

Table of Contents

Transmittal Letter	1
School Operating Budget Revenue & Expenditure Summary	9
Revenue Summary	9
Trends in School Budget Revenues	10
Expenditure Summary	14
Expenditures by Functional Area and Department	15
Expenditures by Department of Education Functional Area	17
Expenditures by Line Item Detail	18
Expenditures by Program Level	19
Summary of FY17 Budget Highlights	22
Trends in School Operating Budget Expenditures	25
FY17 Budgeted School Department Enrollment	29
Trends in School Enrollment	29
Projected Enrollment – FY17 and Beyond	30
FY17 Operating Budget Staffing Summary by Department	32
Staffing Ratios	36
FY17 Budget Detail by Level	37
Elementary Level	37
Middle Level	42
High School Level	46
District Level	51
Needham Public Schools Demographic Profile	56
Selected Indicators - Comparable Communities	56
Selected Indicators – Student Demographics	57
Selected Indicators – Graduation	58
Class of 2015 Profile: Schools Attended	59
Selected Indicators – Testing & Assessment	60
Selected Indicators – Staffing Demographic Data	64
Grants Summary: FY06-16	65
Revolving (Fee-Based) Fund Summary: FY13-FY15	67

On the cover:

“Summer Homework (Close up of Toaster Oven)” by Danielle Rubin (NHS Grade 11)

Acknowledgements:

Thank you to Melane Bisbas of the Business Office for document preparation, Shireen Yadollahpour and Dr. David Neves of the Needham High Visual Arts Department for student artwork, Robyn Briggs and the staff of the Needham High School Graphic Arts Department for cover design, and Brian Erba of the Production Center for document reproduction.

Needham Public Schools Leadership Team

Daniel E. Gutekanst, Ed.D.
Superintendent

Central Administration:

Tom Campbell, Ed. D.
Human Resources

Anne Gulati,
Financial
Operations

Mary Lammi
Student Support
Services

Terry Duggan, Ed.D.
Program Development &
Implementation

Principals

Joseph Barnes (Interim)
Needham High School

Tamatha Bibbo

William Pollard Middle School (Grades 7 & 8)

Jessica Downey

High Rock Middle School (Grade 6)

Emily Gaberman

Broadmeadow Elementary School

Roderick MacNeal

John Eliot Elementary School

Michael Kascak

Hillside Elementary School

Michael Schwinden, Ed.D.

William Mitchell Elementary School

Jessica Peterson

Derwood Newman Elementary School

PreK – 12 Directors

David Neves, Ed.D.

Fine & Performing Arts

Tom Denton

Guidance & Psychology

Jean Tower

Media & Digital Learning

Joanne Allen-Willoughby, Ph.D.

*Metropolitan Council for Educational
Opportunity (METCO)*

PreK – 12 Directors (continued)

Kathy M. Pinkham, Ed.D.

Physical & Health Education

Patricia Mullen

High School Special Education

Matt Ganas

K-8 Special Education

Rebecca Sparrell

PreK Special Education

Stephanie Wyman

Out-of-District & ESY Special Education

Elaine Tenaglia, RN (Interim)

Health Services

Micah Hauben, CAA

Athletics

Debbie Watters

World Language Director

Diane Simmons

Community Education & Planning

Ruth Griffin, R.D.

Food Services

Sheila Hamwey

Transportation

Chip Laffey

Public Facilities

Mark Messias

Information Technology Services

Elise Morgan

Needham Science Center



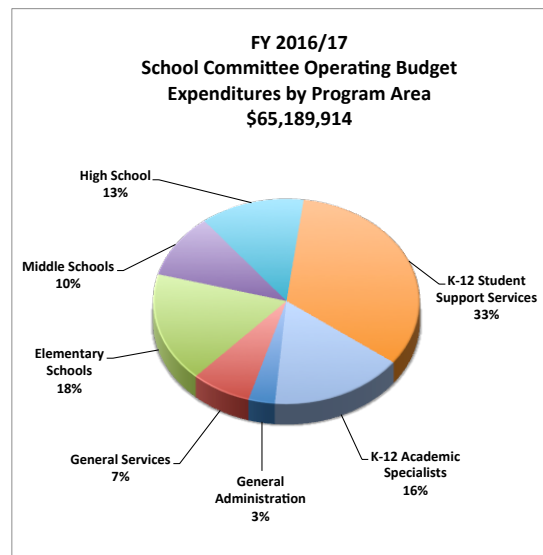
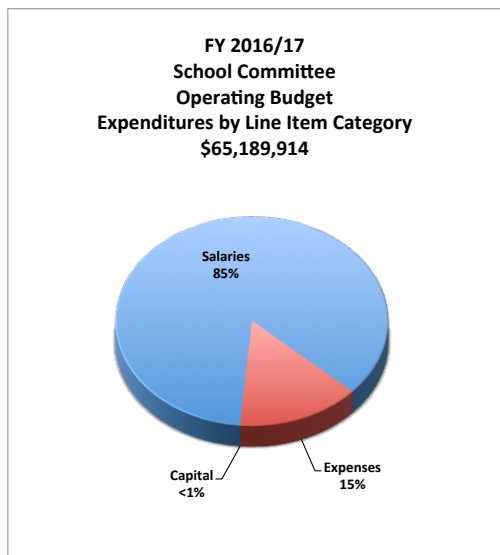
NEEDHAM PUBLIC SCHOOLS

1330 HIGHLAND AVENUE * NEEDHAM, MA 02492
 781-455-0400 EXT. 203 * 781-455-0417 (FAX)

April 15, 2016

Dear Town Meeting Members:

The Needham School Committee invites you to consider its operating budget request for the fiscal year ending June 30, 2017 (FY 2016/17). The proposed budget, which totals **\$65,189,914**, represents a **\$3,709,227 (6.03%)** increase over the current year operational budget of **\$61,480,687**.

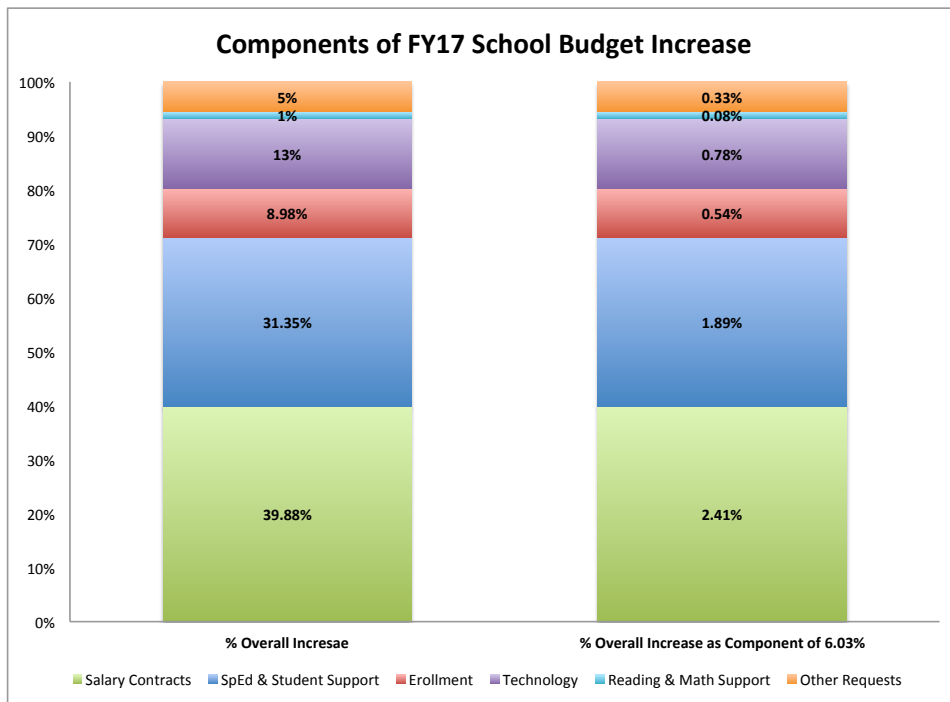


The final recommended budget amount is \$131,200 more than the School Committee’s voted budget request from January of \$65,058,714, to fund the creation of a new Therapeutic Program at Needham High School. We are grateful that the Finance Committee has supported this addition to the school budget, as part of its recommended budget proposal.

This budget proposal outlines the resources the schools need to support a viable and innovative educational program for our students, one that is consistent with our core values of **Scholarship, Citizenship, Community, and Personal Growth**.

The FY17 budget plan was developed to address contracted salary increases, growing special education costs, and expanded student enrollment. Although the proposed budget details a 6.03% funding increase, or \$3.71 million, over the current fiscal year, most of this increase is to provide for a similar level of service. In fact, about 96% of the total request proposes the same level of service for next school year as we have now. The proposed budget includes only \$156,846 for enhancements and improvements to school programs, and this includes the new Therapeutic Program for \$131,200.

What is driving the overall budget increase? The major components of the overall budget increase are described below:



- Contractual Salary Increases** - Negotiated contracts for all employees account for \$1.48 million, or 2.41% of the 6.03% overall requested increase. In order to recruit, support, and retain a talented faculty and staff, we must provide reasonable yet competitive salaries for our staff, teachers, and school leaders.
- Increased Special Education and Student Support Costs** – Special education and student support expenses account for an additional \$1.16 million, or 1.89% of the overall increase. Several factors have contributed to the rapid growth in these expenses: students moving into the District with significant needs, a 5.7% increase in the number of students on Individualized Education Plans (from 840 to 888), tuition and transportation placements and increases and the growth of programs required to assist students with autism, anxiety and emotional disabilities. Of the 10.71 FTE new teachers planned for FY17, a total of 4.18 FTE are requested in the areas of special education, nursing, guidance and psychology to meet student needs.
- Enrollment and Class Size** - Although overall enrollment is projected to increase only slightly next year, there remains a need to provide sufficient elective offerings for students and ensure class sizes stay within acceptable School Committee policy guidelines. The School Committee proposes to add 6.33 Full Time Equivalent (FTE) teachers at the elementary and secondary levels to keep class sizes steady and make up for the loss of grant funds. Hillside, for

2016/17 Budget Calendar

Sept– School Committee Developed School Budget Priorities & Guidelines

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

Dec 1 – Superintendent’s Budget Request Sent to School Committee, Town Manager and the Finance Committee

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

January – 2016 – School Committee Sends Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

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

Jan/Feb/Mar – Finance Committee Reviews Budget Requests and Holds Public Hearings

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

May 2 – Annual Town Meeting

July 1, 2016 – New Fiscal Year Begins

example, will require 1.5 FTE classroom teachers to address growing enrollment. Additionally, 2.0 FTE High School teachers are proposed to make up for the loss of NEF grant funding for the Greater Boston Project and address class sizes in Math. Collectively, these increases total \$333,180 and represent 0.54% of the overall budget increase. The impact of enrollment on the overall school budget is discussed in greater detail below.

- **Reading & Math Support** – A total of \$48,310 is requested to provide literacy and math materials at the elementary and middle school levels. These materials include leveled reading and assessment materials for students in Grades K-5 and the second installment of the two-year transition to the new middle school math curriculum, Pathways. Reading and math supports represent 0.08% of the overall 6.03% budget increase.
- **Technology** - At the recommendation of the Town Manager, \$340,700 in funding for school technology purchases was shifted from Cash Capital to the school operating budget. These expenses do not meet the definition of a ‘capital expenditure’ exceeding \$25,000 or having useful life of five years or more. In addition, the recommended technology budget includes funding for system upgrades to improve operational efficiency and effectiveness, including a new Website Content Management System, a new software management system for laptops and a Help Desk ticketing system for support calls. These requests total \$482,187 and represent 0.78% of the 6.03% overall requested increase.
- **Other Increases** – All other requests represent 0.33% of the overall increase and include funding to ensure continued K-12 curriculum leadership and programs (\$56,814), among other initiatives.



“Positive-Negative Painting” by Cameron Flynn (NHS Grade 9)

Significant Assumptions Incorporated Into the FY17 Budget:

- The budget assumes that total PreK-12 enrollment (excluding students attending out-of-District placements) will be 5,593 in 2016/17, up 11 students from the FY16 enrollment of 5,582. Elementary enrollment is projected to increase by 18 students (from 2,542 to 2,560); middle school enrollment is expected to increase by 14 students (from 1,290 to 1,304) and high school enrollment is expected to decrease by 21 students (from 1,665 to 1,644.) Pre-Kindergarten enrollment is expected to remain constant at 85 students. A total of 75 out-of-district students also are expected.

Although enrollment will increase by 0.2% overall, a total of 6.33 FTE teaching staff are needed to preserve class size and to provide sufficient elective offerings. At the elementary level, 2.5 FTE teachers are needed to alleviate large class size at Hillside and Newman Schools. In making this request, the Superintendent has reallocated existing staff between grade levels to ensure that incoming classes remain within the School Committee’s recommended guidelines of 18-22 students in Grades K-3 and 20-24 students in Grades 4-5.

Hillside Kindergarten	Hillside Grade 1	Newman Grade 5
With 0.5 FTE 19 Students/Class	With 1.0 FTE 22 Students/Class	With 1.0 FTE 22 Students/Class
Without 0.5 FTE 25 Per Class	Without 1.0 FTE 29 Per Class	Without 1.0 FTE 27 Per Class

At the High School, a total of 2.0 FTE teachers are needed to maintain class sizes in Math and to continue the Greater Boston Project, a program that received start up funding from the Needham Education Foundation three years ago, but for which grant funding will end in the current year. The Greater Boston project is staffed by 1.4 FTE teachers in Math, English and Social Studies, which will require ongoing funding from the operating budget beginning in FY17. Additionally, a 0.6 FTE teacher is needed to maintain class sizes in Math and provide two sections of AP Computer Science Principles, the AP exam for which will be administered for the first time in May 2017.

Finally, 1.83 FTE elective teachers are needed in the areas of elementary Physical Education, World Language, Media, Instructional Technology and Visual Arts to meet elementary scheduling requirements and provide sufficient elective offerings at the middle and high schools.

Projected enrollment is presented in the table below. As evident from the table, the ten-year projection is for continued growth, particularly at the high school level.

Needham Public Schools: Total District Enrollment

Enrollment	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
PreK	85	85	85	85	85	85	85	85	85	85	85
Gr 1-5	2,542	2,560	2,577	2,562	2,516	2,545	2,515	2,493	2,470	2,442	2,420
Gr 6-8	1,290	1,304	1,287	1,304	1,369	1,362	1,367	1,328	1,364	1,346	1,351
<u>Gr 9-12</u>	<u>1,665</u>	<u>1,644</u>	<u>1,661</u>	<u>1,696</u>	<u>1,660</u>	<u>1,676</u>	<u>1,697</u>	<u>1,745</u>	<u>1,734</u>	<u>1,774</u>	<u>1,765</u>
Total	5,582	5,593	5,610	5,647	5,630	5,668	5,664	5,651	5,653	5,647	5,621

- The budget request provides for 12.19 FTE new staff positions, representing a 1.7% increase over the 705.97 FTE current year staffing allocation. Of these, 10.71 FTE are teachers to meet class size requirements (6.33 FTE), student support service needs (4.18 FTE) and curriculum (0.2 FTE.) The budget also includes 0.4 FTE new administrative positions, including: 0.3 FTE net new middle level administrators to provide English Language Arts leadership and 0.1 FTE for Community Education. Finally 1.08 FTE net new paraprofessionals, technicians and clerical staff will provide administrative support, K-12.

- Cost of living adjustments are provided for school staff, including teachers and administrators, whose contracts will be bargained this year. The following cost of living adjustments are budgeted for other units: 1.0% Unit C instructional support, 2.8% Unit D clerical support and 2.0% Unit E nutrition services personnel.
- Level funding is proposed for non-salary accounts. All budget increases beyond level funding are highlighted beginning on page 22.

Budget Development Process & Priorities:

The FY17 budget development process began earlier in the school year, when the School Committee identified budget priorities to guide the administration in the budget planning process. These included:

- The District’s values and goals
- The need for highly qualified staff, teaching within established student/teacher ratio guidelines.
- The ongoing refinement of curriculum, instruction and assessment practices; and
- The need to develop and maintain educational resources and a technology infrastructure that supports student learning and meets District goals.

Administrators developed budget requests in the fall and submitted them for consideration and discussion in November. The Central Office Administration then met with principals and program directors to review and discuss budget requests in light of the School Committee’s identified priorities and district goals. Finally, the Superintendent consulted with the Town Manager and the School Committee and Finance Committee budget liaisons to understand Town and School needs as they relate to the overall budget planning process. The School Committee supports the Finance Committee’s final recommendation and looks forward to presenting this recommendation to Town Meeting members in May.

“Organic Explorations” by Natalie Lawrence (NHS Grade 10)



What are the Capital Project Priorities for FY17?

The School Committee has identified the following technology and equipment replacement needs for FY17, which are recommended for funding from the Capital Improvement Budget:

- \$307,750 to replace District computers, servers and other technology,
- \$39,330 to replace school copiers, and
- \$45,000 to replace school furniture.

As noted above, an additional \$340,700 has been moved from Cash Capital to the School Operating Budget to purchase technology that does not meet the capital acquisition or useful life thresholds of \$25,000 or five years. This amount provides for the following:

- \$35,000 for a 1:1 technology pilot at Needham High School in FY17. If successful, a 1:1 program would be phased-in in FY18 and FY19.
- \$178,000 to begin reconfiguring the K-5 instructional technology model from a desktop computer-based model to a DLD model. The current technology model is for one teacher desktop computer and two to three student desktop computers per classroom, plus an interactive whiteboard in Grades 1-5. The new elementary classroom model consists of a teacher laptop, three DLDs and an interactive whiteboard, plus shared carts of digital learning devices for class projects and school-wide testing purposes. This change reflects the need to provide mobile, on-demand technology that uses web-based learning and moves away from the financially unsustainable replacement cycle for student desktop computers. FY17 is the first year of a multi-year plan to implement the new model.
- \$85,000 for laptop and DLD carts at High Rock and Pollard.
- \$42,700 for teacher and administrator laptops and DLDs.

Additionally, the School Committee seeks \$65,000 to continue feasibility design of additional general classroom space at Needham High School (NHS). The request is based on the recommendation of the Needham High School Space Needs Advisory Task Force, an inter-departmental group consisting of members of the Board of Selectmen and School Committee, the Town Manager, the Superintendent, members of the Finance Committee and Town and school officials, which has been meeting for the past year to look at high school space needs. In March 2016, the Task Force concluded that core academic space is at a premium at NHS due to enrollment, which has exceeded the school's original design capacity (of 1,450) and is expected to range between 1,700 and 1,800 students for at least 15 to 20 years. In order to meet the need for additional classroom space and ensure flexibility for future needs, the Task Force recommends that the school's schedule be adjusted as appropriate to maximize space and support teaching and learning, that technology (e.g., the Personalized Learning Initiative, online learning, and wireless access) be used efficiently throughout the learning environment, and that additional science, general and special education classrooms be created to support the school's existing and proposed programs.

The scope of the proposed feasibility study would be as follows:

- Investigate and understand the High School's current and anticipated educational program.
- Review and reconsider all existing design documentation that has been prepared and discussed over the last year to determine classroom needs, based on a 1,700 – 1,800 enrollment range.
- Consider alternatives for new, reconfigured and/or expanded classrooms, office and/or storage space within the building, as well as alternatives for building expansion to accommodate additional

classrooms.

- Provide renovation/ construction phasing options over a two to five-year period.
- Provide a cost-effective recommendation to the Permanent Public Building Committee and School Committee that address long-term classroom, office and/or storage space needs at NHS.

Finally, the District continues to work with the Massachusetts School Building Authority to construct the Hillside Elementary School at the former Owen’s Poultry Farm site on Central Avenue. The new school, which is in schematic design, is scheduled to open in September, 2020. A Special Town Meeting to approve project funding is planned for October 24, 2016, followed by a November 8, 2016 Override Election.



*“Mosaic Tile” by
Lily Altman (NHS Grade 10)*

Closing Remarks:

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

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

We also wish to recognize the achievement of our talented Needham High students who participated in the 2016 Needham Art in Bloom Exhibit. This is the 8th year of the Exhibit, which was displayed in various locations in Town during the weekend of March 4th – 6th. We have reproduced some of the impressive and thought provoking pieces from that Exhibit on these pages. Enjoy!

Sincerely,

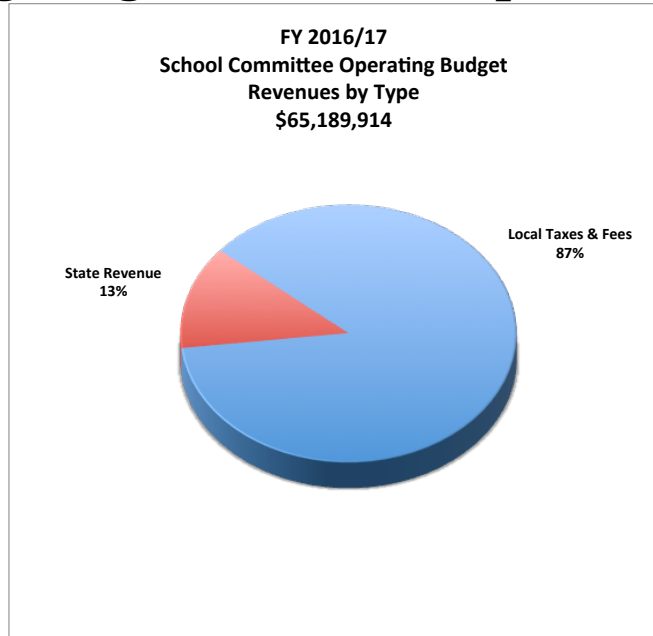
Connie Barr

Connie Barr
Chair, Needham School Committee 2015-16
Needham School Committee



*“Masque of the Red Death Journal” by
Maria Kupaeva (NHS Grade 10)*

School Operating Budget Revenue & Expenditure Summary



Revenue Summary:

School Revenue	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY17 (5) Request	FY17 (5) Sup't Recomm	FY17 (5) SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
<i>Local Revenue:</i>										
Property Taxes & Fees (5)	43,241,871	45,859,636	49,758,500	53,210,571	57,915,942	56,481,934	56,732,969	3,522,398	6.62%	87.0%
<i>State Revenue/Assessments:</i>										
School Choice (1)	(10,200)	(8,500)	(28,159)	(30,663)	(8,840)	(8,840)	(8,840)	21,823	-71.17%	0.0%
Charter School (2)	(66,143)	(62,805)	(66,233)	(41,926)	(84,340)	(84,340)	(84,340)	(42,414)	101.16%	-0.1%
Special Education (3)	(13,728)	(31,933)	(29,890)	(31,085)	(33,875)	(33,875)	(33,875)	(2,790)	8.98%	-0.1%
Homeless Transportation	-	15,263	-	-	-	-	-	-	-	-
Chapter 70 Formula Aid (4)	7,633,990	7,901,802	8,239,740	8,373,790	8,584,000	8,584,000	8,584,000	210,210	2.51%	13.2%
Subtotal State	7,543,919	7,813,827	8,115,458	8,270,116	8,456,945	8,456,945	8,456,945	186,829	2.26%	13.0%
Totals	50,785,790	53,673,463	57,873,958	61,480,687	66,372,887	64,938,879	65,189,914	3,709,227	6.03%	100.0%

- (1) School Choice sending tuition assessment. Source: School Business Office (Actuals), Department of Revenue Cherry Sheet Estimates
 (2) Charter School Tuition Reimbursements, Net Sending Tuition Assessment. Source: School Business Office (Actuals), Department of Revenue Cherry Sheet Estimates
 (3) Tuition Assessment to Mass Hospital School. Source: School Business Office (Actuals), Department of Revenue Cherry Sheet Estimates
 (4) Chapter 70 Excludes School Construction Chapter 645; Chapter 511; METCO & School Lunch Reimbursement. Excludes Circuit Breaker.
 Source: School Business Office (Actuals), Department of Revenue Cherry Sheet Estimates
 (5) FY17 Town Manager Proposed Budget, Jan 26, 2016

Anticipated revenue for School Department operations in FY17 are shown above. These revenues, which consist of education-related “Cherry Sheet” aid from the state and other local revenue, are based on January 2016 Town-wide revenue projections. Although the above chart attributes all of the Chapter 70 and education-related aid to the School Department, the Town considers Chapter 70 funds to be a General Fund receipt, which is apportioned with other local funds to both school and Town operations during the budget process. Based on this analysis, approximately 13% or \$8,456,945 of the \$65,189,914 school operating budget is funded by state revenue. Property taxes and other local receipts make up the difference, or \$56,732,969. The Town Manager’s estimate of state aid in FY17 is slightly more than the \$8,482,010 amount proposed by Governor Baker in his House 2 budget. During the winter and spring months, the Legislature will review the Governor’s budget proposal and will release its own budget proposal, which could include a different Chapter 70 revenue estimate.

Grants and fees are received outside of the regular school operating budget, and are not appropriated by Town Meeting (with the exception of the school transportation fund.) These revenues are summarized in charts at the end of this document.

Trends in School Budget Revenue:

Trend: Predominately Local Funding for Education:

Local taxpayers provide the majority of funding for school operations. The FY17 budget assumes that local taxpayers will fund 87% of the school operating budget, while 13.0% will be funded by the State. The state/local funding shares have remained relatively steady for the past several years, even as the state has contributed more money to education.

In FY07, the state revised its Chapter 70 formula to provide more funding to communities like Needham, where enrollments are growing, or where local funds comprise more than 82.5% of the foundation budget. The foundation budget is the level of funding the state says is needed to ‘adequately’ fund public education; \$52,228,571 in FY17. It consists of a required local contribution of \$44,234,797 and a state aid allocation of \$8,482,010. The revised funding formula capped the local share at 82.5% of the foundation budget amount, and promised a ‘phase in’ of additional revenue over a multi-year period to reach this target amount. (The State’s target funding percentage is 17.5%.) In FY06, Needham funded 97.4% of its foundation budget requirement, while the State funded 2.6%. For FY17, the Governor has proposed funding the state allocation at 16.24%, which is slightly more than the current year share of 16.11%.

Massachusetts Department of Elementary and Secondary Education FY17 Chapter 70 Summary

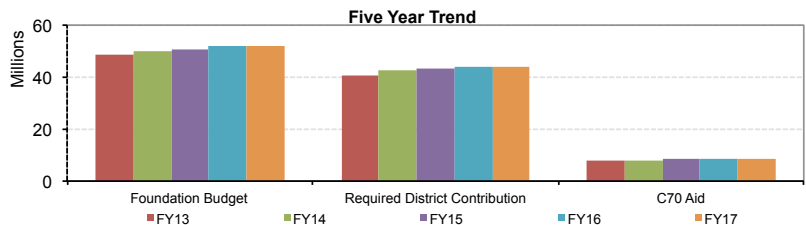
199 Needham

Aid Calculation FY17

Prior Year Aid	
1 Chapter 70 FY16	8,373,790
Foundation Aid	
2 Foundation budget FY17	52,228,571
3 Required district contribution FY17	44,234,797
4 Foundation aid (2 -3)	7,993,774
5 Increase over FY16 (4 - 1)	0
Minimum Aid	
6 Minimum \$20 per pupil increase	108,220
Non-Operating District Reduction to Foundation	
7 Reduction to foundation	0
FY17 Chapter 70 Aid	
8 sum of line 1, 5 minus 7	8,482,010

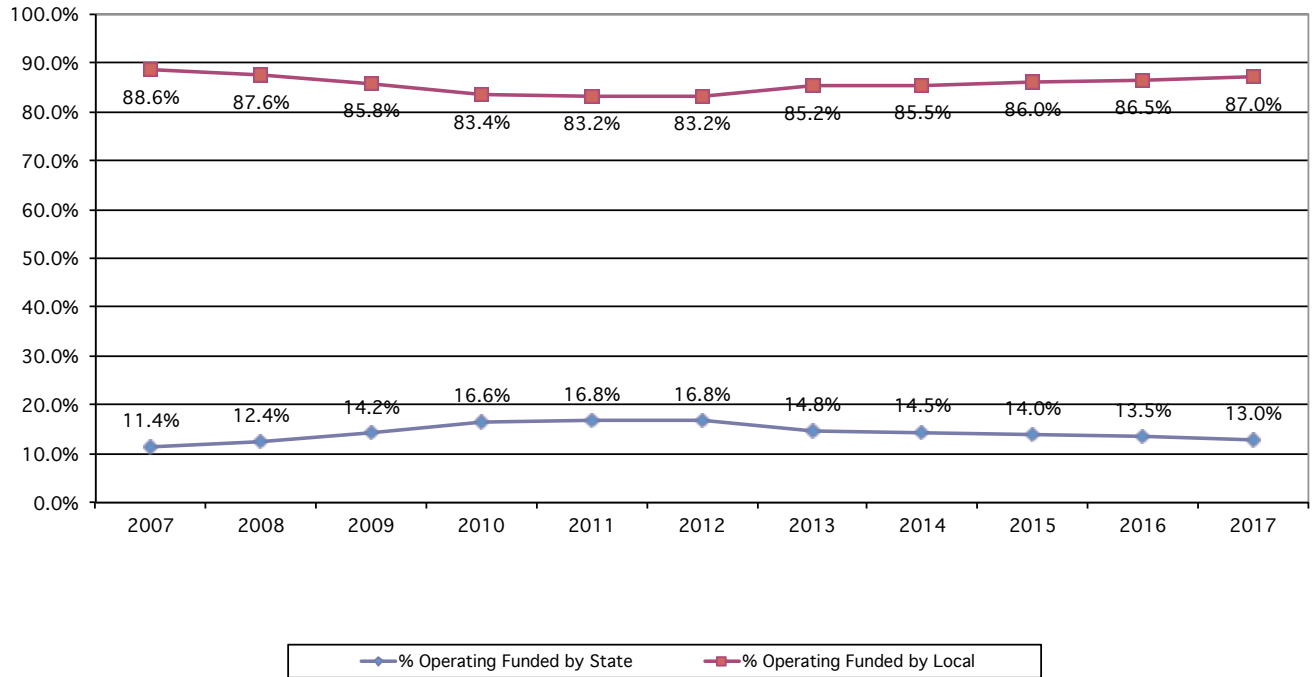
Comparison to FY16

	FY16	FY17	Change	Pct Chg
Enrollment	5,362	5,411	49	0.91%
Foundation budget	51,969,545	52,228,571	259,025	0.50%
Required district contribution	44,250,723	44,234,797	-15,926	-0.04%
Chapter 70 aid	8,373,790	8,482,010	108,220	1.29%
Required net school spending (NSS)	52,624,513	52,716,807	92,294	0.18%
Target aid share	17.50%	17.50%		
C70 % of foundation	16.11%	16.24%		
Required NSS % of foundation	101.26%	100.93%		



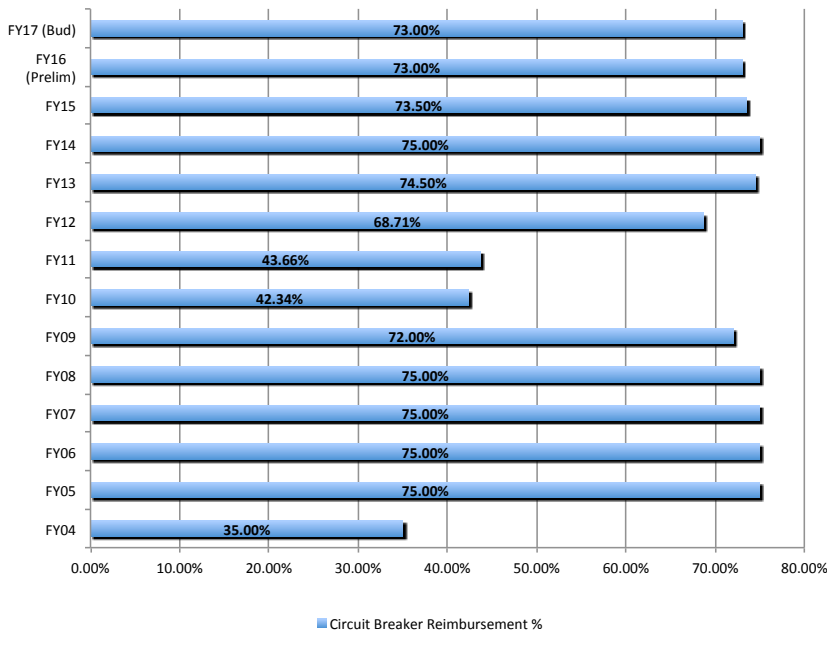
The chart on the next page depicts changes in state and local funding for school operations. Based on the Town’s revenue projections for FY17, the portion of the school’s operating budget that is funded by state revenue is projected to decrease slightly from 13.5% to 13.0%, while the portion funded by local revenue is projected to increase from 86.5% to 87.0%.

FY 2006/07- 2016/17: Share of School Operating Budget Funded by State & Local Sources (Excluding Circuit Breaker)



The state has continued its program of providing financial support for volatile special education out-of-district tuition expenses. The FY17 budget reflects our expectation that state support for special education tuition expenses will continue along a path of recovery, toward the goal of full-funding.

Circuit Breaker Reimbursement Rates FY04-FY17



In FY04 the “Circuit Breaker” program was voted by the State Legislature, replacing the former “50/50” program, which reimbursed districts for 50% of the cost of special education students placed in residential settings. The purpose of the Circuit Breaker program was to help districts pay for unexpected expenditures, during the year in which the increase occurred and provide more state funding for special education expenses. The formula voted by the State Legislature called for districts to receive 75% of their costs exceeding an amount equal to four times the state foundation budget per pupil. (In FY17, this four-times-foundation budget per pupil amount is budgeted to be \$42,841.)

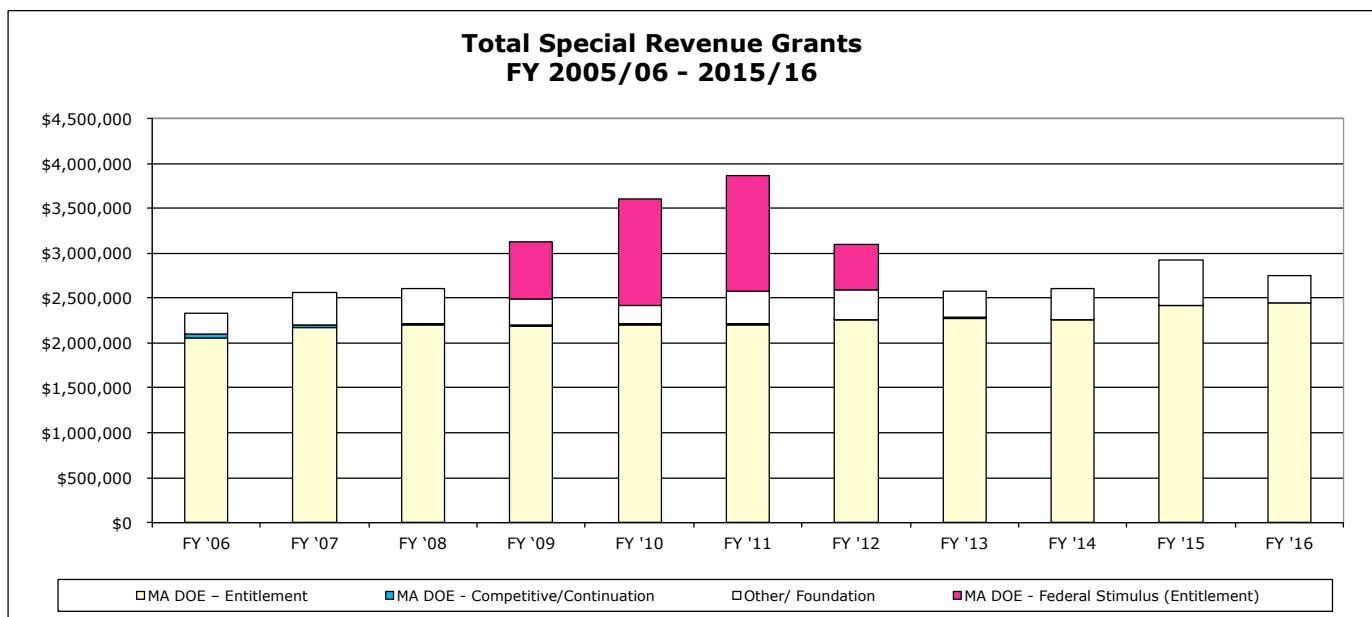
However, because Circuit Breaker reimbursements are subject to appropriation, the actual reimbursement percentage has varied. In FY04, the State reimbursed districts at 35%. Between FY05 – FY08, the program was fully-funded at 75%. Due to state budget constraints, however, the reimbursement rate subsequently dropped to 42.34% in FY10 and 43.66% in FY11. Federal stimulus funds were used to cover the budget shortfall during this period. Since then, the state has allocated more funding to Circuit Breaker, in an attempt to restore the reimbursement rate. The rate increased again over the next several years, reaching a peak of 75% in FY14 and then falling to an estimated 73% in the current year. The budgeted reimbursement rate for FY17 is 73%.

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

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

Current year grant funds (excluding Circuit Breaker funds) total \$2,751,987, which is \$164,969 (5.7%) less than last year. This reduction reflects a reduction in foundation aid – several large grants were received in FY15, which have not been repeated. Needham Public Schools expects to receive additional Needham Education Foundation (NEF) small grants in the Spring, the total amount of which is not yet known.

Over time, Needham has received a growing amount of external grant funding. Since FY06 (ten years ago), total grant funding has increased by \$424,144 or 18.2%, from \$2,327,823. The makeup of those dollars has changed, however. Most of the increase is driven by federal entitlement funding for special education services. Since FY05, entitlement grant funds have increased by \$389,873 (18.9%.) Private foundation aid also has increased substantially, by \$69,076 (29.4%.) due to the generosity of the NEF and the Metrowest Community Health Care Foundation. These gains have been offset by the loss of competitive grant funds from the State, which have now been completely eliminated. In FY06, we received \$3,830 toward academic support (tutoring) services, \$14,975 in Full-Day Kindergarten pilot funds and \$16,000 in early childhood mental health supports. These grants have since been eliminated and Needham does not expect to receive any competitive grant funds in FY16.



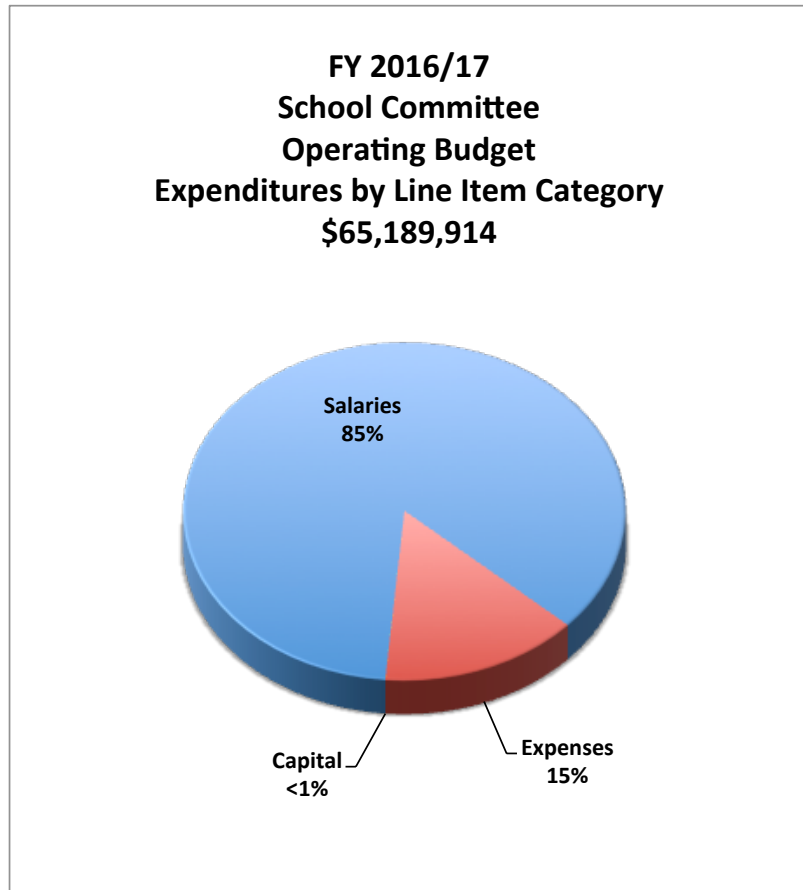
Fees continue to play a major role in funding critical school programs. As operating budgets have been squeezed, parents have been asked to provide more support for extra-curricular programs or non-mandated services, such as transportation, athletics, and after school programs. In FY15, the School Department collected \$5,864,045 in fee revenues from 50 different fee-based programs. Some of the largest fee based programs are described below:

Program	FY15 Revenues	FY15 Fee
School Food Services	\$2,076,145	\$2.30/meal ES \$2.55/meal MS & HS
Kindergarten After School Program (KASE)	\$946,098	\$3,940/year (5-Days)
Transportation	\$543,327	\$395/rider; \$800 Family Cap
Athletics	\$558,630	\$285/Interscholastic Sport Athlete with Surcharges of: \$250 Hockey & Ski; \$50 Swim & Dive. \$225/Club Sport Athlete with Surcharges of: \$175 Sailing & Squash; \$75 Bowling. Family Cap of \$1,140.
Fee-Based Arts Instruction	\$216,584	\$100/student group lessons \$752/32 weeks private lessons (+ \$50 registration fee)
Adult Education	\$285,511	Fee based on program offerings
Preschool	\$179,807	\$4,200/year (4-Half Days)



“Galimoto Toy,” by Sophie Findlay-Walters (NHS Grade 9)

School Operating Budget Revenue & Expenditure Summary

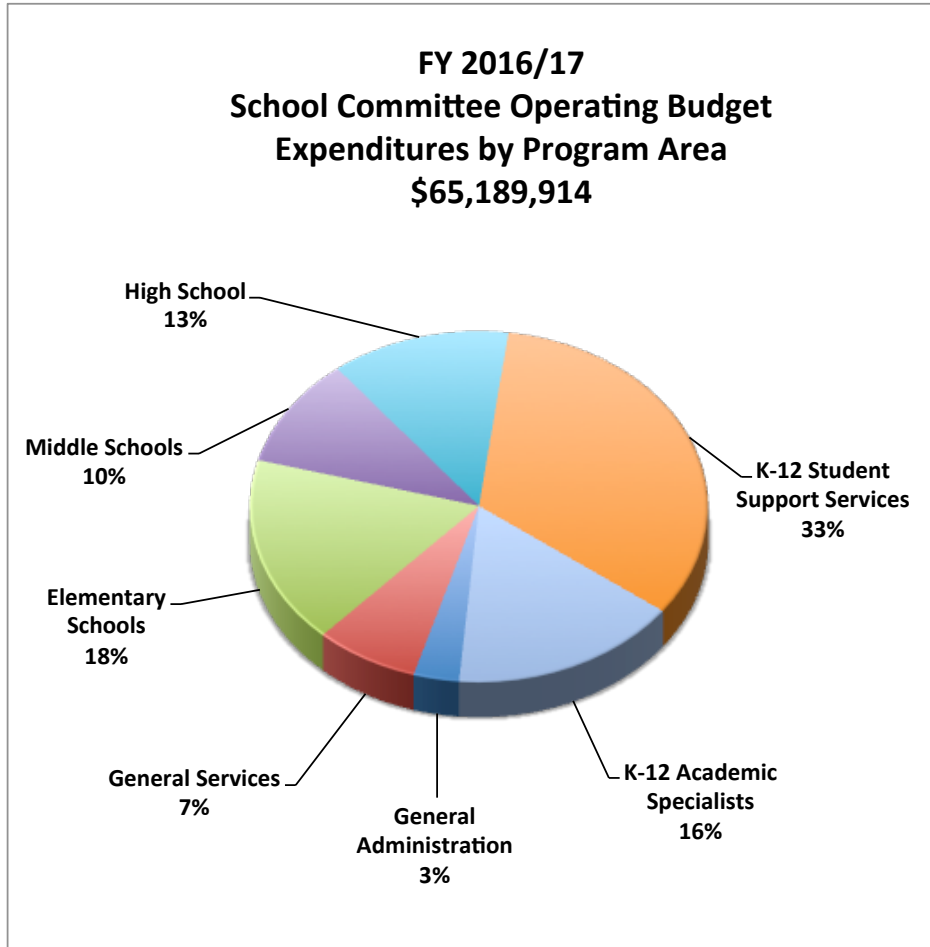


Expenditure Summary:

<u>Category/ Line Item</u>	<u>FY13 Actuals</u>	<u>FY14 Actuals</u>	<u>FY15 Actuals</u>	<u>FY16 Budget</u>	<u>FY17 Request</u>	<u>FY17 Sup't Recomm</u>	<u>FY17 SC Request</u>	<u>\$ Inc/(Dec) Over FY16</u>	<u>% Inc/ (Dec)</u>	<u>% FY17 TL</u>
Salaries	43,479,623	46,266,704	50,041,511	53,287,747	56,965,750	55,751,572	55,679,870	2,392,123	4.5%	85.4%
Expenses	7,212,473	7,319,359	7,821,348	8,188,190	9,385,617	9,182,557	9,505,294	1,317,104	16.1%	14.6%
Capital Outlay	93,694	87,401	11,102	4,750	21,520	4,750	4,750	-	0.0%	0.0%
GRAND TOTAL	50,785,790	53,673,463	57,873,958	61,480,687	66,372,887	64,938,879	65,189,914	3,709,227	6.03%	100.0%

The School Committee's FY17 budget request totals \$65,189,914. This budget represents a 6.03%, \$3,709,227, increase from the current year budget of \$61,480,687. Salaries account for 85.4% of the total budget request, while purchase of service and expense accounts total 14.6% and capital outlay represents < 1%. Salary expenses increase by \$2.4 million (4.5%), reflecting the 12.19 FTE new positions required for special education and enrollment growth, as well as contractual salary adjustments for staff members. Purchase of service and expense accounts increase by 14.6% (or \$1.4 million), reflecting increased spending on special education tuitions and the transfer of technology and equipment purchases previously budgeted as cash capital to the school operating budget. The aforementioned amounts include \$131,200, recommended by the Finance Committee to fund the creation of a new Therapeutic Program at Needham High School.

Expenditures by Functional Area & Department:

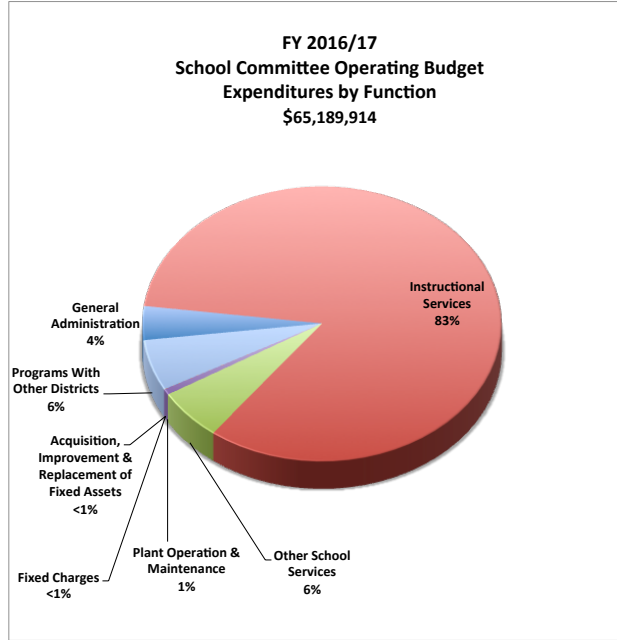


<u>Program Area/Department</u>	<u>FY13 Actual</u>	<u>FY14 Actual</u>	<u>FY15 Actual</u>	<u>FY16 Budget</u>	<u>FY17 Request</u>	<u>FY17 Sup't Recomm</u>	<u>FY17 SC Request</u>	<u>\$ Inc/(Dec) Over FY16</u>	<u>% Inc/ (Dec)</u>	<u>% FY17 TL</u>
General Administration	1,814,185	1,975,541	1,864,635	1,944,444	2,222,629	2,092,305	2,092,305	147,861	7.6%	3.2%
General Services	3,196,370	3,781,342	3,456,224	4,339,661	5,001,827	4,804,271	4,756,924	417,263	9.6%	7.3%
Elementary Schools	9,645,836	10,019,471	10,405,294	10,802,333	11,316,847	11,288,066	11,288,066	485,733	4.5%	17.3%
Middle Schools	5,034,725	5,330,884	5,723,086	6,363,109	6,678,344	6,614,715	6,614,715	251,606	4.0%	10.1%
High School	6,591,857	7,020,547	7,393,632	7,862,873	8,414,338	8,287,728	8,285,749	422,876	5.4%	12.7%
K-12 Student Support Services	16,806,049	17,584,050	19,988,088	20,213,297	22,275,271	21,608,452	21,600,365	1,387,068	6.9%	33.1%
K-12 Academic Specialists	7,696,768	7,961,628	9,042,999	9,954,969	10,463,630	10,243,341	10,551,789	596,820	6.0%	16.2%
GRAND TOTAL	50,785,790	53,673,463	57,873,958	61,480,687	66,372,887	64,938,879	65,189,914	3,709,227	6.03%	100.0%

Expenditures by Functional Area & Department:

<u>Program/Department</u>	<u>FY13 Actual</u>	<u>FY14 Actual</u>	<u>FY15 Actual</u>	<u>FY16 Budget</u>	<u>FY17 Request</u>	<u>FY17 Sup't Recomm</u>	<u>FY17 SC Request</u>	<u>\$ Inc/(Dec) Over FY16</u>	<u>% Inc/(Dec)</u>	<u>% FY17 TL</u>
<i>General Administration</i>										
School Committee	258,245	240,176	168,933	138,071	138,071	138,071	138,071	-	0.0%	0.2%
Superintendent	308,629	311,157	326,099	346,459	358,929	358,929	358,929	12,470	3.6%	0.6%
Personnel Resources	475,454	596,598	527,647	540,006	583,250	545,112	545,112	5,106	0.9%	0.8%
Student Development	194,030	207,589	193,785	207,660	291,682	217,265	217,265	9,605	4.6%	0.3%
Program Development	213,219	218,887	225,484	236,769	261,561	251,818	251,818	15,049	6.4%	0.4%
Financial Operations	351,694	380,047	402,181	448,158	549,327	541,301	541,301	93,143	20.8%	0.8%
<u>External Funding</u>	<u>12,914</u>	<u>21,087</u>	<u>20,506</u>	<u>27,321</u>	<u>39,809</u>	<u>39,809</u>	<u>39,809</u>	<u>12,488</u>	<u>45.7%</u>	<u>0.1%</u>
Subtotal	1,814,185	1,975,541	1,864,635	1,944,444	2,222,629	2,092,305	2,092,305	147,861	7.6%	3.2%
<i>General Services</i>										
Professional Development	207,242	336,297	294,715	265,776	366,447	293,327	285,827	20,051	7.5%	0.4%
Employee Assistance Program	8,000	8,000	8,000	8,000	8,000	8,000	8,000	-	0.0%	0.0%
Staff 504 Accomodations	-	833	599	1,000	1,000	1,000	1,000	-	0.0%	0.0%
Lane Changes/Sick Buy Back	-	3,634	-	317,036	385,727	385,727	387,386	70,350	22.2%	0.6%
Substitutes	263,263	243,293	305,956	415,491	523,302	437,636	417,082	1,591	0.4%	0.6%
Curriculum Development	75,048	130,076	119,951	147,789	148,777	148,777	148,777	988	0.7%	0.2%
General Supplies, Services & Equip	634,285	737,326	220,807	218,460	218,460	218,460	218,460	-	0.0%	0.3%
Production Center/Mail Room	122,509	110,009	113,884	119,494	136,956	120,186	120,186	692	0.6%	0.2%
Administrative Technology	501,122	458,957	582,429	664,601	901,046	879,046	886,746	222,145	33.4%	1.4%
<u>Transportation</u>	<u>1,384,901</u>	<u>1,752,917</u>	<u>1,809,883</u>	<u>2,182,014</u>	<u>2,312,112</u>	<u>2,312,112</u>	<u>2,283,460</u>	<u>101,446</u>	<u>4.6%</u>	<u>3.5%</u>
Subtotal	3,196,370	3,781,342	3,456,224	4,339,661	5,001,827	4,804,271	4,756,924	417,263	9.6%	7.3%
<i>Elementary Schools</i>										
Broadmeadow Elementary	2,219,160	2,416,996	2,402,997	2,518,242	2,607,832	2,599,596	2,599,596	81,354	3.2%	4.0%
Eliot Elementary	1,480,813	1,507,193	1,630,186	1,726,789	1,745,995	1,745,995	1,745,995	19,206	1.1%	2.7%
Hillside Elementary	1,806,755	1,845,206	1,947,860	1,970,814	2,147,974	2,140,974	2,140,974	170,160	8.6%	3.3%
Mitchell Elementary	1,894,758	1,904,922	1,888,000	1,991,923	2,078,891	2,068,015	2,068,015	76,092	3.8%	3.2%
<u>Newman Elementary</u>	<u>2,244,350</u>	<u>2,345,154</u>	<u>2,536,251</u>	<u>2,594,565</u>	<u>2,736,155</u>	<u>2,733,486</u>	<u>2,733,486</u>	<u>138,921</u>	<u>5.4%</u>	<u>4.2%</u>
Subtotal Elementary	9,645,836	10,019,471	10,405,294	10,802,333	11,316,847	11,288,066	11,288,066	485,733	4.5%	17.3%
<i>Middle Schools</i>										
High Rock School	1,731,447	1,817,640	1,954,141	2,167,426	2,305,632	2,273,860	2,273,860	106,434	4.9%	3.5%
<u>Pollard Middle School</u>	<u>3,303,278</u>	<u>3,513,244</u>	<u>3,768,945</u>	<u>4,195,683</u>	<u>4,372,712</u>	<u>4,340,855</u>	<u>4,340,855</u>	<u>145,172</u>	<u>3.5%</u>	<u>6.7%</u>
Subtotal Middle	5,034,725	5,330,884	5,723,086	6,363,109	6,678,344	6,614,715	6,614,715	251,606	4.0%	10.1%
<i>High School</i>										
High School	6,143,044	6,607,965	6,915,358	7,361,521	7,867,479	7,773,492	7,771,513	409,992	5.6%	12.0%
<u>High School Athletics</u>	<u>448,813</u>	<u>412,582</u>	<u>478,274</u>	<u>501,352</u>	<u>546,859</u>	<u>514,236</u>	<u>514,236</u>	<u>12,884</u>	<u>2.6%</u>	<u>0.8%</u>
Subtotal High School	6,591,857	7,020,547	7,393,632	7,862,873	8,414,338	8,287,728	8,285,749	422,876	5.4%	12.8%
<i>K-12 Student Support Services</i>										
Guidance	2,190,842	2,364,585	2,503,104	2,564,997	2,786,922	2,761,897	2,761,897	196,900	7.7%	4.2%
Psychology	283,794	365,128	431,595	443,433	500,761	481,531	481,531	38,098	8.6%	0.7%
Health/Nursing	717,697	752,798	817,843	775,578	980,884	860,309	856,309	80,731	10.4%	1.3%
Special Education	8,977,000	9,485,186	10,504,848	11,128,012	11,769,641	11,477,168	11,445,501	317,489	2.9%	17.6%
SPED Out of District Tuition	3,018,064	2,832,911	3,599,080	3,261,020	3,844,202	3,844,202	3,899,596	638,576	19.6%	6.0%
Vocational Education	-	-	-	-	-	-	-	-	0.0%	0.0%
Regular Education Tuition	2,000	4,000	9,572	7,275	12,962	12,962	12,962	5,687	78.2%	0.0%
English Language Learners (ELL)	229,194	239,915	282,679	325,138	388,136	367,888	367,888	42,750	13.1%	0.6%
Translation & Interpretation Svcs.	20,080	27,202	23,759	20,000	20,000	20,000	20,000	-	0.0%	0.0%
Reading Special Instruction	984,761	1,006,550	1,185,707	1,179,959	1,301,582	1,229,028	1,201,214	21,255	1.8%	1.8%
Math Special Instruction	373,768	499,294	626,196	495,827	656,098	539,384	539,384	43,557	8.8%	0.8%
Student 504 Compliance	5,344	2,809	-	10,414	10,414	10,414	10,414	-	0.0%	0.0%
<u>K-12 Attendance</u>	<u>3,505</u>	<u>3,672</u>	<u>3,705</u>	<u>1,644</u>	<u>3,669</u>	<u>3,669</u>	<u>3,669</u>	<u>2,025</u>	<u>123.2%</u>	<u>0.0%</u>
Subtotal	16,806,049	17,584,050	19,988,088	20,213,297	22,275,271	21,608,452	21,600,365	1,387,068	6.9%	33.1%
<i>K-12 Academic Specialists</i>										
Science Center	200,766	209,666	283,439	286,949	317,482	310,359	310,359	23,410	8.2%	0.5%
Computer Education	1,119,814	1,128,746	1,252,634	1,676,458	1,778,593	1,672,841	1,996,241	319,783	19.1%	3.1%
Media Services	1,090,684	1,176,121	1,181,939	1,200,329	1,258,122	1,258,122	1,258,122	57,793	4.8%	1.9%
Physical Education	1,317,380	1,311,653	1,519,541	1,616,596	1,733,492	1,733,492	1,733,492	116,896	7.2%	2.7%
Health Education	50,630	53,852	56,340	60,830	69,349	69,349	69,349	8,519	14.0%	0.1%
K-12 Health & Phys Education	91,286	127,926	124,511	128,232	145,614	130,100	130,100	1,868	1.5%	0.2%
Fine Arts (Art)	1,125,598	1,189,860	1,289,521	1,401,578	1,449,044	1,447,644	1,441,164	39,586	2.8%	2.2%
Performing Arts (Music)	861,247	938,963	1,022,129	1,186,305	1,208,467	1,175,728	1,175,728	(10,577)	-0.9%	1.8%
K-12 Fine & Performing Arts	150,707	155,342	162,827	166,997	178,455	178,455	169,983	2,986	1.8%	0.3%
World Languages	1,598,750	1,577,952	2,031,565	2,104,980	2,198,548	2,140,787	2,140,787	35,807	1.7%	3.3%
<u>6-12 World Language Director</u>	<u>89,906</u>	<u>91,547</u>	<u>118,553</u>	<u>125,715</u>	<u>126,464</u>	<u>126,464</u>	<u>126,464</u>	<u>749</u>	<u>0.6%</u>	<u>0.2%</u>
Subtotal	7,696,768	7,961,628	9,042,999	9,954,969	10,463,630	10,243,341	10,551,789	596,820	6.0%	16.2%
GRAND TOTAL	50,785,790	53,673,463	57,873,958	61,480,687	66,372,887	64,938,879	65,189,914	3,709,227	6.03%	100.0%

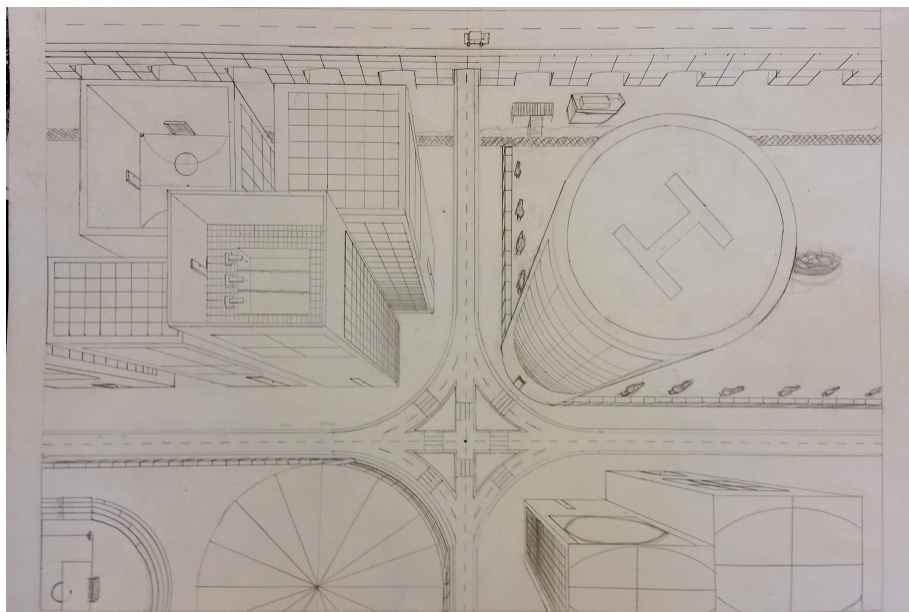
Expenditures by Department of Education Functional Area:



Program/Department	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Budget	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/(Dec)	% FY17 TL
General Administration (1000)										
School Committee (1110)	11,717	11,983	12,661	12,750	12,750	12,750	12,750	-	0.0%	0.0%
District Administration (1200)	1,109,373	1,153,302	1,168,901	1,262,440	1,438,259	1,315,961	1,315,961	53,521	4.2%	2.0%
Finance & Administrative Services (1400)	975,906	1,069,610	955,185	1,032,153	1,286,977	1,256,951	1,264,651	232,498	22.5%	1.9%
Subtotal	2,096,996	2,234,895	2,136,747	2,307,343	2,737,986	2,585,662	2,593,362	286,019	12.4%	4.0%
Instructional Services (2000)										
District-Wide Academic Leadership (2100)	1,031,107	1,120,492	1,159,121	1,212,789	1,227,241	1,208,010	1,200,638	(12,151)	-1.0%	1.8%
School Building Leadership (2200)	3,854,390	4,232,602	4,704,217	5,213,068	5,543,404	5,378,867	5,366,188	153,120	2.9%	8.2%
Instruction - Teaching Services (2300)	33,941,837	35,671,202	38,588,479	40,891,065	43,403,427	42,693,591	42,614,982	1,723,917	4.2%	65.4%
Instructional Materials & Equipment (2400)	1,587,710	1,597,736	1,138,525	1,654,502	1,879,952	1,725,392	2,044,645	390,143	23.6%	3.1%
Guidance, Counseling & Testing Services (2700)	2,046,931	2,194,797	2,345,157	2,401,505	2,622,121	2,597,096	2,597,096	195,591	8.1%	4.0%
Psychological Services (2800)	283,794	365,128	431,595	443,433	500,761	481,531	481,531	38,098	8.6%	0.7%
Subtotal	42,745,769	45,181,957	48,367,094	51,816,362	55,176,906	54,084,487	54,305,080	2,488,718	4.8%	83.6%
Other School Services (3000)										
Attendance & Parent Liaison Services (3100)	23,505	28,172	21,670	21,644	23,669	23,669	23,669	2,025	9.4%	0.0%
Health Services (3200)	721,297	752,184	824,739	781,703	987,882	867,307	863,307	81,604	10.4%	1.3%
Student Transportation Services (3300)	1,341,561	1,686,925	1,814,083	2,182,014	2,312,112	2,312,112	2,283,460	101,446	4.6%	3.5%
Food Services (3400)	-	-	-	-	-	-	-	-	0.0%	0.0%
Athletic Services (3510)	448,813	412,582	478,274	501,352	546,859	514,236	514,236	12,884	2.6%	0.8%
Other Student Activities (3520)	19,795	184,061	234,935	235,737	262,623	243,326	243,326	7,589	3.2%	0.4%
Subtotal Middle	2,554,971	3,063,924	3,373,701	3,722,450	4,133,145	3,960,650	3,927,998	205,548	5.5%	6.0%
Operation & Maintenance of Plant (4000)										
Networking & Telecommunications (4400)	205,008	202,857	303,669	303,215	351,790	351,790	351,790	48,575	16.0%	0.5%
Technology Maintenance (4450)	47,287	46,062	53,999	51,771	92,375	92,375	92,375	40,604	78.4%	0.1%
Subtotal	252,295	254,376	357,668	354,986	444,165	444,165	444,165	89,179	25.1%	0.7%
Fixed Charges (5000)										
Employer Retirement (5100)	22,000	14,000	19,000	6,500	2,000	2,000	2,000	(4,500)	-69.2%	0.0%
Subtotal	22,000	14,000	19,000	6,500	2,000	2,000	2,000	(4,500)	-69.2%	0.0%
Acquisition, Improvement & Replacement of Fixed Assets (7000)										
Acquisition & Improvement of Equipment (7300)	50,354	21,409	11,102	4,750	21,520	4,750	4,750	-	0.0%	0.0%
Replacement of Equipment (7400)	-	-	-	-	-	-	-	-	0.0%	0.0%
Acquisition of Motor Vehicles (7500)	43,340	65,992	-	-	-	-	-	-	0.0%	0.0%
Subtotal	93,694	87,401	11,102	4,750	21,520	4,750	4,750	-	0.0%	0.0%
Programs With Other School Districts (9000)										
Programs with Other Districts in Mass (9100)	439,248	461,289	8,392	4,000	12,937	12,937	12,937	8,937	223.4%	0.0%
Tuition to Out-of-State Schools (9200)	230,369	251,804	182,361	387,690	(207,846)	(207,846)	-	(387,690)	-100.0%	0.0%
Tuition to Non-Public Schools (9300)	2,146,239	1,758,424	2,550,882	2,019,733	3,329,486	3,329,486	3,177,034	1,157,301	57.3%	4.9%
Tuition to Collaboratives (9400)	204,208	365,394	867,016	856,872	722,587	722,587	722,587	(134,285)	-15.7%	1.1%
Subtotal	3,020,064	2,836,911	3,608,651	3,268,295	3,857,164	3,857,164	3,912,558	644,263	19.7%	6.0%
GRAND TOTAL	50,785,790	53,673,463	57,873,958	61,480,687	66,372,887	64,938,879	65,189,914	3,709,227	6.03%	100.0%

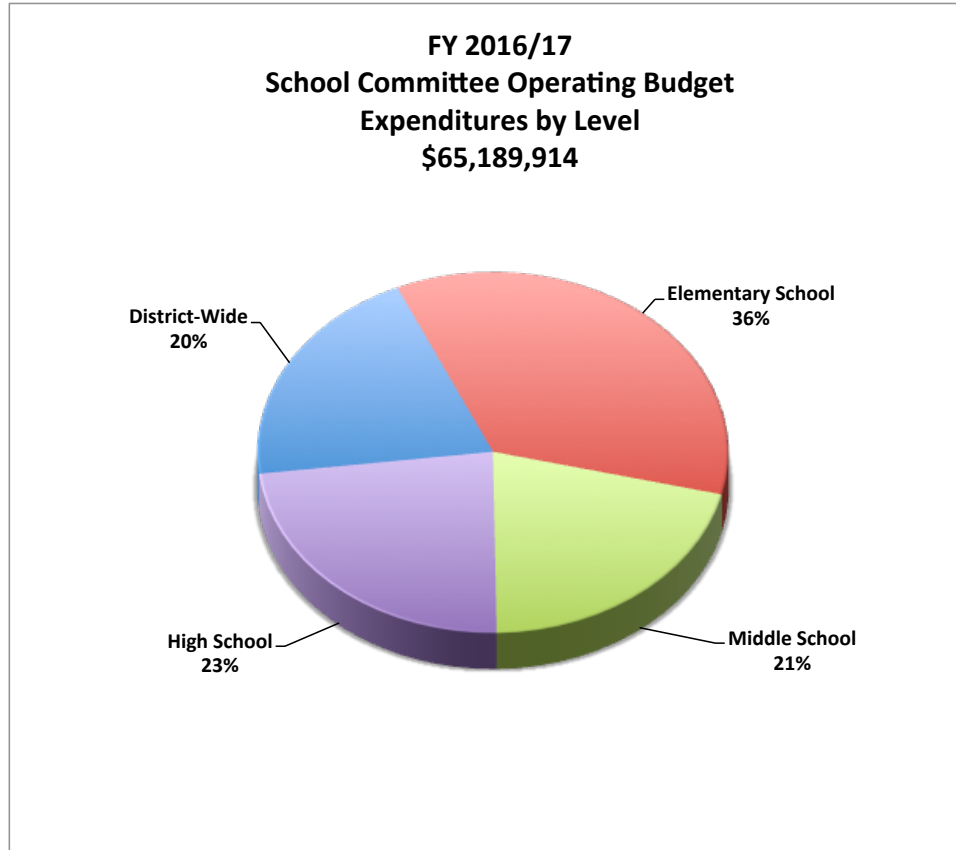
Expenditures by Line Item Detail:

Code	Category/ Line Item	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Budget	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/(Dec)	% FY17 TL
Salaries:											
51**	Salaries	43,479,623	46,266,704	50,041,511	53,287,747	56,965,750	55,751,572	55,679,870	2,392,123	4.5%	85.4%
	Subtotal	43,479,623	46,266,704	50,041,511	53,287,747	56,965,750	55,751,572	55,679,870	2,392,123	4.5%	85.9%
Purch Svc/ Expense											
524*, 525*	Repairs & Maintenance	180,690	156,042	198,296	181,178	178,078	178,078	178,078	(3,100)	-1.7%	0.3%
5270	Rentals & Leases	-	1,060	-	-	-	-	-	-	0.0%	0.0%
5300	Professional & Technical Svcs.	753,785	773,275	786,708	623,614	732,806	732,806	732,806	109,192	17.5%	1.1%
5309	Professional & Technical Svcs.	-	35,000	-	-	-	-	-	-	0.0%	0.0%
5311	Advertising	58,589	8,446	5,016	15,000	15,000	15,000	15,000	-	0.0%	0.0%
5320	Tuition	3,053,280	2,906,543	3,683,965	3,319,295	3,907,414	3,907,414	3,962,808	643,513	19.4%	6.1%
533*	Transportation	1,146,623	1,472,356	1,546,852	1,873,506	1,988,625	1,988,625	1,959,973	86,467	4.6%	3.0%
5340	Communication	5,696	6,275	4,958	6,320	5,320	5,320	5,320	(1,000)	-15.8%	0.0%
5341	Mail/Postage	47,742	55,534	56,135	59,710	59,710	59,710	59,710	-	0.0%	0.1%
5345	Printing & Binding	9,113	7,464	6,770	7,493	7,493	7,493	7,493	-	0.0%	0.0%
5524	Instructional Software (License)	-	-	-	-	-	-	-	-	0.0%	0.0%
5380	Other Services	311,283	326,022	328,591	343,037	385,694	380,694	353,837	10,800	3.1%	0.5%
5420	Office Supplies	51,366	26,693	26,568	46,089	47,489	47,489	47,489	1,400	3.0%	0.1%
5500	Medical & Surgical Supplies	6,171	5,783	6,438	6,214	10,464	4,464	4,464	(1,750)	-28.2%	0.0%
5510	Educational Supplies	769,621	742,291	438,037	584,185	643,669	601,569	602,822	18,637	3.2%	0.9%
5511	Testing Supplies	19,198	16,213	17,524	22,305	22,305	22,305	22,305	-	0.0%	0.0%
5512	Instructional Classroom Reference	117,569	106,494	152,605	163,325	223,838	186,588	186,588	23,263	14.2%	0.3%
5517	Textbooks/ Workbooks	71,609	62,826	61,379	110,875	167,183	117,123	117,123	6,248	5.6%	0.2%
5522	Instructional Equipment	37,757	37,296	31,249	96,257	114,907	91,257	91,257	(5,000)	-5.2%	0.1%
5523	Instructional Hardware	54,670	45,562	82,002	46,431	46,431	46,431	46,431	-	0.0%	0.1%
5524	Instructional Software	30,735	41,702	48,291	120,707	197,502	166,502	162,502	41,795	34.6%	0.2%
5525	Instructional Technology	156,070	187,806	19,089	283,818	312,818	306,818	632,518	348,700	122.9%	1.0%
5580	All Other Supplies	109	161	1,621	500	500	500	500	-	0.0%	0.0%
5710	In-State Travel/Conferences	82,729	80,723	96,500	44,688	65,505	63,505	63,405	18,717	41.9%	0.1%
5720	Out-State Travel/Conferences	22,764	12,529	12,213	10,597	8,546	8,546	8,546	(2,051)	-19.4%	0.0%
5730	Dues/Memberships	96,766	94,074	57,654	86,916	93,080	93,080	93,080	6,164	7.1%	0.1%
5740	Insurance Premiums	2,998	3,000	2,000	2,000	2,000	2,000	2,000	-	0.0%	0.0%
5780	Other Expenses	125,534	108,188	151,336	134,129	149,239	149,239	149,239	15,110	11.3%	0.2%
	Subtotal	7,212,473	7,319,359	7,821,348	8,188,190	9,385,617	9,182,557	9,505,294	1,317,106	16.1%	14.1%
Capital Outlay											
5820	Buildings	-	-	-	-	-	-	-	-	0.0%	0.0%
5850,5870	Equipment	25,354	15,323	11,102	-	16,770	-	-	-	0.0%	0.0%
5851	Motor Vehicles	43,340	65,992	-	-	-	-	-	-	0.0%	0.0%
5856	Capital Technology	25,000	6,086	-	4,750	4,750	4,750	4,750	-	100.0%	0.0%
	Subtotal	93,694	87,401	11,102	4,750	21,520	4,750	4,750	-	0.0%	0.0%
GRAND TOTAL		50,785,790	53,673,463	57,873,958	61,480,687	66,372,887	64,938,879	65,189,914	3,709,227	6.03%	100.0%



“Architectural Drawing” by Paul Jang (NHS Grade 10)

Expenditures by Program Level:



Expenditures by Level	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
District-Wide	9,874,711	10,093,648	11,014,702	11,681,279	13,626,934	13,244,978	13,207,222	1,525,943	13.1%	20.3%
<u>PreK- Elementary</u>								-		
Broadmeadow	4,079,811	4,324,076	4,481,673	4,605,353	4,684,047	4,611,579	4,643,579	38,226	0.8%	7.1%
Eliot	2,960,012	3,103,536	3,375,454	3,513,128	3,584,845	3,533,584	3,617,410	104,282	3.0%	5.5%
Hillside	3,270,268	3,525,411	3,888,381	4,004,875	4,450,416	4,348,557	4,328,729	323,854	8.1%	6.6%
Mitchell	3,223,441	3,383,232	3,432,176	3,603,250	3,886,383	3,780,755	3,812,757	209,507	5.8%	5.8%
Newman	4,365,085	4,688,261	5,228,243	5,384,224	5,920,556	5,641,875	5,673,449	289,225	5.4%	8.7%
Preschool	691,029	708,837	801,582	1,055,370	1,054,695	1,054,201	1,059,144	3,774	0.4%	1.6%
Totals	18,589,646	19,733,353	21,207,509	22,166,200	23,580,942	22,970,551	23,135,068	968,868	4.4%	35.5%
<u>Middle School</u>								-		
High Rock	3,759,099	3,999,939	4,404,297	4,868,665	5,057,142	4,994,331	5,048,101	179,436	3.7%	7.7%
Pollard	6,751,884	7,250,693	7,925,495	8,499,724	8,684,093	8,567,142	8,610,004	110,280	1.3%	13.2%
Totals	10,510,983	11,250,632	12,329,792	13,368,389	13,741,235	13,561,473	13,658,105	289,716	2.2%	21.0%
<u>High School</u>								-		
High School	11,810,444	12,595,832	13,321,955	14,264,818	15,423,775	15,161,876	15,189,518	924,700	6.5%	23.3%
GRAND TOTAL	50,785,790	53,673,463	57,873,958	61,480,687	66,372,887	64,938,879	65,189,914	3,709,227	6.0%	100.0%

Expenditures by Program Level:

District Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	3,920,307	4,118,621	4,281,542	5,092,289	6,055,889	5,746,703	5,678,505	586,216	11.5%	8.7%
Purch of Svc/ Expense	5,860,710	5,887,626	6,722,058	6,588,990	7,554,275	7,498,275	7,528,717	939,727	14.3%	11.5%
Capital Outlay	93,694	87,401	11,102	-	16,770	-	-	-	0.0%	0.0%
Totals	9,874,711	10,093,648	11,014,702	11,681,279	13,626,934	13,244,978	13,207,222	1,525,943	13.1%	20.3%

Elementary Expenditures

Broadmeadow Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	3,944,807	4,156,320	4,389,558	4,497,536	4,562,640	4,495,442	4,495,442	(2,094)	0.0%	6.9%
Purch of Svc/ Expense	135,004	167,756	92,115	107,817	121,407	116,137	148,137	40,320	37.4%	0.2%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	4,079,811	4,324,076	4,481,673	4,605,353	4,684,047	4,611,579	4,643,579	38,226	0.8%	7.1%

Eliot Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	2,857,779	3,003,408	3,303,671	3,428,823	3,482,578	3,438,087	3,457,913	29,090	0.8%	5.3%
Purch of Svc/ Expense	102,233	100,128	71,783	84,305	102,267	95,497	159,497	75,192	89.2%	0.2%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	2,960,012	3,103,536	3,375,454	3,513,128	3,584,845	3,533,584	3,617,410	104,282	3.0%	5.5%

Hillside Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	3,150,642	3,428,526	3,807,231	3,919,568	4,338,025	4,254,586	4,234,758	315,190	8.0%	6.5%
Purch of Svc/ Expense	119,626	96,885	81,150	85,307	112,391	93,971	93,971	8,664	10.2%	0.1%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	3,270,268	3,525,411	3,888,381	4,004,875	4,450,416	4,348,557	4,328,729	323,854	8.1%	6.6%

Mitchell Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	3,098,600	3,208,672	3,347,572	3,508,060	3,769,411	3,677,053	3,677,155	169,095	4.8%	5.6%
Purch of Svc/ Expense	124,841	174,560	84,604	95,190	116,972	103,702	135,602	40,412	42.5%	0.2%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	3,223,441	3,383,232	3,432,176	3,603,250	3,886,383	3,780,755	3,812,757	209,507	5.8%	5.8%

Newman Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	4,194,692	4,535,860	5,099,366	5,251,045	5,758,995	5,497,084	5,478,658	227,613	4.3%	8.4%
Purchase of Service	-	-	-	-	-	-	-	-	0.0%	0.0%
Purch of Svc/ Expense	170,393	152,401	128,877	133,179	161,561	144,791	194,791	61,612	46.3%	0.3%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	4,365,085	4,688,261	5,228,243	5,384,224	5,920,556	5,641,875	5,673,449	289,225	5.4%	8.7%

Preschool Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	662,098	704,632	796,576	1,030,110	1,029,435	1,028,941	1,033,884	3,774	0.4%	1.6%
Purchase of Service	-	-	-	-	-	-	-	-	0.0%	0.0%
Purch of Svc/ Expense	28,931	4,205	5,006	25,260	25,260	25,260	25,260	-	0.0%	0.0%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	691,029	708,837	801,582	1,055,370	1,054,695	1,054,201	1,059,144	3,774	0.4%	1.6%

Subtotal Elementary Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	17,908,618	19,037,418	20,743,974	21,635,142	22,941,084	22,391,193	22,377,810	742,668	3.4%	34.3%
Purch of Svc/ Expense	681,028	695,935	463,535	531,058	639,858	579,358	757,258	226,200	42.6%	1.2%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	18,589,646	19,733,353	21,207,509	22,166,200	23,580,942	22,970,551	23,135,068	968,868	4.4%	35.5%

Continued on next page.

Expenditures by Program Level (Continued):

Middle School Expenditures

High Rock Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	3,645,068	3,884,128	4,310,752	4,466,733	4,654,393	4,603,102	4,596,622	129,889	2.9%	7.1%
Purch of Svc/ Expense	114,031	115,811	93,545	401,932	402,749	391,229	451,479	49,547	12.3%	0.7%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	3,759,099	3,999,939	4,404,297	4,868,665	5,057,142	4,994,331	5,048,101	179,436	3.7%	7.7%

Pollard Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	6,550,119	7,017,661	7,750,003	8,242,381	8,404,037	8,312,866	8,303,478	61,097	0.7%	12.7%
Purch of Svc/ Expense	201,795	233,032	175,492	257,343	280,056	254,276	306,526	49,183	19.1%	0.5%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	6,751,884	7,250,693	7,925,495	8,499,724	8,684,093	8,567,142	8,610,004	110,280	1.3%	13.2%

Subtotal Middle School Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	10,195,187	10,901,789	12,060,755	12,709,114	13,058,430	12,915,968	12,900,100	190,986	1.5%	19.8%
Purch of Svc/ Expense	315,796	348,843	269,037	659,275	682,805	645,505	758,005	98,730	15.0%	1.2%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	10,510,983	11,250,632	12,329,792	13,368,389	13,741,235	13,561,473	13,658,105	289,716	2.2%	21.0%

High School Expenditures

High School Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	11,455,510	12,208,876	12,955,239	13,851,202	14,910,347	14,697,708	14,723,454	872,252	6.3%	22.6%
Purch of Svc/ Expense	354,934	386,956	366,716	408,866	508,678	459,418	461,314	52,448	12.8%	0.7%
Capital Outlay	-	-	-	4,750	4,750	4,750	4,750	-	0.0%	0.0%
Totals	11,810,444	12,595,832	13,321,955	14,264,818	15,423,775	15,161,876	15,189,518	924,700	6.5%	23.3%

Total Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	43,479,622	46,266,704	50,041,510	53,287,747	56,965,750	55,751,572	55,679,869	2,392,122	4.5%	85.4%
Purch of Svc/ Expense	7,212,468	7,319,360	7,821,346	8,188,189	9,385,616	9,182,556	9,505,294	1,317,105	16.1%	14.6%
Capital Outlay	93,694	87,401	11,102	4,750	21,520	4,750	4,750	-	0.0%	0.0%
Totals	50,785,790	53,673,463	57,873,958	61,480,687	66,372,887	64,938,879	65,189,914	3,709,227	6.0%	100.0%



“Handmade Book” by Claudia Meyer (NHS Grade 12)

Summary of FY17 Budget Highlights:

Req TL FTE	Recom Supt TL FTE	Recom SC TL FTE	District Goal/ Objectiv	Description of Budgetary Increase	Department/ School	Total Request	Supt Proposed	Final SC Proposed
705.97	705.97	705.97		Approved FY16 Budget		61,480,687	61,480,687	61,480,687
-	-	-		Base Budget Increases				
				Level Service/Contractual Salary Increases:				
-	-	(0.17)		Contractual Salary Increases (FY16 Adopted FTE)		1,520,585	1,472,719	1,479,321
-	-	(0.17)		Subtotal		1,520,585	1,472,719	1,479,321
				Level Service/Other Contractual Increases:				
				Continuation Positions				
0.50	0.50	0.50	Goal 1	Continue Funding for Half-Time Hillside Kindergarten Teacher	Hillside	50,320	50,320	50,320
0.25	0.25	0.25	Goal 1	Continue Funding for NHS Elective Teachers	High School	18,685	18,685	18,685
-	-	-		Continue Funding for Student Directed Theater Advisor Stipend	High School	2,632	-	-
0.30	0.30	0.30	Goal 2.2	Continue Funding for Part-Time NHS Nurse	Nursing	29,244	29,244	29,244
(0.35)	(0.35)	(0.35)	Goal 1	Continue Funding for SpEd Position Changes Made in FY16	Special Education/ Various	(6,082)	(6,082)	(6,082)
-	-	-	Goal 1	Continue Funding for Teacher of Vision Impaired	Special Education/ Various	43,700	43,700	43,700
0.07	0.07	0.07	Goal 1.1	Media Assistant FTE Correction	Media Services/ Newman & NHS	-	-	-
0.28	0.28	0.28	Goal 1.1	Continue Funding for Elementary Physical Education Teacher	Physical Education/ Brm & Mitchell	15,716	15,716	15,716
1.05	1.05	1.05	# -	Subtotal		154,215	151,583	151,583
				Grant Funded Positions				
0.10	0.10	0.10	Goal 3	Shift NHS Nurse from ESH Grant to Operating	Health Nursing/NHS	8,327	8,327	8,327
0.10	0.10	0.10	Goal 3	Shift High Rock Nurse from ESH Grant to Operating	Health Nursing/High Rock	7,347	7,347	7,347
0.20	0.20	-	Goal 3	Shift Title I Teacher from Title I Grant to Operating	Reading/ Newman	18,426	18,426	-
0.79	0.79	0.79	Goal 3	Grant Overhead Adjustment	Dir HR/ Dir Fin Ops/ Ext. Funding	64,127	64,127	64,127
1.19	1.19	0.99	# -	Subtotal		98,227	98,227	79,801
				Mandated Student Support Requests				
-	-	-	Goal 3.4	Funding for Mandated Training	Professional Development	50,000	25,000	17,500
-	-	-		Increase Special Education Transportation Allocation	Transportation	97,089	97,089	89,967
-	-	-		Increase Regular Education Operating Subsidy	Transportation	21,530	21,530	21,530
0.50	0.20	0.20	Goal 1.1	Part-Time Mitchell Psychologist (Includes \$3000 Supplies)	Psychology/ Mitchell	34,050	14,820	14,820
1.00	1.00	1.00	Goal 3	Permanent Substitute Nurse	Health/Nursing: School Health Svc	43,607	34,532	34,532
-	-	-	Goal 1.1	Shift Contractual Services from 94-142 Grant to Operating	Special Education	103,392	103,392	103,392
-	-	-	Goal 1.1	Contractual Increase- Special Education Out-of-District Tuition	Special Education	583,182	583,182	638,576
0.50	0.50	0.50	Goal 1.1	Part-Time Board Certified Behavior Analyst (BCBA) - Middle School	Special Education/ HR & Pollard	29,550	29,550	29,550
0.70	-	-	Goal 1	Part-Time Elementary Speech Therapist	Special Education/ Brm & Newman	41,370	-	-
1.00	0.30	0.30	Goal 1.1	Wilson Certified Reading Instructor (Includes \$500 Supplies)	Special Education/ Elementary	61,100	18,230	18,230
-	-	-	Goal 1	Regular Education Tuition	Regular Education Tuition	5,687	5,687	5,687
3.70	2.00	2.00	# -	Subtotal		1,070,557	933,012	973,784
				Level Service Requests: Elementary				
1.00	1.00	1.00	Goal 1	Hillside Grade 5 Teacher	Hillside Elementary	66,100	59,100	59,100
1.00	1.00	1.00	Goal 1	Newman Grade 5 Teacher	Newman Elementary	60,600	59,100	59,100
0.30	0.30	0.30	Goal 2.2	Part-Time Guidance Counselor Hillside	Hillside/Eliot Guidance	29,742	29,742	29,742
0.40	-	-	Goal 2.2	Part-Time Guidance Counselor Newman	Newman Guidance	23,525	-	-
-	-	-	Goal 1	FUNDATIONS Kits	K-8 Reading/ Hillside & Newman	3,254	3,254	3,254
-	-	-	Goal 1	Fountas & Pinnell Assessment Kits	K-8 Reading/ Brm/ Hill/ Newman	2,000	2,000	2,000
-	-	-	Goal 1.1	LLI Reading Intervention Kits	K-8 Reading/ All Elementary	20,000	10,000	10,000
-	-	-	Goal 1	Leveled Reading Books Elementary	K-8 Reading Instruction	25,000	-	-
-	-	-	Goal 1.2	Science and Technology/Engineering Material	Elementary Science Center	3,200	3,200	3,200
-	-	-	Goal 1.2	STEAM Program Curriculum Materials	Elementary Science Center	3,600	3,600	3,600
-	-	-	Goal 1	K-5 Elementary Math Materials	Elementary Math	12,056	12,056	12,056
1.70	1.00	1.00	Goal 3.2	Expand Instructional Technology Specialists	Educational Technology	147,033	79,470	79,470
0.10	0.10	0.10	Goal 1	Expanded Hillside Media Teacher	Media/ Hillside	9,204	9,204	9,204
0.15	-	-	Goal 1	Part-Time Music Teacher Hillside/Broadmeadow	Performing Arts/ Brm & Hillside	12,171	-	-
0.03	0.03	0.03	Goal 1	Expanded Hillside World Language Teacher	World Language/ Hillside	1,495	1,495	1,495
0.07	0.07	0.07	Goal 1	Expanded Mitchell World Language Teacher	World Language/ Mitchell	3,487	3,487	3,487
4.75	3.50	3.50	# -	Subtotal		422,467	275,708	275,708
				Level Service Requests: Middle				
0.57	-	-	Goal 3.2	Part-Time High Rock Bookkeeper	High Rock/ Pollard	23,673	-	-
0.50	0.50	0.50	Goal 1	Middle School English Language Arts Department Head	High Rock/Pollard	56,814	56,814	56,814
-	-	-	Goal 1.2	Pollard Technology Lab Equipment	Pollard Middle School	4,000	2,000	2,000
-	-	-	Goal 1	Middle School Math Program Supplementation - Phase II	Math Instruction/ HR & Pollard	42,000	21,000	21,000
0.50	0.10	-	Goal 1.1	Pollard Literacy Specialist	K-8 Reading Instruction	46,942	9,388	-
0.20	0.20	0.10	Goal 1.2	Part-Time Visual Arts Teacher High Rock	Fine Arts/ High Rock	13,960	12,960	6,480
-	-	-	Goal 1	Visual Arts Supplies	Fine Arts/ High Rock	2,400	2,000	2,000
0.10	-	-	Goal 1	Part-Time Music Teacher High Rock	Performing Arts/ High Rock	5,739	-	-
1.87	0.80	0.60	# -	Subtotal		195,528	104,162	88,294

Summary of FY17 Budget Highlights (continued):

Req TL FTE	Recom Supt TL FTE	Recom SC TL FTE	District Goal/ Objectiv	Description of Budgetary Increase	Department/ School	Total Request	Supt Proposed	Final SC Proposed
Level Service Requests: High School								
-	-	-	Goal 3.1	Upgrade High School Office Aide to 10-Month Secretary	High School/ Substitutes	2,533	2,533	-
0.40	-	-	Goal 1	Part-Time NHS Social Studies Teacher	High School	25,640	-	-
0.25	-	-	Goal 1	Part-Time NHS English Teacher	High School	20,342	-	-
0.40	0.60	0.60	Goal 1	Part-Time NHS Math Teacher	High School	23,640	35,460	35,460
0.40	0.40	0.40	Goal 1	Continue Funding for NHS Greater Boston Project - Social Studies Teacher	High School	25,921	25,921	25,921
0.60	0.60	0.60	Goal 1	Continue Funding for NHS Greater Boston Project - Math Teacher	High School	56,331	56,331	56,331
0.40	0.40	0.40	Goal 1	Continue Funding for NHS Greater Boston Project - English Teacher	High School	26,428	26,428	26,428
-	-	-	Goal 2.2	NHS Boys Rugby JV Coaching Stipend (Reallocate from Freshman Softball)	High School Athletics	-	-	-
0.37	-	-	Goal 3	Part-Time NHS Bookkeeper (Shared with Athletics)	High School Athletics	15,367	-	-
-	-	-	Goal 2.2	NHS Club Coaching Stipend Girls Rugby	High School Athletics	2,105	-	-
-	-	-	Goal 2.2	Re-Purpose Night Game Manager Stipend to 4 New Club Sports Stipends	High School Athletics	(165)	(165)	(165)
-	-	-	Goal 2.2	Placeholder Reduction Athletics Cost Offset by Revolving Fund	High School Athletics	30,000	-	-
-	-	-	Goal 2.2	Convert Athletic Trainer Stipends to Contractual	High School Athletics	-	-	-
3.00	3.00	2.00	Goal 2.2	NHS SpEd Therapeutic Program (Inc. \$3500 Supplies; \$20,000 Start Up)	Special Education/ Guidance	175,810	167,810	131,200
-	-	-	Goal 2.2	AlcoholEDU Web Based Education Program Annual License	Health Education	3,000	3,000	3,000
0.20	-	-	Goal 1	Part-Time NHS Performing Arts Teacher	Performing Arts	14,829	-	-
-	-	-	Goal 1.2	Maintenance License for NHS Portable Language Lab	World Languages	795	795	795
0.20	-	-	Goal 1.2	Part-Time NHS Mandarin Teacher	World Language	18,572	-	-
0.40	-	-	Goal 1.2	Part-Time NHS Latin Teacher	World Language	25,482	-	-
0.20	-	-	Goal 1.2	Part-Time NHS Spanish Teacher	World Language	12,457	-	-
6.82	5.00	4.00	#	-	Subtotal	479,087	318,113	278,970
Level Service Requests: District								
-	-	-	Goal 3	Seasonal Human Resources Secretary (Mar, Apr, May, Jun)	Director of Human Resources	12,439	-	-
0.29	-	-	Goal 3	Part-Time Human Resources Secretary	Director of Human Resources	10,662	-	-
-	-	-	Goal 3	Expand AP/AR Clerk to 40 Hrs/Week	Director of Financial Operations	8,026	-	-
-	-	-	Goal 3	Shift Middle School Cafeteria Substitutes to Operating Budget	Substitutes	37,800	-	-
-	-	-	Goal 3	Replacement Production Center Postage Machine	Production Center	16,770	-	-
-	-	-	Goal 3.2	Licensing for Additional Wireless Access Points	Administrative Technology	4,000	4,000	4,000
-	-	-	Goal 3.2	Anti-Virus Software Licenses	Administrative Technology	5,000	-	-
-	-	-	Goal 3.2	Website Content Management System	Administrative Technology	30,000	25,000	25,000
-	-	-	Goal 3.2	PowerSchool Hosting	Administrative Technology	12,000	-	-
-	-	-	Goal 3.2	Network Application Management Licenses	Administrative Technology	1,950	1,950	1,950
-	-	-	Goal 3.2	Software Management System (OS X) for Laptops	Administrative Technology	15,000	15,000	15,000
-	-	-	Goal 3.2	ITS Help Desk Ticketing System	Administrative Technology	11,000	11,000	11,000
-	-	-	Goal 3	Medical Equipment	Health/Nursing: School Health Svc	5,000	-	-
-	-	-	Goal 3	Health Office Medical Supplies	Health/Nursing: School Health Svc	1,000	-	-
-	-	-	Goal 3.2	Web-Hosted Health Information System	Health/Nursing: School Health Svc	13,000	4,000	-
-	-	-	Goal 1.1	Increase Work Year Occupational & Physical Therapists	Special Education	3,717	-	-
-	-	-	Goal 1.1	Upgrade ELL Coordinator	ELL	20,248	-	-
0.29	-	-	#	-	Subtotal	207,612	60,950	56,950
19.67	13.54	11.97	#	-	Subtotal Level Service	4,148,278	3,414,474	3,384,411
Program Improvement Increases								
Program Improvement Requests: Elementary								
-	-	-	Goal 3	Expanded Lead Secretary (11 to 12 Months)	Broadmeadow Elementary	5,904	-	-
-	-	-	Goal 2.3	Broadmeadow Student Council Advisor Stipend	Broadmeadow Elementary	878	878	878
-	-	-	Goal 2.1	Broadmeadow Student Support and Special Area Grade Level Leader Stipen	Broadmeadow Elementary	1,163	-	-
-	-	-	Goal 1	Broadmeadow Garden Coordinator Advisor Stipend	Broadmeadow Elementary	1,169	-	-
0.10	-	-	Goal 3.4	Expanded Mitchell Assistant Principal	Mitchell Elementary	10,876	-	-
-	-	-	Goal 1	Preschool TST /Response to Intervention Stipend	Newman Elementary	1,169	-	-
6.40	-	-	Goal 2.2	Elementary Special Education Intensive Program	Special Education/Nursing	257,116	-	-
1.50	-	-	Goal 1.1	Increase Math Coaching Staff	Elementary Math Instruction/ Eliot/Hill	91,650	-	-
-	-	-	Goal 1	Convert Math Instructional Leader from Unit A to Unit B	Elementary Math Instruction	4,064	-	-
-	-	-	Goal 1.2	Elementary Spanish Curriculum Materials	World Language	1,250	-	-
8.00	-	-	#	-	Subtotal	375,239	878	878
Program Improvement Requests: Middle								
0.20	-	-	Goal 2.1	Expanded High Rock Assistant Principal	High Rock	22,418	-	-
-	-	-	Goal 1	High Rock TST /Response to Intervention Stipend	High Rock	1,169	-	-
-	-	-	Goal 2.2	Pollard One Book One School Texts	Pollard Middle School	1,000	-	-
-	-	-	Goal 3.4	Pollard Professional Development - iPad Innovation	Pollard Middle School	2,000	-	-
-	-	-	Goal 3	Pollard Administrative Office Furniture	Pollard Middle School	6,000	-	-
-	-	-	Goal 3	Pollard Standing Student Desks	Pollard Middle School	4,200	-	-
-	-	-	Goal 1	Pollard TST /Response to Intervention Stipend	Pollard Middle School	1,169	-	-
0.20	-	-	#	-	Subtotal	37,956	-	-
Program Improvement Requests: High								
-	-	-	Goal 3	NHS Common Planning Time Supervisor Stipend	Needham High School	1,756	1,756	1,756
-	-	-	Goal 1.2	NHS Homework Club Advisor Stipend	Needham High School	1,756	1,756	1,756
-	-	-	Goal 1.2	NHS Interdisciplinary Learning Specialist	Needham High School	1,756	-	-
-	-	-	Goal 1.2	NHS DREAMFAR Marathon Training Program Advisor Stipend	Needham High School	2,633	-	-
-	-	-	Goal 1.2	NHS Credit Recovery Program Advisor Stipend	Needham High School	2,633	-	-
-	-	-	Goal 2.3	NHS Yearbook Advisor Stipend	Needham High School	2,635	-	-
-	-	-	Goal 1	High School TST /Response to Intervention Stipend	Needham High School	1,169	-	-
-	-	-	Goal 1	Interactive White Boards for Needham High School	Needham High School	10,000	-	-
-	-	-	Goal 1	Biology Textbooks	Needham High School	21,000	-	-
-	-	-	Goal 2.2	Shift of Alpine Ski Head Coach to Category III (From Category IV)	Needham High School Athletics	518	-	-
-	-	-	#	-	Subtotal	45,856	3,512	3,512

Summary of FY17 Budget Highlights (continued):

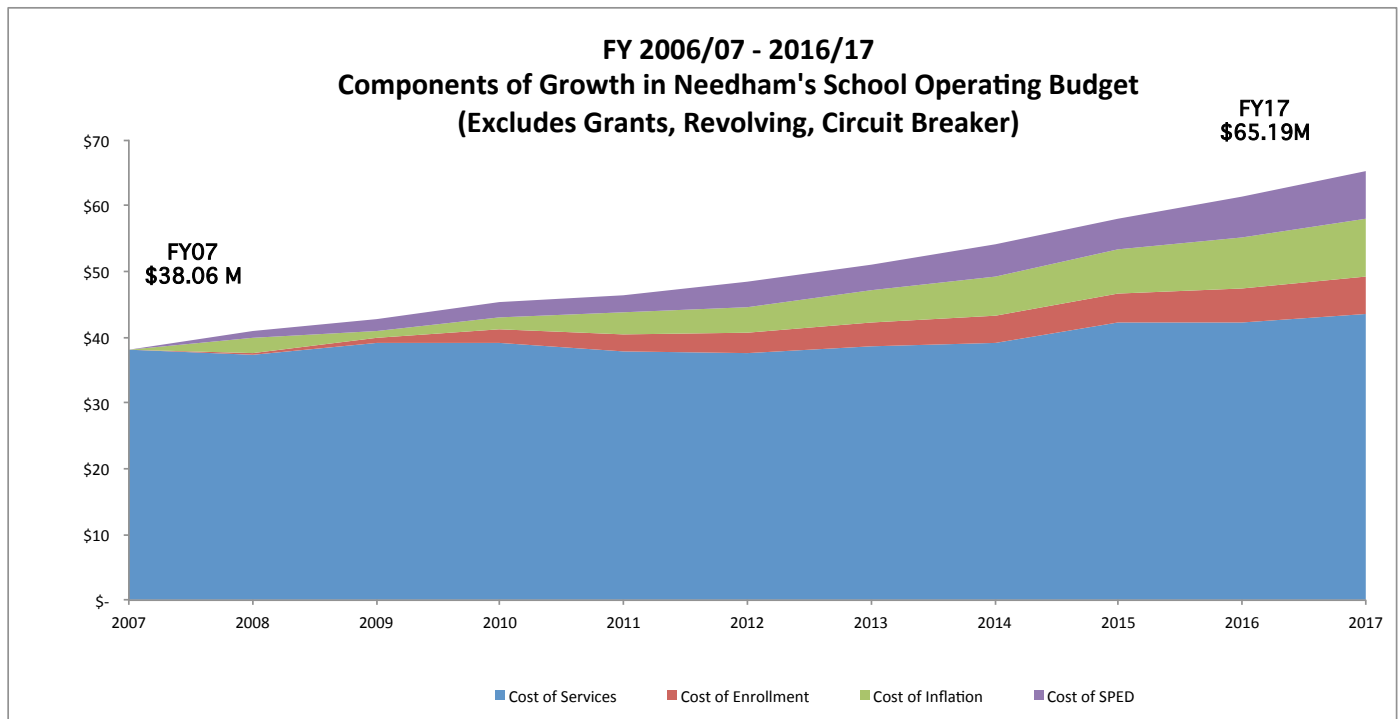
Req TL FTE	Recom Supt TL FTE	Recom SC TL FTE	District Goal/ Objectiv	Description of Budgetary Increase	Department/ School	Total Request	Supt Proposed	Final SC Proposed
-	-	-	Goal 3	<u>Program Improvement Requests: District</u> Electronic Storage System Personnel Files	Director of Human Resources	5,000	-	-
-	-	-	Goal 3	Convert Administrative Secretary to Executive Assistant	Dir HR/ Dir Std Svc/ Dir Std Lrn	28,697	-	-
1.00	-	-	Goal 3	Student Support Services Financial Analyst	Director of Student Services	65,500	-	-
-	-	-	Goal 3	Reconfigure Business Office Specialist Position	Director of Financial Operations	14,134	14,134	14,134
1.00	-	-	Goal 3.4	Coordinator of Prof. Growth and Institutional Partnerships	Professional Development	48,120	-	-
-	-	-	Goal 3	Per Diem Summer Day (1) School Nurses	Health/Nursing: School Health Svc	4,500	-	-
-	-	-	Goal 3	Nursing Substitute Baseline Increase	Health/Nursing: School Health Svc	7,654	-	-
1.00	-	-	Goal 3	Full-Time Health Services Clerical Aide	Health/Nursing: School Health Svc	25,246	-	-
0.43	0.22	0.22	Goal 3.2	Part-Time Science Center Library Assistant	Elementary Science Center	14,245	7,122	7,122
0.50	-	-	Goal 3	Part-Time Technology Technician	Educational Technology	29,549	-	-
-	-	-	Goal 3.2	Part-Time Summer Tech Assistants	Educational Technology	9,600	9,600	-
-	-	-	Goal 3.2	Technology Coop Student	Educational Technology	8,640	-	-
0.50	-	-	Goal 3	Part-Time 10-Month Physical Education Secretary	K-12 Physical Education	15,514	-	-
0.25	0.25	-	Goal 3	Part-Time FPA Program Assistant	K-12 Fine & Performing Arts Director	8,472	8,472	-
4.68	0.47	0.22	#	-	Subtotal	284,871	39,328	21,256
12.88	0.47	0.22	#	-	Subtotal Program Improvement Budget Increases	743,922	43,718	25,646
-	-	-	-	-	<u>Additional Expenditures from Cash Capital</u>	-	-	-
-	-	-	-	-	Technology	-	-	340,700
-	-	-	-	-	Subtotal	-	-	340,700
-	-	-	-	-	<u>Reductions to Existing Budget/ Other Adjustments</u>	-	-	-
-	-	-	-	-	Reduce Transportation Subsidy	-	-	(21,530)
-	-	-	-	-	Reduce NHS Substitute Budget	-	-	(20,000)
-	-	-	#	-		-	-	(41,530)
738.51	719.98	718.16	#	-	GRAND TOTAL FY17 BUDGET	66,372,887	64,938,879	65,189,914
32.54	14.01	12.19	-	-	\$ Increase/(Decrease) over FY16	4,892,200	3,458,192	3,709,227
4.61%	1.98%	1.73%	-	-	% Increase/(Decrease) over FY16	7.96%	5.62%	6.03%



*“Ceramic Mask” by Jillian White
(NHS Grade 10)*

Trends in School Operating Budget Expenditures:

Trend: Real Spending Steady Over Time – Budget Increases Due to Impact of Inflation, Enrollment and Growth in Special Education Expenses



Real spending on education has been relatively steady over time; budget increases have been due largely to the impact of inflation and enrollment growth as well as increases for special education. Since FY 07, the school operating budget has grown from \$38.06 million to \$65.19 million in FY17, an increase of \$27.13 million (71.3%). Nearly all of this increase is attributed to the combined impact of inflation and growth, as well as increases in special education programming, rather than new programs and services. Since FY07, the Consumer Price Index –Urban Consumers has increased by 15.6%, while enrollment has increased by 11.1%. By contrast, special education spending has nearly doubled in size – growing by 90.2% over the same time period. The chart above illustrates the portion of operating budget increases since FY07, that are due to inflation, enrollment growth and increases in special education spending.

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

Despite the impact of inflation, enrollment, contracts and mandates, Needham offers ‘good value’ for its educational dollar. Using Massachusetts Department of Education per pupil expenditure data (which includes expenditures from the school operating budget, as well as grants, revolving funds and education expenses included in other Town budgets, but not expenditures for community services, capital expenditures or debt retirement), we see that per pupil expenditures in Needham have remained comparable to the state-wide average over time, and have been consistently less than the average per pupil expenditure of the twenty communities, with whom we typically compare ourselves. Needham’s FY15 per pupil expenditure of \$15,900 was just slightly more than the state average of \$14,920, but less than the twenty-community

average of \$16,834. Since FY05, Needham's per pupil expenditures have grown at approximately the same rate as our 20 comparison towns (49% compared to 48%, respectively), but faster than the growth in state-wide per-pupil expenditures (of 41%).

FY 2004/05 - 2014/15 Comparative Per Pupil Expenditures

Community	FY 05 (3)	FY 06 (3)	FY 07 (3)	FY 08 (3)	FY 09 (3)	FY 10 (3)	FY 11 (3)	FY 12 (3)	FY 13 (3)	FY 14 (3)	FY 15 (3)
Dover	\$12,786	\$13,298	\$14,615	\$15,084	\$16,591	\$15,646	\$17,607	\$18,313	\$19,323	\$21,336	\$24,263
Weston	\$14,414	\$16,073	\$16,463	\$17,017	\$18,023	\$18,591	\$19,352	\$19,915	\$20,579	\$21,653	\$22,768
Sherborn	\$10,061	\$11,558	\$12,250	\$12,700	\$14,121	\$15,784	\$15,129	\$15,720	\$19,317	\$18,378	\$19,534
Wellesley	\$11,243	\$11,494	\$12,776	\$13,916	\$14,330	\$15,392	\$15,421	\$15,085	\$17,231	\$17,108	\$18,289
Newton	\$13,533	\$13,822	\$14,524	\$15,498	\$16,243	\$16,597	\$16,397	\$16,400	\$17,149	\$17,581	\$18,096
Lexington	\$11,929	\$12,600	\$13,574	\$14,469	\$15,368	\$15,862	\$16,552	\$16,726	\$16,812	\$17,496	N/A
Dedham	\$11,637	\$12,594	\$13,157	\$13,893	\$14,837	\$14,852	\$15,459	\$16,040	\$16,434	\$16,906	\$17,780
Brookline	\$13,836	\$14,929	\$15,098	\$15,431	\$16,847	\$17,090	\$16,556	\$16,626	\$16,898	\$17,291	\$17,652
Wayland	\$11,599	\$12,317	\$13,214	\$14,033	\$14,342	\$15,219	\$15,156	\$15,902	\$16,269	\$16,445	\$17,650
Concord	\$13,037	\$14,411	\$15,514	\$15,928	\$16,342	\$16,438	\$16,637	\$16,893	\$16,274	\$16,457	\$17,517
Framingham	\$13,681	\$13,607	\$14,169	\$14,621	\$15,373	\$15,675	\$15,769	\$15,995	\$16,484	\$17,100	\$17,449
Needham	\$10,788	\$11,291	\$12,070	\$12,552	\$12,955	\$13,248	\$13,602	\$13,742	\$14,320	\$15,020	\$15,900
Westwood	\$11,592	\$11,885	\$12,436	\$13,305	\$13,839	\$13,814	\$13,999	\$14,197	\$14,827	\$15,337	\$15,833
Norwood	\$10,648	\$11,028	\$12,039	\$12,226	\$12,993	\$12,778	\$13,558	\$13,497	\$13,897	\$15,038	\$15,479
State	\$10,600	\$11,210	\$11,858	\$12,448	\$13,006	\$13,047	\$13,354	\$13,636	\$13,999	\$14,518	\$14,920
Walpole	\$9,437	\$10,277	\$10,470	\$11,232	\$11,812	\$11,971	\$11,691	\$12,021	\$12,768	\$13,501	\$14,078
Natick	\$10,290	\$11,092	\$11,715	\$12,279	\$12,926	\$12,910	\$12,649	\$13,146	\$13,526	\$13,550	\$14,044
Medfield	\$8,082	\$8,597	\$9,472	\$9,957	\$10,542	\$10,741	\$11,298	\$11,830	\$12,321	\$13,075	\$13,849
Hopkinton	\$9,497	\$10,544	\$11,114	\$11,338	\$11,555	\$11,921	\$12,298	\$12,472	\$13,004	\$13,106	\$13,535
Holliston	\$9,524	\$10,193	\$10,856	\$11,217	\$11,413	\$12,186	\$12,089	\$12,198	\$12,548	\$12,986	\$13,322
Winchester	\$9,884	\$10,139	\$10,886	\$10,865	\$11,373	\$11,363	\$11,822	\$11,954	\$12,380	\$12,579	\$12,801
Average of 20	\$11,375	\$12,087	\$12,820	\$13,378	\$14,091	\$14,404	\$14,652	\$14,934	\$15,618	\$16,097	\$16,834
Needham	\$10,648	\$11,028	\$12,039	\$12,226	\$12,993	\$12,778	\$13,558	\$13,497	\$13,897	\$15,020	\$15,900
State Average	\$10,600	\$11,210	\$11,858	\$12,448	\$13,006	\$13,047	\$13,354	\$13,636	\$13,999	\$14,518	\$14,920

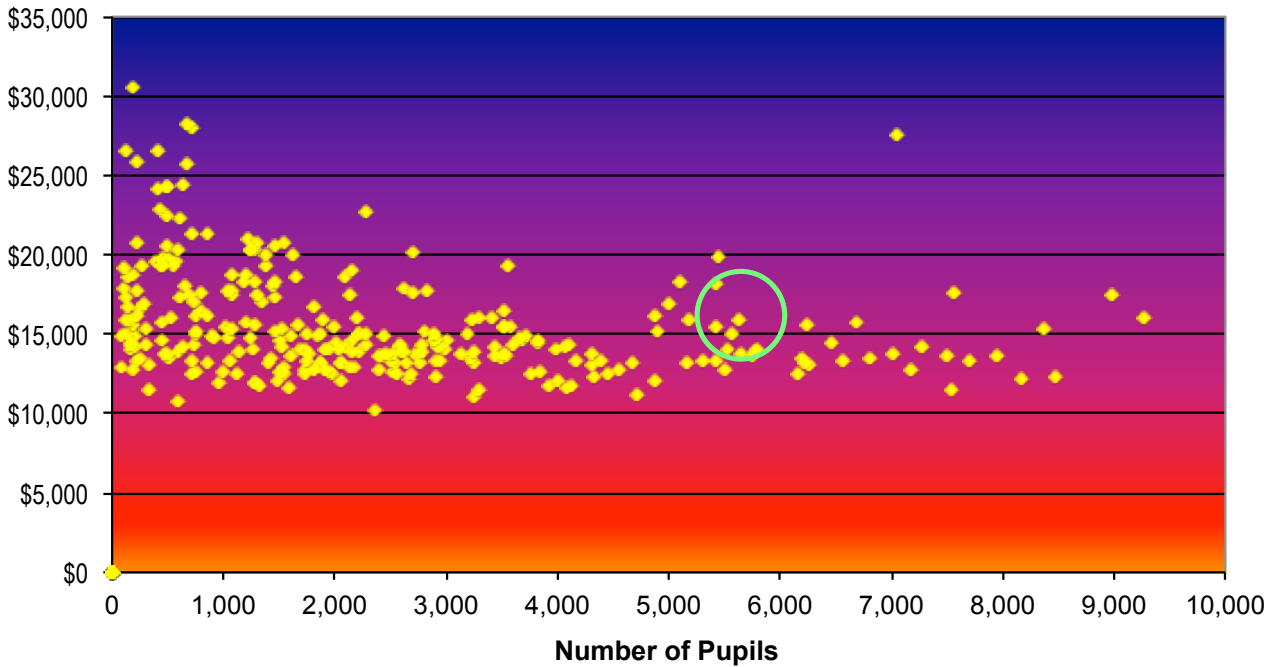
(1) Source: Massachusetts Department of Education. These figures represent "total integrated education costs" divided by "net average membership," as a measure of "the average cost of education for all children residing in a community, regardless of the district where they attend." Total integrated expenditures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

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

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

The charts on the next pages depict per pupil expenditures in Needham, relative to the state average. As evident from the scattergram, Needham's overall per pupil expenditure level of \$15,900 for 5,626 students (circled in green) is comparable to other districts. Similarly, Needham compares favorably in the major categories of educational spending, as shown in the charts below.

FY15 Expenditures Per Pupil, Massachusetts School Districts
total spending



FY15 Total Expenditure Per Pupil, All Funds, by Function: FY15	General Fund Appropriations	Grants, Revolving & Other Funds	Total Expenditures All Funds	Function as % of Total	Expenditure Per Pupil	State Average Per Pupil
Administration	3,585,642	86,068	3,671,710	4.1%	663	530
Instructional Leadership	6,101,310	766,469	6,867,779	7.7%	1,241	972
Classroom and Specialist Teachers	32,029,273	1,247,245	33,276,518	37.2%	6,012	5,608
Other Teaching Services	5,079,811	1,218,940	6,298,751	7.0%	1,138	1,168
Professional Development	1,191,931	90,214	1,282,145	1.4%	232	198
Instructional Materials, Equipment and Technology	1,787,363	1,075,590	2,862,953	3.2%	517	430
Guidance, Counseling and Testing	2,772,620	136,924	2,909,544	3.3%	526	439
Pupil Services	2,315,033	3,905,289	6,220,322	7.0%	1,124	1,435
Operations and Maintenance	6,610,834	73,274	6,684,108	7.5%	1,208	1,144
Insurance, Retirement Programs and Other	12,917,252	369,958	13,287,210	14.9%	2,401	2,490
Expenditures Within The District	74,391,069	8,969,971	83,361,040	93.2%	15,062	14,415
Expenditures Outside the District	4,581,728	1,510,705	6,092,433	6.8%	66,730	21,549
TOTAL EXPENDITURES	78,972,797	10,480,676	89,453,473	100.0%	15,900	14,920

Percentage of overall spending from the General Fund 88.28%

NEEDHAM

In-District FTE Average Membership = 5,534.6
 Out-of-District FTE Average Membership = 91.3
 Total FTE Average Membership = 5,625.9

Source: Massachusetts Department of Elementary & Secondary Education, 2016

FY15 Expenditures per Pupil by Function, All Funds: FY13-15

	FY13	FY14	% Change 13-14	FY15	% Change 14-15
Administration	3,531,239	3,652,813	3.4%	3,671,710	0.5%
Instructional Leadership	5,771,517	6,104,381	5.8%	6,867,779	12.5%
Classroom and Specialist Teachers	29,235,453	31,074,008	6.3%	33,276,518	7.1%
Other Teaching Services	5,844,164	5,636,685	-3.6%	6,298,751	11.7%
Professional Development	945,928	1,198,310	26.7%	1,282,145	7.0%
Instructional Materials, Equipment and Technology	2,434,206	2,826,626	16.1%	2,862,953	1.3%
Guidance, Counseling and Testing	2,509,314	2,701,642	7.7%	2,909,544	7.7%
Pupil Services	5,264,820	6,057,379	15.1%	6,220,322	2.7%
Operations and Maintenance	6,700,485	6,398,235	-4.5%	6,684,108	4.5%
Insurance, Retirement Programs and Other	11,551,836	12,656,193	9.6%	13,287,210	5.0%
Expenditures Outside the District	5,850,755	5,934,170	1.4%	6,092,433	2.7%
TOTAL EXPENDITURES	79,639,717	84,240,442	5.8%	89,453,473	6.2%
Membership					
in-district fte average membership	5,482	5,528	0.01	5,535	0.00
out-of-district fte average membership	80	80	0.00	91	0.14
Total average membership, in and out of district	5,562	5,609	0.01	5,626	0.00
TOTAL EXPENDITURE PER PUPIL	14,320	15,020	4.9%	15,900	5.9%

Source: Massachusetts Department of Elementary & Secondary Education, 2016

Finally spending on special education is comparable to the state average, despite rapid growth over the past nine years.

**Massachusetts Department of Elementary and Secondary Education
Direct Special Education Expenditures as a Percentage of School Budget, FY06 to FY15**

Fiscal Year	A -- In-District Instruction--		C - Out-of-District Tuition -		E Combined Special Ed Expenditures (A+B+C+D)	F Total School Operating Budget	G Special Education Percentage of Budget (E as % of F)	H state average percentage
	Teaching	Other Instructional	Mass. Public Schools and Collaboratives	Mass Private and Out-of- State Schools				
2006	5,278,561	1,030,190	447,987	2,611,029	9,367,767	49,220,249	19.0	19.1
2007	5,814,037	1,016,984	521,816	2,742,049	10,094,886	52,914,410	19.1	19.4
2008	6,184,020	1,142,814	404,657	3,139,508	10,870,999	55,570,443	19.6	19.8
2009	6,884,784	1,120,434	538,331	2,935,498	11,479,047	58,547,371	19.6	20.1
2010	7,479,291	1,366,151	417,659	2,710,749	11,973,850	62,874,752	19.0	19.8
2011	7,637,955	1,370,682	656,461	3,127,688	12,792,786	64,133,486	19.9	19.9
2012	7,714,329	1,390,110	940,382	4,037,111	14,081,932	65,956,885	21.4	20.5
2013	8,155,560	1,844,184	1,014,898	3,994,951	15,009,593	70,063,779	21.4	20.9
2014	8,622,863	1,931,492	939,035	3,904,455	15,397,845	73,619,540	20.9	20.9
2015	9,542,592	2,416,380	861,428	4,094,939	16,915,339	79,046,031	21.4	21.0

Source: Massachusetts Department of Elementary & Secondary Education, 2016

FY17 Budgeted School Department Enrollment

The budget assumes that total PreK-12 enrollment will remain approximately level at 5,593 pupils, excluding out of district students (up 11 students from 5,582 in FY16.) Elementary enrollment is projected to increase by 18 students (from 2,542 to 2,560); middle school enrollment is expected to increase by 14 students (from 1,290 to 1,304) and high school enrollment is expected to decrease by 21 students (from 1,665 to 1,644.) Pre-Kindergarten enrollment is expected to be 85 students. In addition, approximately 75 out-of-district students are expected.

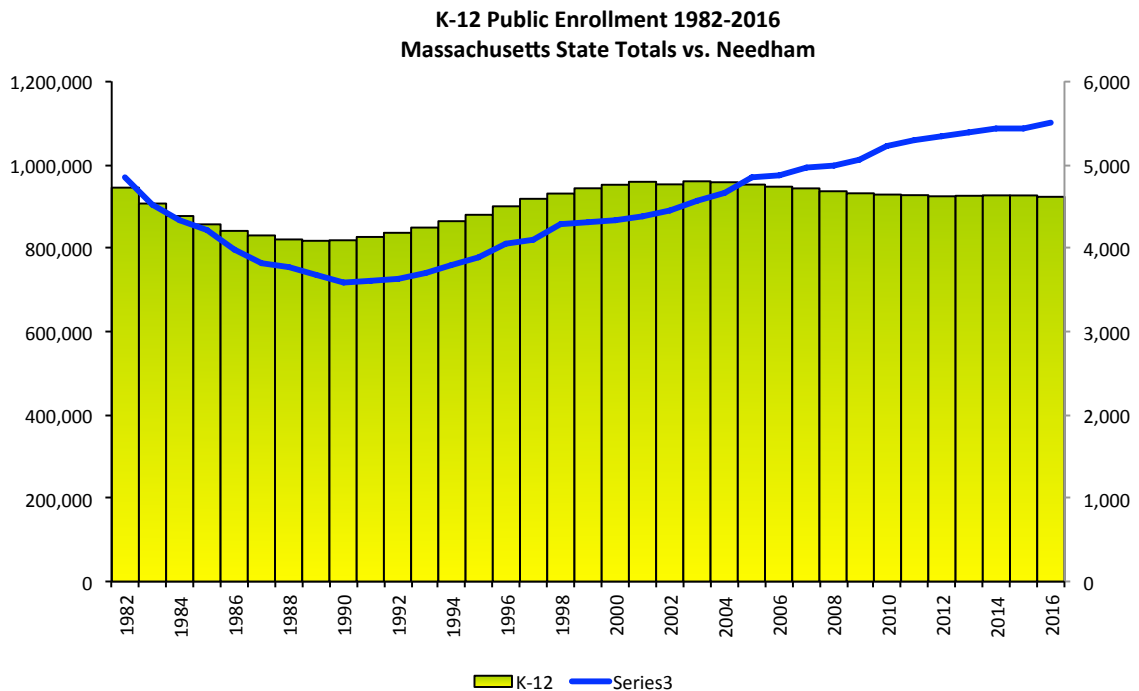
TOTALS FOR NEEDHAM SCHOOL SYSTEM																
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*	Total
Preschool	85															85
Broadmeadow		80	89	85	108	102	90									554
Eliot		64	66	64	74	73	64									405
Hillside		75	89	64	89	82	77									476
Mitchell		75	84	81	81	90	77									488
Newman		96	104	103	123	103	108									637
High Rock								430								430
Pollard									442	432						874
High School											398	447	392	405	2	1644
TOTAL	85	390	432	397	475	450	416	430	442	432	398	447	392	405	2	5593

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

NPS also has 75 special needs out-of-District students paid for by the district. The DESE counts these students separately from our enrollment numbers.

Trends in School Enrollment

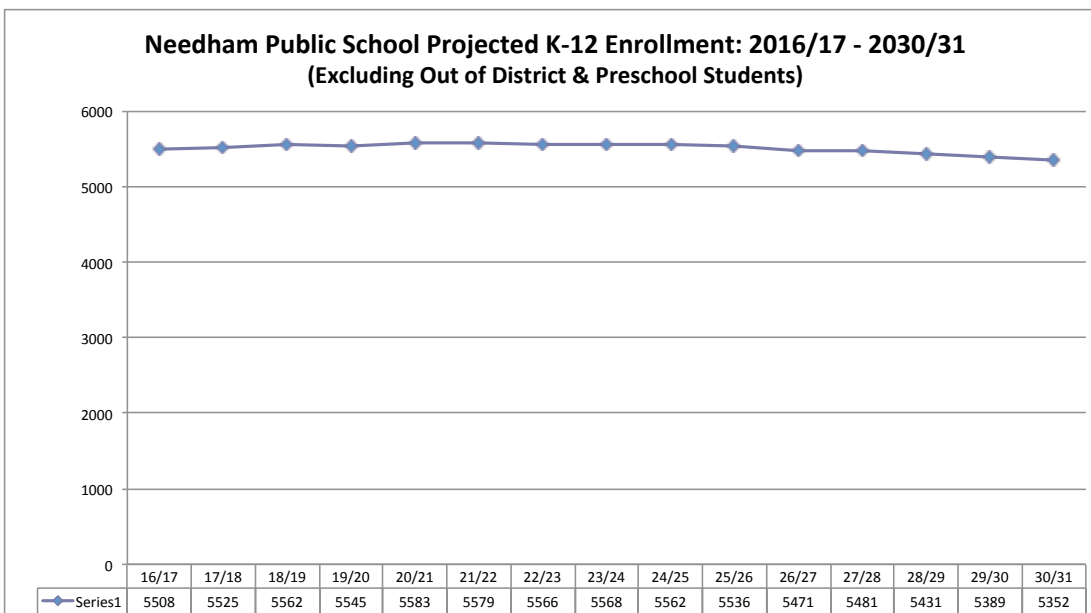
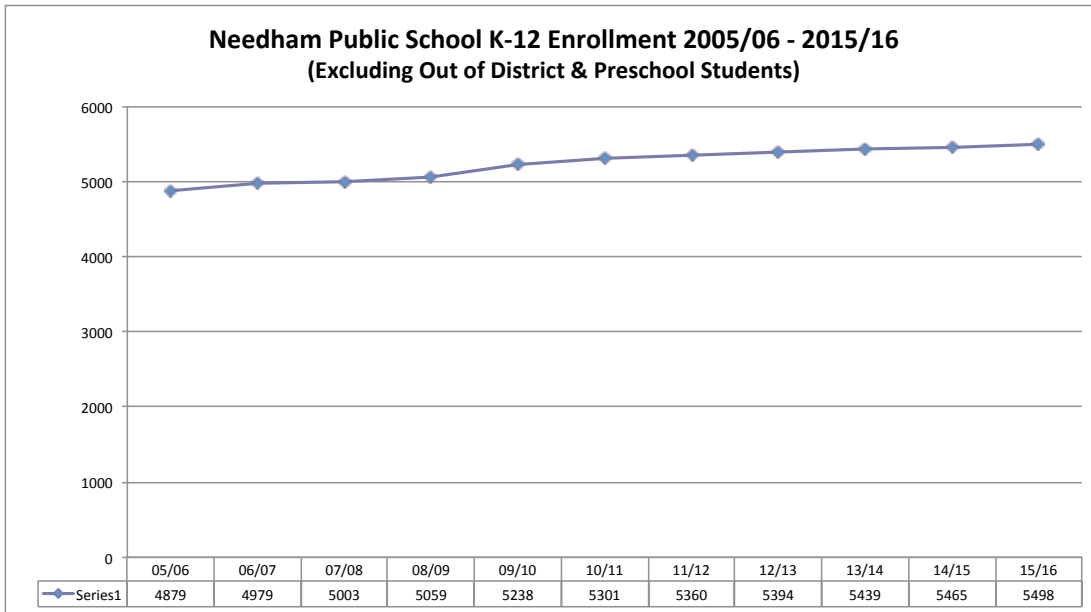
Needham’s population has been growing steadily, over the past years, in contrast to the rest of the state. Over the past twenty years (since FY96), Needham’s K-12 enrollment (excluding Preschool students and pupils tuitioned to other districts) has grown 35.8% from 4,045 (FY96) to 5,495 (FY16.) By contrast, statewide enrollment has grown by only 2.5% over the same period, and since FY03 has been in decline.



Projected Enrollment – FY17 and Beyond

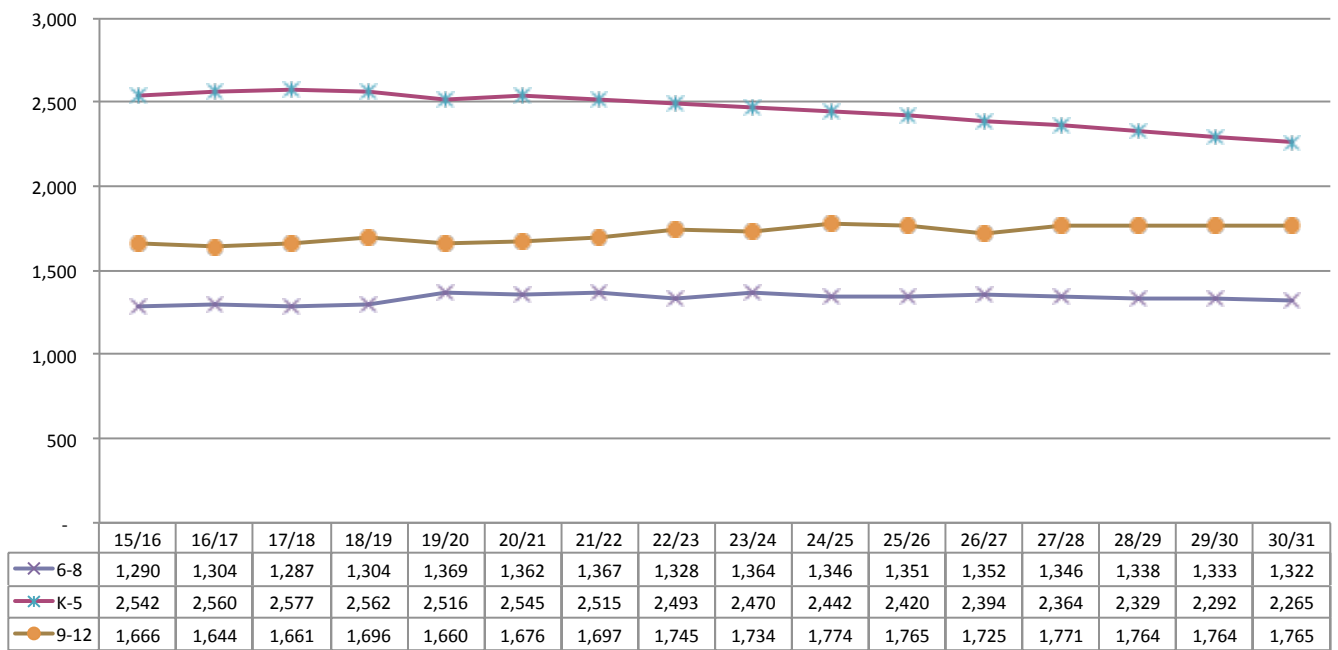
Over the next fifteen years, Needham’s enrollment is projected to decline overall, according to a recent analysis by McKibben Demographics Research (November 2015.) This analysis reflects the projected impact of the local 18-24 year old population leaving the District to attend college or move to other urbanized areas, an increase in the number of empty nest households and the inflow of young households/families into Needham. Since the impact of in-migration is not projected to be enough to offset the population outflow, enrollment is projected to decline overall. The result is smaller cohorts of students entering and moving through the school system in conjunction with larger cohorts of students leaving the system. These assumptions are heavily dependent on the rate, magnitude and price of existing home sales in the District, as well as the ability of families to continue to afford to purchase these homes.

Charts depicting the historical increase and projected decline in enrollment are presented below.



The composition of enrollment growth also is expected to change over the next 15 years. Declining enrollment at the elementary level will be balanced by an increasing middle school population for much of the forecast period, and by high and steady enrollment at the High School. Between FY16 – FY31, enrollment in grades K-5 is expected to decline significantly, from 2,542 in FY16 to 2,265 by FY31. By contrast, Middle School enrollment is projected to increase through FY22, as the larger elementary cohorts reach middle school, then decline slightly to 1,322 by FY31. High School enrollment, however, is projected to increase and remain at high levels for the entire fifteen-year projection period, as the existing student cohorts move through the system. The high school population is projected to increase from its current level of 1,666 to 1,765 by FY31.

**Needham Public School Projected K-12 Enrollment: 2015/16 - 2030/31
(Excluding Out of District & Preschool Students)**



FY17 Operating Budget Staffing Summary by Department:

	Total FY13 Actual	Total FY14 Actual	Total FY15 Actual	Total FY16 Budget	Total FY17 Total Req	Admin FY17 Total Rec	Teacher FY17 Total Rec	Aide FY17 Total Rec	Non Instr FY17 Total Rec	Total FY17 Total Rec
Administration										
School Committee	-	-	-	-	-	-	-	-	-	-
Superintendent	2.00	2.07	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Director of Personnel	7.71	7.91	7.07	5.90	6.14	1.00	-	-	4.85	5.85
Director of Student Development	2.00	2.00	2.00	2.00	3.00	1.00	-	-	1.00	2.00
Director of Program Development	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Director of Financial Operations	5.91	6.20	6.20	5.20	5.94	1.00	-	-	4.94	5.94
Director of External Funding	0.19	0.19	0.19	0.19	0.29	0.20	-	-	0.09	0.29
Subtotal Administration	19.81	20.37	19.46	17.29	19.37	5.20	-	-	12.88	18.08
General Supplies & Services										
Professional Development										
District	-	-	-	-	1.00	-	-	-	-	-
Broadmeadow	-	-	-	-	1.00	-	-	-	-	-
Eliot	-	-	-	-	-	-	-	-	-	-
Hillside	-	-	-	-	-	-	-	-	-	-
Mitchell	-	-	-	-	-	-	-	-	-	-
Newman	-	-	-	-	-	-	-	-	-	-
High Rock	-	-	-	-	-	-	-	-	-	-
Pollard	-	-	-	-	-	-	-	-	-	-
Employee Assistance Program	-	-	-	-	-	-	-	-	-	-
Staff 504 Accomodations	-	-	-	-	-	-	-	-	-	-
Salary Supplemental	-	-	-	-	-	-	-	-	-	-
Sub Callers	-	-	-	-	-	-	-	-	-	-
Substitutes	2.29	2.29	2.47	2.47	2.47	-	2.00	-	0.47	2.47
Curriculum Development	-	-	-	-	-	-	-	-	-	-
General Supplies, Services & Equip	-	-	-	-	-	-	-	-	-	-
Production Center/Mail Room	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00	1.00
Administrative Technology	3.00	3.00	4.50	4.50	6.00	-	-	-	6.00	6.00
Transportation	7.36	7.08	9.11	9.10	9.10	-	-	-	9.10	9.10
Subtotal Gen. Supply & Svc.	13.65	13.37	17.08	17.07	19.57	-	2.00	-	16.57	18.57
Elementary										
Broadmeadow	29.51	29.01	30.31	29.31	29.31	1.80	24.00	-	3.51	29.31
Eliot	21.09	21.09	21.39	21.39	21.39	1.30	16.50	-	3.59	21.39
Hillside	23.70	24.70	24.60	24.60	26.10	1.40	21.00	-	3.70	26.10
Mitchell	26.66	26.66	27.16	27.16	27.26	1.50	22.00	-	3.66	27.16
Newman	33.40	33.28	34.33	33.33	34.33	2.00	27.67	-	4.66	34.33
Subtotal Elementary	134.36	134.73	137.78	135.78	138.38	8.00	111.17	-	19.11	138.28
Middle										
High Rock	23.93	23.93	24.33	25.33	26.47	2.50	20.60	-	2.93	26.03
Pollard Middle School	46.58	46.87	48.87	50.67	51.50	5.10	41.40	-	4.67	51.17
Subtotal Middle School	70.51	70.80	73.20	76.00	77.97	7.60	62.00	-	7.60	77.20
High School										
Needham High School	78.94	80.84	83.24	85.54	88.61	7.20	73.95	-	6.64	87.79
High School Athletics	2.00	2.00	2.50	2.50	2.50	1.00	-	-	1.50	2.50
Subtotal High School	80.94	82.84	85.74	88.04	91.11	8.20	73.95	-	8.14	90.29
Student Services										
Guidance										
District	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Broadmeadow	2.30	2.36	2.36	2.36	2.30	-	2.30	-	-	2.30
Eliot	1.40	1.40	1.00	1.00	1.40	-	1.40	-	-	1.40
Hillside	1.20	1.14	1.54	1.54	1.50	-	1.50	-	-	1.50
Mitchell	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Newman	2.00	2.00	2.00	2.00	2.40	-	2.00	-	-	2.00
High Rock	2.50	2.50	2.50	2.50	2.50	-	2.50	-	-	2.50
Pollard	3.20	3.70	3.70	3.70	3.70	-	3.70	-	-	3.70
HS	11.50	13.60	12.60	12.60	13.60	-	12.60	-	1.00	13.60
Preschool	0.40	0.40	0.40	0.40	0.40	-	0.40	-	-	0.40

FY17 Operating Budget Staffing Summary by Department (continued):

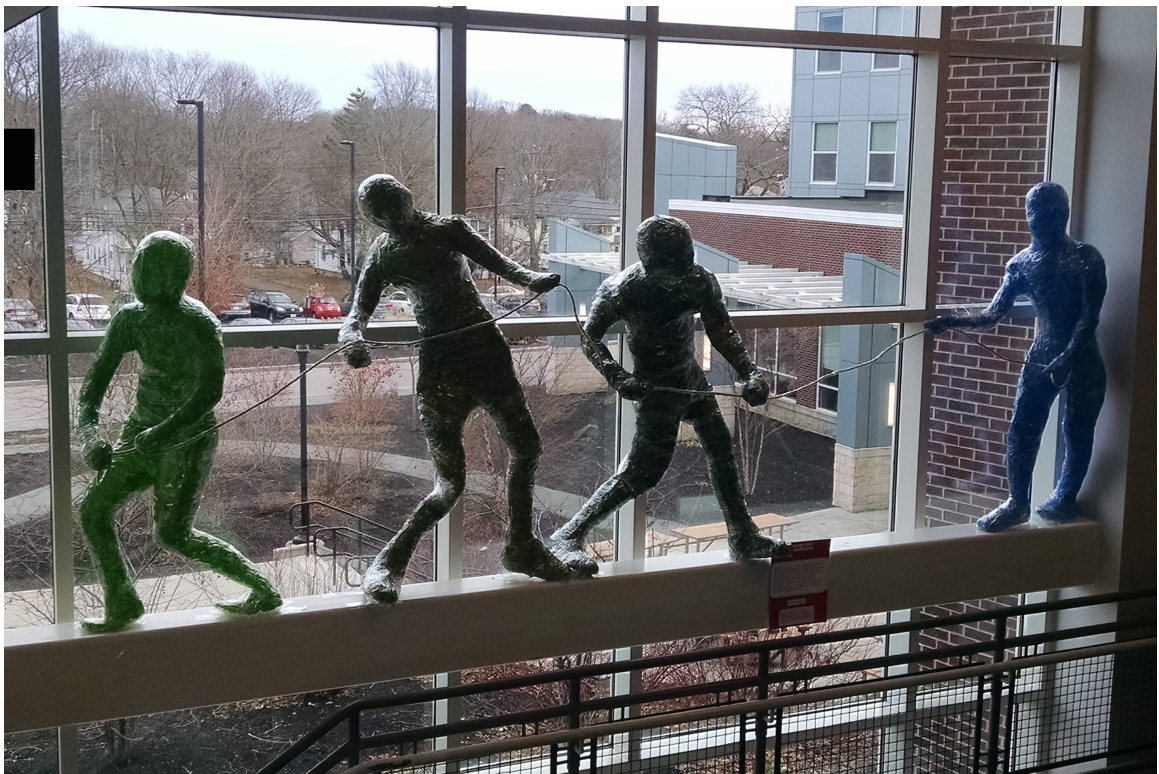
	Total FY13 Actual	Total FY14 Actual	Total FY15 Actual	Total FY16 Budget	Total FY17 Total Req	Admin FY17 Total Rec	Teacher FY17 Total Rec	Aide FY17 Total Rec	Non Instr FY17 Total Rec	Total FY17 Total Rec
Psychology	4.30	4.30	5.60	5.50	6.00	-	5.70	-	-	5.70
Broadmeadow	0.66	0.50	0.80	0.50	0.50	-	0.50	-	-	0.50
Eliot	0.16	-	-	-	-	-	-	-	-	-
Hillside	0.66	0.50	0.50	0.50	0.50	-	0.50	-	-	0.50
Mitchell	0.16	0.30	0.30	0.30	0.50	-	0.20	-	-	0.20
Newman	0.16	0.50	0.60	0.60	0.60	-	0.60	-	-	0.60
High Rock	0.33	0.30	0.30	0.50	0.50	-	0.50	-	-	0.50
Pollard	0.67	0.70	0.70	0.70	1.00	-	1.00	-	-	1.00
HS	1.50	1.50	2.40	2.40	2.40	-	2.40	-	-	2.40
Preschool	-	-	-	-	-	-	-	-	-	-
Nursing	9.06	9.46	9.56	9.56	13.06	1.00	10.06	-	-	11.06
District	1.00	1.00	1.00	1.00	3.00	1.00	1.00	-	-	2.00
Broadmeadow	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
Hillside	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Mitchell	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Newman	1.00	1.00	1.00	1.00	2.00	-	1.00	-	-	1.00
High Rock	0.36	0.46	0.46	0.46	0.56	-	0.56	-	-	0.56
Pollard	1.30	1.50	1.50	1.50	1.50	-	1.50	-	-	1.50
HS	1.10	1.20	1.20	1.20	1.60	-	1.60	-	-	1.60
Preschool	0.30	0.30	0.40	0.40	0.40	-	0.40	-	-	0.40
Special Education	176.33	176.79	185.35	187.51	196.72	8.47	81.04	98.18	1.06	188.75
District	12.82	9.42	9.42	9.42	9.82	3.00	5.56	-	0.86	9.42
Broadmeadow	13.02	11.62	14.16	14.26	11.88	0.70	4.14	6.44	-	11.28
Eliot	12.62	12.52	13.29	12.80	13.94	0.70	5.04	8.00	-	13.74
Hillside	19.42	21.36	22.74	21.74	21.38	0.60	4.24	16.34	-	21.18
Mitchell	8.82	9.82	9.38	9.47	10.67	0.70	3.87	6.00	-	10.57
Newman	24.22	23.55	20.96	21.24	26.65	0.80	9.61	10.94	-	21.35
High Rock	16.53	15.94	17.73	16.23	16.48	1.00	7.48	8.00	-	16.48
Pollard	28.27	31.74	33.87	32.87	33.32	0.47	15.85	17.00	-	33.32
HS	29.33	28.32	30.72	32.02	35.67	-	18.17	16.50	-	34.67
Preschool	11.28	12.50	13.08	17.46	16.91	0.50	7.08	8.96	0.20	16.74
Summer Special Education	5.07	4.05	3.51	-	-	-	-	-	-	-
Special Education Tuitions	-	-	-	-	-	-	-	-	-	-
Vocational Educaiton	-	-	-	-	-	-	-	-	-	-
English Language Learngers (ELL)	4.70	4.75	4.70	5.40	5.40	-	5.40	-	-	5.40
District	1.00	0.35	-	1.00	0.50	-	1.00	-	-	1.00
Broadmeadow	0.34	0.30	0.30	0.30	0.40	-	0.40	-	-	0.40
Eliot	0.86	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Hillside	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Mitchell	0.11	0.30	0.30	0.30	0.20	-	0.20	-	-	0.20
Newman	0.51	0.60	0.80	0.60	1.00	-	1.00	-	-	1.00
High Rock	0.11	0.20	0.40	0.20	-	-	-	-	-	-
Pollard	0.43	0.20	0.20	0.20	0.40	-	0.40	-	-	0.40
HS	0.34	0.80	0.70	0.80	0.90	-	0.40	-	-	0.40
Reading	11.20	11.35	12.05	11.95	12.15	1.00	10.45	-	-	11.45
Broadmeadow	2.00	2.00	2.00	2.00	2.00	0.20	1.80	-	-	2.00
Eliot	1.20	1.65	1.40	1.40	1.40	0.20	1.20	-	-	1.40
Hillside	1.50	1.20	1.45	1.65	1.80	0.20	1.60	-	-	1.80
Mitchell	1.50	1.50	1.50	1.50	1.70	0.20	1.50	-	-	1.70
Newman	2.20	2.20	2.20	2.20	2.25	0.20	1.85	-	-	2.05
High Rock	1.90	2.30	2.50	2.70	2.00	-	2.00	-	-	2.00
Pollard	0.90	0.50	1.00	0.50	1.00	-	0.50	-	-	0.50
Math Instruction	3.00	5.02	6.02	4.02	5.50	-	4.02	-	-	4.02
Broadmeadow	1.20	1.13	1.13	1.13	1.13	-	1.13	-	-	1.13
Eliot	0.20	0.63	0.63	0.63	1.13	-	0.63	-	-	0.63
Hillside	0.20	0.63	0.63	0.63	1.13	-	0.63	-	-	0.63
Mitchell	0.20	0.50	0.50	0.50	1.00	-	0.50	-	-	0.50
Newman	0.20	1.13	1.13	1.13	1.13	-	1.13	-	-	1.13
High Rock	0.50	0.50	1.00	-	-	-	-	-	-	-
Pollard	0.50	0.50	1.00	-	-	-	-	-	-	-
Student 504 Compliance	-	-	-	-	-	-	-	-	-	-
K-12 Attendance	-	-	-	-	-	-	-	-	-	-
Subtotal Student Services	241.16	245.80	255.88	253.03	269.62	11.47	144.07	98.18	3.05	256.77

FY17 Operating Budget Staffing Summary by Department (continued):

	Total FY13 Actual	Total FY14 Actual	Total FY15 Actual	Total FY16 Buidget	Total FY17 Total Req	Admin FY17 Total Rec	Teacher FY17 Total Rec	Aide FY17 Total Rec	Non Instr FY17 Total Rec	Total FY17 Total Rec
K-12 Specialist Instruction										
Science Center	3.00	3.43	4.37	4.38	4.81	-	1.70	2.68	0.22	4.60
District	-	-	-	-	0.43	-	-	-	0.22	0.22
Broadmeadow	0.60	0.60	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Eliot	0.60	0.60	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Hillside	0.60	0.60	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Mitchell	0.60	0.60	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Newman	0.60	1.03	1.89	1.90	1.90	-	0.90	1.00	-	1.90
Educational Technology	12.90	14.40	15.10	15.60	16.30	-	8.60	6.50	-	15.10
District	0.50	1.50	1.50	1.50	6.00	-	-	5.50	-	5.50
Broadmeadow	1.10	1.10	1.30	1.30	1.00	-	0.80	-	-	0.80
Eliot	1.25	1.25	1.25	1.25	0.50	-	0.50	-	-	0.50
Hillside	0.65	0.65	0.75	0.75	1.00	-	1.00	-	-	1.00
Mitchell	1.00	1.00	1.00	1.00	1.00	-	0.50	-	-	0.50
Newman	1.35	1.35	1.75	1.75	1.50	-	1.50	-	-	1.50
High Rock	1.25	1.25	1.25	1.50	1.50	-	1.50	-	-	1.50
Pollard	3.40	3.55	2.55	3.80	1.80	-	1.80	-	-	1.80
HS	2.40	2.75	3.75	2.75	2.00	-	1.00	1.00	-	2.00
Media Services	12.51	12.69	13.06	13.00	13.21	-	8.30	3.31	1.60	13.21
District	1.00	1.00	1.00	1.00	1.00	-	-	1.00	-	1.00
Broadmeadow	1.20	1.20	1.20	1.20	1.20	-	1.00	-	0.20	1.20
Eliot	1.00	1.00	1.00	1.00	1.00	-	0.80	-	0.20	1.00
Hillside	1.00	0.99	1.00	1.00	1.10	-	0.90	-	0.20	1.10
Mitchell	1.00	1.00	1.20	1.20	1.20	-	1.00	-	0.20	1.20
Newman	1.40	1.40	1.42	1.40	1.42	-	1.00	0.22	0.20	1.42
High Rock	1.20	1.20	1.00	1.00	1.00	-	1.00	-	-	1.00
Pollard	1.41	1.40	1.60	1.60	1.60	-	1.00	-	0.60	1.60
HS	3.30	3.50	3.64	3.60	3.69	-	1.60	2.09	-	3.69
K-12 Dir. Media & Tech Services	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Physical Education	17.80	18.00	20.60	20.62	21.10	-	21.10	-	-	21.10
Broadmeadow	1.20	1.20	1.60	1.36	1.60	-	1.60	-	-	1.60
Eliot	0.80	0.80	1.40	1.40	1.10	-	1.10	-	-	1.10
Hillside	0.80	0.80	0.80	0.80	1.30	-	1.30	-	-	1.30
Mitchell	1.00	1.00	1.60	1.36	1.40	-	1.40	-	-	1.40
Newman	1.00	1.00	2.00	2.00	2.00	-	2.00	-	-	2.00
High Rock	2.00	2.00	2.00	2.00	2.00	-	2.00	-	-	2.00
Pollard	4.20	4.20	4.20	4.20	4.20	-	4.20	-	-	4.20
HS	6.80	7.00	7.00	7.50	7.50	-	7.50	-	-	7.50
Health Education	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
High Rock	-	-	-	-	-	-	-	-	-	-
Pollard	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
HS	-	-	-	-	-	-	-	-	-	-
K-12 Dir. Health & Phys. Ed.	0.80	1.00	1.00	1.00	1.50	1.00	-	-	-	1.00
Fine Arts	15.10	15.10	15.90	16.20	16.40	-	16.30	-	-	16.30
Broadmeadow	0.95	0.90	0.90	0.90	1.00	-	1.00	-	-	1.00
Eliot	0.60	0.60	0.80	0.80	0.60	-	0.60	-	-	0.60
Hillside	0.70	0.80	0.80	0.80	0.77	-	0.77	-	-	0.77
Mitchell	0.75	0.70	0.70	0.70	0.87	-	0.87	-	-	0.87
Newman	1.00	1.00	1.20	1.20	1.16	-	1.16	-	-	1.16
High Rock	0.70	0.70	0.70	0.80	1.00	-	0.90	-	-	0.90
Pollard	2.80	2.80	3.00	3.00	3.00	-	3.00	-	-	3.00
HS	7.60	7.60	7.80	8.00	8.00	-	8.00	-	-	8.00
Performing Arts	12.93	13.17	13.88	14.67	14.72	-	13.70	0.57	-	14.27
Broadmeadow	2.10	1.30	1.49	1.54	1.46	-	1.33	0.08	-	1.41
Eliot	0.94	1.04	1.13	1.14	0.97	-	0.93	0.04	-	0.97
Hillside	1.13	1.10	1.03	1.09	1.29	-	1.10	0.09	-	1.19
Mitchell	1.17	1.37	1.33	1.36	1.36	-	1.30	0.06	-	1.36
Newman	0.79	1.40	1.57	1.64	1.64	-	1.54	0.10	-	1.64
High Rock	2.05	1.96	1.90	1.96	2.06	-	1.90	0.06	-	1.96
Pollard	2.65	2.70	2.73	2.84	2.84	-	2.70	0.14	-	2.84
HS	2.10	2.30	2.70	3.10	3.10	-	2.90	-	-	2.90
K-12 Dir. Fine & Perf. Arts	1.90	1.90	1.90	1.90	2.15	1.00	-	-	0.90	1.90

FY17 Operating Budget Staffing Summary by Department (continued):

	Total FY13 Actual	Total FY14 Actual	Total FY15 Actual	Total FY16 Budget	Total FY17 Total Req	Admin FY17 Total Rec	Teacher FY17 Total Rec	Aide FY17 Total Rec	Non Instr FY17 Total Rec	Total FY17 Total Rec
World Languages	20.80	22.20	27.40	27.40	28.30	-	27.50	-	-	27.50
<i>Broadmeadow</i>	-	-	1.20	1.20	1.20	-	1.20	-	-	1.20
<i>Eliot</i>	-	-	0.80	0.80	0.80	-	0.80	-	-	0.80
<i>Hillside</i>	-	-	1.00	1.00	1.03	-	1.03	-	-	1.03
<i>Mitchell</i>	-	-	1.00	1.00	1.17	-	1.17	-	-	1.17
<i>Newman</i>	-	-	1.40	1.40	1.30	-	1.30	-	-	1.30
<i>High Rock</i>	2.20	2.20	2.20	2.20	2.20	-	2.20	-	-	2.20
<i>Pollard</i>	6.00	6.00	6.40	6.20	6.00	-	6.00	-	-	6.00
<i>HS</i>	12.60	14.00	13.40	13.60	14.60	-	13.80	-	-	13.80
K-12 Dir. World Languages	0.80	0.80	1.00	1.00	1.00	1.00	-	-	-	1.00
Subtotal K-12 Specialists	101.54	105.67	117.20	118.75	122.47	4.00	98.19	13.06	3.72	118.96
GRAND TOTAL	661.96	673.57	706.34	705.97	738.51	44.47	491.36	111.25	71.09	718.16

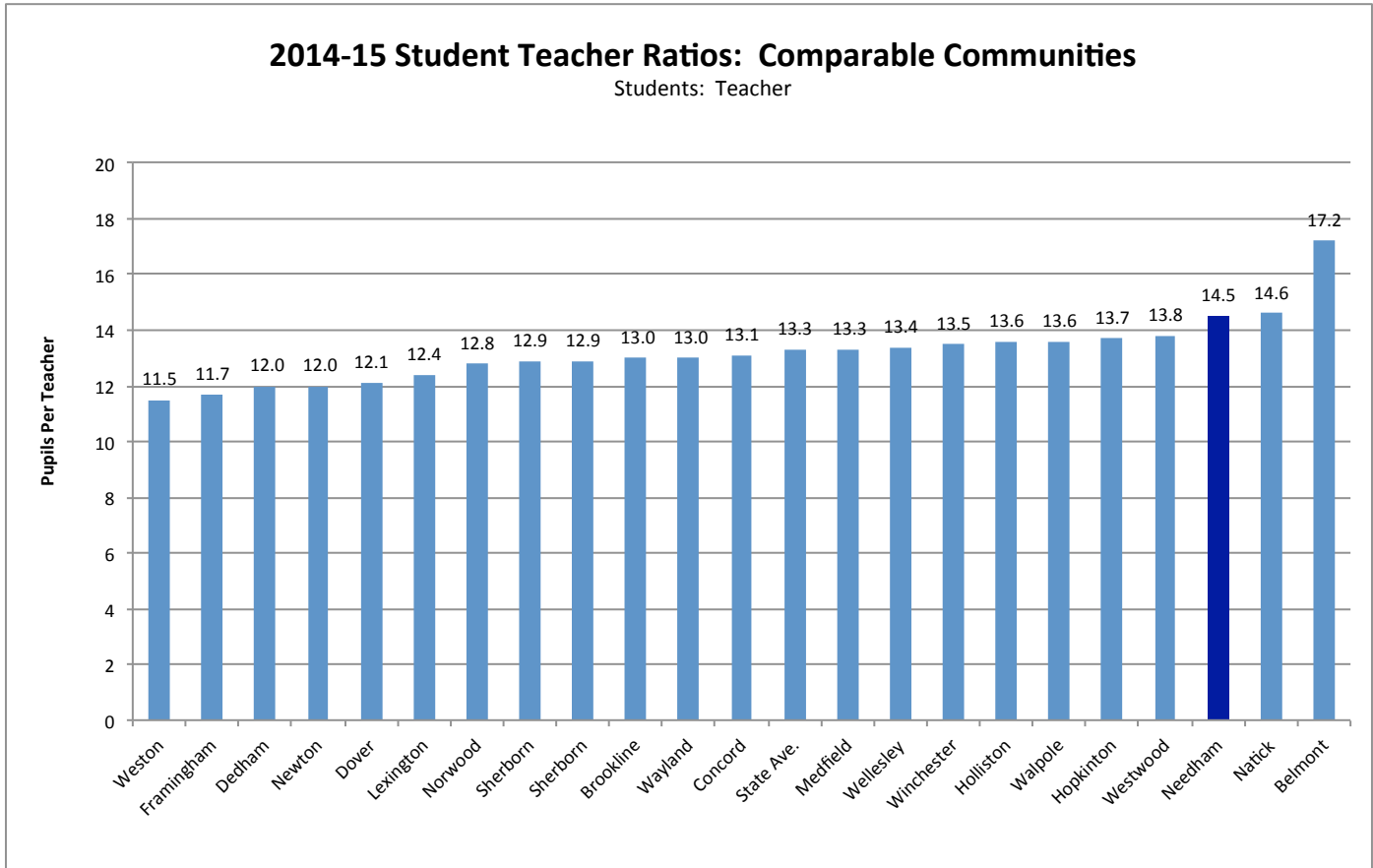


“Tape Figures”

Artists: Madeleine Alford (Gr 10), Madeline Aswad (Gr 10), Davonte Burnett (Gr 10), Tom Chmielewski (Gr 9), Madison FitzGerald (Gr 9), Sam Lunder (Gr 9), Jack Malloy (Gr 10), Ben Moy (Gr 9), Sarah Perlman (Gr 9), Jordan Stiller (Gr 11), Evelyn Sweeney (Gr 9), Max Whelan (Gr 9)

Staffing Ratios:

The high value per dollar expended of Needham education also is demonstrated by the following staffing ratio chart, which shows that, in FY14, there are more students assigned to each teacher in Needham, on average, than in most surrounding communities and in the state, overall. Needham's average student to teacher ratio (14.5:1, which includes special education classrooms) also is higher than the state-wide average ratio (13.3:1.) Source: MA Department of Education



FY17 Budget Detail by Level

Elementary Level Summary:

Subtotal Elementary Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/(Dec)	% FY17 TL
Salaries	17,908,618	19,037,418	20,743,974	21,635,142	22,941,084	22,391,193	22,377,810	742,668	3.4%	34.3%
Purch of Svc/ Expense	681,028	695,935	463,535	531,058	639,858	579,358	757,258	226,200	42.6%	1.2%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	18,589,646	19,733,353	21,207,509	22,166,200	23,580,942	22,970,551	23,135,068	968,868	4.4%	35.5%

Description:

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

School Committee Budget Recommendation:

The School Committee’s elementary-level budget recommendation totals \$23,135,068, an increase of \$968,868 (4.4%) from FY16. This request includes a baseline budget of \$22,539,367, plus \$595,701 in net additional funding requests, which are detailed below. The \$22,539,367 baseline budget increases \$373,167 over the FY16 budget amount of \$22,166,200, and includes: \$368,402 in contractual salary increases (including steps, lanes and cost of living adjustments), plus \$4,765 in transfers in from other program levels.

The School Committee’s FY17 budget recommendation includes the following net additional funding requests:

Base Budget Increases:

- \$7,311
Daily Substitute Rate Increase. This request is to increase the rate paid for elementary substitutes from \$90.65/day to \$96.75/day. The improved economy has reduced the number of substitutes available to work in the District. This request aims to keep Needham’s pay rate competitive with surrounding districts to improve substitute recruitment and retention. On average, 2,500 vacancies are filled with substitutes every year.
Substitutes/
All Schools
- \$59,100
1.0 FTE Grade 1 Teacher for the Hillside School. This request is for a new, fourth section to be added to the first grade level to meet the needs of the rising fourth graders. The new position would reduced anticipated class size from 29/30 to 22/23.
Hillside

- \$50,320 Continue 0.5 FTE Kindergarten Teacher for the Hillside School. This position was added in FY16 due to increased enrollment and requires ongoing funding to continue in FY17. It provides for a fourth section of Kindergarten to reduce anticipated class size from 25 to 18/19. Hillside
- \$59,100 1.0 FTE Grade 5 Teacher for the Newman School. This request is for a new, fifth section to be added to the fifth grade level to accommodate the rising fourth graders. This position maintains class size of 21/22; without the position anticipated class size would be 27 students. Newman
- \$29,742 0.3 FTE Guidance Counselor Hillside. Due to increased enrollment, a 0.3 FTE Guidance Counselor is needed to provide additional guidance support. As part of this request, a 0.2 FTE Guidance Counselor currently at Hillside will be transferred to Eliot School. Guidance/
Hillside &
Eliot
- \$17,730 0.3 FTE Wilson Reading Instructor. This request is to provide early reading intervention at the elementary level to meet current special education program and student needs. The District has a number of students who struggle with language-based learning disabilities, specifically in the area of reading, and require a structured reading approach like Wilson Reading Instruction. Special
Education/ All
Schools
- \$56,625 Continue Funding for FY16 Staffing Changes. This request provides ongoing funding for a 0.2 FTE Pre-K Teacher, a 0.4 FTE Newman Teacher and a 0.1 FTE Newman Teaching Assistant. These positions were added in the current year to meet the needs of students on IEPs, and require ongoing funding to continue on a permanent basis. Special
Education/
Newman &
Pre-K
- \$27,046 Continue Reallocation of Teacher of Vision Impaired. To better meet program needs, a full-time Teacher of Vision Impaired (TVI) position was reallocated as follows: a 0.4 FTE Elementary TVI, a 0.2 FTE Special Education Wilson Teacher at Pollard and a 0.40 FTE Mitchell Special Education Teacher. This reallocation was completed in the current year to meet the needs of students on IEPs, and requires ongoing funding to continue on a permanent basis. This request represents the elementary component of the reallocation. Special
Education/
All Schools



"Stamp Design Series" by Izzy Bartlett (NHS Grade 12)

- \$4,943 Adjustment to Special Education Budget. This request is for a minor salary and FTE adjustment (of -0.17 FTE) to the proposed budget. Special Education
- \$3,254 FUNDATIONS Reading Program Materials. This request is for funds to purchase FUNDATIONS program materials to support phonics instruction in the additional class sections at Hillside and Newman Schools. K-8 Reading Instruction/ Hillside & Newman
- \$2,000 Fountas and Pinnell Assessment Kits. This request is for funds to purchase five Fountas and Pinnell Assessment Kits for Grades 1 & 5 at Hillside, Grade 4 at Broadmeadow, and Grades 3 & 5 at Newman. K-8 Reading Instruction/ Hillside, Broadmeadow & Newman
- \$10,000 Leveled Literacy Intervention (LLI) Reading Kits. This request is for funds to purchase additional Leveled Literacy Intervention (LLI) reading kits, which are needed at Broadmeadow, Hillside and Newman Schools, as well as to provide more access to these resources on a shared basis by classroom teachers and literacy specialists, as needed. K-8 Reading Instruction/ All Schools
- \$12,056 K-5 Elementary Math Materials. This request is for funds to purchase K-5 Math Materials, which are needed at Broadmeadow, Hillside and Newman Schools. Elementary Math Instruction/ Broadmeadow, Hillside & Newman
- \$3,200 Science and Technology/Engineering Materials. The Science Center is working to create new curriculum units for elementary students and train teachers in best teaching practices for Science and Engineering. These materials will align with the newly released Massachusetts Standards for Science & Technology/Engineering. This request is for materials to make and complete kits for use in Grades 2, 4 and 5. Science Center/ All Schools
- \$3,600 STEAM Consumable Supplies. This request provides ongoing funding to replace the consumable supplies used in elementary STEAM curriculum kits, including earthquake engineering in Grade 3 and musical engineering in Grade 2. Science Center/ All Schools
- \$79,470 1.0 FTE Instructional Specialist. Currently, there are 3.3 FTE Instructional Technology Specialists at the elementary level supporting almost 2,600 students and accompanying teachers. Instructional technology specialists and classroom teachers have limited time for planning with teachers and implementing lessons. Additionally, 0.5 FTE of the 3.3 FTE staff is scheduled to teach in Grades 1, 2 and 3 as part of the STEAM rotation. The demand for Instructional Technology Specialists at the building level continues to grow, to address the expanded use of digital devices at the elementary level, the ongoing support of the math online assessment system, the move toward more building-based technology decision making, and most likely the implementation of Educational Technology/ All Schools

the PARCC assessment in FY17. This request will expand instructional technology specialist staffing by 1.0 FTE, toward a goal of providing a full-time Instructional Technology Specialist at each school.

- \$9,204 0.10 FTE Media Teacher Expansion Hillside. This request is to expand the media teacher at the Hillside School to meet enrollment needs in FY17. This position will also enable the school to have an extra half-day in which to schedule specials, thereby facilitating the scheduling of collaboration times among teachers. Library Media Services/
Hillside
- \$15,716 Continue 0.28 FTE Physical Education Teacher. This request is to provide ongoing funding for a 0.28 FTE teacher, currently split between Broadmeadow (0.24 FTE) and Mitchell (.04 FTE) Schools. These positions are needed to continue to provide elementary specialist coverage at these schools. Physical Education/
Broadmeadow & Mitchell
- \$650 Visual Arts Supplies. This request is for funding to purchase visual art supplies at the elementary level. The additional materials are needed to meet increased enrollments and the higher purchase cost of supplies. Fine Arts/ All Schools
- \$1,495 0.03 FTE Hillside World Language Teacher. This request is to expand the World Language teacher at the Hillside to provide the required number of elective teachers needed to meet enrollment growth at the school. World Language/
Hillside
- \$3,487 0.07 FTE Mitchell World Language Teacher. This request is to expand the World Language teacher at the Mitchell to provide the required number of elective teachers needed to meet enrollment growth at the school. World Language/
Mitchell
- **\$456,049 Subtotal Base Budget Increases**

Program Improvement Increases:

- \$878 Broadmeadow Student Council Advisor Stipend. This request provides a Unit A co-curricular stipend for a faculty advisor to supervise the Broadmeadow Student Council. Broadmeadow
- \$178,000 Digital Learning Device (DLD) and Laptop Technology. The School Committee endorses the recommendation of the Town Manager to shift a total of \$340,700 in Digital Learning Devices (DLD)/laptop technology requests from Cash Capital to the School Operating Budget on the basis that the replacement cycle for these devices is less than the five-year threshold for capital projects. The technology funded by this request represents a shift from the old K-5 desktop computer-based technology model to a DLD model. Educational Technology/
All Schools
- **\$178,878 Subtotal Program Improvement Increases**

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

- (\$5,001) Reallocate Part Time Psychologist Mitchell. This request transfers an existing 0.3 FTE Mitchell Psychologist to Pollard Middle School, and backfills the position with a new 0.2 FTE Psychologist at Mitchell to better meet student needs. This request reflects the net effect of the position changes at Mitchell, a component of the overall request. Psychology/
Mitchell
- (\$34,225) Continue Funding for Technology Department Reorganization. In the current year, the Media and Technology Departments were reorganized. The reorganization eliminated the Director of Technology & Innovation position and created an Administrator of Information Technology Services and a Director of Digital Learning. In addition, the existing Technology Operations Manager position was converted to an Assistant Director of Information Technology Services. Finally, a part-time elementary computer technician position (budgeted at this level) was eliminated and the part-time Network and Systems Engineer position was elevated from part-time to full-time. This request reflects the ongoing elimination of the technician position, a component of the overall reorganization. Educational
Technology/
Hillside
- (\$39,226) Subtotal Reductions



“Watercolor Plant” by Sophie Findlay-Walters (NHS Grade 9)

Middle Level Summary:

<u>Subtotal Middle School Expenditures</u>	<u>FY13 Actuals</u>	<u>FY14 Actuals</u>	<u>FY15 Actuals</u>	<u>FY16 Approved</u>	<u>FY17 Request</u>	<u>FY17 Sup't Recomm</u>	<u>FY17 SC Request</u>	<u>\$ Inc/(Dec) Over FY16</u>	<u>% Inc/ (Dec)</u>	<u>% FY17 TL</u>
Salaries	10,195,187	10,901,789	12,060,755	12,709,114	13,058,430	12,915,968	12,900,100	190,986	1.5%	19.8%
Purch of Svc/ Expense	315,796	348,843	269,037	659,275	682,805	645,505	758,005	98,730	15.0%	1.2%
Capital Outlay	-	-	-	-	-	-	-	-	0.0%	0.0%
Totals	10,510,983	11,250,632	12,329,792	13,368,389	13,741,235	13,561,473	13,658,105	289,716	2.2%	21.0%

Description:

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

School Committee Budget Recommendation:

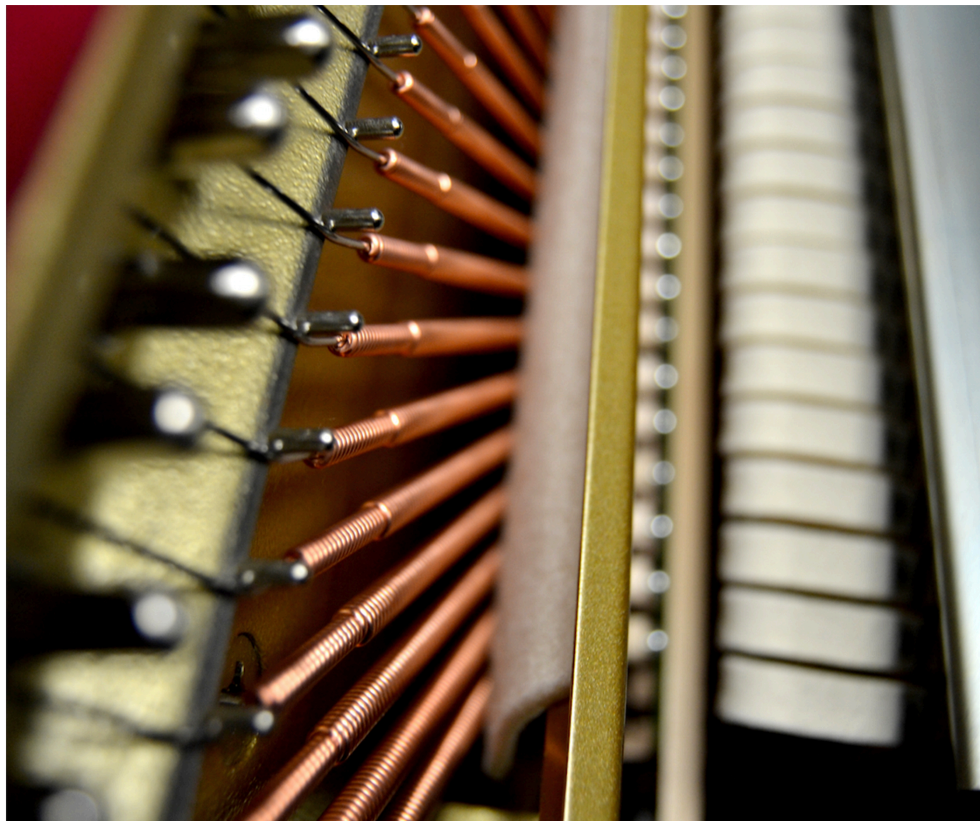
The School Committee's middle-level budget recommendation totals \$13,658,105, an increase of \$289,716 (2.2%) from FY16. This request includes a baseline budget of \$13,441,390, plus \$216,715 in net additional funding requests, which are detailed below. The \$13,441,390 baseline budget increases \$73,001 over the FY16 budget amount of \$13,368,389 and represents: \$110,321 in contractual salary increases (including steps, lanes and COLA), less \$37,320 in transfers out to other program levels.

The School Committee's FY17 budget recommendation includes the following net additional funding requests:

Base Budget Increases:

- \$3,986 Daily Substitute Rate Increase. This request is to increase the rate paid for middle school substitutes from \$90.65/day to \$96.75/day. Substitutes/
All Schools
The improved economy has reduced the number of substitutes available to work in the District. This request aims to keep Needham's pay rate competitive with surrounding districts to improve substitute recruitment and retention. On average, 2,500 vacancies are filled with substitutes every year.
- \$2,000 Pollard Technology Lab Equipment. This request is for funding to purchase technology/lab equipment. The equipment is needed to enhance the iPad program and address the Massachusetts State Frameworks, which focus on deeper investigation and data collection/analysis for middle school students. The lab equipment includes stainless steel temperature probes, light sensors, pH sensors, voltage probes, dual range force sensors, gas pressure sensors, conductivity probes and magnetic field sensors. Pollard

- \$56,814 0.50 FTE Expanded Middle School English Language Arts Coordinator. This request expands the 0.50 FTE Middle School English/Language Arts Coordinator to 1.0 FTE. Currently, this position supervises and evaluates 15 English/Language Arts teachers across two schools in Grades 6-8 and provides professional and curriculum development to teachers, plans resources and manages the department. It has become increasingly difficult, however, for the Coordinator to meet these expectations within the 0.5 FTE allocation. This request expands the Coordinator position to full-time, thereby enabling the Middle School level to fully implement the same curriculum leadership structure that exists at the High School in Math, Science, Social Studies and English. With the increase, this position will provide leadership for 0.8 FTE and direct service to students for 0.2 FTE.
- High Rock & Pollard



“Embrace the Blur Photograph” by Jessica Kent (NHS Grade 12)

- \$19,821 Reallocate 0.3 FTE Psychologist from Mitchell to Pollard. This request transfers an existing 0.3 FTE Mitchell Psychologist to Pollard Middle School, and backfills the elementary position with a new 0.2 FTE Psychologist to better meet student needs. This request reflects the net effect of the Pollard position changes, a component of the overall request. Psychology/
Pollard
- \$7,347 Shift 0.10 FTE High Rock Nurse from the Essential Health Services Grant to the Operating Budget. The ESH Grant supports a 0.545 FTE High Rock nurse, the contractual cost of which cannot be completely paid for by the grant, which is level funded for FY17. This request would reduce the grant-funded portion from 0.545 FTE to 0.445 FTE, and would increase the Operating Budget component from 0.455 FTE to 0.555 FTE. Nursing/ High
Rock
- \$29,550 0.50 FTE Expanded Board Certified Behavior Analyst (BCBA.) This request expands the existing 0.50 FTE Middle School BCBA to a full-time position. Currently, this position supports students at both High Rock and Pollard, including the ILC and Insight Programs at High Rock and the Bridges and Insight Programs at Pollard, all of which require a high level of support. Given anticipated special education enrollment increases at High Rock, along with the level of needs of the current students who will remain at Pollard, a full-time position is needed, beginning in FY17. Special
Education/
High Rock &
Pollard
- \$16,654 Continue Reallocation of Teacher of Vision Impaired. To better meet program needs, a full-time Teacher of Vision Impaired (TVI) position was reallocated as follows: a 0.4 FTE Elementary TVI, a 0.2 FTE Special Education Wilson Teacher at Pollard and a 0.40 FTE Mitchell Special Education Teacher. This reallocation was completed in the current year to meet the needs of students on IEPs, and requires ongoing funding to continue on a permanent basis. This request represents the middle level portion of this reallocation. Special
Education/
Pollard
- \$21,000 Middle School Math Materials. This request is for the purchase of new mathematics supplies and materials for Grades 6 and 8. It represents the second installment of the two-year transition to the new middle school math curriculum, Pathways. Elementary
Math
Instruction
- \$6,480 0.1 FTE Expanded Visual Arts Teacher High Rock. The current High Rock Visual Arts Teacher is a 0.9 FTE, with 0.7 FTE allocated to the basic curricular program and the remaining 0.2 FTE allocated to a new interdisciplinary Visual Arts/Social Studies Program funded in the current year by the Needham Education Foundation (NEF.) Since NEF funding will expire in FY17, ongoing operational support is needed to continue the Visual Arts/Social Studies Program. This request is for an additional 0.1 FTE to continue the new program on a permanent basis. Fine Arts/
High Rock
- \$550 Visual Arts Supplies. This request is for funding to purchase visual art supplies at the middle school level. The additional materials are needed to meet increased enrollments and the higher purchase cost of supplies. Fine Arts/
High Rock &
Pollard

- **\$164,202 Subtotal Base Budget Increases**


Program Improvement Increases:

- \$112,500 Digital Learning Device (DLD) and Laptop Technology. The School Committee endorses the recommendation of the Town Manager to shift a total of \$340,700 in Digital Learning Devices (DLD)/laptop technology requests from Cash Capital to the School Operating Budget on the basis that the replacement cycle for these devices is less than the five-year threshold for capital projects. This request is for the purchase of shared DLD/laptop carts and for teacher/administrator devices. Educational Technology/ High Rock & Pollard
- **\$112,500 Subtotal Program Improvement Increases**

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

- (\$59,987) Eliminate 1.0 FTE Special Education Teacher Pollard. This vacant position was cut in the current year. Ongoing authorization is needed to make this change permanent going forward as well. Special Education/ Pollard
- **(\$59,987) Subtotal Reductions**


Want to know exactly how you feel at any time?



NOW you can with *moodrings.com!*

Mood Ring Guide	
■ Very romantic	<p>✓ Changes color with your mood for only \$10!</p> <p>← Comes with complete guide that matches each color with its mood!</p> <p>✓ Sterling silver, so you can shower, wash your hands, and swim with it on!</p>
■ Happy about your grandchildren	
■ Jealous of the walker your friend got	
■ Excited for the holidays	
■ Feel like knitting	

THEY SING FOR MOOD RINGS!
Changes color with your mood for only \$10




Comes with guide that matches each color with its mood

One size fits all ★ Sterling silver
Can buy online at moodrings.com with free shipping!

“Vintage Ad Design” by Maggie Messina (NHS Grade 10)

High School Level Summary:

High School Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	11,455,510	12,208,876	12,955,239	13,851,202	14,910,347	14,697,708	14,723,454	872,252	6.3%	22.6%
Purch of Svc/ Expense	354,934	386,956	366,716	408,866	508,678	459,418	461,314	52,448	12.8%	0.7%
Capital Outlay	-	-	-	4,750	4,750	4,750	4,750	-	0.0%	0.0%
Totals	11,810,444	12,595,832	13,321,955	14,264,818	15,423,775	15,161,876	15,189,518	924,700	6.5%	23.3%

Description:

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

School Committee Budget Recommendation:

The School Committee's High School-level budget recommendation totals \$15,189,518, an increase of \$924,700 (6.5%) from FY16. This request includes a baseline budget of \$14,751,264, plus \$438,254 in net additional funding requests, which are detailed below. The \$14,751,264 baseline budget increases \$486,446 over the FY16 budget of \$14,264,818, and represents: \$490,846 in contractual salary increases (including steps, lanes and COLA), and \$4,400 in transfers out to other program levels.

The School Committee's FY17 budget recommendation includes the following net additional funding requests:

Base Budget Increases:

- \$4,658
Daily Substitute Rate Increase. This request is to increase the rate paid for high school substitutes from \$90.65/day to \$96.75/day. The improved economy has reduced the number of substitutes available to work in the District. This request aims to keep Needham's pay rate competitive with surrounding districts to improve substitute recruitment and retention. On average, 2,500 vacancies are filled with substitutes every year.
Substitutes/
High School
- \$35,460
0.60 FTE Math Teacher. This request is to fund a new 0.60 FTE Math Teacher at the High School to provide additional sections of Math and to teach two sections of AP Computer Science Principles. (The AP Exam for Computer Science will be administered for the first time in May of 2017.) Demand for computer courses continues to increase, with enrollment doubling over the past three years.
NHS/ Math
- \$108,680
Continue Funding for Greater Boston Program (1.4 FTE.) For the past two years, the NEF has provided startup funding to launch the Greater Boston Program (GBP) at Needham High School. GBP is
NHS/ Math,
English &
Social Studies

- an academic course in which students explore how individuals and groups have worked to effect change in the city of Boston and its surrounding areas using the disciplines of English, Social Studies, and Mathematics. Students observe History through the lenses of population, government, economy, education, art and leisure. The culmination of the course is a Community Action Project, in which students work together on real-world problem solving by identifying issues and enacting change in their community. This request provides ongoing funding for a 0.60 FTE Math Teacher, a 0.4 FTE Social Studies Teacher and a 0.4 FTE English Teacher.
- \$18,685 Continue Funding for 0.25 FTE High School Elective Teachers. NHS
 This request is for continued funding of 0.25 FTE elective teachers, which were hired in the current year to meet course offering requirements.
 - \$131,200 New High School Therapeutic Program. This request creates a new program at NHS for students with significant mental health challenges. These students are often school avoidant, struggle with re-entering school upon return from a mental health hospitalization, or are not able to manage or make educational progress in the general education classroom, despite special education supports. Although the High School has a highly effective therapeutic program for students capable of supported integration (“Connections,”), this program is not equipped to provide the level of clinical and educational support required for some of our students. This request is to create a substantially separate high school therapeutic program that would meet the needs of students with significant mental health needs and prevent further escalation of out-of-district tuition expenses for the District. This program would partner with the TECCA online Academy for core subject area instruction. The program includes the following: a 1.0 FTE Special Education Therapeutic Teacher, plus funding for instructional supplies and a white board. Additionally, a 1.0 FTE Adjustment Counselor is budgeted to provide clinical services. Special Education & Guidance/ NHS
 - \$27,273 Continue Funding for Special Education Staffing Changes (0.45 FTE). This request is to continue funding for staffing changes made in the current year, which require ongoing funding to continue into FY17. These changes include: the creation of a 0.90 FTE Special Education Teacher and a 0.05 FTE Special Education Wilson Teacher, which was partially offset by the elimination of a 0.5 FTE Out-of-District Coordinator teaching position. Special Education/ NHS



“David Hockney Inspired Collage” by Anna Drexler (NHS Grade 11)

- \$29,244 Continue Funding for 0.30 FTE NHS Nurse. This request is to continue funding for a 0.30 FTE school nurse position that was temporally authorized in the current year, and which requires ongoing funding to continue in FY17. This part-time position is needed to meet the needs of a growing student body and the increasingly complex medical and mental health issues of students. With this position, the High School will have a nurse-to-student caseload of 1: 715. Nursing/ NHS
- \$8,327 Shift 0.10 FTE NHS Nurse from the Essential Health Services Grant to the Operating Budget. The ESH Grant supports a 0.8 FTE NHS Nurse, the contractual cost of which cannot be completely paid for by the grant, which is level funded for FY17. This request would reduce the grant-funded portion from 0.8 FTE to 0.7 FTE, and would increase the Operating Budget component from 0.2 FTE to 0.3 FTE. Nursing/ NHS
- \$3,000 AlcoholEDU Subscription. This request is for funding to purchase AlcoholEDU, an evidence-based online learning platform that helps high school students to understand the consequences of alcohol and contend with a teen culture that encourages, rather than discourages underage drinking Health Education /NHS
- \$800 Visual Arts Supplies. This request is for funding to purchase visual art supplies at the high school level. The additional materials are needed to meet increased enrollments and the higher purchase cost of supplies. Fine Arts/ NHS
- \$795 Language Lab Software Maintenance. This request is for additional funding to pay the annual maintenance expense of the NHS Portable Language Lab. The new portable lab was purchased when the original lab was converted to two new classrooms at NHS. The cost of maintenance on the new lab (\$4,495/year) is \$795 more than the maintenance cost of the old lab (\$3,700.) World Languages /NHS

- \$45,385 School Committee Line Item Budget Adjustment. This request adjusts the high school budget to correctly reflect position expenses in FY17. The change is offset by a reduction to the District level. Special Education/NHS
- **\$413,507 Subtotal Base Budget Increases**

Program Improvement Increases:

- \$1,756 NHS Homework Club Advisor Stipend. This request is to create a Unit A Homework Club faculty advisor stipend at NHS. Homework Club provides a safe, supportive and collaborative environment where students complete academic work alongside peers. Students will focus both on understanding and completion of assigned homework. The supervising teacher would receive the proposed stipend. NHS
- \$1,756 NHS Common Planning Time Stipend. This request is for a Unit A Common Planning Time stipend, to supervise students during the High School’s Common Planning Time Period of 7:20 a.m. – 7:50 a.m. on Friday mornings. Since the staff is collaborating during this time, there is minimal staff available for supervision. This request is for a dedicated staff person to meet this need. NHS
- \$42,500 Digital Learning Device (DLD) and Laptop Technology. The School Committee endorses the recommendation of the Town Manager to shift a total of \$340,700 in Digital Learning Devices (DLD)/laptop technology requests from Cash Capital to the School Operating Budget on the basis that the replacement cycle for these devices is less than the five-year threshold for capital projects. The technology funded by this request includes a pilot 1:1 BYOD initiative at Needham High School. Educational Technology/NHS
- **\$46,012 Subtotal Program Improvement Increases**

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

- (\$20,000) Reduce Budget for Daily Substitutes at NHS. This request is to reduce the budget for daily substitutes at NHS and to utilize permanent substitutes and scheduling to provide coverage. Substitutes/NHS
- (\$1,100) School Committee Line Item Budget Adjustment. This request is reallocate funds from the high school level to the district level, to correctly budget ongoing salary expenses. A corresponding budget adjustment is found in the District section. World Language/NHS
- (\$165) Re-purpose Athletics Night Game Stipend to Create New Program Assistant Coaching Stipends. This request is to reallocate \$6,357 of the existing budget for an Athletics Night Game Manager to create six new Program Assistant coaching stipends in the following areas: Outdoor Track & Field, Indoor Track, Freshman Soccer, Girls’ Athletics/NHS

Cross Country, and Event Manager.

- **(\$21,265)** Subtotal Reductions



“Ceramic Mandala,” by Isabelle Dodd (NHS Grade 10)

District Level Summary:

District Expenditures	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Approved	FY17 Request	FY17 Sup't Recomm	FY17 SC Request	\$ Inc/(Dec) Over FY16	% Inc/ (Dec)	% FY17 TL
Salaries	3,920,307	4,118,621	4,281,542	5,092,289	6,055,889	5,746,703	5,678,505	586,216	11.5%	8.7%
Purch of Svc/ Expense	5,860,710	5,887,626	6,722,058	6,588,990	7,554,275	7,498,275	7,528,717	939,727	14.3%	11.5%
Capital Outlay	93,694	87,401	11,102	-	16,770	-	-	-	0.0%	0.0%
Totals	9,874,711	10,093,648	11,014,702	11,681,279	13,626,934	13,244,978	13,207,222	1,525,943	13.1%	20.3%

Description:

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

School Committee Budget Recommendation:

The School Committee’s District-level budget recommendation totals \$13,207,222, an increase of \$1,525,943 (13.1%) from FY16. This request includes a baseline budget of \$12,216,394, plus \$990,828 in net additional funding requests, which are detailed below. The \$12,216,394 baseline budget is increased by \$535,115 from the FY16 budget amount of \$11,681,279, and represents: \$498,160 in contractual salary increases (including steps, lanes and COLA) and \$36,955 in transfers in from other program levels.

The School Committee’s FY17 budget recommendation includes the following net additional funding requests:

Base Budget Increases

- \$64,127
Grants Overhead Adjustments. On July 1, 2015, new cost principals went into effect for federally-funded programs. Some current practices and procedures must change to conform to the new regulations. One such change affects those expenses which are currently charged to state and federal grants as ‘indirect costs.’” Under the regulations, Needham will no longer be able to allocate the cost of grant writing and grant accounting services to grants as indirect costs, since those expenses do not apply to all programs proportionately. Instead, Needham will allocate a portion of central human resources, accounts receivable/payable and payroll services to Grant Indirect. The net effect of these changes is an increase in the Human Resource, Finance and External Funding operating budgets. This increase is offset by the assignment of
Human Resources/
Finance/
External Funding

- \$17,500 new special education direct service staff to the 94-142 Grant. Funding for Mandated Staff Training. This request is to increase the professional development budget to provide additional staff training in the following program areas: Social Emotional Learning, Response to Intervention, Common Core, Common Assessment, Safety Care, ALICE, etc. Many of these areas are state and federal mandated programs. Professional Development/ All Schools
- \$1,659 Lane Change Budget Adjustment. This request adjusts the \$308,603 budget for lane changes in FY17 to account for an omitted lane change request. Lane Changes
- \$25,000 Upgrade Website Content Management System. This request is for funding to move away from our outdated website content management system and toward a content management system that is structurally flexible and makes building and maintaining our website faster and easier. The ongoing cost of this item is offset by the reallocation of existing maintenance funds, which are budgeted at \$7,000. The current system is old, unstable and in need of an upgrade. Administrative Technology
- \$4,000 Licensing Additional Wireless Points. This request is for ongoing funds to pay the licensed software expense of additional wireless access points that have been added to the network. The request would fund 80 new access points at \$50/each. Administrative Technology
- \$1,950 Network Application Management Licenses. This request is for funding to purchase additional iPad management system licenses. As iPads are purchased at the middle and elementary school levels, additional software licenses are needed. This request is based on 278 additional licenses at \$7/person. This is a multi-year request; as the District purchases new iPads, additional management licenses will be required. Administrative Technology
- \$15,000 Software Management System. This request is for funds to purchase a software management system. The current system works only with desktop computers. The new system will enable remote management/updating and software distribution on laptop computers. The total cost of this system is \$30,000 per year. This request of \$15,000 reflects a two-year phased rollout and will be followed by an additional \$15,000 request in FY18. Administrative Technology
- \$11,000 Instructional Technology Help Desk Ticketing System. As part of the restructure of the Technology Department in September of 2015, a new online ticketing system was piloted for staff to make technology help requests. This request provides ongoing funding for the new system. Administrative Technology



“Organic Exploration” by Thalia Neebe (NHS Grade 10)

- \$38,497 Continue Funding for Technology Department Reorganization. Educational Technology
 The reorganization, implemented in FY16, eliminated the Director of Technology & Innovation position and created an Administrator of Information Technology Services and a Director of Digital Learning. In addition, the existing Technology Operations Manager position was converted to an Assistant Director of Information Technology Services. Finally, a part-time elementary computer technician position was eliminated and the part-time Network and Systems Engineer position was elevated to full-time. This request is for ongoing funding of the new Director and Assistant Director positions, a component of the overall restructuring effort.
- \$89,967 Special Education Transportation. Historically, the special Transportation/
 education program has seen dramatic increases in cost. For FY17, we assume a 2-3% contractual rate increase for all vendors totaling Special Education
 \$45,631. Changes in student placements also added \$44,336 in expense. As a result, total special education transportation costs increase by \$89,967 over FY16.
- \$34,532 Permanent Substitute Nurse. Funding is requested for a full-time Nursing
 permanent substitute nurse position to support mandated school health services and the delivery of student specific nursing services as needed during transportation. The \$43,607 total cost of this position is offset by a \$9,075 reduction to the substitute nurse budget, for a net expense of \$34,532.

- \$500 Wilson Training Supplies. This request is for funding to purchase supplies to accompany the expansion of Wilson Reading Instruction in the District. Special Education
- \$103,392 Contractual Services. Recently, the Federal Government released new Uniform Grant Guidance, to take effect July 1, 2015. To simplify the administration of the Special Education 94-142 grant under the new rules, this request is to shift \$103,392 in contractual services expenses from the grant to the School Operating Budget. As an offset, 4.5 FTE new teaching assistant positions will be paid by the grant, for a net cost of \$0. Special Education
- \$638,576 Additional Funding for Special Education Out-of-District Tuition. The FY17 estimated budget for special education out-of-district tuition is \$5,645,085, assuming a 2% cost of living adjustment and known restructuring increases. A 73% Circuit Breaker reimbursement rate and \$42,841 ‘four times Foundation’ base also are assumed, resulting in an FY17 estimated Circuit Breaker reimbursement amount of \$1,550,117. The resulting net operating request of \$3,899,595 is \$638,576 more than the current year budget amount of \$3,261,019. Due to budget constraints, there is an estimated \$195,373 unfunded tuition obligation which remains for FY17. This unfunded obligation will be covered by one-time budget savings in FY17, as available. Special Education Tuitions
- \$5,687 Additional Funding for Regular Education Tuition. The FY17 estimated budget for regular education out-of-district tuition is \$12,962, assuming a 2% cost of living adjustment over the current year. Given an existing budget of \$7,275, the resulting FY17 additional budget request is \$5,687. Regular Education Tuitions
- \$7,122 0.21 FTE Science Center Library Assistant. This request is to hire a trained library science support person in the Needham Science Center. The position will manage the Science Center resource library and free up Science Center staff to focus on the ongoing revision of the District’s science curriculum, the distribution of science instructional materials, the provision of both programming and professional development to support the new Science & Technology/Engineering frameworks. Science Center
- \$1,100 School Committee Line Item Budget Adjustment. This request is reallocate funds from the high school level to the district level, to correctly budget ongoing salary expenses. A corresponding budget adjustment is found in the high school section. World Language
- **\$1,059,609 Subtotal Base Budget Increases**

Program Improvement Increases:

- \$14,134 Reconfigure Business Specialist. This request reconfigures the Business Specialist position to improve recruitment and retention and provide expanded capacity for financial management assistance in the Business Office. Financial Operations

- \$7,700 Digital Learning Device (DLD) and Laptop Technology. The School Committee endorses the recommendation of the Town Manager to shift a total of \$340,700 in Digital Learning Devices (DLD)/laptop technology requests from Cash Capital to the School Operating Budget on the basis that the replacement cycle for these devices is less than the five-year threshold for capital projects. Educational Technology
- **\$21,834 Subtotal Program Improvement Increases**

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

- (\$15,237) Continue Funding for Special Education Reorganization. This request is to continue funding for the current year conversion of the Special Education PreK-8 Assistant Director and the creation of a full-time Coordinator of Out-of-District/ Extended School Year Programs. This reduction represents the net effect of the aforementioned position changes. Special Education
- (\$29,993) Eliminate the 0.5 FTE Teacher of the Deaf. In the current year, the part-time Teacher of the Deaf position was outsourced to contractual services. This request is to continue the current year staffing pattern on a permanent basis. Special Education
- (\$45,385) School Committee Line Item Budget Adjustment. This adjustment shifts \$45,385 from the District to NHS levels, to correctly budget position expenses in FY17. The change is offset by an increase at the high school level. Special Education
- **(\$90,615) Subtotal Reductions**



“Embrace the Blur Photograph” by Christian Gjerstad (NHS Grade 11)

Needham Public Schools Demographic Profile

Selected Indicators – Comparable Communities:

Community	FY15 Average Single Family Tax Bill (1)		FY15 Per-Pupil Expenditure (2)		FY15 Student Teacher Ratio (2)		FY14 MCAS ELA CPI (3)		FY14 MCAS Math CPI (3)		FY15 Combined SAT (3)		FY15 Teacher Starting Salary with Masters (4)		FY15 Teacher Top Salary with Masters + 30 (4)	
	Amount	Rank	Amount	Rank	Ratio	Rank	Score	Rank	Score	Rank	Score	Rank	Amount	Rank	Amount	Rank
Belmont	\$10,938	8	13,029	19	17.2 to 1	21	95.5	9	94.1	3	1788	8	\$51,101	4	\$94,330	8
Brookline	N/A		17,652	7	13.0 to 1	9	93.5	17	89.8	15	1794	6	\$53,128	1	\$97,044	6
Concord *MCAS	\$12,890	5	17,517	9	13.1 to 1	11	99.1	1	97.8	1	1751	11	\$49,982	8	\$100,385	1
Dedham	\$6,375	18	17,780	6	12.0 to 1	3	89.2	19	86.0	18	1473	20	\$52,579	2	\$85,447	16
Dover **MCAS	\$13,715	3	24,263	1	12.1 to 1	5	97.8	2	92.9	6	1870	2	\$49,993	7	\$94,716	7
Framingham	\$5,952	19	17,449	10	11.7 to 1	2	83.1	20	76.3	20	1589	17	\$47,752	17	\$82,648	19
Holliston	\$7,495	15	13,322	18	13.6 to 1	15	94.8	12	90.8	14	1670	15	\$49,086	11	\$90,657	12
Hopkinton	\$8,885	14	13,535	17	13.7 to 1	17	94.3	14	91.1	12	1682	14	\$48,967	12	\$87,177	15
Lexington	\$12,191	6	N/A		12.4 to 1	6	96.7	3	95.0	2	1908	1	\$48,262	15	\$91,862	9
Medfield	\$9,554	12	13,849	16	13.3 to 1	12	95.0	10	91.1	13	1696	13	\$48,254	16	\$88,270	14
Natick	\$6,630	17	14,044	15	14.6 to 1	20	94.2	15	89.8	16	1633	16	\$49,141	10	\$84,712	17
Needham	\$9,240	13	15,900	11	14.5 to 1	19	94.8	13	91.5	11	1764	10	\$49,765	9	\$91,348	10
Newton	\$10,091	10	18,096	5	12.0 to 1	4	94.9	11	91.8	10	1805	5	\$48,871	13	\$97,693	4
Norwood	\$4,376	20	15,479	13	12.8 to 1	7	90.5	18	82.7	19	1477	19	\$46,487	19	\$82,916	18
Sherborn **MCAS	\$14,720	2	19,534	3	12.9 to 1	8	97.8	2	92.9	6	1870	2	\$49,993	7	\$94,716	7
Walpole	\$6,693	16	14,078	14	13.6 to 1	16	93.8	16	88.4	17	1559	18	\$50,061	6	\$88,475	13
Wayland	\$12,049	7	17,650	8	13.0 to 1	10	95.9	6	93.1	5	1786	9	\$46,381	20	\$97,219	5
Wellesley	\$13,326	4	18,289	4	13.4 to 1	13	95.7	8	92.1	9	1818	4	\$50,122	5	\$98,020	3
Weston	\$18,059	1	22,768	2	11.5 to 1	1	96.5	4	92.6	8	1829	3	\$51,667	3	\$98,564	2
Westwood	\$9,999	11	15,833	12	13.8 to 1	18	95.9	7	93.6	4	1705	12	\$48,528	14	\$90,907	11
Winchester	\$10,588	9	12,801	20	13.5 to 1	14	96.3	5	92.8	7	1789	7	\$46,796	18	\$82,155	20

* - Concord-Carlisle

** - Dover-Sherborn

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

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

(3) Source: Commonwealth of Massachusetts Department of Education Website. 2014 MCAS Data for All Students, All Grades. Test data reported for Concord-Carlisle, Dover-Sherborn.

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

Selected Indicators – Student Demographics

Needham Student Enrollment by Gender (PreK-12)	2014-15 District	2014-15 % District	2015-16 District	2015-16 % District
Male	2,739	49.6%	2,746	49.2%
Female	2,780	50.4%	2,835	50.8%
Total	5,519	100.0%	5,581	100.0%

Massachusetts Student Enrollment by Gender (PreK-12)	2014-15 State	2014-15 % State	2015-16 State	2015-16 % State
Male	489,731	51.2%	488,472	51.2%
Female	466,113	48.8%	464,957	48.8%
Total	955,844	100.0%	953,429	100.0%

Student Indicators	2013-14 % District	2013-14 % State	2014-15 % District	2014-15 % State
Attendance Rate	96.4%	94.9%	96.3%	94.7%
Average # Days Absent	6.4%	8.7%	6.6%	9.0%
Absent 10 Days or More	18.9%	30.4%	20.1%	32.0%
Chronically Absent (10% or More)	4.7%	12.3%	5.1%	12.9%
Unexcused Absences > 9	0.0%	10.5%	0.0%	12.5%
Retention Rate	0.2%	1.6%	0.1%	1.5%

Class Size by Gender and Selected Populations	2012-13 % District	2012-13 % State	2013-14 % District	2013-14 % State
Total # of Classes	1,834	420,166	1,977	430,652
Average Class Size	19.3	18.2	19.1	18.1
Number of Students	5,474	961,788	5,540	959,244
Female %	49.9%	48.7%	50.1%	48.7%
Male %	50.1%	51.3%	49.9%	51.3%
Limited English Proficient %	1.4%	7.6%	1.4%	8.0%
Special Education %	14.3%	16.8%	15.0%	16.8%
Low Income %	6.2%	38.0%	7.2%	39.4%

Class Size by Race & Ethnicity	2012-13 % District	2012-13 % State	2013-14 % District	2013-14 % State
Total # of Classes	1,834	420,166	1,977	430,652
Average Class Size	19.3	18.2	19.1	18.1
Number of Students	5,474	961,788	5,540	959,244
African American %	2.6%	8.6%	2.5%	8.6%
Asian %	7.1%	6.0%	7.5%	6.2%
Hispanic %	4.3%	16.6%	4.6%	17.2%
White %	82.8%	65.6%	81.7%	64.8%
Native American %	0.1%	0.2%	0.1%	0.2%
Native Hawaiian, Pacific Islander %	0.0%	0.1%	0.0%	0.1%
Multi-Race, Non-Hispanic %	3.1%	2.7%	3.7%	2.9%

Source: Massachusetts Department of Elementary & Secondary Education

Selected Indicators – Graduation

Graduation Rates by Cohort (2014-15)	# Students in 2015 Cohort	% Graduated	% Still in School	% Non-Grad Completers	% High School Equivalent	% Dropped Out
All Students	391	97.7%	2.0%	0.0%	0.3%	0.0%
Male	201	99.0%	1.0%	0.0%	0.0%	0.0%
Female	190	96.3%	3.2%	0.0%	0.5%	0.0%
ELL	4	0.0%	0.0%	0.0%	0.0%	0.0%
Students with Disabilities	63	88.9%	11.1%	0.0%	0.0%	0.0%
Low Income	37	94.6%	2.7%	0.0%	2.7%	0.0%
High Needs	88	89.8%	9.1%	0.0%	1.1%	0.0%
African American/ Black	8	87.5%	0.0%	0.0%	12.5%	0.0%
Asian	21	100.0%	0.0%	0.0%	0.0%	0.0%
Hispanic/ Latino	14	85.7%	14.3%	0.0%	0.0%	0.0%
American Indian or Alaska Native	0	0.0%	0.0%	0.0%	0.0%	0.0%
White	333	98.2%	1.8%	0.0%	0.0%	0.0%
Multi-Race, Non-Hispanic/ Latino	15	100.0%	0.0%	0.0%	0.0%	0.0%

Plans of High School Graduates (Percent)	Number of Graduates	Four Year Colleges (%)	Two Year Colleges (%)	Military (%)	Work (%)	Other (%)	Unknown (%)
2015	387	90.5	2.9	0.0	3.1	1.3	2.3
2014	363	90.1	0.6	0.3	0.6	0.6	8.0
2013	365	93.5	2.2	0.0	0.0	0.5	3.8
2012	357	90.5	1.7	0.8	2.2	1.4	3.4
2011	324	92.9	1.8	0.0	0.0	0.6	4.6
2010	357	93.9	3.1	0.3	0.0	1.9	0.8

Source: Massachusetts Department of Elementary & Secondary Education



“Visual Find Photograph” by Charlie Bateman (NHS Grade 10)

Class of 2015 Profile: Schools Attended

American University (2)
Assumption College
Barnard College
Bates College (2)
Bentley University
Boston College (5)
Boston University (7)
Brandeis University (3)
Bridgewater State University (3)
Brigham Young University (3)
Brown University
Bryant University (3)
Bucknell University (2)
Bunker Hill Community College
Carnegie Mellon University
Champlain College (2)
Clark University (6)
Coastal Carolina University (2)
Colby College
Colgate University
College of Charleston
Colorado College (2)
Connecticut College (2)
Cornell University
Dickinson College
Elon University
Emerson College (2)
Emory University
Endicott College
Fairfield University (3)
Fisher College
Framingham State University
Franklin and Marshall College
Gardner-Webb University
Georgia Institute of Technology (4)
Gordon College
Goucher College
Hamilton College
High Point University (2)
Hobart and William Smith Colleges
Hofstra University
Indiana University at Bloomington (2)
Ithaca College (2)
James Madison University
Johnson & Wales University (2)
Keene State College
Lafayette College
Lasell College
Lehigh University (5)
Lenoir Community College
Lesley University (2)
Loyola University New Orleans
Marquette University
Marymount Manhattan College
Massachusetts Bay Community College (7)
Massachusetts College of Art & Design (3)
Massachusetts Institute of Technology (2)
Massachusetts Maritime Academy
McGill University (2)
Massachusetts College of Pharmacy & Health Sciences (2)
Merrimack College (2)
Miami University, Oxford (3)
Michigan State University
Montana State University
Mount Ida College
Muhlenberg College
New England Conservancy of Music
New York University (3)
Nichols College (2)
Northeastern University (5)
Occidental College (2)
Pennsylvania State University (3)
Plymouth State University
Providence College (7)
Queen's University
Quinnipiac University (3)
Rensselaer Polytechnic Institute (2)
Roger Williams University (3)
Saint Anselm College (4)
Saint Michael's College (2)
Simmons College (5)
Smith College
Southern New Hampshire University (4)
Stonehill College
Suffolk University (2)
Syracuse University (2)
The Culinary Institute of America
The George Washington University (6)
The University of Alabama
The University of Arizona (3)
The University of Tampa
Trinity College (2)
Tufts University (5)
Tulane University (3)
Union College (5)
University of Brighton
University of British Columbia (2)
University of Cincinnati (2)
University of Connecticut (2)
University of Delaware (3)
University of Denver (2)
University of Hartford
University of Kentucky
University of Maine
University of Maryland (4)
University of Massachusetts, Amherst (45)
University of Massachusetts, Boston (2)
University of Massachusetts, Dartmouth (3)
University of Massachusetts, Lowell (2)
University of Miami
University of Michigan (5)
University of Minnesota
University of New Hampshire (12)
University of New Haven (2)
University of Oregon
University of Pittsburgh (2)
University of Rhode Island (2)
University of Richmond (2)
University of Rochester (5)
University of San Francisco
University of South Carolina (2)
University of Southern Maine
University of Vermont (12)
University of Virginia (2)
University of Wisconsin (5)
Vanderbilt University
Vassar College
Villanova University (4)
Virginia Tech (2)
Wagner College
Washington University in St. Louis
Wellesley College
Wentworth Institute of Technology (3)
Wesleyan University
Westfield State University (3)
Yale University

Selected Indicators – Testing & Assessment

Ten Year Comparison of SAT Scores:

Comparison of SAT Scores, All Students

Test/ Region	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Writing											
Needham		589	591	612	598	610	593	583	580	590	585
State		510	511	513	510	509	509	508	509	499	497
National		497	493	493	492	491	489	488	488	487	484
Critical Reading											
Needham	587	586	588	594	594	602	592	582	584	586	580
State	520	513	513	514	514	512	497	513	515	508	508
National	508	503	501	500	499	500	497	496	496	497	495
Math											
Needham	598	594	590	602	603	610	595	594	595	605	599
State	520	524	522	525	526	526	523	530	529	523	521
National	520	518	514	514	514	515	514	514	514	513	511
Combined											
Needham	1185	1769	1769	1808	1795	1822	1780	1779	1759	1781	1764
State	1040	1547	1546	1552	1550	1547	1529	1555	1553	1530	1526
National	1031	1518	1511	1511	1510	1509	1516	1498	1498	1497	1490

Source Needham & State: Massachusetts Department of Elementary & Secondary Education & Needham Public Schools, Office of Student Development & Program Evaluation

Source Nation: The College Board, Total Group Profile Report, 20156 College-Bound Seniors

Massachusetts Comprehensive Assessment System (MCAS) Test Score Summary:

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

MCAS Language Arts

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Imp'vment (%)	Failing/ Warning (%)
10-2015	Needham State	97	78	21	1	1
		98	49	42	6	3
08-2015	Needham State	99	40	50	8	3
		99	26	54	14	6
07-2015	Needham State	99	22	68	8	2
		99	9	60	23	8
06-2015	Needham State	100	28	59	10	2
		99	19	52	19	10
05-2015	Needham State	100	32	51	14	2
		99	23	48	20	9
04-2015	Needham State	99	13	58	23	5
		99	11	43	33	14
03-2015	Needham State	100	18	60	19	2
		100	11	49	32	9
10-2014	Needham State	99	68	29	3	1
		98	41	48	8	3
08-2014	Needham State	99	31	64	5	1
		99	14	65	14	8
07-2014	Needham State	100	21	67	9	3
		99	11	61	21	7
06-2014	Needham State	99	34	55	9	1
		100	16	52	23	9
05-2014	Needham State	100	28	54	14	4
		100	18	46	26	10
04-2014	Needham State	100	17	53	26	3
		99	13	41	33	13
03-2014	Needham State	100	15	64	19	2
		100	12	46	33	10

Source: Massachusetts Department of Elementary & Secondary Education

MCAS Mathematics

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Imp'vment (%)	Failing/ Warning (%)
10-2015	Needham State	99	81	14	4	2
		98	53	25	13	8
08-2015	Needham State	99	50	29	15	7
		99	29	31	23	17
07-2015	Needham State	99	40	39	12	8
		99	20	30	26	23
06-2015	Needham State	100	54	29	12	4
		99	30	32	24	14
05-2015	Needham State	100	45	34	17	3
		100	35	32	21	12
04-2015	Needham State	100	34	40	23	3
		100	19	29	40	13
03-2015	Needham State	100	42	40	14	4
		100	32	39	18	11
10-2014	Needham State	99	77	18	4	1
		98	53	25	15	7
08-2014	Needham State	100	38	36	18	8
		99	19	33	29	19
07-2014	Needham State	99	36	44	14	7
		99	17	33	26	24
06-2014	Needham State	99	54	29	13	4
		100	29	31	25	15
05-2014	Needham State	100	46	29	18	7
		100	30	30	24	15
04-2014	Needham State	100	34	38	26	3
		100	20	32	36	12
03-2014	Needham State	100	48	36	12	4
		100	31	38	21	11

Source: Massachusetts Department of Elementary & Secondary Education

Science & Technology

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Improvement (%)	Failing (%)
05-2015	Needham	100	16	50	30	4
	State	99	16	35	37	13
08-2015	Needham	99	10	63	22	5
	State	99	3	39	40	18
10-2015	Needham	100	49	42	7	1
	State	99	27	44	23	5
05-2014	Needham	100	26	37	31	6
	State	100	20	33	34	13
08-2014	Needham	100	13	57	26	4
	State	99	4	38	41	18
10-2014	Needham	100	49	43	8	1
	State	99	29	42	24	5

Source: Massachusetts Department of Elementary & Secondary Education



“Organic Exploration” by Niamh Curry (NHS Grade 10)

Selected Indicators – Staffing Demographic Data

Teacher Data	2013-14	2013-14	2014-15	2014-15
	District	State	District	State
Total # Teachers	357.50	70,489.30	381.10	71,886.80
% of Teachers Licensed in Teaching Assignment	99.4%	97.6%	99.3%	97.4%
Total # of Classes in Core Academic Areas	1,577	351,065	1,848	346,081
% of Core Academic Classes Taught by Highly Qualified Teachers	100.0%	95.5%	99.4%	95.4%
Student/Teacher Ratio	15.5 to 1	13.6 to 1	14.5 to 1	13.3 to 1

Teacher Salaries	2012-13	2013-14	2012-13	2013-14
	District	District	State	State
Average Saalry	\$81,062	\$87,175	\$71,983	\$73,908
FTE Count	361.10	357.50	68,183.40	68,206.80

All Staffing Data by Race, Ethnicity & Gender (FTE)	2013-14	2013-14	2014-15	2014-15
	District	State	District	State
African American	13.4	4,161.6	15.5	4,385.0
Asian	12.4	1,560.2	10.4	1,657.1
Hispanic	11.8	4,199.6	11.9	4,359.0
White	661.0	116,323.8	687.8	117,578.8
Native American	-	121.9	-	118.2
Native Hawaiian, Pacific Islander	2.0	100.7	1.0	90.6
Multi-Race, Non-Hispanic	5.0	493.7	8.0	562.6
Males	138.4	25,347.5	143.3	25,829.8
Females	567.2	101,614.0	591.2	102,920.4
FTE Count	705.6	129,961.5	734.6	128,751.3

Educator Evaluation Performance Rating	2013-14	2013-14	2013-14	2013-14	2013-14	2013-14	2013-14
	# Educators	# Evaluated	% Evaluated	% Exemplary	% Proficient	% Needs Imp	% Unsatisfactory
All Educators	503	502	99.8%	1.0%	97.2%	1.6%	0.2%
Administrators	46	46	100.0%	6.5%	89.1%	4.3%	0.0%
Teachers	356	355	99.7%	0.6%	98.3%	0.8%	0.3%
Teachers - Professional Status	269	269	100.0%	0.7%	98.5%	0.7%	0.0%
Teachers - Non-Professional Status	86	86	100.0%	0.0%	97.7%	1.2%	1.2%

Educator Evaluation Performance Rating	2014-15	2014-15	2014-15	2014-15	2014-15	2014-15	2014-15
	# Educators	# Evaluated	% Evaluated	% Exemplary	% Proficient	% Needs Imp	% Unsatisfactory
All Educators	526	516	98.1%	0.4%	97.3%	2.1%	0.2%
Administrators	49	48	98.0%	4.2%	93.8%	2.1%	0.0%
Teachers	395	388	98.2%	0.0%	97.4%	2.3%	0.3%
Teachers - Professional Status	287	282	98.3%	0.0%	99.3%	0.7%	0.0%
Teachers - Non-Professional Status	108	106	98.1%	0.0%	92.5%	6.6%	0.9%

Source: Massachusetts Department of Elementary & Secondary Education

Grants Summary: FY06 – FY16

GRANT SUMMARY	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15	FY '16
MA DOE – Entitlement	\$2,058,483	\$2,177,913	\$2,206,476	\$2,186,856	\$2,203,163	\$2,202,160	\$2,256,679	\$2,272,767	\$2,252,769	\$2,419,037	\$2,448,356
MA DOE – Federal Stimulus (Entitlement)	\$0	\$0	\$0	\$643,484	\$1,188,803	\$1,287,891	\$508,281	\$0	\$0	\$0	\$0
MA DOE - Competitive/Continuation	\$34,805	\$19,600	\$12,700	\$12,100	\$10,900	\$17,300	\$8,800	\$7,900	\$8,700	\$5,988	\$0
Other/ Foundation	\$234,555	\$362,597	\$382,454	\$285,061	\$202,446	\$359,800	\$324,166	\$295,718	\$347,581	\$491,931	\$303,631
Total All Grants	\$2,327,843	\$2,560,110	\$2,601,630	\$3,127,501	\$3,605,312	\$3,867,151	\$3,097,926	\$2,576,385	\$2,609,050	\$2,916,956	\$2,751,987
% increase over previous year total	6.7%	10.0%	1.6%	20.2%	15.3%	7.3%	-19.9%	-16.8%	1.3%	11.8%	-5.7%

GRANT DETAIL

Mass DOE -- State/Federal Entitlement	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15	FY '16
SPED 94-142 (Federal)	\$1,027,201	\$1,033,324	\$1,059,524	\$1,081,786	\$1,156,627	\$1,196,241	\$1,201,544	\$1,215,814	\$1,181,623	\$1,326,801	\$1,201,188
SPED Early Childhood Education	\$35,967	\$35,971	\$36,007	\$35,079	\$35,108	\$35,177	\$35,186	\$35,100	\$33,607	\$35,044	\$35,015
SPED Early Childhood Program Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,900	\$5,600	\$2,250
SPED Supporting Access to the Curriculum/ Pgm Imp	\$15,000	\$42,752	\$29,885	\$16,417	\$0	\$0	\$62,609	\$40,334	\$23,547	\$43,188	\$43,747
METCO	\$736,821	\$838,128	\$870,157	\$839,875	\$798,641	\$766,561	\$769,693	\$795,026	\$840,442	\$797,308	\$940,848
TITLE IID – Technology*	\$3,833	\$1,927	\$2,022	\$2,276	\$2,278	\$0	\$0	\$0	\$0	\$0	\$0
Title IIA – Improving Educator Quality*	\$80,680	\$79,005	\$79,473	\$82,135	\$82,448	\$81,328	\$68,283	\$68,782	\$65,075	\$65,021	\$65,009
Title III - English Language Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,960
Title V – Innovative Programs*	\$6,776	\$3,396	\$3,460	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Title IV -- Safe and Drug Free Schools*	\$15,390	\$14,679	\$13,384	\$13,628	\$11,809	\$5,476	\$0	\$0	\$0	\$0	\$0
Title I (academic assistance - low-income students)	\$96,106	\$80,647	\$80,433	\$81,840	\$88,343	\$90,186	\$99,011	\$100,771	\$90,019	\$126,597	\$112,721
LEP Summer Support/ Title III						\$2,953	\$0	\$0	\$0	\$0	\$0
Program Improvement Special Education											
SPED Corrective Action		\$12,000									
SPED Program Review (audit prep)											
Early Childhood Mental Health											
Limited English Proficient Assessments											
Title I for Delinquent/Neglected* – Walker School	\$40,709	\$36,084	\$32,131	\$33,820	\$27,909	\$24,238	\$20,353	\$16,940	\$15,556	\$19,478	\$29,618
ARRA - SFSF Recovery Grant				\$643,484	\$580,867	\$457,937	\$0	\$0	\$0	\$0	\$0
ARRA - IDEA Special Education (School Age)					\$580,984	\$803,002	\$0	\$0	\$0	\$0	\$0
ARRA - IDEA Special Education (Preschool)					\$26,952	\$26,952	\$0	\$0	\$0	\$0	\$0
Education Jobs						\$0	\$508,281	\$0	\$0	\$0	\$0

Subtotal †\$2,058,483 †\$2,177,913 †\$2,206,476 †\$2,830,340 †\$3,391,966 †\$3,490,051 †\$2,764,960 †\$2,272,767 †\$2,252,769 †\$2,419,037 †\$2,448,356

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

Massachusetts DOE -- State/Federal Competitive	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15	FY '16
Academic Support Services (MCAS Tutoring)	\$3,830	\$4,700	\$12,700	\$12,100	\$10,900	\$9,800	\$8,800	\$7,900	\$8,700	\$5,988	\$0
Community Service Learning											
Full-Day Kindergarten Enhancement	\$14,975	\$14,900									
Early Childhood Mental Health	\$16,000										
Early Childhood Language & Literacy Development						\$7,500	\$0	\$0	\$0	\$0	\$0

Subtotal †\$34,805 †\$19,600 †\$12,700 †\$12,100 †\$10,900 †\$17,300 †\$8,800 †\$7,900 †\$8,700 †\$5,988 †\$0

Grants Summary: FY06 – FY16 (continued)

OTHER GRANTS	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15	FY '16
<u>Foundation</u>											
MetroWest Community Health Care Foundation	\$55,000	\$55,000	\$55,000	\$25,000	\$0	\$31,000	\$17,200	\$11,300	\$0	\$0	\$0
Metro West Mental Health Assessment									\$1,190	\$17,848	\$0
Metrowest Obesity Grant		\$32,650									
Needham Education Foundation Small Grants	\$28,941	\$39,207	\$65,240	\$40,342	\$51,895	\$28,126	\$105,506	\$69,683	\$63,041	\$136,608	\$60,529
Needham Education Foundation Large Grants	\$54,313	\$30,000	\$45,000	\$13,927	\$0	\$61,394	\$41,750	\$21,500	\$41,706	\$95,540	\$15,000
Needham Education Foundation Collaborative Init.		\$10,000	\$10,000	\$0	\$0	\$0	\$6,800	\$25,000	\$111,500	\$94,575	\$106,742
Needham Education Foundation Innovation Fund										\$26,000	\$0
Needham Education Found Out of Cycle		\$9,000									
Jason Foundation											
MA Biotechnology Ed Found BioTech Award		\$8,800	\$1,200	\$0	\$0	\$0	\$0	\$0			
Smart Technologies		\$22,872									
Needham Cong Church-Steps to Success		\$18,000	\$23,600	\$0	\$0	\$0	\$0	\$0			
National Education Association (NEA)							\$5,000	\$0			
<u>MA Department of Public Health</u>											
Enhanced School Health Services	\$64,049	\$72,395	\$72,395	\$148,000	\$121,360	\$121,360	\$121,360	\$121,360	\$121,360	\$121,360	\$121,360
DPH Public Health (Pass Through)			\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>U.S. Environmental Protection Agency</u>											
Environmental Education - Science Center						\$44,510	\$0	\$0			
<u>New England Dairy</u>											
Dairy Coucil- Food Service									\$3,784	\$0	\$0
<u>MA Cultural Council</u>											
Creative Schools Program		\$8,000	\$8,000						\$5,000	\$0	\$0
Yellow Bus				\$200				\$200			
MA Travel & Tourism (Riverside Contract			\$50,000								
Subtotal	\$234,555	\$362,597	\$382,454	\$285,061	\$202,446	\$359,800	\$324,166	\$295,718	\$347,581	\$491,931	\$303,631

Revolving (Fee-Based) Fund Summary: FY13 – FY15

REVOLVING FUND	FY13 CURRENT REVENUE	FY13 TOTAL EXPENDED	FY13 ENDING BALANCE	FY14 CURRENT REVENUE	FY14 TOTAL EXPENDED	FY14 ENDING BALANCE	FY15 CURRENT REVENUE	FY15 TOTAL EXPENDED	FY15 ENDING BALANCE	NOTE
FEE BASED TRANSPORTATION	542,474	536,115	507,825	561,411	555,453	513,782.39	543,327.02	538,255.14	518,854.27	(1)
PRODUCTION CENTER FEE-BASED	14,631	8,211	12,120	14,725	14,414	12,432.35	19,504.44	21,931.99	10,004.80	
BROADMEADOW LEASE	13,983	13,983	0	14,719	14,719	0.00	14,220.69	14,220.67	0.02	
BROADMEADOW BOOK/EQUIPMENT	-	-	0	-	-	0.00	-	-	0.00	
ELIOT LEASE	9,891	9,891	0	12,142	12,142	(0.00)	16,694.09	16,694.08	0.01	
ELIOT BOOK/EQUIPMENT SALES	760	687	648	549	564	633.60	695.56	633.60	695.56	
HILLSIDE LEASE	-	-	-	6,734	6,734	-	9,226.05	9,226.01	0.04	
HILLSIDE LESLEY INTERNS	37,290	45,298	5,055	47,120	47,395	4,780.71	56,700.00	50,440.35	11,040.36	
HILLSIDE BOOK/EQUIPMENT SALES	-	-	1,360	-	-	1,359.56	-	210.54	1,149.02	
MITCHELL LEASE	16,196	16,196	-	16,105	15,368	736.96	14,153.77	13,753.77	1,136.96	
NEWMAN LEASE	19,131	19,131	0	19,026	19,026	0.00	18,729.35	18,729.33	0.02	
NEWMAN BOOK/EQUIPMENT SALE	1,144	402	1,821	953	1,014	1,760.36	1,127.19	472.75	2,414.80	
HIGH ROCK LOST BOOKS	-	-	228	10	-	238.00	-	-	238.00	
HIGH ROCK OVERNIGHT CAMP	-	-	-	-	-	-	-	-	-	
HIGH ROCK BOOK/EQUIPMENT SALES	938	2,001	3,287	821	1,688	2,420.20	-	-	2,420.20	
POLLARD JAPAN EXCHANGE	-	-	611	-	-	609.90	-	-	609.90	
POLLARD BOOK/EQUIPMENT SALES	1,955	4,441	2,579	9,991	12,360	209.34	9,267.08	9,282.00	194.42	
POLLARD LOST BOOKS	455	-	1,583	190	-	1,773.27	125.00	-	1,898.27	
POLLARD NON-RESIDENT TUITION	9,285	-	9,285	-	-	9,285.00	-	-	9,285.00	
HIGH SCHOOL TESTING	74,115	62,271	21,899	77,575	73,966	25,508.44	87,987.00	85,531.00	27,964.44	
HIGH SCHOOL BOOK/EQUIPMENT SALES	-	-	1,319	-	-	1,318.75	16,295.06	17,076.00	537.81	
HIGH SCHOOL LOCKERS	651	1,563	91	1,519	8	1,602.16	1,325.20	-	2,927.36	
HIGH SCHOOL TEXTBOOK RECOVERY	1,171	-	5,225	2,213	4,005	3,431.75	804.00	80.00	4,155.75	
HIGH SCHOOL PARKING	6,150	5,424	2,325	6,720	5,940	3,105.49	6,540.00	6,186.90	3,458.59	
HIGH SCHOOL NON-RESIDENT TUITION	-	10,605	15,292	-	10,124	5,168.34	-	2,403.60	2,764.74	
SPED OUT-OF-DISTRICT TUITION	9,591	9,591	279	9,180	9,180	278.99	-	-	278.99	
SPED NON-RESIDENT TUITION	98,214	77,179	53,583	112,857	117,559	48,881.20	79,450.00	127,263.78	1,067.42	
INTEGRATED PRESCHOOL	248,379	250,177	126,299	227,507	261,370	92,435.03	179,806.58	228,509.19	43,732.42	(2)
SCIENCE CENTER PROFESSIONAL DEVELOPMENT	600	2,410	1,744	2,790	3,497	1,036.23	-	0.36	1,035.87	
SCIENCE CENTER AFTER SCHOOL PROGRAM	5,150	4,107	1,043	19,225	13,855	6,412.66	-	-	6,412.66	
MEDIA RECOVERY	2,587	3,989	2,341	2,933	1,000	4,272.80	1,482.95	355.18	5,400.57	
1-1 DEVICE SALES	-	-	-	87,244	-	87,243.54	(8,784.98)	70,936.11	7,522.45	
SCH PERFORMING GROUPS	20,935	39,775	11,603	20,808	27,907	4,503.04	19,665.00	22,171.84	1,996.20	
FEE-BASED ARTS INSTRUCTION	238,764	243,808	26,087	233,282	232,739	26,630.47	216,583.50	215,261.53	27,952.44	
FINE & PERFORMING ARTS SALES TO STUDENTS	10,849	12,325	2,695	12,460	13,413	1,740.79	10,190.54	9,122.80	2,808.53	
GRAPHIC ARTS	68,222	58,262	38,389	65,119	77,392	26,116.84	61,968.84	57,626.66	30,459.02	
MUSICAL	33,728	29,052	15,867	28,456	22,847	21,475.38	27,732.82	26,963.57	22,244.63	
WORLD LANGUAGES FEE-BASED	4,365	5,377	129	3,350	2,891	588.00	3,449.00	2,553.72	1,483.28	
KINDERGARTEN AFTER SCHOOL ENRICH (KASE)	944,264	774,666	671,462	985,910	939,090	718,281.91	964,098.46	1,046,105.59	636,274.78	(3)
ELEMENTARY AFTER SCHOOL ENRICH (EASE)	100,778	100,741	17,164	158,661	145,993	29,832.75	173,170.90	160,579.65	42,424.00	
POLLARD AFTER SCHOOL ENRICH (PAS)	97,419	103,742	9,222	114,605	116,835	6,992.07	113,783.00	119,855.87	919.20	
SUMMER SCHOOL	257,653	268,783	346,083	289,144	270,920	364,306.86	300,946.55	289,277.66	375,975.75	(4)
TUTORING	145	165	-	40	-	40.00	30.00	-	70.00	
SUMMER SPORTS CLINICS	13,310	8,320	27,185	24,996	18,243	33,938.74	24,600.00	15,239.52	43,299.22	
METCO REVOLVING FUND	1,085	-	3,009	1,650	1,826	2,831.98	2,867.00	3,127.00	2,571.98	
METCO SUMMER SCHOOL	-	-	39	-	-	39.00	-	-	39.00	

Revolving (Fee-Based) Funds: FY13 – FY15 (continued)

REVOLVING FUND	FY13 CURRENT REVENUE	FY13 TOTAL EXPENDED	FY13 ENDING BALANCE	FY14 CURRENT REVENUE	FY14 TOTAL EXPENDED	FY14 ENDING BALANCE	FY15 CURRENT REVENUE	FY15 TOTAL EXPENDED	FY15 ENDING BALANCE	NOTE
HIGH SCHOOL ATHLETICS	499,747	491,426	93,911	524,508	566,930	51,488.48	558,629.95	559,032.42	51,086.01	
FOOD SERVICES	1,912,904	1,980,145	978,674	2,051,681	2,073,343	957,012.52	2,076,144.65	2,079,418.58	953,738.59	(5)
ADULT EDUCATION	283,272	272,011	68,603	262,464	260,548	70,519.14	238,510.99	264,689.52	44,340.61	
STAFF DEVELOPMENT	4,480	734	31,373	4,885	12,018	24,239.71	2,998.00	21,243.79	5,993.92	
GRAND TOTAL REVOLVING	5,606,660	5,473,003	3,119,338	6,036,278	5,984,316	3,171,294.70	5,864,045.25	6,124,462.07	2,910,877.88	

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

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

(3) KASE fund balance includes assigned balances: \$50,000 fee precollections, 3 months operations (\$298,554), bus replacement reserve (\$95,200), reserve for unrecovered FY13 health insurance and payroll tax expense (\$87,000), contingency for KASE moving expenses to off-site location (\$5,000), 0.5 SPED Aide (\$17,000), and reserve for 1.75% salary increase associated with longer school day (\$10,200.)

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

(5) Food Service includes assigned fund balances: 3 mo operating reserves (\$619,510); fee precollections (\$58,336); and reserve for NHS dining/servery improvements (\$250,000), reserve for steamers at Broadmeadow & Pollard (\$18,000), and reserve for District walk-in freezer (\$40,000.)



“Beyond the Horizon
Concert Poster”
by Marcella Hunt
(NHS Grade 10)