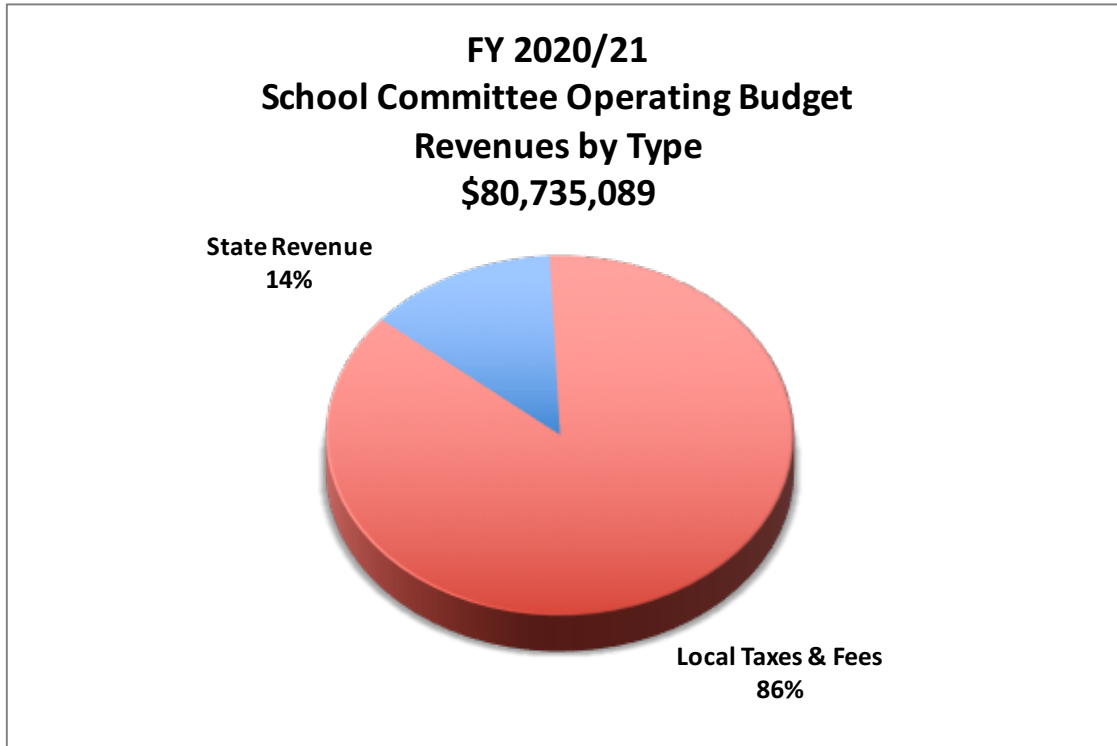


School Operating Budget Revenue & Expenditure Summary



Revenue Summary:

School Revenue	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Local Revenue:										
Property Taxes & Fees (5)	56,047,835	58,782,025	61,338,281	65,684,417	72,170,706	69,577,061	69,368,327	3,683,910	5.61%	85.9%
School-Related State Revenue / Assessments:										
School Choice (1)	(31,800)	(41,000)	(41,594)	(42,860)	(25,716)	(25,716)	(25,716)	17,144	-40.00%	0.0%
Charter School (2)	(25,800)	(27,607)	(71,387)	(87,507)	(80,420)	(80,420)	(80,420)	7,087	-8.10%	-0.1%
Special Education (3)	(33,072)	(37,286)	(17,209)	-	(35,652)	(35,652)	(35,652)	(35,652)	0.00%	0.0%
Homeless Transportation (4)	8,836	4,016	2,746	-	-	-	-	-	0.00%	0.0%
Chapter 70 Formula Aid (5)	8,671,395	9,166,360	9,876,152	10,451,715	11,508,550	11,508,550	11,508,550	1,056,835	10.11%	14.25%
Subtotal State	8,589,559	9,064,483	9,748,708	10,321,348	11,366,762	11,366,762	11,366,762	1,045,414	10.13%	14.1%
Totals	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	80,735,089	4,729,324	6.22%	100.0%

(1) School Choice sending Tuition Assessment. Source: School Business Office (actuals), Department of Revenue Cherry Sheet Estimates
 (2) Charter School Tuition Reimbursement, Net Sending Tuition Assessment. Source: School Business Office (actuals), Department of Revenue Cherry Sheet Estimates
 (3) Tuition Assessment to Mass Hospital School. Source: School Business Office (actuals), Department of Revenue Cherry Sheet Estimates
 (5) School Based Homeless Reimbursements. Source: School Business Office (actuals)
 (4) Chapter 70 excludes School Construction Chapter 645; Chapter 511; METCO & School Lunch Reimbursement. Excludes Circuit Breaker.
 Source: School Business Office (actuals), Department of Revenue Cherry Sheet Estimates
 (5) FY21 Town Manager Proposed Budget, January 28, 2020

Anticipated revenue for School Department operations in FY 2020/21 are shown above. This revenue, which consists of education-related “Cherry Sheet” aid from the state, as well as other state and local revenue, are based on January 2020 Town-wide revenue projections and the Governor's FY21 Budget (House 2.) 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 general government operations during the budget process. Based on this analysis, approximately 14.1% or \$11,366,762 of the \$80,735,089 school operating budget is funded by state revenue. Property taxes and other local receipts make up the difference, or \$69,368,327 (85.9%).

Chapter 70 School Formula Aid

The largest component of school revenue is Chapter 70 formula aid. The Education Reform Act of 1993 established the framework for providing public education in Massachusetts. The corresponding education funding formula was laid out in M.G.L. Chapter 70 and contains several key components. The most important of these components is the **Foundation Budget**, which represents the minimum spending level needed to provide an “adequate education” under the law. The goal of the Chapter 70 formula is to ensure that every district has sufficient resources to meet its Foundation Budget spending level, through an equitable combination of local property taxes and state aid.

The Foundation Budget is the most important factor used in calculating a district's Chapter 70 education aid amount. A district’s foundation budget is updated each year and is influenced by three factors: foundation enrollment, inflation, and the wage adjustment factor (WAF). **Foundation enrollment** is the count of the students for whom a district is financially responsible as of October 1st of any given year. The **Foundation Budget** is derived by multiplying the number of students in a number of foundation enrollment categories by cost rates in several different functional areas. The Foundation Budget is adjusted each year by a statutorily defined **inflationary factor**, affecting all districts in the same way, as well as a wage adjustment factor. The **wage adjustment factor (WAF)** gives a district credit for having higher school costs if it is located in a geographic area where average wages are higher than in other areas of the state.

Once the foundation budget is established, the state calculates each district’s state aid amount in the following manner. First, the state calculates each district’s **Required Local Contribution**, or the amount of local revenue each community must contribute towards the operation of its schools. The required local contribution is based on the municipality's wealth, as measured by aggregated property values and aggregate personal income, with each given equal weight, and is recalculated annually. The **Chapter 70 Aid Calculation** is simply the difference between a district’s required local contribution and its Foundation Budget. In this way, the formula is designed to have an equalizing effect by distributing less state aid to wealthy districts, and more state aid to less wealthy districts.

Districts may opt to contribute more local funds toward school operations than the required local contribution amount. The required local contribution is only a minimum amount that cities and towns must contribute toward their school districts, and many wealthier communities opt to contribute significantly more. The Town of Needham, for instance, contributed \$96,257,749 toward school operations in FY19 (including general government expenditures made on the School Department’s behalf), which exceeded the \$56,435,154 required net school spending amount by \$39,822,595.

In addition, since FY07, local contribution requirements have been based on progress toward a ‘target’ local contribution amount. The target local contribution amount establishes an ‘ideal’ goal for how much each city and town should contribute toward its foundation budget, based on the municipality’s wealth, with a maximum local share of 82.5% and a minimum state aid share of 17.5%, thus ensuring that all communities will receive some minimum amount of state funding. The state has been phasing in the target shares for more than a decade, finally reaching its full funding goal in FY19. Needham, as a relatively wealthy community, has a target local share of 82.5% and a state aide share of 17.5%.

Foundation Budget Review Commission

The FY15 state budget established the **Foundation Budget Review Commission (FBRC)** to “determine the educational programs and services necessary to achieve the commonwealth’s educational goals” and to “review the way foundation budgets are calculated and to make recommendations for potential changes in those calculations as the Commission deems appropriate.” The Commission noted that several aspects of the Chapter 70 funding formula have become outdated. In particular, the Commission noted that the actual costs of health insurance and special education have far surpassed the assumptions built into the formula for calculating the foundation budget, thereby reducing the resources available to support other categories of school spending. In addition, the Commission noted that the amounts intended to provide services to ELL and low-income students are less than needed to fully provide the level of intervention and support needed to ensure the academic and social-emotional success of these populations, or to allow the school districts serving them to fund the best practices that have been found successful.

Student Opportunity Act

In November 2019, the State Legislature passed An Act Relative to Educational Opportunity for Students, commonly known as the Student Opportunity Act (the Act.) The Act culminated a multi-year bipartisan effort to advance Chapter 70 education reform and implement a number of other education improvements.

The Chapter 70 reforms contained in the Act were intended to implement the funding recommendations of the FBRC. The Act established new, higher foundation budget rates in five areas: benefits and fixed charges, guidance and psychological services, special education, English learners and low-income students, all to be phased in over a seven-year period. In addition to these targeted rate increases, all foundation budget categories have been adjusted upward to account for inflation. (A separate inflation index was created for the employee benefits and fixed charges category, based on the enrollment-weighted, three-year average premium increase for all Group Insurance Commission plans.) Importantly, the Act also replaced the current definition of low income enrollment with a measure based on 185% of the federal poverty level, a change designed to increase the number of students identified as low-income in the formula. (The current "EcoDis" measure is based on 133% of the federal poverty level.) Finally, the Act updated other aspects of the Chapter 70 formula to codify formula changes that had previously been implemented through annual provisions in the state budget and added a new, minimum aid adjustment to the formula, for the purpose of providing 'hold harmless' aid to districts that otherwise would have lost aid due to the new foundation budget factors.

In addition to the Chapter 70 formula changes, the Act contained a number of other education improvements. The most significant of these improvements directed the Department of Elementary and Secondary Education (DESE) to establish statewide targets for addressing persistent disparities in student achievement. School districts are expected to establish targets for eliminating achievement gaps by subgroup, consistent with the state targets, and to develop three-year, evidence-based plans for meeting their targets. The first set of district plans are to be submitted to DESE by April 1, 2020. Another improvement required DESE to collect and publish district and high school level-data on student preparedness for workforce and post-graduate success and to recommend statewide and regional targets for student preparedness for workforce and post-secondary education. Two other significant improvements expanded the State's Special Education Circuit Breaker Program to include reimbursement for out of district transportation expenditures, and lifted the annual cap on Massachusetts School Building Authority spending for construction and renovation projects from \$600 million to \$800 million, effective in FY21.

Chapter 70 and the FY21 State Budget

The FY21 Chapter 70 formula aid estimate for Needham (summarized below) reflects Governor Baker's proposed state budget for the coming fiscal year, which implemented the recommendations of the Student Opportunity Act. These are preliminary estimates, which are subject to change as the House and Senate deliberate on the budget. The Commissioner will issue the final, official school spending requirements as soon as the Governor and Legislature approve either the FY21 state budget or an earlier local aid resolution.



FY21 Chapter 70 Summary

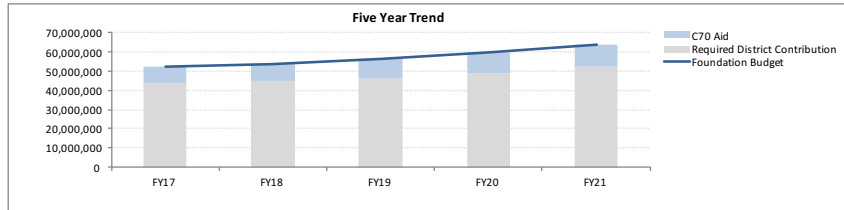
199 Needham

Aid Calculation FY21

Prior Year Aid		
1 Chapter 70 FY20	10,451,715	
Foundation Aid		
2 Foundation budget FY21	63,943,942	
3 Required district contribution FY21	52,435,392	
4 Foundation aid (2 - 3)	11,508,550	
5 Increase over FY20 (4 - 1)	1,056,835	
Minimum Aid		
6 Minimum \$30 per pupil increase	172,620	
7 Minimum aid amount (if line 6 - line 5 > 0, then line 6 - line 5, otherwise 0)	0	
Subtotal		
8 Sum of 1,5,7	11,508,550	
Minimum Aid Adjustment		
9 Minimum aid adjustment	11,201,481	
10 Aid adjustment increment (if line 9 - line 8 > 0, then line 9 - line 8, otherwise 0)	0	
Non-Operating District Reduction to Foundation		
11 Reduction to foundation	0	
FY21 Chapter 70 Aid		
Sum of 1,5,7,10 minus 11	11,508,550	

Comparison to FY20

	FY20	FY21	Change	Pct Chg
Enrollment	5,556	5,754	198	3.56%
Foundation budget	59,693,732	63,943,942	4,250,211	7.12%
Required district contribution	49,247,329	52,435,392	3,188,063	6.47%
Chapter 70 aid	10,451,715	11,508,550	1,056,835	10.11%
Required net school spending (NSS)	59,699,044	63,943,942	4,244,898	7.11%
Target aid share	17.50%	17.50%		
C70 % of foundation	17.51%	18.00%		
Required NSS % of foundation	100.01%	100.00%		



Note on Minimum Aid Adjustment on lines 9 and 10:

The minimum aid adjustment is the sum of (a) the greater of foundation aid or base aid determined based on the FY20 base and incremental rates, inflated to FY21, and (b) foundation enrollment multiplied by \$30. The aid adjustment increment (line 9) is the line 8 amount less the line 7 amount if the difference is positive. Otherwise, the increment is zero.

Grants and Fees

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 highlighted on subsequent pages.

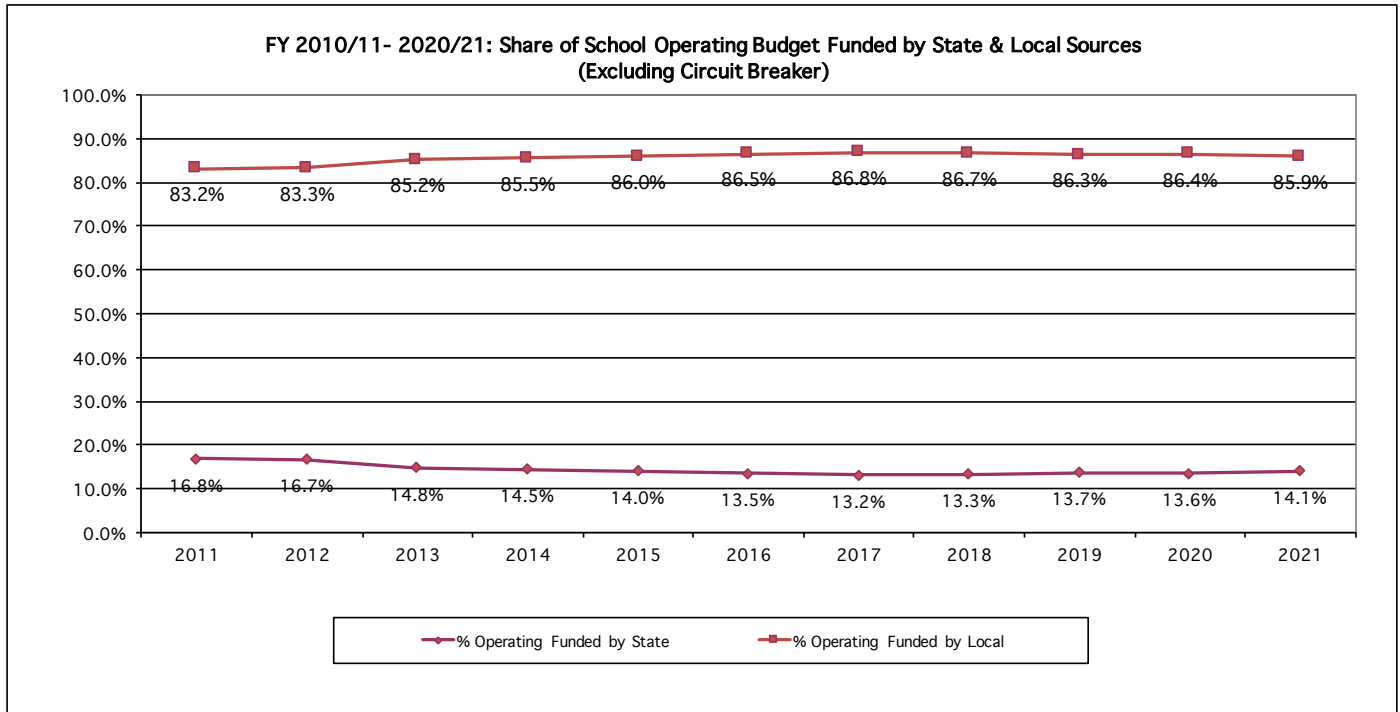
Trends in School Budget Revenue:

Trend: Predominately Local Funding for Education:

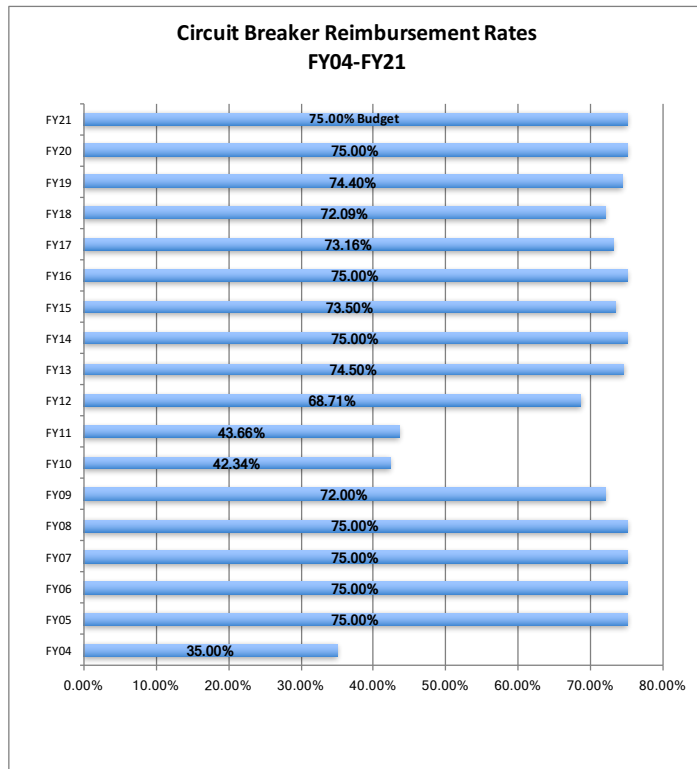
Local taxpayers provide the majority of funding for school operations.

The chart on the next page depicts the trend in state and local funding for school operations. Based on the Town's revenue projections for FY 2020/21, the state-funded portion of the school's operating budget is

projected to be 14.1%, while the locally-funded component is estimated at 85.9%. These shares are consistent with prior experience.



Trend: Continued Recovery of State Support for Special Education Tuition Expenses:



The State also is expected to continue its program of providing financial support for volatile special education out-of-district tuition expenses.

In FY 2003/04, the “Circuit Breaker” Program was created by the State Legislature to replace the former “50/50” program, which reimbursed districts for 50% of the cost of special education students placed in residential settings. The purpose of Circuit Breaker was to help districts pay for unexpected expenditures, during the year in which the increase occurred and provide more state funding for special education expenses. The formula voted by the State Legislature called for districts to receive 75% of their in-district and out-of-district special education costs exceeding an amount equal to four times the state Foundation Budget per pupil. However, because Circuit Breaker reimbursements are subject to appropriation, the actual reimbursement percentage has varied. In FY04, the State reimbursed districts at 35%. Between FY 2004/05 – FY 2007/08, the program was fully-funded at 75%. Due to state budget

at 35%. Between FY 2004/05 – FY 2007/08, the program was fully-funded at 75%. Due to state budget

constraints, however, the reimbursement rate dropped to 42.34% in FY 2009/10 and 43.66% in FY 2010/11. (Federal stimulus funds were used to cover the budget shortfall during this period.) Since then, the State has allocated more funding to Circuit Breaker, in an attempt to restore the reimbursement rate to the 75% level.

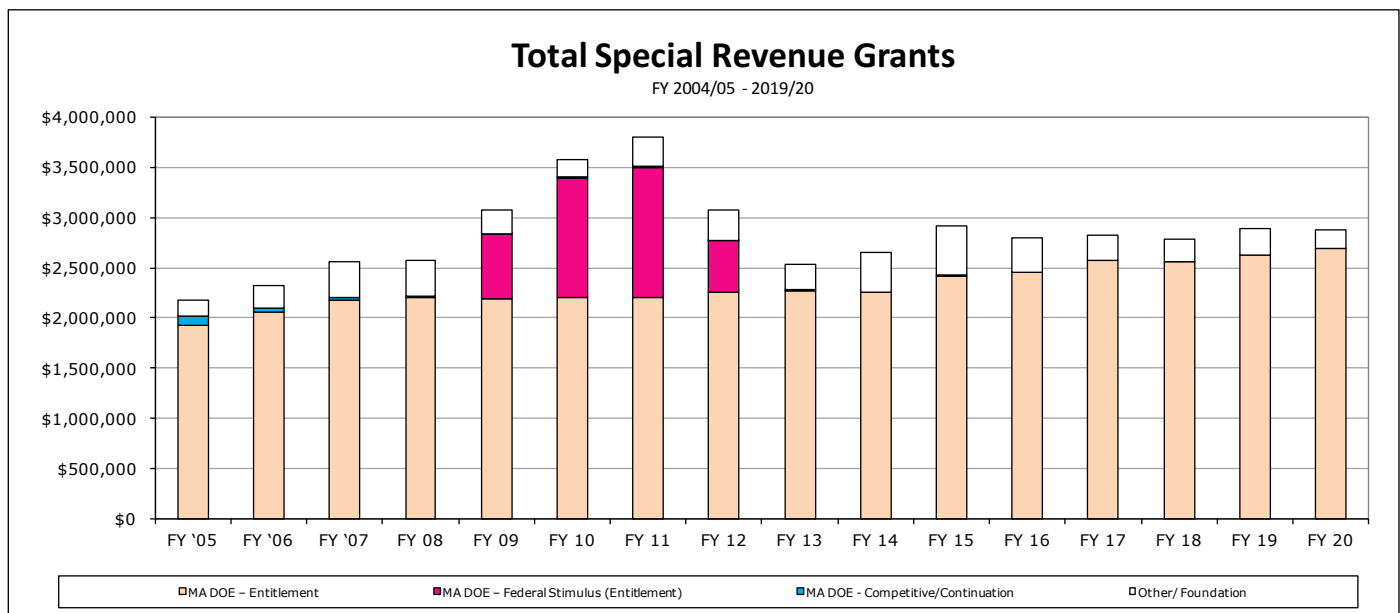
The Student Opportunity Act will expand the Circuit Breaker program to additionally reimburse districts for the cost of special education transportation, starting in FY21. The FY21 Needham school budget anticipates a 75% reimbursement rate of special education instructional and transportation expenses in excess of the state's new approved cost threshold of \$45,793 (in FY20 dollars.)

Trend: Grant Funding and 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.

Current year grant funds (excluding Circuit Breaker funds) total \$2,875,894, which are \$14,531 (0.5%) less than last year. Additional foundation grants are expected to be received later this Spring.

These funds have grown over time, even as their composition has changed. Over the past fifteen years, grant revenues have grown by \$694,488, or 31.8% (between FY05-FY20.) However, the composition of this revenue has changed. Nearly all of the increase has been driven by growth in federal entitlement funding for special education services and Title services, and by state funding for the METCO Program. Since FY05, these grant funds have increased by \$758,087 (39.3%.) Local grants (including grants from the Needham Education Foundation and the MetroWest Health Foundation) also have increased over time (by \$20,448, or 12.2%.) Needham stopped receiving competitive state/federal grant funds completely in FY15, and federal stimulus monies were received for a short time between FY09-FY12.



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 FY19, the School Department collected \$7,322,437 in fee revenues from approximately 50 different fee-based programs. Some of the largest fee based programs are described in the chart on the next page.

Program	FY19 Revenues	FY19 Fee
School Food Services	\$2,530,903	\$2.60/meal ES \$2.85/meal MS & HS
Kindergarten After School Program (KASE)	\$1,216,236	\$4,180/year (5-Day Week); \$3,540/year (4-Day Week); \$2,900/year (3-Day Week); \$2,040/year (2-Day Week)
Athletics	\$743,937	\$285/Interscholastic Sport Athlete with Surcharges of: \$300 Hockey & Ski; \$50 Swim & Dive. \$225/Club Sport Athlete with Surcharges of: \$225 Snowboarding; \$175 JV2 Hockey, Sailing, Squash & Fencing; \$75 Bowling & Water Polo. Family Cap of \$1,140. Event Tickets \$7 Adults/ \$5 Students/Seniors
Transportation	\$648,902	\$415/rider; \$840 Family Cap
Summer School	\$325,708	Fees range from \$75 - \$600, across 140 course offerings
Adult Education	\$348,413	Fees range from \$15 - \$665, across 230 course offerings
Preschool	\$334,323	\$4,620/year (4 Day/ Half-Day Session); \$3,465 (3-Day/ Half-Day Session); \$11,435/year (4 Day/ Full-Day Session); \$8,580 (3-Day/ Full-Day Session)
Elementary After School Enrichment (EASE)	\$201,926	Fees range from \$15 - \$225, across 125 course offerings
Fee-Based Music Instruction	\$161,902	\$100/student group lessons; \$864/32 weeks private lessons (+ \$60 registration fee)

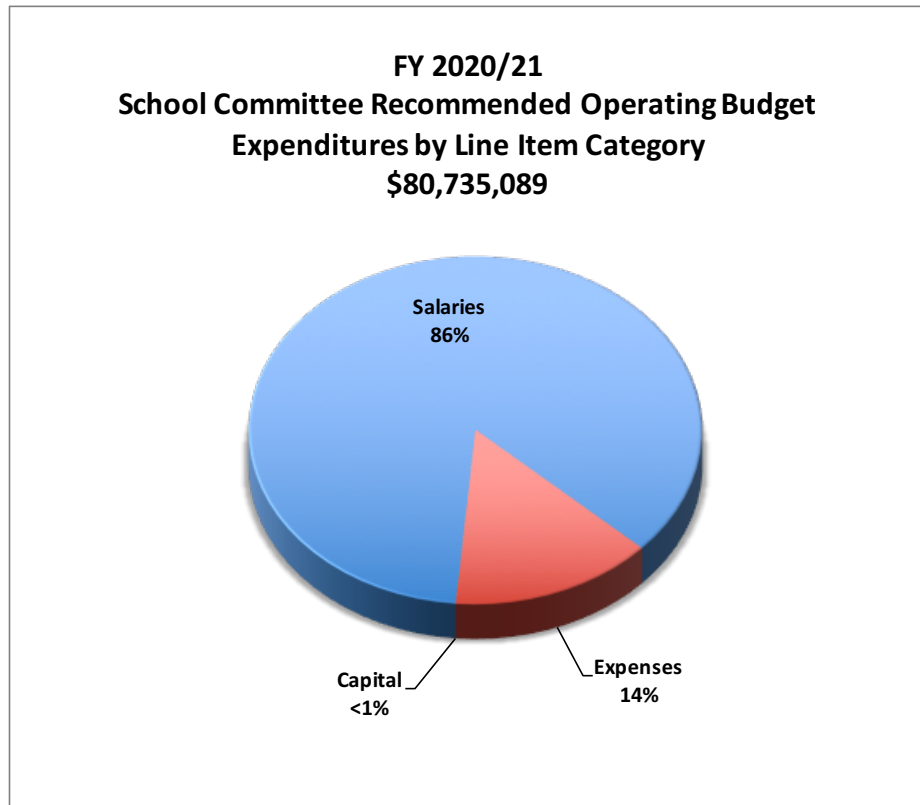
PORTRAIT OF A NEEDHAM GRADUATE

PREPARING *ALL* NEEDHAM PUBLIC SCHOOLS STUDENTS TO BE...



- * CREATIVE THINKERS AND PROBLEM SOLVERS**
- * COMMUNICATORS AND COLLABORATORS**
- * SOCIALLY AND CULTURALLY RESPONSIVE CONTRIBUTORS**
- * RESPONSIBLE AND RESILIENT INDIVIDUALS**
- * EMPOWERED LEARNERS**

School Operating Budget Revenue & Expenditure Summary

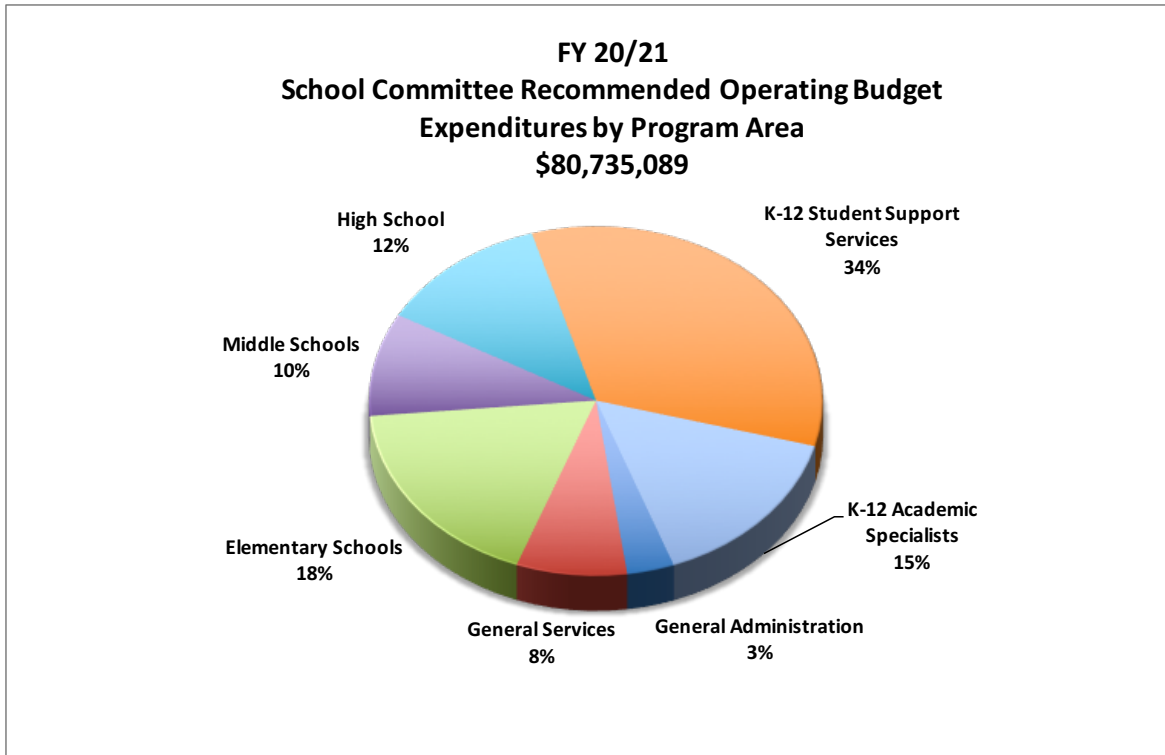


Expenditure Summary:

Category/Line Item	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt. Recomm	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	54,593,817	57,726,499	60,594,806	65,050,423	71,024,408	69,192,571	69,044,228	3,993,805	6.14%	85.5%
Expenses	10,027,061	10,074,498	10,457,971	10,950,592	12,508,310	11,746,502	11,686,111	735,519	6.72%	14.5%
Capital Outlay	16,515	45,513	34,213	4,750	4,750	4,750	4,750	-	0.00%	0.0%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	80,735,089	4,729,324	6.22%	100.0%

The School Committee's FY 2020/21 budget request totals \$80,735,089. This budget represents a 6.22%, \$4,729,324, increase from the current year budget of \$76,005,765. Salaries account for 85.5% of the total budget request, while purchase of service and expense accounts total 14.5% and capital outlay represents < 1%. Salary expenses increase by \$3,993,805 (6.14%), reflecting contractual salary adjustments for staff members and 14.17 FTE new positions. The new positions are required to provide for increased enrollment (4.08 FTE) and accommodate student support service needs (10.09 FTE.) Purchase of service and expense accounts increase by 6.72% (or \$735,519), reflecting increased spending on special education tuitions and student services. Capital outlay is level funded at \$4,750 in FY 2020/21.

Expenditures by Functional Area & Department:



Program Area/Department	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt. Recomm	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/ (Dec)	% FY21 TL
General Administration	2,175,778	2,547,070	2,722,658	2,634,104	2,917,719	2,731,204	2,709,954	75,850	2.9%	3.4%
General Services	4,212,854	4,317,773	4,710,105	5,726,492	6,681,987	6,390,247	6,349,862	623,370	10.9%	7.9%
Elementary Schools	11,196,940	11,621,903	12,179,992	13,983,873	14,775,369	14,549,239	14,471,118	487,245	3.5%	17.9%
Middle Schools	6,399,280	6,749,072	7,092,825	7,400,566	8,050,719	7,724,223	7,714,188	313,622	4.2%	9.6%
High School	8,245,330	8,637,378	9,044,234	9,426,259	10,082,996	9,909,776	9,909,776	483,517	5.1%	12.3%
K-12 Student Support Services	21,809,872	22,778,650	24,038,243	25,170,613	28,174,796	27,286,405	27,279,370	2,108,757	8.4%	33.8%
K-12 Academic Specialists	10,597,339	11,194,660	11,298,933	11,663,857	12,853,881	12,352,728	12,300,820	636,963	5.5%	15.2%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	80,735,089	4,729,324	6.22%	100.0%

PORTRAIT OF A NEEDHAM GRADUATE

DISTRICT PRIORITY #1

ALL STUDENTS ARE DRIVERS OF THEIR OWN LEARNING

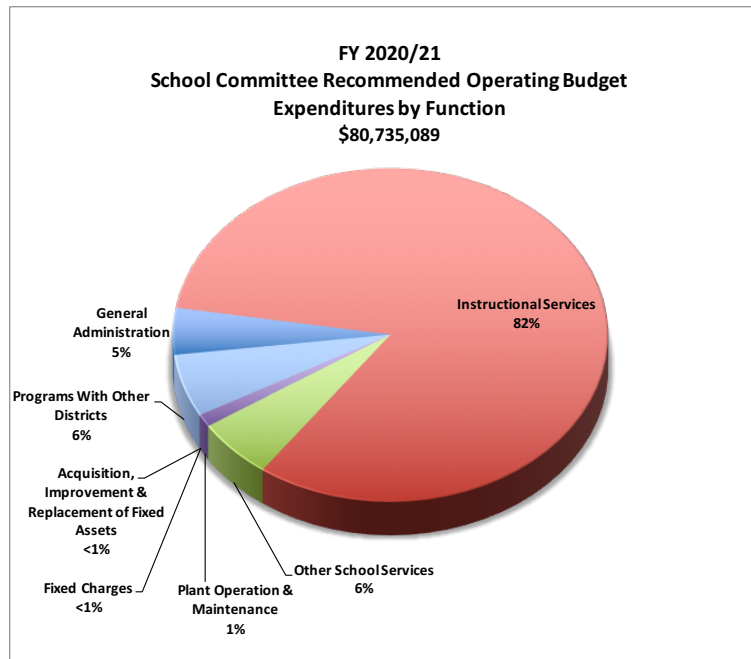
STRATEGIC OBJECTIVES FY20-FY25

Incorporate opportunities for student choice, independent learning, & personalized pathways

Provide structures & experiences that enable student efficacy, leadership, and voice

Teach students the content & skills necessary for them to grow personally and academically

Expenditures by Department of Education Functional Area:



Program/Department	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
General Administration (1000)										
School Committee (1110)	11,441	12,086	10,980	12,750	12,750	12,750	12,750	-	0.00%	0.0%
District Administration (1200)	1,290,812	1,473,055	1,618,099	1,682,350	1,775,948	1,740,433	1,740,433	58,083	3.45%	2.2%
<u>Finance & Administrative Services (1400)</u>	<u>1,299,186</u>	<u>1,527,848</u>	<u>1,689,037</u>	<u>1,746,282</u>	<u>2,415,895</u>	<u>2,264,895</u>	<u>2,229,002</u>	<u>482,720</u>	<u>27.64%</u>	<u>2.8%</u>
Subtotal	2,601,439	3,012,989	3,318,116	3,441,382	4,204,593	4,018,078	3,982,185	540,803	15.71%	4.9%
Instructional Services (2000)										
District-Wide Academic Leadership (2100)	1,198,512	1,237,126	3,090,092	4,119,772	4,330,711	4,149,266	4,149,266	29,494	0.72%	5.1%
School Building Leadership (2200)	5,253,864	5,459,880	4,338,796	4,119,306	4,449,832	4,344,168	4,344,168	224,862	5.46%	5.4%
Instruction - Teaching Services (2300)	42,066,307	44,356,876	46,228,111	48,673,828	53,111,980	51,791,853	51,662,553	2,988,725	6.14%	64.0%
Instructional Materials & Equipment (2400)	2,119,382	2,132,211	1,933,534	2,293,823	3,437,334	2,956,480	2,931,139	637,316	27.78%	3.6%
Guidance, Counseling & Testing Services (2700)	2,551,085	2,620,329	2,800,430	2,930,327	3,233,963	3,159,494	3,152,459	222,132	7.58%	3.9%
<u>Psychological Services (2800)</u>	<u>443,228</u>	<u>480,921</u>	<u>450,157</u>	<u>482,655</u>	<u>630,541</u>	<u>558,185</u>	<u>558,185</u>	<u>75,530</u>	<u>15.65%</u>	<u>0.7%</u>
Subtotal	53,632,378	56,287,343	58,841,120	62,619,711	69,194,361	66,959,446	66,797,770	4,178,059	6.67%	82.7%
Other School Services (3000)										
Attendance & Parent Liaison Services (3100)	30,149	26,849	4,715	28,473	28,501	28,501	28,501	28	0.10%	0.0%
Health Services (3200)	866,168	907,911	953,095	1,036,900	1,122,662	1,095,152	1,095,152	58,252	5.62%	1.4%
Student Transportation Services (3300)	2,099,603	2,026,433	2,215,891	2,436,160	2,563,852	2,548,852	2,548,852	112,692	4.63%	3.2%
Food Services (3400)	-	-	-	-	-	-	-	-	0.00%	0.0%
Athletic Services (3510)	487,182	524,348	505,754	580,126	692,080	653,342	653,342	73,216	12.62%	0.8%
<u>Other Student Activities (3520)</u>	<u>236,349</u>	<u>272,772</u>	<u>274,273</u>	<u>333,473</u>	<u>349,012</u>	<u>322,389</u>	<u>314,624</u>	<u>(18,849)</u>	<u>-5.65%</u>	<u>0.4%</u>
Subtotal Middle	3,719,451	3,758,313	3,953,728	4,415,132	4,756,107	4,648,236	4,640,471	225,339	5.10%	5.7%
Operation & Maintenance of Plant (4000)										
Maintenance of Grounds (4210)	-	-	-	-	1,025	-	-	-	0.00%	0.0%
Maintenance of Equipment (4230)	-	-	1,099	-	-	-	-	-	0.00%	0.0%
Extraordinary Maintenance (4300)	-	36,413	-	-	-	-	-	-	0.00%	0.0%
Networking & Telecommunications (4400)	387,904	402,669	264,577	640,802	222,020	222,020	222,020	(418,782)	-65.35%	0.3%
<u>Technology Maintenance (4450)</u>	<u>85,482</u>	<u>86,239</u>	<u>415,772</u>	<u>271,427</u>	<u>276,827</u>	<u>276,827</u>	<u>273,427</u>	<u>2,000</u>	<u>0.74%</u>	<u>0.3%</u>
Subtotal	473,386	525,321	681,448	912,229	499,872	498,847	495,447	(416,782)	-45.69%	0.6%
Fixed Charges (5000)										
<u>Employer Retirement (5100)</u>	<u>18,500</u>	<u>14,500</u>	<u>14,500</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>-</u>	<u>0.00%</u>	<u>0.0%</u>
Subtotal	18,500	14,500	14,500	2,000	2,000	2,000	2,000	-	0.00%	0.0%
Acquisition, Improvement & Replacement of Fixed Assets (7000)										
Acquisition & Improvement of Equipment (7300)	16,515	4,585	34,213	4,750	4,750	4,750	4,750	-	0.00%	0.0%
<u>Acquisition of Motor Vehicles (7500)</u>	<u>-</u>	<u>40,928</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>0.0%</u>
Replacement of Motor Vehicles (7600)	-	-	-	-	-	-	-	-	0.00%	0.0%
Subtotal	16,515	45,513	34,213	4,750	4,750	4,750	4,750	-	0.00%	0.0%
Programs With Other School Districts (9000)										
Programs with Other Districts in Mass (9100)	9,922	34,332	31,334	33,255	33,255	33,255	33,255	-	0.00%	0.0%
Tuition to Out-of-State Schools (9200)	272,404	181,255	122,160	61,282	61,282	61,282	61,282	-	0.00%	0.1%
Tuition to Non-Public Schools (9300)	3,140,438	3,351,262	3,246,726	3,567,578	3,832,802	3,769,483	3,769,483	201,905	5.66%	4.7%
<u>Tuition to Collaboratives (9400)</u>	<u>752,962</u>	<u>635,683</u>	<u>843,643</u>	<u>948,446</u>	<u>948,446</u>	<u>948,446</u>	<u>948,446</u>	<u>-</u>	<u>0.00%</u>	<u>1.2%</u>
Payments to Regional School Districts (9500)	-	-	-	-	-	-	-	-	0.00%	0.0%
Subtotal	4,175,726	4,202,532	4,243,863	4,610,561	4,875,785	4,812,466	4,812,466	201,905	4.38%	6.0%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	80,735,089	4,729,324	6.22%	100.0%

Expenditures by Line Item Detail:

Category/Line Item	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 Supt Recomm	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries:										
Salaries	54,593,817	57,726,499	60,594,806	65,050,923	71,024,408	69,192,571	69,044,228	3,993,305	6.14%	85.5%
Subtotal	54,593,817	57,726,499	60,594,806	65,050,923	71,024,408	69,192,571	69,044,228	3,993,305	6.92%	85.5%
Purch Svc/ Expense										
Repairs & Maintenance	128,236	163,776	86,016	137,145	121,145	109,521	97,145	(40,000)	-29.17%	0.1%
Rentals & Leases	-	16,109	23,414	23,314	24,534	24,114	24,114	800	3.43%	0.0%
Professional & Technical Svcs.	1,026,495	908,432	1,056,687	759,706	542,206	542,206	539,706	(220,000)	-28.96%	0.7%
P&T - Seminars & Training	-	-	69,720	91,449	97,899	97,899	97,899	6,450	7.05%	0.1%
P&T - Software & License Fees	-	-	243,762	183,767	341,377	324,877	321,377	137,610	74.88%	0.4%
Advertising	6,828	14,642	8,076	15,000	15,000	15,000	15,000	-	0.00%	0.0%
Tuition	4,249,458	4,273,072	4,313,863	4,680,831	4,975,785	4,912,466	4,912,466	231,635	4.95%	6.1%
Transportation	1,793,659	1,734,970	1,931,888	2,034,672	2,150,984	2,135,984	2,135,984	101,312	4.98%	2.6%
Communication	7,060	6,991	1,962	2,000	2,000	2,000	2,000	-	0.00%	0.0%
Mail/Postage	37,617	42,447	19,259	45,000	21,000	21,000	21,000	(24,000)	-53.33%	0.0%
Landline	-	-	37,269	-	-	-	-	-	0.00%	0.0%
Wireless Communications	-	-	140,417	3,583	156,983	156,983	153,583	150,000	4186.44%	0.2%
Printing & Binding	7,778	2,990	2,977	3,546	10,146	10,146	10,146	6,600	186.13%	0.0%
Other Services	595,213	639,722	600,541	428,700	1,189,641	967,356	939,706	511,006	119.20%	1.2%
Office Supplies	40,837	53,045	69,137	62,563	64,563	63,763	63,763	1,200	1.92%	0.1%
Medical & Surgical Supplies	9,430	10,526	9,517	7,649	7,274	7,274	7,274	(375)	-4.90%	0.0%
Educational Supplies	762,038	463,759	465,744	541,922	645,026	584,720	584,720	42,798	7.90%	0.7%
Testing Supplies	20,167	19,811	28,650	22,396	22,396	22,396	22,396	-	0.00%	0.0%
Instructional Classroom Reference	147,614	228,889	168,867	176,695	323,449	206,941	205,941	29,246	16.55%	0.3%
Textbooks/ Workbooks	26,134	77,150	32,613	114,042	278,760	150,542	130,542	16,500	14.47%	0.2%
Instructional Equipment	53,486	83,490	84,625	88,316	108,955	99,316	99,316	11,000	12.46%	0.1%
Instructional Hardware	39,031	35,377	7,223	-	-	-	-	-	0.00%	0.0%
Instructional Software	83,401	125,367	67,289	384,071	135,912	135,912	135,912	(248,159)	-64.61%	0.2%
Instructional Technology	644,367	772,869	654,049	754,285	884,853	794,244	804,279	49,994	6.63%	1.0%
Instructional Tech Supplies/Toner	-	-	52,514	96,135	108,135	108,135	108,135	12,000	12.48%	0.1%
All Other Supplies	2,623	891	3,859	1,200	1,200	1,200	1,200	-	0.00%	0.0%
In-State Travel/Conferences	105,076	98,303	36,522	64,479	44,549	44,469	44,469	(20,010)	-31.03%	0.1%
Out-State Travel/Conferences	23,503	13,004	7,607	11,569	12,969	12,969	12,969	1,400	12.10%	0.0%
Dues/Memberships	66,285	111,917	77,626	83,835	88,635	88,635	88,635	4,800	5.73%	0.1%
Insurance Premiums	2,000	2,441	2,000	3,100	2,000	2,000	2,000	(1,100)	-35.48%	0.00%
Other Expenses	148,725	174,508	154,278	129,122	130,934	104,434	104,434	(24,688)	-19.12%	0.13%
Subtotal	10,027,061	10,074,498	10,457,971	10,950,092	12,508,310	11,746,502	11,686,111	736,019	7.31%	14.47%
Capital Outlay										
Buildings	-	-	-	-	-	-	-	-	0.00%	0.0%
Equipment	11,765	-	-	-	-	-	-	-	0.00%	0.0%
Motor Vehicles	-	40,928	-	-	-	-	-	-	0.00%	0.0%
Capital Technology	4,750	4,585	34,213	4,750	4,750	4,750	4,750	-	0.00%	0.01%
Subtotal	16,515	45,513	34,213	4,750	4,750	4,750	4,750	-	0.00%	0.01%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,943,823	80,735,089	4,729,324	6.22%	100.0%

PORTRAIT OF A NEEDHAM GRADUATE

DISTRICT PRIORITY #2 ALL STUDENTS EXPERIENCE INTEGRATIVE TEACHING AND LEARNING

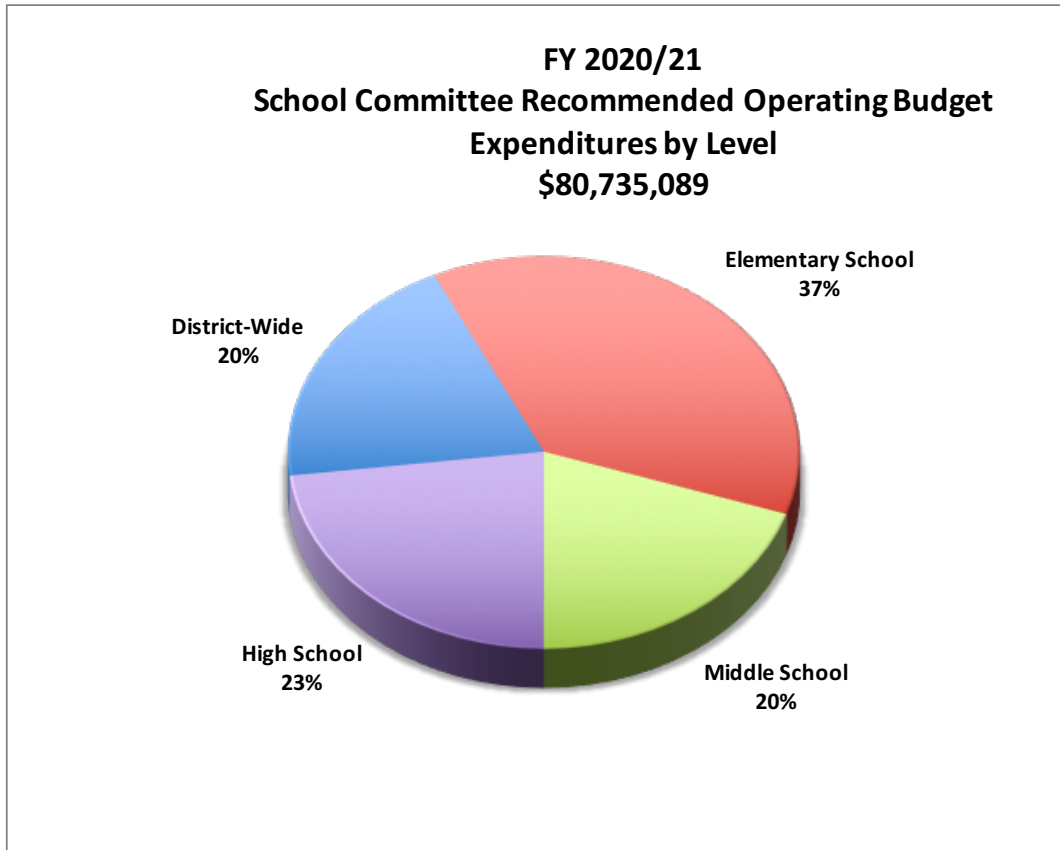
STRATEGIC OBJECTIVES FY20-FY25

Extend interdisciplinary teaching and learning practices Pre-K to 12

Embed Portrait Competencies, Technology, Inclusive Practices, SEL, and Equity into all curricula and instructional practices

Provide opportunities for students to demonstrate knowledge and skills through multiple means of expression

Expenditures by Program Level:



Expenditures by Level	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
District-Wide	12,830,579	12,572,671	13,035,145	14,834,766	16,643,017	16,032,944	1,198,178	8.08%	19.9%
<u>PreK- Elementary</u>									
Broadmeadow	4,695,133	4,941,275	5,178,545	5,718,012	6,279,931	5,911,706	193,694	3.39%	7.3%
Eliot	3,637,755	3,796,197	4,023,805	4,346,191	4,863,286	4,765,143	418,952	9.64%	5.9%
Hillside	4,232,320	4,656,023	4,952,503	5,538,436	6,460,272	6,322,356	783,920	14.15%	7.8%
Mitchell	3,767,716	4,046,174	4,250,746	4,649,659	4,965,415	4,791,231	141,572	3.04%	5.9%
Newman	5,658,319	6,360,349	6,580,531	6,956,218	7,216,629	7,002,732	46,514	0.67%	8.7%
Preschool	1,020,774	1,156,772	1,275,208	1,238,028	1,299,571	1,270,845	32,817	2.65%	1.6%
Totals	23,012,017	24,956,790	26,261,338	28,446,544	31,085,104	30,064,013	1,617,469	5.69%	37.2%
<u>Middle School</u>									
High Rock	5,043,017	5,238,551	5,142,856	5,607,488	6,073,039	5,842,988	235,500	4.20%	7.2%
Pollard	8,452,743	8,894,454	9,522,562	9,593,106	10,745,702	10,188,242	595,136	6.20%	12.6%
Totals	13,495,760	14,133,005	14,665,418	15,200,594	16,818,741	16,031,230	830,636	5.46%	19.9%
High School	15,299,039	16,184,041	17,125,088	17,523,860	18,990,604	18,606,901	1,083,041	6.18%	23.0%
GRAND TOTAL	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,735,089	4,729,324	6.22%	100.0%

Expenditures by Program Level:

District-Wide Expenditures

District Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	4,970,819	4,998,809	5,356,172	6,253,142	7,149,795	6,857,536	604,394	9.67%	8.5%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	7,847,995	7,532,934	7,678,973	8,581,624	9,493,222	9,175,408	593,784	6.92%	11.4%
Capital Outlay	11,765	40,928	-	-	-	-	-	0.00%	0.0%
Totals	12,830,579	12,572,671	13,035,145	14,834,766	16,643,017	16,032,944	1,198,178	8.08%	19.9%

Elementary Expenditures

Broadmeadow Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	4,536,870	4,768,745	4,997,222	5,473,299	5,954,995	5,648,725	175,426	3.21%	7.0%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	158,263	172,530	181,323	244,713	324,936	262,981	18,268	7.47%	0.3%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	4,695,133	4,941,275	5,178,545	5,718,012	6,279,931	5,911,706	193,694	3.39%	7.3%

Eliot Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	3,482,213	3,637,294	3,892,323	4,161,901	4,642,671	4,570,730	408,829	9.82%	5.7%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	155,542	158,903	131,482	184,290	220,615	194,413	10,123	5.49%	0.2%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	3,637,755	3,796,197	4,023,805	4,346,191	4,863,286	4,765,143	418,952	9.64%	5.9%

Hillside Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	4,124,599	4,524,281	4,751,670	5,359,783	6,230,188	6,123,749	763,966	14.25%	7.6%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	107,721	131,742	200,833	178,653	230,084	198,607	19,954	11.17%	0.2%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	4,232,320	4,656,023	4,952,503	5,538,436	6,460,272	6,322,356	783,920	14.15%	7.8%

Mitchell Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	3,623,317	3,888,002	4,104,178	4,467,920	4,717,764	4,599,335	131,415	2.94%	5.7%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	144,399	158,172	146,568	181,739	247,651	191,896	10,157	5.59%	0.2%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	3,767,716	4,046,174	4,250,746	4,649,659	4,965,415	4,791,231	141,572	3.04%	5.9%

Newman Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	6,429,661	7,155,539	7,453,292	7,940,109	8,206,547	8,005,193	65,084	0.82%	9.9%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	249,432	361,582	402,447	254,137	309,653	268,384	14,247	5.61%	0.3%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	6,679,093	7,517,121	7,855,739	8,194,246	8,516,200	8,273,577	79,331	0.97%	10.2%

Subtotal Elementary Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	22,196,660	23,973,861	25,198,685	27,403,012	29,752,165	28,947,732	1,544,720	5.64%	35.9%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	815,357	982,929	1,062,653	1,043,532	1,332,939	1,116,281	72,749	6.97%	1.4%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	23,012,017	24,956,790	26,261,338	28,446,544	31,085,104	30,064,013	1,617,469	5.69%	37.2%

Continued on next page.

Expenditures by Program Level (Continued):

Middle School Expenditures

High Rock Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	4,622,559	4,809,496	4,893,495	5,174,217	5,613,225	5,404,474	230,257	4.45%	6.7%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	420,458	429,055	249,361	433,271	459,814	438,514	5,243	1.21%	0.5%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	5,043,017	5,238,551	5,142,856	5,607,488	6,073,039	5,842,988	235,500	4.20%	7.2%

Pollard Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	8,181,458	8,538,543	8,925,383	9,277,311	10,370,559	9,879,581	602,270	6.49%	12.2%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	271,285	355,911	597,179	315,795	375,143	308,661	(7,134)	-2.26%	0.4%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	8,452,743	8,894,454	9,522,562	9,593,106	10,745,702	10,188,242	595,136	6.20%	12.6%

Subtotal Middle School Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	12,804,017	13,348,039	13,818,878	14,451,528	15,983,784	15,284,055	832,527	5.76%	18.9%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	691,743	784,966	846,540	749,066	834,957	747,175	(1,891)	-0.25%	0.9%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.0%
Totals	13,495,760	14,133,005	14,665,418	15,200,594	16,818,741	16,031,230	830,636	5.46%	19.9%

High School Expenditures

High School Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	14,622,322	15,405,789	16,221,071	16,943,240	18,138,662	17,954,904	1,011,664	5.97%	22.2%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	671,967	773,667	869,804	575,870	847,192	647,247	71,377	12.39%	0.8%
Capital Outlay	4,750	4,585	34,213	4,750	4,750	4,750	-	0.00%	0.0%
Totals	15,299,039	16,184,041	17,125,088	17,523,860	18,990,604	18,606,901	1,083,041	6.18%	23.0%

Total Expenditures	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Request	FY21 SC Approved	\$ Inc/(Dec) Over FY20	% Inc/(Dec)	% FY21 TL
Salaries	54,593,818	57,726,498	60,594,806	65,050,922	71,024,406	69,044,227	3,993,305	6.14%	85.5%
Purchase of Service	-	-	-	-	-	-	-	0.00%	0.0%
Purch of Svc/ Expense	10,027,062	10,074,496	10,457,970	10,950,092	12,508,310	11,686,111	736,019	6.72%	14.5%
Capital Outlay	16,515	45,513	34,213	4,750	4,750	4,750	-	0.00%	0.0%
Totals	64,637,394	67,846,508	71,086,989	76,005,765	83,537,468	80,735,089	4,729,324	6.22%	100.0%

Summary of FY 2020/21 Budget Highlights:

Request TL FTE	Supt Rec TL FTE	SC Rec TL FTE	Portrait Goal	Portrait Action	Description of Budgetary Increase	Department/ School	Total Request	Total Recomm	SC Proposed
794.19	794.19	794.19			Approved FY20 Budget		76,005,765	76,005,765	76,005,765
0.61	0.01	(1.99)			Level Service Requests: Contractual Increases		3,009,563	2,933,544	2,836,603
					Level Service Requests: Elementary				
-	-	-	4.3	4.D	Shift Responsive Classroom Staff Development from Fees to	Professional Development/ Elementary	9,005	-	-
4.00	-	-	4.1	4.B	Elementary Full-Time Building Substitutes	Substitutes/ Elementary	110,141	-	-
-	-	-	1.3	1.E	Second Step SEL Curriculum & Bullying Prevention Units	Curriculum Development	71,799	-	-
1.00	-	-	4.1	4.A	Broadmeadow Kindergarten Teacher for Enrollment	Broadmeadow	91,906	-	-
1.00	-	-	4.1	4.A	Broadmeadow Kindergarten Teaching Assistant for Enrollment	Broadmeadow	25,685	-	-
2.00	-	-	4.1	4.A	Broadmeadow Teaching Assistants Grade 4 & 5 for Class Size	Broadmeadow	51,370	-	-
0.30	0.30	0.30	4.1	4.A	Expanded Eliot Assistant Principal	Eliot	27,342	26,042	26,042
0.40	0.20	0.20	2.2	2.B	Expanded Williams Assistant Principal	Williams	34,599	17,300	17,300
0.10	0.10	0.10	4.1	4.A	Expanded Mitchell Assistant Principal	Mitchell	12,789	12,789	12,789
-	-	-	4.1	4.A	Newman Portable Sinks Art Rooms	Newman	4,000	-	-
0.20	-	-	1.3	1.C	Expanded Broadmeadow Guidance Counseling	Guidance/Broadmeadow	21,080	-	-
0.20	-	-	1.3	1.C	Expanded Williams Guidance Counselor	Guidance/Williams	21,527	-	-
0.60	0.20	0.20	1.3	1.C	Expanded Mitchell Guidance Request	Guidance/Mitchell	42,214	14,072	14,072
0.50	0.50	0.50	4.1	4.A	Expanded Elementary Connections Program Psychologist	Psychology/Broadmeadow	51,814	50,514	50,514
-	-	-	4.1	4.A	Williams School AED Maintenance Plan	Nursing/ Williams	980	-	-
0.50	-	-	4.1	4.B	Broadmeadow Special Education Liaison	Special Education/Broadmeadow	35,428	250	250
1.00	0.80	0.80	4.1	4.B	Eliot Special Education Liaison	Special Education/Eliot	72,156	56,785	56,785
0.30	0.30	0.30	4.1	4.A	Expand Eliot Special Education Coordinator	Special Education/Eliot	40,100	40,100	40,100
1.50	1.00	1.00	4.1	4.B	Williams Special Education Liaisons	Special Education/Williams	108,884	71,106	71,106
0.30	0.10	0.10	4.1	4.B	Mitchell Special Education Liaison	Special Education/Mitchell	31,159	10,553	10,553
1.50	1.00	1.00	4.1	4.B	Newman Special Education Liaisons	Special Education/Newman	117,610	81,132	81,132
1.00	1.00	1.00	4.1	4.A	Elementary Board Certified Behavior Analyst (BCBA)	Special Education/Brm, Eliot, Mitchell	116,492	115,192	115,192
1.00	-	-	4.1	4.B	Newman/Williams Occupational Therapist	Special Education/Williams & Newman	71,656	-	-
0.50	-	-	4.1	4.B	Part-Time Newman Speech Language Pathologist	Special Education/Newman	36,978	-	-
-	0.20	0.20	4.1	4.B	Expanded Newman Speech Language Pathology Assistant (SL)	Special Education/Newman	-	9,668	9,668
0.59	0.59	0.59	4.1	4.B	Full-Time Teaching Assistants/Elementary	Special Education/Broadmeadow, Williams	15,458	15,458	15,458
0.16	-	-	4.1	4.B	Expanded Adapted Physical Education Teacher/Elementary	Special Education/Elementary	8,656	-	-
0.20	0.10	0.10	4.1	4.A	Expanded ELL Teacher Mitchell School	ELL/ Mitchell	16,368	8,184	8,184
-	-	-	1.3	1.B	Kindergarten Literacy Screening/Benchmark System	K-8 Reading Instruction/Elementary	2,500	-	-
-	-	-	1.3	1.A	Literacy Progress Monitoring System for Grades 1-5	K-8 Reading Instruction/Elementary	11,000	11,000	11,000
-	-	-	1.1	1.A	RAZ Kids Online Reading Support System	K-8 Reading Instruction/Elementary	8,000	-	-
0.20	-	-	1.3	1.A	Shift Title 1 Teacher from Grant to Operating	K-8 Reading Instruction/Elementary	21,166	-	-
0.10	-	-	1.3	1.A	Expanded Mitchell Literacy Specialist	K-8 Reading Instruction/Mitchell	10,384	-	-
-	-	-	1.3	1.B	Literacy Materials for Full-Day Kindergarten Implementation	K-8 Reading Instruction/Elementary	62,290	31,146	31,146
1.00	0.50	0.50	1.3	1.A	Newman Math Instructional Coach	Elementary Math Instruction/Newman	71,656	35,178	35,178
-	-	-	3.1	3.A	iPad and Chromebook Carts K-5	Educational Technology/Elementary	18,000	9,000	-
-	-	-	3.2	3.C	Williams Turf Field Maintenance	Physical Education/Elementary	1,025	-	-
0.20	0.20	0.20	4.1	4.A	Part-Time Eliot Physical Education Teacher	Physical Education/ Eliot	10,818	10,818	10,818
0.30	0.30	-	4.1	4.A	Performing Arts Elementary Curricular Musical Accompanists	Perf Arts/ Brm & Newman	8,460	8,460	-
-	-	-	4.1	4.A	Performing Arts Microphones/ Elementary	Performing Arts/Newman	3,213	-	-
0.07	0.07	0.07	4.1	4.A	Expanded Williams Elementary World Language Teacher	World Language/ Williams	4,571	4,571	4,571
20.72	7.46	7.16			Subtotal		1,480,279	639,318	621,858
					Level Service Requests: Middle School				
1.00	-	-	4.1	4.B	Middle School Full-Time Building Substitutes	Substitutes/ High Rock	26,991	-	-
0.40	0.20	0.20	4.1	4.A	Expanded High Rock Assistant Principal	High Rock	53,137	26,570	26,570
1.00	-	-	1.3	1.C	High Rock Math Intervention Teacher	High Rock	71,656	-	-
0.43	-	-	4.1	4.B	High Rock Expanded Building Aide	High Rock	14,383	-	-
-	-	-	1.1	1.C	High Rock Learning Ally Subscription	High Rock	2,000	2,000	-
2.00	-	-	2.2	2.A	Pollard Half Cluster Teachers	Pollard	174,412	-	-
1.00	0.50	0.40	2.2	2.B	Pollard Engineering Teacher	Pollard	71,656	35,178	28,143
1.00	1.00	1.00	4.1	4.A	Pollard Transition Program Teaching Assistant	Pollard	24,462	24,462	24,462
0.50	0.40	0.40	1.3	1.C	Expanded Pollard Guidance Counselor	Guidance/Pollard	53,784	43,028	43,028
0.30	-	-	4.1	4.A	Expand Pollard Middle School Nurse	Nursing/Pollard	23,206	-	-
0.50	-	-	4.1	4.B	Part-Time Pollard Board Certified Behavior Analyst (BCBA)	Special Education/Pollard	36,977	-	-
0.50	0.50	0.50	4.1	4.B	Part-Time Pollard Special Education Reading Teacher	Special Education/Pollard	47,037	47,037	47,037
1.00	-	-	4.1	4.B	Pollard Special Education Cluster Teacher	Special Education/Pollard	72,206	-	-
0.55	-	-	4.1	4.B	Expanded Pollard Speech Language Pathology Assistant	Special Education/Pollard	25,823	-	-
1.00	1.00	1.00	4.1	4.B	Pollard Special Education Liaison	Special Education/Pollard	56,186	56,186	56,186
-	-	-	1.3	1.A	Progress Monitoring Subscription for ELA Grades 6-8	K-8 Reading Instruction/Middle School	6,000	-	-
0.20	-	-	1.3	1.A	Expanded Pollard Literacy Specialist	K-8 Reading Instruction/Pollard	21,167	-	-
-	-	-	4.1	4.A	iPad Repairs for Grades 6-8	Educational Technology/Middle School	24,000	12,376	-
1.00	0.50	0.50	4.1	4.A	Pollard Wellness Teacher	Physical Education/Pollard	71,656	35,178	35,178
0.40	-	-	4.1	4.A	Part-Time Pollard Fine Arts Teacher	Fine Arts/Pollard	28,142	-	-
-	-	-	4.1	4.A	Pollard Visual Arts Supplies	Fine Arts/Pollard	1,560	-	-
0.20	0.20	0.20	4.1	4.A	Pollard Band and Orchestra Teacher	Performing Arts/Pollard	14,423	14,423	14,423
-	-	-	4.1	4.A	Performing Arts Microphones/ Middle	Performing Arts/ Pollard	3,213	-	-
0.60	0.60	0.30	4.1	4.A	Part-Time Pollard Performing Arts Teacher	Performing Arts/Pollard	42,214	42,214	21,107
1.00	0.60	0.60	4.1	4.A	Part-Time Pollard Spanish Teachers	World Languages/Pollard	92,274	53,361	53,361
14.58	5.50	5.10			Subtotal		1,058,565	392,013	349,495

Summary of FY 2020/21 Budget Highlights (continued):

Request TL FTE	Supt Rec TL FTE	SC Rec TL FTE	Portrait Goal	Portrait Action	Description of Budgetary Increase	Department/ School	Total Request	Total Recomm	SC Proposed
794.19	794.19	794.19			Approved FY20 Budget		76,005,765	76,005,765	76,005,765
					Level Service Requests: High School				
1.00	-	-	4.1	4.B	NHS Full-Time Building Substitutes	Substitutes/ NHS	(11,552)	-	-
0.20	0.20	0.20	4.1	4.A	NHS Part-Time English Teacher	Needham High School	15,552	15,552	15,552
0.60	0.40	0.40	4.1	4.A	NHS Part-Time Social Studies Teacher	Needham High School	43,513	28,142	28,142
0.20	0.20	0.20	4.1	4.A	NHS Part-Time Math Teacher	Needham High School	14,071	14,071	14,071
0.10	0.10	0.10	2.1	2.B	NHS Expanded Interdisciplinary Learning Specialist	Needham High School	7,035	7,035	7,035
1.00	0.50	0.40	1.3	1.C	NHS Adjustment Counselor	Guidance/NHS	70,356	35,178	28,143
(0.60)	-	-	1.3	1.C	Convert NHS Transition Program Adjustment Counselor to Ps	Guidance/NHS	(42,214)	-	-
1.00	-	-	4.1	4.A	NHS Transitions Program Psychologist	Psychology/NHS	73,656	-	-
0.04	-	-	4.1	4.B	Expanded Adapted Physical Education Teacher/NHS	Special Education/NHS	2,164	-	-
2.00	2.00	2.00	4.1	4.B	Full-Time Teaching Assistants/NHS	Special Education/NHS	52,397	52,397	52,397
-	-	-	4.1	4.B	Convert NHS Transitions Program Teacing Assistant to Liaison	Special Education/NHS	46,157	44,157	44,157
-	-	-	3.1	3.C	NHS World Language Laptop Cart	Educational Technology/NHS	19,000	19,000	38,035
-	-	-	4.1	4.A	Performing Arts Microphones/ High School	Performing Arts/NHS	3,213	-	-
0.80	0.60	0.60	4.1	4.A	Part-Time High School Spanish Teachers	World Languages/NHS	58,499	44,428	44,428
6.34	4.00	3.90			Subtotal		351,847	259,960	271,960
					Level Service Requests: District				
-	-	-	4.1	4.B	District Performance Report Postage, Printing & Design	Superintendent	9,000	9,000	9,000
-	-	-	4.1	4.B	District Survey Software	Superintendent	23,000	-	-
-	-	-	4.1	4.B	Student Support Services Office Supplies	Student Support Services	800	-	-
-	-	-	4.1	4.B	Emergency Procedure Manuals	Student Support Services	3,500	1,000	1,000
-	-	-	4.2	4.B	Increase Budget Funds for Employee Assistant Plan	Employee Assistance Program	2,500	2,500	-
1.00	-	-	4.2	4.D	Sabbatical Leave Positions	Lane Changes/SBB	70,356	-	-
-	-	-	4.1	4.B	Administrative Technology Access Points, Licensing and Fees	Administrative Technology	11,300	11,300	-
-	-	-	4.2	4.C	Upgrade Permanent Nursing Substitutes to Resource/ Transp	Nursing	10,542	10,542	10,542
-	-	-	4.1	4.A	Special Education Out-of-District Transportation Contract Inc	Special Education Transportation	114,812	99,812	99,812
-	-	-	4.1	4.A	Special Education Out-of-District Tuition (Circuit Breaker @ 7	Special Education Tuition	265,224	201,905	201,905
-	-	-	4.1	4.B	Special Education Summer Services	Special Education Summer Services	27,000	9,608	9,608
-	-	-	4.1	4.B	Special Education Professional Services	Special Education Summer Services	290,443	266,923	266,923
0.10	-	-	4.1	4.A	<u>Elementary Instrumental Program</u>	<u>Performing Arts & K-12 Director</u>	12,298	-	-
1.10	-	-			Subtotal		840,775	612,590	598,790
43.35	16.97	14.17			Subtotal Level Service Requests		6,741,029	4,837,424	4,678,706
					Program Improvement Requests: Elementary				
-	-	-	2.1	2.B	Broadmeadow Teacher Leader Stipend	Broadmeadow	1,553	1,553	-
-	-	-	1.2	1.C	Broadmeadow School Store Advisor Stipend	Broadmeadow	1,791	-	-
-	-	-	2.1	2.B	Eliot Teacher Leader Stipend	Eliot	1,553	1,553	-
-	-	-	1.3	1.C	Eliot Student Council Stipend	Eliot	900	900	900
-	-	-	1.3	1.A	Eliot Homework Club Coordinator Stipend	Eliot	1,791	-	-
-	-	-	2.2	2.C	Eliot CARE Facilitator Stipend	Eliot	1,791	-	-
-	-	-	2.1	2.B	Williams Teacher Leader Stipend	Williams	1,553	1,553	-
-	-	-	1.2	1.C	Williams School Newspaper Editor Stipend	Williams	1,791	-	-
-	-	-	2.2	2.C	Mitchell Social Emotional Learning Kits	Mitchell	10,565	-	-
-	-	-	2.1	2.B	Mitchell Teacher Leader Stipend	Mitchell	1,553	1,553	-
-	-	-	3.2	3.C	Mitchell Replace Outdated Teacher Furniture	Mitchell	13,497	-	-
-	-	-	1.2	2.C	Mitchell School Newspaper/Magazine Stipend	Mitchell	1,791	-	-
-	-	-	4.1	4.A	Newman Teacher Leader Stipend	Newman	1,553	1,553	-
-	-	-	4.3	4.A	Newman Responsive Classroom and Behaviorist Stipend	Newman	1,553	-	-
-	-	-	3.3	3.D	<u>Science Center Elementary Curricular Field Trips</u>	<u>Science Center/ Elementary</u>	15,750	-	-
-	-	-			Subtotal		58,985	8,665	900
					Program Improvement Requests: Middle School				
-	-	-	1.1	1.D	High Rock Reading Materials and Classroom Resources	High Rock	4,000	1,000	-
-	-	-	4.1	4.A	Expand Unified Sports to Pollard Middle School	Athletics/ Pollard	7,094	7,094	7,094
0.50	-	-	2.2	2.B	Expanded High Rock Technology Interventionist	Media & Digital Learning/High Rock	27,045	-	-
-	-	-	1.3	1.D	<u>STAMP Spanish Proficiency Test</u>	<u>World Languages/Middle School</u>	5,760	-	-
0.50	-	-			Subtotal		43,899	8,094	7,094

Summary of FY 2020/21 Budget Highlights (continued):

Request TL FTE	Supt Rec TL FTE	SC Rec TL FTE	Portrait Goal	Portrait Action	Description of Budgetary Increase	Department/ School	Total Request	Total Recomm	SC Proposed
794.19	794.19	794.19			Approved FY20 Budget		76,005,765	76,005,765	76,005,765
					Program Improvement Requests: High School				
1.00	-	-	4.3	4.B	NHS 11-Month Academic Department Chairs Secretary	Needham High School	39,959	(0)	(0)
0.50	-	-	2.3	2.D	NHS Part-Time Program Specialist for DaVinci Workshop	Needham High School	23,037	-	-
-	-	-	1.2	1.C	NHS Student Equity Coordinator	Needham High School	-	-	-
-	-	-	3.1	3.A	NHS Summer Credit Recovery Teacher	Needham High School	-	-	-
-	-	-	2.2	2.C	NHS Textbooks for Algebra 1 and 2 Classes	Needham High School	60,000	20,000	20,000
-	-	-	1.1	1.C	NHS Latin Club Advisor Stipend	Needham High School	1,791	-	-
-	-	-	1.1	1.C	NHS Math League Advisor Stipend	Needham High School	894	-	-
-	-	-	1.1	1.C	NHS News Advisor Stipend	Needham High School	1,791	-	-
-	-	-	1.1	1.C	NHS Best Buddies Advisor Stipend	Needham High School	1,791	-	-
-	-	-	1.1	1.C	NHS Robotics Club Assistant Advisors Stipend	Needham High School	1,791	-	-
-	-	-	1.1	1.C	NHS Yearbook Advisor Stipend Increase	Needham High School	2,685	-	-
-	-	-	1.1	1.C	NHS Student Council Advisor Stipend	Needham High School	2,687	-	-
-	-	-	1.1	1.C	Extra Curricular Music Performance Coordinator Stipend Incr	Needham High School	2,685	-	-
-	-	-	1.2	1.C	Private Lesson Program Coordinator Stipend Increase	Needham High School	-	-	-
-	-	-	4.1	4.A	Athletic User Fee Scholarships	Athletics	20,000	-	-
-	-	-	4.1	4.A	NHS Unified Sports Assistant Coaching Stipends	Athletics	4,224	4,224	4,224
-	-	-	4.1	4.A	NHS Club Hockey Coaching Stipend	Athletics	1,610	-	-
-	-	-	4.1	4.A	Equity Adjustment to Varsity Coaching Stipend Tiers	Athletics	12,602	-	-
-	-	-	3.1	3.C	Computers for Portable World Language Lab	Educational Technology/NHS	38,159	-	-
-	-	-	1.3	1.A	French Textbooks	World Languages/NHS	107,808	20,000	-
1.50	-	-			Subtotal		323,514	44,224	24,224
					Program Improvement Requests: District				
-	-	-	4.1	4.B	Upgrade Business Office Budgeting Tool	Financial Operations	79,250	21,250	-
-	-	-	4.1	4.B	Document Management Software	Financial Operations	63,000	-	-
-	-	-	4.1	4.B	Accounts Receivable/ Billing Solution	Financial Operations	30,000	-	-
-	-	-	4.1	4.B	PowerSchool Hosting	Administrative Technology	17,400	17,400	17,400
-	-	-	4.3	4.C	Stipend for Certified Bus Driver Trainer	Transportation	1,000	1,000	1,000
0.50	-	-	1.3	1.A	Expanded K-5 Math Coordinator	Elementary Math Instruction	53,810	-	-
0.60	-	-	1.3	1.D	Fine & Performing Arts Assistant Director	K-12 Fine & Performing Arts Director	59,908	-	-
0.60	-	-	1.3	1.D	World Language Assistant Director	K-12 World Languages Director	59,908	-	-
1.70	-	-			Subtotal		364,276	39,650	18,400
3.70	-	-			Subtotal Program Improvement Requests		790,674	100,633	50,618
841.24	811.16	808.36			GRAND TOTAL FY21 BUDGET		83,537,468	80,943,823	80,735,089
47.05	16.97	14.17			<i>\$ Increase/(Decrease) over FY20</i>		7,531,703	4,938,058	4,729,324
5.9%	2.1%	1.8%			<i>% Increase/(Decrease) over FY20</i>		9.9%	6.5%	6.2%

PORTRAIT OF A NEEDHAM GRADUATE

DISTRICT PRIORITY #3

ALL STUDENTS LEARN & GROW WITHIN ADAPTABLE ENVIRONMENTS

STRATEGIC OBJECTIVES FY20-FY25

Support and design classroom models and environments that foster collaboration & innovation

Provide time, schedules, and spaces that promote learning objectives

Complement instruction with accessible learning outside the classroom, within the community, and in partnership with families

Per Pupil Expenditures:

Per pupil expenditures show the overall cost per pupil, and provide detail about how much a school district spends in specific functional areas, such as administration, teaching and maintenance.

Per pupil expenditures are calculated by dividing a district's operating costs by its average pupil membership (FTE's), including in-district expenditures per pupil and total expenditures per pupil, which includes in-district and out-of-district spending and enrollment. A district's operating costs include general fund expenditures, as well as expenditures from grants, private donations, and revolving accounts. They also include payments for local resident pupils who are being educated in schools outside the district. Needham's per pupil expenditures for the FY 2017/18 school year are displayed on the following pages.

Massachusetts Department of Elementary and Secondary Education

Per Pupil Expenditure Details

Last updated November 2019

Select a District:

Needham

Select a Fiscal Year:

2018

FTEIn	In-District FTE Pupils	5,677.4
FTEOut	Out-of-District FTE Pupils	96.1
FTEs	Total FTE Pupils	5,773.5

In-District Expenditures Per Pupil

Function	Description	General Fund A	Grants and Revolving B	Total Expenditures C = A + B	\$ Per Pupil D = C/FTEIn
1110	School Committee	\$12,086	\$0	\$12,086	\$2.13
1210	Superintendent	\$358,724	\$0	\$358,724	\$63.18
1220	Assistant Superintendents	\$970,109	\$0	\$970,109	\$170.87
1230	Other District-Wide Administration	\$141,979	\$101,837	\$243,816	\$42.95
1410	Business and Finance	\$1,479,211	\$0	\$1,479,211	\$260.54
1420	Human Resources	\$835,869	\$0	\$835,869	\$147.23
1430	Legal Service for School Committee	\$198,361	\$0	\$198,361	\$34.94
1435	Legal Settlements	\$75,520	\$0	\$75,520	\$13.30
1450	Districtwide Information Systems	\$399,190	\$0	\$399,190	\$70.31
ADMN	Administration (sub-total)	\$4,471,049	\$101,837	\$4,572,886	\$805.45
2110	Curriculum Directors (Supervisory)	\$2,705,852	\$558,174	\$3,264,026	\$574.92
2120	Department Heads (Non-Supervisory)	\$194,306	\$168,842	\$363,148	\$63.96
2210	School Leadership	\$3,637,615	\$84,608	\$3,722,223	\$655.62
2220	Curriculum Leaders (School Level)*	\$0	\$0	\$0	\$0.00
2250	Administrative Technology (School Level)	\$408,771	\$0	\$408,771	\$72.00
2315	Instructional Coordinators*	\$0	\$0	\$0	\$0.00
LDRS	Instructional Leadership (sub-total)	\$6,946,544	\$811,624	\$7,758,168	\$1,366.50
2305	Teachers, Classroom	\$37,519,602	\$1,260,249	\$38,779,851	\$6,830.57
2310	Teachers, Specialists*	\$0	\$0	\$0	\$0.00
TCHR	Teachers (sub-total)	\$37,519,602	\$1,260,249	\$38,779,851	\$6,830.57
2320	Medical/ Therapeutic Services	\$1,029,602	\$28,297	\$1,057,899	\$186.34
2324	Substitutes, Long-Term	\$0	\$0	\$0	\$0.00
2325	Substitutes, Short-Term	\$474,202	\$10,441	\$484,643	\$85.36
2330	Paraprofessionals	\$3,254,425	\$1,239,894	\$4,494,319	\$791.62
2340	Librarians/Media Center Directors	\$1,006,487	\$197	\$1,006,684	\$177.31
TSER	Other Teaching Services (sub-total)	\$5,764,716	\$1,278,829	\$7,043,545	\$1,240.63
2351	Professional Development Leaders	\$410,343	\$0	\$410,343	\$72.28
2352	Instructional Coaches	\$0	\$0	\$0	\$0.00
2353	Professional Days*	\$0	\$0	\$0	\$0.00
2354	Stipends for Teachers Providing Instructional Coaching	\$74,166	\$0	\$74,166	\$13.06
2355	Substitutes for Professional Development*	\$0	\$0	\$0	\$0.00
2356	Costs for Instructional Staff to Attend Professional Development	\$66,521	\$13,925	\$80,446	\$14.17
2357	Professional Development Costs*	\$0	\$0	\$0	\$0.00
2358	Outside Professional Development Providers for Instructional Staff	\$234,846	\$73,245	\$308,091	\$54.27
PDEV	Professional Development (sub-total)	\$785,876	\$87,170	\$873,046	\$153.78

Per Pupil Expenditures (Continued):

Massachusetts Department of Elementary and Secondary Education

Per Pupil Expenditure Details

Last updated November 2019

Select a District:

Needham

Select a Fiscal Year:

2018

FTEIn	In-District FTE Pupils	5,677.4
FTEOut	Out-of-District FTE Pupils	96.1
FTEs	Total FTE Pupils	5,773.5

In-District Expenditures Per Pupil		General Fund	Grants and Revolving	Total Expenditures	\$ Per Pupil
Function	Description	A	B	C = A + B	D = C/FTEIn
2410	Textbooks, Software, Media, and Materials	\$77,151	\$3,212	\$80,363	\$14.15
2415	Instructional Materials (Libraries)	\$228,891	\$23,048	\$251,939	\$44.38
2420	Instructional Equipment	\$220,511	\$12,250	\$232,761	\$41.00
2430	General Classroom Supplies	\$381,675	\$144,394	\$526,069	\$92.66
2440	Other Instructional Services	\$316,242	\$973,076	\$1,289,318	\$227.10
2451	Classroom Technology	\$1,075,884	\$23,821	\$1,099,705	\$193.70
2453	Technology (Libraries)	\$54,484	\$700	\$55,184	\$9.72
2455	Instructional Software	\$100,350	\$2,575	\$102,925	\$18.13
MATL	Instructional Materials, Equipment, and Technology (sub-total)	\$2,455,188	\$1,183,076	\$3,638,264	\$640.83
2710	Guidance/Adjustment Counselors	\$2,391,687	\$155,125	\$2,546,812	\$448.59
2720	Testing and Assessment	\$221,482	\$0	\$221,482	\$39.01
2800	Psychological Services	\$480,921	\$58,667	\$539,588	\$95.04
GUID	Guidance, Counseling, and Testing (sub-total)	\$3,094,090	\$213,792	\$3,307,882	\$582.64
3100	Attendance and Parent Liaisons	\$26,848	\$0	\$26,848	\$4.73
3200	Medical/Health Services	\$899,911	\$257,479	\$1,157,390	\$203.86
3300	Transportation Services	\$733,304	\$998,587	\$1,731,891	\$305.05
3400	Food Services	\$0	\$2,469,819	\$2,469,819	\$435.03
3510	Athletics	\$524,348	\$697,361	\$1,221,709	\$215.19
3520	Other Student Activities	\$272,771	\$0	\$272,771	\$48.05
3600	School Security	\$0	\$0	\$0	\$0.00
SERV	Pupil Services (sub-total)	\$2,457,182	\$4,423,246	\$6,880,428	\$1,211.90
4110	Custodial Services	\$3,494,777	\$79,326	\$3,574,103	\$629.53
4120	Heating of Buildings	\$494,071	\$0	\$494,071	\$87.02
4130	Utility Services	\$1,502,560	\$0	\$1,502,560	\$264.66
4210	Maintenance of Grounds	\$254,434	\$0	\$254,434	\$44.82
4220	Maintenance of Buildings	\$1,616,821	\$1,000	\$1,617,821	\$284.96
4225	Building Security System	\$0	\$0	\$0	\$0.00
4230	Maintenance of Equipment	\$80,721	\$2,000	\$82,721	\$14.57
4300	Extraordinary Maintenance	\$36,413	\$0	\$36,413	\$6.41
4400	Networking/Telecommunications	\$407,841	\$0	\$407,841	\$71.84
4450	Technology Maintenance	\$86,240	\$0	\$86,240	\$15.19
OPMN	Operations and Maintenance (sub-total)	\$7,973,878	\$82,326	\$8,056,204	\$1,419.00
5100	Employer Retirement Contributions	\$4,348,179	\$53,815	\$4,401,994	\$775.35
5150	Employee Separation Costs	\$52,109	\$0	\$52,109	\$9.18
5200	Insurance for Active Employees	\$9,926,082	\$146,962	\$10,073,044	\$1,774.24
5250	Insurance for Retired Employees	\$1,917,913	\$0	\$1,917,913	\$337.82
5260	Other Non-Employee Insurance	\$144,073	\$0	\$144,073	\$25.38
5300	Rental Lease of Equipment	\$0	\$0	\$0	\$0.00
5350	Rental Lease of Buildings	\$0	\$54,091	\$54,091	\$9.53
5400	Short Term Interest RANs	\$0	\$0	\$0	\$0.00
5500	Other Fixed Charges	\$11,449	\$0	\$11,449	\$2.02
5550	School Crossing Guards	\$159,324	\$0	\$159,324	\$28.06
BENE	Benefits and Fixed Charges (sub-total)	\$16,559,129	\$254,868	\$16,813,997	\$2,961.57
IIII	Total In-District Expenditures	\$88,027,254	\$9,697,017	\$97,724,271	\$17,212.86

(Continued on the next page.)

Per Pupil Expenditures (continued):

Massachusetts Department of Elementary and Secondary Education

Per Pupil Expenditure Details

Last updated November 2019

Select a District:

Needham

Select a Fiscal Year:

2018

FTEIn	In-District FTE Pupils	5,677.4
FTEOut	Out-of-District FTE Pupils	96.1
FTEs	Total FTE Pupils	5,773.5

Out-of-District Expenditures

Function	Description	General Fund		Total Expenditures
		A	Grants and Revolving B	C = A + B
9100	Tuition to Massachusetts Public Schools	\$51,722	\$0	\$51,722
9110	Tuition for School Choice	\$41,749	\$0	\$41,749
9120	Tuition to Commonwealth Charter Schools	\$51,498	\$0	\$51,498
9125	Tuition to Horace Mann Charter Schools	\$0	\$0	\$0
9200	Tuition to Out-of-State Schools	\$181,255	\$151,862	\$333,117
9300	Tuition to Non-Public Schools	\$3,468,292	\$1,091,911	\$4,560,203
9400	Tuition to Collaboratives	\$524,673	\$224,494	\$749,167
ODTR	Transportation	\$1,270,255	\$0	\$1,270,255
OIDD	Total Out-of-District Expenditures	\$5,589,444	\$1,468,267	\$7,057,711

Total Expenditures Per Pupil

Function	Description	General Fund		Total Expenditures	\$ Per Pupil
		A	Grants and Revolving B	C = A + B	D = C/FTEs
TTPP	Total Expenditures	\$93,616,698	\$11,165,284	\$104,781,982	\$18,148.78

*Code discontinued starting in fiscal year 2018

PORTRAIT OF A NEEDHAM GRADUATE

DISTRICT PRIORITY #4

INFRASTRUCTURE
SUPPORTS
NEEDS OF
ALL STUDENTS

STRATEGIC OBJECTIVES FY20-FY25

- Provide staffing, facilities, and budget resources aligned to district priorities
- Implement a recruitment, retention, and development process for staff growth and diversity
- Establish a professional learning structure supporting equity and the Portrait vision

Trends in School Operating Budget Expenditures:

Trend: Needham Offers “Good Value” in Education

Looking at DESE per pupil expenditure data, we see that per pupil expenditures in Needham have remained comparable to the average of the twenty communities with whom we typically compare ourselves, and have exceeded the state-wide average over time. Needham’s FY 2017/18 per pupil expenditure of \$18,149 is slightly less than the comparison community average of \$18,527, but more than the state average of \$16,506. Since FY 2007/08, Needham’s per pupil expenditures have grown slightly faster than our 20 comparison towns (45% compared to 38%, respectively), but faster than the growth in state-wide per-pupil expenditures (of 33%.)

FY 2007/08 - 2017/18 Comparative Per Pupil Expenditures

<u>Community</u>	<u>FY 08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
Winchester	\$10,865	\$11,373	\$11,363	\$11,822	\$11,954	\$12,380	\$12,579	\$12,801	\$13,312	\$13,547	\$14,122
Holliston	\$11,217	\$11,413	\$12,186	\$12,089	\$12,198	\$12,548	\$12,986	\$13,446	\$13,211	\$13,652	\$14,146
Hopkinton	\$11,338	\$11,555	\$11,921	\$12,298	\$12,472	\$13,004	\$13,106	\$13,535	\$14,127	\$14,919	\$15,017
Walpole	\$11,232	\$11,812	\$11,971	\$11,691	\$12,021	\$12,768	\$13,501	\$14,078	\$14,244	\$15,049	\$15,820
Medfield	\$9,957	\$10,542	\$10,741	\$11,298	\$11,830	\$12,321	\$13,075	\$13,849	\$14,325	\$15,205	\$15,890
Natick	\$12,279	\$12,926	\$12,910	\$12,649	\$13,146	\$13,526	\$13,550	\$14,044	\$14,291	\$16,523	\$16,393
State	\$12,448	\$13,006	\$13,047	\$13,354	\$13,636	\$13,999	\$14,520	\$14,941	\$15,488	\$15,918	\$16,506
Norwood	\$12,226	\$12,993	\$12,778	\$13,558	\$13,497	\$13,897	\$15,038	\$15,480	\$16,302	\$16,611	\$17,224
Needham	\$12,552	\$12,955	\$13,248	\$13,602	\$13,742	\$14,320	\$15,020	\$15,900	\$16,547	\$17,307	\$18,149
Westwood	\$13,305	\$13,839	\$13,814	\$13,999	\$14,197	\$14,827	\$15,337	\$15,853	\$16,713	\$17,595	\$18,310
Lexington	\$14,469	\$15,368	\$15,862	\$16,552	\$16,726	\$16,812	\$17,413	\$17,867	\$18,003	\$18,289	\$18,747
Wayland	\$14,033	\$14,342	\$15,219	\$15,156	\$15,902	\$16,269	\$16,445	\$17,652	\$17,713	\$18,470	\$18,751
Framingham	\$14,621	\$15,373	\$15,675	\$15,769	\$15,995	\$16,484	\$17,100	\$17,448	\$18,088	\$18,579	\$19,188
Newton	\$15,498	\$16,243	\$16,597	\$16,397	\$16,400	\$17,149	\$17,581	\$18,096	\$18,779	\$18,899	\$19,396
Sherborn	\$12,700	\$14,121	\$15,784	\$15,129	\$15,720	\$19,317	\$18,378	\$19,534	\$19,135	\$18,476	\$19,463
Brookline	\$15,431	\$16,847	\$17,090	\$16,556	\$16,626	\$16,898	\$17,291	\$17,652	\$18,866	\$19,528	\$19,922
Dedham	\$13,893	\$14,837	\$14,852	\$15,459	\$16,040	\$16,434	\$16,906	\$17,780	\$18,724	\$19,639	\$20,291
Wellesley	\$13,916	\$14,330	\$15,392	\$15,421	\$15,085	\$17,231	\$17,108	\$18,185	\$18,636	\$19,823	\$20,381
Concord	\$15,928	\$16,342	\$16,438	\$16,637	\$16,893	\$16,274	\$16,457	\$17,517	\$18,857	\$19,173	\$19,916
Dover	\$15,084	\$16,591	\$15,646	\$17,607	\$18,313	\$19,323	\$21,336	\$24,263	\$23,233	\$23,065	\$24,039
Weston	\$17,017	\$18,023	\$18,591	\$19,352	\$19,915	\$20,579	\$21,653	\$22,768	\$23,899	\$24,226	\$25,367
	<u>FY 08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
Average of 20	\$13,378	\$14,091	\$14,404	\$14,652	\$14,934	\$15,618	\$16,093	\$16,887	\$17,350	\$17,929	\$18,527
Needham	\$12,552	\$12,955	\$13,248	\$13,602	\$13,742	\$14,320	\$15,020	\$15,900	\$16,547	\$17,307	\$18,149
State Average	\$12,448	\$13,006	\$13,047	\$13,354	\$13,636	\$13,999	\$14,520	\$14,941	\$15,488	\$15,918	\$16,506

Source: Massachusetts Department of Education. The per pupil expenditures methodology includes all school-related expenses. FY14-18 excludes costs for local resident pupils educated out of district and municipal expenses on behalf of the schools (in function 9000)

The chart below compares Needham's per pupil spending by major functional category to the state average, for the last three years. As evident from the data below, Needham's spending patterns are similar to those of other communities in the state. Out-of-district tuition expenditures are excluded from this chart. Source: DESE.

Massachusetts Department of Elementary and Secondary Education

Per Pupil Expenditure Summary, FY14-FY18

Last updated November 2019

Needham		2016	2017	2018
FTEIn	In-District FTE Pupils	5,583.2	5,621.0	5,677.4
FTEOut	Out-of-District FTE Pupils	94.7	92.4	96.1
FTEs	Total FTE Pupils	5,677.9	5,713.4	5,773.5

Function	Description	2016				2017				2018			
		\$ Per In-District Pupil A	% Share of In-District B = A / IIII	State Average B	% Share of State C = B / IIII	\$ Per In-District Pupil A	% Share of In-District B = A / IIII	State Average B	% Share of State C = B / IIII	\$ Per In-District Pupil A	% Share of In-District B = A / IIII	State Average B	% Share of State C = B / IIII
ADMN	Administration	\$664.05	4.3%	\$548.23	3.7%	\$739.52	4.5%	\$548.44	3.6%	\$805.45	4.7%	\$563.50	3.5%
LDRS	Instructional Leadership	\$1,290.99	8.3%	\$1,012.90	6.8%	\$1,329.56	8.1%	\$1,056.70	6.9%	\$1,366.50	7.9%	\$1,047.62	6.6%
TCHR	Teachers	\$6,230.22	39.9%	\$5,813.63	38.8%	\$6,507.35	39.7%	\$5,944.50	38.7%	\$6,830.57	39.7%	\$6,201.89	38.9%
TSER	Other Teaching Services	\$1,113.12	7.1%	\$1,236.18	8.3%	\$1,170.94	7.1%	\$1,248.07	8.1%	\$1,240.63	7.2%	\$1,326.45	8.3%
PDEV	Professional Development	\$179.82	1.2%	\$205.59	1.4%	\$189.77	1.2%	\$196.10	1.3%	\$153.78	0.9%	\$156.77	1.0%
MATL	Instructional Materials, Equipment and Technology	\$666.10	4.3%	\$465.44	3.1%	\$637.24	3.9%	\$457.85	3.0%	\$640.83	3.7%	\$488.62	3.1%
GUID	Guidance, Counseling and Testing	\$548.56	3.5%	\$458.80	3.1%	\$573.15	3.5%	\$475.93	3.1%	\$582.64	3.4%	\$505.47	3.2%
SERV	Pupil Services	\$1,138.66	7.3%	\$1,494.63	10.0%	\$1,237.12	7.5%	\$1,565.11	10.2%	\$1,211.90	7.0%	\$1,631.90	10.2%
OPMN	Operations and Maintenance	\$1,236.57	7.9%	\$1,124.88	7.5%	\$1,247.05	7.6%	\$1,140.62	7.4%	\$1,419.00	8.2%	\$1,196.75	7.5%
BENE	Insurance, Retirement Programs and Other	\$2,551.86	16.3%	\$2,609.78	17.4%	\$2,774.26	16.9%	\$2,716.66	17.7%	\$2,961.57	17.2%	\$2,833.78	17.8%
IIII	In-District Per Pupil Expenditure	\$15,619.95		\$14,970.06		\$16,405.94		\$15,349.97		\$17,212.86		\$15,952.76	
TTPP	Total Per Pupil Expenditures	\$16,546.96		\$15,488.38		\$17,306.62		\$15,918.07		\$18,148.78		\$16,506.27	

FY 2020/21 Budgeted School Department Enrollment

The budget assumes that total PreK-12 enrollment (excluding students attending out-of-District placements) will be 5,771 in FY 2020/21, up 64 students from the FY 2019/20 enrollment of 5,707. Elementary enrollment is projected to increase by 48 students (from 2,586 to 2,634); middle school enrollment is expected to decrease by 6 students (from 1,391 to 1,385) and high school enrollment is expected to increase by 22 students (from 1,658 to 1,680.) The elementary enrollment growth is projected to occur primarily in the Eliot, Williams and Newman districts. Although overall middle school enrollment is projected to decline by 6 pupils, this change reflects the net effect of the large sixth grade class moving from High Rock to Pollard. (As such, High Rock enrollment is projected to decline by 69 students, while Pollard is projected to grow by 63 students.) High School enrollment is projected to grow by 22 students, reflecting the movement of secondary classes through the system. The FY21 High School enrollment projection begins the march of high school students toward a peak Grade 9-12 enrollment of 1,860 in 2027/28. Pre-Kindergarten enrollment is expected to remain constant at 72 students. An estimated 97 students are expected to be placed out-of-district.

The chart below displays projected FY 2020/21 enrollment by school and grade level:

Needham Public Schools Projected Enrollment: 2020/21																
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*	Total
Preschool	72															72
Broadmeadow		86	86	105	86	96	98									557
Eliot		70	71	70	77	63	74									425
Williams		83	87	83	93	94	93									533
Mitchell		70	71	85	71	89	95									481
Newman		101	105	105	121	98	108									638
High Rock								430								430
Pollard									504	451						955
High School											436	376	448	417	3	1,680
TOTAL	72	410	420	448	448	440	468	430	504	451	436	376	448	417	3	5,771

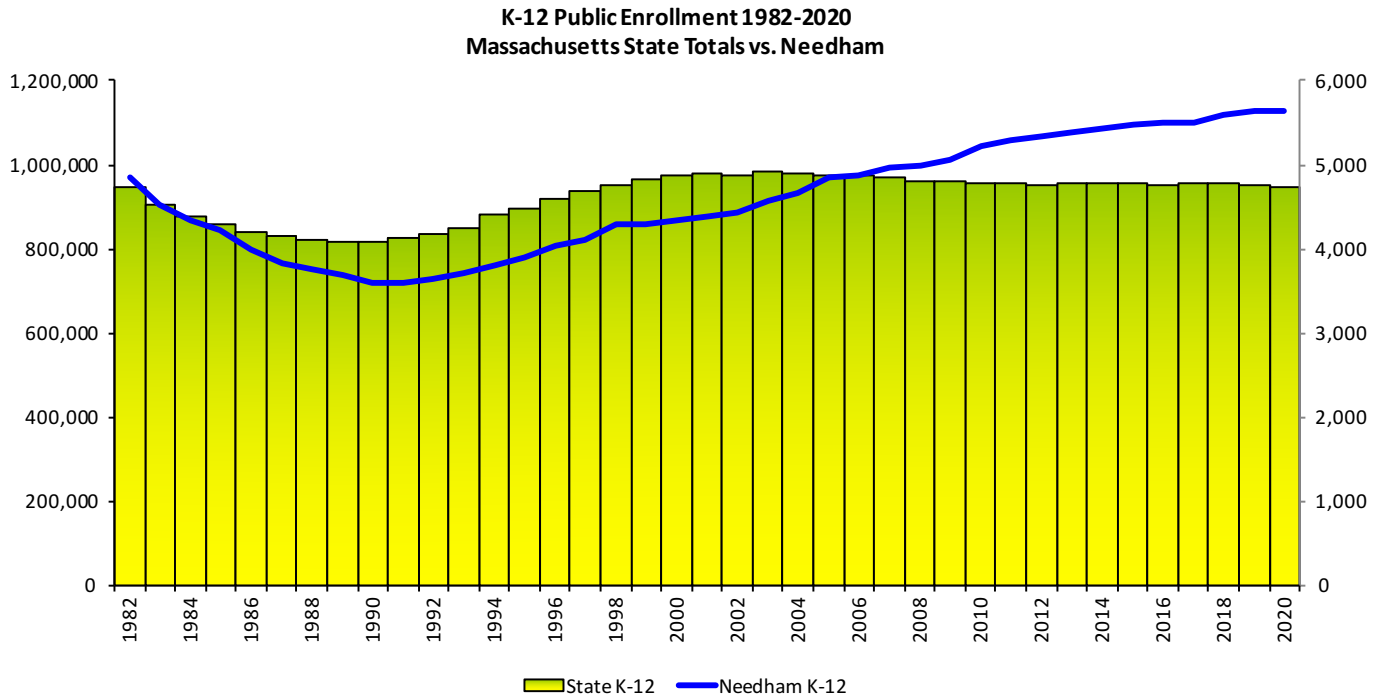
*SP indicates post graduate special education students counted separately by DESE October enrollment

NPS also has 97 Out of District students with special needs paid for by the district. DESE excludes out of district placements from District enrollment.

Source: McKibben Demographics, 2019

Trends in School Enrollment

Needham’s population has been growing steadily, in contrast to the rest of the state. Over the past twenty years (since FY 1999/00), Needham’s K-12 enrollment (excluding preschool students and pupils attending school out-of-district) has grown 30.1% from 4,330 (FY 1999/00) to 5,635 (FY 2019/20.) By contrast, statewide enrollment has decreased by \$23,432 students (2.4%) over the same period, from 972,260 to 948,828.

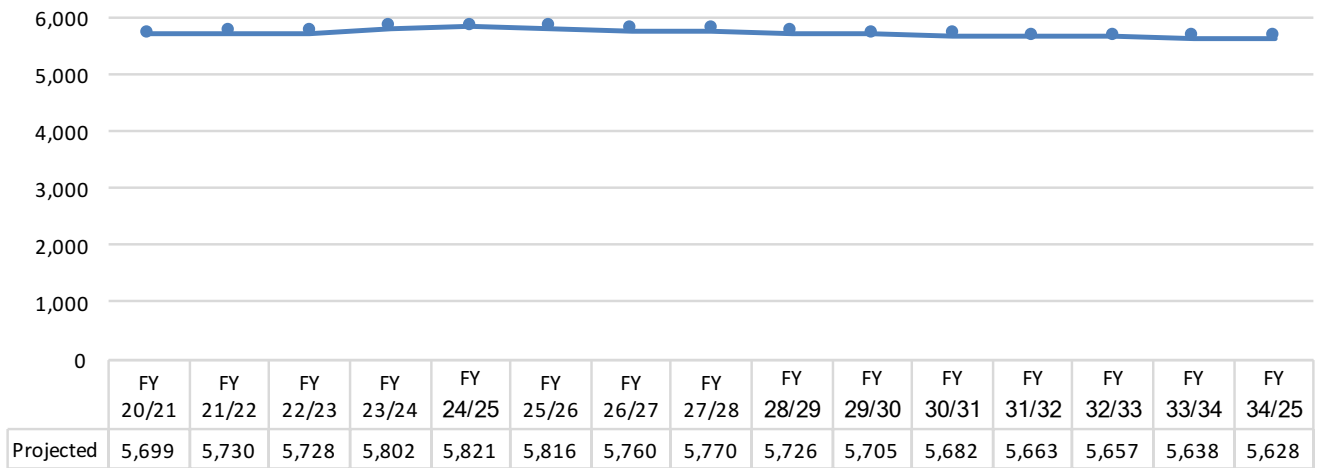


Projected Enrollment – FY 2020/21 and Beyond

Over the next fifteen years, Needham’s enrollment is projected to remain relatively flat, according to a recent analysis by McKibben Demographics Research (November 2019.) This analysis reflects the net impact of the local 18-24-year-old population leaving the District to attend college or move to other urbanized areas, an increase in the number of empty nest households and the inflow of young households/families into Needham. Since the level of in-migration is projected to be large enough to offset the population outflow, enrollment is projected to remain relatively flat. These assumptions are heavily dependent on the rate, magnitude and price of existing home sales in Needham, as well as the ability of families to continue to afford to purchase these homes. Charts depicting the historical increase and projected decline in enrollment are presented below.

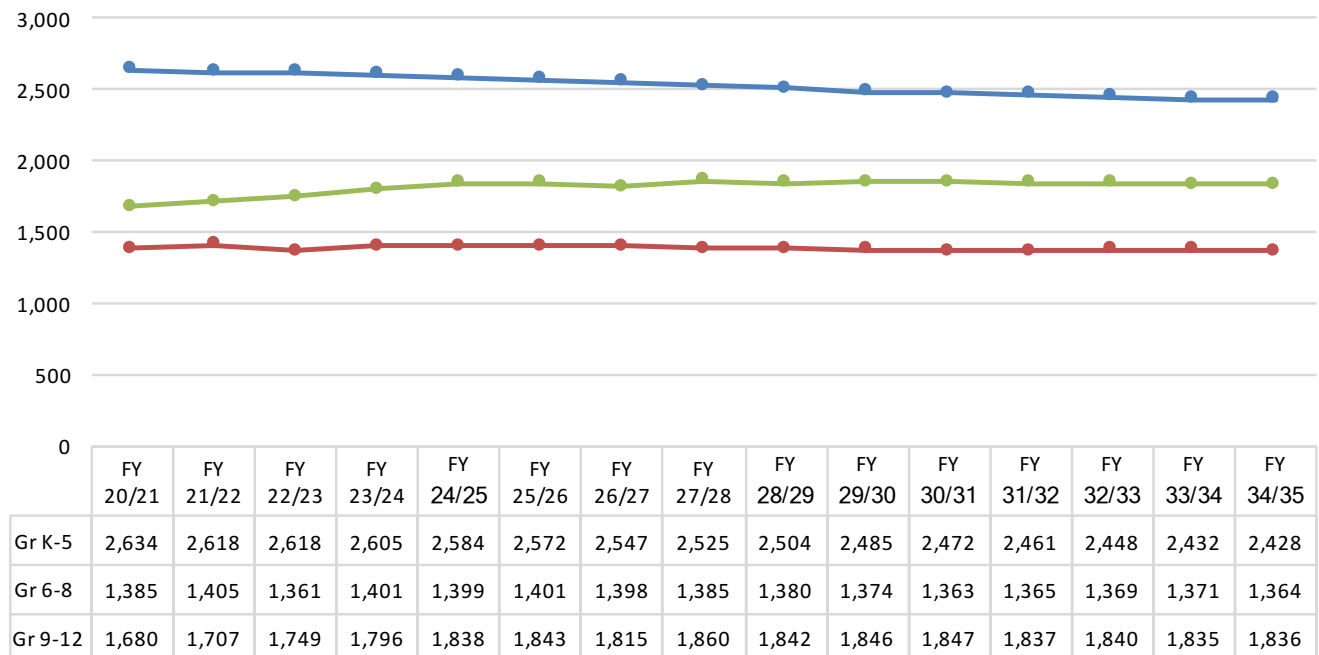
Although the long-term trend continues to be for 'level enrollment,' the short term will continue to be characterized by a rapid increase in the school population, followed by a rapid decrease in population. According to the projections, K-12 enrollment will grow from the current level of 5,635 to a peak of 5,821 students in the 2024/25 School Year, and then decline to 5,628 students by 2034/35. The period where enrollment is increasing will add 186 anticipated new students to the system. During the declining enrollment period, Needham will lose an estimated 193 students.

Needham Public School Projected K-12 Enrollment 2020/21 - 2034/35
(Excluding Out of District & Preschool Students)



The composition of enrollment growth also is expected to change over the next 15 years. Declining enrollment at the elementary level will be balanced by an increasing middle school population for much of the forecast period, and by high and steady enrollment at the High School. Enrollment in grades K-5 is expected to decline significantly, from 2,586 in FY 2019/20 to 2,428 by FY 2034/35. By contrast, middle school enrollment is projected to increase to 1,401 students in FY 2025/26, as the larger elementary cohorts reach middle school, then decline to 1,364 by FY 2034/35. High school enrollment will follow a similar pattern as the existing student cohorts move through the system - peaking at 1,860 in FY 2027/28, then declining to 1,836 by FY 2034/35.

Needham Public School Projected K-12 Enrollment 2020/21 - 2034/35
(Excluding Out of District & Preschool Students)



FY21 Operating Budget Staffing Summary by Department:

	Dan Total FY16 Actual	Dan Total FY17 Actual	Dan Total FY18 Actual	Dan Total FY19 Actual	Dan Total FY20 Approved	Total FY21 Request	Dan Admin FY21 Recomm	Dan Teacher FY21 Recomm	Dan Aide FY21 Recomm	Dan Non Instr FY21 Recomm	Dan Total FY21 Recomm
Administration											
School Committee	-	-	-	-	-	-	-	-	-	-	-
Superintendent	2.00	2.00	2.00	2.00	2.00	3.01	1.44	-	-	1.57	3.01
Human Resources	5.85	5.85	6.85	7.28	6.85	6.85	1.00	-	-	5.85	6.85
Student Support Services	2.00	2.00	2.43	3.43	3.81	2.80	1.00	-	-	1.80	2.80
Student Learning	2.00	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Financial Operations	5.94	5.94	6.94	6.94	6.89	6.94	1.00	-	-	5.94	6.94
External Funding	0.29	0.29	0.29	-	-	-	-	-	-	-	-
Subtotal Administration	18.08	18.08	20.51	21.65	21.55	21.60	5.44	-	-	16.16	21.60
General Supplies & Services											
Professional Development											
District	-	-	-	-	-	-	-	-	-	-	-
Broadmeadow	-	-	-	-	-	-	-	-	-	-	-
Eliot	-	-	-	-	-	-	-	-	-	-	-
Hillside	-	-	-	-	-	-	-	-	-	-	-
Mitchell	-	-	-	-	-	-	-	-	-	-	-
Newman	-	-	-	-	-	-	-	-	-	-	-
High Rock	-	-	-	-	-	-	-	-	-	-	-
Pollard	-	-	-	-	-	-	-	-	-	-	-
Employee Assistance Program	-	-	-	-	-	-	-	-	-	-	-
Staff 504 Accomodations	-	-	-	-	-	-	-	-	-	-	-
Lane Changes & Sick Buy Back	-	-	-	-	-	1.00	-	-	-	-	-
Sub Callers	-	-	-	-	-	-	-	-	-	-	-
Substitutes	2.46	2.47	2.47	3.47	3.47	10.04	-	2.00	-	1.04	3.04
Curriculum Development	-	-	-	-	-	-	-	-	-	-	-
General Supplies, Services & Equip	-	-	-	-	-	-	-	-	-	-	-
Production Center/Mail Room	1.00	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00	1.00
Administrative Technology	6.00	6.00	6.00	6.00	12.96	12.96	-	-	5.96	7.00	12.96
Transportation	9.11	9.31	8.59	9.37	10.75	10.75	-	-	-	10.75	10.75
Subtotal Gen. Supply & Svc.	18.57	18.78	18.06	19.84	28.18	35.75	-	2.00	5.96	19.79	27.75
Elementary											
Broadmeadow	29.31	29.31	29.31	29.01	37.42	41.43	2.00	25.00	5.00	4.43	36.43
Eliot	21.16	21.39	21.39	21.39	27.09	27.39	1.60	19.00	3.00	3.79	27.39
Hillside/ Williams	25.10	26.10	26.10	27.10	33.75	34.14	1.80	24.00	4.00	4.14	33.94
Mitchell	27.16	27.16	28.26	28.26	33.46	33.56	1.70	24.00	4.00	3.86	33.56
Newman	33.33	34.43	34.93	35.63	41.86	41.86	2.00	31.00	4.00	4.86	41.86
Subtotal Elementary	136.06	138.39	139.98	141.38	173.57	178.38	9.10	123.00	20.00	21.08	173.18
Middle											
High Rock	25.83	26.00	26.44	26.44	26.44	28.27	2.90	20.60	-	3.14	26.64
Pollard Middle School	50.87	51.17	52.50	52.61	52.50	56.50	5.10	42.80	1.00	5.00	53.90
Subtotal Middle School	76.70	77.17	78.94	79.05	78.94	84.77	8.00	63.40	1.00	8.14	80.54
High School											
Needham High School	85.94	88.02	89.52	92.16	90.77	93.40	7.20	77.65	-	6.85	91.70
High School Athletics	2.50	2.50	2.50	2.50	2.50	2.50	1.00	-	-	1.50	2.50
Subtotal High School	88.44	90.52	92.02	94.66	93.27	95.90	8.20	77.65	-	8.35	94.20
Student Services											
Guidance											
District	29.10	30.40	30.40	32.00	32.60	34.50	1.00	30.60	-	2.00	33.60
District	2.00	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Broadmeadow	2.30	2.30	2.30	2.10	2.30	2.50	-	2.30	-	-	2.30
Eliot	1.20	1.40	1.40	1.20	1.40	1.40	-	1.40	-	-	1.40
Hillside/ Williams	1.40	1.50	1.50	1.50	1.70	1.90	-	1.70	-	-	1.70
Mitchell	1.00	1.00	1.00	1.40	1.40	2.00	-	1.60	-	-	1.60
Newman	2.00	2.00	2.00	2.40	2.40	2.40	-	2.40	-	-	2.40
High Rock	2.50	2.50	2.50	2.70	2.70	2.70	-	2.70	-	-	2.70
Pollard	3.70	3.70	3.70	3.70	3.70	4.20	-	4.10	-	-	4.10
HS	12.60	13.60	13.60	14.60	14.60	15.00	-	14.00	-	1.00	15.00
Preschool	0.40	0.40	0.40	0.40	0.40	0.40	-	0.40	-	-	0.40
Psychology											
Broadmeadow	5.30	5.50	5.50	4.90	5.20	6.70	-	5.70	-	-	5.70
Broadmeadow	0.50	0.50	0.50	0.50	0.50	0.50	-	0.50	-	-	0.50
Eliot	-	-	-	-	-	-	-	-	-	-	-
Hillside/ Williams	0.50	0.50	0.50	0.50	0.80	0.50	-	0.50	-	-	0.50
Mitchell	0.30	0.50	0.50	0.50	0.50	0.50	-	0.50	-	-	0.50
Newman	0.60	0.60	0.60	0.60	0.60	0.60	-	0.60	-	-	0.60
High Rock	0.30	0.30	0.30	0.30	0.30	0.30	-	0.30	-	-	0.30
Pollard	0.70	0.70	0.70	0.70	0.70	1.00	-	1.00	-	-	1.00
HS	2.40	2.40	2.40	1.80	1.80	3.30	-	2.30	-	-	2.30
Preschool	-	-	-	-	-	-	-	-	-	-	-

FY21 Operating Budget Staffing Summary by Department:

	Total FY16 Actual	Total FY17 Actual	Total FY18 Actual	Total FY19 Actual	Total FY20 Approved	Total FY21 Request	Admin FY21 Recomm	Teacher FY21 Recomm	Aide FY21 Recomm	Non Instr FY21 Recomm	Total FY21 Recomm
Media & Digital Learning	13.27	13.35	13.32	13.60	24.00	24.50	-	19.40	3.00	1.60	24.00
District	1.21	1.00	1.00	1.00	-	-	-	-	-	-	-
Broadmeadow	1.20	1.20	1.40	1.40	2.40	2.40	-	2.20	-	0.20	2.40
Eliot	1.00	1.00	1.00	1.00	2.00	2.00	-	1.80	-	0.20	2.00
Hillside/ Williams	1.00	1.20	1.10	1.10	2.20	2.20	-	2.00	-	0.20	2.20
Mitchell	1.20	1.20	1.20	1.20	2.20	2.20	-	2.00	-	0.20	2.20
Newman	1.42	1.42	1.42	1.50	2.50	2.50	-	2.30	-	0.20	2.50
High Rock	1.00	1.00	1.00	1.00	2.50	3.00	-	2.50	-	-	2.50
Pollard	1.60	1.60	1.60	1.60	3.40	3.40	-	2.80	-	0.60	3.40
HS	3.64	3.73	3.60	3.80	6.80	6.80	-	3.80	3.00	-	6.80
K-12 Dir. Media & Tech Services	2.00	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Physical Education	21.10	21.20	21.30	21.40	22.00	23.20	-	22.10	-	-	22.10
Broadmeadow	1.60	1.60	1.60	1.60	1.60	1.60	-	1.60	-	-	1.60
Eliot	1.10	1.10	1.10	1.10	1.10	1.10	-	1.20	-	-	1.20
Hillside/ Williams	1.10	1.40	1.40	1.40	1.40	1.50	-	1.50	-	-	1.50
Mitchell	1.40	1.40	1.50	1.50	1.50	1.50	-	1.50	-	-	1.50
Newman	2.20	2.00	2.00	2.00	2.00	2.00	-	2.00	-	-	2.00
High Rock	2.00	2.00	2.00	2.00	2.60	2.60	-	2.00	-	-	2.00
Pollard	4.20	4.20	4.20	4.20	4.20	5.20	-	4.70	-	-	4.70
HS	7.50	7.50	7.50	7.60	7.60	7.60	-	7.60	-	-	7.60
Health Education	1.00	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
High Rock	-	-	-	-	-	-	-	-	-	-	-
Pollard	1.00	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
HS	-	-	-	-	-	-	-	-	-	-	-
K-12 Dir. Health & Phys. Ed.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00
Fine Arts	16.20	16.30	16.40	16.40	16.90	17.40	-	17.00	-	-	17.00
Broadmeadow	1.00	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Eliot	0.76	0.80	0.40	0.40	0.73	0.70	-	0.70	-	-	0.70
Hillside/ Williams	0.70	0.70	1.10	1.10	0.95	1.00	-	1.00	-	-	1.00
Mitchell	0.74	0.74	0.74	0.74	0.97	1.00	-	1.00	-	-	1.00
Newman	1.20	1.16	1.16	1.16	1.25	1.30	-	1.30	-	-	1.30
High Rock	0.80	0.90	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Pollard	3.00	3.00	3.00	3.00	3.00	3.40	-	3.00	-	-	3.00
HS	8.00	8.00	8.00	8.00	8.00	8.00	-	8.00	-	-	8.00
Performing Arts	14.45	13.88	14.63	14.76	15.01	16.10	-	15.05	0.45	-	15.50
Broadmeadow	1.41	1.33	1.48	1.62	1.63	1.62	-	1.45	-	-	1.45
Eliot	0.94	0.93	1.04	0.94	1.03	1.08	-	1.00	0.08	-	1.08
Hillside/ Williams	1.30	1.13	1.34	1.32	1.40	1.40	-	1.26	0.14	-	1.40
Mitchell	1.37	1.30	1.38	1.34	1.41	1.44	-	1.30	0.14	-	1.44
Newman	1.69	1.66	1.72	1.64	1.60	1.77	-	1.64	-	-	1.64
High Rock	1.96	1.90	1.94	2.00	2.00	2.03	-	2.00	0.03	-	2.03
Pollard	2.84	2.73	2.73	2.70	2.74	3.56	-	3.20	0.06	-	3.26
HS	2.94	2.90	3.00	3.20	3.20	3.20	-	3.20	-	-	3.20
K-12 Dir. Fine & Perf. Arts	1.90	1.90	2.15	2.15	2.15	2.85	1.00	-	-	1.15	2.15
World Languages	27.40	27.50	27.90	29.70	29.33	31.20	-	30.60	-	-	30.60
Broadmeadow	1.20	1.20	1.20	1.20	1.27	1.40	-	1.40	-	-	1.40
Eliot	0.80	0.80	0.80	0.80	0.90	0.80	-	0.80	-	-	0.80
Hillside/ Williams	1.00	1.00	1.00	1.00	1.13	1.20	-	1.20	-	-	1.20
Mitchell	1.06	1.10	1.10	1.10	1.20	1.20	-	1.20	-	-	1.20
Newman	1.34	1.40	1.40	1.40	1.53	1.50	-	1.50	-	-	1.50
High Rock	2.20	2.20	2.20	2.20	2.20	2.60	-	2.60	-	-	2.60
Pollard	6.00	6.00	6.00	6.00	6.10	7.10	-	6.70	-	-	6.70
HS	13.80	13.80	14.20	16.00	15.00	15.40	-	15.20	-	-	15.20
K-12 Dir. World Languages	1.00	1.00	1.00	1.00	1.00	1.60	1.00	-	-	-	1.00
Subtotal K-12 Specialists	117.94	118.44	121.77	124.72	119.86	126.28	4.60	106.65	6.24	4.30	121.78
GRAND TOTAL	715.50	724.13	743.22	766.61	794.18	841.24	48.81	537.53	141.14	80.87	808.36

Average Class Size:

The high value per dollar expended of Needham education also is demonstrated by the following staffing ratio chart, which shows that, in FY 2018/19, 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 class size of 18.9 was higher than the comparison community average of 18.05 and the state-wide average of 17.9.

Source: DESE

