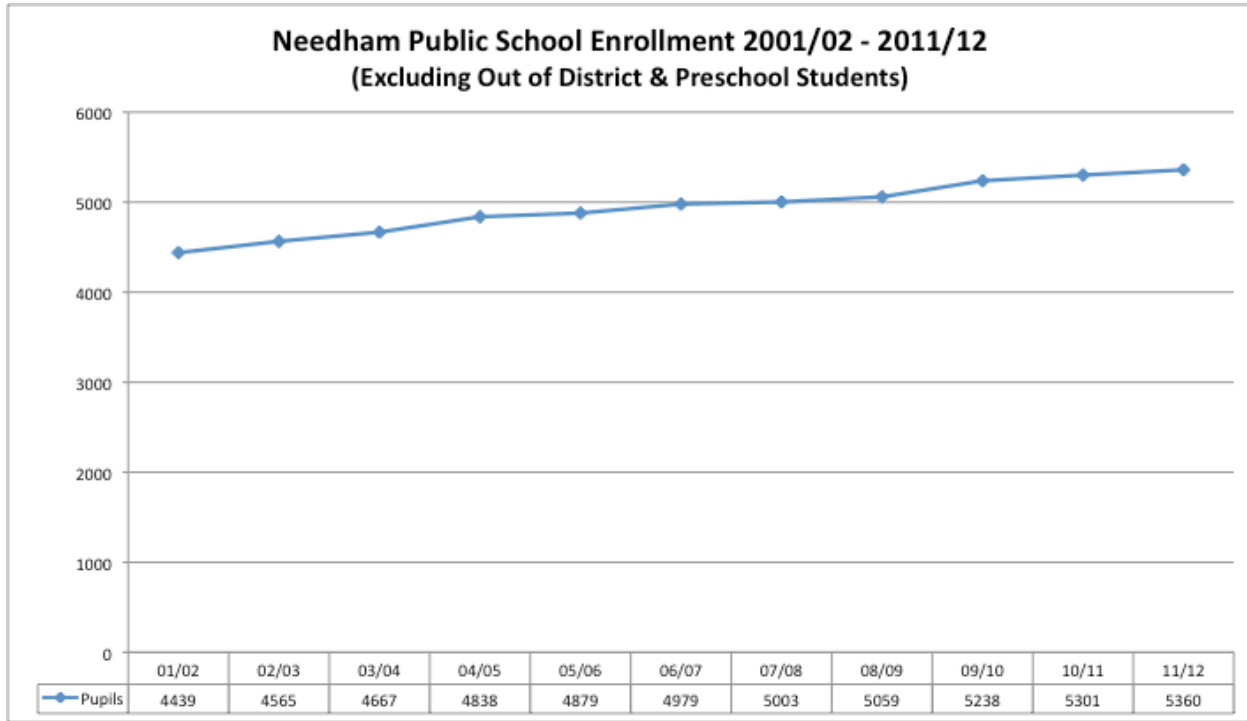
**Massachusetts Department of Elementary and Secondary Education  
Direct Special Education Expenditures as a Percentage of School Budget, FY01 to FY10**

199 - NEEDHAM

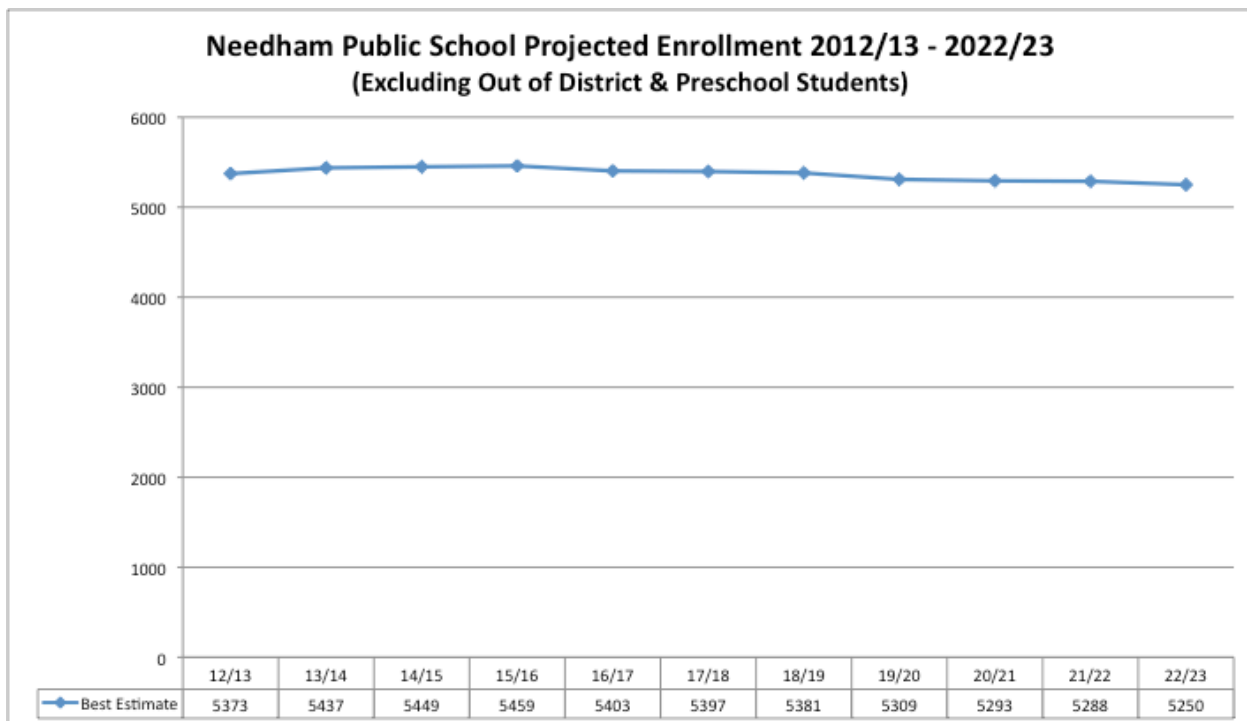
Fiscal Year	-- In-District Instruction--		- Out-of-District Tuition -		Combined Special Ed Expenditures (A+B+C+D)	Total School Operating Budget	Special Education Percentage of Budget (E as % of F)	state average percentage
	Teaching	Other Instructional	Mass. Public Schools and Collaboratives	Mass Private 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	62,874,752	19.0	20.0

Source: Massachusetts Department of Elementary & Secondary Education

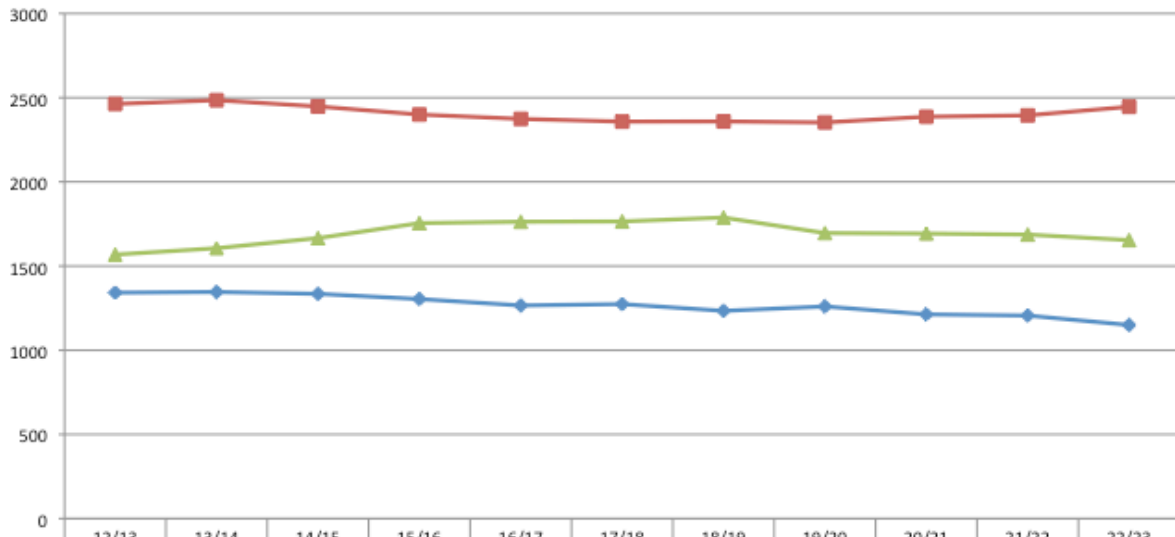
# Trends in School Enrollment



Enrollment in Needham has grown steadily over the past ten years, averaging approximately 1.9% per year, or a total of 921 pupils (20.7%) since FY01/02. For the next several years, enrollment growth is expected to flatten out, driven primarily by slowing or declining enrollments at the elementary level, which are balanced by increasing enrollment at the secondary level. The next two charts depict projected total enrollment through FY23, as well as enrollment by level.



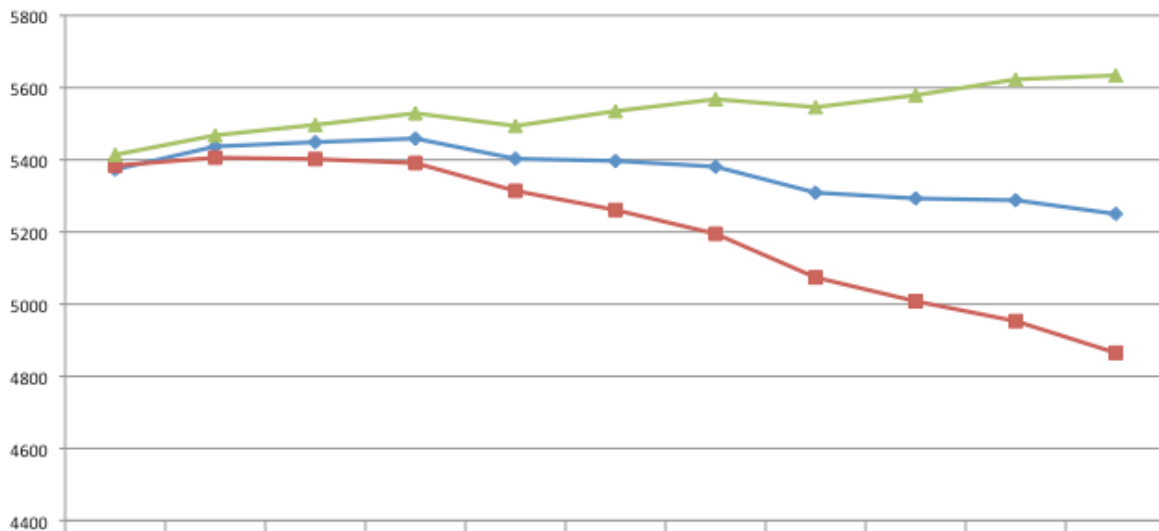
**Needham Public School Projected Enrollment 2012/13 - 2022/23  
(Excluding Out of District & Preschool Students)**



	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
— Middle	1342	1346	1335	1304	1266	1274	1234	1260	1213	1206	1150
— Elementary	2463	2485	2448	2400	2374	2358	2359	2353	2387	2395	2446
— High	1568	1606	1666	1755	1763	1765	1788	1696	1693	1687	1654

Beyond 2017/18, the projected children have not yet been born and the estimated enrollment projects are based on alternative high, best and low estimates of future births. The projections are intended to show a reasonable range in future years (above and below the best estimate), but there is no guarantee that actual enrollments in any year will be within the high and low estimates. The chart below depicts the range in enrollment projections. Source: Needham Future School Needs Committee

**Needham Public School Projected Enrollment 2012/13 - 2022/23  
(Excluding Out of District & Preschool Students)**



	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
— Best Estimate	5373	5437	5449	5459	5403	5397	5381	5309	5293	5288	5250
— Low Estimate	5384	5406	5402	5391	5314	5261	5195	5074	5008	4953	4865
— High Estimate	5414	5468	5497	5529	5494	5535	5568	5546	5579	5623	5634

## FY13 School Department Enrollment

FY	Elementary	Middle	High	Total	Inc/(Dec)	% Inc/(Dec)
2013 (Budget)	2,463	1,342	1,568	5,373	13	0.2%
2012	2,568	1,270	1,522	5,360	59	1.1%
2011	2,575	1,277	1,449	5,301	63	1.2%
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%
2000	2,144	1,000	1,190	4,334	31	0.7%
1999	2,157	992	1,154	4,303	22	0.5%
1998	2,174	943	1,164	4,281	171	4.2%
1997	2,121	907	1,082	4,110	61	1.5%
1996	2,115	898	1,036	4,049	158	4.1%
1995	1,975	910	1,006	3,891	95	2.5%
1994	1,936	891	969	3,796	90	2.4%

(1) Source: FY94-FY12, Needham Public Schools October 1 enrollments. Exclude preschool & out of district students. FY13, Superintendent's Office/ Future School Needs

The budget assumes that total enrollment (excluding preschool and out-of-District students) will grow to 5,373 in FY13, an increase of 13 students (0.2%) over the current year October 1 enrollment of 5,360. When preschool and out-of-district students are included, the budgeted enrollment is 5,504.

All of this growth is projected to occur at the secondary level, however. We project elementary enrollment to decline by 105 students, from 2,568 to 2,463. Secondary enrollment is projected to grow by 118 students, from 2,792 to 2,910. The increase in secondary students reflects the combined increase in middle school students of 72 pupils (from 1,270 to 1,342) and high schools students of 46 students (from 1,522 to 1,568.)

# Summary of FY13 Budget Highlights:

Request FTE	SC FTE	District Goal/ Objective	Description of Budgetary Increase	Total Request	FY13 SC Approved
624.38	624.38		<b>Approved FY12 Budget (Including November 2011 STM Appropriation of \$65,000)</b>	48,501,371	48,501,371
<b>Base Budget Increases</b>					
-	-	Goal 4, Obj. 4	<b>Contractual Salary Increase (FY12 Adopted Budget Positions)</b>	1,369,829	1,373,732
<b>Level Service/Contractual Increases:</b>					
<b>Continuation Positions (Prior Year Position Changes to Incorporate into Ongoing Budget)</b>					
0.02	0.02	Goal 4, Obj. 4	Continue Additional Hours Personnel Summer Secretary	731	731
-	-	Goal 4, General	Continue Additional Summer Days - Van Drivers & Monitor	6,042	6,042
-	-	Goal 4, General	Continue Increase Newman Head Secretary from 11 to 12 Months	4,924	4,924
-	-	Goal 4, General	Continue Convert 3 Hrs/Week OT/PT to COTA	(1,780)	(1,780)
(0.50)	(0.50)	Goal 4, General	Continue Convert 0.5 Specialists and 1.0 TA to 1.0 Pollard SPED Teacher	(2,999)	(2,999)
0.50	0.50	Goal 1, Obj. 4	Continue 0.5 NHS SPED Teach Chair	41,854	41,854
0.20	0.20	Goal 2, General	Continue 0.2 FTE Pollard Phys Ed Teacher	9,126	9,126
0.40	0.40	Goal 1, General	Continue 0.4 FTE Net Additional NHS Staffing for Enrollment	15,841	15,841
-	-			-	-
<b>0.62</b>	<b>0.62</b>		<b>Subtotal</b>	<b>73,739</b>	<b>73,739</b>
<b>Restore Positions to Budget Formerly Funded by Federal Education Jobs Grant</b>					
2.14	2.14	Goal 4, General	Special Education COTA Positions	88,849	88,849
1.05	1.05	Goal 4, General	Special Education TA's	39,547	39,547
5.50	5.50	Goal 2, Obj. 2	Computer Technicians	312,336	312,336
1.00	1.00	Goal 2, Obj. 2	Media Technician	62,258	62,258
<b>9.69</b>	<b>9.69</b>		<b>Subtotal</b>	<b>502,990</b>	<b>502,990</b>
<b>New Student Support Services</b>					
-	-	Goal 1, Obj. 1	District-wide Psychological Testing Materials	5,000	5,000
2.00	1.00	Goal 1, Obj. 1	Expanded Insight Program at Pollard Middle School	79,098	55,000
0.60	0.60	Goal 1, Obj. 1	Expanded SPED Reading Teacher at Pollard Middle School	38,278	38,278
0.10	0.10	Goal 1, Obj. 1	Expanded SPED Reading Teacher at High Rock	6,673	6,673
-	-	Goal 3, Obj. 2	Translation & Interpretation Services	20,000	10,000
-	-	Goal 4, Obj. 2	Translation Service Module for esped IEP Program	4,000	-
-	-	Goal 1, Obj. 1	Special Education Testing Supplies	4,000	4,000
-	-	Goal 4, General	504 District Compliance - Instructional Equipment	2,500	2,500
1.50	1.50	Goal 1, General	Expanded ELL Teachers to Provide Additional Instructional Tme	62,795	62,795
-	-	Goal 4, General	Charter School Tuition - MA Virtual Academy	5,120	5,120
-	-	Goal 4, General	SPED Tuition	(557,722)	(643,028)
(0.32)	(0.32)	Goal 4, General	SPED Professional Services (Salary)	(20,000)	(20,000)
0.71	0.71	Goal 4, General	New SPED Van & Driver - In District Transportation	42,636	42,636
-	-	Goal 4, General	Additional Fuel Expense - SPED Summer Transportation	6,900	6,900
-	-	Goal 4, General	SPED Transportation Contractual Increase	3,174	3,174
-	-	Goal 4, General	Regular Transportation Contractual Increase	10,807	10,807
-	-	Goal 4, General	Increase Regular Transportation Subsidy to Hold Fee @ \$370/Rider	131,000	100,000
<b>4.59</b>	<b>3.59</b>		<b>Subtotal</b>	<b>(155,741)</b>	<b>(310,145)</b>
<b>New Regular Education Services</b>					
<b>Elementary</b>					
-	-	Goal 1, Obj. 1	Think Math! Student Workbooks/Consumables - Grades 3 & 4	19,800	19,800
-	-	Goal 1, Obj. 1	K-5 Non-Fiction Materials	11,533	11,533
0.30	0.30	Goal 1, Obj. 3	Part-Time Hillside Literacy Specialist (Shift from Title I Grant)	21,145	21,145
1.00	-	Goal 1, Obj. 3	Mitchell Grade 5 Teacher (Reallocate from Broadmeadow)	60,500	-
0.25	-	Goal 1, General	Contingent Newman Class Size Reduction Teacher (Shift from Teacher Qual)	14,133	-
0.40	-	Goal 2, Obj. 1	Part-Time Broadmeadow Nurse	22,000	-
0.50	0.30	Goal 2, Obj. 1	Expanded Nurse for Early Childhood Center	40,474	24,284
-	-			-	-
<b>2.45</b>	<b>0.60</b>		<b>Subtotal</b>	<b>189,585</b>	<b>76,762</b>



# Summary of FY13 Budget Highlights (continued):

Request FTE	SC FTE	District Goal/ Objective	Description of Budgetary Increase	Total Request	FY13 SC Approved
<b>Middle School</b>					
2.00	2.00	Goal 1, Obj. 1	Grade 7 Pollard Cluster Teachers	113,000	110,000
0.20	0.20	Goal 1, Obj. 1	Pollard Engineering & Design Teacher	11,000	11,000
-	-	Goal 4, General	Additional Pollard Lunch Staffing	14,400	-
1.00	0.50	Goal 2, General	Guidance Counselor for High Rock	57,407	29,253
0.20	-	Goal 2, Obj. 1	Expanded Pollard Nurse	10,036	-
0.10	0.10	Goal 2, Obj. 1	Part-Time High Rock Nurse (Shift from ESH Grant)	6,410	6,410
-	-	Goal 1, General	Expanded Pollard Visual Art Teacher (Move 0.2 FTE from Visual Arts)	-	-
0.30	0.30	Goal 1, General	Part-Time Pollard/High Rock Performing Arts Teacher	16,500	16,500
0.20	0.40	Goal 3, Obj. 3	Expanded High Rock World Language Teacher	11,000	22,000
-	-	Goal 4, General	Portable Student Lockers	6,895	-
-	-	Goal 4, General	Lunch Tables	3,300	-
-	-		Regular Transportation - Additional Bus for MS/HS Routes	9,686	9,686
<b>4.00</b>	<b>3.50</b>		<b>Subtotal</b>	<b>259,634</b>	<b>204,849</b>
<b>High School</b>					
1.00	1.00	Goal 1, General	NHS Mathematics Teacher	60,500	55,000
1.00	1.00	Goal 1, General	NHS English Teacher	60,500	55,000
1.20	1.20	Goal 1, General	NHS Science Teacher	67,500	66,000
1.00	1.00	Goal 1, General	NHS Social Studies Teacher	60,500	55,000
1.00	-	Goal 4, General	NHS Assistant Principal	105,920	-
-	-	Goal 2, Obj. 2	Unit A Coaching Stipend: Rugby, NHS Varsity Sport	3,203	-
0.10	0.10	Goal 2, Obj. 1	Part-Time High School Nurse (Shift from ESH Grant)	6,232	6,232
0.80	0.60	Goal 1, Obj. 1	Part-Time NHS Physical Education Teacher	44,000	33,000
-	-	Goal 1, General	Additional Funding for Art Supplies - MS/NHS	4,000	4,000
0.20	0.20	Goal 1, General	Expanded NHS Visual Art Teacher	11,000	11,000
0.20	0.20	Goal 3, Obj. 3	Expanded NHS Latin Teacher	11,000	11,000
-	-			-	-
<b>6.50</b>	<b>5.30</b>		<b>Subtotal</b>	<b>434,355</b>	<b>296,232</b>
<b>District</b>					
-	-	Goal 4, Obj. 2	Performance Report Production Expenses (Shift from Teacher Quality Grant)	11,750	50
-	-	Goal 4, Obj. 2	Transfer Healthmaster Software from Admin Tech to Health Services	-	-
-	-	Goal 4, General	Gymnasium Inspections	2,700	2,700
-	-			-	-
<b>-</b>	<b>-</b>		<b>Subtotal</b>	<b>14,450</b>	<b>2,750</b>
<b>27.85</b>	<b>23.30</b>		<b>Subtotal Base Budget Increases</b>	<b>2,688,841</b>	<b>2,220,909</b>
<b>Program Improvement Increases</b>					
<b>Elementary</b>					
0.10	0.10	Goal 1, Obj. 5	Restore K-8 Literacy Coordinator to Full-Time	5,500	5,500
0.50	1.00	Goal 1, General	Elementary Math Specialist	27,500	55,000
0.26	0.26	Goal 1, Obj. 1	Expanded Preschool TA's to Provide Additional Half-Day Programming	7,451	7,451
0.20	-	Goal 4, General	Expanded Preschool Secretary to Full-Time	7,182	-
0.50	0.50	Goal 4, Obj. 2	Expanded Computer Technician for Hillside/ High Rock	29,664	29,664
0.50	-	Goal 4, General	Expanded Broadmeadow Assistant Principal	52,291	-
-	-	Goal 4, General	Expand Broadmeadow Lead Secretary from 11 Months to 12 Months	4,924	-
1.00	-	Goal 4, General	Newman Office Aide	22,962	-
-	-	Goal 1, Obj. 3	Unit A Stipend: Student Remedial Support	6,000	-
0.50	0.50	Goal 2, Obj. 1	Part-Time Adjustment Counselor for Broadmeadow SLC	28,800	28,800
-	-	Goal 4, General	Science Kit Consumables	1,000	1,000
0.20	-	Goal 1, Obj. 1	Expanded Elementary Physical Education Teacher	11,000	-
0.50	-	Goal 1, General	Kindergarten Music Program Restoration	27,500	-
-	-			-	-
<b>4.26</b>	<b>2.36</b>		<b>Subtotal</b>	<b>231,774</b>	<b>127,415</b>
<b>Middle School</b>					
0.50	0.50	Goal 1, General	Part-Time Pollard Literacy Instructional Support Specialist/Reading Teacher	29,000	27,500
0.40	0.40	Goal 1, Obj. 5	Expanded High Rock Literacy Specialist	22,000	22,000
0.40	0.20	Goal 1, Obj. 3	Part-Time High Rock Reading Teacher	22,000	11,000
1.00	0.50	Goal 4, Obj. 2	Computer Technician for Pollard & NHS	53,544	26,772
0.20	-	Goal 3, Obj. 2	Restore Part-Time Pollard Computer Teacher	11,000	-
-	-	Goal 2, Obj. 1	Unit A Stipend: High Rock Homework Club	1,636	1,636
-	-			-	-
<b>2.50</b>	<b>1.60</b>		<b>Subtotal</b>	<b>139,180</b>	<b>88,908</b>

A Community and School partnership that creates excited learners • inspires excellence • fosters integrity.

## Summary of FY13 Budget Highlights (continued):

Request FTE	SC FTE	District Goal/ Objective	Description of Budgetary Increase	Total Request	FY13 SC Approved
<b>NHS</b>					
0.50	-	Goal 1, Obj. 2	Part-Time Teacher for Connections, Therapeutic Program	27,500	-
0.50	-	Goal 4, General	Restore Part-Time NHS Library Aide (Program Specialist)	21,521	-
-	-	Goal 3, General	Unit A Stipend: Assistant Speech & Debate Advisor, Cat II	2,453	2,453
1.00	1.00	Goal 4, General	NHS School Aide - Safety	24,262	24,262
1.00	-	Goal 4, General	NHS School Aide - Departmental	22,962	-
-	-	Goal 2, General	Unit A Stipend: Fitness Center Supervisor	13,500	9,813
-	-	Goal 4, General	Cafeteria Furniture	10,284	-
1.00	0.50	Goal 2, General	Clinical Social Worker for NHS Transitions Program	56,500	28,800
-	-	Goal 4, General	Physical Education Educational Supplies	1,500	1,500
0.40	0.40	Goal 1, General	Part-Time NHS Theater Teacher	22,000	22,000
-	-	-	-	-	-
<b>4.40</b>	<b>1.90</b>		<b>Subtotal</b>	<b>202,482</b>	<b>88,828</b>
<b>District</b>					
-	-	Goal 4, Obj. 2	License Fee for Online Payment/Registration System	7,000	7,000
1.00	1.00	Goal 4, Obj. 4	Human Resources Specialist	51,300	51,300
0.40	-	Goal 4, Obj. 4	Part-Time Payroll Coordinator	17,700	-
-	-	Goal 4, Obj. 3	Unit A Stipends: Professional Growth Council	7,552	-
-	-	Goal 4, Obj. 3	Unit A Stipends: Professional Development Committee	5,032	-
-	-	Goal 4, Obj. 3	Teacher Mentor Stipends Year Two	20,241	-
(4.00)	(4.00)	Goal 4, Obj. 3	Special Education Reorganization	87,781	87,781
-	-	Goal 4, Obj. 2	Annual License Fees for Web-Based Special Education IEP Software	20,000	20,000
-	-	Goal 4, General	ACCEPT Collaborative Membership (Net Savings)	(16,000)	(16,000)
-	-	Goal 4, Obj. 2	School Messenger Service License Fee	4,904	4,904
-	-	Goal 4, Obj. 2	Restore Out of District Administrative Technology Travel Allowance	2,516	-
-	-	Goal 4, Obj. 2	Increase Internet Bandwidth Capacity	40,968	40,968
-	-	Goal 4, Obj. 2	Data Integration Services	27,600	25,000
-	-	Goal 2, General	District Subscription to World Book Online	3,802	3,802
-	-	Goal 4, General	Director of Health Services 10 Additional Per Diem Days	5,049	-
-	-	Goal 4, General	Increase K-12 Physical Education Instructional Materials	5,620	4,120
0.20	-	Goal 4, General	Restore 0.8 FTE Wellness Director to Full Time	11,000	-
(0.02)	-	Goal 1, General	Accompanist Hours: 36 Min/Day @ Brm & New; 18 Min/Day @ Eliot, Hill, Mi	4,138	-
-	-	-	-	-	-
<b>(2.42)</b>	<b>(3.00)</b>		<b>Subtotal</b>	<b>306,203</b>	<b>228,875</b>
<b>8.74</b>	<b>2.86</b>		<b>Subtotal Program Improvement Budget Increases</b>	<b>879,639</b>	<b>534,026</b>
<b>Reductions to Existing Budget</b>					
-	(1.00)	Goal 4, General	Eliminate Newman Classroom Teacher	-	(55,000)
-	(0.06)	Goal 2, General	Eliminate 0.06 FTE NHS Nurse	-	(3,739)
-	(1.00)	Goal 4, General	Eliminate NHS Special Education Teaching Assistant	-	(23,573)
-	-	Goal 4, General	Reduce FMLA Substitute Account	-	(50,000)
-	-	Goal 4, General	Eliminate Unit A Stipend: NHS Attendance Dean	-	(9,813)
-	-	-	Reduce Professional Services Line Item	-	(1,500)
-	-	-	-	-	-
-	<b>(2.06)</b>		<b>Subtotal</b>	<b>-</b>	<b>(143,625)</b>
<b>660.97</b>	<b>648.48</b>		<b>GRAND TOTAL FY12 BUDGET</b>	<b>52,069,851</b>	<b>51,112,681</b>
<b>36.59</b>	<b>24.10</b>		<b>\$ Increase/(Decrease) over FY12</b>	<b>3,568,480</b>	<b>2,611,310</b>
<b>5.86%</b>	<b>3.86%</b>		<b>% Increase/(Decrease) over FY12</b>	<b>7.36%</b>	<b>5.38%</b>

\* Reflects 11/11 STM Budget Transfer of \$65,000

# FY13 Operating Budget Staffing Summary (Full-Time Equivalent Personnel):

## School Operating Budget FTE Summary (Excludes Grants & Revolving Funds)

Position Category	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved	FY13 Request	FY13 Recomm	Inc/(Dec) Over FY12
Administrator (1)	32.24	33.79	33.80	33.90	39.37	37.67	3.77
Teacher (2)	409.56	416.49	416.61	423.90	442.67	435.96	12.06
Instructional Support (3)	111.12	119.87	116.03	106.31	113.33	111.85	5.54
Non-Instructional (4)	<u>55.37</u>	<u>55.42</u>	<u>55.06</u>	<u>60.27</u>	<u>65.60</u>	<u>63.00</u>	<u>2.73</u>
TOTALS	608.29	625.57	621.50	624.38	660.97	648.48	24.10

- (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, working 35 Hours/Wk or more are 1.0 FTE.

# FY13 Operating Budget Staffing Detail by Department:

	Total FY09 Actual	Total FY10 Actual	Total FY11 Actual	Total FY12 Approved	Total FY13 Request	Admin FY13 SC Appvd	Teacher FY13 SC Appvd	Aide FY13 SC Appvd	Non Instr FY13 SC Appvd	Total FY13 SC Appvd
<b>Administration</b>										
School Committee	-	-	-	-	-	-	-	-	-	-
Superintendent	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Director of Personnel	4.47	4.49	4.78	4.78	6.20	1.00	-	-	4.80	5.80
Director of Student Development	2.00	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	2.00	1.00	-	-	1.00	2.00
Director of Financial Operations	4.20	3.99	4.91	5.20	5.20	1.00	-	-	4.20	5.20
<u>Director of External Funding</u>	<u>0.34</u>	<u>0.10</u>	<u>0.19</u>	<u>0.19</u>	<u>0.19</u>	<u>0.10</u>	<u>-</u>	<u>-</u>	<u>0.09</u>	<u>0.19</u>
Subtotal Administration	15.01	14.58	15.88	16.17	17.59	5.10	-	-	12.09	17.19
<b>General Supplies &amp; Services</b>										
Professional Development	2.00	4.00	3.80	3.90	(0.00)	-	(0.00)	-	-	(0.00)
Broadmeadow	0.40	0.40	0.36	0.38	-	-	-	-	-	-
Eliot	0.40	0.40	0.36	0.38	(0.00)	-	(0.00)	-	-	(0.00)
Hillside	0.40	0.40	0.36	0.38	-	-	-	-	-	-
Mitchell	0.40	0.40	0.36	0.38	-	-	-	-	-	-
Newman	0.40	0.40	0.36	0.38	-	-	-	-	-	-
High Rock	-	1.00	1.00	1.00	-	-	-	-	-	-
Pollard	-	1.00	1.00	1.00	-	-	-	-	-	-
Employee Assistance Program	-	-	-	-	-	-	-	-	-	-
Staff 504 Accommodations	-	-	-	-	-	-	-	-	-	-
Salary Supplemental	-	-	-	-	-	-	-	-	-	-
Sub Callers	-	-	-	-	-	-	-	-	-	-
Substitutes	4.00	3.00	3.29	2.29	2.29	-	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	1.00
Administrative Technology	3.00	3.00	3.00	3.00	3.00	-	-	-	3.00	3.00
Transportation	1.50	1.29	1.29	6.36	7.07	-	-	0.71	6.36	7.07
Subtotal Gen. Supply & Svc.	11.50	12.29	12.37	16.54	13.35	-	2.00	0.71	10.65	13.35
<b>Elementary</b>										
Broadmeadow	30.21	30.21	30.51	30.01	30.51	1.50	24.00	-	3.51	29.01
Eliot	22.21	22.29	21.39	21.08	21.09	1.00	16.50	-	3.59	21.09
Hillside	21.76	21.40	23.20	23.70	23.70	1.00	19.00	-	3.70	23.70
Mitchell	25.86	26.86	25.66	25.66	26.66	1.00	22.00	-	3.66	26.66
Newman	37.50	36.00	35.30	33.51	31.76	2.00	26.00	-	4.51	32.51
Subtotal Elementary	137.54	136.76	136.05	133.96	136.71	6.50	107.50	-	18.96	132.96
<b>Middle</b>										
High Rock	-	23.33	23.35	23.92	23.93	1.00	20.00	-	2.93	23.93
Pollard Middle School	59.00	42.67	42.38	44.38	46.58	3.00	39.20	-	4.38	46.58
Subtotal Middle School	59.00	66.00	65.73	68.30	70.51	4.00	59.20	-	7.31	70.51
<b>High School</b>										
Needham High School	74.50	72.43	70.94	73.93	81.74	5.30	67.80	-	6.64	79.74
High School Athletics	2.00	1.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Subtotal High School	76.50	73.43	72.94	75.93	83.74	6.30	67.80	-	7.64	81.74
<b>Student Services</b>										
Guidance	25.60	26.20	25.99	25.99	28.49	1.00	24.50	-	2.00	27.49
District	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Broadmeadow	1.80	2.00	1.80	1.80	2.30	-	2.30	-	-	2.30
Eliot	1.40	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	-	-	1.20
Mitchell	1.40	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Newman	2.20	2.40	2.40	2.40	2.40	-	2.40	-	-	2.40
High Rock	-	1.20	2.00	2.00	2.40	-	2.50	-	-	2.50
Pollard	4.60	4.00	3.20	3.20	3.80	-	3.20	-	-	3.20
HS	11.00	11.00	11.00	11.00	12.00	-	10.50	-	1.00	11.50
Preschool	-	-	-	-	-	-	-	-	-	-

# FY13 Operating Budget Staffing Detail by Department (continued):

	Total FY09 Actual	Total FY10 Actual	Total FY11 Actual	Total FY12 Approved	Total FY13 Request	Admin FY13 SC Appvd	Teacher FY13 SC Appvd	Aide FY13 SC Appvd	Non Instr FY13 SC Appvd	Total FY13 SC Appvd
<b>Psychology</b>	<b>4.30</b>	<b>4.30</b>	<b>4.23</b>	<b>4.30</b>	<b>4.30</b>	-	4.30	-	-	4.30
Broadmeadow	0.36	0.50	0.66	0.66	0.66	-	0.66	-	-	0.66
Eliot	0.36	0.27	0.16	0.16	0.16	-	0.16	-	-	0.16
Hillside	0.36	0.50	0.66	0.66	0.66	-	0.66	-	-	0.66
Mitchell	0.36	-	0.16	0.16	0.16	-	0.16	-	-	0.16
Newman	0.36	0.53	0.16	0.16	0.16	-	0.16	-	-	0.16
High Rock	-	0.33	0.31	0.33	0.33	-	0.33	-	-	0.33
Pollard	1.00	0.67	0.62	0.67	0.67	-	0.67	-	-	0.67
HS	1.50	1.50	1.50	1.50	1.50	-	1.50	-	-	1.50
<b>Nursing</b>	<b>8.50</b>	<b>8.30</b>	<b>8.56</b>	<b>8.61</b>	<b>9.92</b>	<b>1.00</b>	<b>8.06</b>	-	-	<b>9.06</b>
District	1.00	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00
Broadmeadow	1.00	1.00	1.00	1.00	1.40	-	1.00	-	-	1.00
Eliot	1.00	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	-	-	1.00
Mitchell	1.00	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	-	-	1.00
High Rock	-	-	0.26	0.25	0.36	-	0.36	-	-	0.36
Pollard	1.50	1.30	1.30	1.30	1.50	-	1.30	-	-	1.30
HS	1.00	1.00	1.00	1.06	1.16	-	1.10	-	-	1.10
Preschool	-	-	-	-	0.50	-	0.30	-	-	0.30
<b>Special Education</b>	<b>165.36</b>	<b>174.23</b>	<b>171.65</b>	<b>170.92</b>	<b>173.91</b>	<b>7.17</b>	<b>68.83</b>	<b>94.36</b>	<b>0.86</b>	<b>171.21</b>
District	10.88	11.85	11.27	10.99	12.74	3.00	6.65	2.23	0.86	12.74
Broadmeadow	13.77	15.28	15.53	15.53	14.23	0.70	4.82	8.71	-	14.23
Eliot	15.40	15.82	15.88	15.86	14.98	0.50	5.12	9.36	-	14.98
Hillside	15.89	18.72	18.92	17.87	18.63	0.50	4.62	13.51	-	18.63
Mitchell	10.90	11.42	10.62	10.62	9.32	0.50	2.82	6.00	-	9.32
Newman	26.80	26.18	26.98	25.98	24.98	0.50	7.12	17.36	-	24.98
High Rock	-	11.16	12.49	13.89	13.49	0.50	5.33	7.66	-	13.49
Pollard	32.30	22.97	21.47	21.87	25.27	0.47	12.80	11.00	-	24.27
HS	28.10	30.02	28.69	28.14	29.64	-	14.24	13.90	-	28.14
Preschool	11.32	10.81	9.81	10.18	10.64	0.50	5.31	4.63	-	10.44
Special Education Tuitions	-	-	-	-	-	-	-	-	-	-
Vocational Educaiton	-	-	-	-	-	-	-	-	-	-
English Language Learngers (ELL)	3.34	3.41	3.66	3.58	5.09	-	1.00	4.09	-	5.09
District	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Broadmeadow	-	0.21	0.21	0.21	0.20	-	-	0.20	-	0.20
Eliot	0.71	0.51	0.51	0.51	1.10	-	-	1.10	-	1.10
Hillside	1.13	0.69	0.94	0.87	1.60	-	-	1.60	-	1.60
Mitchell	0.25	-	-	-	-	-	-	-	-	-
Newman	0.25	0.34	0.34	0.34	0.24	-	-	0.24	-	0.24
High Rock	-	-	-	-	0.45	-	-	0.45	-	0.45
Pollard	-	0.66	0.66	0.66	0.50	-	-	0.50	-	0.50
HS	-	-	-	-	-	-	-	-	-	-
Reading	7.40	8.00	8.30	8.60	12.20	2.00	10.00	-	-	12.00
Broadmeadow	1.80	2.10	2.44	2.14	2.00	0.20	1.80	-	-	2.00
Eliot	1.00	1.00	1.04	1.04	1.20	0.20	1.00	-	-	1.20
Hillside	1.30	1.30	1.34	1.34	2.00	0.20	1.80	-	-	2.00
Mitchell	1.30	1.00	1.04	1.04	1.50	0.20	1.30	-	-	1.50
Newman	2.00	2.00	1.84	1.84	2.00	0.20	1.80	-	-	2.00
High Rock	-	0.60	0.60	1.20	2.50	0.50	1.80	-	-	2.30
Pollard	-	-	-	-	1.00	0.50	0.50	-	-	1.00
Math Instruction	-	-	-	-	2.50	1.00	2.00	-	-	3.00
Broadmeadow	-	-	-	-	0.70	-	0.40	-	-	0.40
Eliot	-	-	-	-	0.20	-	0.40	-	-	0.40
Hillside	-	-	-	-	0.20	-	0.40	-	-	0.40
Mitchell	-	-	-	-	0.20	-	0.40	-	-	0.40
Newman	-	-	-	-	0.20	-	0.40	-	-	0.40
High Rock	-	-	-	-	0.50	0.50	-	-	-	0.50
Pollard	-	-	-	-	0.50	0.50	-	-	-	0.50
Student 504 Compliance	-	-	-	0.50	0.50	-	-	0.50	-	0.50
<b>K-12 Attendance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Subtotal Student Services	214.50	224.44	222.38	222.49	236.90	12.17	118.67	98.95	2.85	232.64
<b>K-12 Specialist Instruction</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Science Center	3.00	3.30	3.09	3.09	3.09	-	1.00	2.10	-	3.09
Broadmeadow	0.60	0.70	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Eliot	0.60	0.70	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Hillside	0.60	0.66	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Mitchell	0.60	0.62	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Newman	0.60	0.62	0.62	0.62	0.62	-	0.20	0.42	-	0.62

# FY13 Operating Budget Staffing Detail by Department (continued):

	Total FY09 Actual	Total FY10 Actual	Total FY11 Actual	Total FY12 Approved	Total FY13 Request	Admin FY13 SC Appvd	Teacher FY13 SC Appvd	Aide FY13 SC Appvd	Non Instr FY13 SC Appvd	Total FY13 SC Appvd
<b>Educational Technology</b>	11.80	12.60	11.90	6.39	13.60	-	6.40	6.50	-	12.90
District	1.00	1.00	0.50	-	0.50	-	-	0.50	-	0.50
Broadmeadow	0.60	0.60	1.10	0.60	1.10	-	0.60	0.50	-	1.10
Eliot	0.60	0.50	1.00	0.50	1.00	-	0.50	0.50	-	1.00
Hillside	0.50	0.40	0.65	0.40	0.90	-	0.40	0.50	-	0.90
Mitchell	0.40	0.50	1.00	0.50	1.00	-	0.50	0.50	-	1.00
Newman	0.50	0.60	1.10	0.60	1.10	-	0.60	0.50	-	1.10
High Rock	-	1.60	1.25	1.00	1.50	-	1.00	0.50	-	1.50
Pollard	4.00	3.40	2.30	1.80	3.00	-	1.80	0.75	-	2.55
HS	4.20	4.00	3.00	1.00	3.50	-	1.00	2.25	-	3.25
<b>Media Services</b>	12.14	12.64	12.49	11.49	12.99	-	7.70	3.19	1.61	12.49
District	1.00	1.00	1.00	(0.00)	1.00	-	-	1.00	-	1.00
Broadmeadow	1.20	1.20	1.20	1.20	1.20	-	1.00	-	0.20	1.20
Eliot	0.80	0.90	1.00	1.00	1.00	-	0.80	-	0.20	1.00
Hillside	0.90	0.90	0.99	0.99	0.99	-	0.80	-	0.20	0.99
Mitchell	0.90	1.00	1.00	1.00	1.00	-	0.80	-	0.20	1.00
Newman	1.60	1.40	1.39	1.39	1.39	-	1.00	0.19	0.20	1.39
High Rock	-	1.33	1.20	1.20	1.20	-	1.00	-	0.20	1.20
Pollard	2.00	1.67	1.41	1.41	1.41	-	1.00	-	0.41	1.41
HS	3.74	3.24	3.30	3.30	3.80	-	1.30	2.00	-	3.30
<b>K-12 Dir. Media &amp; Tech Services</b>	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
<b>Physical Education</b>	16.80	17.00	16.80	17.00	18.00	-	17.60	-	-	17.60
Broadmeadow	1.20	1.20	1.20	1.20	1.24	-	1.20	-	-	1.20
Eliot	0.80	0.80	0.80	0.80	0.84	-	0.80	-	-	0.80
Hillside	0.80	0.80	0.80	0.80	0.84	-	0.80	-	-	0.80
Mitchell	0.60	0.80	0.80	0.80	0.84	-	0.80	-	-	0.80
Newman	1.20	1.20	1.20	1.20	1.24	-	1.20	-	-	1.20
High Rock	-	2.00	2.00	2.00	2.20	-	2.20	-	-	2.20
Pollard	6.00	4.20	4.00	4.20	4.00	-	4.00	-	-	4.00
HS	6.20	6.00	6.00	6.00	6.80	-	6.60	-	-	6.60
<b>Health Education</b>	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
High Rock	-	-	-	-	-	-	-	-	-	-
Pollard	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
HS	-	-	-	-	-	-	-	-	-	-
<b>K-12 Dir. Health &amp; Phys. Ed.</b>	1.60	1.30	0.80	0.80	1.00	0.80	-	-	-	0.80
<b>Fine Arts</b>	15.00	14.70	14.60	14.50	14.70	-	14.70	-	-	14.70
Broadmeadow	0.90	0.90	0.90	0.90	1.00	-	1.00	-	-	1.00
Eliot	0.60	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	-	-	0.70
Mitchell	0.80	0.70	0.70	0.70	0.70	-	0.70	-	-	0.70
Newman	1.10	1.10	1.10	1.10	1.00	-	1.00	-	-	1.00
High Rock	-	0.70	0.70	0.70	0.70	-	0.70	-	-	0.70
Pollard	4.00	3.00	2.90	2.80	2.80	-	2.80	-	-	2.80
HS	7.00	7.00	7.00	7.00	7.20	-	7.20	-	-	7.20
<b>Performing Arts</b>	10.40	12.04	11.54	12.05	12.93	-	12.01	0.43	-	12.44
Broadmeadow	1.06	1.44	1.38	1.38	1.49	-	1.30	0.08	-	1.38
Eliot	0.96	1.15	0.98	0.98	1.06	-	0.94	0.04	-	0.98
Hillside	0.96	0.90	0.99	0.99	1.04	-	0.90	0.09	-	0.99
Mitchell	1.36	1.31	1.30	1.30	1.38	-	1.24	0.06	-	1.30
Newman	1.16	1.27	1.22	1.22	1.35	-	1.13	0.09	-	1.22
High Rock	-	1.86	1.77	1.77	2.08	-	2.00	0.07	-	2.07
Pollard	2.90	2.11	1.80	2.00	2.05	-	2.00	-	-	2.00
HS	2.00	2.00	2.10	2.10	2.50	-	2.50	-	-	2.50
<b>K-12 Dir. Fine &amp; Perf. Arts</b>	1.50	1.90	1.90	1.90	1.90	1.00	-	-	0.90	1.90
<b>World Languages</b>	18.20	18.80	19.20	20.00	20.20	-	20.40	-	-	20.40
Broadmeadow	-	-	-	-	-	-	-	-	-	-
Eliot	-	-	-	-	-	-	-	-	-	-
Hillside	-	-	-	-	-	-	-	-	-	-
Mitchell	-	-	-	-	-	-	-	-	-	-
Newman	-	-	-	-	-	-	-	-	-	-
High Rock	-	2.00	2.00	2.00	2.20	-	2.40	-	-	2.40
Pollard	6.20	5.00	5.40	5.40	5.40	-	5.40	-	-	5.40
HS	12.00	11.80	11.80	12.60	12.60	-	12.60	-	-	12.60
<b>K-12 Dir. World Languages</b>	0.80	0.80	0.80	0.80	0.80	0.80	-	-	-	0.80
<b>Subtotal K-12 Specialists</b>	94.24	98.08	96.10	91.00	102.19	3.60	80.78	12.22	3.51	100.10
<b>GRAND TOTAL</b>	608.29	625.57	621.50	624.38	660.97	37.67	435.96	111.85	63.00	648.48

# FY13 Budget Detail by Level

## Elementary Level Summary:

Subtotal Elementary Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	15,993,007	16,836,574	17,301,634	17,465,954	18,670,172	18,387,583	921,629	5.28%	35.97%
Purchase of Service Expenses	194,161	122,982	93,561	102,008	85,503	85,503	(16,505)	-16.18%	0.17%
Capital Outlay	368,897	313,152	323,749	280,664	347,101	341,601	60,937	21.71%	0.67%
Totals	16,556,066	17,272,708	17,718,944	17,848,626	19,102,776	18,814,687	966,061	5.41%	36.81%

### 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; Math Instruction; 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 \$18,814,687, an increase of \$966,061 (5.4%) from FY12. This request includes a baseline budget of \$18,408,319, plus \$406,368 in net additional funding requests, which are detailed below. The \$18,408,319 baseline budget increases \$559,693 over the FY12 budget amount of \$17,848,626, and includes: \$558,723 in contractual salary increases (including steps, lanes and COLA), plus \$970 in transfers in from other program levels.

The School Committee’s FY13 budget recommendation includes the following additional funding requests:

#### Base Budget Increases:

- \$19,800 Additional Funds to Implement ThinkMath! in Grades 3 and 4. This request provides funding to purchase workbooks and consumable student materials related to the ThinkMath! curriculum. Curriculum Development/ All Elementary Schools
- \$0 Transfer 1.0 FTE Teaching Position from Broadmeadow to Mitchell School. Broadmeadow School is expected to have 565 students in 24 sections, compared to 591 students currently enrolled in 25 sections. This position will be transferred to the Mitchell School, to meet the projected need for one additional Grade 5 section in FY13. Mitchell is projected to have 85 students in Grade 5, which would reduce Broadmeadow & Mitchell

- \$4,924 anticipated class sizes from 28-29 to 21-22 per section. Expand Paid Work Days for the Newman Head Secretary From 11 Months to 12 Months. This request reflects an agreement reached during a prior year Unit D contract negotiation, which authorized a 12-month schedule for the Head Secretary in each elementary school. Newman
- \$24,284 0.3 FTE Expanded Nurse for Newman Elementary and Preschool. With this expansion the position will become 0.8 FTE in the budget, supplemented by an additional 1.0 FTE funding authorization on the special education entitlement grant. The purpose of this request is to better meet the needs of the anticipated 673 student population in FY13. Newman Elementary & Preschool
- \$2,500 Special Education Testing Supplies. Special educators, including speech pathologists and occupational/physical therapists, are required by IDEA to provide comprehensive assessments of students who are referred for special education testing and eligibility. Special Education/ All Elementary Schools
- \$177,595 Restore 1.05 FTE Special Education Teaching Assistants and 2.25 FTE Computer Technicians to the Operating Budget. These positions formerly were funded by the Education Jobs Grant, which ends in FY12. Special Education/ Hillside/ Educational Technology/ All Elementary
- \$62,795 1.5 FTE Expanded English Language Learner (ELL) Tutors. The SY 2011/12 Coordinated Program Review cited the District for not providing sufficient instructional time for our ELL students. This request represents the additional professional staff needed to address the matter, as per the District's Corrective Action Plan. ELL/ Broadmeadow, Eliot, Hillside & Newman
- \$11,533 K-5 Non-Fiction Reading Materials. The introduction of the new ELA Common Core frameworks broadens reading instruction to include not only fiction, but non-fiction texts. The current inventory of reading instruction materials is primarily fiction. Additional resources are needed across all grade levels and classrooms to teach students how to read non-fiction texts. Reading/ All Elementary Schools
- \$21,145 0.3 FTE Hillside Literacy Specialist. This position was previously funded from the Title I Grant. In FY12, the Title I Grant was switched to High Rock, which eliminated the funding source for the position at Hillside. This request is to continue services at Hillside on an ongoing basis. Reading/ Hillside
- \$1,350 Ongoing Funding for School Gymnasium Inspections. This request provides the additional funding needed to conduct safety inspections and required repairs of the apparatus that hangs from the ceilings in school gymnasiums. The Physical Education Department has conducted these inspections for many years. However, the budget allocation has been stretched to also include annual inspections of the High Physical Education/ All Elementary Schools



School ropes course (required) and to repair Fitness Center equipment at the middle and high schools. Additional funds are needed to provide a dedicated funding source for these inspections.

- \$1,408 Budget Adjustment to Base Salary Expenses. All Elementary Schools
- **\$327,334 Subtotal Base Budget Increases**

**Program Improvement Increases:**

- \$28,800 0.5 FTE Adjustment Counselor for Broadmeadow’s Specialized Learning Center (SLC.) The SLC serves elementary students with significant learning and emotional difficulties. Currently, a 0.2 FTE Broadmeadow Counselor provides guidance services to the SLC. Additional staff time is needed to provide support and consultations to this fragile population. Guidance/ Broadmeadow
- \$7,451 0.26 FTE Expansion of Three Preschool Teaching Assistants. These positions will increase by three hours per week each, to provide an additional half-day of focused programming on Wednesdays for special education students. Special Education/ Preschool
- \$15,472 Elementary Special Education Program Reorganization (4.8 FTE Reduction.) The Special Education Program Review, conducted in 2011, recommended that the special education leadership structure be reorganized to improve the continuity and consistency of K-12 services, to improve the building-based supervision and evaluation of staff members, and to more effectively manage student service delivery. The net 4.8 FTE reduction reflects the conversion of 2.5 FTE Team Chairs and 5.0 FTE Teaching Assistants to 2.7 FTE Special Education Administrators. Special Education/ All Elementary Schools
- \$5,500 Restore 0.9 FTE K-8 Literacy Coordinator to Full-Time. Two years ago, the K-5 Literacy Coordinator position was reduced so that it also had to provide direct instructional services to students. Simultaneously, the responsibilities of Title I Director were added. This request restores the K-5 Coordinator to a full-time administrator and extends the scope of this position to include Grades 6-8. Reading/ All Elementary Schools
- \$55,000 1.0 FTE Elementary Math Instructional Support Specialist. This position would help teachers to examine data to help inform instruction, particularly the student achievement data gathered through the new ThinkMath! curriculum, and share best practice around math instruction. Additionally, the position would provide direct instruction to students who struggle with mathematics. Math Instruction/ All Elementary Schools
- \$1,000 Science Center Curriculum Kit Materials. The Science Center provides curriculum kits, materials, programs and field experiences to K-5 classrooms within science content Science Center/ All Elementary

- |                    |   |   |
|--------------------|---|---|
|                    | curriculum units. Each level K-5 has three required science content curriculum units totaling 18 units. Each of these newly-developed standards-based units has consumable items and materials that require replacement at each transfer. This request represents the first phase of a three-year request totaling \$3,000 to provide ongoing funds to replace kit materials.         | Schools                                       |
| • \$14,832         | 0.25 FTE Expanded Computer Technician at Hillside. In FY11, the number of computer technicians was reduced from 5.0 FTE to 4.5 FTE. The Department of Elementary and Secondary Education (DESE) recommends a technician/computer ratio of 1/200. Our current ratio is 1/580. The expanded staff position will reduce the backlog of support requests and delayed computer deployment. | Educational Technology/<br>Hillside           |
| • \$2,352          | Elementary Subscription to World Book Online. World Book Online is one of the most highly utilized research resources at the elementary and middle schools. Previously, this service was free through the Massachusetts Library System. Due to financial constraints, this resource is no longer available at no cost. This request purchases online services.                        | Media Services/<br>All Elementary Services    |
| • \$3,627          | K-12 Physical Education Instructional Materials. This request provides for an increase in funds to purchase needed instructional equipment and educational supplies.  | Physical Education/<br>All Elementary Schools |
| • <b>\$134,034</b> | <b>Subtotal Program Improvement Increases</b>   |   |

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

- |                     |  |        |
|---------------------|--|--------|
| • (\$55,000)        | Reduce 1.0 Newman Classroom Teacher. Based on projected enrollment, Newman School is projected to have a need for 27.0 FTE to meet anticipated enrollment of 599 students in 29 sections, which is 1.0 FTE less than the 28.0 FTE existing authorized positions. | Newman |
| • <b>(\$55,000)</b> | <b>Subtotal Reductions</b>   |        |

## Middle School Summary:

Subtotal Middle School Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	7,612,985	8,773,038	8,926,010	9,314,036	10,299,789	10,200,189	886,153	9.51%	19.96%
Purchase of Service Expenses	72,178	54,324	80,957	79,933	51,911	51,911	(28,022)	-35.06%	0.10%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>7,849,111</b>	<b>9,005,065</b>	<b>9,167,468</b>	<b>9,569,894</b>	<b>10,551,246</b>	<b>10,434,451</b>	<b>864,557</b>	<b>9.03%</b>	<b>20.41%</b>

### Description:

The Middle School summary includes the following departments and accounts: the High Rock and Pollard School building budgets; and middle-level expenses from the following departments: Professional Development; Substitutes; Curriculum Development; General Supplies, Services and Equipment; Reading; Math Instruction; Guidance and Psychology; Health/Nursing; Special Education; the Science Center; Educational Technology 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 \$10,434,451, an increase of \$864,557 (9.0%) from FY12. This request includes a baseline budget of \$9,937,001, plus \$497,450 in net additional funding requests, which are detailed below. The \$9,937,001 baseline budget increases \$367,107 over the FY12 budget amount of \$9,569,894 and represents: \$394,049 in contractual salary increases (including steps, lanes and COLA), and \$26,942 in transfers out to other program levels.

The School Committee's FY13 budget recommendation includes the following additional funding requests:

#### Base Budget Increases:

- \$110,000 2.0 FTE Grade 7 Pollard Cluster Teachers. Currently, there are four clusters and 18 teachers per grade. One cluster at each grade consists of 6 teachers; all other clusters have 4 teachers each. This request would create five 4-person clusters at Grade 7 to accommodate approximately 20 additional students. Given a projected enrollment of 438 in Grade 7, this request would reduce anticipated class sizes from 24/25 to 21/22 per class. Pollard
- \$11,000 0.2 FTE Pollard Engineering & Design Teacher. The technology strand in the science curriculum for Grade 7 and 9 is being implemented in the Engineering and Design Course. With an increase of 20 more students projected for FY13, a 0.2 FTE position is needed to maintain class size. Pollard
- \$29,253 0.5 FTE Guidance Counselor at High Rock. This position is needed to provide guidance services, given approximately 20 Guidance/High Rock

additional students and to reduce the current caseload. The current caseload for the High Rock Guidance Counselor is 450 for the upcoming school year.

- \$6,410 0.1 FTE High Rock Nurse (Shifted from Essential Health Services Grant.) The ESH grant supports a 0.745 High Rock nurse, the contractual cost of which was not completely covered by the level-funded grant in FY12. Since an additional contractual cost increase is anticipated in FY13, this request shifts a portion of this position to the operating budget, to ensure that the salary expenses of this position are fully-funded. Nursing/ High Rock
- \$55,000 1.0 FTE Special Education Teacher for the Pollard Insight Program. This request is made in anticipation of the larger number of students with autism and other significant learning disabilities, who will enter Pollard School in FY13. Special Education/ Pollard
- \$6,673 0.1 FTE Expanded Special Education Reading Teacher at High Rock. This position would augment the existing staff of 0.4 FTE reading specialists, and would provide services to students, who need specialized reading as part of their IEP. Special Education/ High Rock
- \$1,000 Special Education Testing Supplies. Special educators, including speech pathologists and occupational/physical therapists, are required by IDEA to provide comprehensive assessments of students who are referred for special education testing and eligibility. Special Education/ Pollard & High Rock
- (\$2,999) Convert 0.5 Specialists and a 1.0 Teaching Assistant to a 1.0 FTE Pollard Special Education Teacher (Net Savings of \$2,999, or 0.5 FTE.) This request seeks ongoing authorization to convert a 0.2 FTE Physical Education Teacher, a 0.2 FTE Art Teacher, a 0.1 FTE Music Teacher and a 1.0 FTE Special Education Teaching Assistant at Pollard to a 1.0 FTE Special Education Teacher. The converted special education teaching position, created in the current year to meet student needs, is needed on an ongoing basis at that school. Physical Education/ Art/ Music/ Special Education/ Pollard
- \$38,278 0.6 FTE Expanded Special Education Reading Teacher at Pollard. This request expands a 0.4 FTE position to full-time, in order to accommodate the students, whose IEP's require specialized reading instruction. Special Education/ Pollard
- \$45,611 Restore 0.75 FTE Computer Technicians to the Operating Budget. These positions formerly were funded by Education Jobs Grant, which ends in FY12. Educational Technology/ High Rock & Pollard
- \$800 Ongoing Funding for School Gymnasium Inspections. This request provides additional funding to conduct safety inspections and required repairs of the apparatus that hangs from the ceilings in school gymnasiums. The Physical Education Department has conducted these inspections for many years. However, the budget allocation has been stretched to also include annual inspections of the High School ropes Physical Education/ Pollard & High Rock

- course (required) and to repair Fitness Center equipment at the middle and high schools. Additional funds are needed to provide a dedicated funding source for these inspections.

• \$9,126 Continue 0.2 FTE Pollard Physical Education Teacher. This request provides ongoing funding for a 0.2 FTE expanded Pollard Physical Education Teacher, which was added after the FY12 budget was approved, due to enrollment needs. The position will continue to be needed in FY13. Physical Education/ Pollard
- \$1,200 Additional Funding for Pollard Art Supplies. This request provides additional funding for art supplies, to address both increasing enrollments and inflationary cost increases in the price of supplies. Art / Pollard
- \$16,500 0.3 FTE Expanded Performing Arts Teacher at Pollard and High Rock. This request adds a 0.2 FTE Chorus/General Music Teacher at High Rock and a 0.1 FTE Band 8/Theater8/Music 7 teacher at Pollard. The additional staff are needed to meet anticipated enrollments in FY13. Music/ Pollard and High Rock
- \$22,000 0.4 FTE Expanded High Rock Spanish Teacher. This position is needed to meet anticipated enrollment and section requirements in FY13. World Language/ High Rock
- \$591 Budget Adjustment to base salary expenses. High Rock & Pollard
- **\$350,443 Subtotal Base Budget Increases**

**Program Improvement Increases:**

- \$1,636 Ongoing funding for High Rock Homework Club. Formerly was funded by the METCO Grant, the Homework Club provides after-school academic support for our students of color. High Rock
- \$55,607 Middle School Special Education Program Reorganization (0.3 FTE Increase.) The Special Education Program Review, conducted in 2011, recommended that the special education leadership structure be reorganized to improve the continuity and consistency of K-12 services, to improve building-based supervision and evaluation of staff members, and to more effectively manage student service delivery. The net 0.3 FTE increase reflects the conversion of a 0.67 FTE Team Chair to a 0.97 FTE Special Education Administrator. Special Education/ High Rock & Pollard
- \$27,500 0.5 FTE Pollard Literacy Specialist. This position is requested to sustain the literacy work begun in Grade 6 and to continue to support Pollard students who need targeted reading instruction. The position will provide 50% direct service to students and 50% classroom teacher coaching. Reading/ Pollard
- \$11,000 0.2 FTE Expanded High Rock Reading Teacher. This request expands the current 0.4 FTE High Rock Reading Teacher to 0.6 FTE, so that direct services may be provided across all clusters Reading/ High Rock

- to students who need targeted reading instruction.
- \$22,000 0.4 FTE Expanded High Rock Literacy Support Specialist. Reading/ High  
 Currently, the High Rock Literacy Specialist is 0.2 FTE, which Rock  
 limits the amount of time this position can support teachers’  
 instructional practices, due to teaching load, scheduling issues  
 and teacher availability. The expanded position will work  
 directly with teachers in order to build a better understanding of  
 and capacity for the use of a broad range of supports and  
 strategies within the classroom setting.
  - \$28,218 0.25 FTE Expanded Computer Technician at High Rock and a Educational  
 0.25 FTE Expanded Computer Technician at Pollard. In FY11, Technology/  
 the number of computer technicians was reduced from 5.0 FTE High Rock &  
 to 4.5 FTE. The Department of Elementary and Secondary Pollard  
 Education (DESE) recommends a technician/ computer ratio of  
 1/200. Our current ratio is 1/580. The expanded staff positions  
 will reduce the backlog of support requests and delayed  
 computer deployment.
  - \$1,046 Middle School Subscription to World Book Online. World Media  
 Book Online is one of the most highly utilized research Services/ High  
 resources at the elementary and middle schools. Previously, Rock &  
 this service was free through the Massachusetts Library System. Pollard  
 Due to financial constraints, this resource is no longer available  
 at no cost. This request purchases online services.
  - \$147,007 **Subtotal Program Improvement Increases**

## High School Summary:

High School Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	9,877,553	10,248,992	10,373,157	10,879,395	11,946,483	11,669,067	789,672	7.26%	22.83%
Purchase of Service	134,898	121,536	62,435	81,193	65,241	65,241	(15,952)	-19.65%	0.13%
Expenses	261,420	236,682	449,504	223,882	273,079	240,195	16,313	7.29%	0.47%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>10,273,871</b>	<b>10,607,211</b>	<b>10,885,097</b>	<b>11,184,470</b>	<b>12,284,803</b>	<b>11,974,502</b>	<b>790,032</b>	<b>7.06%</b>	<b>23.43%</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; Translation & Interpretation Services; 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 \$11,974,502, an increase of \$790,032 (7.1%) from FY12. This request includes a baseline budget of \$11,456,609, plus \$517,893 in net additional funding requests, which are detailed below. The \$11,456,609 baseline budget increases \$272,139 over the FY12 budget amount of \$11,184,470, and represents: \$280,625 in contractual salary increases (including steps, lanes and COLA), less \$8,486 in transfers out to other program levels.

The School Committee's FY13 budget recommendation includes the following additional funding requests:

### Base Budget Increases:

- \$55,000      1.0 FTE Mathematics Teacher. Currently, the Math Department serves 1,581 students, or 104% of the overall student population. Of the 74 sections of mathematics instruction offered, 28 (41%) hold 25 or more students. A total of 8 sections are enrolled at 28 or more students. The average student load per teacher is 112 students. Since nearly half of the sections are at or above capacity, and since student enrollment is expected to increase by 55 students in FY13, the Math Department will require a minimum of 5 sections to maintain the current level of service. This will require a 1.0 FTE additional teacher, since the normal teaching load for math teachers is 5 of 7 periods.      NHS/ Math
- \$55,000      1.0 FTE English Teacher. Currently, the English Department serves 1,533 students (just over 100% of the overall student population) in 68 course sections. As of October 1, 2011, 35 (50%) of these classes consisted of 24 or more students, with 8 sections at or above 28 students. The average student load per      NHS/ English

teacher is 90 students. Since half of the sections are at or above capacity, given the projected increase in student enrollment, the English Department will require an additional 5 sections to maintain the current level of service. This will require 1.0 FTE additional teacher, since the normal teaching load for math teachers is 4 of 7 periods.

- \$66,000 1.2 FTE Science Teachers. The Science Department serves 1,451 students (95% of the overall student population) in 71 course sections. Currently, 12 of these sections are at the maximum safe student capacity of 24 students, while another 21 sections consist of 22-23 students each. In order to safely serve the student population, as well as the projected increase for FY13, the Science Department will require 6 course sections (1.2 FTE) to provide level service to students and families. This also will bring the AP Physics Program back into compliance with the College Board requirement of double blocks for lab sciences. NHS/ Science
- \$55,000 1.0 FTE Social Studies Teacher. Currently, the Social Studies Department serves 1,524 students (101% of the overall student population) in 72 course sections. Twenty-three (32%) of these sections enroll 24 or more students. The average per teacher load is 106 students. Since one third of the sections in this department are over capacity, the department will require an additional 5 course sections, 77 in total, to maintain current levels of service. This will require a 1.0 FTE additional teacher, since the normal teaching load for Social Studies teachers is 5 of 7 periods. NHS/ Social Studies
- \$15,841 Continue Net 0.4 FTE Elective Teacher. During the current year, a net 0.4 FTE elective position was added at NHS, to meet enrollment needs. This position will continue to be needed in FY13. This request is for continued funding in FY13 and beyond. NHS & World Languages
- \$6,232 0.1 FTE NHS Nurse (Shifted from Essential Health Services Grant.) The ESH grant supports a 1.0 FTE NHS nurse, the contractual cost of which was not completely covered by the level-funded grant in FY12. Since an additional contractual cost increase is anticipated in FY13, this request shifts a portion of this position to the operating budget, to ensure that the position is fully-funded next year. Nursing/ NHS
- \$18,281 Convert 1.0 FTE NHS Teaching Assistant to a 0.5 FTE Special Education Team Chair. The Team Chair position, created in the current year to manage student cases at NHS, will need to continue in FY13 and beyond. This request partially funds this position through the elimination of a 1.0 FTE Teaching Assistant (for a net 0.5 FTE reduction.) Special Education/ NHS
- \$97,798 Restore 2.0 FTE Computer Technicians to the Operating Budget. These positions formerly were funded by Education Jobs Grant, which ends in FY12. Educational Technology/ NHS



- \$33,000 0.6 FTE NHS Physical Education Teacher. The NHS Wellness Department currently serves 1,544 students (100% of the overall student population.) Next year, that number will increase to 1,577. A maximum of 24 students per class has been designated as the cap for safety, quality of student engagement in classes, effectiveness of teacher feedback and capacity. Currently, 53% of our classes are over the cap, with 24% having 29 or more students. The additional position will help to reduce class size and provide more effective instruction to students. Physical Education/ NHS
- \$550 Ongoing Funding for School Gymnasium Inspections. This request provides additional funding to conduct safety inspections and required repairs of the apparatus that hangs from the ceilings in school gymnasiums. The Physical Education Department has conducted these inspections for many years. However, the budget allocation has been stretched to also include annual inspections of the High School ropes course (required) and to repair Fitness Center equipment at the middle and high schools. Additional funds are needed to provide a dedicated funding source for these inspections. Physical Education/ NHS
- \$2,800 Additional Funding for NHS Art Supplies. This request provides additional funding for art supplies, to address both increasing enrollments and inflationary cost increases in the price of supplies. Art / NHS
- \$11,000 0.2 FTE NHS Visual Arts Teacher. Last year, the Art Department was unable to place over 100 students who had requested Visual Arts electives. Current Visual Arts classes are filled with almost no seats available for added students who appear. This has caused concerns about students being unable to meet graduation requirements in the Fine & Performing Arts area. This position will provide additional elective opportunities to students in the Fine Arts area. Fine Art/ NHS
- \$11,000 0.2 FTE Expanded Latin Teacher. This request is to add another section of Latin 2 Honors. Currently, two sections of Latin 1 Honors are offered, but only one section of Latin 2 Honors is available. Without additional staff in this area, the World Language Department will eliminate Latin 4 Accelerated, in order to create the second section of Latin 2 Honors, in order to allow students to meet their two-year World Language requirement. An additional position will allow us to maintain current staffing levels in the face of increased enrollment, while also providing the additional section of Latin 2 Honors. World Language / NHS
- \$833 Budget Adjustment to Base Salary Expenses. NHS
- **\$428,334 Subtotal Base Budget Increases**

**Program Improvement Increases:**

- \$2,453 Assistant Speech & Debate Advisor Stipend (Category II.) This NHS

request is to create a stipend-based Assistant Advisor position for the Speech & Debate Team, which is a year-round activity that has grown to serve over 50 students. Students practice four times per week with one, two and three-day tournaments. The current advisor for this program provides roughly 650 hours of service per year to this activity, excluding related administrative duties, or duties related to the Championship Tournament, and is assisted by volunteers who aid in training and managing the team. This position will provide additional supervision and management for this activity.

- \$24,262 1.0 FTE School Aide – Safety. Due to architectural design, neither the NHS main lobby nor the main entrance can be monitored from the Principal’s Office or the Grade Level Offices. Although a highly-functional reception/security desk was designed and constructed in FY10, NHS has not had the means to staff the area. The unsecured/unmonitored main lobby represents a security risk to the NHS community. The presence of a School Aide to manage both the reception area and visitor traffic would greatly reduce this risk and would allow NHS to track visitors to the building with safety and consistency. NHS
- \$0 Convert the NHS Attendance Dean Stipend Position to a Fitness Center Supervisor Stipend Position. The NHS Fitness Center, which has had minimal supervision since it opened in January, 2009, represents a significant monetary investment to NPS as well as an exciting addition to the instructional program and physical plant. As such, it is important that the Center be well supervised to ensure that students and staff use the equipment safely and that the equipment is properly cared for and maintained. NHS
- \$0 NHS Varsity Rugby Coaching Stipend. Due to the new concussion legislation and head injury management policies, NHS has reclassified Rugby (formerly a club team) as an interscholastic sport. This request provides ongoing funding to hire a coach for the team. This request will be funded from athletic fees in FY13, rather than operating budget sources. NHS/ Athletics
- \$28,800 0.5 FTE Clinical Social Worker for the NHS Transitions Program. NHS has a large population of students, whose fragile emotional state makes it difficult for them to be successful and safe in the large, highly competitive environment of Needham High School. These students are at risk for psychiatric hospitalization, school refusal, substance abuse or simply shutting down. This position is requested to provide services to these students. Guidance/ NHS
- \$13,386 0.25 FTE Expanded Computer Technician at NHS. The Department of Elementary and Secondary Education (DESE) recommends a technician/ computer ratio of 1/200. Our current ratio is 1/580. The expanded staff position will reduce the backlog of support requests and delayed computer deployment. Educational Technology/ NHS

- \$404 NHS Subscription to World Book Online. World Book Online is one of the most highly utilized research resources. Previously, this service was free through the Massachusetts Library System. Due to financial constraints, this resource is no longer available at no cost. This request purchases online services. Media Services/ NHS
- \$1,993 K-12 Physical Education Instructional Materials and Supplies. This request provides for an increase in funds to purchase needed instructional equipment and educational supplies. Physical Education/ NHS
- \$22,000 0.4 FTE Theater Arts Teacher. In FY07, all NHS curricular Theater electives were cut, due to a failed override. The 2009 Fine & Performing Arts Program Review indicated the need for additional curricular and co-curricular theater opportunities for students who meet state and national academic standards. To help meet this need, a one-semester Theater elective was added in FY11, by re-allocating staff from the Middle School. This request will provide additional theater electives to expand student access. Performing Arts/ NHS
- **\$93,298 Subtotal Program Improvement Increases**

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

- (\$3,739) Eliminate 0.06 FTE Vacant Nurse Position. Currently, the Health Services Department has an unused 0.06 FTE nursing authorization in the budget, which is a remainder from position changes that had occurred in the past. The elimination of this position will increase the overall funding available for other required positions in FY13. Nursing/ NHS
- **(\$3,739) Subtotal Reductions**

## District Level Summary:

District Expenditures	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Approved	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	3,205,610	3,415,659	3,363,782	3,883,194	4,314,078	4,221,515	338,321	8.71%	8.26%
Purchase of Service Expenses	3,800,863	4,222,094	4,960,162	5,751,436	5,489,510	5,343,904	(407,532)	-7.09%	10.46%
Capital Outlay	276,822	434,122	304,403	263,751	301,438	297,622	33,871	12.84%	0.58%
Totals	<u>7,286,062</u>	<u>8,295,609</u>	<u>8,763,862</u>	<u>9,898,381</u>	<u>10,131,026</u>	<u>9,889,041</u>	<u>(9,340)</u>	<u>-0.09%</u>	<u>19.35%</u>

## 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; Regular Education Tuitions; Translation & Interpretation Services 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 \$9,889,041, a decrease of \$9,340 (0.09%) from FY12. This request includes a baseline budget of \$10,069,271, less \$180,230 in net additional funding requests, which are detailed below. The \$10,069,271 baseline budget is increased by \$170,890 over the FY12 budget amount of \$9,898,381, and represents: \$136,432 in contractual salary decreases (including steps, lanes and COLA), and \$34,458 in transfers in from other program levels.

The School Committee's FY13 budget recommendation includes the following additional funding requests:

### Base Budget Increases

- \$731 0.02 FTE Expanded Summer Program Assistant Support for the Personnel Office. This position will increase from 5.4 hours/day over 26 days to 7.0 hours per day over 46 days, to provide additional support during the busy summer hiring period. Human Resources
- \$6,042 Additional Work Days for Special Education Van Drivers and Monitor. The FY12 budget included 30 summer workdays for four of the six van drivers. Due to unexpectedly high demand for summer transportation services, this request provides 30 summer workdays for the two remaining van drivers and the van monitor position. Transportation/SPED
- \$42,636 New Full-Time (0.74 FTE) Special Education Van Driver and Transportation/

- |            |   |                         |
|------------|---|-------------------------|
|            | Van. Due to anticipated continued high student demand, the In-District Special Education Van Program is in need of an additional van (and driver) to provide service to preschool, middle school and high school students. Currently, all preschool seats are occupied – there are no additional seats to provide service to newly-identified children on IEP’s on any school vans. In addition, the middle/high school vans are at capacity. Since the District’s spare van is already deployed to handle overflow on some routes, a new van and driver must be added to provide service in FY13.  | SPED                    |
| • \$6,900  | Special Education Van Fuel. The Special Education In-Town Van Program is in its first year of operation and has experienced unexpectedly high volume use during the summer. As a result, the program is projected to use more fuel during the current year (\$12,194) than originally budgeted (\$8,100.) This request is to provide for an ongoing allocation of \$15,000 for special education van fuel, to accommodate the additional consumption and meet cost increases at the pump in FY13.   | Transportation/<br>SPED |
| • \$3,174  | Out-of-District Special Education Contractual Transportation Increase. This increase reflects the net impact of a 1% contractual rate increase (\$16,248), which is almost totally offset by a reduction in service costs (\$13,074), due to the graduation of several special education students in FY12. This request provides the additional funding needed to meet this contractual increase.   | Transportation/<br>SPED |
| • \$10,807 | Regular Transportation Contractual Increase. The per diem charge for buses in FY13 is scheduled to increase by 8.6%, from \$290/day to \$315/day. As a result, the cost of regular transportation services is expected to increase by \$53,142, overall. This overall increase is partially offset by a net decrease of \$3,240, due to a reduction in the number of Kindergarten mid-day buses from 2 to 1 and an increase in the budgeted fuel escalator expense for FY13. The \$49,902 net increase split between the operating budget (22%, or \$10,807) and the fee-based program (78% or \$39,095.)   | Transportation          |
| • \$9,686  | Additional Regular Education Bus. This request is to add an additional (13 <sup>th</sup> ) bus to the fleet of contract buses in FY13. Currently, the existing fleet is unable to completely meet demand, resulting in a 23-student wait list on the middle/high school (first) bus tier. This seat deficit will be exacerbated by the shift in enrollment growth expected to occur in FY13 from the elementary to the secondary level. It is estimated that the elementary tier will lose between 50-100 riders, and that the secondary tier will gain by an equivalent number. Although these riders will be spread across all routes, some of which have available seats, we expect that the number of children, who will be unable to secure a seat on the most crowded routes will increase without an additional bus. | Transportation          |

- \$100,000 Increase Regular Transportation Subsidy; Increase Fee from \$370 to \$390/Rider. As a result of contractual cost increases and the projected need for an additional bus, the cost of the regular transportation program will increase substantially next year. The budget increase will require a fee increase of \$95 (to \$465) in order to raise sufficient fee revenues to meet program costs. However, to keep the program affordable to fee-paying families, the School Committee proposes instead, to increase the operating budget subsidy to the fee-based program from \$156,769 to \$256,769 and raise the fee by only \$20 to \$390.

Transportation
- \$5,000 District-wide Psychological Testing Supplies. The District is mandated by IDEA to provide assessment of any students suspected of having a disability. The psychologists require additional funds to purchase up-to-date assessment protocols, in order to complete effective, high-quality testing.

Psychology
- \$2,500 504 District Compliance – Instructional Equipment. The number of students in the District, who are eligible for 504 Accommodation Plans, has grown over the last two years. The District is responsible for providing instructional equipment that allows the student to have full access to the school program.

Student 504 Compliance
- \$20,000 Annual License Fee for Web-Based Special Education IEP Software. During FY12, the District purchased web-based IEP software, *esped*, using federal stimulus funds. The new system will provide advantages over our current IEP software, that will result in a more time-efficient IEP process, translation capability and improved PowerSchool data integration and management. This request is for ongoing funding to pay the annual license fee.

Special Education
- (\$1,780) Convert 3-Hr/Week (0.09 FTE) Occupational/Physical Therapist position to a 3-Hr/Week (0.09 FTE) Certified Occupational Therapy Assistant Position, to better meet student needs.

Special Education
- \$181,986 Restore 2.14 FTE Certified Occupational Therapy Assistants, a 0.5 FTE Computer Technician and a 1.0 FTE Media Technician to the Operating Budget. These positions formerly were funded by Education Jobs Grant, which ends in FY12.

Special Education/  
Educational Technology/  
Media Services
- \$5,120 Out-of-District Regular Education Tuition. A Needham student is attending the Massachusetts Virtual Academy. This request provides ongoing funding to pay the tuition for this child.

Regular Education Out-of-District Tuition
- \$10,000 Translation and Interpretation Services. As a result of the Coordinated Program Review during SY 2010/11, the DESE determined that the District had not fully-implemented a federal requirement to translate documents and provide oral interpretation services to families, who require these services in order to fully access the school program. These funds will

Translation & Interpretation Services

- \$1,622 provide translation and interpretation services, as required.  
Budget Adjustment to Base Salary & Other Expenses. Central  
Administrative  
Offices/  
Educational  
Technology
- **\$404,424 Subtotal Base Budget Increases**

**Program Improvement Increases:**

- \$51,300 1.0 FTE Human Resources Specialist. Over the past five years, the District has grown significantly, in terms of new employees, due to special education needs and enrollment growth. In addition, the number of employees requesting leave has risen each year, which has resulted in an increase in the number of long-term substitutes hired. This request is to provide additional staff in the Human Resources Department to address these needs. Human  
Resources
- \$7,000 License Fee For Online Payment System. The School Department is in the process of implementing an online system for accepting payment of school fees and for registering students and adults in extracurricular programs. This request provides for the ongoing license cost of that system. Financial  
Operations
- (\$16,000) Membership in the ACCEPT Collaborative. Currently, the District contracts with the ACCEPT Collaborative for home-based and special education consultation services in students' homes. Since we are not members of ACCEPT, we pay a 20% premium on all contracted services. The cost of joining is \$4,000, which is expected to be offset by \$20,000 in anticipated savings from special education consultation services, for a net savings of \$16,000. General  
Services/  
Special  
Education
- \$4,904 School Messenger License Fee. School Messenger is the District's parent and staff notification systems and was funded in FY11 and FY12 from one-time budget savings. This request provides an ongoing allocation for this service to pay the annual license fee. Administrative  
Technology
- \$40,968 Increase Internet Bandwidth Capacity. Increased internet capacity is needed to support the pervasive and expanding instructional and administrative uses of technology. Currently, the District has two sources of internet bandwidth capacity: a guaranteed 5 Mbps connection and an up to 50 Mbps connection. On average, we get between 5-15 Mbps of the 50Mbps connection, in support of our 2600+ computer inventory. (A typical home connection is between 5-50 Mbps for 2-3 computers.) This request will expand the bandwidth to a guaranteed 50 Mbps connection, to better meet District-wide needs. Administrative  
Technology

- \$25,000 Data Integration Services. These services are requested to automate data exchange between core information systems. Currently, data is exchanged only upon manual import/export from/to other systems. As a result, it is difficult to keep data consistent and current between systems. Administrative Technology
- \$16,702 District-Level Special Education Program Reorganization (0.5 FTE Increase.) The Special Education Program Review, conducted in 2011, recommended that the special education leadership structure be reorganized to improve the continuity and consistency of K-12 services, to improve building-based supervision and evaluation of staff members, and to more effectively manage student service delivery. The net 0.5 FTE increase reflects the conversion of the 1.0 FTE Grade 6-8 SPED Director position to a 1.0 FTE K-8 Assistant Director position, as well as the addition of a 0.5 FTE Out of District Program Coordinator. Special Education/District
- **\$129,874 Subtotal Program Improvement Increases**

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

- (\$50,000) Reduction to Family Medical Leave Act (FMLA) Substitute Account. In the current year, the rate structure for long-term substitute teachers was revised to reduce the per diem payment for short-duration assignments. This change is anticipated to generate budget savings in future budget years. Based on this analysis, the Superintendent recommends reducing the FMLA substitute account. Substitutes
- (\$1,500) Reduction to health services professional services line item. Health Services
- (\$20,000) Reduce Special Education Professional Services Budget (0.32 FTE.) Due to efficiencies realized in staffing for special education summer programs, the Department has requested a reduction in program funds. Special Education
- (\$643,028) Reduction to Special Education Out-of-District Tuition Budget. The state budget included funding to provide a 65% Circuit Breaker reimbursement rate in FY12, which exceeded the 40% budgeted rate. The DESE has counseled districts to continue to budget this rate in FY13. Given the higher reimbursement rate, we expect that local funding resources for special education tuition expenditures can be reduced. This request aligns the FY13 budget with anticipated expenses, based on a 65% Circuit Breaker reimbursement rate, a 3% cost of living adjustment for tuitions and a \$38,912 four-times-foundation expenditure threshold, for reimbursement purposes. Special Education Out-of-District Tuitions
- **(\$714,528) Subtotal Reductions**



# FY13 Demographic Data of Comparable Communities

Community	FY12 Average Single Family Tax Bill (1)		FY11 Per-Pupil Expenditure (2)		FY11 Student Teacher Ratio (2)		FY10 MCAS ELA CPI (3)		FY10 MCAS Math CPI (3)		FY10 Combined SAT (3)		FY12 Teacher Starting Salary with Masters (4)		FY12 Teacher Top Salary with Masters + 30 (4)	
	Amount	Rank	Amount	Rank	Ratio	Rank	Score	Rank	Score	Rank	Score	Rank	Amount	Rank	Amount	Rank
Belmont	\$9,964	8	11,968.83	17	17.0 to 1	18	96.4	6	92.3	7	1835	3	\$48,621	5	\$89,455	7
Brookline	N/A		16,556.38	3	12.7 to 1	4	93.5	18	91.4	12	1743	13	\$48,045	8	\$87,970	9
Concord *MCAS	\$11,564	5	16,637.25	2	13.6 to 1	7	99.2	1	96.7	1	1828	4	\$50,076	1	\$94,809	1
Dedham	\$5,770	18	15,458.82	8	12.7 to 1	4	90.5	20	85.4	19	1508	20	\$50,039	2	\$81,318	17
Dover **MCAS	\$12,390	3	16,495.20	4	10.5 to 1	1	97.6	2	92.9	4	1781	10	\$49,993	3	\$91,161	5
Framingham	\$5,774	17	15,769.16	7	12.7 to 1	4	83.7	21	77.0	21	1570	19	\$47,662	9	\$78,875	20
Holliston	\$6,916	15	12,089.07	16	13.5 to 1	6	94.5	16	90.7	14	1672	16	\$46,055	16	\$86,379	10
Hopkinton	\$8,082	13	12,297.63	15	14.6 to 1	13	96.2	8	91.9	10	1718	14	\$46,142	14	\$82,149	15
Lexington	\$10,441	7	NA		12.2 to 1	2	97.0	4	95.0	2	1894	1	\$46,610	12	\$85,437	11
Medfield	\$8,811	12	11,364.11	20	14.7 to 1	14	95.4	12	90.3	15	1759	12	\$45,912	17	\$83,985	12
Natick	\$6,015	16	12,648.93	14	14.5 to 1	12	94.0	17	90.1	16	1614	17	\$46,834	11	\$80,338	18
<b>Needham</b>	<b>\$8,075</b>	<b>14</b>	<b>13,601.94</b>	<b>13</b>	<b>15.5 to 1</b>	<b>17</b>	<b>94.7</b>	<b>15</b>	<b>91.1</b>	<b>13</b>	<b>1783</b>	<b>9</b>	<b>\$46,104</b>	<b>15</b>	<b>\$83,708</b>	<b>13</b>
Newton	\$8,910	11	16,391.60	6	14.8 to 1	15	94.8	13	92.0	9	1811	7	\$47,070	10	\$88,341	8
Norwood	\$3,862	20	13,616.24	12	12.9 to 1	5	90.7	19	81.7	20	1500	21	\$43,374	21	\$77,364	21
Sherborn **MCAS	\$13,534	2	16,495.20	4	10.5 to 1	1	97.6	2	92.9	4	1781	10	\$49,993	3	\$91,161	5
Walpole	5,740	19	11,691.10	19	15.1 to 1	16	94.8	13	86.9	18	1589	18	\$43,622	20	\$81,894	16
Wayland	\$11,274	6	15,121.16	10	13.9 to 1	9	96.0	10	91.7	11	1827	5	\$46,147	13	\$94,376	2
Wellesley	\$11,860	4	15,421.18	9	13.7 to 1	8	95.6	11	90.0	17	1817	6	\$48,411	6	\$93,272	3
Weston	\$16,643	1	19,359.97	1	12.3 to 1	3	96.2	8	92.1	8	1863	2	\$48,261	7	\$92,065	4
Westwood	\$9,019	10	13,999.00	11	14.1 to 1	10	96.9	5	92.9	4	1714	15	\$44,220	19	\$82,837	14
Winchester	9,557	9	11,821.68	18	14.2 to 1	11	96.3	7	93.2	3	1803	8	\$44,994	18	\$78,991	19

\* - Concord-Carlisle

\*\* - Dover-Sherborn

(1) Source: Commonwealth of Massachusetts Department of Revenue Website. Brookline has adopted a residential tax exemption and does not submit sufficient data to determine average tax bill.

(2) Source: Commonwealth of Massachusetts Department of Education Website. Concord is Concord. Dover & Sherborn

(3) Source: Commonwealth of Massachusetts Department of Education Website. 2011 MCAS Data for All Students, All Grades. Test data for Concord is Concord-Carlisle. Test & salary data for Dover & Sherborn is Dover-Sherborn.

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

## 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 2010/11 (Source: Department of Elementary & Secondary Education)*

FY11 Expenditures per Pupil by Function	General Fund Approp (1)	Grants & Revolving	All Fund Total	% of Total	Per Pupil Expenditure	State Average
Administration	3,138,951	105,662	3,244,613	4.38	604.68 <sup>(2)</sup>	447.78
Instructional Leadership	4,523,369	766,740	5,290,109	7.14	985.89 <sup>(2)</sup>	829.29
Classroom and Specialist Teachers	25,880,152	1,034,839	26,914,991	36.30	5,016.03 <sup>(2)</sup>	5,022.50
Other Teaching Services	4,594,754	1,038,782	5,633,536	7.60	1,049.90 <sup>(2)</sup>	993.12
Professional Development	766,676	95,345	862,021	1.16	160.65 <sup>(2)</sup>	240.36
Instructional Materials, Equipment and Technology	1,270,977	964,139	2,235,116	3.01	416.55 <sup>(2)</sup>	430.48
Guidance, Counseling and Testing	2,183,848	108,956	2,292,804	3.09	427.30 <sup>(2)</sup>	371.89
Pupil Services	1,525,531	3,244,567	4,770,098	6.43	888.98 <sup>(2)</sup>	1,217.16
Operations and Maintenance	6,336,842	54,966	6,391,808	8.62	1,191.21 <sup>(2)</sup>	1,062.90
Insurance, Retirement Programs and Other	10,889,738	173,237	11,062,975	14.92	2,061.76 <sup>(2)</sup>	2,292.56
Payments To Out-Of-District Schools	3,734,502	1,704,807	5,439,309	7.34	64,218.53 <sup>(3)</sup>	20,490.26
<b>TOTAL EXPENDITURES</b>	<b>64,845,340</b>	<b>9,292,040</b>	<b>74,137,380</b>	<b>100.00</b>	<b>13,601.94 <sup>(4)</sup></b>	<b>13,371.25</b>

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

(2) Based on In-District FTE Average Membership = 5,365.8

(3) Based on Out-of-District FTE Average Membership = 84.7

(4) Based on Total FTE Average Membership = 5,450.5

*Trend in Needham Per Pupil Expenditures by Function, FY09 - FY11 (Source: Department of Elementary & Secondary Education)*

FY11 Expenditures per Pupil by Function	FY09	FY10	FY11	% Chg 08-09	% Chg 09-10	% Chg 10-11
Administration	2,985,758	3,116,139	3,244,613	9.0%	4.4%	4.1%
Instructional Leadership	4,775,393	5,213,002	5,290,109	0.6%	9.2%	1.5%
Classroom and Specialist Teachers	24,647,893	26,486,854	26,914,991	4.8%	7.5%	1.6%
Other Teaching Services	5,063,669	5,689,440	5,633,536	3.4%	12.4%	-1.0%
Professional Development	736,293	943,401	862,021	-2.2%	28.1%	-8.6%
Instructional Materials, Equipment and Technology	2,062,982	2,298,904	2,235,116	-4.4%	11.4%	-2.8%
Guidance, Counseling and Testing	2,109,763	2,271,321	2,292,804	7.0%	7.7%	0.9%
Pupil Services	4,744,328	4,633,256	4,770,098	3.6%	-2.3%	3.0%
Operations and Maintenance	6,148,844	5,898,670	6,391,808	4.1%	-4.1%	8.4%
Insurance, Retirement Programs and Other	9,773,862	10,619,257	11,062,975	9.6%	8.6%	4.2%
Payments To Out-Of-District Schools	4,632,959	4,508,129	5,439,309	15.6%	-2.7%	20.7%
<b>TOTAL EXPENDITURES</b>	<b>67,681,744</b>	<b>71,678,373</b>	<b>74,137,380</b>	<b>5.4%</b>	<b>5.9%</b>	<b>3.4%</b>
Membership						
in-district fte average membership	5,151.54	5,334.70	5,365.80			
out-of-district fte average membership	73.00	75.70	84.70			
Total average membership, in and out of district	5,224.54	5,410.40	5,450.50			
<b>TOTAL EXPENDITURE PER PUPIL</b>	<b>12,955</b>	<b>13,248</b>	<b>13,602</b>			

*Comparative Per Pupil Expenditures, FY01-FY11 (Source: Department of Elementary & Secondary Education)*

FY 2000/01 - 2010/11 Comparative Per Pupil Expenditures

<u>Community</u>	<u>FY 01 (1)</u>	<u>FY 02 (2)</u>	<u>FY 03 (2)</u>	<u>FY 04 (2)</u>	<u>FY 05 (3)</u>	<u>FY 06 (3)</u>	<u>FY 07 (3)</u>	<u>FY 08 (3)</u>	<u>FY09 (3)</u>	<u>FY10 (3)</u>	<u>FY11 (3)</u>
Weston	\$11,018	\$10,909	\$11,404	\$12,077	\$14,414	\$16,073	\$16,467	\$17,017	\$18,023	\$18,591	\$19,360
Dover	\$9,942	\$8,603	\$9,856	\$10,253	\$12,786	\$15,559	\$14,615	\$15,084	\$16,591	\$15,646	\$17,607
Concord	\$10,275	\$9,640	\$10,157	\$10,567	\$13,037	\$14,411	\$15,514	\$17,486	\$16,342	\$16,438	\$16,637
Brookline	\$10,550	\$10,268	\$10,578	\$11,107	\$13,836	\$14,929	\$15,098	\$15,431	\$16,847	\$17,090	\$16,556
Newton	\$10,116	\$10,140	\$11,140	\$11,431	\$13,533	\$13,822	\$14,524	\$15,498	\$16,243	\$16,597	\$16,392
Lexington	\$9,568	\$9,482	\$9,686	\$8,797	\$11,929	\$12,600	\$12,768	N/A	\$15,368	\$15,862	NA
Framingham	\$8,986	\$8,945	\$9,699	\$10,518	\$13,681	\$13,621	\$14,169	\$14,621	\$15,373	\$15,675	\$15,769
Dedham	\$8,783	\$8,524	\$8,761	\$9,488	\$11,637	\$12,594	\$13,393	\$13,893	\$14,837	\$14,852	\$15,459
Wellesley	\$9,298	\$9,244	\$9,589	\$9,802	\$11,243	\$11,494	\$12,776	\$13,916	\$14,330	\$15,392	\$15,421
Sherborn	\$9,936	\$8,195	\$9,211	\$8,992	\$10,061	\$15,559	\$12,250	\$12,700	\$14,121	\$15,784	\$15,129
Wayland	\$8,743	\$8,711	\$10,042	\$9,944	\$11,599	\$12,317	\$13,214	N/A	\$14,342	\$15,219	\$15,121
Westwood	\$8,839	\$8,976	\$9,564	\$9,747	\$11,592	\$11,885	\$12,436	\$13,305	\$13,679	\$13,814	\$13,999
Norwood	\$7,598	\$7,246	\$7,894	\$8,004	\$10,648	\$11,028	\$12,052	N/A	\$12,993	\$12,790	\$13,616
Needham	\$8,847	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$12,070	\$12,552	\$12,955	\$13,245	\$13,602
State	\$7,874	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,865	\$12,497	\$13,055	\$13,064	\$13,371
Natick	\$8,364	\$8,088	\$9,319	\$8,637	\$10,290	\$11,092	\$11,829	N/A	\$12,926	\$12,910	\$12,649
Hopkinton	\$6,724	\$7,031	\$8,254	\$8,176	\$9,497	\$10,544	\$11,114	\$11,365	\$11,551	\$11,921	\$12,298
Holliston	\$7,081	\$7,437	\$8,055	\$7,938	\$9,524	\$10,193	\$10,856	\$11,217	\$11,604	\$12,186	\$12,089
Winchester	\$8,390	\$7,937	\$8,278	\$8,646	\$9,884	\$10,139	\$10,886	\$10,865	\$11,290	\$11,363	\$11,822
Walpole	\$6,940	\$7,641	\$7,230	\$7,603	\$9,437	\$10,277	\$10,470	\$11,232	\$11,812	\$11,971	\$11,691
Medfield	\$6,046	\$6,114	\$6,517	\$6,761	\$8,082	\$8,597	\$9,472	\$9,967	\$10,542	\$10,741	\$11,364
	<u>FY01</u>	<u>FY02</u>	<u>FY 03 (2)</u>	<u>FY 04 (2)</u>	<u>FY 05 (3)</u>	<u>FY 06 (3)</u>	<u>FY 07 (3)</u>	<u>FY 08 (3)</u>	<u>FY09 (3)</u>	<u>FY10 (3)</u>	<u>FY11 (3)</u>
Average of 20	\$8,896	\$8,551	\$9,154	\$9,337	\$11,339	\$12,345	\$12,754	\$13,450	\$14,039	\$14,341	\$14,498
Needham	8,847	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$12,070	\$12,552	\$12,955	\$13,245	\$13,602
State Average	8,364	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,865	\$12,497	\$13,055	\$13,064	\$13,371

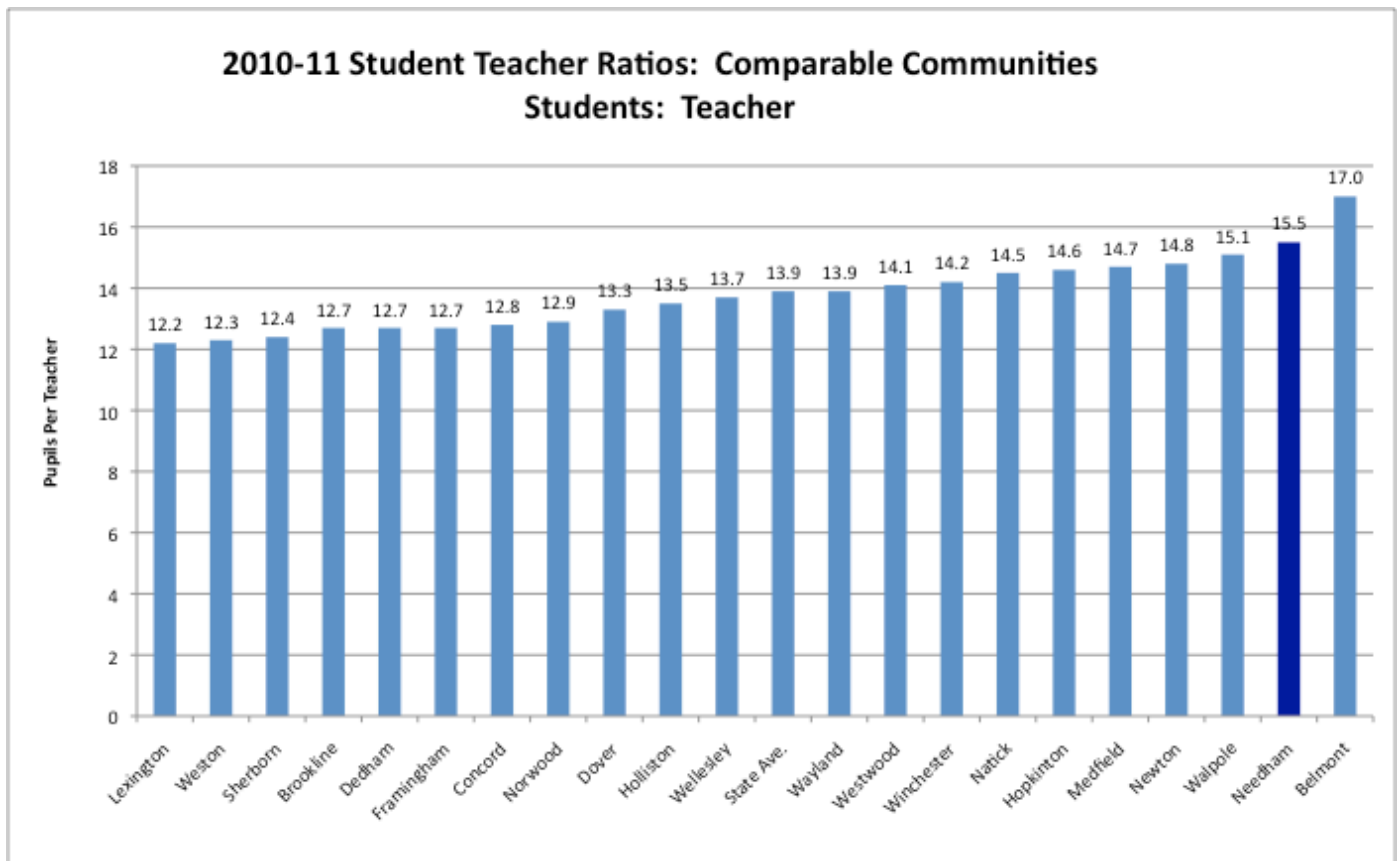
(1) Source: Massachusetts Department of Education. These figures represent "total intergrated education costs" divided by "net average membership," as a measure of "the average cost of education for all children residing in a community, regardless of the district where they attend." Total integrated 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 (15.5:1, which includes special education classrooms) also is higher than the state-wide average ratio (13.9:1.) Source: MA Department of Education



## Plans of High School Graduates:

Year	Number of Graduates	Four Year Colleges (%)	Two Year Colleges (%)	Military (%)	Work (%)	Other (%)	Gap Yr (%)
2011	328	93.3	1.5	0.0	1.0	2.4	1.8
2010	357	93.4	3.1	0.3	1.0	2.2	0.0
2009	304	93.0	0.7	0.0	1.0	5.2	0.0
2008	339	93.0	1.5	0.6	2.1	2.7	0.0
2007	323	94.0	1.0	0.0	1.0	4.0	0.0
2006	320	93.0	0.9	0.6	1.9	1.6	0.0
2005	332	90.3	3.0	0.6	4.5	1.6	0.0
2004	289	90.3	4.2	0.3	4.1	1.1	0.0
2003	301	92.0	2.7	0.3	3.4	1.6	0.0
2002	260	85.7	5.0	1.5	6.6	1.2	0.0
2001	272	88.2	2.6	3.0	3.3	2.9	0.0

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

## State and National Testing Results:

### Ten Year Comparison of SAT Scores:

Test/ Region	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Writing	This test was first administered in 2006										
Needham						589	591	612	598	610	593
State						510	511	513	510	509	509
National						497	494	494	494	492	489
Critical Reading											
Needham	586	577	577	586	587	586	588	594	594	602	592
State	511	512	516	518	520	513	513	514	514	512	497
National	506	504	507	508	508	503	502	502	501	501	513
Math											
Needham	603	596	596	597	598	594	590	602	603	610	595
State	515	516	522	523	520	524	522	525	526	526	514
National	514	516	519	518	523	518	515	515	515	516	527
Combined											
Needham	1189	1173	1173	1183	1185	1769	1769	1808	1795	1822	1780
State	1026	1028	1038	1041	1040	1547	1546	1552	1550	1547	1520
National	1020	1020	1026	1026	1031	1518	1511	1511	1510	1509	1529

Source: 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 (%)
10-2011	Needham	100	59	37	2	2
	State	100	33	51	13	3
08-2011	Needham	100	42	52	5	1
	State	100	20	59	15	6
07-2011	Needham	100	35	56	8	1
	State	100	14	59	21	6
06-2011	Needham	100	39	52	8	1
	State	100	17	51	23	9
05-2011	Needham	101	31	54	14	2
	State	100	17	50	24	9
04-2011	Needham	100	13	57	24	6
	State	100	10	43	35	12
03-2011	Needham	100	19	62	16	3
	State	100	11	50	30	9
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

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

# MCAS Mathematics:

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Imp'vment (%)	Failing/ Warning (%)
10-2011	Needham	100	77	16	4	3
	State	100	48	29	16	7
08-2011	Needham	100	41	39	13	7
	State	101	23	29	27	22
07-2011	Needham	101	43	38	13	7
	State	100	19	32	27	22
06-2011	Needham	100	48	35	12	5
	State	99	26	32	25	16
05-2011	Needham	100	37	39	20	4
	State	100	25	34	26	15
04-2011	Needham	100	24	40	31	5
	State	100	15	32	42	11
03-2011	Needham	100	22	60	15	3
	State	101	14	52	25	10
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

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



## MCAS Science & Technology:

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Improvement (%)	Failing (%)
05-2011	Needham	100	16	46	33	5
	State	101	14	36	36	15
08-2011	Needham	101	7	46	43	5
	State	100	4	35	42	19
10-2011	Needham	100	40	51	8	1
	State	101	20	47	27	7
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

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

# Class of 2011 Profile: Schools Attended by G.P.A. & SAT

## 5.0-4.75(CR722,M748,W763)

American University  
Amherst College (2)  
Bates College  
Brown University (2)  
Carleton College  
Colgate University  
Cornell University  
Harvard University  
Northeastern University (2)  
Princeton University  
University of Notre Dame (2)  
University of Richmond  
Wesleyan University (2)  
Williams College  
Yale University

## 4.74-4.50(CR707,M713,W723)

American University (2)  
Bard College  
Bates College  
Colby College (2)  
College of the Holy Cross (2)  
College of William and Mary (2)  
Colorado College  
Cornell University  
Fordham University  
Franklin W. Olin College of  
Engineering (2)  
Northwestern University  
Skidmore College  
The College of Wooster  
The George Washington University (2)  
Tufts University (2)  
Tulane University (2)  
University of California at Berkeley  
University of Edinburgh (Scotland)  
University of Massachusetts, Amherst  
University of Michigan  
University of Rochester (2)  
University of Southern California  
Villanova University  
Washington University in St. Louis

## 4.49-4.25(CR650,M668,W660)

Bates College  
Bentley University  
Boston University  
Bridgewater State University  
Bucknell University  
Carnegie Mellon University  
Claremont McKenna College  
Connecticut College  
Fairfield University

Fashion Institute of Technology  
Florida State University  
George Mason University  
Hobart and William Smith Colleges  
Lafayette College (2)  
Lehigh University  
Merrimack College  
New York University (3)  
Northeastern University (2)  
Oberlin College  
Occidental College  
Pennsylvania State University  
Siddhartha Institute (India)  
Skidmore College  
Syracuse University  
Tufts University  
Tulane University  
Union College  
University of Connecticut  
University of Delaware (2)  
University of Massachusetts, Amherst  
(3)  
University of Michigan  
University of Vermont  
University of Washington  
Villanova University  
Washington University in St. Louis  
Wentworth Institute of Technology  
Wesleyan University  
Worcester Polytechnic Institute

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

American University  
Babson College  
Bard College  
Boston College (3)  
Boston University (2)  
Bridgewater State University  
Case Western Reserve University  
Colby-Sawyer College  
Connecticut College  
Drexel University  
Eckerd College  
Elon University  
Franklin W. Olin College of  
Engineering  
Goucher College  
Hofstra University  
Indiana University at Bloomington  
Ithaca College  
Marist College  
Maryland Institute College of Art  
Massachusetts College of Art & Design  
Miami University, Oxford (2)

Northeastern University (2)  
Pratt Institute  
Providence College  
Rensselaer Polytechnic Institute  
Saint Anselm University  
Simmons College  
Skidmore College (2)  
Smith College  
Syracuse University  
Temple University  
The George Washington University  
Tulane University  
Union College (2)  
University of Colorado at Boulder  
University of Delaware (3)  
University of Maryland, College Park  
(2)  
University of Massachusetts, Amherst  
(6)  
University of Michigan  
Wheaton College  
Worcester Polytechnic Institute

## 3.99-3.75 (CR583,M587,W588)

Arizona State University  
Binghamton University (2)  
Brigham Young University, Idaho  
Bryant University  
Clemson University  
College of Charleston  
Elon University  
Fairfield University (4)  
Global College at Long Island  
University  
Green Mountain College  
Manhattan College  
Manhattanville College  
Muhlenberg College  
Pennsylvania State University,  
University Park  
Santa Clara University  
Suffolk University  
Syracuse University  
The George Washington University (2)  
The University of Arizona  
Union College (2)  
University of Delaware  
University of Massachusetts, Amherst  
(7)  
University of New Hampshire (2)  
University of South Carolina (2)  
Wheaton College

## **Class of 2011 Profile: Schools Attended by G.P.A. & SAT**

### **3.74-3.50(CR573,M569,W564)**

Bay State College  
Boston University  
Brandeis University  
Brigham Young University  
City University of New York  
Fairfield University  
Hampshire College  
High Point University  
Hofstra University  
Ithaca College  
Keene State College  
Massachusetts College of Pharmacy & Health Sciences  
New York University  
Northeastern University  
Ohio Wesleyan University  
Rose-Hulman Institute of Technology  
Saint Michaels College  
University of Delaware  
University of Hartford  
University of Massachusetts, Amherst (2)  
University of New Hampshire  
University of Pittsburgh  
University of South Carolina  
University of Vermont  
Wentworth Institute of Technology  
Westfield State College

### **3.49&Below(CR512,M510,W499)**

Anna Maria College (2)  
Appalachian State University  
Bay State College  
Becker College  
Bridgewater State University  
Bryant University (2)  
Champlain College  
Coastal Carolina University (2)  
Colby-Sawyer College  
Curry College  
Dean College  
Emmanuel College (3)  
Fairfield University (3)  
Fisher College  
Framingham State University (2)  
Franklin Pierce University (2)  
Ithaca College  
Johnson & Wales University (4)  
Lesley University  
Marymount Manhattan College (2)  
Massachusetts Bay Community College (2)  
Massachusetts College of Art & Design  
Massasoit Community College

Merrimack College  
Newbury College (2)  
Northeastern University  
Paine College  
Parsons The New School for Design  
Quinnipiac University  
Roger Williams University (4)  
Santa Monica College  
Siena College  
Southern New Hampshire University  
Springfield College  
St. John's University – Queens  
State University of New York at Albany  
Stonehill College  
Suffolk University (2)  
The College of Wooster  
University of Bridgeport  
University of Colorado at Boulder  
University of Connecticut  
University of Hartford  
University of Massachusetts, Amherst (2)  
University of Massachusetts, Boston (2)  
University of Massachusetts, Lowell (2)  
University of North Carolina at Charlotte  
University of Rhode Island (3)  
Westfield State University (3)  
Wheelock College (2)

# Grants Summary: FY01 – FY11

<b>GRANT SUMMARY</b>	<b>FY '01</b>	<b>FY '02</b>	<b>FY '03</b>	<b>FY '04</b>	<b>FY '05</b>	<b>FY '06</b>	<b>FY '07</b>	<b>FY '08</b>	<b>FY '09</b>	<b>FY '10</b>	<b>FY '11</b>
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>
<b>% increase over previous year total</b>	<b>39%</b>	<b>16%</b>	<b>2%</b>	<b>-2%</b>	<b>2%</b>	<b>7%</b>	<b>10.0%</b>	<b>1.6%</b>	<b>20.2%</b>	<b>15.3%</b>	<b>8.1%</b>

## GRANT DETAIL

### Mass DOE -- State/Federal Entitlement

	<b>FY '01</b>	<b>FY '02</b>	<b>FY '03</b>	<b>FY '04</b>	<b>FY '05</b>	<b>FY '06</b>	<b>FY '07</b>	<b>FY '08</b>	<b>FY '09</b>	<b>FY '10</b>	<b>FY '11</b>
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	\$13,384	\$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
LEP Summer Support/ Title III											\$2,953
Class Size Reduction Program	34,390	\$42,549	Now IIA&V								
SPED Corrective Action							\$12,000				
SPED Program Review (audit prep)					\$6,000						
Early Childhood Curriculum/IEP Study Group			\$3,500								
Early Childhood Increasing Capacity			\$3,285								
Early Childhood Mental Health			\$7,000	\$0							
Limited English Proficient Assessments			\$395								
Title I for Delinquent/Neglected* – Walker School		\$28,337	\$32,387	\$48,169	\$54,113	\$40,709	\$36,084	\$32,131	\$33,820	\$27,909	\$24,238
ARRA - SFSF Recovery Grant									\$643,484	\$580,867	\$457,937
ARRA - IDEA Special Education (School Age)										\$580,984	\$803,002
ARRA - IDEA Special Education (Preschool)										\$26,952	\$26,952
Education Jobs											\$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>\$2,830,340</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

	<b>FY '01</b>	<b>FY '02</b>	<b>FY '03</b>	<b>FY '04</b>	<b>FY '05</b>	<b>FY '06</b>	<b>FY '07</b>	<b>FY '08</b>	<b>FY '09</b>	<b>FY '10</b>	<b>FY '11</b>
Technology Enhancement*			\$119,549	\$119,549							
Academic Support Services (MCAS Tutoring)	36,100	\$28,700	\$31,400	\$3,200	\$2,553	\$3,830	\$4,700	\$12,700	\$12,100	\$10,900	\$9,800
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											\$7,500
Project FOCUS: Empowering SPED		\$0	\$3,000								
<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.

# 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><u>Corporate</u></b>											
Mass Insight/Microsoft/Lesley test data analysis software donation			\$60,000								
<b><u>Higher Education</u></b>											
Harvard Volunteer Consulting Team	In-kind			In-kind	In-kind						
Olin College			In-kind	In-kind	In-kind	In-kind		In-kind			
<b><u>Foundation</u></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						
MA Biotechnology Ed Found BioTech Award							\$8,800	\$1,200	\$0	\$0	\$0
Smart Technologies							\$22,872				
Needham Cong Church-Steps to Success							\$18,000	\$23,600	\$0	\$0	\$0
<b><u>Norfolk County District Attorney's Office</u></b>											
Post-Graduation Safe Activities		\$250	\$250				\$250	\$250	\$0	\$0	\$0
<b><u>MA Department of Public Health</u></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>U.S. Department of Education</u></b>											
Project SERV – Suicide							\$25,500				
<b><u>U.S. Environmental Protection Agency</u></b>											
Environmental Education - Science Center											\$44,510
<b><u>MA Cultural Council</u></b>											
Creative Schools Program		\$11,452					\$8,000	\$8,000			
Yellow Bus									\$200		
MA Travel & Tourism (Riverside Contract								\$50,000			
<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: FY09 – FY11

REVOLVING FUND	FY09 CURRENT REVENUE	FY09 TOTAL EXPENDED	FY09 ENDING BALANCE	FY10 CURRENT REVENUE	FY10 TOTAL EXPENDED	FY10 ENDING BALANCE	FY11 CURRENT REVENUE	FY11 TOTAL EXPENDED	FY11 ENDING BALANCE	NOTE
FEE BASED TRANSPORTATION	474,726	457,415	460,620	439,593	420,384	479,828	498,077	454,338	523,567	(1)
PRODUCTION CENTER FEE-BASED	12,559	15,410	7,005	13,365	-	20,370	11,547	31,384	534	
BROADMEADOW LEASE	9,592	9,592	0	9,304	9,304	0	9,629	9,629	0	
BROADMEADOW BOOK/EQUIPMENT	-	-	0	-	-	0	-	-	0	
ELIOT LEASE	7,031	7,031	0	7,192	7,192	0	8,734	8,734	0	
ELIOT BOOK/EQUIPMENT SALES	705	646	398	604	539	463	781	795	449	
HILLSIDE LESLEY INTERNS	43,500	29,573	16,865	28,120	39,746	5,239	47,720	48,470	4,488	
HILLSIDE BOOK/EQUIPMENT SALES	-	-	-	-	-	-	603	-	603	
MITCHELL LEASE	12,260	11,860	400	12,709	13,109	-	13,488	13,488	0	
NEWMAN LEASE	13,590	13,817	1	15,617	15,617	1	10,266	10,266	1	
NEWMAN BOOK/EQUIPMENT SALE	946	909	38	911	-	948	932	949	932	
HIGH ROCK LOST BOOKS	Reallocate from Pollard		162	-	-	162	28	-	190	
HIGH ROCK OVERNIGHT CAMP	93,374	88,809	4,568	93,952	98,366	154	107,496	107,426	224	
HIGH ROCK BOOK/EQUIPMENT SALES	Reallocate from Pollard		1,474	2,060	-	3,534	2,125	1,626	4,034	
POLLARD JAPAN EXCHANGE	1,490	3,333	662	-	-	662	-	-	662	
POLLARD BOOK/EQUIPMENT SALES	9,961	5,569	2,948	3,551	3,324	3,175	4,735	3,562	4,348	
POLLARD LOST BOOKS	709	2,500	324	759	341	742	961	100	1,603	
HIGH SCHOOL TESTING	50,025	48,457	8,757	53,941	53,560	9,138	48,419	53,107	4,450	
HIGH SCHOOL BOOK/EQUIPMENT SALES	7,651	7,605	1,154	5,770	5,703	1,220	6,620	6,573	1,267	
HIGH SCHOOL LOCKERS	-	3,238	1,004	-	-	1,004	-	-	1,004	
HIGH SCHOOL TEXTBOOK RECOVERY	2,495	4,872	6,273	2,788	3,571	5,490	926	2,296	4,119	
HIGH SCHOOL PARKING	-	2,138	2,687	4,376	6,060	1,003	6,025	4,892	2,136	
HIGH SCHOOL NON-RESIDENT TUITION	16,928	1,277	15,863	-	5,286	10,577	8,535	9,100	10,012	
SPED OUT-OF-DISTRICT TUITION	48,455	48,460	279	22,548	17,748	5,079	4,756	9,556	279	
SPED NON-RESIDENT TUITION	65,927	63,952	2,158	74,100	64,261	11,998	81,370	69,081	24,286	
INTEGRATED PRESCHOOL	176,721	132,416	46,459	296,564	235,184	107,838	216,714	221,630	102,922	(2)
SCIENCE CENTER	20	220	1,270	-	285	985	-	50	935	
MEDIA RECOVERY	2,186	1,115	2,371	2,143	2,274	2,240	3,766	1,388	4,618	
SCH PERFORMING GROUPS	38,799	25,007	30,235	20,083	13,350	36,968	19,131	28,273	27,825	
FEE-BASED ARTS INSTRUCTION	212,135	229,192	8,470	191,714	194,203	5,981	193,298	180,288	18,991	
FINE & PERFORMING ARTS SALES TO STUDENTS	(379)	15,941	8,170	9,315	12,616	4,868	19,272	18,410	5,730	
GRAPHIC ARTS	54,350	62,031	37,035	59,577	61,927	34,685	66,985	64,118	37,552	
MUSICAL	21,877	21,186	12,911	18,197	17,355	13,754	27,270	26,202	14,822	
WORLD LANGUAGES FEE-BASED	2,906	2,011	1,066	5,733	6,766	34	5,285	5,307	11	
KINDERGARTEN AFTER SCHOOL ENRICH (KASE)	973,343	770,250	782,034	884,363	906,627	759,769	794,559	1,002,536	551,793	(3)
ELEMENTARY AFTER SCHOOL ENRICH (EASE)	85,898	84,811	19,185	92,374	103,181	8,379	121,969	113,972	16,376	
POLLARD AFTER SCHOOL ENRICH (PAS)	62,186	54,129	10,067	65,421	68,308	7,180	79,474	71,692	14,962	
SUMMER SCHOOL	206,983	164,400	207,832	237,653	174,649	270,836	259,494	213,545	316,784	(4)
TUTORING	-	-	525	225	-	750	80	-	830	
SUMMER SPORTS CLINICS	-	-	-	15,705	1,019	14,686	11,850	4,751	21,784	
METCO REVOLVING FUND	1,200	9,729	5,389	935	3,310	3,014	1,535	2,999	1,549	
METCO SUMMER SCHOOL	100	1,261	39	-	-	39	-	-	39	

## Revolving (Fee-Based) Funds: FY09 – FY11 (continued)

REVOLVING FUND	FY09 CURRENT REVENUE	FY09 TOTAL EXPENDED	FY09 ENDING BALANCE	FY10 CURRENT REVENUE	FY10 TOTAL EXPENDED	FY10 ENDING BALANCE	FY11 CURRENT REVENUE	FY11 TOTAL EXPENDED	FY11 ENDING BALANCE	NOTE
HIGH SCHOOL ATHLETICS	416,398	416,565	41,379	422,754	374,616	89,517	482,736	487,573	84,680	
FOOD SERVICES	1,825,725	1,858,945	887,663	1,930,412	1,822,494	995,581	1,950,948	1,823,442	1,123,087	(5)
ADULT EDUCATION	229,907	203,232	81,618	223,276	228,666	76,228	255,027	267,420	63,836	
STAFF DEVELOPMENT	24,815	21,613	12,414	13,793	5,128	21,078	15,715	13,127	23,666	
<b>GRAND TOTAL REVOLVING</b>	<b>5,207,093</b>	<b>4,900,515</b>	<b>2,729,769</b>	<b>5,281,495</b>	<b>4,996,068</b>	<b>3,015,196</b>	<b>5,398,880</b>	<b>5,392,097</b>	<b>3,021,979</b>	

(1) Transportation balance represents fee pre-collection for next fiscal year. Fund also requires fund balance equivalent

0

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

(3) KASE fund balance includes assigned balances: \$54,000 fee precollections, 3 months operations (\$274,497), Bus Contingency (\$23,800), 0.5 SPED Aide (\$17,000), School relocation expenses (\$20,000), FY13 fee offset (\$67,446)

(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 (\$593,739), revenue precollections (93,149). Balance to be used to replace kitchen equipment Newman School (\$132,900 - \$185,000), other equipment replacement.

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