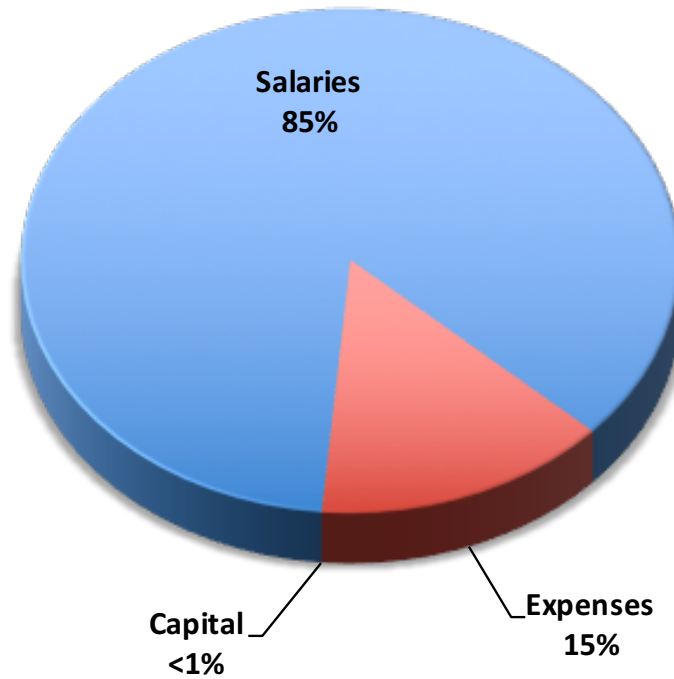# FY 2020/21 School Operating Budget

FY 2020/21
Superintendent's Recommended Operating Budget
Expenditures by Line Item Category
**$80,943,823**

Salaries
85%

Capital
<1%

Expenses
15%

Expenditures by Line Item Category:

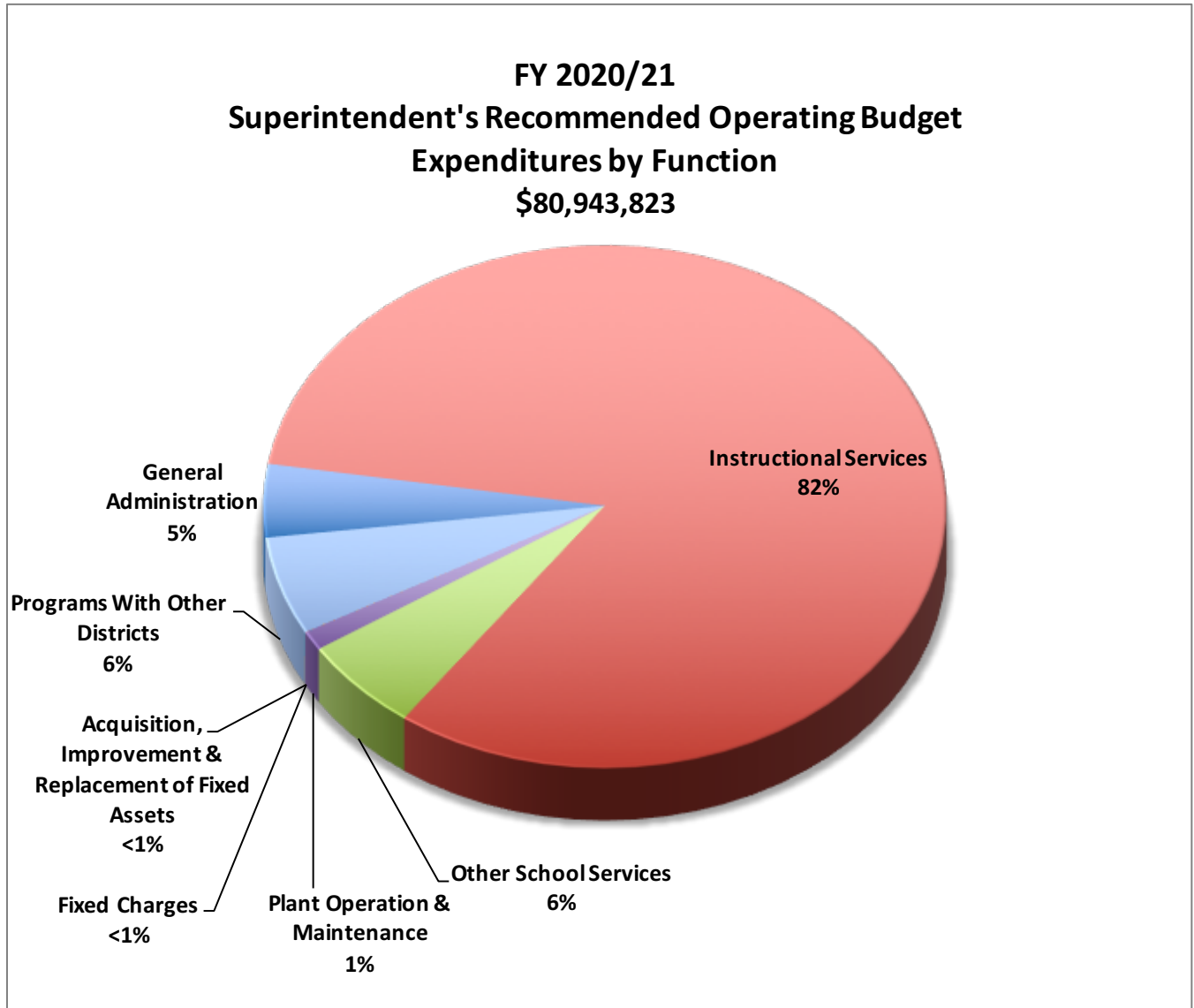| Category/ Line Item	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	54,593,817	57,726,499	60,594,806	65,050,423	71,024,408	69,192,571	4,142,148	6.37%	85.5%
Expenses	10,027,061	10,074,498	10,457,971	10,950,592	12,508,310	11,746,502	795,910	7.27%	14.5%
Capital Outlay	16,515	45,513	34,213	4,750	4,750	4,750	-	0.00%	0.0%
GRAND TOTAL	**64,637,394**	**67,846,508**	**71,086,989**	**76,005,765**	**83,537,468**	**80,943,823**	**4,938,058**	**6.50%**	**100.0%**

Expenditures by Program Area/ Department:

FY 20/21
Superintendent's Recommended Operating Budget
Expenditures by Program Area
$80,943,823
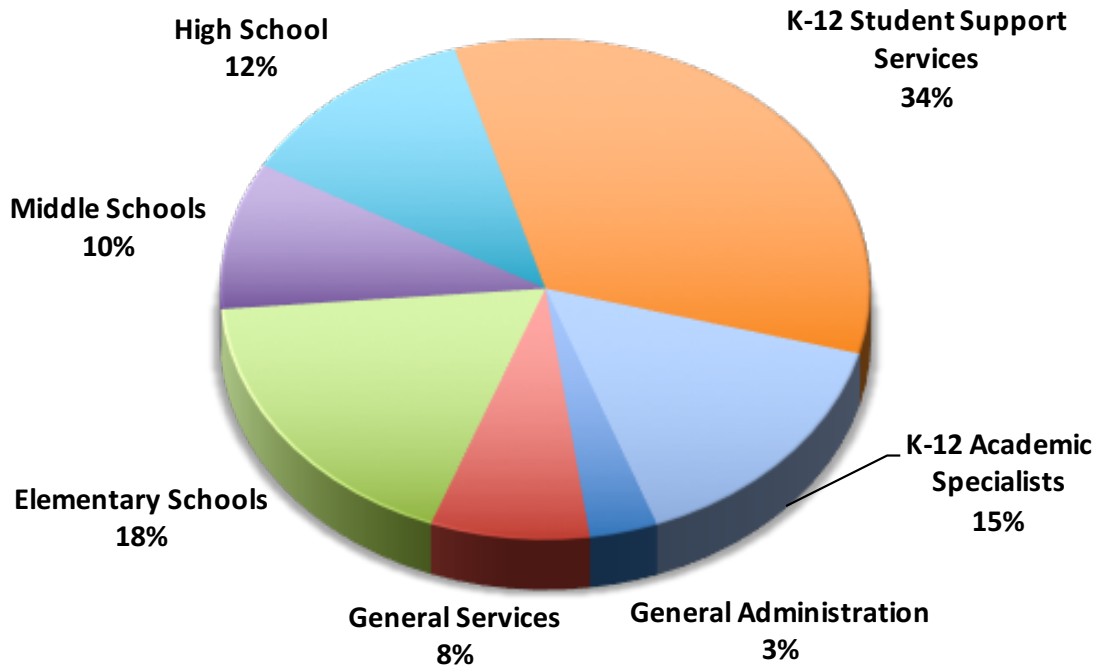
Program Area/Department	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
General Administration	2,175,778	2,547,070	2,722,658	2,634,104	2,917,720	2,731,205	97,101	3.7%	3.4%
General Services	4,212,854	4,317,773	4,710,105	5,726,492	6,681,886	6,390,146	663,654	11.6%	7.9%
Elementary Schools	11,196,940	11,621,903	12,179,992	13,983,873	14,775,369	14,549,239	565,366	4.0%	18.0%
Middle Schools	6,399,280	6,749,072	7,092,825	7,400,566	8,050,719	7,724,223	323,657	4.4%	9.5%
High School	8,245,330	8,637,378	9,044,234	9,426,259	10,082,996	9,909,776	483,517	5.1%	12.2%
K-12 Student Support Services	21,809,872	22,778,650	24,038,243	25,170,613	28,174,898	27,286,507	2,115,894	8.4%	33.7%
K-12 Academic Specialists	10,597,339	11,194,660	11,298,933	11,663,857	12,853,879	12,352,726	688,869	5.9%	15.3%
GRAND TOTAL	**64,637,394**	**67,846,508**	**71,086,989**	**76,005,765**	**83,537,468**	**80,943,823**	**4,938,058**	**6.50%**	**100.0%**

Expenditures by Functional Area:

FY 2020/21
Superintendent's Recommended Operating Budget
Expenditures by Function
$80,943,823

Instructional Services 82%

General Administration 5%

Programs With Other Districts 6%

Acquisition, Improvement & Replacement of Fixed Assets <1%

Fixed Charges <1%

Plant Operation & Maintenance 1%

Other School Services 6%

Expenditure Classification	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
General Administration (1000)	2,601,439	3,012,989	3,318,116	3,441,382	4,204,594	4,018,079	576,697	16.76%	5.0%
Instructional Services (2000)	53,632,378	56,287,343	58,841,120	62,619,711	69,194,361	66,959,446	4,339,735	6.93%	82.7%
Other School Services (3000)	3,719,451	3,758,313	3,953,728	4,415,132	4,756,107	4,648,236	233,104	5.28%	5.7%
Operation & Maintenance of Plant (4000)	473,386	525,321	681,448	912,229	499,872	498,847	(413,382)	-45.32%	0.6%
Fixed Charges (5000)	18,500	14,500	14,500	2,000	2,000	2,000	-	0.00%	0.0%
Acquisition, Imp. & Repl. of Fixed Assets (7000)	16,515	45,513	34,213	4,750	4,750	4,750	-	0.00%	0.0%
Programs With Other School Districts (9000)	4,175,726	4,202,532	4,243,863	4,610,561	4,875,785	4,812,466	201,905	4.38%	5.9%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	4,938,058	6.50%	100.0%

Expenditures by Level:

FY 2020/21
Superintendent's Recommended Operating Budget
Expenditures by Level
$80,943,823

District-Wide 20%
Elementary School 37%
High School 23%
Middle School 20%
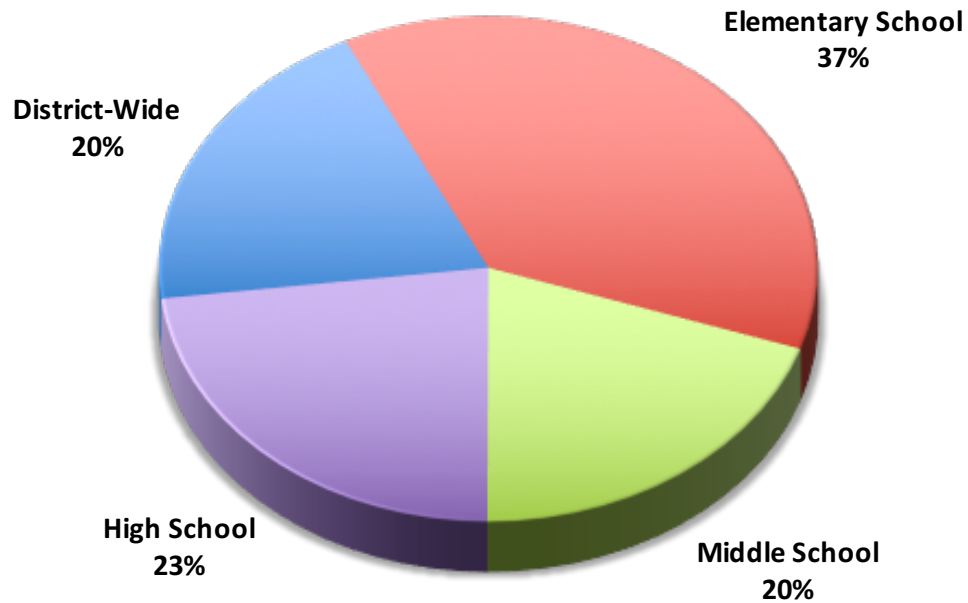
Expenditures by Level	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
District-Wide	12,830,579	12,572,671	13,035,145	14,834,766	16,579,339	16,008,559	1,173,793	7.91%	19.8%
PreK- Elementary									
Broadmeadow	4,695,133	4,941,275	5,178,545	5,718,012	6,347,437	6,013,073	295,061	5.16%	7.4%
Eliot	3,637,755	3,796,197	4,023,805	4,346,191	4,863,286	4,837,051	490,860	11.29%	6.0%
Hillside	4,232,320	4,656,023	4,952,503	5,538,436	6,458,572	6,323,909	785,473	14.18%	7.8%
Mitchell	3,767,716	4,046,174	4,250,746	4,649,659	4,965,414	4,796,450	146,791	3.16%	5.9%
Newman	5,658,319	6,360,349	6,580,531	6,956,218	7,209,176	7,003,539	47,321	0.68%	8.7%
Preschool	1,020,774	1,156,772	1,275,208	1,238,028	1,300,419	1,271,693	33,665	2.72%	1.6%
Totals	23,012,017	24,956,790	26,261,338	28,446,544	31,144,304	30,245,715	1,799,171	6.32%	37.4%
Middle School									
High Rock	5,043,017	5,238,551	5,142,856	5,607,488	6,075,338	5,852,176	244,688	4.36%	7.2%
Pollard	8,452,743	8,894,454	9,522,562	9,593,106	10,747,983	10,222,572	629,466	6.56%	12.6%
Totals	13,495,760	14,133,005	14,665,418	15,200,594	16,823,321	16,074,748	874,154	5.75%	19.9%
High School	15,299,039	16,184,041	17,125,088	17,523,860	18,990,503	18,614,800	1,090,940	6.23%	23.0%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	4,938,058	6.50%	100.0%

Expenditures by Line Item Detail:

Line Item Summary

Code	Category/ Line Item	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
	Salaries:									
51**	Salaries	54,593,817	57,726,499	60,594,806	65,050,923	71,024,408	69,192,571	4,141,648	6.37%	85.5%
	Subtotal	54,593,817	57,726,499	60,594,806	65,050,923	71,024,408	69,192,571	4,141,648	7.17%	85.5%
	Purch Svc/ Expense									
524*, 525*	Repairs & Maintenance	128,236	163,776	86,016	137,145	121,145	109,521	(27,624)	-20.14%	0.1%
527*	Rentals & Leases	-	16,109	23,414	23,314	24,534	24,114	800	3.43%	0.0%
5300	Professional & Technical Svcs.	1,026,495	908,432	1,056,687	759,706	542,206	542,206	(217,500)	-28.63%	0.7%
5303	P&T - Seminars & Training	-	-	69,720	91,449	97,899	97,899	6,450	7.05%	0.1%
5305	P&T - Software & License Fees	-	-	243,762	183,767	341,377	324,877	141,110	76.79%	0.4%
5311	Advertising	6,828	14,642	8,076	15,000	15,000	15,000	-	0.00%	0.0%
5320	Tuition	4,249,458	4,273,072	4,313,863	4,680,831	4,975,785	4,912,466	231,635	4.95%	6.1%
533*	Transportation	1,793,659	1,734,970	1,931,888	2,034,672	2,150,984	2,135,984	101,312	4.98%	2.6%
5340	Communication	7,060	6,991	1,962	2,000	2,000	2,000	-	0.00%	0.0%
5341	Mail/Postage	37,617	42,447	19,259	45,000	21,000	21,000	(24,000)	-53.33%	0.0%
5342	Landline	-	-	37,269				-	0.00%	0.0%
5343&5344	Wireless Communications	-	-	140,417	3,583	156,983	156,983	153,400	4281.33%	0.2%
5345	Printing & Binding	7,778	2,990	2,977	3,546	10,146	10,146	6,600	186.13%	0.0%
5380	Other Services	595,213	639,722	600,541	428,700	1,189,641	967,356	538,656	125.65%	1.2%
5420	Office Supplies	40,837	53,045	69,137	62,563	64,563	63,763	1,200	1.92%	0.1%
5500	Medical & Surgical Supplies	9,430	10,526	9,517	7,649	7,274	7,274	(375)	-4.90%	0.0%
5510	Educational Supplies	762,038	463,759	465,744	541,922	645,026	584,720	42,798	7.90%	0.7%
5511	Testing Supplies	20,167	19,811	28,650	22,396	22,396	22,396	-	0.00%	0.0%
5512	Instructional Classroom Reference	147,614	228,889	168,867	176,695	323,449	206,941	30,246	17.12%	0.3%
5517	Textbooks/ Workbooks	26,134	77,150	32,613	114,042	278,760	150,542	36,500	32.01%	0.2%
5522	Instructional Equipment	53,486	83,490	84,625	88,316	108,955	99,316	11,000	12.46%	0.1%
5523	Instructional Hardware	39,031	35,377	7,223	-	-	-	-	0.00%	0.0%
5524	Instructional Sofware	83,401	125,367	67,289	384,071	135,912	135,912	(248,159)	-64.61%	0.2%
5525	Instructional Technology	644,367	772,869	654,049	754,285	884,853	794,244	39,959	5.30%	1.0%
5526	Instructional Tech Supplies/Toner	-	-	52,514	96,135	108,135	108,135	12,000	12.48%	0.1%
5580	All Other Supplies	2,623	891	3,859	1,200	1,200	1,200	-	0.00%	0.0%
5710	In-State Travel/Conferences	105,076	98,303	36,522	64,479	44,549	44,469	(20,010)	-31.03%	0.1%
5720	Out-State Travel/Conferences	23,503	13,004	7,607	11,569	12,969	12,969	1,400	12.10%	0.0%
5730	Dues/Memberships	66,285	111,917	77,626	83,835	88,635	88,635	4,800	5.73%	0.1%
5740	Insurance Premiums	2,000	2,441	2,000	3,100	2,000	2,000	(1,100)	-35.48%	0.00%
5780	Other Expenses	148,725	174,508	154,278	129,122	130,934	104,434	(24,688)	-19.12%	0.13%
	Subtotal	10,027,061	10,074,498	10,457,971	10,950,092	12,508,310	11,746,502	796,410	7.91%	14.51%
	Capital Outlay									
5820	Buildings	-	-	-	-	-	-	-	0.00%	0.0%
5850,5870	Equipment	11,765	-	-	-	-	-	-	0.00%	0.0%
5851	Motor Vehicles	-	40,928	-	-	-	-	-	0.00%	0.0%
5856	Capital Technology	4,750	4,585	34,213	4,750	4,750	4,750	-	0.00%	0.01%
	Subtotal	16,515	45,513	34,213	4,750	4,750	4,750	-	0.00%	0.01%
	GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	4,938,058	6.50%	100.0%

Expenditures by Program Area/Department Detail:

Program/Department	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
General Administration									
School Committee	253,820	274,557	302,196	123,071	123,071	123,071	-	0.0%	0.2%
Superintendent	362,589	379,445	406,530	417,131	556,048	533,048	115,917	27.8%	0.7%
Personnel Resources	538,728	725,999	718,725	738,447	755,344	746,129	7,682	1.0%	0.9%
Student Development	217,816	241,799	373,956	391,435	319,270	315,970	(75,465)	-19.3%	0.4%
Program Development	248,153	256,736	268,449	283,141	293,090	293,090	9,949	3.5%	0.4%
Financial Operations	514,897	608,878	652,442	680,879	870,897	719,897	39,018	5.7%	0.9%
External Funding	39,775	59,656	360	-	-	-	-	0.0%	0.0%
Subtotal	2,175,778	2,547,070	2,722,658	2,634,104	2,917,720	2,731,205	97,101	3.7%	3.4%
General Services									
Professional Development	334,875	311,427	265,378	323,677	382,278	373,273	49,596	15.3%	0.5%
Employee Assistance Program	8,000	8,000	8,000	8,000	10,500	10,500	2,500	31.3%	0.0%
Staff 504 Accomodations	180	1,469	319	1,000	1,000	1,000	-	0.0%	0.0%
Lane Changes/Sick Buy Back	550	-	-	318,117	710,787	640,431	322,314	101.3%	0.8%
Substitutes	326,047	409,140	431,541	510,031	738,455	612,875	102,844	20.2%	0.8%
Curriculum Development	195,576	184,498	185,271	154,032	227,625	155,826	1,794	1.2%	0.2%
General Supplies, Services & Equip.	283,841	349,012	313,332	190,218	220,218	220,218	30,000	15.8%	0.3%
Production Center/Mail Room	111,347	139,696	109,878	144,855	121,282	121,282	(23,573)	-16.3%	0.1%
Administrative Technology	850,231	888,098	1,180,495	1,640,402	1,705,889	1,705,889	65,487	4.0%	2.1%
Transportation	2,102,207	2,026,433	2,215,891	2,436,160	2,563,852	2,548,852	112,692	4.6%	3.1%
Subtotal	4,212,854	4,317,773	4,710,105	5,726,492	6,681,886	6,390,146	663,654	11.6%	7.9%
Elementary Schools									
Broadmeadow Elementary	2,603,351	2,631,003	2,766,545	3,146,806	3,429,773	3,188,665	41,859	1.3%	3.9%
Eliot Elementary	1,776,915	1,776,212	1,892,323	2,209,589	2,333,992	2,399,466	189,877	8.6%	3.0%
Hillside Elementary	2,143,674	2,260,576	2,286,888	2,737,507	2,881,873	2,862,783	125,276	4.6%	3.5%
Mitchell Elementary	2,019,404	2,168,849	2,301,241	2,572,767	2,629,418	2,603,565	30,798	1.2%	3.2%
Newman Elementary	2,653,596	2,785,263	2,932,995	3,317,204	3,500,313	3,494,760	177,556	5.4%	4.3%
Subtotal Elementary	11,196,940	11,621,903	12,179,992	13,983,873	14,775,369	14,549,239	565,366	4.0%	18.0%
Middle Schools									
High Rock School	2,250,506	2,367,210	2,484,976	2,557,600	2,794,271	2,678,665	121,065	4.7%	3.3%
Pollard Middle School	4,148,774	4,381,862	4,607,849	4,842,966	5,256,448	5,045,558	202,592	4.2%	6.2%
Subtotal Middle	6,399,280	6,749,072	7,092,825	7,400,566	8,050,719	7,724,223	323,657	4.4%	9.5%
High School									
High School	7,758,148	8,113,030	8,538,480	8,846,133	9,390,916	9,256,434	410,301	4.6%	11.4%
High School Athletics	487,182	524,348	505,754	580,126	692,080	653,342	73,216	12.6%	0.8%
Subtotal High School	8,245,330	8,637,378	9,044,234	9,426,259	10,082,996	9,909,776	483,517	5.1%	12.2%
K-12 Student Support Services									
Guidance	2,713,156	2,782,924	2,971,511	3,105,205	3,414,245	3,339,776	234,571	7.6%	4.1%
Psychology	443,228	480,921	451,160	482,655	633,141	558,185	75,530	15.6%	0.7%
Health/Nursing	855,833	898,544	936,681	1,029,426	1,114,408	1,086,898	57,472	5.6%	1.3%
Special Education	11,325,616	11,900,567	11,870,524	12,311,142	13,841,836	13,448,333	1,137,191	9.2%	16.6%
SPED Out of District Tuition	4,167,294	4,174,650	4,218,784	4,582,306	4,847,530	4,784,211	201,905	4.4%	5.9%
SPED Extended School Year	196,345	217,702	219,677	233,558	265,029	238,029	4,471	1.9%	0.3%
SPED Professional Services	-	-	799,116	638,523	880,966	857,446	218,923	34.3%	1.1%
Vocational Education	-	-	-	-	-	-	-	0.0%	0.0%
Regular Education Tuition	8,432	27,882	25,079	28,255	28,255	28,255	-	0.0%	0.0%
English Language Learners (ELL)	390,858	456,023	559,787	620,263	655,912	642,447	22,184	3.6%	0.8%
Translation & Interpretation Svcs.	38,548	28,109	17,034	31,800	31,800	31,800	-	0.0%	0.0%
Reading Special Instruction	1,190,438	1,324,736	1,326,828	1,388,628	1,585,153	1,484,792	96,164	6.9%	1.8%
Math Special Instruction	468,080	470,042	598,943	700,179	809,922	719,634	19,455	2.8%	0.9%
Student 504 Compliance	10,248	12,842	39,422	15,000	63,000	63,000	48,000	320.0%	0.1%
K-12 Attendance	1,796	3,708	3,697	3,673	3,701	3,701	28	0.8%	0.0%
Subtotal	21,809,872	22,778,650	24,038,243	25,170,613	28,174,898	27,286,507	2,115,894	8.4%	33.7%
K-12 Academic Specialists									
Science Center	309,522	328,218	346,797	431,805	468,503	452,753	20,948	4.9%	0.6%
Computer Education	1,977,729	2,138,340	1,963,433	803,564	905,382	846,599	43,035	5.4%	1.0%
Media and Digital Learning	1,288,170	1,316,632	1,375,617	2,444,449	2,551,954	2,524,909	80,460	3.3%	3.1%
Physical Education	1,743,361	1,817,492	1,841,385	1,906,335	2,065,796	1,984,228	77,893	4.1%	2.5%
Health Education	65,663	62,238	64,625	70,306	74,504	74,504	4,198	6.0%	0.1%
K-12 Health & Phys Education	130,676	132,606	138,037	142,192	145,278	145,278	3,086	2.2%	0.2%
Fine Arts (Art)	1,430,588	1,516,267	1,481,282	1,563,423	1,668,751	1,639,049	75,626	4.8%	2.0%
Performing Arts (Music)	1,157,486	1,259,418	1,343,827	1,392,134	1,526,072	1,509,273	117,139	8.4%	1.9%
K-12 Fine & Performing Arts	177,800	174,407	175,886	185,275	255,476	190,430	5,155	2.8%	0.2%
World Languages	2,195,658	2,315,367	2,435,810	2,586,785	2,990,580	2,844,028	257,243	9.9%	3.5%
6-12 World Language Director	120,686	133,675	132,234	137,589	201,583	141,675	4,086	3.0%	0.2%
Subtotal	10,597,339	11,194,660	11,298,933	11,663,857	12,853,879	12,352,726	688,869	5.9%	15.3%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	4,938,058	6.50%	100.0%

Expenditures by Functional Area Detail:

Program/Department	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
General Administration (1000)									
School Committee (1110)	11,441	12,086	10,980	12,750	12,750	12,750	-	0.00%	0.0%
District Administration (1200)	1,290,812	1,473,055	1,618,099	1,682,350	1,775,949	1,740,434	58,084	3.45%	2.2%
Finance & Administrative Services (1400)	1,299,186	1,527,848	1,689,037	1,746,282	2,415,895	2,264,895	518,613	29.70%	2.8%
Subtotal	2,601,439	3,012,989	3,318,116	3,441,382	4,204,594	4,018,079	576,697	16.76%	5.0%
Instructional Services (2000)									
District-Wide Academic Leadership (2100)	1,198,512	1,237,126	3,090,092	4,119,772	4,401,068	4,149,267	29,495	0.72%	5.1%
School Building Leadership (2200)	5,253,864	5,459,880	4,338,796	4,119,306	4,449,832	4,344,168	224,862	5.46%	5.4%
Instruction - Teaching Services (2300)	42,066,307	44,356,876	46,228,111	48,673,828	53,057,373	51,791,852	3,118,024	6.41%	64.0%
Instructional Materials & Equipment (2400)	2,119,382	2,132,211	1,933,534	2,293,823	3,421,584	2,956,480	662,657	28.89%	3.7%
Guidance, Counseling & Testing Services (2700)	2,551,085	2,620,329	2,800,430	2,930,327	3,233,963	3,159,494	229,167	7.82%	3.9%
Psychological Services (2800)	443,228	480,921	450,157	482,655	630,541	558,185	75,530	15.65%	0.7%
Subtotal	53,632,378	56,287,343	58,841,120	62,619,711	69,194,361	66,959,446	4,339,735	6.93%	82.7%
Other School Services (3000)									
Attendance & Parent Liaison Services (3100)	30,149	26,849	4,715	28,473	28,501	28,501	28	0.10%	0.0%
Health Services (3200)	866,168	907,911	953,095	1,036,900	1,122,662	1,095,152	58,252	5.62%	1.4%
Student Transportation Services (3300)	2,099,603	2,026,433	2,215,891	2,436,160	2,563,852	2,548,852	112,692	4.63%	3.1%
Food Services (3400)	-	-	-	-	-	-	-	0.00%	0.0%
Athletic Services (3510)	487,182	524,348	505,754	580,126	692,080	653,342	73,216	12.62%	0.8%
Other Student Activities (3520)	236,349	272,772	274,273	333,473	349,012	322,389	(11,084)	-3.32%	0.4%
Subtotal Middle	3,719,451	3,758,313	3,953,728	4,415,132	4,756,107	4,648,236	233,104	5.28%	5.7%
Operation & Maintenance of Plant (4000)									
Maintenance of Grounds (4210)	-	-	-	-	1,025	-	-	0.00%	0.0%
Maintenance of Equipment (4230)	-	-	1,099	-	-	-	-	0.00%	0.0%
Extraordinary Maintenance (4300)	-	36,413	-	-	-	-	-	0.00%	0.0%
Networking & Telecommunications (4400)	387,904	402,669	264,577	640,802	222,020	222,020	(418,782)	-65.35%	0.3%
Technology Maintenance (4450)	85,482	86,239	415,772	271,427	276,827	276,827	5,400	1.99%	0.3%
Subtotal	473,386	525,321	681,448	912,229	499,872	498,847	(413,382)	-45.32%	0.6%
Fixed Charges (5000)									
Employer Retirement (5100)	18,500	14,500	14,500	2,000	2,000	2,000	-	0.00%	0.0%
Subtotal	18,500	14,500	14,500	2,000	2,000	2,000	-	0.00%	0.0%
Acquisition, Improvement & Replacement of Fixed Assets (7000)									
Acquisition & Improvement of Equipment (7300)	16,515	4,585	34,213	4,750	4,750	4,750	-	0.00%	0.0%
Acquisition of Motor Vehicles (7500)	-	40,928	-	-	-	-	-	0.00%	0.0%
Replacement of Motor Vehicles (7600)	-	-	-	-	-	-	-	0.00%	0.0%
Subtotal	16,515	45,513	34,213	4,750	4,750	4,750	-	0.00%	0.0%
Programs With Other School Districts (9000)									
Programs with Other Districts in Mass (9100)	9,922	34,332	31,334	33,255	33,255	33,255	-	0.00%	0.0%
Tuition to Out-of-State Schools (9200)	272,404	181,255	122,160	61,282	61,282	61,282	-	0.00%	0.1%
Tuition to Non-Public Schools (9300)	3,140,438	3,351,262	3,246,726	3,567,578	3,832,802	3,769,483	201,905	5.66%	4.7%
Tuition to Collaboratives (9400)	752,962	635,683	843,643	948,446	948,446	948,446	-	0.00%	1.2%
Payments to Regional School Districts (9500)	-	-	-	-	-	-	-	0.00%	0.0%
Subtotal	4,175,726	4,202,532	4,243,863	4,610,561	4,875,785	4,812,466	201,905	4.38%	5.9%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	4,938,058	6.50%	100.0%

Expenditures by Level, School and Line Item Category:

District-Wide Expenditures

District Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	4,970,819	4,998,809	5,356,172	6,253,142	7,086,117	6,798,101	544,959	8.71%	8.4%
Purchase of Service	-	-					-	0.00%	0.0%
Purch of Svc/ Expense	7,847,995	7,532,934	7,678,973	8,581,624	9,493,222	9,210,458	628,834	7.33%	11.4%
Capital Outlay	11,765	40,928	-	-	-	-	-	0.00%	0.0%
Totals	**12,830,579**	**12,572,671**	**13,035,145**	**14,834,766**	**16,579,339**	**16,008,559**	**1,173,793**	**7.91%**	**19.8%**

Elementary Expenditures

Broadmeadow Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	4,536,870	4,768,745	4,997,222	5,473,299	6,022,501	5,744,759	271,460	4.96%	7.1%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	158,263	172,530	181,323	244,713	324,936	268,314	23,601	9.64%	0.3%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	4,695,133	4,941,275	5,178,545	5,718,012	6,347,437	6,013,073	295,061	5.16%	7.4%

Eliot Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	3,482,213	3,637,294	3,892,323	4,161,901	4,642,671	4,642,638	480,737	11.55%	5.7%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	155,542	158,903	131,482	184,290	220,615	194,413	10,123	5.49%	0.2%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	3,637,755	3,796,197	4,023,805	4,346,191	4,863,286	4,837,051	490,860	11.29%	6.0%

Hillside Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	4,124,599	4,524,281	4,751,670	5,359,783	6,228,488	6,125,302	765,519	14.28%	7.6%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	107,721	131,742	200,833	178,653	230,084	198,607	19,954	11.17%	0.2%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	4,232,320	4,656,023	4,952,503	5,538,436	6,458,572	6,323,909	785,473	14.18%	7.8%

Mitchell Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	3,623,317	3,888,002	4,104,178	4,467,920	4,717,763	4,600,887	132,967	2.98%	5.7%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	144,399	158,172	146,568	181,739	247,651	195,563	13,824	7.61%	0.2%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	3,767,716	4,046,174	4,250,746	4,649,659	4,965,414	4,796,450	146,791	3.16%	5.9%

Newman Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	6,429,661	7,155,539	7,453,292	7,940,109	8,199,942	8,006,848	66,739	0.84%	9.9%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	249,432	361,582	402,447	254,137	309,653	268,384	14,247	5.61%	0.3%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	6,679,093	7,517,121	7,855,739	8,194,246	8,509,595	8,275,232	80,986	0.99%	10.2%

Subtotal Elementary Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	22,196,660	23,973,861	25,198,685	27,403,012	29,811,365	29,120,434	1,717,422	6.27%	36.0%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	815,357	982,929	1,062,653	1,043,532	1,332,939	1,125,281	81,749	7.83%	1.4%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	**23,012,017**	**24,956,790**	**26,261,338**	**28,446,544**	**31,144,304**	**30,245,715**	**1,799,171**	**6.32%**	**37.4%**

Expenditures by Level, School and Line Item Category:

Middle School Expenditures

High Rock Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	4,622,559	4,809,496	4,893,495	5,174,217	5,614,925	5,404,474	230,257	4.45%	6.7%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	420,458	429,055	249,361	433,271	460,413	447,702	14,431	3.33%	0.6%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	5,043,017	5,238,551	5,142,856	5,607,488	6,075,338	5,852,176	244,688	4.36%	7.2%

Pollard Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	8,181,458	8,538,543	8,925,383	9,277,311	10,373,439	9,907,723	630,412	6.80%	12.2%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	271,285	355,911	597,179	315,795	374,544	314,849	(946)	-0.30%	0.4%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	8,452,743	8,894,454	9,522,562	9,593,106	10,747,983	10,222,572	629,466	6.56%	12.6%

Subtotal Middle School Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	12,804,017	13,348,039	13,818,878	14,451,528	15,988,364	15,312,197	860,669	5.96%	18.9%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	691,743	784,966	846,540	749,066	834,957	762,551	13,485	1.80%	0.9%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	13,495,760	14,133,005	14,665,418	15,200,594	16,823,321	16,074,748	874,154	5.75%	19.9%

High School Expenditures

High School Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	14,622,322	15,405,789	16,221,071	16,943,240	18,138,561	17,961,838	1,018,598	6.01%	22.2%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	671,967	773,667	869,804	575,870	847,192	648,212	72,342	12.56%	0.8%
Capital Outlay	4,750	4,585	34,213	4,750	4,750	4,750	-	0.00%	0.0%
Totals	15,299,039	16,184,041	17,125,088	17,523,860	18,990,503	18,614,800	1,090,940	6.23%	23.0%

Total Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
Salaries	54,593,818	57,726,498	60,594,806	65,050,922	71,024,407	69,192,570	4,141,648	6.37%	85.5%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	10,027,062	10,074,496	10,457,970	10,950,092	12,508,310	11,746,502	796,410	7.27%	14.5%
Capital Outlay	16,515	45,513	34,213	4,750	4,750	4,750	-	0.00%	0.0%
Totals	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	4,938,058	6.50%	100.0%

Summary of FY21 Operating Budget Changes:

Request TL FTE	Supt Rec TL FTE	Portrait Goal	Portrait Action	Description of Budgetary Increase	Department/ School	Total Request	Supt Chg	Total Recomm
794.19	794.19			Approved FY20 Budget		76,005,765	-	76,005,765
0.61	0.01			Level Service Requests: Contractual Increases		3,009,563	(76,019)	2,933,544
	-			**Level Service Requests: Elementary**				
-	-	4.3	4.D	Shift Responsive Classroom Staff Development from Fees to	Professional Development/ Elementary	9,005	(9,005)	-
4.00	-	4.1	4.B	Elementary Full-Time Building Substitutes	Substitutes/ Elementary	110,141	(110,141)	-
-	-	1.3	1.E	Second Step SEL Curriculum & Bullying Prevention Units	Curriculum Development	71,799	(71,799)	-
1.00	-	4.1	4.A	Broadmeadow Kindergarten Teacher for Enrollment	Broadmeadow	91,906	(91,906)	-
1.00	-	4.1	4.A	Broadmeadow Kindergarten Teaching Assistant for Enrollmer	Broadmeadow	25,685	(25,685)	-
2.00	-	4.1	4.A	Broadmeadow Teaching Assistants Grade 4 & 5 for Class Size	Broadmeadow	51,370	(51,370)	-
0.30	0.30	4.1	4.A	Expanded Eliot Assistant Principal	Eliot	27,342	(1,300)	26,042
0.40	0.20	2.2	2.B	Expanded Williams Assistant Principal	Williams	34,599	(17,299)	17,300
0.10	0.10	4.1	4.A	Expanded Mitchell Assistant Principal	Mitchell	12,789		12,789
-	-	4.1	4.A	Newman Portable Sinks Art Rooms	Newman	4,000	(4,000)	-
0.20	-	1.3	1.C	Expanded Broadmeadow Guidance Counseling	Guidance/Broadmeadow	21,080	(21,080)	-
0.20	-	1.3	1.C	Expanded Williams Guidance Counselor	Guidance/Williams	21,527	(21,527)	-
0.60	0.20	1.3	1.C	Expanded Mitchell Guidance Request	Guidance/Mitchell	42,214	(28,142)	14,072
0.50	0.50	4.1	4.A	Expanded Elementary Connections Program Psychologist	Psychology/Broadmeadow	51,814	(1,300)	50,514
-	-	4.1	4.A	Williams School AED Maintenance Plan	Nursing/ Williams	980	(980)	-
0.50	-	4.1	4.B	Broadmeadow Special Education Liaison	Special Education/Broadmeadow	35,428	(35,178)	250
1.00	0.80	4.1	4.B	Eliot Special Education Liaison	Special Education/Eliot	72,156	(15,371)	56,785
0.30	0.30	4.1	4.A	Expand Eliot Special Education Coordinator	Special Education/Eliot	40,100		40,100
1.50	1.00	4.1	4.B	Williams Special Education Liaisons	Special Education/Williams	108,884	(37,778)	71,106
0.30	0.10	4.1	4.B	Mitchell Special Education Liaison	Special Education/Mitchell	31,159	(20,606)	10,553
1.50	1.00	4.1	4.B	Newman Special Education Liaisons	Special Education/Newman	117,610	(36,478)	81,132
1.00	1.00	4.1	4.A	Elementary Board Certified Behavior Analyst (BCBA)	Special Education/Brm, Eliot, Mitchell	116,492	(1,300)	115,192
1.00	-	4.1	4.B	Newman/Williams Occupational Therapist	Special Education/Williams & Newman	71,656	(71,656)	-
0.50	-	4.1	4.B	Part-Time Newman Speech Language Pathologist	Special Education/Newman	36,978	(36,978)	-
-	0.20	4.1	4.B	Expanded Newman Speech Language Pathology Assistant (SL	Special Education/Newman	-	9,668	9,668
0.59	0.59	4.1	4.B	Full-Time Teaching Assistants/Elementary	Special Education/Broadmeadow, Williams	15,458		15,458
0.16	-	4.1	4.B	Expanded Adapted Physical Education Teacher/Elementary	Special Education/Elementary	8,656	(8,656)	-
0.20	0.10	4.1	4.A	Expanded ELL Teacher Mitchell School	ELL/ Mitchell	16,368	(8,184)	8,184
-	-	1.3	1.B	Kindergarten Literacy Screening/Benchmark System	K-8 Reading Instruction/Elementary	2,500	(2,500)	-
-	-	1.3	1.A	Literacy Progress Monitoring System for Grades 1-5	K-8 Reading Instruction/Elementary	11,000		11,000
-	-	1.1	1.A	RAZ Kids Online Reading Support System	K-8 Reading Instruction/Elementary	8,000	(8,000)	-
0.20	-	1.3	1.A	Shift Title 1 Teacher from Grant to Operating	K-8 Reading Instruction/Elementary	21,166	(21,166)	-
0.10	-	1.3	1.A	Expanded Mitchell Literacy Specialist	K-8 Reading Instruction/Mitchell	10,384	(10,384)	-
-	-	1.3	1.B	Literacy Materials for Full-Day Kindergarten Implementation	K-8 Reading Instruction/Elementary	62,290	(31,144)	31,146
1.00	0.50	1.3	1.A	Newman Math Instructional Coach	Elementary Math Instruction/Newman	71,656	(36,478)	35,178
-	-	3.1	3.A	iPad and Chromebook Carts K-5	Educational Technology/Elementary	18,000	(9,000)	9,000
-	-	3.2	3.C	Williams Turf Field Maintenance	Physical Education/Elementary	1,025	(1,025)	-
0.20	0.20	4.1	4.A	Part-Time Eliot Physical Education Teacher	Physical Education/ Eliot	10,818		10,818
0.30	0.30	4.1	4.A	Performing Arts Elementary Curricular Musical Accompanist	Perf Arts/ Brm & Newman	8,460		8,460
-	-	4.1	4.A	Performing Arts Microphones/ Elementary	Performing Arts/Newman	3,213	(3,213)	-
0.07	0.07	4.1	4.A	Expanded Williams Elementary World Language Teacher	World Language/ Williams	4,571	-	4,571
20.72	**7.46**			**Subtotal**		**1,480,279**	**(840,961)**	**639,318**
				Level Service Requests: Middle School				
1.00	-	4.1	4.B	Middle School Full-Time Building Substitutes	Substitutes/ High Rock	26,991	(26,991)	-
0.40	0.20	4.1	4.A	Expanded High Rock Assistant Principal	High Rock	53,137	(26,568)	26,570
1.00	-	1.3	1.C	High Rock Math Intervention Teacher	High Rock	71,656	(71,656)	-
0.43	-	4.1	4.B	High Rock Expanded Building Aide	High Rock	14,383	(14,383)	-
-	-	1.1	1.C	High Rock Learning Ally Subscription	High Rock	2,000		2,000
2.00	-	2.2	2.A	Pollard Half Cluster Teachers	Pollard	174,412	(174,412)	-
1.00	0.50	2.2	2.B	Pollard Engineering Teacher	Pollard	71,656	(36,478)	35,178
1.00	1.00	4.1	4.A	Pollard Transition Program Teaching Assistant	Pollard	24,462		24,462
0.50	0.40	1.3	1.C	Expanded Pollard Guidance Counselor	Guidance/Pollard	53,784	(10,756)	43,028
0.30	-	4.1	4.A	Expand Pollard Middle School Nurse	Nursing/Pollard	23,206	(23,206)	-
0.50	-	4.1	4.B	Part-Time Pollard Board Certified Behavior Analyst (BCBA)	Special Education/Pollard	36,977	(36,977)	-
0.50	0.50	4.1	4.B	Part-Time Pollard Special Education Reading Teacher	Special Education/Pollard	47,037		47,037
1.00	-	4.1	4.B	Pollard Special Education Cluster Teacher	Special Education/Pollard	72,206	(72,206)	-
0.55	-	4.1	4.B	Expanded Pollard Speech Language Pathology Assistant	Special Education/Pollard	25,823	(25,823)	-
1.00	1.00	4.1	4.B	Pollard Special Education Liaison	Special Education/Pollard	56,186		56,186
-	-	1.3	1.A	Progress Monitoring Subscription for ELA Grades 6-8	K-8 Reading Instruction/Middle School	6,000	(6,000)	-
0.20	-	1.3	1.A	Expanded Pollard Literacy Specialist	K-8 Reading Instruction/Pollard	21,167	(21,167)	-
-	-	4.1	4.A	iPad Repairs for Grades 6-8	Educational Technology/Middle School	24,000	(11,624)	12,376
1.00	0.50	4.1	4.A	Pollard Wellness Teacher	Physical Education/Pollard	71,656	(36,478)	35,178
0.40	-	4.1	4.A	Part-Time Pollard Fine Arts Teacher	Fine Arts/Pollard	28,142	(28,142)	-
-	-	4.1	4.A	Pollard Visual Arts Supplies	Fine Arts/Pollard	1,560	(1,560)	-
0.20	0.20	4.1	4.A	Pollard Band and Orchestra Teacher	Performing Arts/Pollard	14,423		14,423
-	-	4.1	4.A	Performing Arts Microphones/ Middle	Performing Arts/ Pollard	3,213	(3,213)	-
0.60	0.60	4.1	4.A	Part-Time Pollard Performing Arts Teacher	Performing Arts/Pollard	42,214		42,214
1.00	0.60	4.1	4.A	Part-Time Pollard Spanish Teachers	World Languages/Pollard	92,274	(38,913)	53,361
14.58	**5.50**			**Subtotal**		**1,058,565**	**(666,552)**	**392,013**

Summary of FY21 Operating Budget Changes:

Request TL FTE	Supt Rec TL FTE	Portrait Goal	Portrait Action	Description of Budgetary Increase	Department/ School	Total Request	Supt Chg	Total Recomm
794.19	794.19			**Approved FY20 Budget**		76,005,765	-	76,005,765
				Level Service Requests: High School				
1.00	-	4.1	4.B	NHS Full-Time Building Substitutes	Substitutes/ NHS	(11,552)	11,552	-
0.20	0.20	4.1	4.A	NHS Part-Time English Teacher	Needham High School	15,552		15,552
0.60	0.40	4.1	4.A	NHS Part-Time Social Studies Teacher	Needham High School	43,513	(15,371)	28,142
0.20	0.20	4.1	4.A	NHS Part-Time Math Teacher	Needham High School	14,071		14,071
0.10	0.10	2.1	2.B	NHS Expanded Interdisciplinary Learning Specialist	Needham High School	7,035		7,035
1.00	0.50	1.3	1.C	NHS Adjustment Counselor	Guidance/NHS	70,356	(35,178)	35,178
(0.60)	-	1.3	1.C	Convert NHS Transition Program Adjustment Counselor to Ps	Guidance/NHS	(42,214)	42,214	-
1.00	-	4.1	4.A	NHS Transitions Program Psychologist	Psychology/NHS	73,656	(73,656)	-
0.04	-	4.1	4.B	Expanded Adapted Physical Education Teacher/NHS	Special Education/NHS	2,164	(2,164)	-
2.00	2.00	4.1	4.B	Full-Time Teaching Assistants/NHS	Special Education/NHS	52,397		52,397
-	-	4.1	4.B	Convert NHS Transitions Program Teacing Assistant to Liaison	Special Education/NHS	46,157	(2,000)	44,157
-	-	3.1	3.C	NHS World Language Laptop Cart	Educational Technology/NHS	19,000		19,000
-	-	4.1	4.A	Performing Arts Microphones/ High School	Performing Arts/NHS	3,213	(3,213)	-
0.80	0.60	4.1	4.A	Part-Time High School Spanish Teachers	World Languages/NHS	58,499	(14,071)	44,428
6.34	**4.00**			**Subtotal**		**351,847**	**(91,887)**	**259,960**
				Level Service Requests: District				
-	-	4.1	4.B	District Performance Report Postage, Printing & Design	Superintendent	9,000		9,000
-	-	4.1	4.B	District Survey Software	Superintendent	23,000	(23,000)	-
-	-	4.1	4.B	Student Support Services Office Supplies	Student Support Services	800	(800)	-
-	-	4.1	4.B	Emergency Procedure Manuals	Student Support Services	3,500	(2,500)	1,000
-	-	4.2	4.B	Increase Budget Funds for Employee Assistant Plan	Employee Assistance Program	2,500		2,500
1.00	-	4.2	4.D	Sabbatical Leave Positions	Lane Changes/SBB	70,356	(70,356)	-
-	-	4.1	4.B	Administrative Technology Access Points, Licensing and Fees	Administrative Technology	11,300		11,300
-	-	4.2	4.C	Upgrade Permanent Nursing Subsitutes to Resource/ Transp	Nursing	10,542		10,542
-	-	4.1	4.A	Special Education Out-of-District Transportation Contract Inc	Special Education Transportation	114,812	(15,000)	99,812
-	-	4.1	4.A	Special Education Out-of-District Tuition (Circuit Breaker @ 7	Special Education Tuition	265,224	(63,319)	201,905
-	-	4.1	4.B	Special Education Summer Services	Special Education Summer Services	27,000	(17,392)	9,608
-	-	4.1	4.B	Special Education Professional Services	Special Education Summer Services	290,443	(23,520)	266,923
0.10	-	4.1	4.A	Elementary Instrumental Program	Performing Arts & K-12 Director	12,298	(12,298)	-
1.10	**-**			**Subtotal**		**840,775**	**(228,185)**	**612,590**
43.35	**16.97**			**Subtotal Level Service Requests**		**6,741,029**	**(1,903,604)**	**4,837,424**
				Program Improvement Requests: Elementary				
-	-	2.1	2.B	Broadmeadow Teacher Leader Stipend	Broadmeadow	1,553		1,553
-	-	1.2	1.C	Broadmeadow School Store Advisor Stipend	Broadmeadow	1,791	(1,791)	-
-	-	2.1	2.B	Eliot Teacher Leader Stipend	Eliot	1,553		1,553
-	-	1.3	1.C	Eliot Student Council Stipend	Eliot	900		900
-	-	1.3	1.A	Eliot Homework Club Coordinator Stipend	Eliot	1,791	(1,791)	-
-	-	2.2	2.C	Eliot CARE Facilitator Stipend	Eliot	1,791	(1,791)	-
-	-	2.1	2.B	Williams Teacher Leader Stipend	Williams	1,553		1,553
-	-	1.2	1.C	Williams School Newspaper Editor Stipend	Williams	1,791	(1,791)	-
-	-	2.2	2.C	Mitchell Social Emotional Learning Kits	Mitchell	10,565	(10,565)	-
-	-	2.1	2.B	Mitchell Teacher Leader Stipend	Mitchell	1,553		1,553
-	-	3.2	3.C	Mitchell Replace Outdated Teacher Furniture	Mitchell	13,497	(13,497)	-
-	-	1.2	2.C	Mitchell School Newspaper/Magazine Stipend	Mitchell	1,791	(1,791)	-
-	-	4.1	4.A	Newman Teacher Leader Stipend	Newman	1,553		1,553
-	-	4.3	4.A	Newman Responsive Classroom and Behaviorist Stipend	Newman	1,553	(1,553)	-
-	-	3.3	3.D	Science Center Elementary Curricular Field Trips	Science Center/ Elementary	15,750	(15,750)	-
-	**-**			**Subtotal**		**58,985**	**(50,320)**	**8,665**
				Program Improvement Requests: Middle School				
-	-	1.1	1.D	High Rock Reading Materials and Classroom Resources	High Rock	4,000	(3,000)	1,000
-	-	4.1	4.A	Expand Unified Sports to Pollard Middle School	Athletics/ Pollard	7,094		7,094
0.50	-	2.2	2.B	Expanded High Rock Technology Interventionist	Media & Digital Learning/High Rock	27,045	(27,045)	-
-	-	1.3	1.D	STAMP Spanish Proficiency Test	World Languages/Middle School	5,760	(5,760)	-
0.50	**-**			**Subtotal**		**43,899**	**(35,805)**	**8,094**

Summary of FY21 Operating Budget Changes:

Request TL FTE	Supt Rec TL FTE	Portrait Goal	Portrait Action	Description of Budgetary Increase	Department/ School	Total Request	Supt Chg	Total Recomm
794.19	**794.19**			**Approved FY20 Budget**		**76,005,765**	**-**	**76,005,765**
				Program Improvement Requests: High School				
1.00	-	4.3	4.B	NHS 11-Month Academic Department Chairs Secretary	Needham High School	39,959	(39,959)	(0)
0.50	-	2.3	2.D	NHS Part-Time Program Specialist for DaVinci Workshop	Needham High School	23,037	(23,037)	-
-	-	1.2	1.C	NHS Student Equity Coordinator	Needham High School	-		-
-	-	3.1	3.A	NHS Summer Credit Recovery Teacher	Needham High School	-		-
-	-	2.2	2.C	NHS Textbooks for Algebra 1 and 2 Classes	Needham High School	60,000	(40,000)	20,000
-	-	1.1	1.C	NHS Latin Club Advisor Stipend	Needham High School	1,791	(1,791)	-
-	-	1.1	1.C	NHS Math League Advisor Stipend	Needham High School	894	(894)	-
-	-	1.1	1.C	NHS News Advisor Stipend	Needham High School	1,791	(1,791)	-
-	-	1.1	1.C	NHS Best Buddies Advisor Stipend	Needham High School	1,791	(1,791)	-
-	-	1.1	1.C	NHS Robotics Club Assistant Advisors Stipend	Needham High School	1,791	(1,791)	-
-	-	1.1	1.C	NHS Yearbook Advisor Stipend Increase	Needham High School	2,685	(2,685)	-
-	-	1.1	1.C	NHS Student Council Advisor Stipend	Needham High School	2,687	(2,687)	-
-	-	1.1	1.C	Extra Curricular Music Performance Coordinator Stipend Incr	Needham High School	2,685	(2,685)	-
-	-	1.2	1.C	Private Lesson Program Coordinator Stipend Increase	Needham High School	-		-
-	-	4.1	4.A	Athletic User Fee Scholarships	Athletics	20,000	(20,000)	-
-	-	4.1	4.A	NHS Unified Sports Assistant Coaching Stipends	Athletics	4,224		4,224
-	-	4.1	4.A	NHS Club Hockey Coaching Stipend	Athletics	1,610	(1,610)	-
-	-	4.1	4.A	Equity Adjustment to Varsity Coaching Stipend Tiers	Athletics	12,602	(12,602)	-
-	-	3.1	3.C	Computers for Portable World Language Lab	Educational Technology/NHS	38,159	(38,159)	-
-	-	1.3	1.A	French Textbooks	World Languages/NHS	107,808	(87,808)	20,000
1.50	**-**			**Subtotal**		**323,514**	**(279,290)**	**44,224**
				Program Improvement Requests: District				
-	-	4.1	4.B	Upgrade Business Office Budgeting Tool	Financial Operations	79,250	(58,000)	21,250
-	-	4.1	4.B	Document Management Software	Financial Operations	63,000	(63,000)	-
-	-	4.1	4.B	Accounts Receivable/ Billing Solution	Financial Operations	30,000	(30,000)	-
-	-	4.1	4.B	PowerSchool Hosting	Administrative Technology	17,400		17,400
-	-	4.3	4.C	Stipend for Certified Bus Driver Trainer	Transportation	1,000		1,000
0.50	-	1.3	1.A	Expanded K-5 Math Coordinator	Elementary Math Instruction	53,810	(53,810)	-
0.60	-	1.3	1.D	Fine & Performing Arts Assistant Director	K-12 Fine & Performing Arts Director	59,908	(59,908)	-
0.60	-	1.3	1.D	World Language Assistant Director	K-12 World Languages Director	59,908	(59,908)	-
1.70	**-**			**Subtotal**		**364,276**	**(324,626)**	**39,650**
3.70	**-**				**Subtotal Program Improvement Requests**	**790,674**	**(690,041)**	**100,633**
841.24	811.16			**GRAND TOTAL FY21 BUDGET**		83,537,468	(2,593,645)	80,943,823
47.05	*16.97*			*$ Increase/(Decrease) over FY20*		*7,531,703*		*4,938,058*
5.9%	*2.1%*			*% Increase/(Decrease) over FY20*		*9.9%*		*6.5%*

FY21 Operating Budget Staffing Detail by Department:

	Total FY16 Actual	Total FY17 Actual	Total FY18 Actual	Total FY19 Actual	Total FY20 Approved	Total FY21 Request	Admin FY21 Recomm	Teacher FY21 Recomm	Aide FY21 Recomm	Non Instr FY21 Recomm	Total FY21 Recomm
Administration											
School Committee	-	-	-	-	-	-	-	-	-	-	-
Superintendent	2.00	2.00	2.00	2.00	2.00	3.01	1.44	-	-	1.57	3.01
Human Resources	5.85	5.85	6.85	7.28	6.85	6.85	1.00	-	-	5.85	6.85
Student Support Services	2.00	2.00	2.43	3.43	3.81	2.80	1.00	-	-	1.80	2.80
Student Learning	2.00	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Financial Operations	5.94	5.94	6.94	6.94	6.89	6.94	1.00	-	-	5.94	6.94
External Funding	0.29	0.29	0.29	-	-	-	-	-	-	-	-
Subtotal Administration	**18.08**	**18.08**	**20.51**	**21.65**	**21.55**	**21.60**	**5.44**	**-**	**-**	**16.16**	**21.60**
General Supplies & Services											
Professional Development	-	-	-	-	-	-	-	-	-	-	-
District	-	-	-	-	-	-	-	-	-	-	-
Broadmeadow	-	-	-	-	-	-	-	-	-	-	-
Eliot	-	-	-	-	-	-	-	-	-	-	-
Hillside	-	-	-	-	-	-	-	-	-	-	-
Mitchell	-	-	-	-	-	-	-	-	-	-	-
Newman	-	-	-	-	-	-	-	-	-	-	-
High Rock	-	-	-	-	-	-	-	-	-	-	-
Pollard	-	-	-	-	-	-	-	-	-	-	-
Employee Assistance Program	-	-	-	-	-	-	-	-	-	-	-
Staff 504 Accomodations	-	-	-	-	-	-	-	-	-	-	-
Lane Changes & Sick Buy Back	-	-	-	-	-	1.00	-	-	-	-	-
Sub Callers	-	-	-	-	-	-	-	-	-	-	-
Substitutes	2.46	2.47	2.47	3.47	3.47	10.04	-	3.00	-	1.04	4.04
Curriculum Development	-	-	-	-	-	-	-	-	-	-	-
General Supplies, Services & Equip	-	-	-	-	-	-	-	-	-	-	-
Production Center/Mail Room	1.00	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00	1.00
Administrative Technology	6.00	6.00	6.00	6.00	12.96	12.96	-	-	5.96	7.00	12.96
Transportation	9.11	9.31	8.59	9.37	10.75	10.75	-	-	-	10.75	10.75
Subtotal Gen. Supply & Svc.	**18.57**	**18.78**	**18.06**	**19.84**	**28.18**	**35.75**	**-**	**3.00**	**5.96**	**19.79**	**28.75**
Elementary											
Broadmeadow	29.31	29.31	29.31	29.01	37.42	41.43	2.00	25.00	5.00	4.43	36.43
Eliot	21.16	21.39	21.39	21.39	27.09	27.39	1.60	20.00	3.00	3.79	28.39
Hillside/ Williams	25.10	26.10	26.10	27.10	33.75	34.14	1.80	24.00	4.00	4.14	33.94
Mitchell	27.16	27.16	28.26	28.26	33.46	33.56	1.70	24.00	4.00	3.86	33.56
Newman	33.33	34.43	34.93	35.63	41.86	41.86	2.00	31.00	4.00	4.86	41.86
Subtotal Elementary	**136.06**	**138.39**	**139.98**	**141.38**	**173.57**	**178.38**	**9.10**	**124.00**	**20.00**	**21.08**	**174.18**
Middle											
High Rock	25.83	26.00	26.44	26.44	26.44	28.27	2.90	20.60	-	3.14	26.64
Pollard Middle School	50.87	51.17	52.50	52.61	52.50	56.50	5.10	42.90	1.00	5.00	54.00
Subtotal Middle School	**76.70**	**77.17**	**78.94**	**79.05**	**78.94**	**84.77**	**8.00**	**63.50**	**1.00**	**8.14**	**80.64**
High School											
Needham High School	85.94	88.02	89.52	92.16	90.77	93.40	7.20	77.65	-	6.85	91.70
High School Athletics	2.50	2.50	2.50	2.50	2.50	2.50	1.00	-	-	1.50	2.50
Subtotal High School	**88.44**	**90.52**	**92.02**	**94.66**	**93.27**	**95.90**	**8.20**	**77.65**	**-**	**8.35**	**94.20**
Student Services											
Guidance	29.10	30.40	30.40	32.00	32.60	34.50	1.00	30.70	-	2.00	33.70
District	2.00	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Broadmeadow	2.30	2.30	2.30	2.10	2.30	2.50	-	2.30	-	-	2.30
Eliot	1.20	1.40	1.40	1.20	1.40	1.40	-	1.40	-	-	1.40
Hillside/ Williams	1.40	1.50	1.50	1.50	1.70	1.90	-	1.70	-	-	1.70
Mitchell	1.00	1.00	1.00	1.40	1.40	2.00	-	1.60	-	-	1.60
Newman	2.00	2.00	2.00	2.40	2.40	2.40	-	2.40	-	-	2.40
High Rock	2.50	2.50	2.50	2.70	2.70	2.70	-	2.70	-	-	2.70
Pollard	3.70	3.70	3.70	3.70	3.70	4.20	-	4.10	-	-	4.10
HS	12.60	13.60	13.60	14.60	14.60	15.00	-	14.10	-	1.00	15.10
Preschool	0.40	0.40	0.40	0.40	0.40	0.40	-	0.40	-	-	0.40
Psychology	5.30	5.50	5.50	4.90	5.20	6.70	-	5.70	-	-	5.70
Broadmeadow	0.50	0.50	0.50	0.50	0.50	0.50	-	0.50	-	-	0.50
Eliot	-	-	-	-	-	-	-	-	-	-	-
Hillside/ Williams	0.50	0.50	0.50	0.50	0.80	0.50	-	0.50	-	-	0.50
Mitchell	0.30	0.50	0.50	0.50	0.50	0.50	-	0.50	-	-	0.50
Newman	0.60	0.60	0.60	0.60	0.60	0.60	-	0.60	-	-	0.60
High Rock	0.30	0.30	0.30	0.30	0.30	0.30	-	0.30	-	-	0.30
Pollard	0.70	0.70	0.70	0.70	0.70	1.00	-	1.00	-	-	1.00
HS	2.40	2.40	2.40	1.80	1.80	3.30	-	2.30	-	-	2.30
Preschool	-	-	-	-	-	-	-	-	-	-	-

FY21 Operating Budget Staffing Detail by Department:

	Total FY16 Actual	Total FY17 Actual	Total FY18 Actual	Total FY19 Actual	Total FY20 Approved	Total FY21 Request	Admin FY21 Recomm	Teacher FY21 Recomm	Aide FY21 Recomm	Non Instr FY21 Recomm	Total FY21 Recomm
Nursing	10.86	11.06	10.81	11.01	13.06	13.35	1.00	12.05	-	-	13.05
District	1.00	2.00	2.00	2.00	3.00	3.00	1.00	2.00	-	-	3.00
Broadmeadow	1.00	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Eliot	1.00	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Hillside/ Williams	1.00	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	-	-	1.00
Newman	2.00	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
High Rock	0.46	0.56	0.56	0.61	1.01	1.00	-	1.00	-	-	1.00
Pollard	1.50	1.50	1.50	1.50	2.15	1.80	-	1.50	-	-	1.50
HS	1.50	1.60	1.60	1.75	1.75	2.40	-	2.40	-	-	2.40
Preschool	0.40	0.40	0.15	0.15	0.15	0.15	-	0.15	-	-	0.15
Special Education	194.29	194.93	203.29	212.05	202.71	216.58	9.17	92.95	107.95	1.06	211.13
District	9.61	9.00	3.86	3.86	3.86	3.86	3.00	-	-	0.86	3.86
Broadmeadow	12.28	11.11	13.51	13.88	13.34	13.73	0.70	6.55	5.94	-	13.19
Eliot	15.74	15.84	17.34	17.32	15.32	17.00	1.00	6.76	9.00	-	16.76
Hillside/ Williams	22.18	19.63	22.06	23.77	23.51	36.65	1.00	9.92	24.69	-	35.61
Mitchell	10.46	10.27	10.70	11.04	11.04	10.71	0.70	4.77	5.00	-	10.47
Newman	22.15	25.42	29.33	31.08	29.08	22.05	0.80	8.91	11.04	-	20.75
High Rock	15.83	17.83	18.00	17.00	17.00	18.00	1.00	8.00	9.00	-	18.00
Pollard	32.67	33.52	31.59	35.59	34.59	36.14	0.47	17.62	16.00	-	34.09
HS	34.97	35.42	38.49	39.89	37.23	40.73	-	21.69	19.00	-	40.69
Preschool	18.40	16.89	18.41	18.62	17.74	17.71	0.50	8.73	8.28	0.20	17.71
Summer Special Education	-	-	-	-	-	-	-	-	-	-	-
Special Education Tuitions	-	-	-	-	-	-	-	-	-	-	-
Vocational Educaiton	-	-	-	-	-	-	-	-	-	-	-
English Language Learngers (ELL)	4.90	5.40	5.80	6.80	7.00	7.20	0.80	6.30	-	-	7.10
District	0.40	0.40	0.60	0.60	0.80	0.80	0.80	-	-	-	0.80
Broadmeadow	0.50	0.50	0.40	0.70	0.70	0.70	-	0.70	-	-	0.70
Eliot	1.00	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Hillside/ Williams	1.00	1.00	1.00	1.20	1.20	1.20	-	1.20	-	-	1.20
Mitchell	0.30	0.20	0.20	0.50	0.50	0.70	-	0.60	-	-	0.60
Newman	1.00	1.10	1.10	1.30	1.30	1.30	-	1.30	-	-	1.30
High Rock	-	0.20	0.30	0.30	0.30	0.30	-	0.30	-	-	0.30
Pollard	0.20	0.50	0.70	0.70	0.70	0.70	-	0.70	-	-	0.70
HS	0.50	0.50	0.50	0.50	0.50	0.50	-	0.50	-	-	0.50
Reading	11.25	11.45	12.15	13.56	12.75	13.24	1.00	11.74	-	-	12.74
Broadmeadow	2.00	2.00	2.20	2.20	2.18	2.18	0.18	2.00	-	-	2.18
Eliot	1.40	1.25	1.25	1.46	1.55	1.74	0.30	1.24	-	-	1.54
Hillside/ Williams	1.80	1.80	2.00	2.20	2.18	2.18	0.18	2.00	-	-	2.18
Mitchell	1.70	1.70	1.70	2.70	1.68	1.78	0.18	1.50	-	-	1.68
Newman	1.85	2.20	2.40	2.40	2.58	2.58	0.18	2.40	-	-	2.58
High Rock	2.00	2.00	2.00	2.00	2.00	2.00	-	2.00	-	-	2.00
Pollard	0.50	0.50	0.60	0.60	0.60	0.80	-	0.60	-	-	0.60
Math Instruction	4.02	4.02	4.00	5.00	5.50	7.00	0.50	5.50	-	-	6.00
Broadmeadow	1.13	1.13	1.50	1.50	1.50	2.00	0.50	1.00	-	-	1.50
Eliot	0.63	0.63	0.50	1.00	1.00	1.00	-	1.00	-	-	1.00
Hillside/ Williams	0.63	0.63	0.50	1.00	1.00	1.00	-	1.00	-	-	1.00
Mitchell	0.50	0.50	0.50	0.50	1.00	1.00	-	1.00	-	-	1.00
Newman	1.13	1.13	1.00	1.00	1.00	2.00	-	1.50	-	-	1.50
High Rock	-	-	-	-	-	-	-	-	-	-	-
Pollard	-	-	-	-	-	-	-	-	-	-	-
Student 504 Compliance	-	-	-	-	-	-	-	-	-	-	-
K-12 Attendance	-	-	-	-	-	-	-	-	-	-	-
Subtotal Student Services	259.71	262.75	271.94	285.31	278.81	298.56	13.47	164.94	107.95	3.05	289.41
K-12 Specialist Instruction											
Science Center	4.33	4.72	4.52	4.51	5.48	5.44	0.60	1.50	2.79	0.55	5.44
District	0.14	0.21	0.21	0.21	0.33	0.33	0.12	-	0.21	0.00	0.33
Broadmeadow	0.58	0.81	0.60	0.60	0.79	0.79	0.12	0.16	0.40	0.11	0.79
Eliot	0.58	0.60	0.60	0.60	0.79	0.79	0.12	0.16	0.40	0.11	0.79
Hillside/ Williams	0.58	0.60	0.60	0.60	0.79	0.79	0.12	0.16	0.40	0.11	0.79
Mitchell	0.58	0.60	0.60	0.60	0.79	0.79	0.12	0.16	0.40	0.11	0.79
Newman	1.87	1.90	1.91	1.90	1.99	1.95	-	0.86	0.98	0.11	1.95
Educational Technology	14.30	14.60	16.56	17.21	-	-	-	-	-	-	-
District	5.70	5.00	5.26	5.91	-	-	-	-	-	-	-
Broadmeadow	0.80	1.00	1.00	1.00	-	-	-	-	-	-	-
Eliot	0.50	0.70	1.00	1.00	-	-	-	-	-	-	-
Hillside/ Williams	0.50	0.80	1.00	1.00	-	-	-	-	-	-	-
Mitchell	0.50	0.80	1.00	1.00	-	-	-	-	-	-	-
Newman	1.00	1.00	1.00	1.00	-	-	-	-	-	-	-
High Rock	1.50	1.50	1.50	1.50	-	-	-	-	-	-	-
Pollard	1.80	1.80	1.80	1.80	-	-	-	-	-	-	-
HS	2.00	2.00	3.00	3.00	-	-	-	-	-	-	-

FY21 Operating Budget Staffing Detail by Department:

	Total FY16 Actual	Total FY17 Actual	Total FY18 Actual	Total FY19 Actual	Total FY20 Approved	Total FY21 Request	Admin FY21 Recomm	Teacher FY21 Recomm	Aide FY21 Recomm	Non Instr FY21 Recomm	Total FY21 Recomm
Media & Digital Learning	13.27	13.35	13.32	13.60	24.00	24.50	-	19.40	3.00	1.60	24.00
District	*1.21*	*1.00*	*1.00*	*1.00*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Broadmeadow	*1.20*	*1.20*	*1.40*	*1.40*	*2.40*	*2.40*	*-*	*2.20*	*-*	*0.20*	*2.40*
Eliot	*1.00*	*1.00*	*1.00*	*1.00*	*2.00*	*2.00*	*-*	*1.80*	*-*	*0.20*	*2.00*
Hillside/ Williams	*1.00*	*1.20*	*1.10*	*1.10*	*2.20*	*2.20*	*-*	*2.00*	*-*	*0.20*	*2.20*
Mitchell	*1.20*	*1.20*	*1.20*	*1.20*	*2.20*	*2.20*	*-*	*2.00*	*-*	*0.20*	*2.20*
Newman	*1.42*	*1.42*	*1.42*	*1.50*	*2.50*	*2.50*	*-*	*2.30*	*-*	*0.20*	*2.50*
High Rock	*1.00*	*1.00*	*1.00*	*1.00*	*2.50*	*3.00*	*-*	*2.50*	*-*	*-*	*2.50*
Pollard	*1.60*	*1.60*	*1.60*	*1.60*	*3.40*	*3.40*	*-*	*2.80*	*-*	*0.60*	*3.40*
HS	*3.64*	*3.73*	*3.60*	*3.80*	*6.80*	*6.80*	*-*	*3.80*	*3.00*	*-*	*6.80*
K-12 Dir. Media & Tech Services	2.00	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Physical Education	21.10	21.20	21.30	21.40	22.00	23.20	-	22.10	-	-	22.10
Broadmeadow	*1.60*	*1.60*	*1.60*	*1.60*	*1.60*	*1.60*	*-*	*1.60*	*-*	*-*	*1.60*
Eliot	*1.10*	*1.10*	*1.10*	*1.10*	*1.10*	*1.20*	*-*	*1.20*	*-*	*-*	*1.20*
Hillside/ Williams	*1.10*	*1.40*	*1.40*	*1.40*	*1.40*	*1.50*	*-*	*1.50*	*-*	*-*	*1.50*
Mitchell	*1.40*	*1.40*	*1.50*	*1.50*	*1.50*	*1.50*	*-*	*1.50*	*-*	*-*	*1.50*
Newman	*2.20*	*2.00*	*2.00*	*2.00*	*2.00*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
High Rock	*2.00*	*2.00*	*2.00*	*2.00*	*2.60*	*2.60*	*-*	*2.00*	*-*	*-*	*2.00*
Pollard	*4.20*	*4.20*	*4.20*	*4.20*	*4.20*	*5.20*	*-*	*4.70*	*-*	*-*	*4.70*
HS	*7.50*	*7.50*	*7.50*	*7.60*	*7.60*	*7.60*	*-*	*7.60*	*-*	*-*	*7.60*
Health Education	1.00	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
High Rock	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Pollard	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
HS	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
K-12 Dir. Health & Phys. Ed.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00
Fine Arts	16.20	16.30	16.40	16.40	16.90	17.40	-	17.00	-	-	17.00
Broadmeadow	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Eliot	*0.76*	*0.80*	*0.40*	*0.40*	*0.73*	*0.70*	*-*	*0.70*	*-*	*-*	*0.70*
Hillside/ Williams	*0.70*	*0.70*	*1.10*	*1.10*	*0.95*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Mitchell	*0.74*	*0.74*	*0.74*	*0.74*	*0.97*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Newman	*1.20*	*1.16*	*1.16*	*1.16*	*1.25*	*1.30*	*-*	*1.30*	*-*	*-*	*1.30*
High Rock	*0.80*	*0.90*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Pollard	*3.00*	*3.00*	*3.00*	*3.00*	*3.00*	*3.40*	*-*	*3.00*	*-*	*-*	*3.00*
HS	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*-*	*8.00*	*-*	*-*	*8.00*
Performing Arts	14.45	13.88	14.63	14.76	15.01	16.10	-	15.35	0.75	-	16.10
Broadmeadow	*1.41*	*1.33*	*1.48*	*1.62*	*1.63*	*1.62*	*-*	*1.45*	*0.17*	*-*	*1.62*
Eliot	*0.94*	*0.93*	*1.04*	*0.94*	*1.03*	*1.08*	*-*	*1.00*	*0.08*	*-*	*1.08*
Hillside/ Williams	*1.30*	*1.13*	*1.34*	*1.32*	*1.40*	*1.40*	*-*	*1.26*	*0.14*	*-*	*1.40*
Mitchell	*1.37*	*1.30*	*1.38*	*1.34*	*1.41*	*1.44*	*-*	*1.30*	*0.14*	*-*	*1.44*
Newman	*1.69*	*1.66*	*1.72*	*1.64*	*1.60*	*1.77*	*-*	*1.64*	*0.13*	*-*	*1.77*
High Rock	*1.96*	*1.90*	*1.94*	*2.00*	*2.00*	*2.03*	*-*	*2.00*	*0.03*	*-*	*2.03*
Pollard	*2.84*	*2.73*	*2.73*	*2.70*	*2.74*	*3.56*	*-*	*3.50*	*0.06*	*-*	*3.56*
HS	*2.94*	*2.90*	*3.00*	*3.20*	*3.20*	*3.20*	*-*	*3.20*	*-*	*-*	*3.20*
K-12 Dir. Fine & Perf. Arts	1.90	1.90	2.15	2.15	2.15	2.85	1.00	-	-	1.15	2.15
World Languages	27.40	27.50	27.90	29.70	29.33	31.20	-	30.60	-	-	30.60
Broadmeadow	*1.20*	*1.20*	*1.20*	*1.20*	*1.27*	*1.40*	*-*	*1.40*	*-*	*-*	*1.40*
Eliot	*0.80*	*0.80*	*0.80*	*0.80*	*0.90*	*0.80*	*-*	*0.80*	*-*	*-*	*0.80*
Hillside/ Williams	*1.00*	*1.00*	*1.00*	*1.00*	*1.13*	*1.20*	*-*	*1.20*	*-*	*-*	*1.20*
Mitchell	*1.06*	*1.10*	*1.10*	*1.10*	*1.20*	*1.20*	*-*	*1.20*	*-*	*-*	*1.20*
Newman	*1.34*	*1.40*	*1.40*	*1.40*	*1.53*	*1.50*	*-*	*1.50*	*-*	*-*	*1.50*
High Rock	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*2.60*	*-*	*2.60*	*-*	*-*	*2.60*
Pollard	*6.00*	*6.00*	*6.00*	*6.00*	*6.10*	*7.10*	*-*	*6.70*	*-*	*-*	*6.70*
HS	*13.80*	*13.80*	*14.20*	*16.00*	*15.00*	*15.40*	*-*	*15.20*	*-*	*-*	*15.20*
K-12 Dir. World Languages	1.00	1.00	1.00	1.00	1.00	1.60	1.00	-	-	-	1.00
Subtotal K-12 Specialists	117.94	118.44	121.77	124.72	119.86	126.28	4.60	106.95	6.54	4.30	122.38
GRAND TOTAL	715.50	724.13	743.22	766.61	794.18	841.24	48.81	540.03	141.45	80.87	811.16

\

This page is intentionally blank.

Introduction

The Needham School Committee is responsible for establishing budget priorities and subsequently voting a budget that reflects applicable state and federal mandates, as well as the priorities and needs of the Needham Public Schools. Once adopted by the School Committee, the budget must ultimately be approved at the Annual Town Meeting. The purpose of this document is to outline the roles and responsibilities associated with the budget process, to identify a timeline for budget development and to outline assumptions and priorities that will guide the School Committee in its deliberations and interactions with other Town boards during the budget process. The budget for Fiscal Year 2020/21 (FY21) will begin on July 1, 2020.

Budget Roles & Responsibilities

The School Committee, Finance Committee, School department's administrative staff, Town Manager's office, and others have various roles and responsibilities in the budget development process:

a) The Future School Needs Committee– Assists with identifying criteria for development of enrollment estimates and projections by professional demographer; reviews draft enrollment projections and provides guidance and feedback to demographer.

b) Town Meeting – Town legislative body responsible for approving the annual Town-wide operating budget.

c) The Town Manager – Provides guidelines for developing Town-wide budget requests, develops revenue projections, reviews the budget requests of Town Departments and makes a balanced budget recommendation to the Finance Committee.

d) The Finance Committee (FinCom) - Reviews departmental spending requests, the Town Manager's recommended budget and the School Committee's budget proposal and makes budget recommendations to Town Meeting.

e) The School Committee (SC) – Establishes School Department budget policy and priorities, reviews the Superintendent's initial budget request and presents the School Committee's final budget recommendation to the Town Manager, FinCom and Town Meeting.

f) The School Department's Central Administration (CA) – Utilizes Town Manager's budget guidelines and School Committee priorities to guide budget development; develops the District-wide salary budget; reviews and evaluates building and department-based budget requests; develops the Superintendent's system-wide budget request and develops enrollment projections with the assistance of a professional demographer.

g) Principals and Directors - Generate detailed cost-center budgets for non-salary line items, within budget guidelines.

Budget Process & Calendar

Date	Activity
July 1, 2019	• Start of Fiscal Year 2019/20
Aug 1 (Thurs)	• Town Manager Releases Capital Plan Guidelines FY21-25
Aug 20 (Tues)	• October 28, 2019 STM Warrant Opens
Aug 22 (Thurs)	• School Committee Reviews Draft FY 2020-21 Budget Guidelines • School Committee Votes Placeholder Requests for October 28, 2019 Special Town Meeting
Sept 9 (Mon)	• FY 2020-21 Budget Request Forms Sent to Departments
Sept 10 (Tues)	• October 28, 2019 STM Warrant Closes • Town Manager Budget Consultation with Select Board • Town Pro Forma Presented to Select Board (Tentative 9/10 or 9/24)
Sept 11 (Wed)	• Town Manager Budget Consultation with Finance Committee
Sept 17 (Tues)	• School Committee Votes FY 2020-21 Budget Guidelines • School Budget Pro Forma Delivered to Central Office
Sept 18 (Wed)	• FY 2020-21 Voted Budget Guidelines Sent to Departments
Sept 19 (Thurs)	• Town Manager Releases FY21 Town Operating Budget Guidelines
Sept 24 (Tues)	• Town Pro Forma Presented to Select Board (Tentative 9/10 or 9/24)
Oct 1 (Tues)	• Town Manager Budget Consultation with Select Board
Oct 2 (Wed)	• School Committee Reviews & Discusses FY21-25 School Capital Requests
Oct 11 (Fri)	• School Operating Budget Forms Due to School Business Office
Oct 15 (Tues)	• School Committee Prioritizes and Votes FY21-25 School Capital Requests • School Committee Engages in October 2019 Special Town Meeting Prep
Oct 17 (Thurs)	• Final FY21-25 Capital Requests to Town Hall by 12:00 Noon
Oct 28 (Mon)	• October 2019 Special Town Meeting
Nov 1-Nov 30	• Superintendent's FY21 Budget Request Developed
Nov 5 (Tues)	• School Committee Reviews & Discusses FY21-25 Five-Year Forecast (Target Date)
Nov 6 (Wed)	• 3:00 - 5:30 (Town Hall) - School Capital Request Review with Town Manager
Nov 12 (Tues)	• Town Manager Budget Consultation with Select Board
Nov 19 (Tues)	• School Committee Reviews & Discusses FY21-25 Five-Year Forecast (Alternate Date)
TBD (MID NOV)	• School Department Reviews Draft Enrollment Projections with FSNC
Dec 10 (Tues)	• School Committee Receives Superintendent's FY21 Budget Request • School Committee Budget Discussion – Summary Overview & Highlights • School Committee Reviews and Discusses FY21-36 Enrollment Projections
Dec 11 (Wed)	• Departmental Spending Requests Due to FinCom from the Town Manager and School Superintendent [Due by Second Wed in Dec - Dec 11] • 5:30 pm. School Committee/FinCom School Budget Workshop
Dec 17 (Tues)	• Select Board Votes FY21-25 Capital Improvement Recommendation • School Committee Budget Discussion – Student Support Services • School Committee Reviews Student Development Budget Request
Jan 7 (Tues)	• School Committee Budget Discussion • School Committee Reviews Secondary, Technology & Other Program Improvement Requests • School Committee Reviews Revolving Budget Requests (Transportation, Athletics, Preschool & Community Education)

	• Town Manager Budget Consultation with School Committee • Town Manager Releases FY21-25 Capital Improvement Plan (Capital Budget Due to FinCom from Town Manager)
TBD	• Finance Committee Budget Hearing (Operating & Capital)
Jan 21 (Tues)	• School Committee Budget Discussion • School Committee Budget Public Hearing • School Committee Reviews Revolving Budget Requests (Transportation, Athletics, Preschool & Community Education) - Alternate Date • School Committee Reviews 2020 ATM Warrant Article Requests, if Applicable
Jan 22 (Wed)	• FY21 Governor's Budget Recommendation Due (4ᵗʰ Wed in January)
Jan 28 (Tues)	• School Committee Votes FY21 Budget Request • School Committee Votes Selected Revolving Fees (Transportation, Athletics, Preschool & Community Education) • School Committee Votes 2020 ATM Warrant Article Requests, if Applicable
Jan 31 (Fri)	• Town Manager's Balanced Budget Recommendation (Including Voted School Committee Request) Due to FinCom
Feb 3 (Mon)	• 2020 ATM Warrant Articles Due to Select Board
Feb 22 (Sat)	• FinCom's FY21 Draft Budget Due to Town Manager
Mar 3 (Tues)	• Primary Election
Mar 10 (Tues)	• School Committee Reviews FY20 Revolving Fund Budgets (as Needed)
Mar 15 (Sun)	• FinCom's FY21 Budget Recommendation Due to Town Manager for Inclusion in ATM Warrant
Mar 24 (Tues)	• School Committee Reviews FY21 Revolving Fund Budgets (as Needed)
April 7 (Tues)	• School Committee Reviews FY21 Revolving Fund Budgets (as Needed)
April 14 (Tues)	• Annual Town Election
April 28 (Tues)	• School Committee Reviews FY21 Revolving Fund Budgets (as Needed) • School Committee Annual Town Meeting Preparation
TBD	• League of Women Voters' Warrant Meetings
May 4 (Mon)	• 7:30 pm (Town Hall, Powers Hall) May 2020 Annual Town Meeting Begins
May 5 (Tues)	• School Committee Reviews FY21 Revolving Fund Budgets (as Needed)
May 11 (Mon)	• 2020 Special Town Meeting Begins
May 19 (Tues)	• School Committee Budget Update • School Committee Reviews FY21 Revolving Fund Budgets (as Needed)
June 2 (Tues)	• School Committee Reviews FY21 Revolving Fund Budgets (as Needed)
June 16 (Tues)	• School Committee Reviews FY21 Revolving Fund Budgets (as Needed) • School Committee Votes FY21 Revolving Fund Budgets & Fees • School Committee Votes FY21 COLA Adjustments (Non-Union Contracts)
July 1, 2020	• Start of FY 2020/21

State and Local Budget Requirements and Applicable Laws

The school budget process is governed by State law, the Town's By-Laws and School Committee policy. Needham's By-Laws require that the Town Manager issue budget guidelines and instructions for all departments to use in preparing their spending requests for the ensuing fiscal year. The Town Manager must consult with the Finance Committee prior to issuing the guidelines and throughout the budget process. The Town Manager and School Superintendent must provide the Finance Committee with copies of their respective departmental spending requests on or before the second Wednesday in December. After receiving these spending requests, the Finance Committee begins its consideration of the budget, including holding budget hearings. After consultation with the Board of Selectmen and School Committee, the Town Manager then presents a balanced budget proposal to the FinCom no later than January 31, which includes the spending priorities of all Town departments, and in addition thereto, the voted School Committee budget, if different from that contained in the balanced budget proposal. The Town Manager's executive budget recommendation is not binding on the Finance Committee. *(Town By-Laws, Section 2.2.1)* The Commonwealth of Massachusetts further requires that the final, recommended budget be submitted to the Finance Committee not less than 10 days before the end of the calendar year, or not less than 90 days prior to the date of the start of Annual Town Meeting, which ever is later. *(MGL Ch 41, s. 59)* (In Needham, the Annual Town Meeting is held during the first week in May.) The Finance Committee's recommendation on the operating budget is considered the Main Motion to be acted upon by Town Meeting. The Finance Committee's draft budget is due to the Town Manager by February 22, and a final recommendation for inclusion in the Annual Town Meeting warrant is due by March 15 under Section 1.11.3 of the Town's By-Laws. The budget is adopted by the voters of the Town of Needham at the Annual Town Meeting, prior to June 30. The fiscal year for all towns in the Commonwealth begins on July 1st and ends the following June 30th. *(MGL Ch 44, Sect. 56)*

The School Committee in each city and town is required to review and approve the budget for public education in the district. *(MGL Ch 71 Sect. 37)* A public hearing on the proposed school budget is required, and must be advertised at least one week prior in a newspaper of general circulation. A copy of the proposed budget also must be made available to the public at least 48 hours prior to the scheduled public hearing. *(MGL Ch 71, Sect. 38N)* Additionally, School Committee policy requires the public hearing to be held in January or earlier and to be conducted by a quorum of the School Committee. After a review of the proposed budget, the School Committee shall approve its final budget request for presentation to the Annual Town Meeting on or before January 31, so that the voted budget request may be included in the Town Manager's Budget Recommendation. *(School Committee Policy #DB.)*

School Committee Policy #DB further specifies that the School Committee shall issue budget guidelines on or before its first meeting in November that articulate the general framework to be used in developing the budget. The guidelines shall be consistent with state law, the Town's By-Laws and the Town Manager's guidelines, and must include a budget calendar, assumptions and priorities for the ensuing fiscal year. Principals and department heads must use these guidelines to develop their budget requests. These departmental requests and a preliminary budget recommendation are to be presented to the School Committee and the Finance Committee on or before the second Wednesday in December. In addition, following approval, the School Committee will send a copy of its proposed budget to all Town Meeting members at least seven days prior to Annual Town Meeting.

The budget is adopted by Town voters at the Annual Town meeting before June 30 for the fiscal year beginning July 1. Subsequent to Town meeting approval, the School Committee votes to adopt the corresponding budget detail budget by category of expenditure for implementation purposes. If the budget adopted by Town Meeting is less than or more than that requested by the School Committee, the budget shall be appropriately adjusted and voted by the School Committee. The Superintendent shall prepare an annual budget document, which represents the completed financial plan for the ensuing fiscal year. *(School Committee Policy #DB)* The adopted budget of the School Department, in combination with the expenditures from other municipal departments on behalf of the School District, shall meet anticipated Chapter 70 Net School Spending Requirements *(School Committee Policy #DB, MGL Ch70 s. 6.)*

School Committees may receive grants or gifts for educational purposes, which are held in separate accounts, and, once accepted, may be expended without further appropriation. *(MGL Ch 71 Sect. 37A, MGL Ch. 44 s. 53A)* The School Committee also may charge fees or receive monies in connection with certain other school activities, the receipts of which also are held separately (in revolving funds) and may be spent without further appropriation. *(MGL C44 s53, C44 s53e1/2, C71 s26a, C71 s26c, C71 s47, C71 s71e, C71 s71f, C548 of Acts of 1948)*

Guidelines for Budget Requests

There are two levels of funding requests within the School Committee's budget: Level Service budget requests and Program Improvement budget requests.

The **Level Service Budget** assumes the same level of service to the schools from the FY20 budget to the FY21 budget, including the current school programs, staffing levels, class sizes, and services. The base budget includes:

    i. The total FY20 budget appropriation (net of turnover savings);
    ii. Statutory or regulatory mandates;
    iii. Contractual personnel step, longevity and collective bargaining increases (including cost of living);
    iv. Other contractual increases;
    v. Significant inflationary or enrollment increases (inflationary increase in the cost of student supplies, additional teachers needed to maintain student-teacher ratios, etc.) These requests should include:
- Specific dollar increase by line item; and
- Purpose of the requested increase; and

    vi. Other items considered necessary and recommended by the Superintendent.

The **Program Improvement Budget** includes both the Level Service Budget, plus additional funds for new or expanded programs of the Needham Public Schools. The Program Improvement Budget is the budget mechanism the School Committee will use to invest in service and program improvements for the Needham Public Schools. The Program Improvement Budget is not a wish list; rather it reflects the need to grow and improve the schools in a way consistent with the mission,

values, and goals of the Needham Public Schools and the high expectations of the Needham community. Program Improvement Budget requests must be listed in order of priority and include:

    i.   Specific dollar amount;
    ii.   Purpose of request;
    iii.   Projected impact of request on service delivery;
    iv.   Identification of grants or other outside sources of revenues.
    v.   Reflect the district's values and goals.

School Committee Budget Assumptions

The budget is developed with certain assumptions and priorities established by the School Committee. For example, the budget reflects the assumption that the School District will meet all federal, state, and local mandated programs and requirements.

Thus, the budget should include sufficient resources and funding to meet contractual obligations and mandated programs. These mandated programs include, but are not limited to:

(a) Education Reform Act
  a. *The Education Reform Act* of 1993 (MERA, St. 1993, c. 71) required the state to develop academic standards in core subjects, setting forth the "skills, competencies and knowledge" to be possessed by all students, with high expectations for student performance, otherwise known as the 'curriculum frameworks.' To help districts meet these standards, the Act also established a school finance system designed to make available an adequate level of resources to each school district, irrespective of each community's fiscal capacity.
  b. "Common Core" competency standards have been developed state-wide for ELA/Literacy (2017), Mathematics (2017), Science and Technology/Engineering (2016), Digital Literacy and Computer Science (2016) and History and Social Science (2018.)
  c. In implementing the Common Core requirements, Needham will:
    i. Provide MCAS support and continue to close the achievement gap for minority, English Language Learners, economically challenged, and special education students, as well as for the group of lowest performing students.
    ii. Comply with state financial, pupil and student reporting requirements, including providing the financial resources need to meet minimum state per student funding requirements under M.G.L. Ch. 70.
    iii. Implement MCAS 2.0, the next generation of student assessments that improved upon the existing tests in ELA and Math to better measure the critical skills students need for success in the 21st Century. Changes in the content and format of the assessments have been made in ELA and Math for Grades 3-8 and 10, and reflect a curriculum that is aligned to the MA Common Core.
      1. The new format of the Next Generation MCAS includes assessments in ELA and Math that must be administered online in Grades 3-8 and Grade 10. It also includes Science in Grades 5 and 8, as well as Biology and Introductory Physics tests for students in the Class of 2023. It is essential that the technology infrastructure is in place, sufficient up-to-date computers are available, and adequate staffing is available to support and administer the new assessments.
      2. Ensure that the existing science curriculum is fully aligned to the new 2016 Massachusetts Science and Technology/Engineering Standards K-12.

(b) Massachusetts School and District Accountability System
  a. On December 10, 2015, President Obama signed the *Every Student Succeeds Act*

(ESSA) into law, reauthorizing the federal *Elementary and Secondary Education Act of 1965 (ESEA)* and replacing the most recent reauthorization of ESEA, the *No Child Left Behind Act of 2001 (NCLB)*. With a few exceptions, ESSA took effect at the beginning of the 2017-18 school year. The law includes provisions to help ensure improved outcomes for all students receiving an elementary and secondary education.

b. Meet Massachusetts Department of Elementary and Secondary Education regulations related to accountability and assistance for school districts and schools. 603 CMR 30 established the Massachusetts Comprehensive Assessment System (MCAS) and standards for competency determination. 603 CMR 2 holds districts accountable for the educational services they provide: it governs the overview of public school programs and the assistance provided to districts to improve them; identifies the circumstances under which a school may be declared underperforming.

c. While the Massachusetts School and District Accountability System (2012) currently meets most of the ESSA requirements, some modifications will be required. Indicators used to determine accountability ratings for Grades 3-8 will continue to be academic achievement and academic progress for all students as a whole, and for all previously determined subgroups. Starting in 2018, the indicators also included: progress made by students in attaining English language proficiency (percentage of students meeting annual targets required in order to attain English proficiency in six years), and chronic absenteeism (percentage of students missing 10% or more of the school year.) For high schools, in addition to all of the above, accountability indicators include: four-year cohort graduation rate, extended engagement rate (five-year cohort graduation rate), annual dropout rate, and percentage of 11th & 12th graders completing advanced coursework. A new indicator introduced in 2018 at all grade levels in the ELA and Math assessments was the performance of the lowest performing 25% of the students in each school and the district as a whole.

d. The goal of reducing proficiency gaps is a cornerstone of the Massachusetts School and District Accountability System and will continue. All districts, schools, and subgroups will be expected to make progress toward reducing the proficiency gap in ELA and Math. Based on 2017 and 2018 test results, initial gap setting targets will be set for 2019. Targets continue to be reviewed and established as additional longitudinal data becomes available.

(c) Student Learning Time

a. Meet Massachusetts Department of Elementary and Secondary Education (DESE) regulations, which establish the minimum length for a school day and the minimum number of days in a school year for Massachusetts public schools (603 CMR 27.)

(d) Non-Discrimination

a. Meet DESE regulations around non-discrimination against students, which ensure that public schools do not discriminate against students on the basis of race, color, sex, homeless status, gender identity, religion, national origin, sexual orientation, or disability, and ensure that all students have 'equal rights of access to the opportunities, privileges, advantages, and courses of study (603 CMR 26.)

(e) Chapter 766: Special Education (Sp.Ed.)
   a. Meet the federal requirement under the *Individuals with Disabilities Education Act (IDEA)* and state statutes under (M.G.L. c71B) to provide a free and appropriate public education to students with disabilities in the least restrictive environment. (34 CFR s300.24(b)(15.)) This often means creating programs to retain students 'in-district,' whenever possible;
      i. Priority is given, whenever possible, to providing in-district special education programs to students;
      ii. Where out-of district programming is required,
         1. Provide for special education out-of-district tuition costs;
         2. Provide for special education transportation; and
         3. Implement and maintain systems for complying with monitoring, procedural review and paperwork requirements.
      iii. Developing in-district programs for special education will include a cost benefit analysis.
   b. Meet DESE regulations related to special education (603 CMR 28, amended March 27, 2018, with recent amendments July 1, 2018.)
   c. Meet DESE regulations related to program and safety standards for approved public or private day and residential special education school programs (603 CMR 18, effective July 2, 2016.)

(f) Student Discipline
   a. Meet DESE regulations (603 CMR 53) related to student discipline, including the requirement to provide every student who is expelled or suspended with the opportunity to receive education services to make academic progress during the period of suspension or expulsion.

(g) English Language Learners (ELL)
   a. Meet the federal (Title VI, Civil Rights Act) and state (M.G.L. c71A) bilingual statutes that require districts to provide limited English Proficient (LEP) students with support services until they are proficient enough to participate meaningfully in the regular educational program. The DESE has developed regulations pertaining to the education of English learners under 603 CMR 14. These requirements:
      i. Provide academic support and English language instruction for all LEP students;
      ii. Implement, coordinate and maintain systems for student identification, assessment, support and student data reporting; and
      iii. Provide training in sheltered English immersion practices to teachers with LEP students in their classrooms.
   b. Recently, Massachusetts implemented the Rethinking Equity and Teaching for English Language Learners (RETELL) initiative. This initiative implemented Massachusetts Department of Elementary and Secondary Education regulations (603 CMR 14.07 and 603 CMR 7.15 (9)(b)), related to teacher and supervising administrators of English Language Learners. Both teachers and administrators are required to hold the Sheltered English Endorsement (SEI.)

(h) Section 504 and Americans with Disabilities Act (34 CFR s104.37)
   a. Meet the federal requirement to provide reasonable accommodations so that all people (students, faculty and community) can participate in activities in our schools, regardless of disability. These accommodations can include building modifications, specialized equipment, instructional or testing changes, or care from a nurse or other staff member.

(i) McKinney Vento Homeless Education Act (as amended by the *Every Student Succeeds Act (ESSA) of 2015*
   a. This law allows homeless students to continue their education in their schools of origin (the school in which they were enrolled at the time of homelessness) for the remainder of the academic year in which they become permanently housed. Districts must provide transportation to students for the duration of their homelessness and through June of the year they become permanently housed.

(j) Prevention of Physical Restraint
   a. Meet DESE regulations (603 CMR 46.00,) effective January 2, 2016, which require that physical restraint of students be used only in emergency situations of last resort, after other lawful and less intrusive alternatives have failed or been deemed inappropriate, and with extreme caution. This regulation also requires the development and implementation of a written policy, staff training, student data review and reporting.

(k) Bullying Prevention
   a. Meet Massachusetts requirements related to bullying prevention and intervention. (Chapter 86 of the Acts of 2014, which amended M.G.L. Ch. 71 s370, the 'anti-bullying statute.') This law requires each school district to develop and implement a plan to address bullying prevention and intervention. The DESE has developed regulations under 603 CMR 49.00 addressing a principal's duties under on of the ten required elements of the prevention and intervention plan, namely notification to parents or guardians of the target and the aggressor of bullying or retaliation and the action taken to prevent further bullying, and notification to law enforcement that the aggressor's conduct may result in criminal charges.

(l) Student Discipline
   a. Meet Massachusetts requirements related to student discipline (603 CMR 53, effective July 1, 2014.) These regulations limit the use of long-term suspension as a consequence for student misconduct, promote the engagement of parents in the discussion of student misconduct, assure that expelled or suspended students have an opportunity to receive the services and make academic progress, and keep school safe and supportive for students while ensuring fair and effective disciplinary practices.

(m) Educator Licensure & Evaluation
   a. Promote the growth and development of District administrators and teachers, using multiple measures of student learning.

b. Meet state law (MGL Ch. 71 s.38G) and DESE regulations (603 CMR 35) related to educator evaluation.
c. Meet Massachusetts Department of Elementary and Secondary Education regulations (603 CMR 44) related to educator license renewal.
d. Meet Massachusetts Department of Elementary and Secondary Education regulations (603 CMR 7) related to educator licensure and preparation programs, approved on June 27, 2017, with recent amendments effective July 28, 2017.

(n) Criminal History Checks
a. Meet DESE regulations (603 CMR 51) related to both national and state criminal history checks for school employees.

(o) Education Personnel Information Management System (EPIMS)
a. Meet DESE requirements collect individual educator data, from all public school districts and charter schools. The data collected is linked with the licensure data, which the Department currently maintains in ELAR, the Educator Licensure and Recruitment database. This information is used to comply with state and federal requirements, and to perform analysis on the state's educator workforce that, over time, will identify high need areas, evaluate current educational practices and programs, and assist districts with their recruiting efforts.
b. The DESE has developed the Educational Personnel Information Management System (EPIMS), a state-wide database that collects demographic data and work assignment information on individual public school educators.

(p) Massachusetts Equal Pay Act (MEPA)
a. Meet Massachusetts requirements related to preventing gender-based wage discrimination, as established by *An Act to Establish Pay Equity* (M.G.L. Ch. 177 of the Acts of 2016,) which became effective July 1, 2018. This law requires Massachusetts employers to ensure that all employees are paid a salary or wage that is no less than rates paid to employees of a different gender for comparable work.

(q) Educational Finance
a. Meet Massachusetts regulations under 603 CMR 10, pertaining to school and school district financial record keeping and reporting of information used to determine compliance with state and federal education statutes and regulations. These regulations also provide for the computation of school spending requirements and annual state aid allocations, and evaluate progress toward meeting the objectives of the Education Reform Act of 1993 (St. 1993, C.71.)

School Committee Priorities

The School Committee budget should reflect certain priorities that address the needs of the Needham Public Schools. These priorities should provide direction to administrators and guide staff in developing budget recommendations. The priorities also should guide the School Committee in its deliberations and the budget planning process.

The budget should reflect the following priorities, in relative order. The School Committee may sometimes choose to fund items addressing the lower priorities over items that may claim a higher priority. While not done lightly, such choices must sometimes be made to ensure that no priority is neglected.

- The District's mission, vision, goals and objectives;
- The need for highly qualified staff teaching within established student/teacher ratio guidelines;
- The ongoing refinement of curriculum, instruction, and assessment practices;
- The need to develop and maintain educational resources and a technology infrastructure that supports student learning and meets District goals; and
- The need to ensure that fee-based extracurricular programs reflect School Committee budget guidelines and that student fees are set to recover the cost of providing associated services, without restricting student participation or becoming unaffordable for families.

(a) The District's mission, vision, supporting assumptions, core values, goals and objectives are:

    a. Mission Statement: A school and community partnership that creates excited learners, inspires excellence, and fosters integrity.

    b. Vision Statement: Preparing *ALL* Needham Public School students to be creative thinkers and problem solvers, communicators and collaborators, socially and culturally responsive contributors, responsible and resilient individuals, and empowered leaners.

    c. Goals and Objectives: Approved Portrait of a Needham Graduate FY20 Action Plan (Approved July 19, 2019)

        i. <u>Priority I: All students are drivers of their own learning.</u>
            1. Objectives:
                a. Objective A: Incorporate opportunities for student choice, independent learning, and personalized pathways.
                b. Objective B: Provide structures and experiences that enable student efficacy, leadership, and voice.
                c. Objective C: Teach students the content and skills necessary for them to grow personally and academically.
            2. FY20 Action Steps:
                a. Develop a common understanding of student-centered learning & assess current practices.
                b. Launch Full-Day Kindergarten and document fit with Portrait competencies.
                c. Assess and expand existing structures/experiences for student efficacy, leadership, and voice.
                d. Continue to align the Science and Social Studies curriculum and student-centered instruction to state standards.
                e. Introduce Portrait to all students in developmentally appropriate ways.

      f. Report the results of student self-assessment on Portrait competencies.

  ii. <u>Priority II: All students experience integrative teaching and learning.</u>
      1. Objectives:
          a. Objective A: Extend interdisciplinary teaching and learning PreK-12.
          b. Objective B: Embed Portrait competencies, Technology, Inclusive Practices, SEL, and Equity into all curricula and instructional practices.
          c. Objective C: Provide opportunities for students to demonstrate knowledge and skills through multiple means of expression.
      2. FY20 Action Steps:
          a. Develop a common understanding of interdisciplinary teaching and learning and assess current practices.
          b. Support existing interdisciplinary teaching and highlight best practices.
          c. Align and synthesize the District's multiple plans, initiatives, and assessments. (Technology strategic plan, DCAP, SEL, Equity Plan, multiple assessment methods, Portrait.)
          d. Develop a framework for integrative teaching & learning.

  iii. Priority III: <u>All students learn and grow within adaptable environments.</u>
      1. <u>Objectives:</u>
          a. Objective A: Support and design classroom models and environments that foster collaboration & innovation.
          b. Objective B: Provide time, schedules, and spaces that promote learning objectives.
          c. Objective C: Complement instruction with accessible learning beyond the classroom, within the community, and in partnership with families.
      2. FY20 Action Steps:
          a. Plan for the expansion of classroom models and environments for collaboration, innovation, cross-grade & multi-age learning experiences (e.g., Buddy Classes.)
          b. Develop plans for alternative scheduling.
          c. Plan and prepare to adapt existing spaces within the classrooms and schools to meet students' needs (e.g. creative seating, standing desks).
          d. Evaluate learning opportunities beyond the classroom for accessibility and Portrait alignment.
          e. Partner with community members and businesses to plan for learning opportunities beyond the classroom (e.g. internships).
          f. Provide Family education on Portrait and preparing all students for their future.

  iv. Priority IV: <u>Infrastructure supports the needs of all students.</u>

1. <u>Objectives:</u>
   a. Objective A: Provide staffing, facilities, and budget resources aligned to district priorities.
   b. Objective B: Implement recruitment, retention, and development process for staff growth and diversity.
   c. Objective C: Establish a professional learning structure supporting equity and the Portrait vision.
2. FY20 Action Steps:
   a. Prepare FY21 District Budget supporting equity and Portrait vision.
   b. Assess the potential impact of Portrait plans on the District's future organizational structure, staffing, facilities, business operations and systems, transportation, and nutrition services.
   c. Formalize Human Resources plans and structures for the recruitment and retention of diverse and qualified staff.
   d. Assess the District's current Professional Learning and plan for a cohesive program (e.g. Portrait of A Needham Educator).

(b) The need for highly qualified staff teaching within established student/teacher ratio guidelines.

a. Provide competitive wages for teachers and administrators by funding collective bargaining agreements and contractual obligations. The Units A and B contracts for FY 2019/20 - 2021/22 are under negotiation. Contracts for Units C, D and E will be negotiated for FY 2020/21 - 2022/23 during the FY 2019/20 School Year.

b. Develop and retain "highly qualified" teaching staff through professional development and licensing; and maintain student/teacher ratios at within established guidelines:

   i. Class sizes should be within the guidelines set forth in SC Policy #IHB. These guidelines specify class sizes of 18-22 in Grades K-3, 20-24 in Grades 4-5, and 'reasonable class size' in Grades 6-12. These guidelines are recommendations, however, rather than absolute limits requiring strict, literal adherence.

   ii. Student/Teacher ratios should be set to optimize the instructional benefit to students, within the constraints of Policy #IHB, fiscal considerations and information from Needham's comparison communities.

   iii. For FY20, the following new personnel and classroom costs should be assumed:

Level	Position	Days	Hrs/Day	Hours	Rate	FTE	Salary	Gr/St	
All Levels	Teacher	183.00	7.00	1281.00	N/A	1.00	67,957	AA3 6	FY19 Rate
Elem & PreK	SpEd Teaching Assistant	203.50	7.00	1424.50	18.03	1.00	25,685	ASA 3	FY20 Rate
Middle School	SpEd Teaching Assistant	203.50	6.67	1356.67	18.03	1.00	24,462	ASA 3	FY20 Rate
High School	SpEd Teaching Assistant	203.50	6.50	1322.75	18.03	1.00	23,850	ASA 3	FY20 Rate
Elem & PreK	SpEd Program Specialist	203.50	7.00	1424.50	27.36	1.00	38,969	ASF 3	FY20 Rate
Middle School	SpEd Program Specialist	203.50	6.67	1356.67	27.36	1.00	37,113	ASF 3	FY20 Rate
High School	SpEd Program Specialist	203.50	6.50	1322.75	27.36	1.00	36,185	ASF 3	FY20 Rate
Elementary	Library Program Specialist	203.50	7.31	1487.11	27.36	1.00	40,682	ASD 3	FY20 Rate
Middle School	Library Program Specialist	203.50	6.97	1419.28	27.36	1.00	38,826	ASD 3	FY20 Rate
High School	Library Program Specialist	203.50	6.81	1385.36	27.36	1.00	37,898	ASD 3	FY20 Rate
Elementary	Media Program Specialist	211.50	7.00	1480.50	27.36	1.00	40,501	ASB 3	FY20 Rate
Middle School	Media Program Specialist	211.50	6.67	1410.00	27.36	1.00	38,572	ASB 3	FY20 Rate
Elementary	Media Program Specialist	211.50	6.50	1374.75	27.36	1.00	37,608	ASB 3	FY20 Rate
Elementary	Science Ctr. Program Specialist	213.50	7.48	1595.91	28.15	1.00	44,926	ASE 3	FY20 Rate
All Levels	10 Mo. School Aide	214.00	7.00	1498.00	18.89	1.00	28,297	AR1 3	FY20 Rate
All Levels	10 Mo. Secretary	214.00	7.00	1498.00	23.22	1.00	34,784	AR2 3	FY20 Rate
All Levels	11 Mo. Secretary	236.00	7.00	1652.00	23.22	1.00	38,359	AR2 3	FY20 Rate
All Levels	12 Mo. Secretary	260.00	7.00	1820.00	23.22	1.00	42,260	AR2 3	FY20 Rate
All Levels	AV/Computer Technician	260.00	8.00	2080.00	30.02	1.00	62,442	AR6 3	FY20 Rate

Level	Unit (As Needed)	Supply Type	Cost
All Levels	New Support Staff	Desktop Computer	1,600
All Levels	New Administrator	Laptop Computer	1,300
Elementary	New Teacher	Laptop Computer	1,300
Middle	New Teacher	Laptop Computer & Ipad	1,850
High School	New Teacher	Laptop Computer	1,300
All Levels	New Employee	Office/Instructional Supplies	500
Elementary	New Classroom	Math/Literacy/Science Materials (K-3)	10,250
Elementary	New Classroom	Math/Literacy/Science Materials (4-5)	9,900
Elementary	New Classroom	Technology (K-2)/ Specials/ SpEd (6 iPads)	3,300
Elementary	New Classroom	Technology (3-5) (6 Chromebooks)	1,500
All Levels	New Classroom	Interactive Whiteboard	5,000
All Levels	New Classroom	Document Camera	400
All Levels	New Classroom	Audio Sound Field	1,300
Middle	New Student	1:1 iPad	550
High School	New Student	1:1 Chromebook	250
Secondary	New Classroom	Instructional Supplies	5,000
All Levels	New Classroom (SpEd)	Instructional Supplies	5,000
All Levels	New Classroom	Furniture	5,000

iv. The FY21 base salary budget resets FTE's to the FY20 Annual Town-Meeting appropriation.

(c) The ongoing refinement of curriculum, instruction, and assessment practices. High priority is given to the elements that insure the continuance, renewal, revision, delivery and management of curriculum and instruction. These include:

a. Professional development for teachers and administrators;

b. Regular curriculum review, revision and development;

c. Implementation of new programs to increase student achievement, growth and development;

d. Developing innovative instructional programs that support and extend learning beyond the classroom;

e. Purchase and replacement of paper and/or electronic textbooks, consumable material and curriculum-related resources, management and assessment tools, supplies and materials

(d) The need to develop and maintain educational resources and a technology infrastructure that supports student learning and meets District goals:

a. Teacher and Administrative Supplies

  i. Provide for the acquisition and replacement of instructional and administrative technology, software, online services, supplies and other equipment;

  ii. Provide for student and classroom supplies;

  iii. Provide for office administrative and teacher supplies; and

  iv. Provide for maintenance, licensing, online services and contractual agreements.

b. Equipment/ Capital Outlay

  i. Provide for the regular replacement of copiers, and other instructional equipment, optimally within the capital budget;

  ii. Provide for administrative, financial and personnel systems, computers, interactive whiteboards, projectors and other administrative and instructional equipment consistent with the Technology Plan and efficient school operations;

  iii. Provide school buildings and physical and technology infrastructure that adequately support the educational program and promote student safety; and

  iv. Plan proactively for future technology needs and the evolving impact of technology on the school budget.

c. Administrative Support Staff

  i. Provide a sufficient number of trained and competent instructional and technical support staff to support the work of teachers and administrators throughout the District.

(e) The need to ensure that fee-based extracurricular programs reflect School Committee budget guidelines and that student fees are set to recover the cost of providing associated services, without restricting student participation or becoming unaffordable for families.

  a. Set student fees to recover the cost of providing associated services, unless the fiscal impact on families is determined to be excessively burdensome or has the potential to limit student participation. If the latter, the School Committee may subsidize the program budget from other operational resources.

  b. Develop and approve annual operating budgets for fee-based programs, according to the same general guidelines as used to develop the regular School Operating budget.

  c. Authorize student fees and fee-based program budgets annually by vote of the School Committee.

School Committee Budget Document Contents

The School Committee's recommended budget document should include the following information and features (School Committee Policy #DB):

(a) A budget message describing the important features of the budget and major changes from the preceding fiscal year.

(b) Summary revenue and expenditure information, including: prior year actual, current year budget and next fiscal year requests. This information should be provided by:

  (a) Program level (District, Elementary, Middle, and High);

  (b) Major category (salary, purchase of services, expenses, capital outlay, revenue type);

  (c) Functional area/department (Administration, Transportation, Other General Services, K-12 Regular Instruction, Guidance & Psychology, K-12 Sp.Ed. Services, SPED Tuitions, Technology & Media, Physical Education & Health, Fine & Performing Arts, World Languages)

  (d) Line item.

(c) Budget assumptions and fiscal strategies used to develop the budget.

(d) The budget calendar.

(e) Multi-year FTE summary for all staff categories (administrators, teachers, instructional support and non-instructional staff.)

(f) Charts and tables to show where each budget line item appears on the system-wide reports.

(g) Highlights of revolving fund budget requests and operating budget impacts.

(h) Highlights of grant budget requests and program operating budget impacts.

(i) Highlights of capital budget requests and operating budget impacts.

(j) Relationship of priorities to district-wide goals and objectives.

(k) Five-year financial forecast.