

## NEEDHAM PUBLIC SCHOOLS

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April 7, 2011

Dear Town Meeting Members:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **2011/12 Budget Calendar**

Sept– School Committee  
Developed School Budget  
Priorities & Guidelines

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

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

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

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

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

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

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

May 2 – Annual Town Meeting

July 1 – New Fiscal Year  
Begins

## Newman School Renovation

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

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

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

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

## What are the Capital Project Priorities for FY12?

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

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



Facility Repair/Renovation Requests (Tier II Priorities):

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

New Technology Requests (Tier III Priorities):

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

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

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

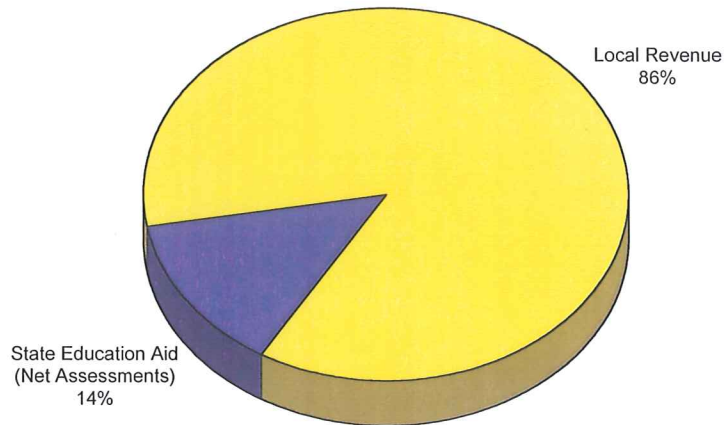
Sincerely,

*Connie Barr*

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

# School Operating Budget Revenue & Expenditure Summary

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



## Revenue Summary:

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

(1) School Choice sending tuition assessment.

(2) Charter School Tuition Reimbursement, Net Sending Tuition Assessment. Source: Department of Revenue Cherry Sheets

(3) Tuition Assessment to Mass Hospital School.

(4) Chapter 70 Excludes School Construction Chapter 645; Chapter 511; METCO & School Lunch Reimbursement. Excludes Circuit Breaker

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

Revenues for School Department operations in FY12 are shown above. These revenues, which consist of education-related "Cherry Sheet" aid from the state and other local revenue, are based on January 2011 Town-wide revenue projections. Although the above chart attributes all of the Chapter 70 and education-related aid to the School Department, the Town considers Chapter 70 funds to be a General Fund receipt, which are apportioned with other local funds to both school and Town operations during the budget process. Based on this analysis, approximately 13.7% of the \$48,436,371 school operating budget is funded by state revenue. Property taxes and other local receipts make up the difference, or \$41,786,480.

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

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

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

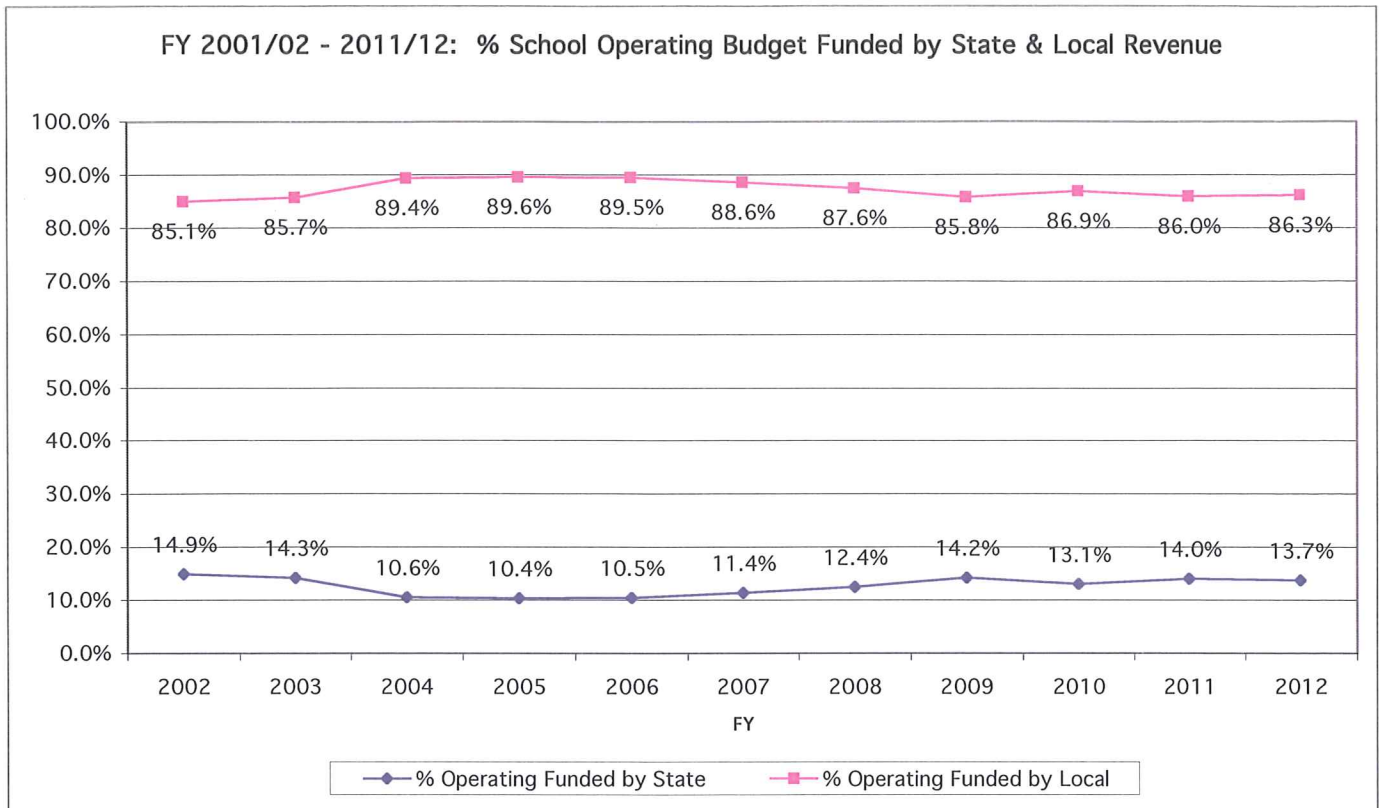
Local taxpayers provide the majority of funding for school operations. The FY12 budget assumes that local taxpayers will fund 86.3% of the school operating budget, while 13.7% will be funded by the state. The state/local funding shares have remained relatively steady for the past several years, even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

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

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

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





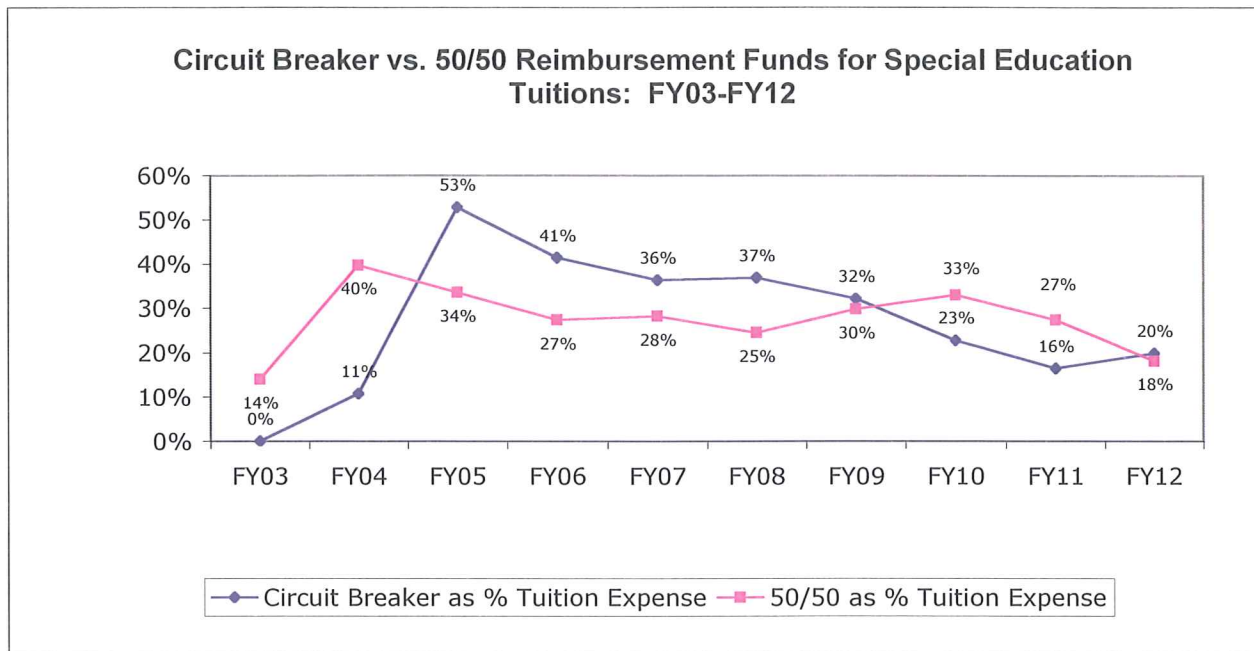
Source: School Business Office

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

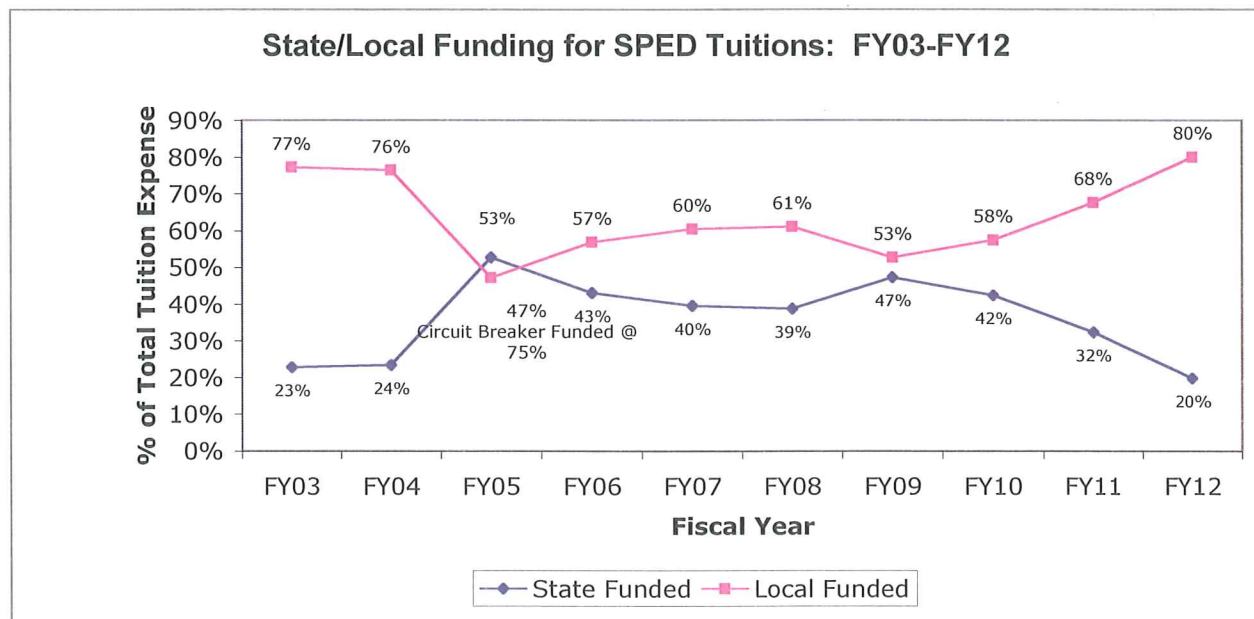
Additionally, the state has continued its program of providing financial support for volatile special education out-of-district tuition expenses, although the amount of this support has declined considerably over the past few years. Special education tuition expenses can increase or decrease dramatically,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

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

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



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



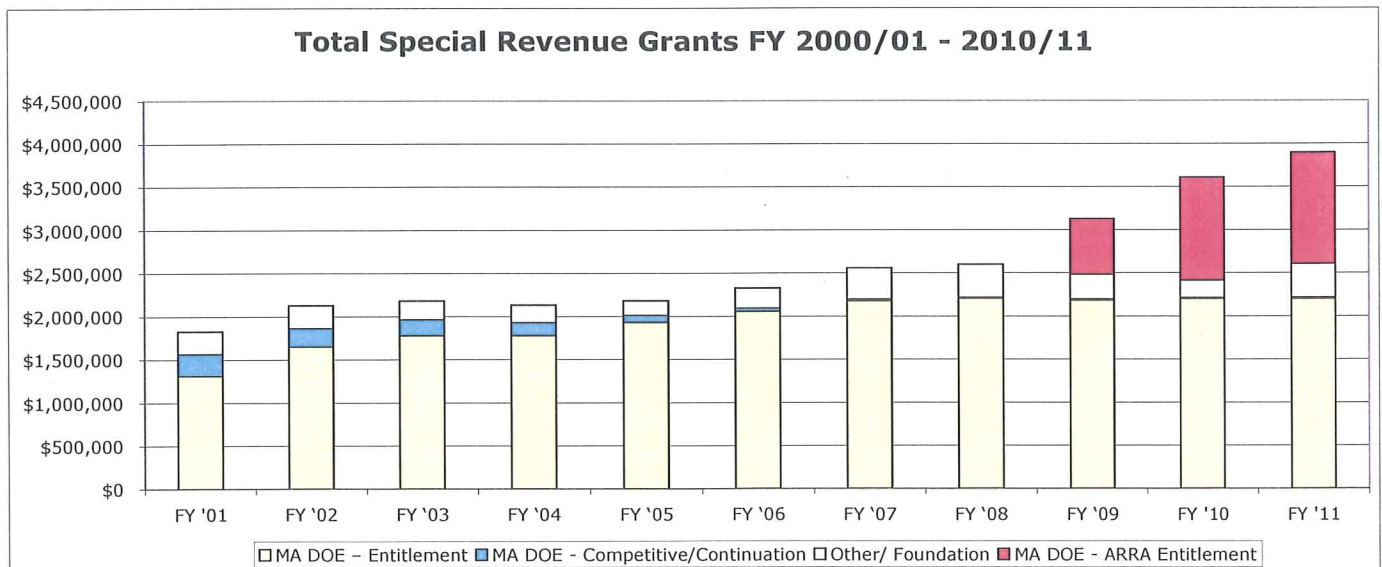
Source: School Business Office

The Governor's budget proposes to increase funding for the special education Circuit Breaker, which could potentially increase the reimbursement rate to between 60-70%. However, the Town remains skeptical about the financial viability of the proposal, and has budgeted a level (40%) reimbursement rate for FY12.

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

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

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



Source: School Business Office

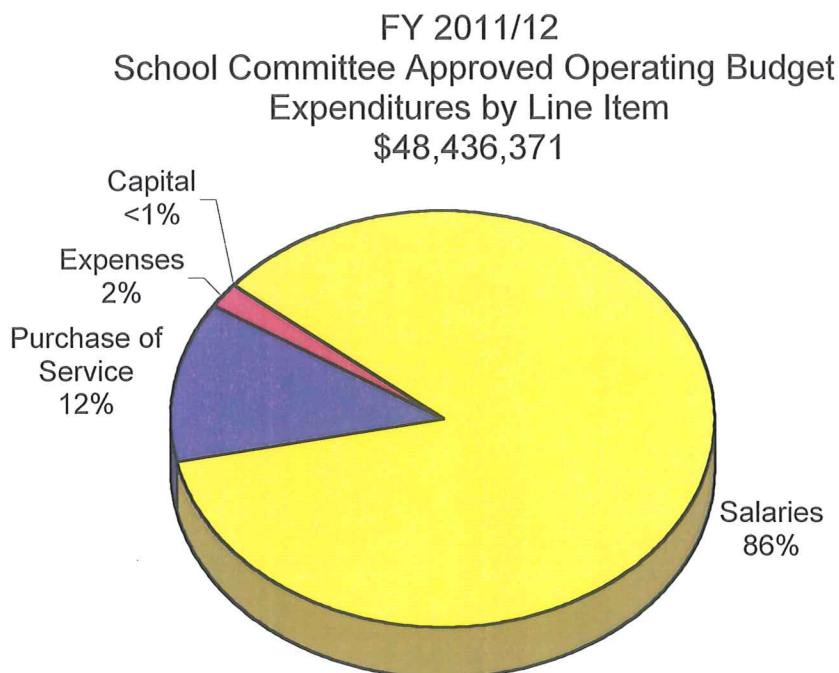
Fees continue to play a major role in funding critical school programs. As operating budgets have been squeezed, parents have been asked to provide more support for extra-curricular programs or non-mandated services, such as transportation, athletics, and after school programs. In FY10, the School Department collected approximately \$5.2 million in fee revenues from 45 different programs. Some of the largest fee based programs are itemized below:



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



# School Operating Budget Revenue & Expenditure Summary



## Expenditure Summary:

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

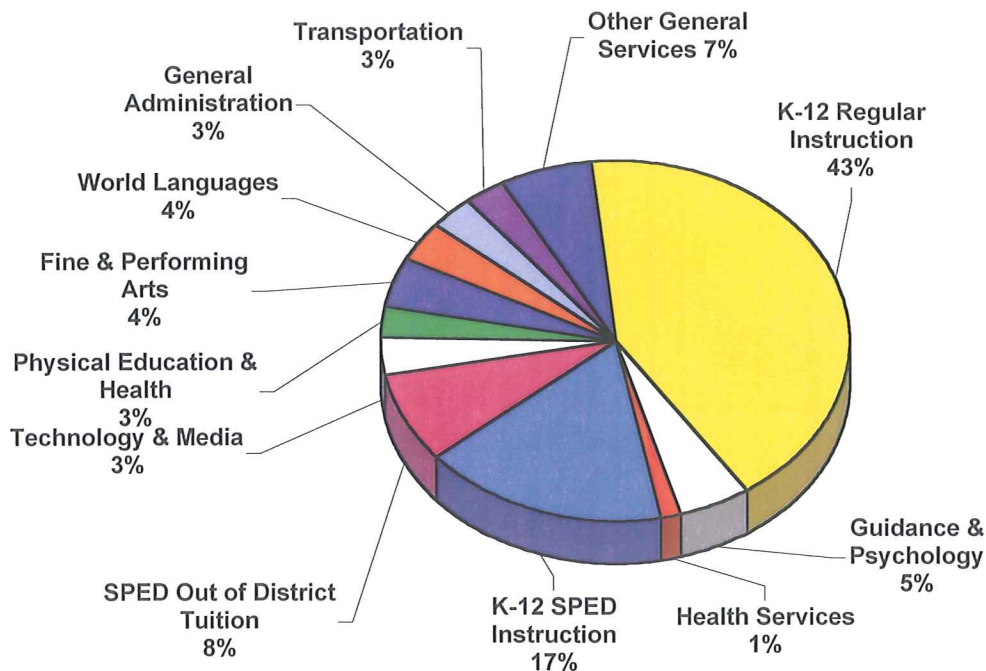
\* Reflects 5/10 ATM Budget of \$46,114,078 plus 11/10 STM addition of \$310,000. Excludes additional allocation of \$117,000 approved for capital project.

Source: School Business Office

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

## Expenditures by Functional Area & Department:

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



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

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

Source: School Business Office

## Expenditures by Functional Area & Department:

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

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

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

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

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

## Expenditures by Line Item:

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

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

## Expenditures by Program Level:

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

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

Middle School Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	7,612,984	8,773,038	8,977,626	9,577,186	9,314,035	336,409	3.75%	97.33%
Purchase of Service	72,179	52,245	50,374	72,420	69,420	19,046	37.81%	0.73%
Expenses	163,947	179,785	208,164	197,588	186,438	(21,726)	-10.44%	1.95%
Capital Outlay	-	-	-	-	-	-	0.00%	0.00%
<b>Totals</b>	<b>7,849,110</b>	<b>9,005,068</b>	<b>9,236,164</b>	<b>9,847,194</b>	<b>9,569,893</b>	<b>333,729</b>	<b>3.61%</b>	<b>100.00%</b>

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

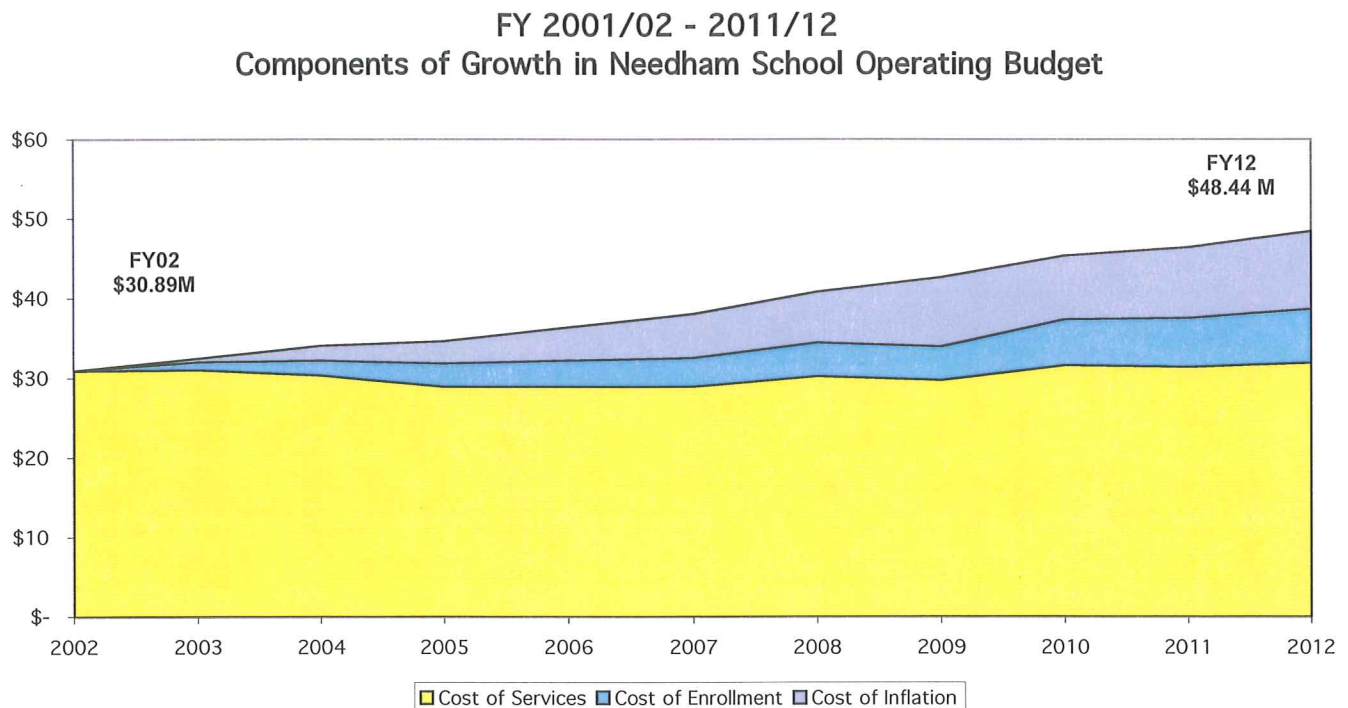
Total Expenditures	FY09 Actual	FY10 Actual	FY11 Approved*	FY12 Request	FY12 Approved	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY12 TL
Salaries	36,689,152	39,274,263	40,629,489	43,413,035	41,477,582	848,093	2.09%	85.63%
Purchase of Service	4,202,101	4,496,159	4,784,615	5,827,476	5,988,197	1,203,582	25.16%	12.36%
Expenses	1,071,088	1,186,438	1,009,979	1,090,468	970,595	(39,384)	-3.90%	2.00%
Capital Outlay	2,766	223,734	-	25,600	-	-	0.00%	0.00%
<b>Totals</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,424,078</b>	<b>50,356,579</b>	<b>48,436,371</b>	<b>2,012,293</b>	<b>4.33%</b>	<b>100.00%</b>

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



## Trends in School Operating Budget Expenditures:

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

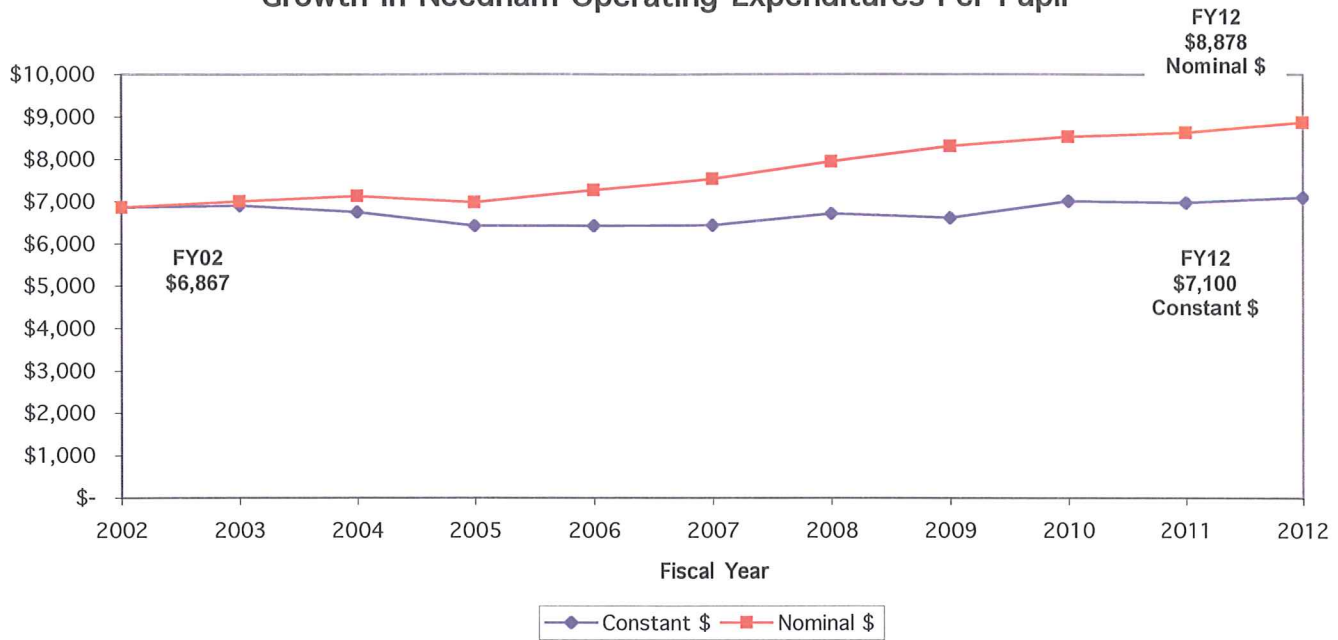


Real spending on education has been relatively steady over time; budget increases have been due largely to the impact of inflation and enrollment growth. Since FY 02, the school operating budget has grown from \$30.89 million to \$48.44 million in FY 12, an increase of \$17.55 million (56.8%.) Nearly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

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

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

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



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

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

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

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

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

(1) FY03 budget excludes subsequent \$14,798 + \$83,362 Town Meeting adjustment

(2) FY07 budget excludes subsequent \$232,900 appropriated at Town Meeting.

(3) FY09 budget excludes \$16,232 Special Town Meeting adjustment.

(4) FY11 excludes \$442,000 appropriated at 11/10 STM (\$325,000 for operational purposes and \$117,000 for capital construction.)

Source: School Business Office



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

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

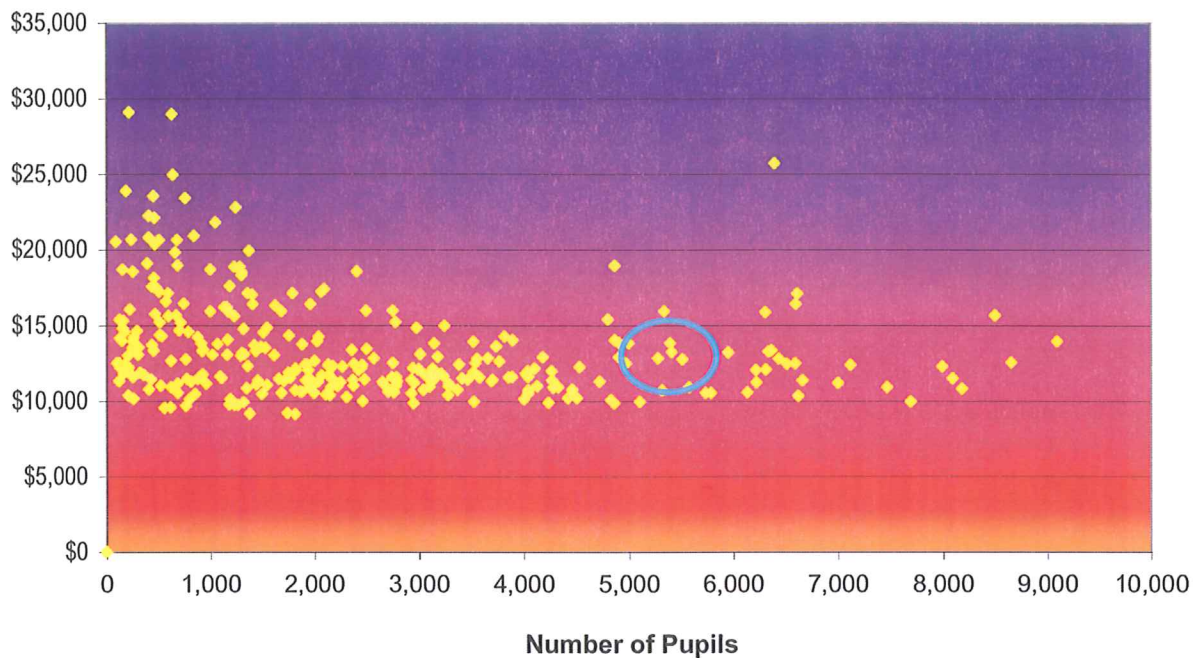
**FY 2001/02 - 2011/12 Comparative Per Pupil Expenditures**

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

Source: Massachusetts Department of Elementary & Secondary Education

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

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



Source: Massachusetts Department of Elementary & Secondary Education

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

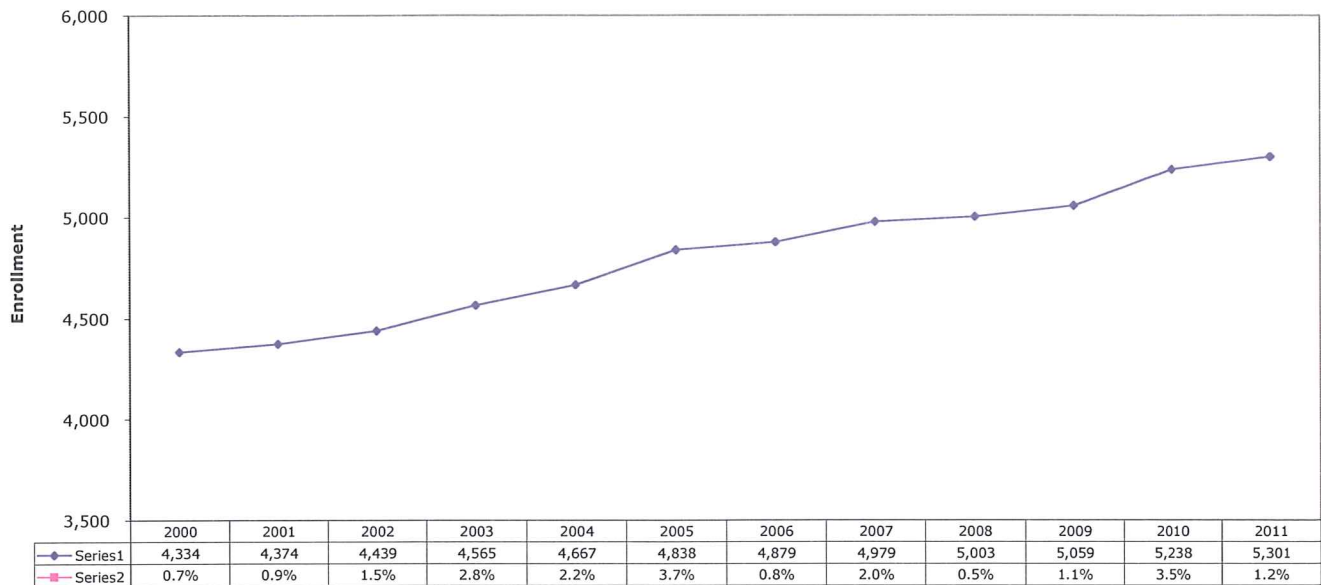
**Direct Special Education Expenditures as a Percentage of School Budget, FY01 to FY10**

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

Source: Massachusetts Department of Elementary & Secondary Education

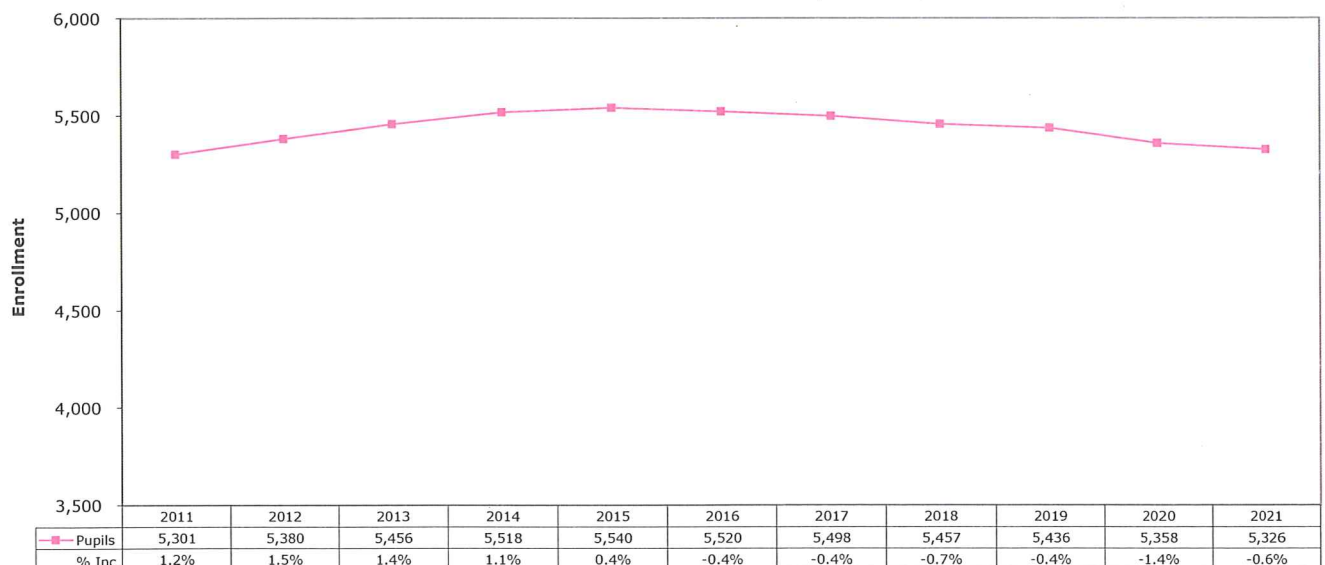
# Trends in School Enrollment

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



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

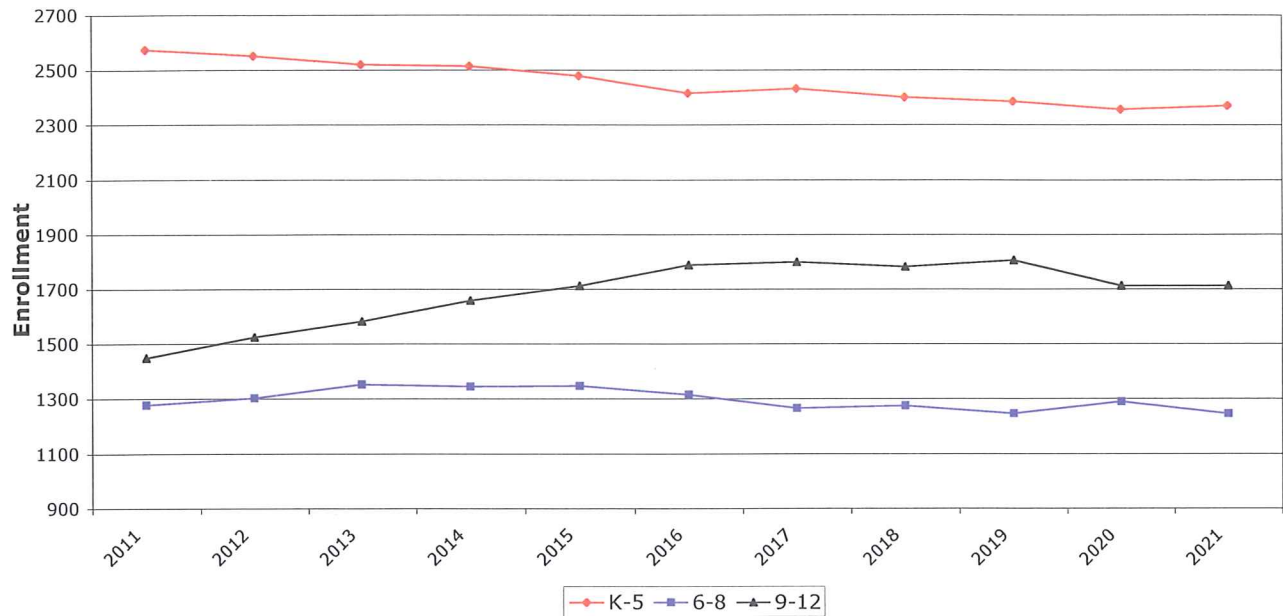
**Needham Public Schools Enrollment 2010/11 - 2020/21**  
(Excluding Out of District & Preschool Enrollment)





## FY12 School Department Enrollment

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



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

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

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

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

# Summary of FY12 Budget Changes:

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

## Summary of FY12 Budget Changes (continued):

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

## Summary of FY12 Budget Changes (continued):

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

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

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

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



## FY12 Operating Budget Staffing Detail by Department:

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

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

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



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

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