

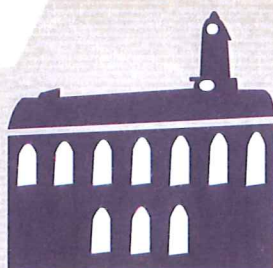
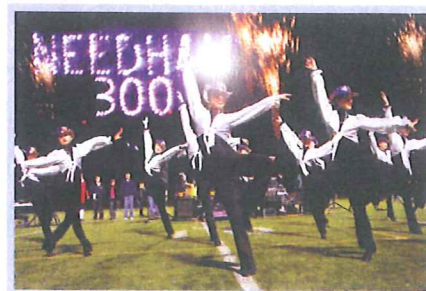
Needham Public Schools

www.needham.k12.ma.us

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

BUDGET REQUEST - FY12

2011 ANNUAL TOWN MEETING



NEEDHAM
CELEBRATES

300

1711 • 2011



SCHOOL COMMITTEE

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

SUPERINTENDENT
DANIEL E. GUTKANST

Table of Contents

| | |
|-----------------------------------------------------------|----|
| Transmittal Letter | 1 |
| School Operating Budget Revenue & Expenditure Summary | 7 |
| Revenue Summary | 7 |
| Trends in School Budget Revenues | 8 |
| Expenditure Summary | 13 |
| Expenditures by Functional Area and Department | 14 |
| Expenditures by Line Item | 17 |
| Expenditures by Program Level | 18 |
| Trends in School Operating Budget Expenditures | 19 |
| Trends in School Enrollment | 23 |
| Summary of FY12 Budget Changes | 25 |
| FY 12 Operating Budget Staffing Summary | 28 |
| FY 12 Operating Budget Staffing Detail by Department | 29 |
| Operating Budget Detail by Level | 32 |
| Elementary Level | 32 |
| Middle School | 35 |
| High School | 38 |
| District Level | 40 |
| Performance & Statistical Data | 43 |
| Demographic Data of Comparable Communities | 43 |
| Per Pupil Expenditures | 44 |
| Staffing Ratios | 47 |
| Plans of High School Graduates | 48 |
| State & National Testing Results | 48 |
| Class of 2010 Profile: Schools Attended by G.P.A. and SAT | 55 |
| Grants Summary: FY01-11 | 58 |
| Revolving (Fee-Based) Fund Summary: FY08-FY11 | 60 |

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

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

Needham Public Schools Leadership Team

Daniel E. Gutekanst, Ed.D.
Superintendent

Central Administration:

Tom Campbell
Personnel Resources

Anne Gulati,
Financial
Operations

Christine Brumbach
Student Development
& Evaluation

Terry Duggan, Ed.D.
Program Development &
Implementation

Principals

Jonathan Pizzi
Needham High School

Jessica Downey
High Rock Middle School (Grade 6)

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

Emily Gaberman
Broadmeadow Elementary School

Suzanne Wilcox
John Eliot Elementary School

Michael Kascack
Hillside Elementary School

Michael Schwinden, Ed.D.
William Mitchell Elementary School
Jessica Peterson
Derwood Newman Elementary School

PreK – 12 Directors

David Neves, Ed.D.
Fine & Performing Arts

Tom Denton
Guidance & Psychology

Debra Gammerman

Media & Technology

Joanne Allen-Willoughby

*Metropolitan Council for Educational
Opportunity (METCO)*

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

Cathy Heller
*Student Support Services,
Needham High School*

Will Verbits
Special Education Middle School

Mary Lammi
*Special Education
Preschool & Primary Grades*

Mary Alice Stamer
Health Services

Micah Hauben

Athletics

Ruth Griffin

Food Services

Sheila Hamwey

Transportation

Sue Bonaiuto

Community Education & Planning

Chip Laffey

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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 \$46,424,078¹. 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

¹ 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) |
| Subtotal | \$424,300 | \$381,900 |

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. |
| Subtotal | \$5,784,270 | \$4,700,000 |

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) |
| Subtotal | \$246,400 | \$86,900 |
| Grand Total | \$6,454,960 | \$5,168,800 |

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.

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.

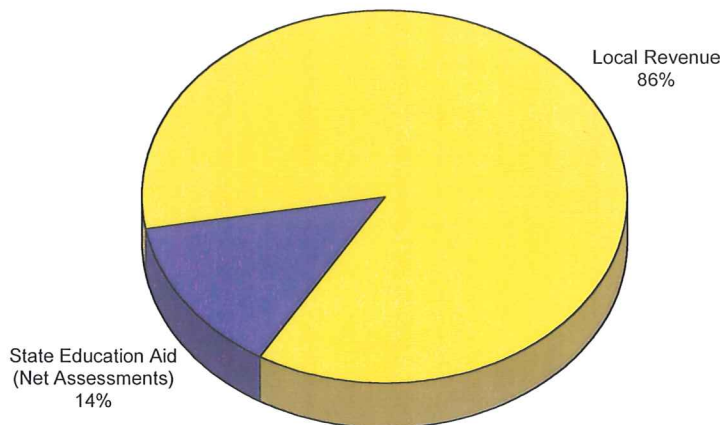
Sincerely,

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% |
| Totals | 41,965,105 | 45,180,592 | 46,424,078 | 50,356,579 | 48,436,371 | 2,012,293 | 4.33% | 100.0% |

(1) School Choice sending tuition assessment.

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

(3) Tuition Assessment to Mass Hospital School.

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

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

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

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

Trends in School Budget Revenue:

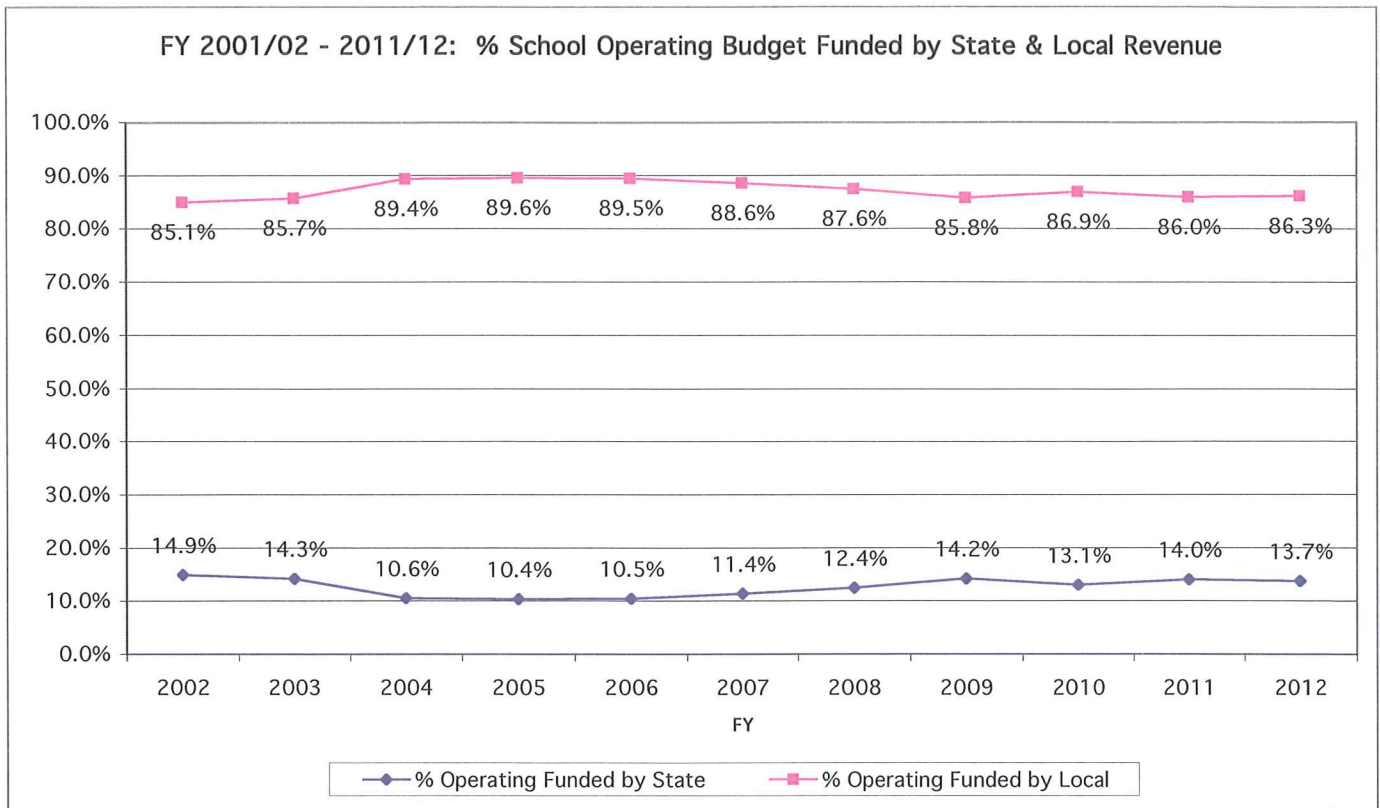
Trend: Predominately Local Funding for Education:

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

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

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

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



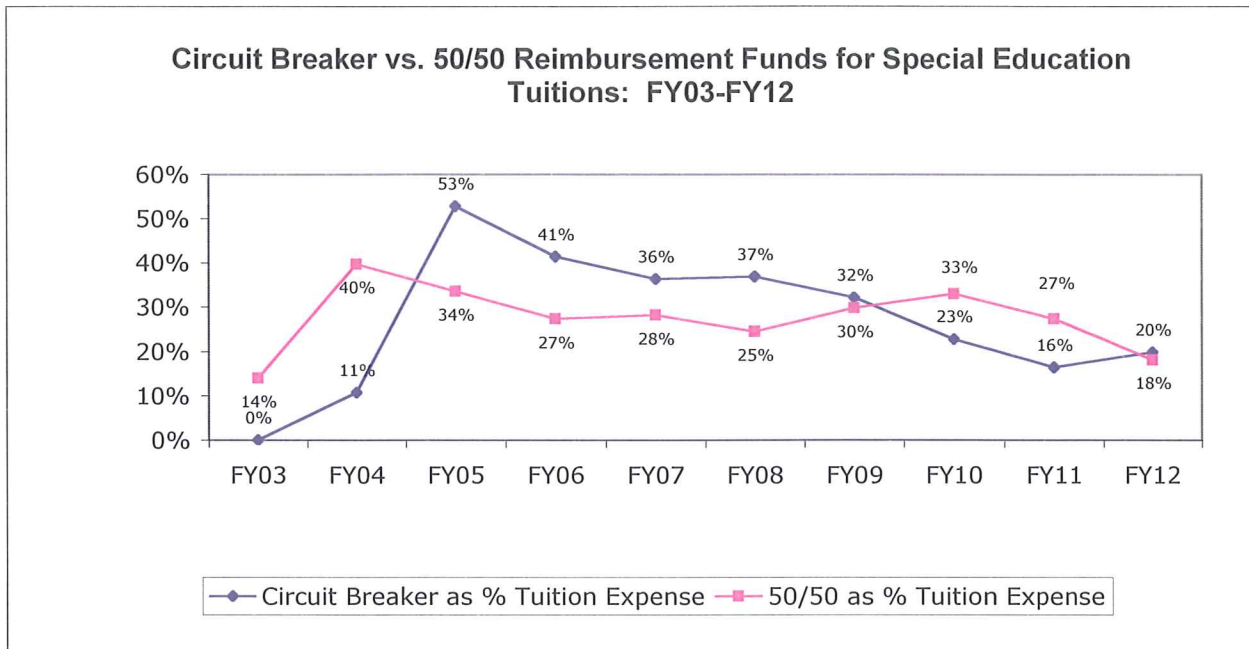
Source: School Business Office

Trend: Declining State Support for Special Education Tuition Expenses:

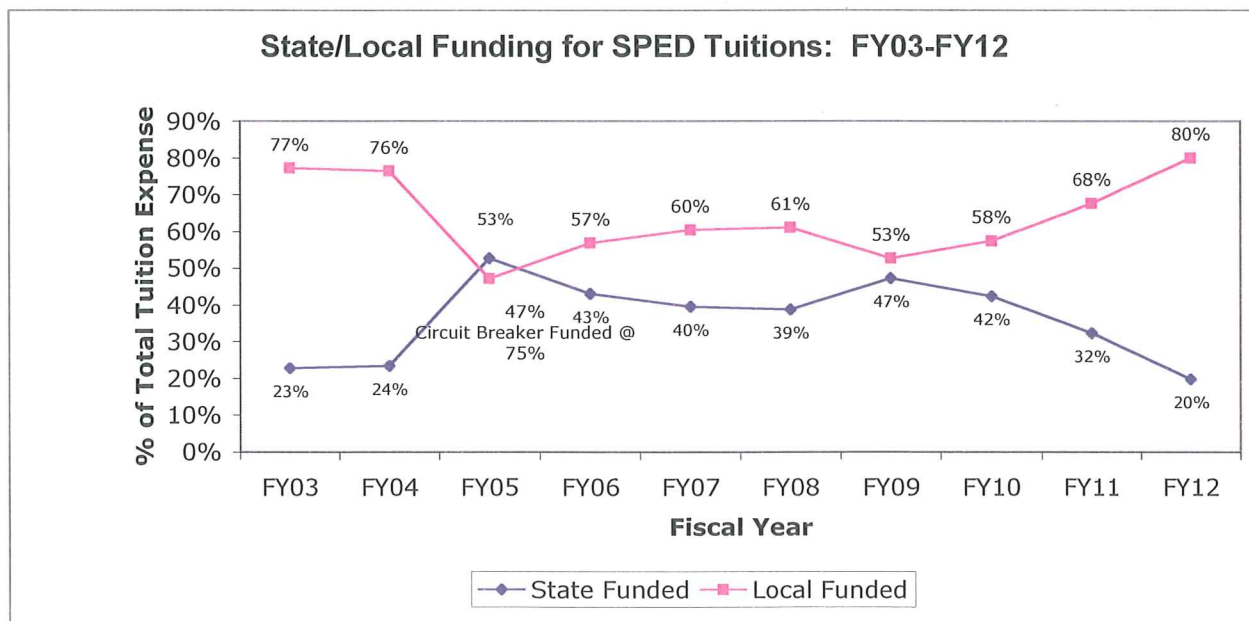
Additionally, the state has continued its program of providing financial support for volatile special education out-of-district tuition expenses, although the amount of this support has declined considerably over the past few years. Special education tuition expenses can increase or decrease dramatically,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

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

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



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



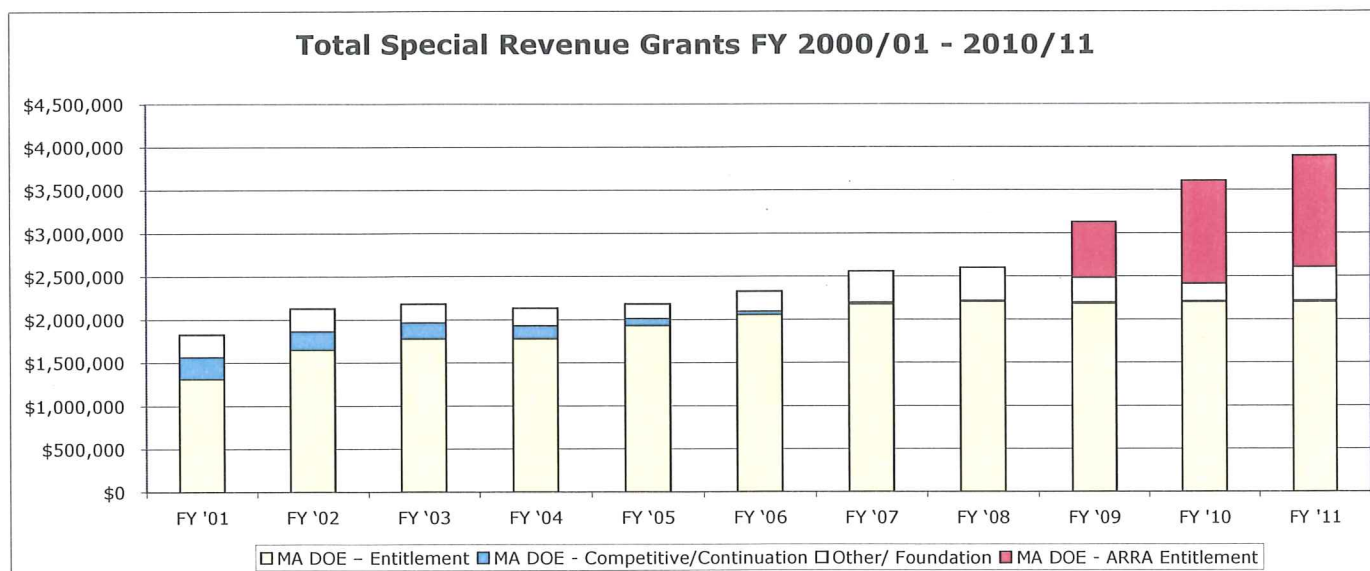
Source: School Business Office

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

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

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

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

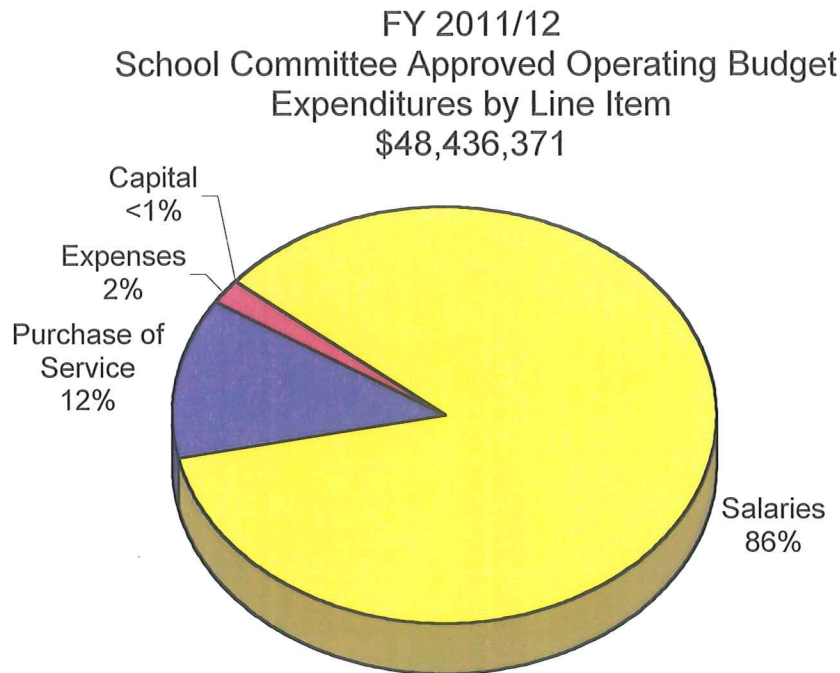


Source: School Business Office

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

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

School Operating Budget Revenue & Expenditure Summary



Expenditure Summary:

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

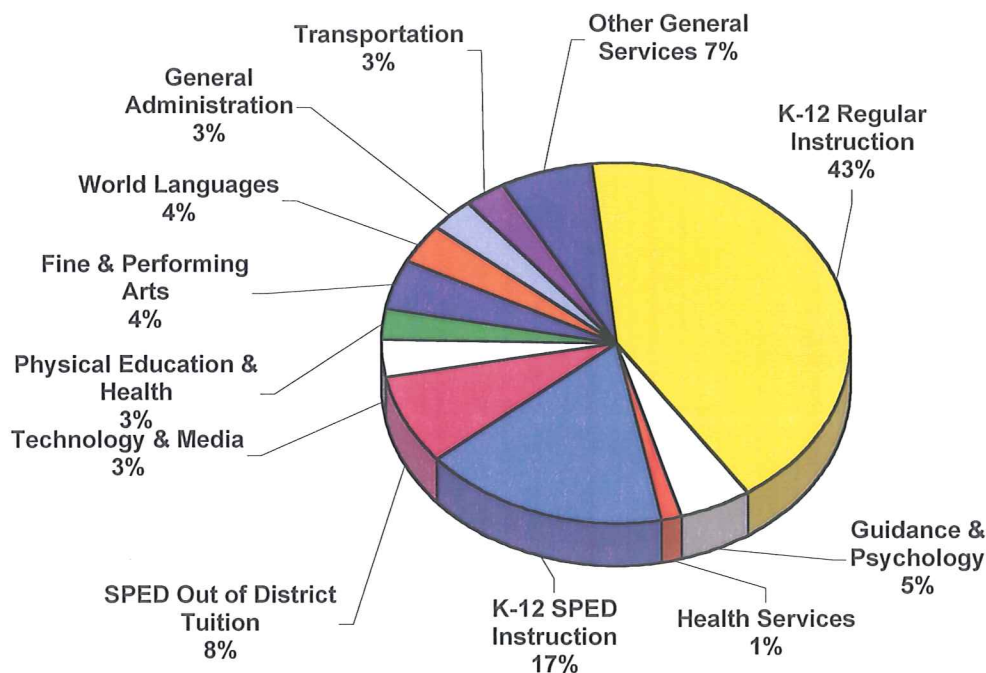
* Reflects 5/10 ATM Budget of \$46,114,078 plus 11/10 STM addition of \$310,000. Excludes additional allocation of \$117,000 approved for capital project.

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% |
| Totals | 41,965,105 | 45,180,592 | 46,424,078 | 50,356,579 | 48,436,371 | 2,012,293 | 4.33% | 100.0% |

* 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 |
|---------------------------------------|-----------------|----------------|--------------------|-----------------|------------------|---------------------------|-----------------|--------------|
| General Administration | | | | | | | | |
| 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% |
| Transportation | | | | | | | | |
| 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% |
| Other General Services | | | | | | | | |
| 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% |
| K-12 Regular Instruction | | | | | | | | |
| 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% |
| High School | 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% |
| Grand Total K-12 Regular Inst. | 18,397,756 | 19,430,062 | 19,889,010 | 21,308,780 | 20,477,051 | 588,041 | 3.0% | 42.3% |
| Guidance & Psychology | | | | | | | | |
| 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% |
| Health Services | | | | | | | | |
| 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% |
| K-12 SPED Instruction | | | | | | | | |
| 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% |
| SPED Out of District Tuition | | | | | | | | |
| 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 |
|-----------------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|---------------------------|-----------------|---------------|
| Other Student Services | | | | | | | | |
| 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% |
| Technology & Media | | | | | | | | |
| 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% |
| Physical Education & Health | | | | | | | | |
| 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 & 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% |
| Fine & Performing Arts | | | | | | | | |
| 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 & 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% |
| World Languages | | | | | | | | |
| 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% |
| GRAND TOTAL | 41,965,105 | 45,180,592 | 46,424,078 | 50,356,579 | 48,436,371 | 2,012,293 | 4.3% | 100.0% |

* 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 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|-----------------|----------------|
| Salaries: | | | | | | | | |
| 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% |
| Purchase of Service: | | | | | | | | |
| 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% |
| Expenses: | | | | | | | | |
| 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 Referr | 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% |
| Capital Outlay | | | | | | | | |
| New/Repl. Equipment | 2,766 | 223,734 | - | 25,600 | - | - | 0.00% | 0.00% |
| Subtotal | 2,766 | 223,734 | - | 25,600 | - | - | 0.00% | 0.00% |
| GRAND TOTAL | 41,965,105 | 45,180,592 | 46,424,078 | 50,356,579 | 48,436,371 | 2,012,293 | 4.33% | 100.00% |

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

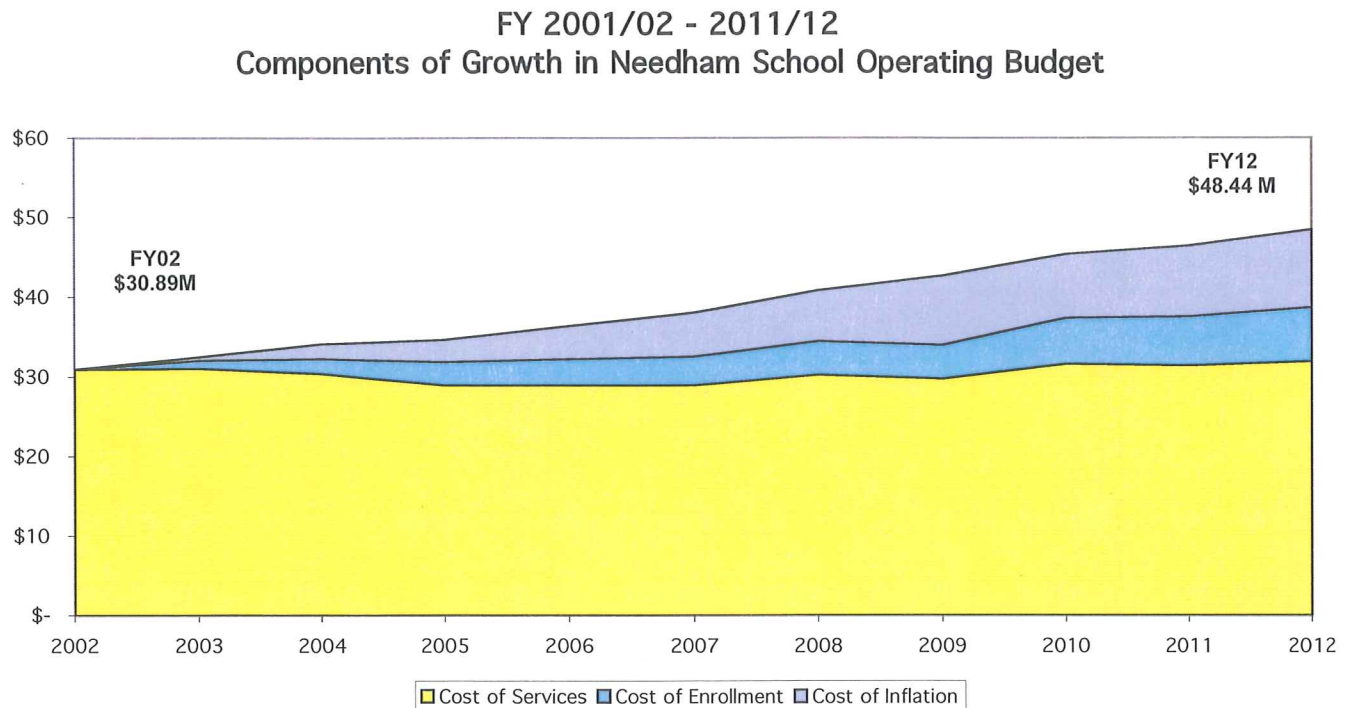
Expenditures by Program Level:

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

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

Trends in School Operating Budget Expenditures:

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

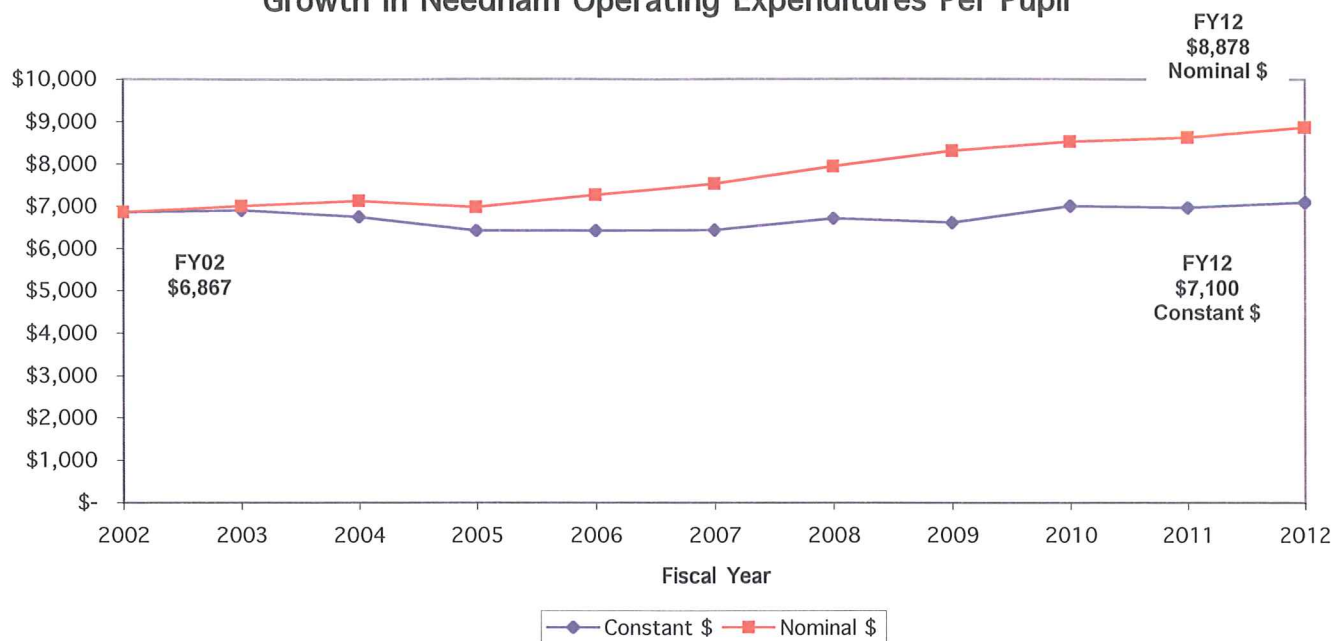


Real spending on education has been relatively steady over time; budget increases have been due largely to the impact of inflation and enrollment growth. Since FY 02, the school operating budget has grown from \$30.89 million to \$48.44 million in FY 12, an increase of \$17.55 million (56.8%.) Nearly 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 |
|--------------------------------------------|------------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| BALANCED SCHOOL BUDGET NEW REVENUE | | | | | | | | | | |
| 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) |
| Total | 1,579,254 | - | 562,365 | 1,749,867 | 1,451,774 | 1,744,377 | 1,851,858 | 2,747,401 | 731,193 | 2,012,293 |
| Override (School & Town expenses) | - | 2,009,318 | - | - | - | 1,128,670 | - | 1,887,929 | - | - |
| Override FTE's | - | 33.06 | - | - | - | 18.80 | - | 27.10 | - | - |

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

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

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

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

Source: School Business Office

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

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

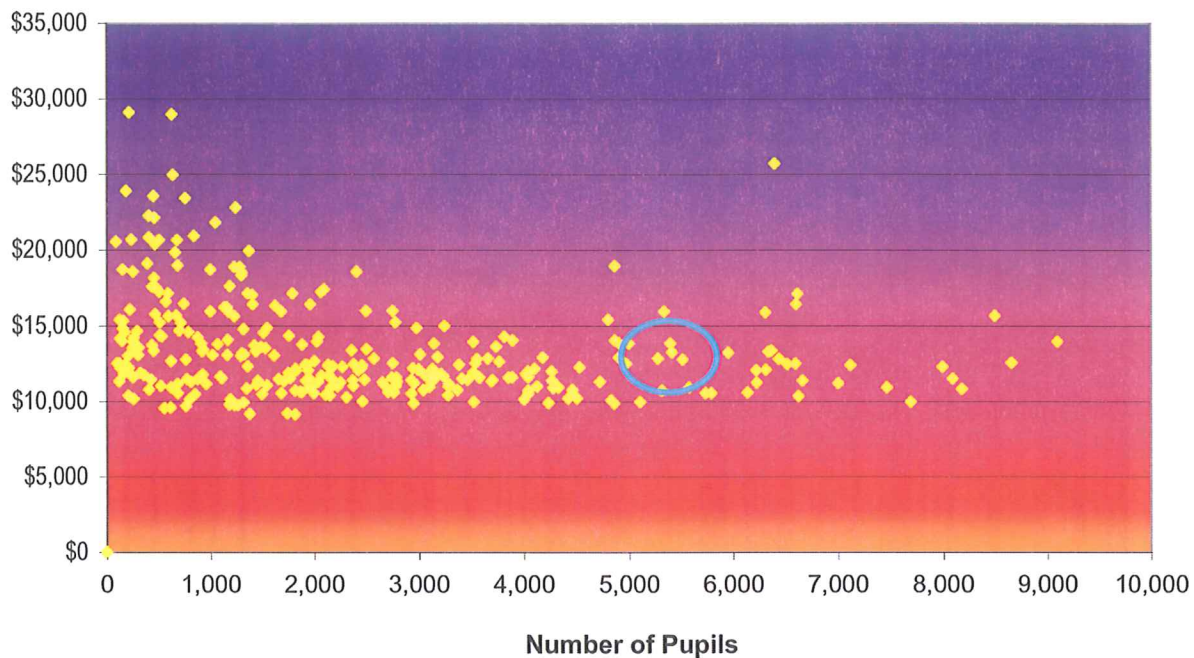
FY 2001/02 - 2011/12 Comparative Per Pupil Expenditures

| Community | FY 02 (2) | FY 03 (2) | FY 04 (2) | FY 05 (3) | FY 06 (3) | FY 06 (3) | FY 07 (3) | FY 08 (3) | FY09 (3) | FY10 (3) |
|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Weston | \$10,909 | \$11,404 | \$12,077 | \$14,414 | \$16,073 | \$16,073 | \$16,467 | \$17,017 | \$18,023 | \$18,591 |
| Brookline | \$10,268 | \$10,578 | \$11,107 | \$13,836 | \$14,929 | \$14,929 | \$15,098 | \$15,431 | \$16,847 | \$17,090 |
| Newton | \$10,140 | \$11,140 | \$11,431 | \$13,533 | \$13,822 | \$13,822 | \$14,524 | \$15,498 | \$16,243 | \$16,597 |
| Concord | \$9,640 | \$10,157 | \$10,567 | \$13,037 | \$14,411 | \$14,411 | \$15,514 | \$17,486 | \$16,342 | \$16,438 |
| Lexington | \$9,482 | \$9,686 | \$8,797 | \$11,929 | \$12,600 | \$12,600 | \$12,768 | N/A | \$15,368 | \$15,862 |
| Sherborn | \$8,195 | \$9,211 | \$8,992 | \$10,061 | \$15,559 | \$15,559 | \$12,250 | \$12,700 | \$14,121 | \$15,784 |
| Framingham | \$8,945 | \$9,699 | \$10,518 | \$13,681 | \$13,621 | \$13,621 | \$14,169 | \$14,621 | \$15,373 | \$15,675 |
| Dover | \$8,603 | \$9,856 | \$10,253 | \$12,786 | \$15,559 | \$15,559 | \$14,615 | \$15,084 | \$16,591 | \$15,646 |
| Wellesley | \$9,244 | \$9,589 | \$9,802 | \$11,243 | \$11,494 | \$11,494 | \$12,776 | \$13,916 | \$14,330 | \$15,392 |
| Wayland | \$8,711 | \$10,042 | \$9,944 | \$11,599 | \$12,317 | \$12,317 | \$13,214 | N/A | \$14,342 | \$15,219 |
| Dedham | \$8,524 | \$8,761 | \$9,488 | \$11,637 | \$12,594 | \$12,594 | \$13,393 | \$13,893 | \$14,837 | \$14,852 |
| Westwood | \$8,976 | \$9,564 | \$9,747 | \$11,592 | \$11,885 | \$11,885 | \$12,436 | \$13,305 | \$13,679 | \$13,814 |
| Needham | \$8,434 | \$8,721 | \$9,004 | \$10,788 | \$11,291 | \$11,291 | \$12,070 | \$12,552 | \$12,955 | \$13,245 |
| 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 |
| | FY02 | FY03 | FY04 | FY05 | FY06 | FY06 | FY07 | FY08 | FY09 | FY10 |
| 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.

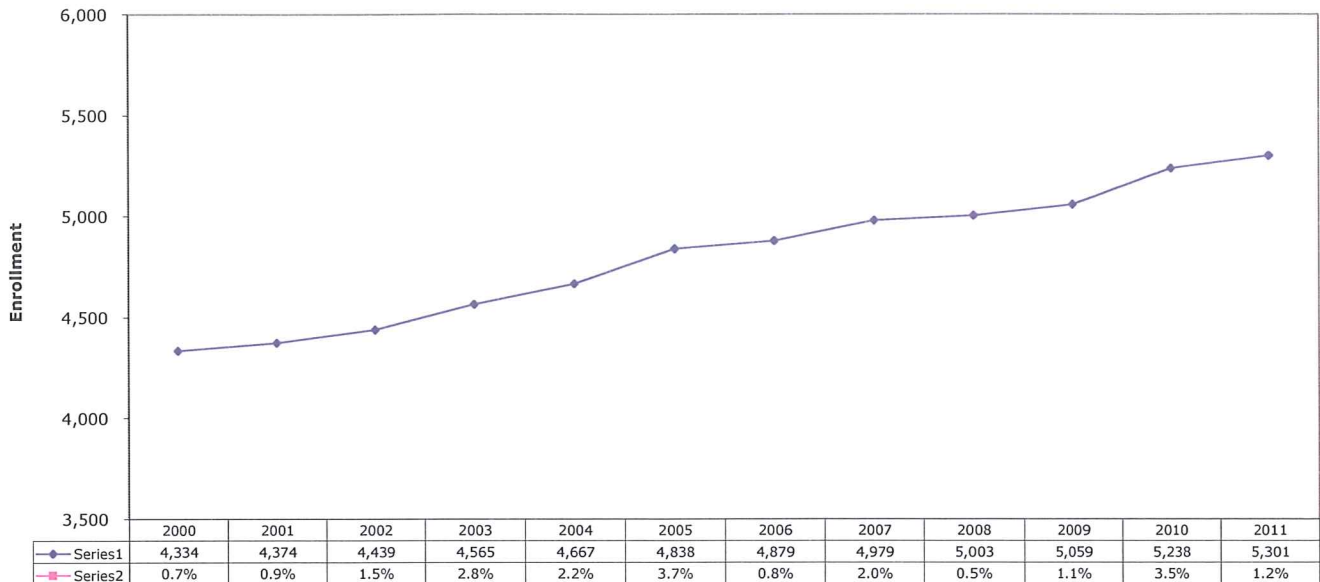
Direct Special Education Expenditures as a Percentage of School Budget, FY01 to FY10

| 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

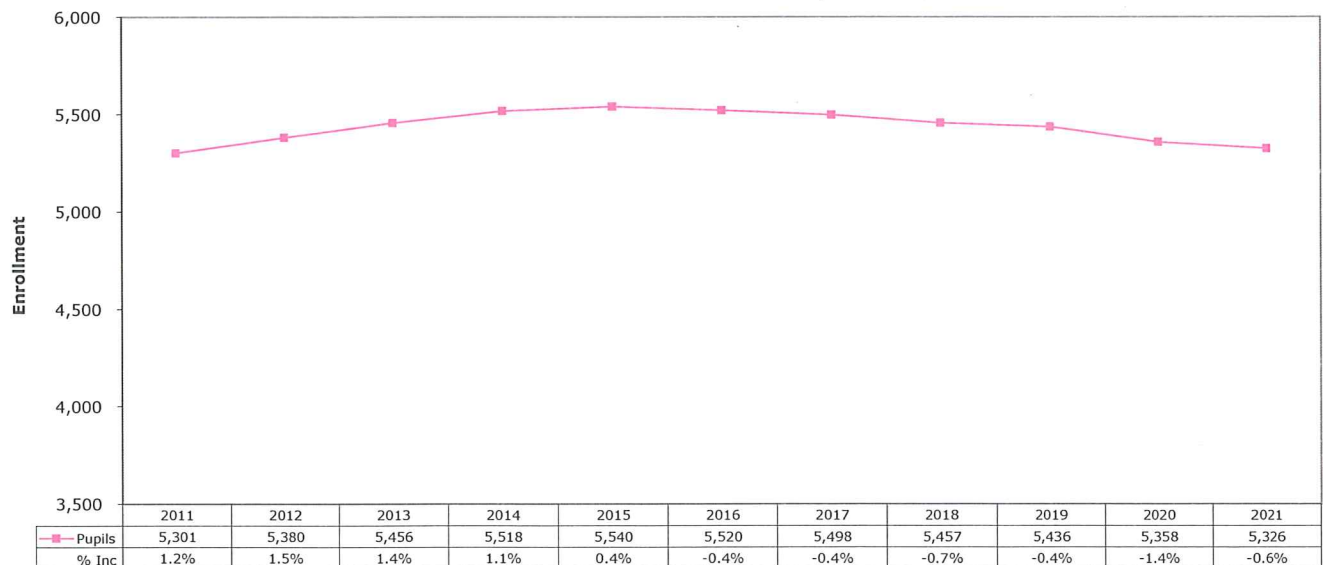
Trends in School Enrollment

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



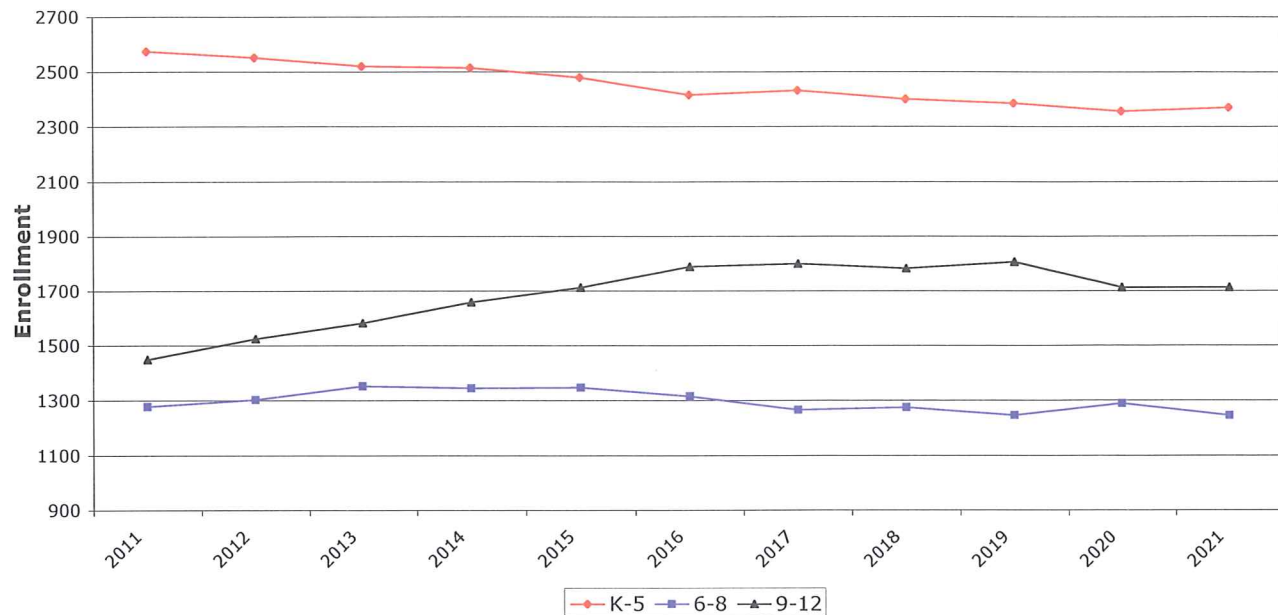
Enrollment in Needham has grown steadily over the past ten years, averaging approximately 1.9% per year, or a total of 927 pupils (21.2%) since FY00/01. Going forward, enrollment growth is expected to flatten out, driven primarily by slowing or declining enrollments at the elementary level. Most of the 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 |
| Base Budget Increases | | | | | | |
| - | | Goal 4, Obj. 4 | Contractual Salary Increase (FY11 Adopted Budget Positions) | | 734,321 | 734,321 |
| Level Service/Contractual Increases: | | | | | | |
| Continuation Positions (Prior Year Position Changes to Incorporate into Ongoing Budget) | | | | | | |
| 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 | | Subtotal | | 111,672 | 111,672 |
| Special Education Student Support Services | | | | | | |
| 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 | | Subtotal | | 1,423,018 | 1,443,252 |
| Regular Education Services | | | | | | |
| Elementary | | | | | | |
| 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 | | | Subtotal | | 242,556 | - |
| Middle School | | | | | | |
| 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 | | Subtotal | | 276,500 | 137,500 |
| High School | | | | | | |
| 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 | | Subtotal | | 371,522 | 220,000 |

Summary of FY12 Budget Changes (continued):

| Request FTE | Appvd FTE | District Goal/ Objective | Description of Budgetary Increase | Department/ School | Total Request | FY12 Approved |
|--------------------------------------------------------------------------------|--------------|-----------------------------|-----------------------------------------------------------------------------------|-----------------------|------------------|------------------|
| District | | | | | | |
| - | - | 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) | | Subtotal | | (1,431) | 10,894 |
| 31.94 | 18.21 | | Subtotal Base Budget Increases | | 3,158,158 | 2,657,639 |
| Program Improvement Increases | | | | | | |
| Elementary | | | | | | |
| 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 | | Subtotal | | 221,205 | 22,749 |
| Middle School | | | | | | |
| 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 | | Subtotal | | 117,087 | 52,490 |
| NHS | | | | | | |
| 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 | - | | Subtotal | | 61,606 | - |
| NHS Athletics | | | | | | |
| - | - | 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 | - |
| - | - | | Subtotal | | 24,672 | - |
| District | | | | | | |
| - | - | 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 | | Subtotal | | 115,906 | 50,215 |
| 8.62 | 2.30 | | Subtotal Program Improvement Budget Increases | | 540,476 | 125,454 |
| Use of One-Time Federal Stimulus/ Tuition Prepurchase To Balance Budget | | | | | | |
| - | (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) | | Subtotal | | - | (500,900) |

Summary of FY12 Budget Changes (continued):

| Request FTE | Appvd FTE | District Goal/ Objective | Description of Budgetary Increase | Department/ School | Total Request | FY12 Approved |
|--------------------------------------|--------------|-----------------------------|----------------------------------------------------------------------|-----------------------|------------------|------------------|
| Reductions to Existing Budget | | | | | | |
| - | (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) |
| - | (4.90) | | Subtotal | | - | (269,900) |
| 659.01 | 624.38 | | GRAND TOTAL FY12 BUDGET | | 50,122,712 | 48,436,371 |
| 40.56 | 5.93 | | \$ Increase/(Decrease) over FY11 | | 3,698,634 | 2,012,293 |
| 6.56% | 0.96% | | % Increase/(Decrease) over FY11 | | 7.97% | 4.33% |

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

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

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

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 |
|----------------------------------------|-------------------------|-------------------------|---------------------------|--------------------------|---------------------------|-----------------------------|--------------------------|-------------------------------|---------------------------|
| Administration | | | | | | | | | |
| 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 |
| General Supplies & Services | | | | | | | | | |
| Professional Development | 2.00 | 4.00 | 3.80 | 5.00 | 2.90 | 1.00 | - | - | 3.90 |
| Broadmeadow | 0.40 | 0.40 | 0.36 | 0.60 | 0.18 | 0.20 | - | - | 0.38 |
| Eliot | 0.40 | 0.40 | 0.36 | 0.60 | 0.18 | 0.20 | - | - | 0.38 |
| Hillside | 0.40 | 0.40 | 0.36 | 0.60 | 0.18 | 0.20 | - | - | 0.38 |
| Mitchell | 0.40 | 0.40 | 0.36 | 0.60 | 0.18 | 0.20 | - | - | 0.38 |
| Newman | 0.40 | 0.40 | 0.36 | 0.60 | 0.18 | 0.20 | - | - | 0.38 |
| High Rock | - | 1.00 | 1.00 | 1.00 | 1.00 | - | - | - | 1.00 |
| Pollard | - | 1.00 | 1.00 | 1.00 | 1.00 | - | - | - | 1.00 |
| Employee Assistance Program | - | - | - | - | - | - | - | - | - |
| Staff 504 Accommodations | - | - | - | - | - | - | - | - | - |
| Salary Supplemental | - | - | - | - | - | - | - | - | - |
| Sub Callers | - | - | - | - | - | - | - | - | - |
| Substitutes | 4.00 | 3.00 | 3.00 | 3.29 | - | 2.00 | - | 0.29 | 2.29 |
| Curriculum Development | - | - | - | - | - | - | - | - | - |
| General Supplies, Services & Equip | - | - | - | - | - | - | - | - | - |
| Production Center/Mail Room | 1.00 | 1.00 | 1.00 | 1.00 | - | - | - | 1.00 | 1.00 |
| Administrative Technology | 3.00 | 3.00 | 3.00 | 3.00 | - | - | - | 3.00 | 3.00 |
| Transportation | 1.50 | 1.29 | 1.29 | 6.36 | - | - | 0.71 | 5.65 | 6.36 |
| Subtotal Gen. Supply & Svc. | 11.50 | 12.29 | 12.09 | 18.64 | 2.90 | 3.00 | 0.71 | 9.94 | 16.54 |
| Elementary | | | | | | | | | |
| 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 |
| Middle | | | | | | | | | |
| 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 |
| High School | | | | | | | | | |
| 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 |
| Student Services | | | | | | | | | |
| 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 |
|-----------------------------------------|-------------------------|-------------------------|---------------------------|--------------------------|-------------------------|---------------------------|------------------------|-----------------------------|-------------------------|
| Psychology | 4.30 | 4.30 | 4.30 | 4.30 | - | 4.30 | - | - | 4.30 |
| 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 |
| Nursing | 8.50 | 8.30 | 8.61 | 9.11 | 1.00 | 7.61 | - | - | 8.61 |
| 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 |
| Special Education | 165.36 | 174.23 | 170.58 | 179.44 | 3.50 | 68.76 | 97.81 | 0.86 | 170.92 |
| 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 | - | - | - | - | - | - | - | - | - |
| English Language Learngers (ELL) | 3.34 | 3.41 | 3.45 | 3.58 | - | 1.00 | 2.59 | - | 3.58 |
| 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 | - | - | - | - | - | - | - | - | - |
| Reading | 7.40 | 8.00 | 8.00 | 9.30 | - | 8.60 | - | - | 8.60 |
| 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 |
| Student 504 Compliance | - | - | 0.50 | 0.50 | - | - | 0.50 | - | 0.50 |
| K-12 Attendance | - | - | - | - | - | - | - | - | - |
| Subtotal Student Services | 214.50 | 224.44 | 221.44 | 233.21 | 5.50 | 113.25 | 100.89 | 2.85 | 222.49 |
| K-12 Specialist Instruction | - | - | - | - | - | - | - | - | - |
| Science Center | 3.00 | 3.30 | 3.10 | 3.09 | - | 1.00 | 2.10 | - | 3.09 |
| 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 |
|--------------------------------------------|-------------------------|-------------------------|---------------------------|--------------------------|-------------------------|---------------------------|------------------------|-----------------------------|-------------------------|
| Educational Technology | 11.80 | 12.60 | 12.10 | 12.59 | - | 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 |
| Media Services | 12.14 | 12.64 | 12.30 | 12.69 | - | 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 |
| K-12 Dir. Media & Tech Services | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 | - | - | 1.00 | 2.00 |
| Physical Education | 16.80 | 17.00 | 17.00 | 17.40 | - | 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 |
| Health Education | 1.00 | 1.00 | 1.00 | 1.20 | - | 1.00 | - | - | 1.00 |
| High Rock | - | - | - | - | - | - | - | - | - |
| Pollard | 1.00 | 1.00 | 1.00 | 1.00 | - | 1.00 | - | - | 1.00 |
| HS | - | - | - | 0.20 | - | - | - | - | - |
| K-12 Dir. Health & Phys. Ed. | 1.60 | 1.30 | 1.30 | 1.00 | 0.80 | - | - | - | 0.80 |
| Fine Arts | 15.00 | 14.70 | 14.50 | 14.50 | - | 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 |
| Performing Arts | 10.40 | 12.04 | 11.41 | 12.88 | - | 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 |
| K-12 Dir. Fine & Perf. Arts | 1.50 | 1.90 | 1.90 | 1.90 | 1.00 | - | - | 0.90 | 1.90 |
| World Languages | 18.20 | 18.80 | 18.80 | 20.20 | - | 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 |
| K-12 Dir. World Languages | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 | - | - | - | 0.80 |
| Subtotal K-12 Specialists | 94.24 | 98.08 | 96.21 | 100.23 | 3.60 | 79.18 | 4.72 | 3.51 | 91.00 |
| GRAND TOTAL | 608.29 | 625.57 | 618.45 | 659.01 | 33.90 | 423.90 | 106.31 | 60.27 | 624.38 |

FY12 Budget Detail by Level

| Elementary Expenditures | FY09 Actual | FY10 Actual | FY11 Approved* | FY12 Request | FY12 Approved | \$ Inc/(Dec) Over FY11 | % Inc/ (Dec) | % FY12 TL |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------|--------------|----------------|
| Salaries | 15,993,006 | 16,836,573 | 17,175,726 | 18,524,220 | 17,465,951 | 290,225 | 1.69% | 97.86% |
| Purchase of Service | 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% |
| Totals | 16,556,064 | 17,272,705 | 17,560,839 | 19,001,107 | 17,848,623 | 287,784 | 1.64% | 100.00% |

Elementary Level Summary:

Description:

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

School Committee Budget Recommendation:

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

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

Base Budget Increases:

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

Program Improvement Increases:

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

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

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

- (\$23,113) Reduce 1.0 FTE Newman special education Teaching Assistant, due to budgetary constraints. SPED/
Newman
- (\$7,499) Eliminate the 0.3 FTE MCAS Specialist, due to budgetary constraints. MCAS support will be provided by existing personnel. Eliot
- (\$174,505) Federal Education Jobs funds have been applied to the FY 12 budget, for the purpose of bridging the current revenue gap. This reduction shifts \$174,505 in staff budget expense to the Education Jobs grant fund in FY 12. Media,
Technology &
SPED/ All
Schools
- (\$23,073) This request transfers a 0.8 FTE Preschool Teaching Assistant from the Operating Budget to the Preschool Revolving (fee-based) account. The operating funds will be shifted to the special education professional services account, for the purpose of providing summer services to special education students at a net cost of \$0. (A companion request is found in the District Level Summary.) SPED/
Preschool
- (\$373,063) **Subtotal Reductions**

Middle School Summary:

| Middle School Expenditures | FY09 Actual | FY10 Actual | FY11 Approved* | FY12 Request | FY12 Approved | \$ Inc/(Dec) Over FY11 | % Inc/ (Dec) | % FY12 TL |
|----------------------------|-------------|-------------|----------------|--------------|---------------|------------------------|--------------|-----------|
| Salaries | 7,612,984 | 8,773,038 | 8,977,626 | 9,577,186 | 9,314,035 | 336,409 | 3.75% | 97.33% |
| Purchase of Service | 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% |
| Totals | 7,849,110 | 9,005,068 | 9,236,164 | 9,847,194 | 9,569,893 | 333,729 | 3.61% | 100.00% |

Description:

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

School Committee Budget Recommendation:

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

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

Base Budget Increases:

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

- \$55,000 1.0 FTE High Rock special education teacher, to provide service to students enrolled at High Rock with Autism, Asperger's Syndrome, learning disabilities and emotional disabilities. SPED/High Rock
- \$110,000 2.0 FTE Pollard cluster teachers, to meet projected enrollments of 448 and 424 in Grades 7 and 8, respectively. These additional FTE would reduce class size in Grade 7 from 25 to 22 and in Grade 8 from 26.5 to 24. Pollard
- \$11,000 0.2 FTE Physical Education teacher at Pollard, to meet anticipated enrollments and scheduling requirements in FY 12. Phys. Ed. /Pollard
- \$5,500 0.1 FTE Pollard Performing Arts teacher, to meet anticipated enrollments and scheduling requirements in FY 12. Perf.Arts/Pollard
- \$11,000 0.2 FTE Pollard Visual Arts teacher, to meet anticipated enrollments and scheduling requirements in FY 12. Fine Arts/Pollard
- **\$260,094 Subtotal Base Budget Increases**

Program Improvement Increases:

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

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

- (\$2,432) 0.13 FTE decrease in ELL tutor hours to meet student needs. In addition, the number of budgeted days was increased from 200 to 215, based on Unit C contract requirements. This request offsets a \$16,432 increase to the ELL tutor hours/days in the Broadmeadow, Eliot, Hillside and Newman Elementary School budgets. ELL/Pollard
- (\$1,210) Reduce funds to hire substitutes for teachers who are engaged in professional development activities during the school day, due to budgetary constraints. The total reduction across all levels is \$5,000. Professional Development/ High Rock and Pollard
- (\$3,000) Reduce funds for tuition reimbursement for teachers (required under the terms of the Unit A contract), to better reflect prior year spending. The total reduction across all levels is \$20,000. Professional Development/ High Rock and Pollard
- (\$44,462) Federal Education Jobs funds have been applied to the FY 12 Media,

- | | | |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| | budget, for the purpose of bridging the current revenue gap. This reduction shifts \$44,462 in staff budget expense to the Education Jobs grant fund in FY 12. | Technology & SPED/ High Rock & Pollard Substitutes/NHS |
| • (\$1,560) | Reduce the permanent substitute daily rate from \$112.75 to \$104.08, due to funding constraints. A companion request is presented the High School Summary for (\$6,172.) | |
| • (\$52,664) | Subtotal Reductions | |

High School Summary:

| High School Expenditures | FY09 Actual | FY10 Actual | FY11 Approved* | FY12 Request | FY12 Approved | \$ Inc/(Dec) Over FY11 | % Inc/ (Dec) | % FY12 TL |
|--------------------------|-------------|-------------|----------------|--------------|---------------|------------------------|--------------|-----------|
| Salaries | 9,877,553 | 10,248,992 | 10,647,054 | 11,258,011 | 10,879,395 | 232,341 | 2.18% | 97.27% |
| Purchase of Service | 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% |
| Totals | 10,273,871 | 10,607,210 | 10,961,929 | 11,601,779 | 11,184,470 | 222,541 | 2.03% | 100.00% |

Description:

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

School Committee Budget Recommendation:

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

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

Base Budget Increases:

- \$5,387 Continue funding for the 0.64 FTE Office Aide position in the Principal's Office, hired in FY11 to provide reception coverage. The remaining 0.36 FTE of this position is funded by the Parking and Food Services accounts. NHS
- \$6,821 Expand the work year of the 1.0 FTE Guidance secretary from 10 months to 12 months, for the purpose of providing support for guidance counselors who work during the summer preparing college recommendations and student assignments. Guidance/NHS
- (\$6,847) In the current year, 2.0 FTE Special Education Teaching Assistants were converted into a 0.62 FTE Special Education Teacher at Needham High School. This request permanently authorizes that staffing change. SPED/NHS
- \$16,710 Continue funding for a 0.59 FTE Special Education Teaching Assistant, who was hired during the current year, to provide services to students with IEP's. SPED/NHS

- \$220,000 4.0 FTE NHS teaching staff, to provide elective options for students in the areas of Science, Math, Social Studies, English and World Languages, given increased High School enrollments for FY 12. NHS/World Languages
- \$0 Repurpose \$3,600 in cafeteria monitor stipends to create a 0.29 FTE Cafeteria Supervisor position, to oversee student lunches and schedule monitors. Cafeteria Substitutes
- **\$242,071 Subtotal Base Budget Increases**

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

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

District Level Summary:

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

Description:

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

School Committee Budget Recommendation:

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

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

Base Budget Increases

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

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

Program Improvement Increases:

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

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

- | | | |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| • (\$7,500) | Reduction to District-wide postage funds, due to budget constraints | Production Center |
| • (\$5,000) | Reduction to District-wide copier repair/maintenance budget, due to funding constraints | Production Center |
| • (\$10,000) | Reduction in legal fees, to reflect prior year expenditures | School Committee |
| • (\$22,268) | To achieve budget savings, the School Committee recommends revising the pay scale for long-term substitute teachers. The budget amount is based on 90% of the existing Step 1 rate for non-critical shortage or difficult-to-fill positions. | Substitutes |
| • (\$2,516) | Reduced funding for Administrative Technology conferences/travel, due to funding constraints | Administrative Technology |
| • (\$1,000) | Reduced funding for Director of Personnel travel/conferences, due to funding constraints | Director of Personnel |
| • (\$1,000) | Reduction for Staff 504 Compliance expenses, due to funding constraints | 504 Compliance |
| • (\$183,398) | Federal Education Jobs funds have been applied to the FY 12 budget, for the purpose of bridging the current revenue gap. This reduction shifts \$183,398 in staff budget expense to the Education Jobs grant fund in FY 12. | Media, Technology & SPED |
| • (\$232,684) | Subtotal Reductions | |

FY12 Demographic Data of Comparable Communities

| Community | FY10 Average Single Family Tax Bill (1) | | 1999 Median Family Income (1) | | FY10 Per- Pupil Expenditure (2) | | FY10 Student Teacher Ratio (2) | | 2010 MCAS (2) | | 2009 Combined SAT (3) | | FY11 Teacher Starting Salary with Masters (4) | | FY11 Teacher Top Salary with Masters (4) | | FY11 Teacher Starting Salary with Masters + 30 (4) | | FY11 Teacher Top Salary with Masters + 30 (4) | | Rank |
|-------------|-----------------------------------------------------|------|----------------------------------------|------|------------------------------------------|------|-----------------------------------------|-------|------------------|------|-----------------------------|-----|-----------------------------------------------------------|------|---------------------------------------------------|------|-------------------------------------------------------------|------|--------------------------------------------------------|------|------|
| | Amount | Rank | Amount | Rank | Amount | Rank | Rank | Ratio | Score | Rank | Rank | SAT | Rank | Rank | Rank | Rank | Rank | Rank | Rank | Rank | |
| Belmont | \$ 9,676 | 9 | \$95,057 | 14 | \$ 11,609 | 19 | 15.7 to 1 | 21 | 84.5 | 6 | 1774 | 11 | \$ 48,621 | 4 | \$ 85,010 | 3 | \$ 51,287 | 5 | \$ 89,255 | 7 | |
| Brookline | \$ 11,879 | 4 | \$92,993 | 15 | \$ 17,090 | 2 | 12.6 to 1 | 3 | 80.1 | 14 | 1758 | 13 | \$ 47,806 | 7 | \$ 81,014 | 8 | \$ 50,846 | 8 | \$ 87,532 | 8 | |
| Concord * | \$ 11,650 | 5 | \$115,639 | 5 | \$ 16,438 | 4 | 13.9 to 1 | 13 | 83.1 | 8 | 1870 | 3 | \$ 49,703 | 3 | \$ 89,511 | 1 | \$ 52,251 | 3 | \$ 94,104 | 1 | |
| Dedham | \$ 5,483 | 19 | \$72,330 | 19 | \$ 14,852 | 11 | 13.3 to 1 | 8 | 66.6 | 19 | 1546 | 20 | \$ 48,573 | 5 | \$ 73,658 | 18 | \$ 50,924 | 7 | \$ 78,934 | 16 | |
| Dover | \$ 12,074 | 3 | \$157,168 | 2 | \$ 15,646 | 8 | 13.7 to 1 | 11 | 84.9 | 5 | 1799 | 8 | \$ 49,993 | 1 | \$ 83,144 | 6 | \$ 52,935 | 1 | \$ 89,374 | 5 | |
| Framingham | \$ 5,197 | 20 | \$67,420 | 21 | \$ 15,675 | 7 | 12.6 to 1 | 3 | 58.7 | 21 | 1609 | 18 | \$ 47,402 | 8 | \$ 75,781 | 15 | \$ 50,646 | 9 | \$ 78,452 | 18 | |
| Holliston | \$ 6,754 | 16 | \$84,878 | 17 | \$ 12,186 | 16 | 13.3 to 1 | 8 | 79.1 | 16 | 1744 | 15 | \$ 44,743 | 17 | \$ 80,322 | 9 | \$ 49,513 | 14 | \$ 85,067 | 10 | |
| Hopkinton | \$ 7,904 | 14 | \$102,550 | 13 | \$ 11,921 | 18 | 14.7 to 1 | 16 | 81.3 | 11 | 1645 | 16 | \$ 45,460 | 13 | \$ 75,347 | 16 | \$ 51,040 | 6 | \$ 80,935 | 14 | |
| Lexington | \$ 10,032 | 8 | \$111,899 | 7 | \$ 15,962 | 5 | 11.8 to 1 | 1 | 86.9 | 2 | 1882 | 1 | \$ 45,696 | 12 | \$ 78,717 | 12 | \$ 49,355 | 15 | \$ 83,762 | 11 | |
| Medfield | \$ 8,477 | 13 | \$108,926 | 9 | \$ 10,741 | 21 | 15.3 to 1 | 20 | 79.4 | 15 | 1750 | 14 | \$ 45,211 | 15 | \$ 76,990 | 14 | \$ 48,387 | 17 | \$ 83,153 | 13 | |
| Natick | \$ 5,561 | 17 | \$85,715 | 16 | \$ 12,910 | 14 | 14.1 to 1 | 15 | 80.5 | 13 | 1642 | 17 | \$ 45,237 | 14 | \$ 70,546 | 21 | \$ 49,761 | 12 | \$ 77,599 | 20 | |
| Needham | \$ 7,719 | 15 | \$107,570 | 10 | \$ 13,245 | 13 | 15.2 to 1 | 19 | 81.9 | 10 | 1795 | 10 | \$ 45,989 | 11 | \$ 79,161 | 11 | \$ 49,537 | 13 | \$ 83,499 | 12 | |
| Newton | \$ 8,592 | 12 | \$105,289 | 11 | \$ 16,597 | 3 | 13.2 to 1 | 6 | 81.0 | 12 | 1846 | 5 | \$ 47,070 | 10 | \$ 80,288 | 10 | \$ 50,645 | 10 | \$ 85,244 | 9 | |
| Norwood | \$ 3,662 | 21 | \$70,164 | 20 | \$ 12,790 | 15 | 12.8 to 1 | 5 | 63.8 | 20 | 1510 | 21 | \$ 42,415 | 20 | \$ 72,589 | 19 | \$ 45,479 | 21 | \$ 75,653 | 21 | |
| Sherborn ** | \$ 13,119 | 2 | \$136,211 | 3 | \$ 15,784 | 6 | 13.2 to 1 | 6 | 85.3 | 3 | 1799 | 8 | \$ 49,993 | 1 | \$ 83,144 | 6 | \$ 52,935 | 1 | \$ 89,374 | 5 | |
| Walpole | \$ 5,538 | 18 | \$84,458 | 18 | \$ 11,971 | 17 | 14.9 to 1 | 18 | 75.2 | 18 | 1583 | 19 | \$ 41,924 | 21 | \$ 74,047 | 17 | \$ 46,953 | 20 | \$ 78,707 | 17 | |
| Wayland | \$ 11,471 | 6 | \$113,671 | 6 | \$ 15,219 | 10 | 14.0 to 1 | 14 | 82.6 | 9 | 1838 | 6 | \$ 45,015 | 16 | \$ 83,679 | 5 | \$ 47,058 | 18 | \$ 92,061 | 3 | |
| Wellesley | \$ 11,281 | 7 | \$134,769 | 4 | \$ 15,392 | 9 | 13.3 to 1 | 8 | 79.1 | 16 | 1853 | 4 | \$ 48,411 | 6 | \$ 85,732 | 2 | \$ 52,149 | 4 | \$ 92,349 | 2 | |
| Weston | \$ 15,835 | 1 | \$181,041 | 1 | \$ 18,591 | 1 | 12.2 to 1 | 2 | 85.2 | 4 | 1873 | 2 | \$ 47,199 | 9 | \$ 84,447 | 4 | \$ 49,863 | 11 | \$ 90,039 | 4 | |
| Westwood | \$ 8,594 | 11 | \$103,242 | 12 | \$ 13,814 | 12 | 14.8 to 1 | 12 | 83.6 | 7 | 1760 | 12 | \$ 44,220 | 19 | \$ 78,481 | 13 | \$ 47,000 | 19 | \$ 80,668 | 15 | |
| Winchester | \$ 9,167 | 10 | \$110,226 | 8 | \$ 11,363 | 20 | 13.7 to 1 | 17 | 87.2 | 1 | 1808 | 7 | \$ 44,327 | 18 | \$ 70,787 | 20 | \$ 48,517 | 16 | \$ 77,819 | 19 | |

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

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

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

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

* - Concord-Carlisle

** - Dover-Sherborn

Per Pupil Expenditures

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

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

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

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

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

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

(4) Based on Total FTE Average Membership = 5410.4

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

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

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

Per Pupil Expenditures:

| Community | FY 01 (1) | FY 02 (2) | FY 03 (2) | FY 04 (2) | FY 05 (3) | FY 06 (3) | FY 06 (3) | FY 07 (3) | FY 08 (3) | FY 09 (3) | FY 10 (3) |
|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Weston | \$11,018 | \$10,909 | \$11,404 | \$12,077 | \$14,414 | \$16,073 | \$16,073 | \$16,467 | \$17,017 | \$18,023 | \$18,591 |
| Brookline | \$10,550 | \$10,268 | \$10,578 | \$11,107 | \$13,836 | \$14,929 | \$14,929 | \$15,098 | \$15,431 | \$16,847 | \$17,090 |
| Newton | \$10,116 | \$10,140 | \$11,140 | \$11,431 | \$13,533 | \$13,822 | \$13,822 | \$14,524 | \$15,498 | \$16,243 | \$16,597 |
| Concord | \$10,275 | \$9,640 | \$10,157 | \$10,567 | \$13,037 | \$14,411 | \$14,411 | \$15,514 | \$17,486 | \$16,342 | \$16,438 |
| Lexington | \$9,568 | \$9,482 | \$9,686 | \$8,797 | \$11,929 | \$12,600 | \$12,600 | \$12,768 | N/A | \$15,368 | \$15,862 |
| Sherborn | \$9,936 | \$8,195 | \$9,211 | \$8,992 | \$10,061 | \$15,559 | \$15,559 | \$12,250 | \$12,700 | \$14,121 | \$15,784 |
| Framingham | \$8,986 | \$8,945 | \$9,699 | \$10,518 | \$13,681 | \$13,621 | \$13,621 | \$14,169 | \$14,621 | \$15,373 | \$15,675 |
| Dover | \$9,942 | \$8,603 | \$9,856 | \$10,253 | \$12,786 | \$15,559 | \$15,559 | \$14,615 | \$15,084 | \$16,591 | \$15,646 |
| Wellesley | \$9,298 | \$9,244 | \$9,589 | \$9,802 | \$11,243 | \$11,494 | \$11,494 | \$12,776 | \$13,916 | \$14,330 | \$15,392 |
| Wayland | \$8,743 | \$8,711 | \$10,042 | \$9,944 | \$11,599 | \$12,317 | \$12,317 | \$13,214 | N/A | \$14,342 | \$15,219 |
| Dedham | \$8,783 | \$8,524 | \$8,761 | \$9,488 | \$11,637 | \$12,594 | \$12,594 | \$13,393 | \$13,893 | \$14,837 | \$14,852 |
| Westwood | \$8,839 | \$8,976 | \$9,564 | \$9,747 | \$11,592 | \$11,885 | \$11,885 | \$12,436 | \$13,305 | \$13,679 | \$13,814 |
| Needham | \$8,847 | \$8,434 | \$8,721 | \$9,004 | \$10,788 | \$11,291 | \$11,291 | \$12,070 | \$12,552 | \$12,955 | \$13,245 |
| State | \$7,874 | \$8,005 | \$8,273 | \$8,591 | \$10,626 | \$11,211 | \$11,211 | \$11,865 | \$12,497 | \$13,055 | \$13,064 |
| Natick | \$8,364 | \$8,088 | \$7,319 | \$8,637 | \$10,290 | \$11,092 | \$11,092 | \$11,829 | N/A | \$12,926 | \$12,910 |
| Norwood | \$7,598 | \$7,246 | \$7,894 | \$8,004 | \$10,648 | \$11,028 | \$11,028 | \$12,052 | N/A | \$12,993 | \$12,790 |
| Holliston | \$7,081 | \$7,437 | \$8,055 | \$7,938 | \$9,524 | \$10,193 | \$10,193 | \$10,856 | \$11,217 | \$11,604 | \$12,186 |
| Walpole | \$6,940 | \$7,641 | \$7,230 | \$7,603 | \$9,437 | \$10,277 | \$10,277 | \$10,470 | \$11,232 | \$11,812 | \$11,971 |
| Hopkinton | \$6,724 | \$7,031 | \$8,254 | \$8,176 | \$9,497 | \$10,544 | \$10,544 | \$11,114 | \$11,365 | \$11,551 | \$11,921 |
| Winchester | \$8,390 | \$7,937 | \$8,278 | \$8,646 | \$9,884 | \$10,139 | \$10,139 | \$10,886 | \$10,865 | \$11,290 | \$11,363 |
| Medfield | \$6,046 | \$6,114 | \$6,517 | \$6,761 | \$8,082 | \$8,597 | \$8,597 | \$9,472 | \$9,967 | \$10,542 | \$10,741 |
| Average of 20 | \$8,758 | \$8,551 | \$9,154 | \$9,337 | \$11,339 | \$12,345 | \$12,345 | \$12,754 | \$13,450 | \$14,039 | \$14,341 |
| Needham | \$8,847 | \$8,434 | \$8,721 | \$9,004 | \$10,788 | \$11,291 | \$11,291 | \$12,070 | \$12,552 | \$12,955 | \$13,245 |
| State Average | \$7,874 | \$8,005 | \$8,273 | \$8,591 | \$10,626 | \$11,211 | \$11,211 | \$11,865 | \$12,497 | \$13,055 | \$13,064 |

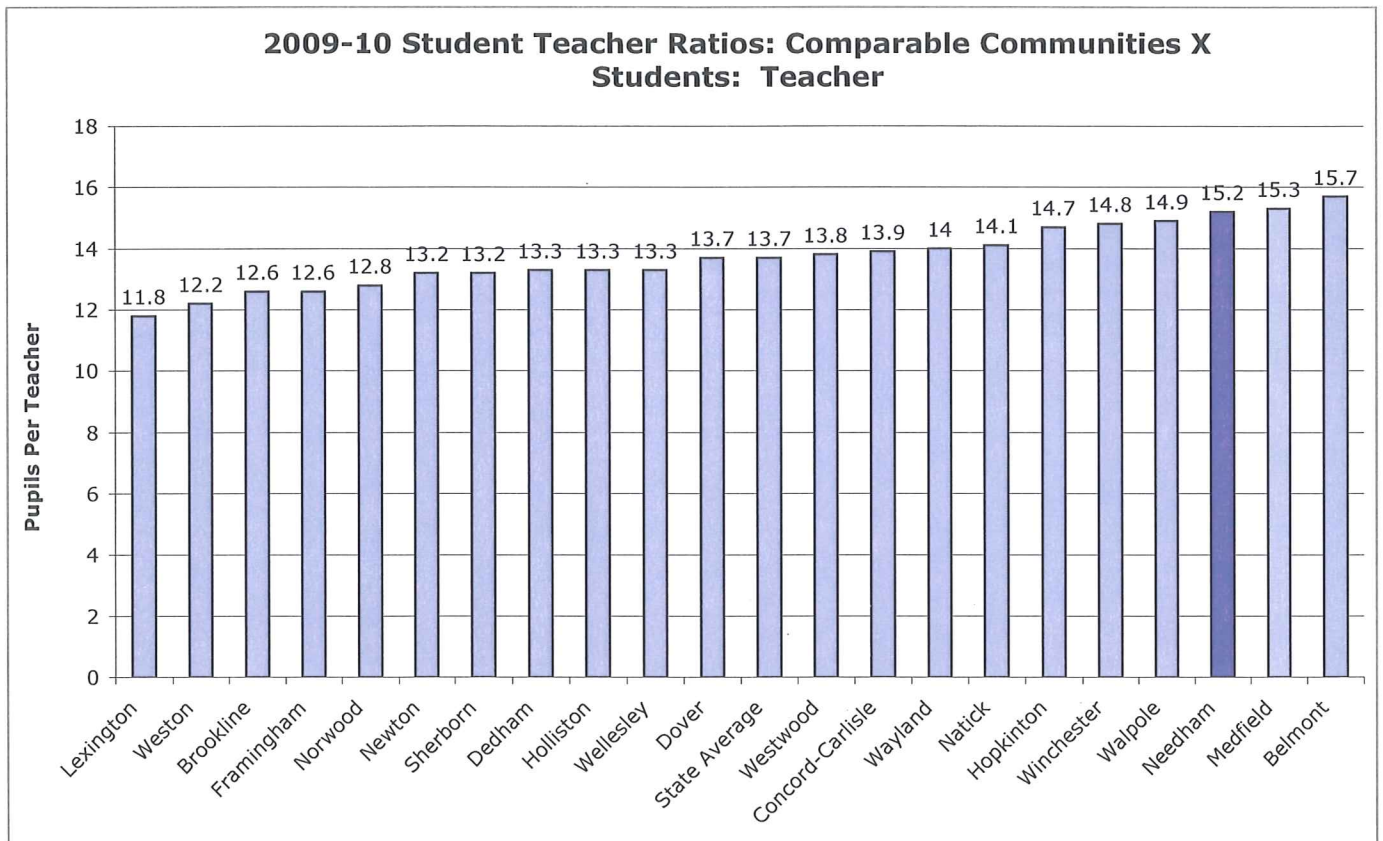
(1) Source: Massachusetts Department of Education. These figures represent "total intergrated education costs" divided by "net average membership," as a measure of "the average cost of education for all children residing in a community, regardless of the district where they attend." Total integrated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

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

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

Staffing Ratios

The high value per dollar expended of Needham education also is demonstrated by the following staffing ratio charts, which show that, in FY10, there are more students assigned to each teacher in Needham, on average, than in most surrounding communities and in the state, overall. Needham's average student to teacher ratio (15.2:1, which includes special education classrooms) also is higher than the average ratio from comparable communities (13.7:1.) Source: MA Department of Education



Plans of High School Graduates:

Plans of High School Graduates (Percent)

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

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

State and National Testing Results:

Ten Year Comparison of SAT Scores:

Comparison of SAT Scores

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

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

Massachusetts Comprehensive Assessment System (MCAS) Test Score Summary:

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

MCAS Language Arts:

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

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

MCAS Reading:

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

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

MCAS Mathematics:

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

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

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

MCAS History & Social Science:

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

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

MCAS Science & Technology:

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

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

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

5.0-4.75(CR729,M731,W731)

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

4.74-4.50(CR677,M698,W703)

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

4.49-4.25(CR632,M649,W665)

Babson College

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

4.24-4.0 (CR604,M627,W626)

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

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

3.99-3.75 (CR595,M582,W585)

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

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

3.74-3.50(CR562,M556,W552)

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

3.49&Below(CR521,M522,W512)

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

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

Grants Summary: FY01 – FY11

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

GRANT DETAIL

| Mass DOE -- State/Federal Entitlement | FY '01 | FY '02 | FY '03 | FY '04 | FY '05 | FY '06 | FY '07 | FY '08 | FY '09 | FY '10 | FY '11 |
|-----------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| SPED 94-142 (Federal) | 377,230 | \$562,643 | \$688,820 | \$825,667 | \$956,645 | \$1,027,201 | \$1,033,324 | \$1,059,524 | \$1,081,786 | \$1,156,627 | \$1,196,241 |
| SPED Early Childhood Education | 36,010 | \$36,777 | \$36,735 | \$36,443 | \$36,215 | \$35,967 | \$35,971 | \$36,007 | \$35,079 | \$35,108 | \$35,177 |
| SPED Supporting Access to the Curriculum | 35,939 | \$44,850 | \$48,015 | \$35,952 | \$25,121 | \$15,000 | \$42,752 | \$29,885 | \$16,417 | \$0 | \$0 |
| METCO | 603,640 | \$621,160 | \$624,040 | \$573,160 | \$633,475 | \$736,821 | \$838,128 | \$870,157 | \$839,875 | \$798,641 | \$766,561 |
| TITLE IID – Technology* | 12,076 | \$12,798 | \$7,761 | \$5,555 | \$5,181 | \$3,833 | \$1,927 | \$2,022 | \$2,276 | \$2,278 | \$0 |
| Title IIA – Improving Educator Quality* | | | \$85,040 | \$84,317 | \$80,937 | \$80,680 | \$79,005 | \$79,473 | \$82,135 | \$82,448 | \$81,328 |
| Title V -- Innovative Programs* | | | \$13,200 | \$12,936 | \$9,862 | \$6,776 | \$3,396 | \$3,460 | \$0 | \$0 | \$0 |
| Title IV -- Safe and Drug Free Schools* | 20,806 | \$20,276 | \$18,488 | \$16,897 | \$16,014 | \$15,390 | \$14,679 | \$13,384 | \$13,628 | \$11,809 | \$5,476 |
| Title I (academic assistance - low-income students) | 85,505 | \$171,862 | \$209,262 | \$140,968 | \$106,846 | \$96,106 | \$80,647 | \$80,433 | \$81,840 | \$88,343 | \$89,969 |
| LSP Summer Support/ Title III | | | | | | | | | | | \$2,953 |
| Class Size Reduction Program | 34,390 | \$42,549 | Now IIA&V | | | | \$12,000 | | | | |
| SPED Corrective Action | | | | | \$6,000 | | | | | | |
| SPED Program Review (audit prep) | | | \$3,500 | | | | | | | | |
| Early Childhood Curriculum/IEP Study Group | | | \$3,285 | | | | | | | | |
| Early Childhood Increasing Capacity | | | \$7,000 | \$0 | | | | | | | |
| Early Childhood Mental Health | | | \$395 | | | | | | | | |
| Limited English Proficient Assessments | | | \$32,387 | \$48,169 | \$54,113 | \$40,709 | \$36,084 | \$32,131 | \$33,820 | \$27,909 | \$24,238 |
| ARRA - SFSF Recovery Grant | | \$28,337 | | | | | | | \$643,484 | \$580,867 | \$457,937 |
| ARRA - IDEA Special Education (School Age) | | | | | | | | | \$580,984 | \$803,002 | \$803,002 |
| ARRA - IDEA Special Education (Preschool) | | | | | | | | | \$26,952 | \$26,952 | \$0 |
| Education Jobs | | | | | | | | | | | |
| Subtotal | \$1,311,325 | \$1,650,684 | \$1,777,928 | \$1,780,064 | \$1,930,409 | \$2,058,483 | \$2,177,913 | \$2,206,476 | \$2,830,340 | \$3,391,966 | \$3,489,834 |

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

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

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

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

Grants Summary: FY01 – FY11 (continued)

| OTHER GRANTS | FY '01 | FY '02 | FY '03 | FY '04 | FY '05 | FY '06 | FY '07 | FY '08 | FY '09 | FY '10 | FY '11 |
|--------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Corporate | | | | | | | | | | | |
| Mass Insight/Microsoft/Lesley test data analysis software donation | | | \$60,000 | | | | | | | | |
| Higher Education | | | | | | | | | | | |
| Harvard Volunteer Consulting Team | In-kind | | In-kind | In-kind | In-kind | In-kind | In-kind | In-kind | | | |
| Olin College | | | | | | | | | | | |
| Foundation | | | | | | | | | | | |
| MetroWest Community Health Care Foundation | 46,000 | \$50,000 | | \$35,135 | \$10,000 | \$55,000 | \$55,000 | \$55,000 | \$25,000 | \$0 | \$59,500 |
| MetroWest Obesity Grant | | | | | | \$32,650 | | | | | |
| Needham Education Foundation Spring grants | 73,174 | \$44,376 | \$75,135 | \$57,710 | \$38,754 | \$32,252 | \$30,923 | \$26,769 | \$57,592 | \$29,191 | \$73,410 |
| Needham Education Foundation Autumn grants | | | | \$22,791 | \$33,477 | \$28,941 | \$39,207 | \$65,240 | \$40,342 | \$51,895 | \$28,276 |
| Needham Education Foundation large grants | 28,100 | \$15,000 | \$15,000 | \$30,000 | \$26,115 | \$54,313 | \$30,000 | \$45,000 | \$13,927 | \$0 | \$61,394 |
| Needham Education Foundation Collaborative Init. | | | | | | | \$10,000 | \$10,000 | \$0 | \$0 | \$0 |
| Needham Education Found Out of Cycle | | | | | | | \$9,000 | | | | |
| Jason Foundation | | In-kind | In-kind | In-kind | In-kind | | \$8,800 | \$1,200 | \$0 | \$0 | \$0 |
| MA Biotechnology Ed Found BioTech Award | | | | | | | \$22,872 | | | | |
| Smart Technologies | | | | | | | \$18,000 | \$23,600 | \$0 | \$0 | \$0 |
| Needham Cong Church-Steps to Success | | | | | | | | | | | |
| Norfolk County District Attorney's Office | | | | | | | | | | | |
| Post-Graduation Safe Activities | | \$250 | \$250 | | | | \$250 | \$250 | \$0 | \$0 | \$0 |
| MA Department of Public Health | | | | | | | | | | | |
| Enhanced School Health Services | 106,000 | \$106,000 | \$66,027 | \$58,604 | \$58,604 | \$64,049 | \$72,395 | \$72,395 | \$148,000 | \$121,360 | \$121,360 |
| DPH Public Health (Pass Through) | | | | | | | | \$25,000 | \$0 | \$0 | \$0 |
| U.S. Department of Education | | | | | | | | | | | |
| Project SERV – Suicide | | | | | | | \$25,500 | | | | |
| U.S. Environmental Protection Agency | | | | | | | | | | | |
| Environmental Education - Science Center | | | | | | | | | | | \$44,510 |
| MA Cultural Council | | | | | | | | | | | |
| Creative Schools Program | | \$11,452 | | | | | \$8,000 | \$8,000 | \$200 | | |
| Yellow Bus | | | | | | | | \$50,000 | | | |
| MA Travel & Tourism (Riverside Contract) | | | | | | | | \$382,454 | \$285,061 | \$202,446 | \$388,450 |
| Subtotal | \$262,774 | \$263,078 | \$216,412 | \$204,240 | \$166,950 | \$234,555 | \$362,597 | \$382,454 | \$285,061 | \$202,446 | \$388,450 |

Revolving (Fee-Based) Funds: FY08 – FY11

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

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

| REVOLVING FUND | FY08 CURRENT REVENUE | FY08 TOTAL EXPENDED | FY08 ENDING BALANCE | FY09 CURRENT REVENUE | FY09 TOTAL EXPENDED | FY09 ENDING BALANCE | FY10 CURRENT REVENUE | FY10 TOTAL EXPENDED | FY10 ENDING BALANCE | NOTE |
|------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|---------------------------|---------------------------|------|
| SUMMER SPORTS CLINICS | 5,076 | (4,101) | 13,917 | 1,200 | 9,729 | 5,389 | 15,705 | 1,019 | 14,686 | |
| METCO REVOLVING FUND | 1,200 | - | 1,200 | 100 | 1,261 | 39 | 935 | 3,560 | 2,764 | |
| METCO SUMMER SCHOOL | 324,481 | 323,968 | 41,547 | 416,398 | 416,565 | 41,379 | 422,754 | 381,823 | 82,310 | |
| HIGH SCHOOL ATHLETICS | 1,824,567 | 1,528,702 | 920,882 | 1,825,725 | 1,858,945 | 887,663 | 1,903,329 | 1,840,099 | 950,893 | (5) |
| FOOD SERVICES | 185,243 | 177,073 | 54,944 | 229,907 | 203,232 | 81,618 | 223,276 | 237,199 | 67,695 | |
| ADULT EDUCATION | 8,970 | 11,375 | 9,212 | 24,815 | 21,613 | 12,414 | 13,793 | 5,266 | 20,940 | |
| STAFF DEVELOPMENT | | | | | | | | | | |
| GRAND TOTAL REVOLVING | 4,768,630 | 4,217,931 | 2,423,192 | 5,207,093 | 4,900,515 | 2,729,769 | 5,254,412 | 5,222,845 | 2,761,336 | |

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

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

(3) KASE fund balance includes assigned balances: \$54,000 fee pre-collections, 3 months operatinos (\$279,149), Bus Contingency (\$34,000), benefits (\$55,000), 0.5 SPED Aide (\$18,000), School relocation expenses (\$27,000).

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

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