

Needham Public Schools

www.needham.k12.ma.us

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

BUDGET REQUEST - FY 2013/14

2013 ANNUAL TOWN MEETING



SCHOOL COMMITTEE

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MICHAEL GREIS • MARIANNE COOLEY • KIM MARIE NICOLS
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SUPERINTENDENT
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On the cover: Pictures from the Needham Public Schools mural projects.

Acknowledgements: Thank you to Melane Bisbas for document preparation, Robyn Briggs and the staff of the Needham High School Graphic Arts Department for cover design, to Steve Tedeschi for cover photos and to Tom Constantino of the Production Center for document reproduction.

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NEEDHAM PUBLIC SCHOOLS

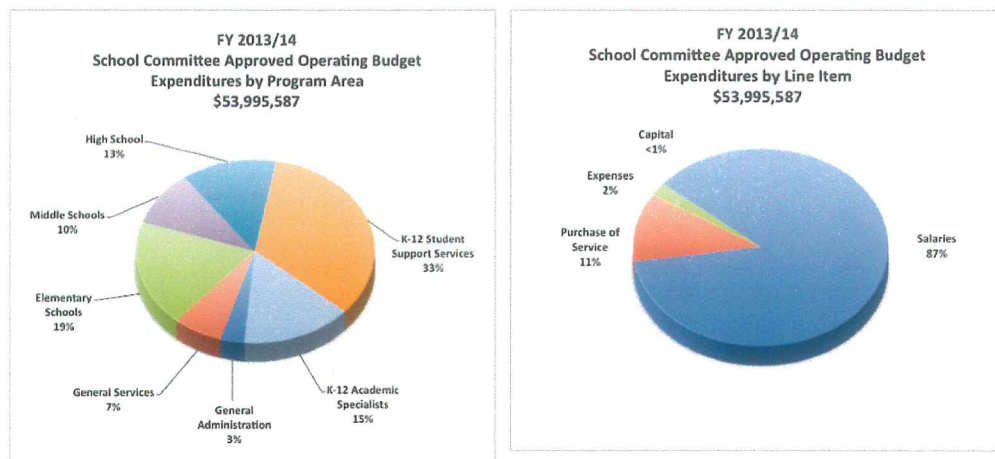
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April 16, 2013

Dear Town Meeting Members:

The Needham School Committee invites you to consider its operating budget request for the fiscal year ending June 30, 2014 (FY 2013/14). The proposed budget, which totals \$53,995,587, represents a \$2,882,906 (5.64%) increase over the current year operational budget of \$51,112,681.



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

The budget plan was developed within the context of growing student enrollment, particularly at the secondary level, where more intensive resources are required to meet the complexities of the middle and high school programs. Additional staffing for teachers and an assistant principal at the High School are requested as part of this plan, as well as staff to expand and grow student intramurals and athletics. Student enrollment at the elementary level has not decreased; this budget request seeks an additional Grade Two teacher at Hillside, as well as additional support to enhance mathematics learning and support for all students in each elementary school.

The budget proposal also takes into account the growing need to provide staff training, professional development, and tools to support the mandated educator evaluation program and to develop teacher increased skills and knowledge, as we integrate new and additional technology into Needham's schools, classrooms, and offices.

This plan also supports the next phase of the special education reorganization, which was begun this year. Due to growing student enrollment and the need for specialized programs at the secondary level to complement similar programs at the elementary schools, this plan calls for the addition of a middle/high school autism specialist and an additional teacher for the 8th Grade Insight Program. Additionally, we

include funds for increased special education transportation and tuition costs and have used a conservative “Circuit Breaker” reimbursement rate of 64% as we calculated our funding needs.

Given these needs, the budget was developed with an eye toward fiscal realities. Of the total budget amount, only 0.7% of the total 5.64% requested increase represents funds to improve or create new programs. These improvements are modest in scope but sufficient to enhance student learning at all levels. Most of the request, or 4.94% is simply to meet contractual obligations and provide level service, including meeting enrollment growth. We are mindful of the fragile economic situation, both locally and globally, and have pared requests, repositioned resources where we could and deferred suggestions for new programs to another year. But we also are obligated to share with Town Meeting and the community what resources are required to meet student needs. This budget plan, therefore, is prudent, responsible, and balanced - and addresses the growing needs of a dynamic and vibrant school community.

The Town will address the impact of the so-called “Fiscal Cliff” and loss of federal funding caused by the Sequester on a comprehensive basis, as the potential impact is more widely understood. We estimate that school programs will be reduced by approximately \$142,000 in FY14, affecting up to 1.65 FTE positions.

Significant Components of the FY14 Budget:

- The budget of \$53,995,587 represents a proposed 5.64% increase of \$2,882,906 over the current fiscal year budget of \$51,112,681.
- Contractual costs account for \$1,225,380 (2.4%) of the overall expenditure increase.
- The budget assumes that total PreK-12 enrollment will grow to 5,519 in FY14 (from 5,476 in FY13.) Elementary enrollment is projected to decline slightly from 2,519 to 2,507; middle school enrollment is expected to rise from 1,313 to 1,331 and High School enrollment is expected to increase from 1,562 to 1,598.
- Overall staffing is increased by a net of 17.43 Full Time Equivalents (FTE.), including 15.98 FTE teachers. A total of 3.96 FTE staff are reduced from the FY13 budget in order to provide for increases in staffing at the secondary level. An assistant principal position at the High School is proposed to provide support for the growing High School population.
- Transporting special education students to out of district placements will cost an additional \$122,782; Regular education transportation costs will also increase, resulting in an additional operating budget subsidy of \$65,000 and a fee increase of \$5.00 from \$390 to \$395.

2013/14 Budget Calendar

Sept– School Committee
Developed School Budget
Priorities & Guidelines

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

Dec 4 – Superintendent’s
Budget Request Sent to School
Committee, Town Manager and
the Finance Committee

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

January - 2013– School
Committee Sends Formal
Budget Request to the Town
Manager (Due on or Before Jan
31.)

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

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

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

May – Annual Town Meeting

July 1, 2013 – New Fiscal Year
Begins

- Two additional math instructional coaches are proposed to support students and teachers at the elementary level; a part-time athletic assistant is funded by the athletic revolving account to develop the High School's athletic and intramural programs for all students; technical support staffing is increased by 1.5 FTE.
- Support for professional development and technology tools is also increased in this budget plan by a total of \$163,081. This amount will provide training for the new and mandated teacher evaluation model and the expansion of the Pollard School's 1 to 1 technology initiative. In addition, funds are proposed to provide the online tools and data management systems required to support teacher evaluation, library maintenance, and other systems needed to support the administration of all school programs and offices

What Assumptions and Priorities Shaped the FY14 Budget Request?

The FY14 budget development process began earlier in the school year, when the School Committee identified budget priorities to guide the administration in the budget planning process. These included:

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

Administrators developed budget requests in the fall and submitted them for consideration and discussion in November. The Central Office Administration then met with principals and program directors to review and discuss budget requests in light of the School Committee's identified priorities and district goals. Finally, the Superintendent consulted with the Town Manager and her staff, School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

What are the Capital Project Priorities for FY14?

The capital project priorities for FY14 are listed below and are described in greater detail within this document:

Technology & Equipment \$809,945 (Tier I Priorities):

- \$441,200 to replace District computers, laptops, servers and other technology
- \$59,620 to maintain the District's replacement schedule for copy machines
- \$15,000 for school musical equipment replacement
- \$41,600 to replace school furniture at the Hillside, Mitchell, Newman and Pollard schools
- \$8,270 to replace graphic arts equipment
- \$14,380 to replace wellness equipment at Pollard and the High School
- \$37,275 to purchase a new radio system for Needham High School
- \$25,000 in technology innovation funds
- \$22,600 to continue the installation of interactive whiteboards throughout the District
- \$145,000 to continue the District's 1:1 initiative

Facilities Construction and Renovation \$500,000 (Tier II Priorities):

- \$500,000 for feasibility design of a renovated Hillside Elementary School

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

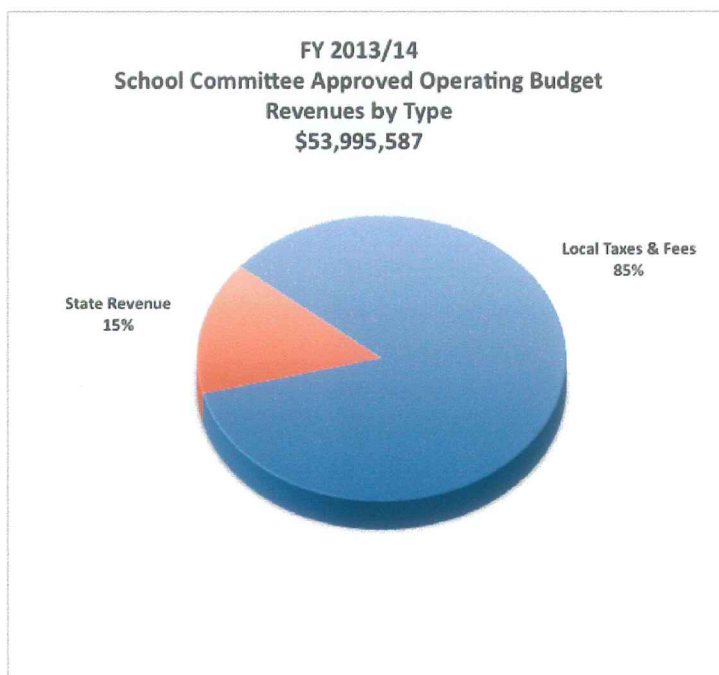
The School Committee thanks the Superintendent and staff, who have, as always, worked so hard to prepare this budget. The School Committee values our excellent ongoing collaboration with the Selectmen, Town Manager, and Finance Committee in our collective effort to craft a sustainable Town-wide budget 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,

Heidi Black

Heidi Black
Chair, Needham School Committee 2012-13
Needham School Committee

School Operating Budget Revenue & Expenditure Summary



Revenue Summary:

School Revenue	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
<u>Local Revenue:</u>									
Property Taxes & Fees (5)	39,246,388	40,016,773	41,525,033	43,595,975	47,810,368	45,837,626	2,241,651	5.14%	84.9%
<u>State Revenue/Assessments:</u>									
School Choice (1)	-	(17,222)	(10,390)	-	-	-	-	0.00%	0.0%
Charter School (2)	(48,856)	(41,524)	(75,901)	(98,835)	(98,835)	(98,835)	-	0.00%	-0.2%
Special Education (3)	(13,409)	(13,610)	(13,371)	(18,449)	(18,449)	(18,449)	-	0.00%	0.0%
Chapter 70 Formula Aid (4)	5,996,469	6,590,957	6,991,720	7,633,990	8,275,245	8,275,245	641,255	8.40%	15.3%
Subtotal State	5,934,204	6,518,601	6,892,058	7,516,706	8,157,961	8,157,961	641,255	8.53%	15.1%
Totals	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	53,995,587	2,882,906	5.64%	100.0%

(1) School Choice sending tuition assessment. Source: Department of Revenue Cherry Sheets

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

(3) Tuition Assessment to Mass Hospital School. Source: Department of Revenue Cherry Sheets

(4) Chapter 70 Excludes School Construction Chapter 645; Chapter 511; METCO & School Lunch Reimbursement. Excludes Circuit Breaker. Source: Department of Revenue Cherry Sheets

(5) FY14 Town Manager Proposed Budget, Jan 29, 2013

Revenues for School Department operations in FY14 are shown above. These revenues, which consist of education-related "Cherry Sheet" aid from the state and other local revenue, are based on January 2013 Town-wide revenue projections. Although the above chart attributes all of the Chapter 70 and education-related aid to the School Department, the Town considers Chapter 70 funds to be a General Fund receipt, which is apportioned with other local funds to both school and Town operations during the budget process. Based on this analysis, approximately 15.1% or \$8,157,961 of the \$53,995,587 school operating budget is funded by state revenue. Property taxes and other local receipts make up the difference, or \$45,837,626.

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 FY14 budget assumes that local taxpayers will fund 84.9% of the school operating budget, while 15.1% will be funded by the State. The state/local funding shares have remained relatively steady for the past several years, even as the state has contributed more money to education.

In FY07, the state revised its Chapter 70 formula to provide more funding to communities like Needham, where enrollments are growing, or where local funds comprise more than 82.5% of the foundation budget. The foundation budget is the level of funding the state says is needed to 'adequately' fund public education; \$50,278,154 in FY14. It consists of a required local contribution of \$41,479,477 and a state aid allocation of \$8,798,677. 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 FY14, the Governor has proposed completing the phase in and fully funding the state allocation at 17.5%.

The Town's FY14 projection for state aid is more conservative than the Governor's projection (House 1.) The Governor recommended a state aid allocation of \$8,798,677, which increased \$1,164,687 (15.3%) over the current year allocation of \$7,633,990. The Town's projection of \$8,275,245 is more conservative and is based both on recent history (the average over four years) and the assumption that demands on the State (by Federal cutbacks) may put some aid in jeopardy.

Massachusetts Department of Elementary and Secondary Education FY14 Chapter 70 Preliminary Summary

199 NEEDHAM

Aid Calculation FY14

Prior Year Aid

1 Chapter 70 FY13 7,633,990

Foundation Aid

2 Foundation budget FY14 50,278,154

3 Required district contribution FY14 41,479,477

4 Foundation aid (2 - 3) 8,798,677

5 Increase over FY13 (4 - 1) 1,164,687

6 Minimum \$25 per pupil increase 0

Non-Operating District Reduction to Foundation

7 Reduction to foundation 0

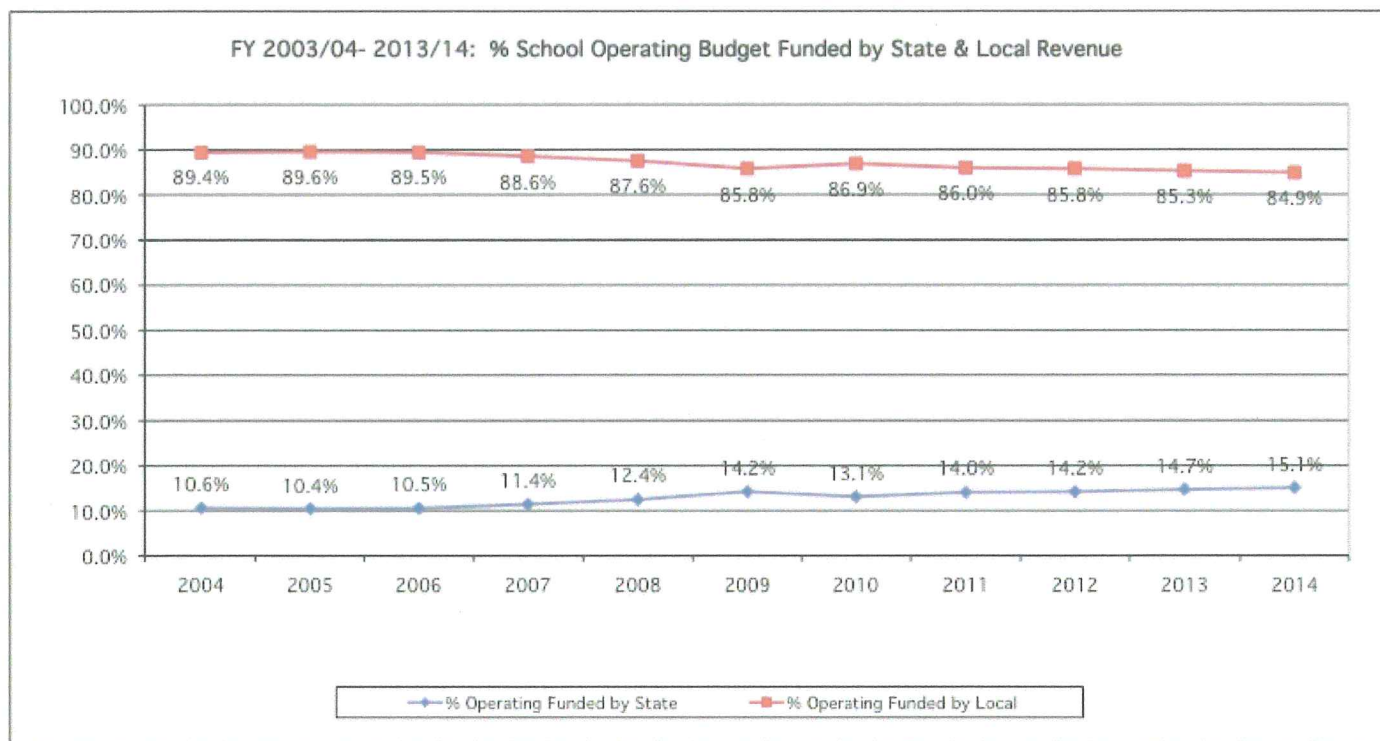
FY14 Chapter 70 Aid

8 sum of line 1, 5 and 6 minus 7 8,798,677

Comparison to FY13

	FY13	FY14	Change	Pct Chg
Enrollment	5,219	5,279	60	1.15%
Foundation budget	48,336,043	50,278,154	1,942,111	4.02%
Required district contribution	40,702,053	41,479,477	777,424	1.91%
Chapter 70 aid	7,633,990	8,798,677	1,164,687	15.26%
Required net school spending (NSS)	48,336,043	50,278,154	1,942,111	4.02%
Target aid share	17.50%	17.50%		
C70 % of foundation	15.79%	17.50%		
Required NSS % of foundation	100.00%	100.00%		

The chart below depicts changes in state and local funding for school operations. Based on the Town's revenue projections for FY14, the portion of the school's operating budget funded by state revenue is projected to increase slightly from 14.7% to 15.1%, while the portion funded by local revenue is projected to decrease from 85.3% to 84.9%.

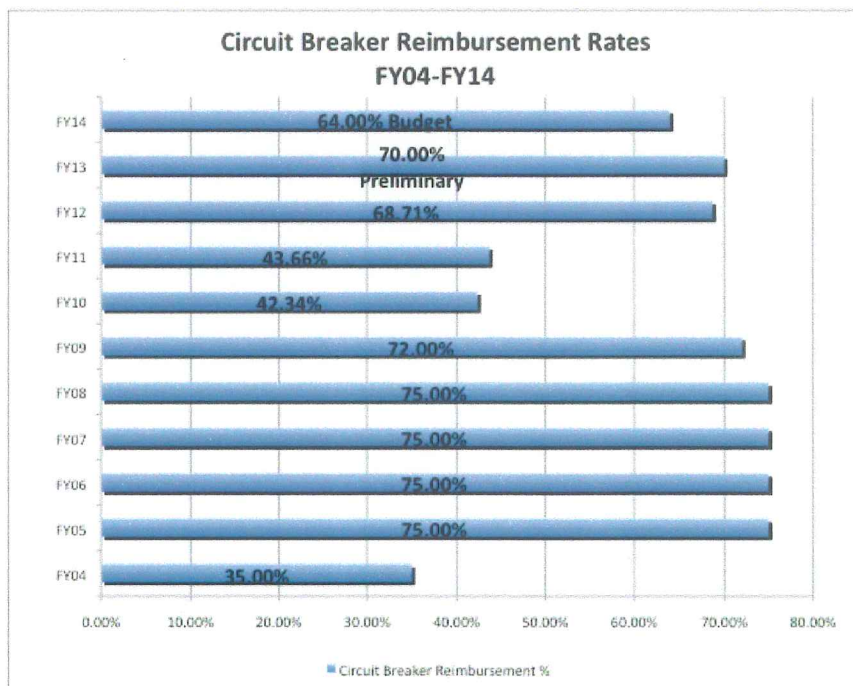


Source: School Business Office

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

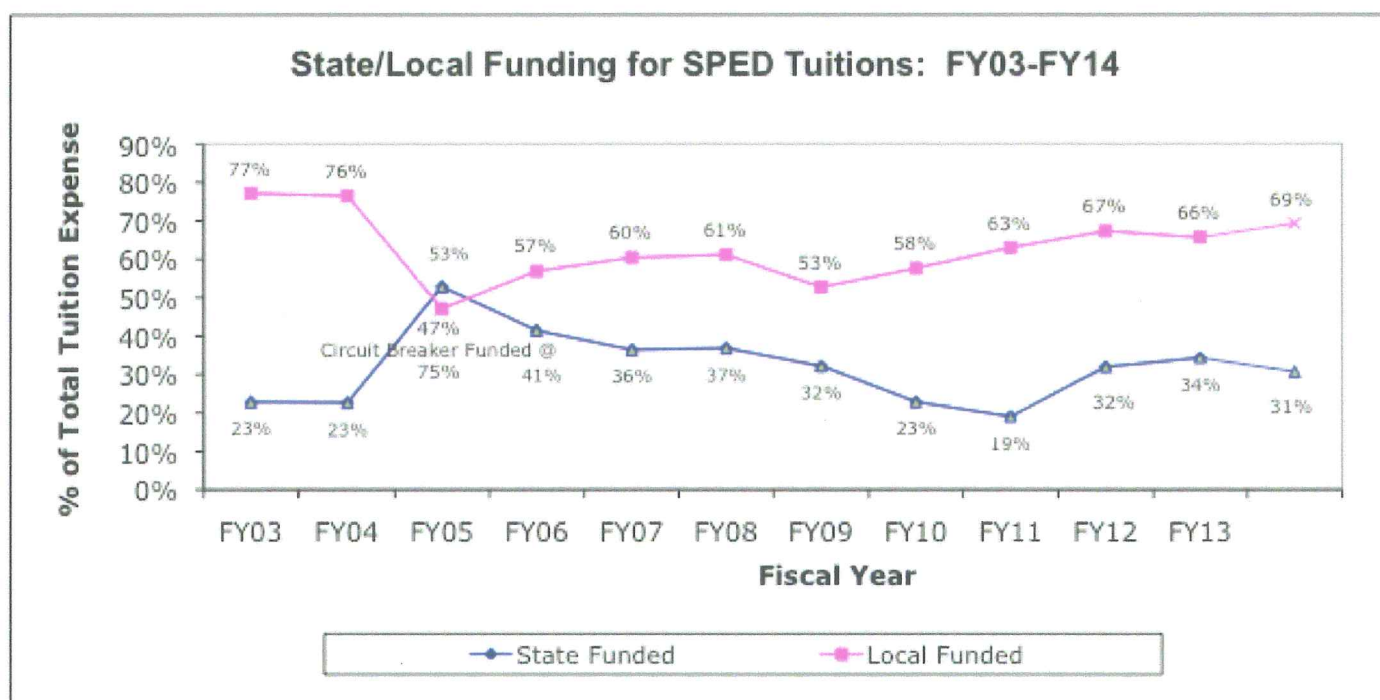
The state has continued its program of providing financial support for volatile special education out-of-district tuition expenses. The anticipated amount of funding for FY14 represents an expectation that state support for special education tuition expenses will continue along a path of recovery, toward a goal of full-funding.

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 FY14, this amount is budgeted to be \$40,512.) 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 42.34%, creating a \$652,473 funding shortfall, which was ‘covered’ by federal stimulus grant funds. The rate remained at 43.66% in FY11, when stimulus funds again were used to supplement budget resources for tuition expenditures. Since then, the state has allocated more funding to Circuit Breaker, in an attempt to restore the reimbursement rate. In FY12, the rate increased to 68.71%; the FY13 rate currently is 70%. Given uncertainty around the FY14 state budget and potential impact of Sequestration on the state budget, the School Committee has budgeted a 64% reimbursement rate for FY14.

The chart below compares the percentage of total tuition expenses funded from state and local funds (excluding federal stimulus grant funds.) State funds are derived from the Circuit Breaker reimbursement program described above. As expected, the percentage of tuition expenses funded from state revenues has increased in recent years, as the reimbursement rate has improved, following a period of cutbacks.

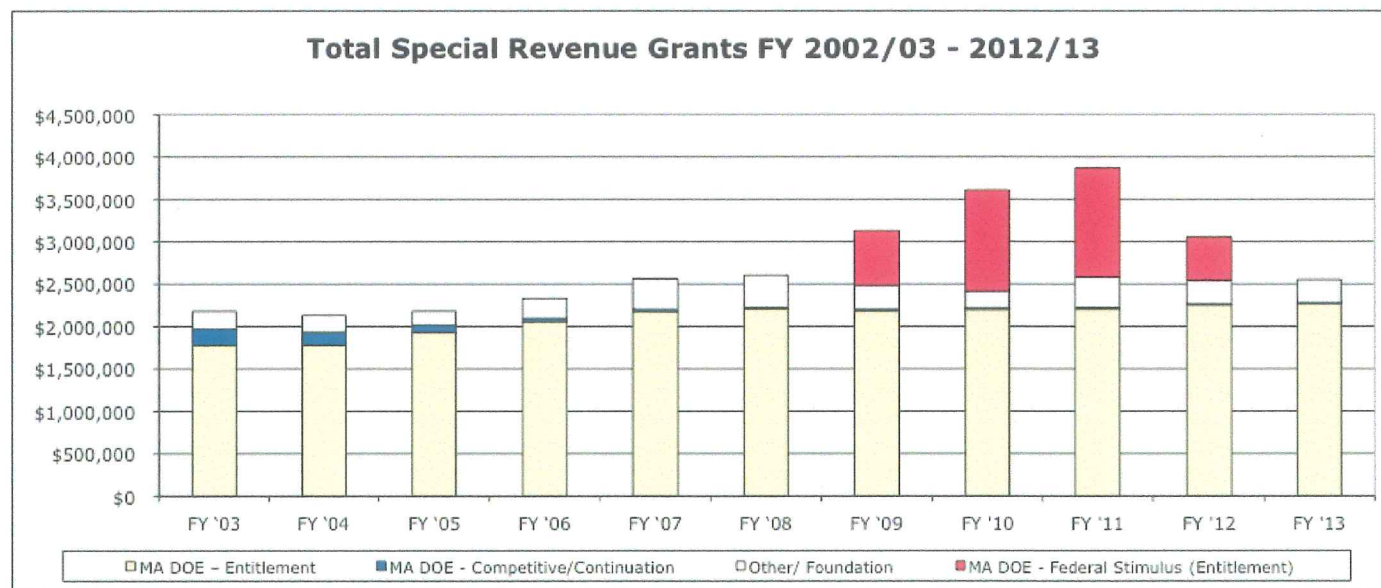


Trend: Additional Grant Funding and Increased Reliance on Fee-Based Programs to Support Operations:

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. In the current year (FY13), grant funding (excluding Circuit Breaker funds) totals \$2,551,583, which is \$371,454 (17%) more than the amount of grant funding received ten years ago (or \$2,180,129.) FY13 grants are \$499,669 (16.4%) less than the amount received last year, however, reflecting the loss of \$508,281 in one-time federal Education Jobs grant funds received in FY12. (An additional \$3,120,178 in American Recovery and Reinvestment Act, ARRA, stimulus funds were received between FY09-FY11, and were used to supplement operational resources during those difficult budget years.)

Even as the amount of funding has increased, however, the makeup of those dollars has changed over time. The increase in grant funds has been due primarily to increases in federal entitlement grants for special education and other student services, as well as the recent award of federal stimulus funds. Since FY03, entitlement grant funds have increased by \$494,839 (27.8%.) The upcoming federal Sequestration will reduce Needham's entitlement grant funds, although the long-term impact is not yet known. Private foundation grants increased by a smaller amount, or \$54,504 (25.2%.) These gains have been offset by the loss of competitive grant funds from the State, which have fallen by \$177,889 (95.8%), from \$185,789 in FY03 to only \$7,900 in FY13. 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.

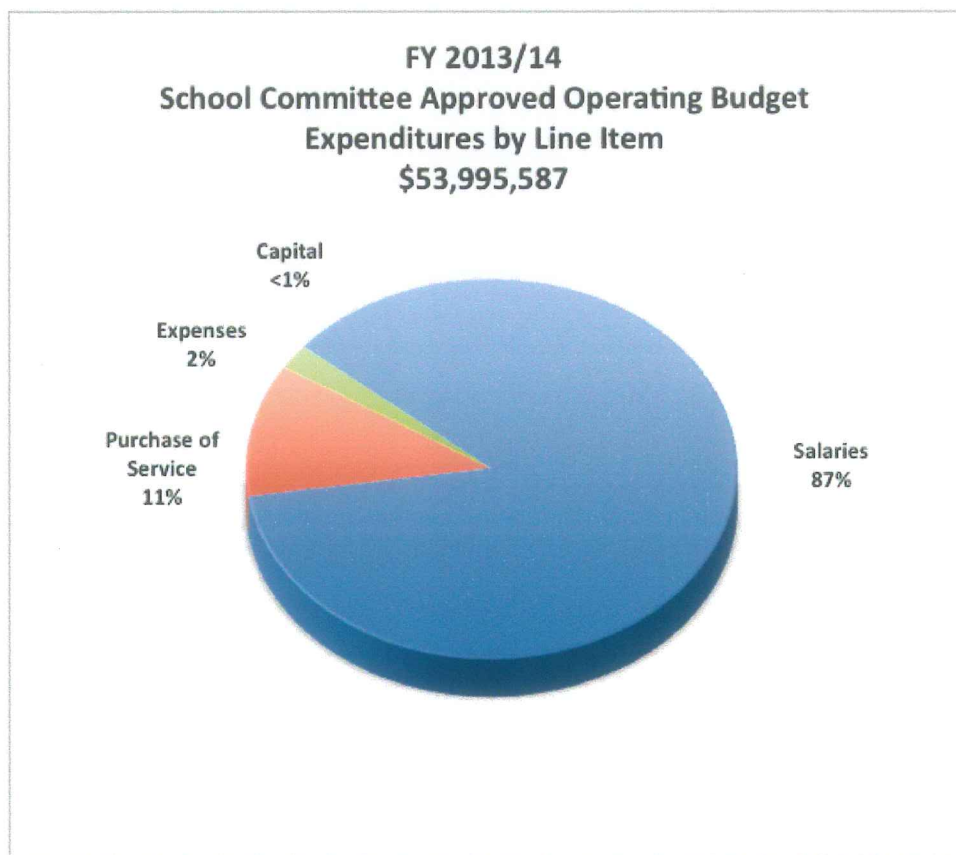


Source: School Business Office

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 FY12, the School Department collected approximately \$5.6 million in fee revenues from 47 different fee-based programs. Some of the largest fee based programs are described below:

Program	FY12 Revenues	FY12 Fee
School Food Services	\$2,002,889	\$2.30/meal ES \$2.55/meal MS & HS
Kindergarten After School Program (KASE)	\$839,238	\$3,800/year (5-Days)
Transportation	\$520,101	\$370/rider; \$750 Family Cap
Athletics	\$480,061	\$285/athlete; \$250 Hockey & Ski Surcharge; \$50 Swim Surcharge; \$1,140 Family Cap
Fee-Based Arts Instruction	\$214,215	\$100/student group lessons \$704/32 weeks private lessons (+ \$50 registration fee)
Adult Education	\$252,964	Fee based on program offerings
Preschool	\$266,107	\$3,900/year (4-Days)

School Operating Budget Revenue & Expenditure Summary



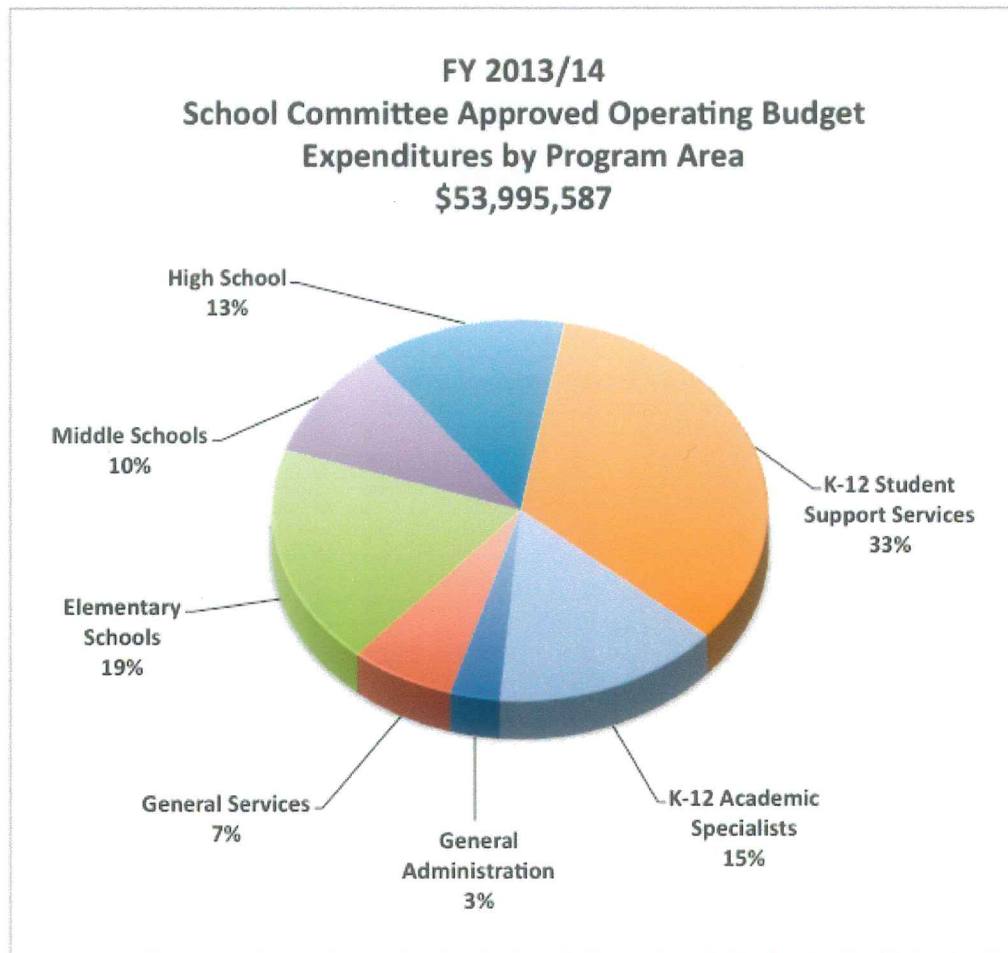
Expenditure Summary:

Category/ Line Item	FY10 Actuals	FY11 Actual	FY12 Actuals	FY13 Budget	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries	39,274,263	39,964,583	40,903,385	44,478,354	48,483,569	46,737,907	2,259,553	5.08%	86.56%
Purchase of Service:	4,520,937	5,197,116	5,908,021	5,546,559	6,169,171	6,091,615	545,056	9.83%	11.28%
Expenses	1,161,659	1,238,159	1,242,984	1,061,769	1,283,589	1,166,068	104,299	9.82%	2.16%
Capital Outlay	223,734	135,515	362,704	26,000	32,000	-	(26,000)	-100.00%	0.00%
GRAND TOTAL	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	53,995,587	2,882,906	5.64%	100.00%

Source: School Business Office

The School Committee's FY14 budget totals \$53,995,587. This budget represents a 5.64% increase from the current year. Salaries account for about 87% of the total budget request, while purchase of service and expense accounts total 11% and 2%, respectively. Salary expenses increase by \$2.3 million (5.1%), generally reflecting additional staffing for enrollment growth at the secondary level, as well as contractual salary obligations for staff members. Purchase of service expenses increase by \$0.5 million (9.8%), reflecting additional spending on special education transportation and tuitions. Expense accounts increase by \$104,299 (9.8%), reflecting additional funding for textbooks, instructional technology and educational supplies. The \$26,000 reduction in capital outlay reflects decreased funding for special education pupil transportation van replacement, which will not be needed until FY16.

Expenditures by Functional Area & Department:



Program Area/Department	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Requests	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
General Administration	1,536,945	1,751,721	1,654,101	1,667,123	1,795,746	1,730,463	63,340	3.8%	3.2%
General Services	3,099,132	3,397,231	3,685,838	3,387,453	3,844,512	3,639,927	252,474	7.5%	6.7%
Elementary Schools	9,211,210	9,382,075	9,453,128	9,811,341	10,259,391	10,150,609	339,268	3.5%	18.8%
Middle Schools	4,383,531	4,561,397	4,763,481	5,116,294	6,008,475	5,269,459	153,165	3.0%	9.8%
High School	5,835,321	5,828,148	6,133,241	6,766,093	7,150,369	7,013,071	246,978	3.7%	13.0%
K-12 Student Support Services	13,964,847	14,557,157	15,752,309	16,832,324	18,676,303	18,116,688	1,284,364	7.6%	33.6%
K-12 Academic Specialists	7,149,602	7,057,646	6,974,994	7,532,053	8,233,533	8,075,373	543,320	7.2%	15.0%
GRAND TOTAL	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	53,995,587	2,882,906	5.6%	100.0%

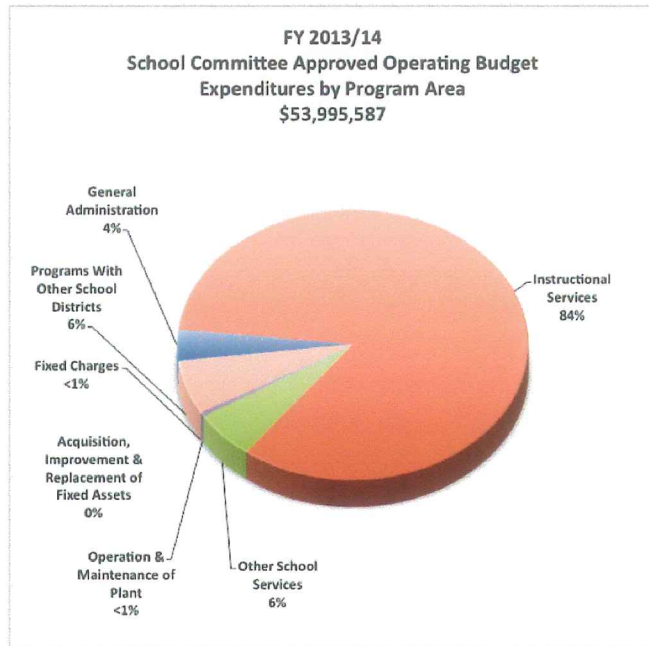
Source: School Business Office

Expenditures by Functional Area & Department:

Program/Department	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
General Administration									
School Committee	198,656	394,745	250,373	138,071	138,071	138,071	-	0.0%	0.3%
Superintendent	275,268	274,471	303,330	303,861	309,504	307,250	3,389	1.1%	0.6%
Personnel Resources	345,719	359,283	383,244	432,698	509,572	450,702	18,004	4.2%	0.8%
Student Development	175,598	181,216	185,111	191,206	199,364	197,782	6,576	3.4%	0.4%
Program Development	195,243	198,251	202,450	207,274	216,691	215,000	7,726	3.7%	0.4%
Financial Operations	331,326	329,996	312,588	378,572	405,054	404,168	25,596	6.8%	0.7%
<u>External Funding</u>	<u>15,135</u>	<u>13,759</u>	<u>17,005</u>	<u>15,441</u>	<u>17,490</u>	<u>17,490</u>	<u>2,049</u>	<u>13.3%</u>	<u>0.0%</u>
Subtotal	1,536,945	1,751,721	1,654,101	1,667,123	1,795,746	1,730,463	63,340	3.8%	3.2%
General Services									
Professional Development	627,813	573,219	622,591	254,649	329,148	268,446	13,797	5.4%	0.5%
Employee Assistance Program	8,000	8,000	8,000	8,000	8,000	8,000	-	0.0%	0.0%
Staff 504 Accommodations	-	1,840	1,224	1,000	1,000	1,000	-	0.0%	0.0%
Lane Changes/Sick Buy Back	-	-	-	311,441	339,953	339,953	28,512	9.2%	0.6%
Substitutes	279,991	261,091	261,393	381,537	395,937	381,537	-	0.0%	0.7%
Curriculum Development	149,355	146,128	126,670	149,747	129,947	129,947	(19,800)	-13.2%	0.2%
General Supplies, Services & Equip	526,905	683,389	883,565	216,640	248,110	228,110	11,470	5.3%	0.4%
Production Center/Mail Room	66,072	113,451	128,777	123,156	124,136	124,136	980	0.8%	0.2%
Administrative Technology	341,135	342,439	364,813	443,973	531,720	490,904	46,931	10.6%	0.9%
Transportation	1,099,861	1,267,674	1,288,805	1,497,310	1,736,561	1,667,894	170,584	11.4%	3.1%
Subtotal	3,099,132	3,397,231	3,685,838	3,387,453	3,844,512	3,639,927	252,474	7.5%	6.7%
Elementary Schools									
Broadmeadow Elementary	2,042,596	2,154,437	2,151,585	2,232,662	2,364,956	2,306,418	73,756	3.3%	4.3%
Eliot Elementary	1,432,219	1,352,335	1,479,003	1,498,637	1,540,505	1,518,959	20,322	1.4%	2.8%
Hillside Elementary	1,637,083	1,778,205	1,784,193	1,842,252	1,928,815	1,920,156	77,904	4.2%	3.6%
Mitchell Elementary	1,813,093	1,805,072	1,743,738	1,922,690	1,955,663	1,954,079	31,389	1.6%	3.6%
Newman Elementary	2,286,219	2,292,026	2,294,609	2,315,100	2,469,452	2,450,997	135,897	5.9%	4.5%
Subtotal Elementary	9,211,210	9,382,075	9,453,128	9,811,341	10,259,391	10,150,609	339,268	3.5%	18.8%
Middle Schools									
High Rock School	1,547,757	1,624,259	1,687,180	1,757,222	2,206,694	1,862,480	105,258	6.0%	3.4%
Pollard Middle School	2,835,774	2,937,138	3,076,301	3,359,072	3,801,781	3,406,979	47,907	1.4%	6.3%
Subtotal Middle	4,383,531	4,561,397	4,763,481	5,116,294	6,008,475	5,269,459	153,165	3.0%	9.8%
High School									
High School	5,465,027	5,479,114	5,794,825	6,366,892	6,706,351	6,599,354	232,462	3.7%	12.2%
<u>High School Athletics</u>	<u>370,294</u>	<u>349,034</u>	<u>338,416</u>	<u>399,201</u>	<u>444,018</u>	<u>413,717</u>	<u>14,516</u>	<u>3.6%</u>	<u>0.8%</u>
Subtotal High School	5,835,321	5,828,148	6,133,241	6,766,093	7,150,369	7,013,071	246,978	3.7%	13.0%
K-12 Student Support Services									
Guidance	1,973,183	2,019,505	2,046,328	2,168,853	2,404,460	2,348,403	179,550	8.3%	4.3%
Psychology	309,741	304,977	289,621	308,195	338,477	309,677	1,482	0.5%	0.6%
Health/Nursing	662,153	635,702	701,805	701,499	851,074	755,407	53,908	7.7%	1.4%
Special Education	7,876,404	8,036,144	8,154,137	8,880,025	9,878,908	9,408,694	528,669	6.0%	17.4%
SPED Out of District Tuition	2,361,071	2,709,619	3,608,186	3,192,967	3,423,620	3,467,064	274,097	8.6%	6.4%
Vocational Education	-	-	-	-	-	-	-	0.0%	0.0%
Regular Education Tuition	-	6,500	2,000	5,120	5,120	5,120	-	0.0%	0.0%
English Language Learners (ELL)	171,281	184,184	204,109	249,932	294,670	294,671	44,739	17.9%	0.5%
Translation & Interpretation Svcs.	-	-	11,197	10,000	20,000	15,000	5,000	50.0%	0.0%
Reading Special Instruction	604,484	653,085	723,645	1,029,802	944,586	1,035,002	5,200	0.5%	1.9%
Math Special Instruction	-	-	-	256,474	470,381	462,643	206,169	80.4%	0.9%
Student 504 Compliance	3,906	3,932	7,768	25,902	11,414	11,414	(14,488)	-55.9%	0.0%
<u>K-12 Attendance</u>	<u>2,624</u>	<u>3,509</u>	<u>3,513</u>	<u>3,555</u>	<u>33,593</u>	<u>3,593</u>	<u>38</u>	<u>1.1%</u>	<u>0.0%</u>
Subtotal	13,964,847	14,557,157	15,752,309	16,832,324	18,676,303	18,116,688	1,284,364	7.6%	33.6%
K-12 Academic Specialists									
Science Center	202,167	201,172	192,997	200,216	206,471	206,471	6,255	3.1%	0.4%
Computer Education	952,665	844,539	674,450	939,627	1,142,200	1,102,071	162,444	17.3%	2.0%
Media Services	1,161,414	1,072,532	1,009,375	1,119,034	1,156,480	1,155,595	36,561	3.3%	2.1%
Physical Education	1,172,853	1,196,356	1,238,680	1,278,259	1,378,536	1,361,743	83,484	6.5%	2.5%
Health Education	88,177	94,975	64,820	69,419	54,952	54,952	(14,467)	-20.8%	0.1%
K-12 Health & Phys Education	112,171	88,136	89,685	92,243	116,471	116,471	24,228	26.3%	0.2%
Fine Arts (Art)	1,080,998	1,101,100	1,138,344	1,122,098	1,212,067	1,195,567	73,469	6.5%	2.2%
Performing Arts (Music)	808,638	795,809	842,962	887,138	991,874	956,321	69,183	7.8%	1.8%
K-12 Fine & Performing Arts	137,942	148,876	150,531	151,242	153,808	153,808	2,566	1.7%	0.3%
World Languages	1,346,195	1,427,488	1,484,949	1,582,082	1,728,647	1,680,347	98,265	6.2%	3.1%
<u>6-12 World Language Director</u>	<u>86,382</u>	<u>86,663</u>	<u>88,201</u>	<u>90,696</u>	<u>92,027</u>	<u>92,027</u>	<u>1,331</u>	<u>1.5%</u>	<u>0.2%</u>
Subtotal	7,149,602	7,057,646	6,974,994	7,532,053	8,233,533	8,075,373	543,320	7.2%	15.0%
GRAND TOTAL	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	53,995,587	2,882,906	5.6%	100.0%

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Expenditures by Department of Education Functional Area:

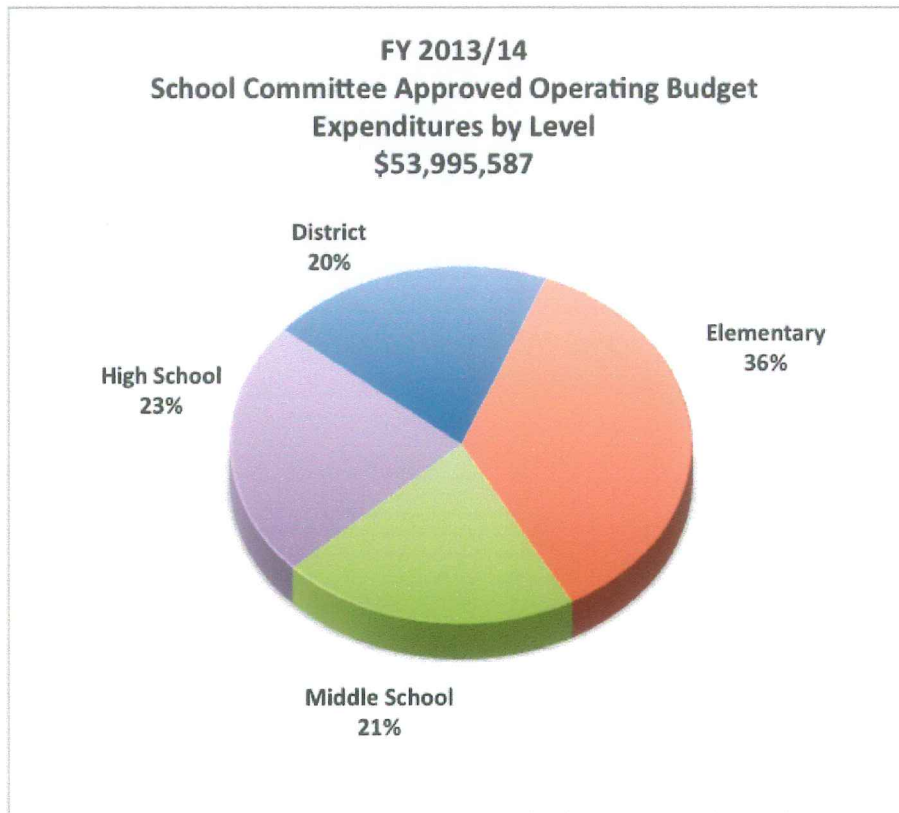


Program/Department	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Budget	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/(Dec)	% FY14 TL
General Administration (1000)									
School Committee (1110)	11,556	10,534	10,234	12,750	12,750	12,750	-	0.0%	0.0%
District Administration (1200)	931,200	948,392	1,025,566	1,085,258	1,167,341	1,128,044	42,786	3.9%	2.1%
Finance & Administrative Services (1400)	790,692	1,001,671	841,423	797,215	927,092	859,790	62,575	7.8%	1.6%
Subtotal	1,733,448	1,960,597	1,877,223	1,895,223	2,107,183	2,000,584	105,361	5.6%	3.7%
Instructional Services (2000)									
District-Wide Academic Leadership (2100)	991,404	979,463	1,034,017	1,029,166	1,082,894	1,081,177	52,011	5.1%	2.0%
School Building Leadership (2200)	3,336,496	3,247,463	3,124,783	3,816,659	4,378,373	4,165,491	348,832	9.1%	7.7%
Instruction - Teaching Services (2300)	30,931,215	31,559,920	32,320,324	34,726,875	37,582,163	36,275,952	1,549,077	4.5%	67.2%
Instructional Materials & Equipment (2400)	1,107,713	1,270,774	1,360,877	1,029,522	1,233,577	1,146,656	117,134	11.4%	2.1%
Guidance, Counseling & Testing Services (2700)	1,834,407	1,878,871	1,904,859	2,019,163	2,251,581	2,195,524	176,361	8.7%	4.1%
Psychological Services (2800)	309,741	304,977	289,621	308,195	338,477	309,677	1,482	0.5%	0.6%
Subtotal	38,510,976	39,241,468	40,034,481	42,929,580	46,867,065	45,174,477	2,244,897	5.2%	83.7%
Other School Services (3000)									
Attendance & Parent Liaison Services (3100)	2,624	3,509	3,513	13,555	13,593	13,593	38	0.3%	0.0%
Health Services (3200)	660,854	635,225	704,131	700,399	855,032	759,365	58,966	8.4%	1.4%
Student Transportation Services (3300)	1,099,861	1,267,674	1,248,955	1,471,310	1,710,561	1,667,894	196,584	13.4%	3.1%
Athletic Services (3510)	370,294	349,034	338,416	399,201	444,018	413,717	14,516	3.6%	0.8%
Other Student Activities (3520)	14,149	23,617	29,502	196,458	221,878	205,017	8,559	4.4%	0.4%
Subtotal Middle	2,147,782	2,279,059	2,324,517	2,780,923	3,245,082	3,059,586	278,663	10.0%	5.7%
Operation & Maintenance of Plant (4000)									
Networking & Telecommunications (4400)	126,967	120,807	147,768	221,373	230,922	230,922	9,549	4.3%	0.4%
Technology Maintenance (4450)	43,014	48,206	45,212	46,496	48,337	48,337	1,841	4.0%	0.1%
Subtotal	169,981	169,014	192,980	267,869	279,259	279,259	11,390	4.3%	0.5%
Fixed Charges (5000)									
Employer Retirement (5100)	33,600	33,600	15,000	15,000	9,000	9,500	(5,500)	-36.7%	0.0%
Subtotal	33,600	33,600	15,000	15,000	9,000	9,500	(5,500)	-36.7%	0.0%
Acquisition, Improvement & Replacement of Fixed Assets (7000)									
Acquisition & Improvement of Sites (7100)	-	135,515	-	-	-	-	-	0.0%	0.0%
Acquisition & Improvement of Equipment (7300)	223,734	-	322,854	-	6,000	-	-	0.0%	0.0%
Acquisition of Motor Vehicles (7500)	-	-	39,850	26,000	26,000	-	(26,000)	-100.0%	0.0%
Subtotal	223,734	135,515	362,704	26,000	32,000	-	(26,000)	-100.0%	0.0%
Programs With Other School Districts (9000)									
Programs with Other Districts in Mass (9100)	284,251	390,735	511,279	298,359	416,512	339,364	41,005	13.7%	0.6%
Tuition to Out-of-State Schools (9200)	167,708	308,651	286,290	162,956	221,593	303,434	140,478	86.2%	0.6%
Tuition to Non-Public Schools (9300)	1,698,002	1,890,612	2,422,784	2,442,365	2,398,502	2,352,688	(89,677)	-3.7%	4.4%
Tuition to Collaboratives (9400)	211,110	126,120	389,832	294,407	392,133	476,698	182,291	61.9%	0.9%
Subtotal	2,361,071	2,716,120	3,610,185	3,198,086	3,428,740	3,472,184	274,098	8.6%	6.4%
GRAND TOTAL	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	53,995,587	2,882,906	5.6%	100.0%

Expenditures by Line Item:

Category/ Line Item	FY10 Actuals	FY11 Actual	FY12 Actuals	FY13 Budget	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries:									
Salaries	39,274,263	39,964,583	40,903,385	44,478,354	48,483,569	46,737,907	2,259,553	5.08%	86.56%
Subtotal	39,274,263	39,964,583	40,903,385	44,478,354	48,483,569	46,737,907	2,259,553	5.08%	86.56%
Purchase of Service:									
Repairs & Maintenance	170,303	152,141	162,497	183,412	192,332	192,332	8,920	4.86%	0.36%
Rentals & Leases	22,988	1,570	-	-	-	-	-	0.00%	0.00%
Professional & Technical Svcs.	664,946	812,853	604,757	537,124	535,258	525,258	(11,866)	-2.21%	0.97%
Advertising	64,506	43,822	32,508	45,000	35,000	35,000	(10,000)	-22.22%	0.06%
Tuition	2,404,401	2,757,772	3,645,045	3,248,087	3,478,740	3,522,184	274,097	8.44%	6.52%
Transportation	1,037,941	1,198,479	1,065,230	1,243,388	1,454,560	1,432,460	189,072	15.21%	2.65%
Communication	5,646	6,242	2,526	5,592	5,320	5,320	(272)	-4.86%	0.01%
Mail/Postage	11,810	53,815	43,687	55,710	56,047	56,047	337	0.60%	0.10%
Printing & Binding	16,029	10,219	8,456	9,823	9,693	9,693	(130)	-1.32%	0.02%
Instructional Software (License)	24,778	36,721	31,438	24,853	69,372	64,372	39,519	159.01%	0.12%
Other Services	97,589	123,483	311,877	193,570	332,849	248,949	55,379	28.61%	0.46%
Subtotal	4,520,937	5,197,116	5,908,021	5,546,559	6,169,171	6,091,615	545,056	9.83%	11.28%
Expenses:									
Office Supplies	79,132	65,808	46,989	50,511	112,641	55,741	5,230	10.35%	0.10%
Medical & Surgical Supplies	6,733	6,707	6,396	6,214	6,214	6,214	-	0.00%	0.01%
Educational Supplies	421,528	671,934	543,066	391,964	472,358	421,658	29,694	7.58%	0.78%
Testing Supplies	8,078	9,565	17,227	18,397	17,897	17,897	(500)	-2.72%	0.03%
Instructional Classroom Reference	210,290	85,613	89,081	118,414	121,314	120,614	2,200	1.86%	0.22%
Textbooks/ Workbooks	93,805	119,168	62,899	118,771	153,748	139,748	20,977	17.66%	0.26%
Instructional Equipment	20,857	19,959	30,592	36,594	45,922	45,922	9,328	25.49%	0.09%
Instructional Hardware	62,455	37,064	33,068	46,431	46,431	46,431	-	0.00%	0.09%
Instructional Software	22,170	19,075	8,610	21,180	21,180	21,180	-	0.00%	0.04%
Instructional Technology	8,477	8,908	80,049	9,311	26,111	31,990	22,679	243.57%	0.06%
All Other Supplies	-	209	78	500	500	500	-	0.00%	0.00%
In-State Travel/Conferences	63,079	68,711	54,552	36,544	39,829	39,829	3,285	8.99%	0.07%
Out-State Travel/Conferences	15,013	5,858	6,868	11,219	13,735	13,735	2,516	22.43%	0.03%
Dues/Memberships	70,856	38,978	142,919	73,095	77,067	77,067	3,972	5.43%	0.14%
Other Expenses	79,186	80,601	120,590	122,624	128,642	127,542	4,918	4.01%	0.24%
Subtotal	1,161,659	1,238,159	1,242,984	1,061,769	1,283,589	1,166,068	104,299	9.82%	2.16%
Capital Outlay									
Buildings	-	135,515	-	-	-	-	-	0.00%	0.00%
Equipment	2,609	-	27,616	-	-	-	-	0.00%	0.00%
Motor Vehicles	-	-	39,850	26,000	26,000	-	(26,000)	-100.00%	0.00%
Capital Technology	221,125	-	295,238	-	6,000	-	-	0.00%	0.00%
Subtotal	223,734	135,515	362,704	26,000	32,000	-	(26,000)	-100.00%	0.00%
GRAND TOTAL	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	53,995,587	2,882,906	5.64%	100.00%

Expenditures by Program Level:



<u>Total Expenditures</u>	<u>FY10 Actual</u>	<u>FY11 Actual</u>	<u>FY12 Actuals</u>	<u>FY13 Approved</u>	<u>FY14 Request</u>	<u>FY14 SC Approved</u>	<u>\$ Inc/(Dec) Over FY13</u>	<u>% Inc/ (Dec)</u>	<u>% FY14 TL</u>
District-Wide	8,295,609	8,763,862	9,826,216	9,889,041	10,957,037	10,734,908	845,867	8.55%	19.88%
<u>PreK- Elementary</u>									
Broadmeadow	3,602,852	3,826,360	3,740,801	3,999,721	4,323,030	4,255,342	255,621	6.39%	7.88%
Eliot	2,819,652	2,794,827	2,901,079	3,007,027	3,106,888	3,046,310	39,283	1.31%	5.64%
Hillside	2,959,497	3,166,413	3,236,376	3,468,120	3,551,299	3,463,974	(4,146)	-0.12%	6.42%
Mitchell	2,955,047	3,020,861	3,025,092	3,220,133	3,389,394	3,339,161	119,028	3.70%	6.18%
Newman	4,323,137	4,356,510	4,365,197	4,481,581	4,842,678	4,688,923	207,342	4.63%	8.68%
Preschool	612,522	553,974	601,464	638,105	753,529	713,119	75,014	11.76%	1.32%
Totals	17,272,707	17,718,945	17,870,009	18,814,687	19,966,818	19,506,829	692,142	3.68%	36.13%
<u>Middle School</u>									
High Rock	2,988,793	3,258,422	3,420,279	3,737,264	4,409,929	4,033,085	295,821	7.92%	7.47%
Pollard	6,016,273	5,909,046	6,318,120	6,697,187	7,563,052	7,184,469	487,282	7.28%	13.31%
Totals	9,005,066	9,167,468	9,738,399	10,434,451	11,972,981	11,217,554	783,103	7.50%	20.77%
<u>High School</u>	<u>10,607,211</u>	<u>10,885,097</u>	<u>10,982,471</u>	<u>11,974,502</u>	<u>13,071,493</u>	<u>12,536,299</u>	<u>561,797</u>	<u>4.69%</u>	<u>23.22%</u>
GRAND TOTAL	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	53,995,587	2,882,906	5.64%	100.00%

Expenditures by Program Level:

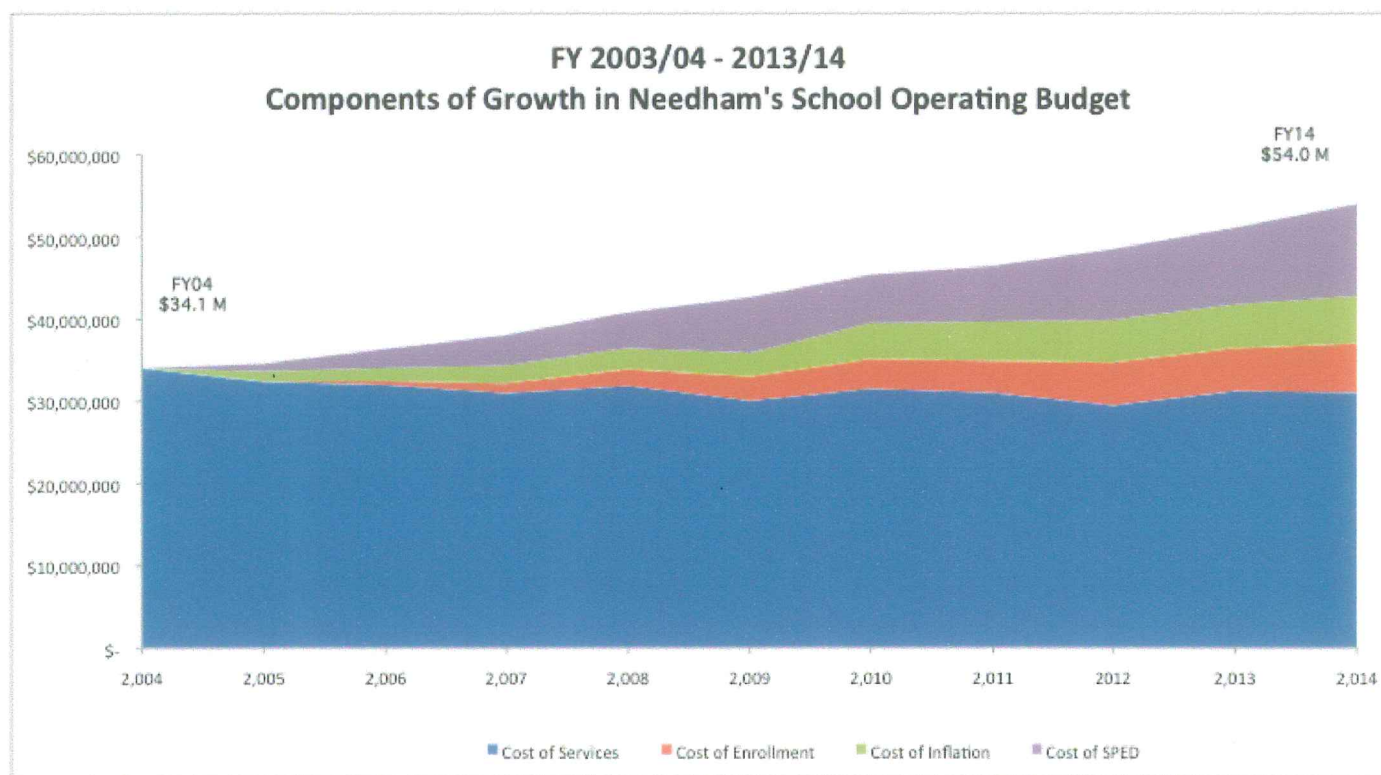
District <u>Expenditures</u>	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actuals</u>	FY13 <u>Approved</u>	FY14 <u>Request</u>	FY14 <u>SC Approved</u>	\$ Inc/(Dec) <u>Over FY13</u>	% <u>Inc/ (Dec)</u>	% <u>FY14 TL</u>
Salaries	3,415,659	3,363,782	3,490,283	4,221,515	4,668,202	4,567,650	346,135	8.20%	42.55%
Purchase of Service	4,222,094	4,960,162	5,561,715	5,343,904	5,866,587	5,825,031	481,127	9.00%	54.26%
Expenses	434,122	304,403	411,514	297,622	390,248	342,227	44,605	14.99%	3.19%
<u>Capital Outlay</u>	<u>223,734</u>	<u>135,515</u>	<u>362,704</u>	<u>26,000</u>	<u>32,000</u>	<u>-</u>	<u>(26,000)</u>	<u>-100.00%</u>	<u>0.00%</u>
Totals	8,295,609	8,763,862	9,826,216	9,889,041	10,957,037	10,734,908	845,867	8.55%	100.00%
Elementary Expenditures									
Broadmeadow <u>Expenditures</u>	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actuals</u>	FY13 <u>Approved</u>	FY14 <u>Request</u>	FY14 <u>SC Approved</u>	\$ Inc/(Dec) <u>Over FY13</u>	% <u>Inc/ (Dec)</u>	% <u>FY14 TL</u>
Salaries	3,500,648	3,742,105	3,666,534	3,906,875	4,221,589	4,153,901	247,026	6.32%	97.62%
Purchase of Service	34,402	16,543	16,363	17,339	17,171	17,171	(168)	-0.97%	0.40%
Expenses	67,802	67,712	57,904	75,507	84,270	84,270	8,763	11.61%	1.98%
<u>Capital Outlay</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>0.00%</u>
Totals	3,602,852	3,826,360	3,740,801	3,999,721	4,323,030	4,255,342	255,621	6.39%	100.00%
Eliot <u>Expenditures</u>	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actuals</u>	FY13 <u>Approved</u>	FY14 <u>Request</u>	FY14 <u>SC Approved</u>	\$ Inc/(Dec) <u>Over FY13</u>	% <u>Inc/ (Dec)</u>	% <u>FY14 TL</u>
Salaries	2,750,401	2,723,189	2,838,155	2,936,682	3,032,331	2,973,053	36,371	1.24%	97.60%
Purchase of Service	25,546	17,960	14,009	18,778	18,762	18,762	(16)	-0.09%	0.62%
Expenses	43,705	53,677	48,915	51,567	55,795	54,495	2,928	5.68%	1.79%
<u>Capital Outlay</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>0.00%</u>
Totals	2,819,652	2,794,827	2,901,079	3,007,027	3,106,888	3,046,310	39,283	1.31%	100.00%
Hillside <u>Expenditures</u>	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actuals</u>	FY13 <u>Approved</u>	FY14 <u>Request</u>	FY14 <u>SC Approved</u>	\$ Inc/(Dec) <u>Over FY13</u>	% <u>Inc/ (Dec)</u>	% <u>FY14 TL</u>
Salaries	2,895,664	3,102,070	3,120,255	3,395,325	3,466,176	3,387,451	(7,874)	-0.23%	97.79%
Purchase of Service	13,212	12,675	65,585	14,574	14,510	14,510	(64)	-0.44%	0.42%
Expenses	50,621	51,668	50,536	58,221	70,613	62,013	3,792	6.51%	1.79%
<u>Capital Outlay</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>0.00%</u>
Totals	2,959,497	3,166,413	3,236,376	3,468,120	3,551,299	3,463,974	(4,146)	-0.12%	100.00%
Mitchell <u>Expenditures</u>	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actuals</u>	FY13 <u>Approved</u>	FY14 <u>Request</u>	FY14 <u>SC Approved</u>	\$ Inc/(Dec) <u>Over FY13</u>	% <u>Inc/ (Dec)</u>	% <u>FY14 TL</u>
Salaries	2,873,948	2,949,622	2,913,280	3,143,886	3,305,009	3,256,076	112,190	3.57%	97.51%
Purchase of Service	18,499	17,902	57,305	14,221	14,109	14,109	(112)	-0.79%	0.42%
Expenses	62,601	53,337	54,507	62,026	70,276	68,976	6,950	11.20%	2.07%
<u>Capital Outlay</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>0.00%</u>
Totals	2,955,047	3,020,861	3,025,092	3,220,133	3,389,394	3,339,161	119,028	3.70%	100.00%
Newman <u>Expenditures</u>	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actuals</u>	FY13 <u>Approved</u>	FY14 <u>Request</u>	FY14 <u>SC Approved</u>	\$ Inc/(Dec) <u>Over FY13</u>	% <u>Inc/ (Dec)</u>	% <u>FY14 TL</u>
Salaries	4,208,619	4,236,305	4,200,195	4,370,497	4,711,047	4,558,592	188,095	4.30%	97.22%
Purchase of Service	30,584	28,481	84,836	20,591	22,991	22,991	2,400	11.66%	0.49%
Expenses	83,934	91,724	80,166	90,493	108,640	107,340	16,847	18.62%	2.29%
<u>Capital Outlay</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>0.00%</u>
Totals	4,323,137	4,356,510	4,365,197	4,481,581	4,842,678	4,688,923	207,342	4.63%	100.00%
Preschool <u>Expenditures</u>	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actuals</u>	FY13 <u>Approved</u>	FY14 <u>Request</u>	FY14 <u>SC Approved</u>	\$ Inc/(Dec) <u>Over FY13</u>	% <u>Inc/ (Dec)</u>	% <u>FY14 TL</u>
Salaries	607,294	548,343	597,823	634,318	749,742	709,332	75,014	11.83%	99.47%
Purchase of Service	739	-	-	-	-	-	-	0.00%	0.00%
Expenses	4,489	5,631	3,641	3,787	3,787	3,787	-	0.00%	0.53%
<u>Capital Outlay</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>0.00%</u>
Totals	612,522	553,974	601,464	638,105	753,529	713,119	75,014	11.76%	100.00%
Subtotal Elementary <u>Expenditures</u>	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actuals</u>	FY13 <u>Approved</u>	FY14 <u>Request</u>	FY14 <u>SC Approved</u>	\$ Inc/(Dec) <u>Over FY13</u>	% <u>Inc/ (Dec)</u>	% <u>FY14 TL</u>
Salaries	16,836,574	17,301,634	17,336,242	18,387,583	19,485,894	19,038,405	650,822	3.54%	97.60%
Purchase of Service	122,982	93,561	238,098	85,503	87,543	87,543	2,040	2.39%	0.45%
Expenses	313,152	323,749	295,669	341,601	393,381	380,881	39,280	11.50%	1.95%
<u>Capital Outlay</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>0.00%</u>
Totals	17,272,708	17,718,944	17,870,009	18,814,687	19,966,818	19,506,829	692,142	3.68%	100.00%

Expenditures by Program Level (Continued):

Middle School Expenditures									
High Rock Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries	2,919,884	3,177,622	3,343,947	3,655,186	4,306,775	3,948,031	292,845	8.01%	97.89%
Purchase of Service	8,766	18,178	14,566	15,518	16,768	16,768	1,250	8.06%	0.42%
Expenses	60,142	62,622	61,766	66,560	86,386	68,286	1,726	2.59%	1.69%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
Totals	2,988,793	3,258,422	3,420,279	3,737,264	4,409,929	4,033,085	295,821	7.92%	100.00%
Pollard Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries	5,853,154	5,748,388	6,037,354	6,545,003	7,343,672	6,989,289	444,286	6.79%	97.28%
Purchase of Service	45,558	62,779	30,762	36,393	74,376	69,376	32,983	90.63%	0.97%
Expenses	117,561	97,879	250,004	115,791	145,004	125,804	10,013	8.65%	1.75%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
Totals	6,016,273	5,909,046	6,318,120	6,697,187	7,563,052	7,184,469	487,282	7.28%	100.00%
Subtotal Middle School Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries	8,773,038	8,926,010	9,381,301	10,200,189	11,650,447	10,937,320	737,131	7.23%	97.50%
Purchase of Service	54,324	80,957	45,328	51,911	91,144	86,144	34,233	65.95%	0.77%
Expenses	177,703	160,501	311,770	182,351	231,390	194,090	11,739	6.44%	1.73%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
Totals	9,005,065	9,167,468	9,738,399	10,434,451	11,972,981	11,217,554	783,103	7.50%	100.00%
High School Expenditures									
High School Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries	10,248,992	10,373,157	10,695,560	11,669,067	12,679,026	12,194,532	525,465	4.50%	97.27%
Purchase of Service	121,536	62,409	62,880	65,241	123,897	92,897	27,656	42.39%	0.74%
Expenses	236,682	449,530	224,031	240,195	268,570	248,870	8,675	3.61%	1.99%
Capital Outlay	-	-	-	-	-	-	-	0.00%	0.00%
Totals	10,607,211	10,885,097	10,982,471	11,974,502	13,071,493	12,536,299	561,797	4.69%	100.00%
Total Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries	39,274,263	39,964,583	40,903,386	44,478,354	48,483,569	46,737,907	2,259,553	5.08%	86.56%
Purchase of Service	4,520,937	5,197,116	5,908,021	5,546,559	6,169,171	6,091,615	545,056	9.83%	11.28%
Expenses	1,161,659	1,238,159	1,242,984	1,061,769	1,283,589	1,166,068	104,299	9.82%	2.16%
Capital Outlay	223,734	135,515	362,704	26,000	32,000	-	(26,000)	-100.00%	0.00%
Totals	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	53,995,587	2,882,906	5.64%	100.00%

Trends in School Operating Budget Expenditures:

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

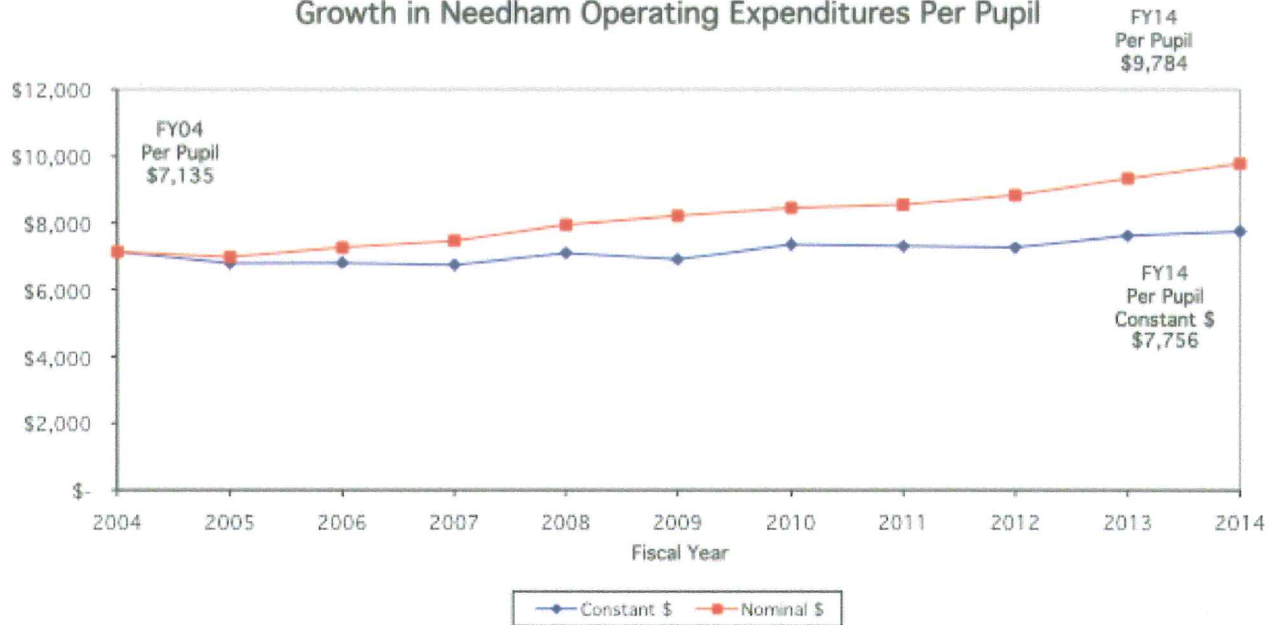


Source: Budget Data - School Business Office. Excludes Grants, Revolving Funds and Town Indirect Expenses.
 October 1 School Enrollments, Needham Public Schools Superintendent's Office
 CPI-W for Urban Wage Earners & Clerical Workers, Boston-Brockton-Nashua, July-July, FY04=100,
 U.S. Department of Labor, Bureau of Labor Statistics

Real spending on education has been relatively steady over time; budget increases have been due largely to the impact of inflation and enrollment growth as well as increases for special education. Since FY 04, the school operating budget has grown from \$34.1 million to \$54.0 million in FY13, an increase of \$19.93 million (58.5%.) Nearly all of this increase is attributed to the combined impact of inflation and growth, as well as increases in special education programming, rather than new programs and services. Since FY04, inflation has increased by 26.1%, while enrollments have increased by 15.6%. Special education spending has grown by 87.7% over the same time period. The chart above illustrates the portion of operating budget increases since FY04, which are due to inflation, enrollment growth and increases in special education spending.

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 FY04, budgeted operating expenditures per pupil (excluding grants, revolving and Town indirect costs) equaled \$7,135. By FY14, the inflation adjusted per pupil expenditure amount had increased only slightly to \$7,756.

FY 2003/04 - 2013/14 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 2004 (1)	FY 2005	FY 2006	FY 2007 (2)	FY 2008	FY 2009 (3)	FY 2010	FY 2011 (4)	FY 2012	FY 2013	SC Recomm FY 2014
BALANCED SCHOOL BUDGET NEW REVENUE											
School Department (as of Budget Time)	34,060,905	34,623,270	36,373,138	38,057,811	39,802,188	1,744,377	-	-	-	-	0
New School Revenues	-	562,565	1,749,868	1,451,773	1,744,377	1,851,858	2,747,401	731,193	2,012,293	2,611,310	2,882,906
Contracts and Mandates	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	1,063,587	1,939,593
Base Salaries	923,370	805,871	1,312,641	1,746,148	956,665	1,280,429	1,921,684	950,953	734,321	1,373,732	1,225,380
Mandates	732,196	86,853	196,565	712,580	1,129,294	988,435	202,402	936,360	1,443,252	(310,145)	714,213
Enrollment Increases/ Program Enhancements	202,863	298,282	489,640	555,932	656,010	276,265	243,999	340,567	605,520	1,188,358	1,045,437
Level Service/ Enrollment	202,863	270,282	439,168	390,233	198,930	117,545	223,055	326,357	480,066	654,332	689,629
New Programs & Restorations	-	28,000	50,472	165,699	457,080	158,720	20,944	14,210	125,454	534,026	355,808
New School Opening	-	-	-	-	-	-	1,057,272	-	-	-	-
Use of One-Time Revenue	-	-	-	-	-	-	-	(615,900)	(500,900)	502,990	-
Reductions to Existing Budget	(1,858,429)	(628,641)	(248,979)	(1,562,886)	(997,592)	(693,271)	(677,956)	(880,787)	(269,900)	(143,625)	(102,124)
Total	-	562,565	1,749,867	1,451,774	1,744,377	1,851,858	2,747,401	731,193	2,012,293	2,611,310	2,882,906
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 the school operating budget, as well as 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 FY12 per pupil expenditure of \$13,859 was just slightly more than the state average of \$13,658, but less than the twenty-community average of \$15,055. Additionally, per pupil expenditures have been growing more slowly in Needham, than elsewhere in the state. Since FY02, per pupil expenditures have grown by 76% on average for the twenty comparison communities, and by 71% state wide, compared to 64% 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

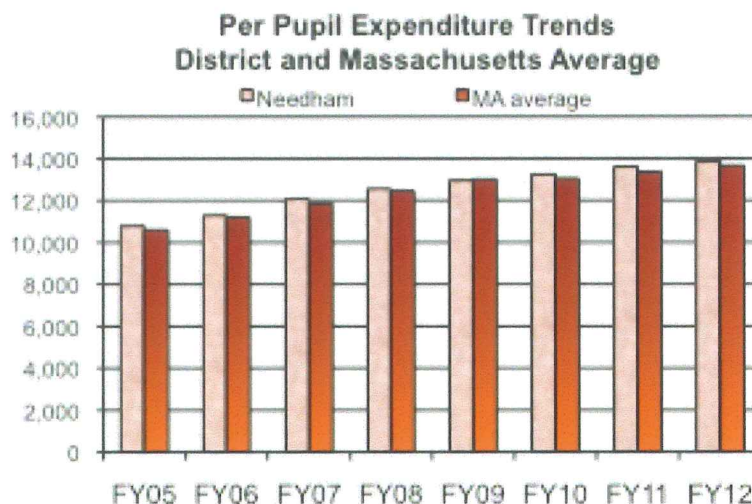
Community	FY 02 (2)	FY 03 (2)	FY 04 (2)	FY 05 (3)	FY 06 (3)	FY 07 (3)	FY 08 (3)	FY09 (3)	FY10 (3)	FY11 (3)	FY12 (3)
Weston	\$10,909	\$11,404	\$12,077	\$14,414	\$16,073	\$16,467	\$17,017	\$18,023	\$18,591	\$19,352	\$19,915
Dover	\$8,603	\$9,856	\$10,253	\$12,786	\$15,559	\$14,615	\$15,084	\$16,591	\$15,646	\$17,607	\$18,313
Sherborn	\$8,195	\$9,211	\$8,992	\$10,061	\$15,559	\$12,250	\$12,700	\$14,121	\$15,784	\$15,129	\$16,818
Concord	\$9,640	\$10,157	\$10,567	\$13,037	\$14,411	\$15,514	\$17,486	\$16,342	\$16,438	\$16,637	NA
Lexington	\$9,482	\$9,686	\$8,797	\$11,929	\$12,600	\$12,768	N/A	\$15,368	\$15,862	\$16,552	\$16,726
Brookline	\$10,268	\$10,578	\$11,107	\$13,836	\$14,929	\$15,098	\$15,431	\$16,847	\$17,090	\$16,556	\$16,626
Newton	\$10,140	\$11,140	\$11,431	\$13,533	\$13,822	\$14,524	\$15,498	\$16,243	\$16,597	\$16,397	\$16,400
Dedham	\$8,524	\$8,761	\$9,488	\$11,637	\$12,594	\$13,393	\$13,893	\$14,837	\$14,852	\$15,459	\$16,040
Framingham	\$8,945	\$9,699	\$10,518	\$13,681	\$13,621	\$14,169	\$14,621	\$15,373	\$15,675	\$15,769	\$15,995
Wayland	\$8,711	\$10,042	\$9,944	\$11,599	\$12,317	\$13,214	N/A	\$14,342	\$15,219	\$15,156	\$15,902
Wellesley	\$9,244	\$9,589	\$9,802	\$11,243	\$11,494	\$12,776	\$13,916	\$14,330	\$15,392	\$15,421	\$15,085
Westwood	\$8,976	\$9,564	\$9,747	\$11,592	\$11,885	\$12,436	\$13,305	\$13,679	\$13,814	\$13,999	\$14,197
Needham	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$12,070	\$12,552	\$12,955	\$13,248	\$13,602	\$13,859
State	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,865	\$12,497	\$13,055	\$13,048	\$13,357	\$13,658
Norwood	\$7,246	\$7,894	\$8,004	\$10,648	\$11,028	\$12,052	N/A	\$12,993	\$12,778	\$13,558	\$13,469
Natick	\$8,088	\$9,319	\$8,637	\$10,290	\$11,092	\$11,829	N/A	\$12,926	\$12,910	\$12,649	\$13,370
Hopkinton	\$7,031	\$8,254	\$8,176	\$9,497	\$10,544	\$11,114	\$11,365	\$11,551	\$11,921	\$12,298	\$12,472
Holliston	\$7,437	\$8,055	\$7,938	\$9,524	\$10,193	\$10,856	\$11,217	\$11,604	\$12,186	\$12,089	NA
Walpole	\$7,641	\$7,230	\$7,603	\$9,437	\$10,277	\$10,470	\$11,232	\$11,812	\$11,971	\$11,691	\$12,021
Winchester	\$7,937	\$8,278	\$8,646	\$9,884	\$10,139	\$10,886	\$10,865	\$11,290	\$11,363	\$11,822	\$11,954
Medfield	\$6,114	\$6,517	\$6,761	\$8,082	\$8,597	\$9,472	\$9,967	\$10,542	\$10,741	\$11,298	\$11,828
Average of 20	<u>FY02</u>	<u>FY 03 (2)</u>	<u>FY 04 (2)</u>	<u>FY 05 (3)</u>	<u>FY 06 (3)</u>	<u>FY 07 (3)</u>	<u>FY 08 (3)</u>	<u>FY09 (3)</u>	<u>FY10 (3)</u>	<u>FY11 (3)</u>	<u>FY12 (3)</u>
Needham	\$8,578	\$9,198	\$9,375	\$11,375	\$12,401	\$12,799	\$13,509	\$14,089	\$14,404	\$14,652	\$15,055
State Average	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$12,070	\$12,552	\$12,955	\$13,248	\$13,602	\$13,859
State Average	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,865	\$12,497	\$13,055	\$13,048	\$13,357	\$13,658

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

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

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

The chart below depicts the per pupil expenditure trend in Needham, relative to the state average. As evident from the chart, Needham's per pupil expenditure level is comparable to the majority of districts, even though Needham's enrollment is growing more rapidly than most districts.



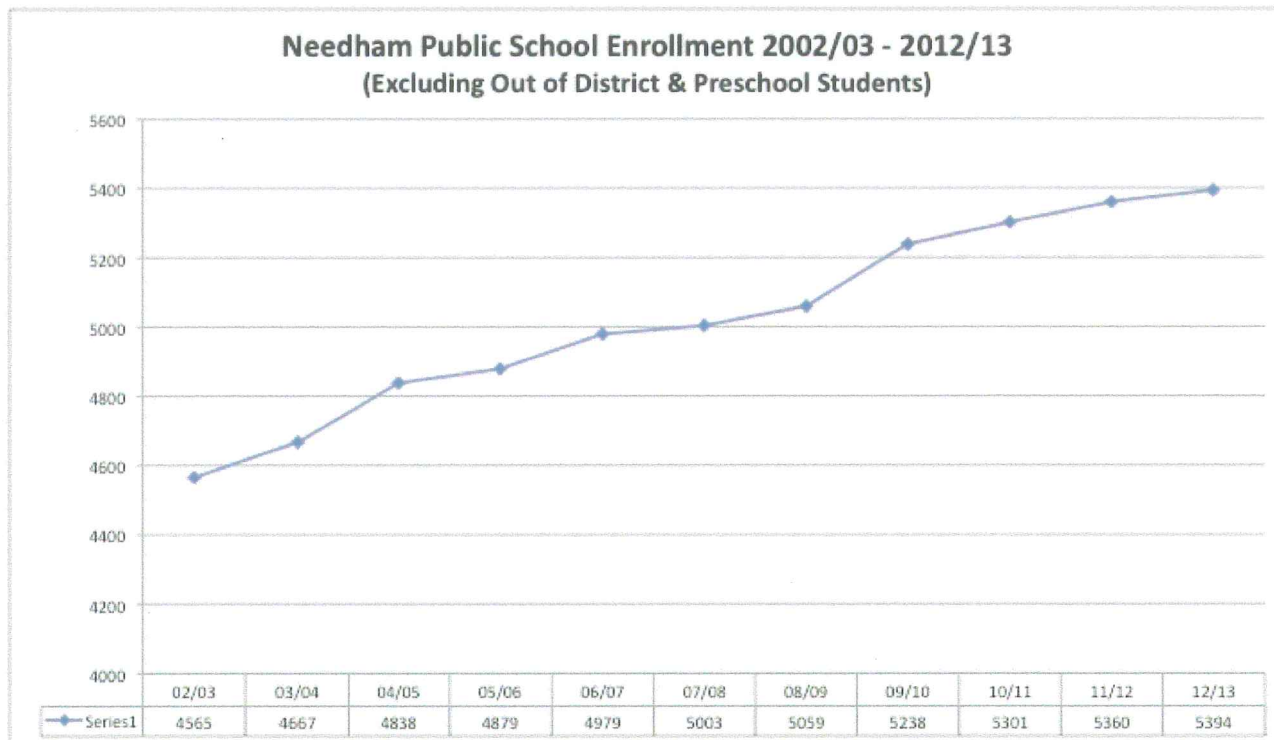
Source: Massachusetts Department of Elementary & Secondary Education

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 (including grants, revolving funds and school-related expenditures found in other Town accounts), have increased since FY03 (rising from 16.4% to 21.1%), Needham's expenditures have remained comparable with the state-wide average.

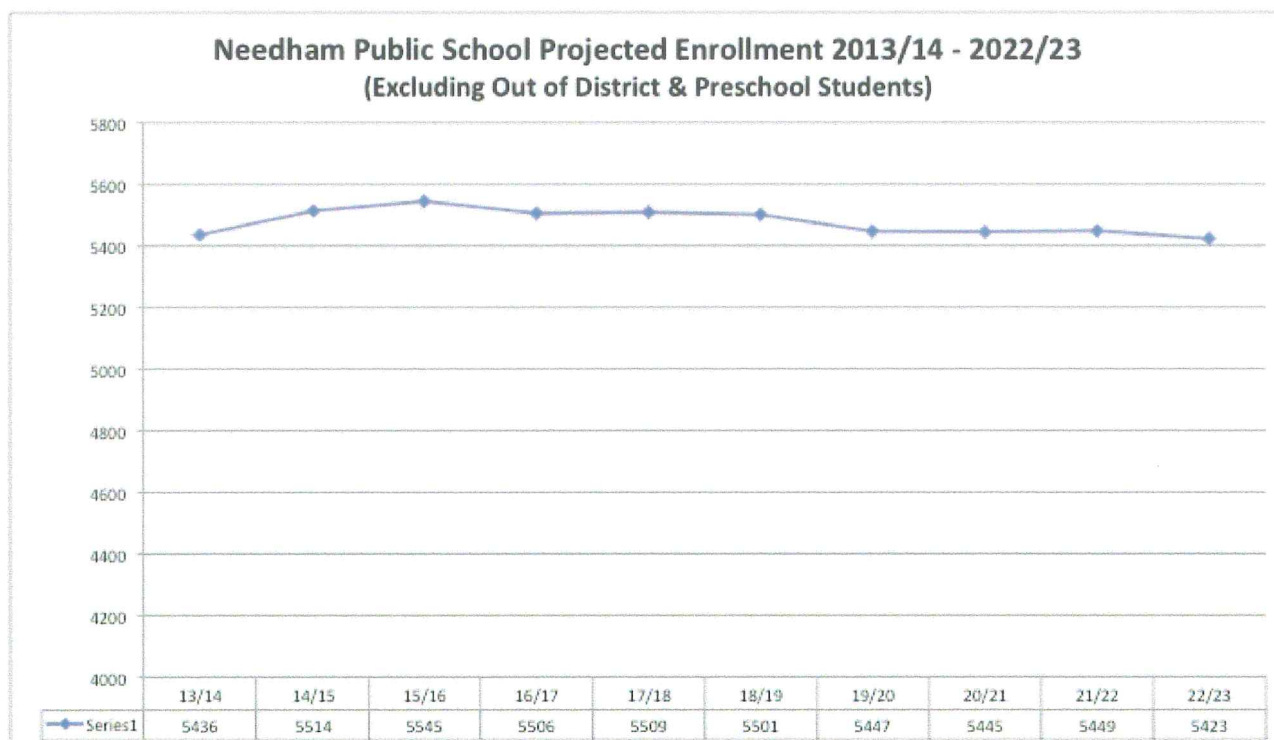
Fiscal Year	-- In-District Instruction--		- Out-of-District Tuition -		Combined Special Ed Expenditures (A+B+C+D)	Total School Operating Budget	Special Education Percentage of Budget (E as % of F)	state average percentage
	Teaching	Other Instructional	Mass. Public Schools and Collaboratives	Mass Private and Out-of- State Schools				
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	62,874,752	19.0	19.8
2011	7,637,955	1,370,682	656,461	3,127,688	12,792,786	64,133,486	19.9	19.9
2012	7,714,329	1,390,110	940,382	4,037,111	14,081,932	66,603,942	21.1	20.6

Source: Massachusetts Department of Elementary & Secondary Education

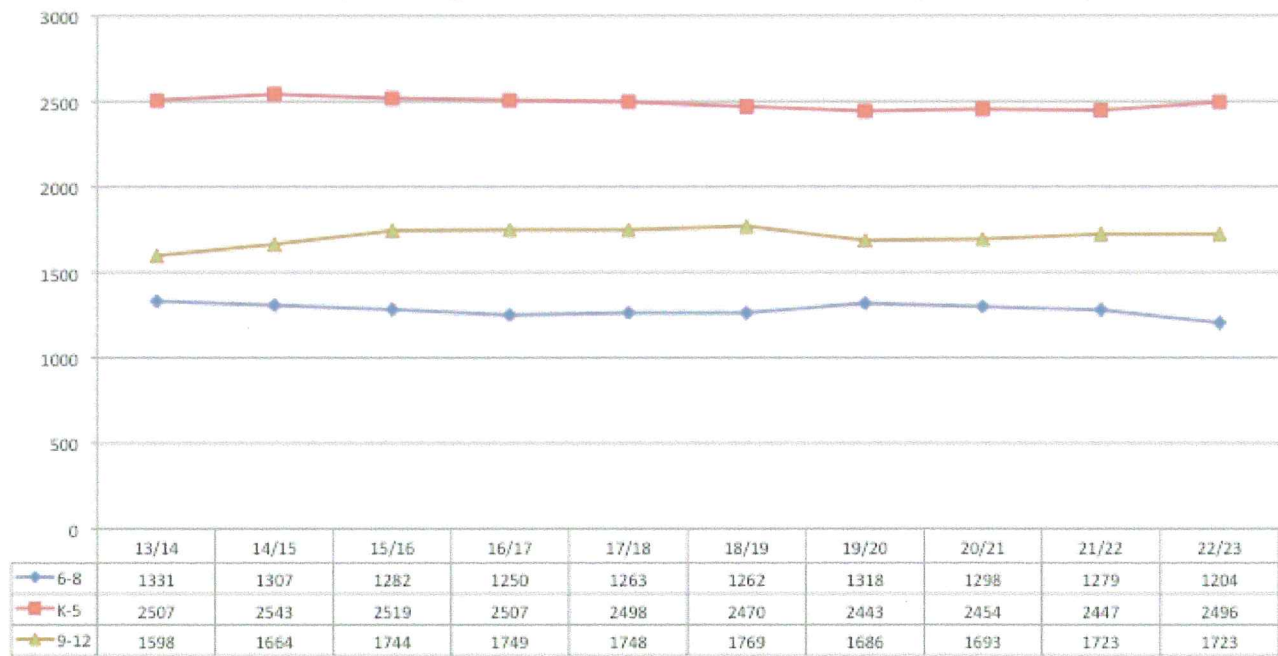
Trends in School Enrollment



Enrollment in Needham has grown steadily over the past ten years, averaging approximately 1.5% per year, or a total of 829 pupils (18.2%) since FY02/03. For the next several years, enrollment growth is expected to flatten out, driven primarily by slowing or declining enrollments at the elementary level, which are balanced by increasing enrollment at the secondary level. The next two charts depict projected total enrollment through FY23, as well as enrollment by level.

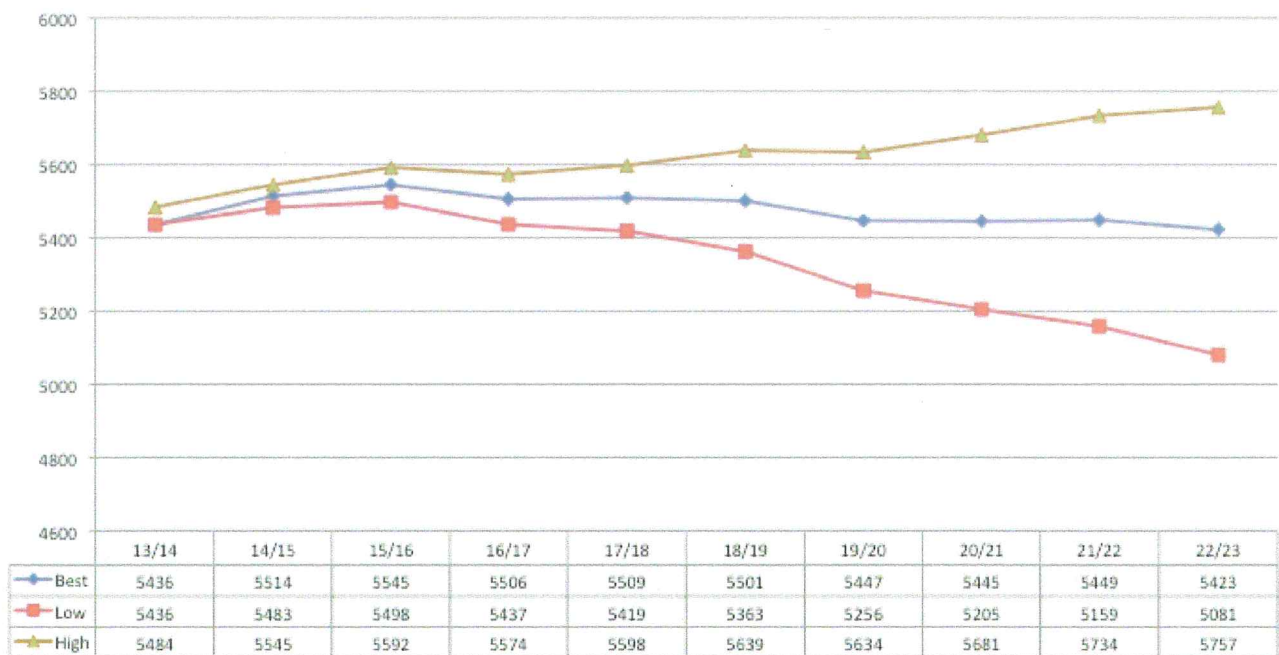


Needham Public School Projected Enrollment 2013/14 - 2022/23 (Excluding Out of District & Preschool Students)



Beyond 2018/19, the projected children have not yet been born and the estimated enrollment projects are based on alternative high, best and low estimates of future births. The projections are intended to show a reasonable range in future years (above and below the best estimate), but there is no guarantee that actual enrollments in any year will be within the high and low estimates. The chart below depicts the range in enrollment projections. Source: Needham Future School Needs Committee

Needham Public School Projected Enrollment 2013/14 - 2022/23 (Excluding Out of District & Preschool Students)



FY14 School Department Enrollment

FY	Elementary	Middle	High		Total	Inc/(Dec)	% Inc/(Dec)
2014 (Budget)	2,507	1,331	1,598	▀	5,436	42	0.8%
2013	2,519	1,313	1,562	▀	5,394	34	0.6%
2012	2,568	1,270	1,522	▀	5,360	59	1.1%
2011	2,575	1,277	1,449	▀	5,301	63	1.2%
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%
2000	2,144	1,000	1,190	▀	4,334	31	0.7%
1999	2,157	992	1,154	▀	4,303	22	0.5%
1998	2,174	943	1,164	▀	4,281	171	4.2%
1997	2,121	907	1,082	▀	4,110	61	1.5%
1996	2,115	898	1,036	▀	4,049	158	4.1%
1995	1,975	910	1,006	▀	3,891	95	2.5%
1994	1,936	891	969	▀	3,796	90	2.4%

The budget assumes that total enrollment (excluding preschool and out-of-District students) will grow to 5,436 in FY14, an increase of 42 students (0.8%) over the current year October 1 enrollment of 5,394. When preschool and out-of-district students are included, the budgeted enrollment is 5,519.

All of this growth is projected to occur at the secondary level, however. We project elementary enrollment to decline by 12 students, from 2,519 to 2,507. Secondary enrollment is projected to grow by 54 students, from 2,875 to 2,929. The increase in secondary students reflects the combined increase in middle school students of 18 pupils (from 1,313 to 1,331) and high school students of 36 students (from 1,562 to 1,598.)

Summary of FY14 Budget Highlights:

Request TL FTE	SC Rec TL FTE	District Goal/ Objective	Description of Budgetary Increase	Department/ School	Total Request	FY14 SC Proposed
648.48	648.48		Approved FY13 Budget		51,112,681	51,112,681
			Base Budget Increases			
			Contractual Salary Increase (FY13 Adopted Budget Positions)			
(0.35)	(0.35)	Goal 4, Obj. 4	Subtotal	-	1,225,380	1,225,380
			Level Service/Contractual Increases:			
			Continuation Positions (Prior Year Position Changes to Incorporate into Ongoing Budget)			
0.11	0.11	Goal 1, Obj 1	Continue Preschool Special Education Teacher	Special Education/Pre-K	10,788	10,788
0.47	0.47	Goal 1, Obj 1	Continue Preschool Teaching Assistants	Special Education/Pre-K	11,516	11,516
0.71	0.71	Goal 1, Obj 1	Continue Preschool Occupational Therapy Assistant	Special Education/Pre-K	27,625	15,684
0.06	0.06	Goal 1, Obj 1	Continue Expanded Preschool Occupational Therapist	Special Education/Pre-K	3,563	3,563
0.11	0.11	Goal 1, Obj 1	Continue Expanded Preschool Physical Therapist	Special Education/Pre-K	7,125	7,125
0.50	-	Goal 1, Obj 1	Continue Broadmeadow Part-Time Kindergarten Teacher	Broadmeadow	35,958	-
0.50	0.50	Goal 1, Obj 1	Continue Newman Part-Time Kindergarten Teacher	Newman	26,938	26,938
0.14	0.14	Goal 4, Obj 2	Continue Expanded Newman Office Aide to Full Time	Newman	3,584	3,584
0.50	0.50	Goal 1, General	Continue High Rock Special Education Teacher	Special Education/ HR	35,530	35,530
0.60	0.60	Goal 1, General	Continue High School Special Education Teacher	Special Education/ NHS	40,123	40,123
0.20	0.20	Goal 1, General	Continue Expanded Newman Special Education Coordinator	Special Education/ Newman	21,500	21,500
0.34	0.34	Goal 1, General	Continue High Rock Special Education Teaching Assistant (Transfer from Tuitions)	Special Education/ HR	10,602	10,602
(1.66)	(1.66)	Goal 1, General	Continue Special Education Teaching Assistant Reduction	Special Education/ Broadmeadow	(36,734)	(36,734)
0.30	0.30	Goal 1, General	Continue Broadmeadow Special Education Teacher	Special Education/ Broadmeadow	16,500	16,500
0.50	0.50	Goal 1, General	Continue Mitchell Special Education Teacher	Special Education/ Mitchell	27,500	27,500
(0.30)	(0.30)	Goal 1, Obj 1	Continue Elimination of Unfilled Hillside Reading Position	Reading/Hillside	(16,500)	(16,500)
(0.50)	(0.50)	Goal 1, Obj 1	Continue Elimination of Unfilled Pollard Reading Position	Reading/Pollard	(27,500)	(27,500)
(0.50)	(0.50)	Goal 1, General	Continue Conversion of 504 Aide to Special Education Teacher	504/District	(14,635)	(14,635)
0.20	0.20	Goal 1, General	Continue Pollard Music Teacher for Enrollment	Performing Arts/Pollard	10,071	10,071
0.40	0.40	Goal 1, General	Continue Pollard World Language Teacher for Enrollment	World Language/ Pollard	37,272	37,272
-	-	Goal 4, General	Continue Shift Transportation Monitor from Instructional to Non-Instructional	Transportation	-	-
(0.40)	(0.40)	Goal 1, Obj 1	Continue Reduction of NHS Enrollment Position	NHS	(22,000)	(22,000)
2.28	1.78	-	Subtotal		208,826	160,927
			Restore Positions to Budget Formerly Funded by Grants			
0.10	0.10	Goal 2, General	Part-Time NHS Nurse (Shift to Operating from ESH Grant)	Health/Nursing	6,687	6,687
0.10	0.10	Goal 2, General	Part-Time High Rock Nurse (Shift to Operating from ESH Grant)	Health/Nursing	6,571	6,571
0.20	0.20	-	Subtotal		13,258	13,258
			Mandated Student Support Services			
1.00	-	Goal 1, Obj 1	Newman ELC Intensive Needs Classroom Teacher	Special Education/Newman	56,300	-
0.50	-	Goal 1, Obj 1	Newman ELC Intensive Needs Part-Time Speech & Language Pathologist	Special Education/Newman	27,500	-
0.20	-	Goal 1, Obj 1	Newman ELC Intensive Needs Part-time Physical Therapist	Special Education/Newman	12,469	-
-	-	Goal 1, Obj 1	Newman ELC Intensive Needs Classroom Equipment & Supplies	Special Education/Newman	5,000	5,000
0.30	-	Goal 1, Obj 1	High Rock Special Education Reading Teacher	Special Education/High Rock	21,318	-
1.00	1.00	Goal 1, Obj 1	Pollard Grade 8 Insight Program Teacher	Special Education/ Pollard	56,300	55,000
0.40	0.40	Goal 1, Obj 1	Pollard Grade 8 Insight Part-Time Speech and Language Pathologist Assistant	Special Education/ Pollard	14,391	14,391
0.20	-	Goal 1, Obj 1	Pollard Special Education Reading Teacher	Special Education/ Pollard	12,775	-
0.17	-	Goal 1, Obj 1	Preschool Teaching Assistant Hours	Special Education/ PreK	4,065	-
-	-	Goal 3, Obj 2	Document Translation & Oral Interpretation	Translation & Interpretation	10,000	5,000
-	-	Goal 4, General	Special Education Out-of-District Tuition Increase	Special Education Tuition	230,653	274,097
2.83	2.46	Goal 1, Obj 1	Continue Special Education Summer Services - TA's & Tutors	Special Education/ District	76,274	66,274
0.15	0.15	Goal 1, Obj 1	Continue Special Education Summer Services - OT's & PT's	Special Education/ District	9,239	9,239
0.06	0.06	Goal 1, Obj 1	Continue Special Education Summer Services - Teachers	Special Education/ District	3,440	3,440
0.09	0.09	Goal 1, Obj 1	Continue Special Education Summer Services - Nurses	Special Education/ District	5,058	5,058
0.50	-	Goal 1, Obj 1	Part-Time High Rock Psychologist	Psychology/High Rock	28,800	-
1.00	0.50	Goal 2, General	NHS Adjustment/Personal Counselor for Special Education	Guidance/NHS	56,209	28,105
1.00	1.00	Goal 1, Obj 1	BCBA/Autism Specialist	Special Education/HR, Pollard, NHS	65,365	57,417
-	-	Goal 4, General	Pay Increase for Special Education Wheelchair Van Drivers	Transportation	2,120	2,120
-	-	Goal 4, General	Special Education Out-of-District Transportation Contract Cost Increase	Transportation	122,782	122,782
-	-	Goal 4, General	Regular Education Transportation Contract Cost Increase	Transportation	1,290	1,290
-	-	Goal 4, General	Increase Transportation Subsidy & Fee Increase \$390 to \$395/Rider	Transportation	65,000	65,000
0.71	-	Goal 4, General	Special Education Van Monitor	Transportation	14,101	-
10.11	5.66	-	Subtotal		900,449	714,213
			New Regular Education Services			
			Elementary			
1.00	1.00	Goal 1, General	Hillside Grade 2 Teacher	Hillside	62,800	55,500
-	-	Goal 4, General	Expand Professional Development Substitute Budget	Prof Dev/ All Elem	14,656	-
-	-	Goal 4, Obj 2	Expand First Year Mentor Budget	Prof Dev/ All Elem & PreK	2,495	2,495
-	-	Goal 4, General	Reallocate Math Supplies to Math Instructional Department	Math Instruction/ All Elem	-	-
0.10	-	Goal 2, General	Preschool/Newman Nurse	Health/Nursing	8,322	-
-	-	Goal 4, General	Increased Kiln Repair/Maintenance Budget	Fine Arts/ Elem	200	200
-	-	Goal 4, General	Transportation Services for Mitchell	Transportation	22,100	-
1.10	1.00	-	Subtotal		110,573	58,195

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Summary of FY14 Budget Highlights (continued):

Request	SC Rec	District	Department/	Total	FY14	
TL	TL	Goal/ Objective	School	Request	SC Proposed	
FTE	FTE	Description of Budgetary Increase				
Middle School						
0.25	0.25	Goal 4, Obj 2	Pollard Computer Technician	Educational Technology/Pollard	14,372	14,372
-	-	Goal 4, General	Additional Pollard Math & Science Supplies	Pollard	1,138	1,138
-	-	Goal 4, General	Additional Pollard Teacher Reference Materials & Supplies	Pollard	700	-
-	-	Goal 4, General	Additional Pollard Educational Supplies	Pollard	1,975	1,975
2.00	-	Goal 1, General	Pollard Grade 8 Teachers	Pollard	123,600	-
-	-	Goal 2, General	Pollard Advisory Stipend/Summer Curriculum	Pollard	12,040	-
0.29	0.29	Goal 4, Obj 3	Pollard Part-Time Office Aide	Pollard	7,167	7,167
-	-	Goal 4, General	Expand Professional Development Substitute Budget	Prof Dev/ High Rock	3,006	-
-	-	Goal 4, Obj 2	Expand First Year Mentor Budget	Prof Dev/ HR & Pollard	7,973	7,973
1.00	-	Goal 1, Obj 1	High Rock Partnership Program Teacher	Special Education/HR	56,300	-
1.00	-	Goal 1, Obj 1	High Rock Partnership Program Teaching Assistant	Special Education/HR	22,019	-
1.00	0.50	Goal 2, General	Pollard Guidance Counselor	Guidance/ Pollard	55,907	27,954
0.50	0.20	Goal 2, General	Part-Time Pollard Nurse	Health/Nursing	27,500	16,163
0.10	-	Goal 2, General	Pollard Physical Education Teacher	Physical Education/ Pollard	5,500	-
0.40	0.20	Goal 1, Obj 2	Pollard Part-Time Mandarin Teacher	World Language/ Pollard	24,750	13,750
0.10	-	Goal 1, Obj 3	Visual Arts Teachers for Grades 7-12	Fine Arts/ Pollard	5,500	-
-	-	Goal 4, General	Visual Arts Supply Budget Increase for Pollard	Fine Arts/ Pollard	500	500
-	-	Goal 4, General	Increased Kiln Repair/Maintenance Budget	Fine Arts/ Pollard & HR	275	275
0.20	0.20	Goal 1, General	Pollard Performing Arts Teacher	Perf. Arts/ Pollard	11,000	11,000
0.05	-	Goal 1, General	Pollard Piano Accompanist Time	Perf. Arts/ Pollard	1,178	-
-	0.20	Goal 1, General	Part-Time Pollard Engineering Teacher		-	11,000
6.89	1.84	-	Subtotal	382,400	113,267	
High School						
1.00	-	Goal 1, Obj 1	NHS Sophomore Academy Special Education Teacher	Special Education/ NHS	56,300	-
1.00	-	Goal 1, Obj 1	NHS Sophomore Academy Special Education Teaching Assistant	Special Education/ NHS	22,019	-
-	-	Goal 3, Obj 1	NHS Graduation Expenses	High School	6,000	5,000
0.75	0.25	Goal 4, Obj 2	NHS Computer Technician	Educational Technology	41,680	14,372
0.20	0.20	Goal 1, General	NHS Expanded Science Teacher	High School	11,000	11,000
1.00	0.60	Goal 1, General	NHS Math Teacher	High School	56,800	33,500
0.50	0.10	Goal 1, General	NHS English Teacher	High School	27,500	5,500
0.80	0.20	Goal 1, General	NHS History/Social Science Teacher	High School	44,500	11,500
0.20	0.20	Goal 3, Obj. 3	NHS TV Communications Teacher	Media Services/ NHS	9,354	9,354
1.00	1.00	Goal 3, General	NHS Assistant Principal	High School	108,173	106,873
1.00	1.00	Goal 2, General	NHS Guidance Counselor	Guidance/NHS	58,022	58,022
-	-	Goal 4, General	Increased NHS Guidance Supply Budget	Guidance/NHS	1,000	1,000
-	-	Goal 4, Obj 2	Expand First Year Mentor Budget	Prof Dev/ NHS	8,794	8,794
-	-	Goal 4, Obj 2	Additional NHS Cafeteria Monitor Funds	Substitutes	14,400	-
1.00	-	Goal 2, General	NHS Nurse	Health/Nursing	55,000	-
0.20	0.20	Goal 1, Obj 1	NHS Physical Education Teacher	Physical Education/ NHS	10,138	10,138
-	-	Goal 4, General	Increase NHS Physical Education Instructional Supplies Budget	Physical Education/ NHS	1,500	1,500
0.20	-	Goal 1, Obj 3	Visual Arts Teachers for Grades 7-12	Fine Arts/ NHS	11,000	-
-	-	Goal 4, General	Visual Arts Supply Budget Increase HS	Fine Arts/ NHS	1,200	1,200
-	-	Goal 4, General	Increased Kiln Repair/Maintenance Budget	Fine Arts/ NHS	500	500
0.30	0.20	Goal 1, General	NHS Performing Arts Teachers (Theater, Chorus)	Fine Arts/ NHS	16,500	11,000
0.60	0.40	Goal 1, Obj 2	Part-Time NHS Latin Teacher	World Language/ NHS	48,300	22,000
0.20	-	Goal 1, Obj 2	NHS Spanish Teacher	World Language/ NHS	11,000	-
9.95	4.35	-	Subtotal	620,680	311,253	
District						
-	-	-	Expand First Year Mentor Budget	Prof. Dev/ District	400	400
0.29	-	Goal 4, General	Transportation Office Aide	Transportation	6,466	-
-	-	Goal 4, General	Increase Special Education Substitute Van Driver Budget	Transportation	-	-
-	-	Goal 4, Obj 2	Additional Nursing Substitute Funds	Nursing/ District	1,808	-
-	-	Goal 4, General	Furniture for New Classrooms and Offices	General Supplies & Services	-	10,000
-	-	Goal 4, General	Technology & Portable Devices - New Staff Members	Educational Technology	-	22,179
-	-	Goal 4, General	Increased Fine & Performing Arts Office Supply Budget	K-12 Fine & Performing Arts	150	150
0.29	-	-	Subtotal	8,824	32,729	
30.47	14.48	-	Subtotal Base Budget Increases	3,470,390	2,629,222	
Program Improvement Increases						
Elementary						
-	-	Goal 1, General	Think Math! Implementation in Grades K & 5	Math Instruction/ All Elem.	22,175	22,175
4.00	2.00	Goal 1, Obj 3	Math Instructional Coaches for Eliot, Hillside, Mitchell & Newman Schools	Math Instruction	227,700	112,500
0.20	-	Goal 4, General	Expanded Broadmeadow Assistant Principal	Broadmeadow	21,230	-
-	-	Goal 1, Obj 3	Stipend for Broadmeadow CTI Team Teacher Leaders	Broadmeadow	1,111	1,111
-	-	Goal 1, Obj 3	Stipend for Eliot Teacher Support Team (TST) Leaders	Eliot	1,111	1,111
-	-	Goal 1, Obj 3	Stipend for Hillside Teacher Support Team (TST) Leaders	Hillside	1,111	1,111
-	-	Goal 1, Obj 3	Stipend for Mitchell Teacher Support Team (TST) Leaders	Mitchell	1,111	1,111
-	-	Goal 1, Obj 3	Stipend for Newman Teacher Support Team (TST) Leaders	Newman	1,111	1,111
-	-	Goal 3, General	Stipend for Hillside Student Council Leaders	Hillside	838	838
-	-	Goal 3, General	Stipend for Mitchell Student Council Leaders	Mitchell	838	838
0.43	-	Goal 4, General	Expanded Newman Office Aide	Newman	10,038	-
0.20	-	Goal 4, General	Expanded Elementary Physical Education Teacher	Physical Education/ Elem	11,293	-
0.53	-	Goal 1, General	Kindergarten Music Restoration	Perf Arts/ All Elem	28,875	-
5.36	2.00	-	Subtotal	328,542	141,906	

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Summary of FY14 Budget Highlights (continued):

Request TL FTE	SC Rec TL FTE	District Goal/ Objective	Description of Budgetary Increase	Department/ School	Total Request	FY14 SC Proposed
Middle Schools						
-	-	Goal 4, Obj 2	1:1 Focused Professional Development for Pollard	Educational Technology	30,000	25,000
-	-	Goal 1, Obj 2	Pollard History Alive Online Subscription	Pollard	6,800	6,800
1.00	-	Goal 1, Obj 3	Pollard Literacy Specialist	Pollard	56,800	-
1.00	-	Goal 1, General	Reconfigure Pollard Math and Science Coordinator Positions	Pollard & High Rock	109,262	-
1.00	-	Goal 1, General	Reconfigure Pollard ELA and Social Studies Coordinator Positions	Pollard & High Rock	103,672	-
1.00	-	Goal 4, General	High Rock Assistant Principal	High Rock	98,888	-
-	-	Goal 1, Obj 2	Pollard Grade 8 World Language Assessment	World Language/ Pollard	3,650	3,650
-	-	Goal 2, General	High Rock Social Emotional Coordinator Stipend	High Rock	1,677	-
-	-	Goal 2, General	High Rock Social Emotional Cluster Leaders Stipend	High Rock	2,778	-
-	-	Goal 1, General	High Rock GMAT Assessment Tool	High Rock	3,000	3,000
0.20	-	Goal 1, General	Expanded High Rock Reading Teacher	High Rock	18,286	-
-	-	Goal 4, General	High Rock Scanner for GRADE & GMAT Assessment	High Rock	10,000	-
4.20	-		Subtotal		444,813	38,450
NHS						
-	-	Goal 4, Obj 2	1:1 Focused Professional Development for NHS	Educational Technology/NHS	30,000	-
1.00	-	Goal 4, General	NHS Office Aide for English, Social Studies, WL Departments	High School	23,920	-
0.58	-	Goal 2, General	Assistant Athletics Director and Club Sports Coordinator	HS Athletics	33,135	-
-	-	Goal 2, General	Convert Athletics Equipment Manager to Asst. Manager (to Fund Asst. AD)	HS Athletics	(2,834)	-
-	-	Goal 4, General	Expanded NHS Athletic Department Bookkeeper from 35 to 40 Hrs/Wk	HS Athletics	5,881	5,881
-	-	Goal 2, General	NHS Club Sports Coaching Stipends	HS Athletics	-	-
-	-	Goal 2, General	NHS Assistant Robotics Advisor Stipend	High School	1,677	1,677
-	-	Goal 2, General	Reclassify NHS Stipend for Robotics Advisor to Category II, Schedule C	High School	836	836
-	-	Goal 2, General	NHS National Honor Society Assistant Advisor Stipend	High School	1,677	1,677
-	-	Goal 2, General	Reclassify NHS National Honor Society Stipend to Category II, Schedule C	High School	3,353	837
-	-	Goal 1, Obj 2	NHS Mandarin 2 Textbooks	World Language/ NHS	1,375	1,375
1.58	-		Subtotal		99,020	12,283
District						
-	-	Goal 4, Obj 2	Professional Growth Council Stipends	Professional Development	7,380	-
-	-	Goal 4, Obj 2	Professional Development Committee Stipends	Professional Development	4,920	-
-	-	Goal 4, Obj 2	Second Year Teacher Mentor Stipends	Professional Development	19,740	-
-	-	Goal 4, Obj 3	New Teacher Evaluation System Technology	Human Resources	22,600	-
-	-	Goal 4, Obj 3	Human Resources & Payroll Office Furniture	Human Resources	6,000	-
-	-	Goal 4, Obj 2	Human Resources Document Scanner	Human Resources	30,000	-
-	-	Goal 4, Obj 2	Human Resources Job Description Software	Human Resources	1,000	1,000
-	-	Goal 4, Obj 2	Educator Evaluation System Consultant	Professional Development	12,000	15,000
-	-	Goal 4, Obj 2	Human Resources Specialist Dues & Memberships	Human Resources	1,000	1,000
-	-	Goal 4, Obj 2	Human Resources Conference & Professional Development Travel	Human Resources	700	700
-	-	Goal 4, Obj 2	Financial Services Scanners for Financial System Implementation	Financial Operations	30,000	-
-	-	Goal 4, Obj 2	CrashPlan Administrative Technology Data Backup License Fee	Admin Technology	1,500	1,500
-	-	Goal 4, Obj 2	Replacement Library Information Management System	Library Media Services	9,500	9,500
-	-	Goal 4, Obj 2	Increased Internet Bandwidth Capacity	Admin Technology	5,000	5,000
-	-	Goal 4, General	Expanded Work Year for Director of Health Services	Health/Nursing	2,410	2,410
-	-	Goal 4, General	Health Office Web Based Software	Health/Nursing	12,900	-
-	-	Goal 4, General	I-Pads for Health Office	Health/Nursing	6,300	-
-	-	Goal 4, General	Science Kit Consumables	Science Center	1,000	1,000
0.20	0.20	Goal 4, General	Restore 0.8 FTE Wellness Director to Full Time	K-12 Phys Ed/Phys Ed	11,000	11,000
-	-	Goal 1, Obj 3	Software Upgrades for Graphics and Photo Digital Labs	Fine Arts/ NHS	11,000	11,000
-	-	Goal 4, General	NHS Visual Arts Photo Equipment	Fine Arts/ NHS	1,000	1,000
-	-	Goal 1, Obj 2	Instructional Data Management System	Admin Technology	33,519	28,519
-	-	Goal 3, Obj 2	Web Based Central Student Registration System	K-12 Attendance	30,000	-
1.00	1.00	Goal 4, Obj 2	Educational Technology Center Operations Manager	Educational Technology	74,540	74,540
0.57	-	Goal 4, Obj 2	Part-Time District Data Specialist	Admin Technology	35,816	-
1.77	1.20		Subtotal		370,825	163,169
12.91	3.20		Subtotal Program Improvement Budget Increases		1,243,200	355,808
Reductions to Existing Budget						
-	-		Update Salary Contract Line Items to Reflect Actual Costs	Various	-	(38,600)
-	-		School Van Replacement - Defer to FY15	Transportation	-	(26,000)
-	-		Reduce Professional Development Program Funds	Professional Development	-	(5,000)
-	-		Reduce Professional Development Substitute Funds	Professional Development	-	(5,000)
-	-		Eliminate Teacher Evaluation Consultant Funds - Training Completed FY13	Professional Development	-	(4,000)
-	(0.25)		Shift Preschool Teacher to Revolving Fund	Special Education/ Preschool	-	(23,524)
-	(0.25)		Subtotal		-	(102,124)
691.86	665.91		GRAND TOTAL FY14 BUDGET		55,826,271	53,995,587
43.38	17.43		\$ Increase/(Decrease) over FY13		4,713,590	2,882,906
6.69%	2.69%		% Increase/(Decrease) over FY13		9.22%	5.64%
Federal Sequestration						
1.38	-	Goal 1, General	Continue Special Education Entitlement (94-142) Services - Federal Sequestration	Special Education/Psychology	123,604	-
0.15	-	Goal 1, General	Continue Title I Reading Services - Federal Sequestration	Reading/Hillside	11,458	-
0.12	-	Goal 1, General	Continue Teacher Quality Newman Classroom Teacher - Federal Sequestration	Broadmeadow	6,996	-
1.65	-		Subtotal		142,058	-
693.50	665.91		GRAND TOTAL FY14 BUDGET		55,968,329	53,995,587
45.02	17.43		\$ Increase/(Decrease) over FY13		4,855,648	2,882,906
6.94%	2.69%		% Increase/(Decrease) over FY13		9.50%	5.64%

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

FY14 Operating Budget Staffing Summary (Full-Time Equivalent Personnel):

Summary	Total FY10 Actual	Total FY11 Actual	Total FY12 Actual	Total FY13 Budget	Total FY14 Request	Admin FY14 Recomm	Teacher FY14 Recomm	Aide FY14 Recomm	Non Instr FY14 Recomm	Total FY14 SC Rec
Administrator	33.79	33.80	33.90	37.67	41.47	39.07				39.07
Teacher	416.49	416.61	428.00	435.96	470.47		451.94			451.94
Instructional Asisstant/Aide	119.87	116.03	109.39	111.85	112.85			109.76		109.76
<u>Non-Instructional/Clerical</u>	<u>55.42</u>	<u>55.06</u>	<u>62.23</u>	<u>63.00</u>	<u>68.72</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>65.14</u>	<u>65.14</u>
Total	625.57	621.50	633.51	648.48	693.50	39.07	451.94	109.76	65.14	665.91

FY14 Operating Budget Staffing Detail by Department:

	Total FY10 Actual	Total FY11 Actual	Total FY12 Actual	Total FY13 Budget	Total FY14 Request	Admin FY14 Recomm	Teacher FY14 Recomm	Aide FY14 Recomm	Non Instr FY14 Recomm	Total FY14 SC Rec
Administration										
School Committee	-	-	-	-	-	-	-	-	-	-
Superintendent	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Director of Personnel	4.49	4.78	4.80	5.80	5.78	1.00	-	-	4.78	5.78
Director of Student Development	2.00	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	2.00	1.00	-	-	1.00	2.00
Director of Financial Operations	3.99	4.91	5.20	5.20	5.20	1.00	-	-	4.20	5.20
Director of External Funding	0.10	0.19	0.19	0.19	0.19	0.10	-	-	0.09	0.19
Subtotal Administration	14.58	15.88	16.19	17.19	17.17	5.10	-	-	12.07	17.17
General Supplies & Services										
Professional Development	4.00	3.80	3.90	(0.00)	-	-	-	-	-	-
Broadmeadow	0.40	0.36	0.38	-	-	-	-	-	-	-
Eliot	0.40	0.36	0.38	(0.00)	-	-	-	-	-	-
Hillside	0.40	0.36	0.38	-	-	-	-	-	-	-
Mitchell	0.40	0.36	0.38	-	-	-	-	-	-	-
Newman	0.40	0.36	0.38	-	-	-	-	-	-	-
High Rock	1.00	1.00	1.00	-	-	-	-	-	-	-
Pollard	1.00	1.00	1.00	-	-	-	-	-	-	-
Employee Assistance Program	-	-	-	-	-	-	-	-	-	-
Staff 504 Accommodations	-	-	-	-	-	-	-	-	-	-
Salary Supplemental	-	-	-	-	-	-	-	-	-	-
Sub Callers	-	-	-	-	-	-	-	-	-	-
Substitutes	3.00	3.29	2.29	2.29	2.29	-	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	1.00
Administrative Technology	3.00	3.00	3.00	3.00	3.57	-	-	-	3.00	3.00
Transportation	1.29	1.29	6.64	7.07	8.07	-	-	-	7.07	7.07
Subtotal Gen. Supply & Svc.	12.29	12.37	16.83	13.35	14.93	-	2.00	-	11.36	13.36
Elementary										
Broadmeadow	30.21	30.51	30.01	29.01	29.71	1.50	24.00	-	3.51	29.01
Eliot	22.29	21.39	22.59	21.09	21.09	1.00	16.50	-	3.59	21.09
Hillside	21.40	23.20	23.64	23.70	24.70	1.00	20.00	-	3.70	24.70
Mitchell	26.86	25.66	25.66	26.66	26.66	1.00	22.00	-	3.66	26.66
Newman	36.00	35.30	34.79	32.51	33.70	2.00	26.50	-	4.65	33.15
Subtotal Elementary	136.76	136.05	136.69	132.96	135.85	6.50	109.00	-	19.10	134.60
Middle										
High Rock	23.33	23.35	23.93	23.93	27.13	1.00	20.00	-	2.93	23.93
Pollard Middle School	42.67	42.38	44.38	46.58	51.47	3.00	39.00	-	4.67	46.67
Subtotal Middle School	66.00	65.73	68.31	70.51	78.60	4.00	59.00	-	7.60	70.60
High School										
Needham High School	72.43	70.94	74.14	79.74	83.64	6.30	68.30	-	6.64	81.24
High School Athletics	1.00	2.00	2.00	2.00	2.58	1.00	-	-	1.00	2.00
Subtotal High School	73.43	72.94	76.14	81.74	86.22	7.30	68.30	-	7.64	83.24
Student Services										
Guidance	26.20	25.99	26.80	27.49	30.49	1.00	26.50	-	2.00	29.49
District	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Broadmeadow	2.00	1.80	2.60	2.30	2.30	-	2.30	-	-	2.30
Eliot	1.40	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	-	-	1.20
Mitchell	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Newman	2.40	2.40	2.40	2.40	2.00	-	2.00	-	-	2.00
High Rock	1.20	2.00	2.00	2.50	2.00	-	2.00	-	-	2.00
Pollard	4.00	3.20	3.20	3.20	4.70	-	4.20	-	-	4.20
HS	11.00	11.00	11.00	11.50	13.50	-	12.00	-	1.00	13.00
Preschool	-	-	-	-	0.40	-	0.40	-	-	0.40

FY14 Operating Budget Staffing Detail by Department (continued):

	Total FY10 Actual	Total FY11 Actual	Total FY12 Actual	Total FY13 Budget	Total FY14 Request	Admin FY14 Recomm	Admin FY14 Recomm	Admin FY14 Recomm	Admin FY14 Recomm	Total FY14 SC Rec
Psychology	4.30	4.23	4.30	4.30	4.80	-	4.30	-	-	4.30
Broadmeadow	0.50	0.66	0.66	0.66	0.66	-	0.66	-	-	0.66
Eliot	0.27	0.16	0.16	0.16	0.16	-	0.16	-	-	0.16
Hillside	0.50	0.66	0.66	0.66	0.66	-	0.66	-	-	0.66
Mitchell	-	0.16	0.16	0.16	0.16	-	0.16	-	-	0.16
Newman	0.53	0.16	0.16	0.16	0.16	-	0.16	-	-	0.16
High Rock	0.33	0.31	0.33	0.33	0.83	-	0.33	-	-	0.33
Pollard	0.67	0.62	0.67	0.67	0.67	-	0.67	-	-	0.67
HS	1.50	1.50	1.50	1.50	1.50	-	1.50	-	-	1.50
Nursing	8.30	8.56	9.06	9.06	10.86	1.00	8.46	-	-	9.46
District	1.00	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	-	-	1.00
Eliot	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Hillside	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Mitchell	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Newman	1.00	1.00	1.00	1.00	1.10	-	1.00	-	-	1.00
High Rock	-	0.26	0.26	0.36	0.46	-	0.46	-	-	0.46
Pollard	1.30	1.30	1.30	1.30	1.80	-	1.50	-	-	1.50
HS	1.00	1.00	1.00	1.10	2.20	-	1.20	-	-	1.20
Preschool	-	-	0.50	0.30	0.30	-	0.30	-	-	0.30
Special Education	174.23	171.65	173.77	171.21	186.79	7.37	73.13	97.06	0.86	178.42
District	11.85	11.27	13.71	12.74	16.70	3.00	7.52	4.75	0.86	16.13
Broadmeadow	15.28	15.53	14.26	14.23	12.52	0.70	5.12	6.70	-	12.52
Eliot	15.82	15.88	15.98	14.98	12.62	0.50	5.62	6.50	-	12.62
Hillside	18.72	18.92	16.79	18.63	16.80	0.50	3.62	12.30	-	16.42
Mitchell	11.42	10.62	11.32	9.32	8.82	0.50	3.32	5.00	-	8.82
Newman	26.18	26.98	25.98	24.98	25.32	0.70	7.12	16.00	-	23.82
High Rock	11.16	12.49	13.69	13.49	18.96	0.50	8.16	9.00	-	17.66
Pollard	22.97	21.47	23.47	24.27	30.20	0.47	13.13	15.40	-	29.00
HS	30.02	28.69	27.64	28.14	32.79	-	14.18	15.61	-	29.79
Preschool	10.81	9.81	10.93	10.44	12.06	0.50	5.34	5.80	-	11.64
Special Education Tuitions	-	-	-	-	-	-	-	-	-	-
Vocational Educaiton	-	-	-	-	-	-	-	-	-	-
English Language Learners (ELL)	3.41	3.66	4.43	5.09	4.75	-	4.75	-	-	4.75
District	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
Broadmeadow	0.21	0.21	0.40	0.20	0.25	-	0.25	-	-	0.25
Eliot	0.51	0.51	0.64	1.10	0.85	-	0.85	-	-	0.85
Hillside	0.69	0.94	1.00	1.60	1.00	-	1.00	-	-	1.00
Mitchell	-	-	-	-	0.40	-	0.40	-	-	0.40
Newman	0.34	0.34	0.21	0.24	0.25	-	0.25	-	-	0.25
High Rock	-	-	0.45	0.45	0.50	-	0.50	-	-	0.50
Pollard	0.66	0.66	0.50	0.50	0.50	-	0.50	-	-	0.50
HS	-	-	0.23	-	-	-	-	-	-	-
Reading	8.00	8.30	8.90	12.00	10.35	2.00	9.20	-	-	11.20
Broadmeadow	2.10	2.44	1.80	2.00	2.00	0.20	1.80	-	-	2.00
Eliot	1.00	1.04	1.00	1.20	1.20	0.20	1.00	-	-	1.20
Hillside	1.30	1.34	1.80	2.00	1.65	0.20	1.30	-	-	1.50
Mitchell	1.00	1.04	1.30	1.50	1.50	0.20	1.30	-	-	1.50
Newman	2.00	1.84	1.80	2.00	2.20	0.20	2.00	-	-	2.20
High Rock	0.60	0.60	1.20	2.30	1.30	0.50	1.30	-	-	1.80
Pollard	-	-	-	1.00	0.50	0.50	0.50	-	-	1.00
Math Instruction	-	-	-	3.00	6.00	1.00	4.00	-	-	5.00
Broadmeadow	-	-	-	0.40	1.20	-	1.20	-	-	1.20
Eliot	-	-	-	0.40	1.20	-	0.70	-	-	0.70
Hillside	-	-	-	0.40	1.20	-	0.70	-	-	0.70
Mitchell	-	-	-	0.40	1.20	-	0.70	-	-	0.70
Newman	-	-	-	0.40	1.20	-	0.70	-	-	0.70
High Rock	-	-	-	0.50	-	0.50	-	-	-	0.50
Pollard	-	-	-	0.50	-	0.50	-	-	-	0.50
Student 504 Compliance	-	-	0.50	0.50	-	-	-	-	-	-
K-12 Attendance	-	-	-	-	-	-	-	-	-	-
Subtotal Student Services	224.44	222.38	227.76	232.64	254.03	12.37	130.32	97.06	2.85	242.61

FY14 Operating Budget Staffing Detail by Department (continued):

	Total FY10 Actual	Total FY11 Actual	Total FY12 Actual	Total FY13 Budget	Total FY14 Request	Admin FY14 Recomm	Admin FY14 Recomm	Admin FY14 Recomm	Admin FY14 Recomm	Total FY14 SC Rec
<u>K-12 Specialist Instruction</u>	-									-
Science Center	3.30	3.09	3.10	3.09	3.09	-	1.00	2.10	-	3.09
Broadmeadow	0.70	0.62	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Eliot	0.70	0.62	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Hillside	0.66	0.62	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Mitchell	0.62	0.62	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Newman	0.62	0.62	0.62	0.62	0.62	-	0.20	0.42	-	0.62
Educational Technology	12.60	11.90	7.37	12.90	14.90	-	6.40	7.00	1.00	14.40
District	1.00	0.50	-	0.50	1.50	-	-	0.50	1.00	1.50
Broadmeadow	0.60	1.10	0.60	1.10	1.60	-	0.60	1.00	-	1.60
Eliot	0.50	1.00	0.72	1.00	1.25	-	0.50	0.75	-	1.25
Hillside	0.40	0.65	0.40	0.90	0.65	-	0.40	0.25	-	0.65
Mitchell	0.50	1.00	0.50	1.00	1.00	-	0.50	0.50	-	1.00
Newman	0.60	1.10	0.60	1.10	1.35	-	0.60	0.75	-	1.35
High Rock	1.60	1.25	1.25	1.50	1.25	-	1.00	0.25	-	1.25
Pollard	3.40	2.30	1.80	2.55	3.55	-	1.80	1.75	-	3.55
HS	4.00	3.00	1.50	3.25	2.75	-	1.00	1.25	-	2.25
Media Services	12.64	12.49	13.50	12.49	12.70	-	7.90	3.20	1.61	12.70
District	1.00	1.00	2.00	1.00	1.00	-	-	1.00	-	1.00
Broadmeadow	1.20	1.20	1.20	1.20	1.20	-	1.00	-	0.20	1.20
Eliot	0.90	1.00	1.00	1.00	1.00	-	0.80	-	0.20	1.00
Hillside	0.90	0.99	1.00	0.99	0.99	-	0.80	-	0.20	0.99
Mitchell	1.00	1.00	1.00	1.00	1.00	-	0.80	-	0.20	1.00
Newman	1.40	1.39	1.39	1.39	1.40	-	1.00	0.20	0.20	1.40
High Rock	1.33	1.20	1.20	1.20	1.20	-	1.00	-	0.20	1.20
Pollard	1.67	1.41	1.41	1.41	1.41	-	1.00	-	0.41	1.41
HS	3.24	3.30	3.30	3.30	3.50	-	1.50	2.00	-	3.50
K-12 Dir. Media & Tech Services	2.00	2.00	-	2.00	2.00	1.00	-	-	1.00	2.00
Physical Education	17.00	16.80	17.52	17.60	18.30	-	18.00	-	-	18.00
Broadmeadow	1.20	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	-	-	0.80
Hillside	0.80	0.80	0.80	0.80	0.80	-	0.80	-	-	0.80
Mitchell	0.80	0.80	1.00	0.80	1.20	-	1.00	-	-	1.00
Newman	1.20	1.20	1.12	1.20	1.00	-	1.00	-	-	1.00
High Rock	2.00	2.00	2.00	2.20	2.00	-	2.00	-	-	2.00
Pollard	4.20	4.00	4.20	4.00	4.30	-	4.20	-	-	4.20
HS	6.00	6.00	6.40	6.60	7.00	-	7.00	-	-	7.00
Health Education	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
High Rock	-	-	-	-	-	-	-	-	-	-
Pollard	1.00	1.00	1.00	1.00	1.00	-	1.00	-	-	1.00
HS	-	-	-	-	-	-	-	-	-	-
K-12 Dir. Health & Phys. Ed.	1.30	0.80	0.80	0.80	1.00	1.00	-	-	-	1.00
Fine Arts	14.70	14.60	14.30	14.70	15.40	-	15.10	-	-	15.10
Broadmeadow	0.90	0.90	1.00	1.00	0.95	-	0.95	-	-	0.95
Eliot	0.60	0.60	0.60	0.60	0.60	-	0.60	-	-	0.60
Hillside	0.70	0.70	0.70	0.70	0.70	-	0.70	-	-	0.70
Mitchell	0.70	0.70	0.70	0.70	0.75	-	0.75	-	-	0.75
Newman	1.10	1.10	1.00	1.00	1.00	-	1.00	-	-	1.00
High Rock	0.70	0.70	0.70	0.70	0.70	-	0.70	-	-	0.70
Pollard	3.00	2.90	2.60	2.80	2.90	-	2.80	-	-	2.80
HS	7.00	7.00	7.00	7.20	7.80	-	7.60	-	-	7.60
Performing Arts	12.04	11.54	11.51	12.44	13.72	-	12.61	0.43	-	13.04
Broadmeadow	1.44	1.38	1.39	1.38	2.12	-	2.04	0.08	-	2.12
Eliot	1.15	0.98	0.98	0.98	0.14	-	0.14	0.04	-	0.18
Hillside	0.90	0.99	0.94	0.99	1.21	-	1.04	0.09	-	1.13
Mitchell	1.31	1.30	1.28	1.30	1.28	-	1.12	0.06	-	1.18
Newman	1.27	1.22	1.22	1.22	1.37	-	1.17	0.10	-	1.27
High Rock	1.86	1.77	1.70	2.07	2.39	-	2.20	0.06	-	2.26
Pollard	2.11	1.80	1.90	2.00	2.65	-	2.60	-	-	2.60
HS	2.00	2.10	2.10	2.50	2.40	-	2.30	-	-	2.30
K-12 Dir. Fine & Perf. Arts	1.90	1.90	1.90	1.90	1.90	1.00	-	-	0.90	1.90

FY14 Operating Budget Staffing Detail by Department (continued):

	Total FY10 Actual	Total FY11 Actual	Total FY12 Actual	Total FY13 Budget	Total FY14 Request	Admin FY14 Recomm	Admin FY14 Recomm	Admin FY14 Recomm	Admin FY14 Recomm	Total FY14 SC Rec
World Languages	18.80	19.20	19.80	20.40	22.00	-	21.40	-	-	21.40
<i>Broadmeadow</i>	-	-	-	-	-	-	-	-	-	-
<i>Eliot</i>	-	-	-	-	-	-	-	-	-	-
<i>Hillside</i>	-	-	-	-	-	-	-	-	-	-
<i>Mitchell</i>	-	-	-	-	-	-	-	-	-	-
<i>Newman</i>	-	-	-	-	-	-	-	-	-	-
<i>High Rock</i>	2.00	2.00	2.00	2.40	2.20	-	2.20	-	-	2.20
<i>Pollard</i>	5.00	5.40	5.40	5.40	6.40	-	6.20	-	-	6.20
<i>HS</i>	11.80	11.80	12.40	12.60	13.40	-	13.00	-	-	13.00
<u>K-12 Dir. World Languages</u>	<u>0.80</u>	<u>0.80</u>	<u>0.80</u>	<u>0.80</u>	<u>0.80</u>	<u>0.80</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.80</u>
Subtotal K-12 Specialists	98.08	96.10	91.60	100.10	106.80	3.80	83.39	12.73	4.51	104.42
GRAND TOTAL	625.57	621.50	633.51	648.48	693.50	39.07	451.94	109.76	65.14	665.91

FY14 Budget Detail by Level

Elementary Level Summary:

Subtotal Elementary Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)
Salaries	16,836,574	17,301,634	17,336,242	18,387,583	19,485,894	19,038,405	650,822	3.54%
Purchase of Service	122,982	93,561	238,098	85,503	87,543	87,543	2,040	2.39%
Expenses	313,152	323,749	295,669	341,601	393,381	380,881	39,280	11.50%
Capital Outlay	-	-	-	-	-	-	-	0.00%
Totals	17,272,708	17,718,944	17,870,009	18,814,687	19,966,818	19,506,829	692,142	3.68%

Description:

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

School Committee Budget Recommendation:

The School Committee's elementary-level budget recommendation totals \$19,506,829, an increase of \$692,142 (3.68%) from FY13. This request includes a baseline budget of \$19,244,457, plus \$262,372 in net additional funding requests, which are detailed below. The \$19,244,457 baseline budget increases \$429,770 over the FY13 budget amount of \$18,814,687, and includes: \$421,125 in contractual salary increases (including steps, lanes and COLA), plus \$8,645 in transfers in from other program levels.

The School Committee's FY14 budget recommendation includes the following additional funding requests:

Base Budget Increases:

- \$55,500 1.0 FTE Grade 2 Teacher for the Hillside School to meet anticipated enrollment. The request includes \$500 for supplies. Hillside
- \$3,584 Continue the expansion of a Newman Office Aide from 6 hours to 7 hours/day an increase of 0.14 FTE. This position was expanded following a clerical re-organization in FY13. Newman
- \$26,938 This request continues the 0.5 FTE Kindergarten Teacher added in FY13 after the budget was developed, to meet unanticipated enrollment increases. This position continues 5 sections, reducing average class size from 26 to 20/21 student per section. Newman

- \$27,500 This request provides ongoing funds to continue the 0.50 FTE Mitchell Special Education Teacher added in FY13, after the budget was adopted to meet student needs. Mitchell
- \$2,495 This request provides funds to support the District's first year mentor program. Additional funds are needed to provide mentors to additional anticipated new hires for FY14. Professional Development/ All Elementary Schools
- \$14,291 Expand ELL Program Specialist Funding at all elementary schools to meet student needs and comply with DESE training mandated requirements. ELL/ All Elementary
- \$6,300 Equipment and assistive technology for the Newman Early Learning Center, to meet the needs of the students that require intensive educational programming. SPED/ Newman
- \$200 The kiln equipment at Broadmeadow and Eliot requires additional funds for repair and maintenance. The kilns are aging and must be maintained on an annual basis. Fine Arts/ Broadmeadow and Eliot
- \$48,676 Expanded Preschool program staffing. In FY13 the Preschool expanded programming to include half days on Wednesdays, in order to provide focused programming for students with autism and other disabilities. Although the FY13 budget included funding to expand three Teaching Assistant, additional staffing was required to implement the program. This request is for ongoing funds to continue these additional staff members: a Special Education Teacher (0.11 FTE), additional Teaching Assistant hours (1.18 FTE), additional Occupational Therapy Assistant hours (0.06 FTE) and additional Physical Therapy Assistant hours (0.11 FTE). SPED/ Newman
- \$16,500 Funding to continue the 0.3 FTE Broadmeadow Special Education Teacher position, added after the FY13 budget was developed. SPED/ Broadmeadow
- \$21,500 For the continued expansion (0.20 FTE) Newman Special Education Coordinator position. This position was adjusted after the FY13 budget was developed. SPED/ Newman
- **\$223,484 Subtotal Base Budget Increases**

Program Improvement Increases:

- \$22,175 Funding to Implement Phase III of the ThinkMath! (elementary math program curriculum) in Grades K and 5. This request provides funding to purchase Think Math! Workbooks and consumable student materials and completes the phased implementation of this program at all elementary levels. Math Instruction/ All Elementary Schools
- \$5,555 Stipends for Elementary CTI Team Leader. Teacher Support Teams exist at all elementary schools. These teams support teachers, who have students that exhibit challenging behavior All Elementary Schools

- in class, who exhibit a poor grasp of academic concepts, or who are not available for learning. The teachers who chair these teams work beyond the school day to interview colleagues, set meeting times, communicate with parents, and follow up on each case. The funded amount establishes a \$1,111 stipend at each elementary school.
- \$1,676 Stipend for Student Council leaders at Hillside and Mitchell Schools. These schools have active student councils, overseen by teachers who work afterschool hours to support the extra curricular activities of these students. Mitchell and Hillside Schools
 - \$1,000 Science Kit Consumables. The Science Center provides inquiry-based kits to support elementary science curriculum, which contain consumables material and some durables, These materials must be replaced on a period basis. Science Center/All Elementary
 - \$112,500 2.0 FTE Elementary Math Instructional Coaches for Eliot, Hillside, Mitchell and Newman. These positions would help teachers to examine data to help inform instruction, particularly the student achievement data gathered through the new ThinkMath! Curriculum, and share best practice around math instruction. Additionally, the positions would provide direct instruction to students who struggle with mathematics. Math Instruction/ Eliot, Hillside, Mitchell and Newman
 - \$142,906 **Subtotal Program Improvement Increases**

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

- (\$16,500) Continue the reduction of a 0.30 FTE Hillside Reading position, which had been budgeted in FY13 in anticipation of reduced funding from the Title I grant. These reductions were not implemented, so the grant provided ongoing funds for this position. Reading/ Hillside
- (\$36,734) Continue the reduction of 1.66 FTE Special Education teaching assistants at Broadmeadow, due to scheduling constraints and other student needs. SPED/ Broadmeadow
- (\$23,524) Transfer a 0.25 FTE Preschool Teacher from the operating budget to the Preschool Revolving Fund, to better reflect actual time spent in the integrated classroom. SPED/ Preschool
- (\$27,260) Budget adjustments to base salary expenses. All Elementary Schools
- (\$104,018) **Subtotal Reductions**

Middle School Summary:

Subtotal Middle School Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)
Salaries	8,773,038	8,926,010	9,381,301	10,200,189	11,650,447	10,937,320	737,131	7.23%
Purchase of Service	54,324	80,957	45,328	51,911	91,144	86,144	34,233	65.95%
Expenses	177,703	160,501	311,770	182,351	231,390	194,090	11,739	6.44%
Capital Outlay	-	-	-	-	-	-	-	0.00%
Totals	9,005,065	9,167,468	9,738,399	10,434,451	11,972,981	11,217,554	783,103	7.50%

Description:

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

School Committee Budget Recommendation:

The School Committee's middle-level budget recommendation totals \$11,217,554, an increase of \$783,103 (7.5%) from FY13. This request includes a baseline budget of \$10,866,143, plus \$351,411 in net additional funding requests, which are detailed below. The \$10,866,143 baseline budget increases \$431,692 over the FY13 budget amount of \$10,434,451 and represents: \$430,808 in contractual salary increases (including steps, lanes and COLA), plus \$884 in transfers in from other program levels.

The School Committee's FY14 budget recommendation includes the following additional funding requests:

Base Budget Increases:

- \$37,272 Continue the 0.40 FTE World Language Teacher needed due to increased enrollment, beginning FY13. World Language/ Pollard
- \$11,000 0.2 FTE Pollard Engineering Teacher in anticipation of expected student enrollment in Engineering in the Fall. Pollard
- \$27,954 0.5 FTE Pollard Guidance Counselor. This position is needed to meet the needs of a growing enrollment (904 students expected in the Fall), along with the increase in highly anxious students who struggle to come to school and attend classes. Guidance/ Pollard
- \$6,571 0.10 FTE High Rock Nurse (Shifted from Essential Health Services Grant.) The ESH grant supports a 0.645 High Rock nurse, the contractual cost of which can not be completely covered by the level-funded grant. Since an additional Nursing/ High Rock

contractual cost increase is anticipated in FY 14, this request shifts an additional 0.1 FTE of this position to the operating budget, to ensure that the salary expenses of this position are fully-funded.

- \$55,000 1.0 FTE Special Education Teacher to create a Pollard Grade 8 Insight Program. The Insight Program provides specialized supports and instruction to students with social, emotional and learning challenges in Grade 7. In order to meet the needs of students with Autism, Asperger's Syndrome and other similar developmental disabilities, a similar program is needed in Grade 8. SPED/
Pollard
- \$14,391 Hire a 0.40 FTE Speech and Language Pathologist at Pollard for the new Grade 8 Insight Program. SPED/
Pollard
- \$16,163 Additional 0.3 FTE Nurse for Pollard Middle School. The purpose of this request is to better meet the needs of the anticipated 904 student population in FY14 and manage the magnitude of complex and chronic physical emotional/behavioral and developmental health and issues presented by the young teenage student population. Nursing/
Pollard
- \$13,750 0.2 FTE Mandarin Teacher to expand the sections of Mandarin offered in the Eighth Grade from one to two to meet the needs of the expanding student population. World
Language/
Pollard
- \$7,167 Funding to expand an office aide from 25hours/wk (0.71 FTE) to full time (1.0 FTE). This expanded position will provide coverage during lunch and recess, will assist with bus and after school program coverage. Pollard
- \$14,372 New 0.25 FTE Computer Technician at Pollard Middle School to support the launch of the 1:1 Ipad program at the School and provide additional maintenance support for building technology devices. Educational
Technology/
Pollard
- \$500 Additional funding for Pollard visual art supplies. This request provides additional funding for visual art supplies, to address both increasing enrollments and inflationary cost increases in the price of supplies. Art Supplies/
Pollard
- \$37,852 Board Certified Behavior Analyst (BCBA) to work with autistic students at the Middle and High School, as well as their teachers and families. A total of 0.66 FTE of this position will work at the Middle Level; the remaining 0.34 FTE will work at the High School. The District is currently contracting with outside agencies to provide this level of expertise. SPED/Pollard
& High Rock
- \$275 The kiln equipment at High Rock requires additional funds for repair and maintenance. The kilns are aging and must be maintained on an annual basis. Art / Pollard
and High Rock
- \$35,530 To continue the 0.5 FTE Special Education Teacher at High Rock that was added in FY13 after the budget was adopted to meet student needs. SPED/
High Rock
- \$1,975 Additional funding for Pollard teacher reference materials and Pollard

- \$10,071 supplies to meet the needs of increasing enrollments. This request continues funding for the 0.20 FTE Pollard Music Teacher hired in FY13 after the budget was adopted. Performing Arts/Pollard
- \$1,138 Additional Funding for Pollard math and science supplies to meet the needs of increasing enrollments. Pollard
- \$7,973 This request provides funds to support the District's first year mentor program. Additional funds are needed to provide mentors to additional anticipated new hires for FY14. Professional Development/ Pollard and High Rock
- \$10,602 Continue 0.34 FTE High Rock Special Education Teaching Assistant. SPED/ High Rock
- \$34,766 ELL Program Specialist. Funding at High Rock and Pollard Schools to meet student needs and comply with DESE training mandated requirements. ELL/ Pollard and High Rock
- \$11,000 Pollard Performing Arts teacher. This new position will teach Band 7, where enrollment will increase from 92 to 13 students in FY14. Performing Arts/Pollard
- **\$355,322 Subtotal Base Budget Increases**

Program Improvement Increases:

- \$3,000 High Rock GMAT assessment tool, to assist math teachers in identifying students needs early in the school year, as they transition from five different elementary programs to the middle school program. High Rock
- \$25,000 In order to prepare Grade 8 teachers for the upcoming 1:1 initiative, it is important to offer professional development that instructs teachers on how to effectively integrate this new technology in the curriculum. Educational Technology/ Pollard
- \$3,650 Funds to purchase a Grade 8 Assessment of French and Spanish students using a nationally-normed assessment tool for the purposes of evaluating program efficiency. This assessment will help to assess student performance, and facilitate placement into High School World Language courses. World Language/Pollard
- \$6,800 Online subscription to History Alive, a social studies resource used by all Pollard students. Pollard
- **\$38,450 Subtotal Program Improvement Increases**

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

- (\$27,500) Reduction of the 0.50 FTE High Rock reading position the need High Rock

- (\$2,977)
 - (\$11,884)
 - (\$42,361)

was met by other means.
Budget Adjustments to base salary expenses.

Restore the 0.8 Wellness Director to Full Time. This request increases the K-12 Wellness Director's position from 0.8 FTE to 1.0 FTE. The Director's position was assigned a 0.2 FTE teaching responsibility at Pollard in FY10, which reduced the time allocated to leadership responsibilities by 20, but did not reduce these responsibilities. These responsibilities have increased with the addition of the High Rock School, the new teacher evaluation system, wellness policy, enrollment growth and other factors. A corresponding increase is reflected in the District Level, for a net additional cost of \$11,000.

Subtotal Reductions

High Rock
and Pollard
Physical
Education/
Pollard

High School Summary:

High School Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)
Salaries	10,248,992	10,373,157	10,695,560	11,669,067	12,679,026	12,194,532	525,465	4.50%
Purchase of Service	121,536	62,409	62,880	65,241	123,897	92,897	27,656	42.39%
Expenses	236,682	449,530	224,031	240,195	268,570	248,870	8,675	3.61%
Capital Outlay	-	-	-	-	-	-	-	0.00%
Totals	10,607,211	10,885,097	10,982,471	11,974,502	13,071,493	12,536,299	561,797	4.69%

Description:

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

School Committee Budget Recommendation:

The School Committee's High School-level budget recommendation totals \$12,536,299, an increase of \$561,797 (4.69%) from FY13. This request includes a baseline budget of \$12,149,964, plus \$386,335 in net additional funding requests, which are detailed below. The \$12,149,964 baseline budget increases \$175,462 over the FY13 budget amount of \$11,974,502, and represents: \$164,305 in contractual salary increases (including steps, lanes and COLA), plus \$11,157 in transfers in from other program levels.

The School Committee's FY14 budget recommendation includes the following additional funding requests:

Base Budget Increases:

- \$33,500 0.60 FTE Mathematics Teacher. Currently, the Math Department serves 1,653 students, or 106%, of the overall student population. Of the 81 sections of mathematics instruction offered, 34 hold 25 or more students. A total of 10 sections are enrolled at 28 or more students. The average student load per teacher is 109 students. Forty-two percent of the sections are at or above capacity, and student enrollment is expected to increase by 35 students in FY14. The Math Department also plans to offer one section of a new Robotics course. To accommodate growing enrollment and this new course, the Math Department will require a minimum of 5 additional course sections. This will require a 0.60 FTE additional teacher. NHS/ Math
- \$5,500 0.10 FTE English Teacher. Currently, the English Department serves 1,588 students (102% of the overall student population) in 72 course sections. During the current school year, 42 of these NHS/ English

- classes are at or above capacity, and student enrollment is expected to increase by 35 students in FY14. The English Department will require an additional two sections to maintain the current level of service. This will require a 0.10 FTE additional teacher.
- \$11,000 0.20 FTE Science Teacher. The Science Department serves 1,545 students (98% of the overall student population) in 81 course sections. Currently, 10 of these sections are at the maximum safe student capacity of 24 students, one is above this maximum, while another 16 sections consist of 22-23 students each. Projections indicate that 23 more students will be assigned to the Physics Honors Program in FY14. Given the course cap of 24 students, this translates to a requested increase of one section, or 0.2 FTE for FY14. NHS/ Science
 - \$11,500 0.20 FTE Social Studies Teacher. Currently, the Social Studies Department serves 1,588 students (102% of the overall student population) in 77 course sections. The average caseload is 105 students per teacher. Of the aforementioned sections, 28-36% of these sections enroll 24 or more students. The Department requests an additional two course sections to accommodate the aggregate increase in enrollment of 35 students, address the growing demand for History and Social Science electives (including the new AP Psychology and African American Studies courses.) To meet this need, a 0.2 FTE teacher is requested. NHS/ Social Studies
 - \$106,873 1.0 FTE Assistant Principal. The High School currently employs two assistant principals. The additional assistant principal is requested to meet increasing instructional and operational demands, as well as the increase in student enrollment. A third assistant would enable a reorganization of responsibilities within NHS, allowing each assistant to support the Principal in realizing the vision for NHS by serving as the liaison and lead administrator in one of three areas: Operations and Management; Curriculum and Instruction; and Student Support Services. In addition, based upon the October 1, 2012 enrollment of 1,563 students, each current NHS assistant principal carries a student load of 782 students. A survey of 16 area public high schools revealed an average assistant principal-to- student ration of 491 to 1. Last, and most important, the assistant principals serve as instructional leaders within the school. They support the Principal in shaping the school vision and in implementing the instructional agenda for the school. They also serve on the Principal's Cabinet, and they are responsible for the supervision and evaluation of up to 15 teachers each. This latter number will continue to grow as increased enrollment is accompanied by increases in staffing. NHS
 - \$5,000 Graduation Expenses. This request is for additional funds to cover the actual cost of graduation expenses at NHS. With NHS

increases in graduation costs, as well as the size of each graduating class, NHS has supplemented the graduation budget with instructional supply funds each year, thereby reducing the amount of funds available for classroom instruction.

- \$6,687 0.1 FTE NHS Nurse (Shifted from Essential Health Services Grant.) The ESH grant supports a 0.9 FTE NHS nurse, the contractual cost of which will not be completely covered by the level-funded grant. This request shifts a portion of this position to the operating budget, to ensure that the position is fully-funded next year. Nursing/ NHS
- \$19,565 0.34 FTE NHS Board Certified Behavior Analyst (BCBA) to work with autistic students, their teachers and families. Currently, the demand for BCBA services exceeds the capacity of the existing 1.0 FTE position to meet. As a result, the District has contracted with outside agencies for specialized autism services. This position (0.66 FTE of which will work at the Middle School) will provide additional capacity in this area. SPED/ NHS
- \$14,372 0.25 FTE Computer Technician at NHS. The Department of Elementary and Secondary Education (DESE) recommends a technician/computer ratio of 1/200. Our current ratio is 1/545. Looking ahead to FY14, we expect to replace all end of lifecycle desktops with laptops as a way to better support teacher workflow in a building of shared classrooms. The maintenance of laptop computers is more time consuming and labor intensive for the technicians. Educational Technology/ NHS
- \$28,105 0.50 FTE NHS Adjustment/Personal Counselor for Special Education. Currently, there are 47 special education students who have mandated counseling on their IEP's. This level of service has strained the capacity of the Adjustment Counselor to the point where Masters-level interns are providing services to students. When the caseload increases to 55 at the beginning of FY14, even this patch will not be adequate to provide mandated services. The current caseload of 750 students per each personal counselor will grow to 775. We are currently unable to respond adequately to our students' social emotional needs. When the enrollment grows further this inadequate response will grow undermining the safety of our students as well as the belief that we have a high school culture that responds when students ask for help. Guidance/ NHS
- \$500 This request is for additional funds to repair and maintain the High School's six kilns. Repair costs have increased by 15% in the past five years, although the budget has not increased in this area. Unfortunately, the kilns are aging and need to be placed on an annual maintenance cycle to ensure continued viability. In addition, aging enlargers and cameras at the High School are in need of maintenance. Art / NHS
- \$10,138 0.2 FTE NHS Physical Education Teacher. In FY13 a 0.80 FTE Physical

	position was requested to meet enrollment growth. Due to budget constraints, only 0.6 FTE was funded. This request will complete the original request and meet the current staffing needs of the Department as well as help to deal with the increased enrollment needs at NHS	Education/ NHS
• \$58,022	1.0 FTE Guidance Counselor at NHS. The enrollment at NHS will reach approximately 1600 pupils in FY14. Without an increase in guidance staff, the caseload for each guidance counselor will reach 267 students, compared to approximately 200 in surrounding communities. Caseloads this large will severely restrict the High School's ability to meet emerging student needs or even provide adequate programming for students.	Guidance/ NHS
• \$1,200	Additional Funding for NHS Visual Art Supplies. This request provides additional funding for visual art supplies, to address both increasing enrollments and inflationary cost increases in the price of supplies.	Art Supplies/ NHS
• \$1,000	Guidance Educational Supplies. Due to prior year budget cuts, the budget has decreased by \$600 (10%), while the cost of Naviance has increased by \$1,517 (240%.) This request provides additional funds to meet the cost of the Naviance subscription.	Guidance/NHS
• \$40,123	Special Education Teacher. This request continues the 0.60 FTE Special Education Teacher, which was added in FY13 after the budget was adopted to meet the student needs. These student needs are expected to continue in FY14.	SPED/ NHS
• \$1,500	Phys Ed Instructional Supplies. In prior years, the Physical Education Department's instructional supplies/equipment budget was cut by \$1,500, or 15%, which has limited the Department's ability to purchase needed instructional equipment. This request is to restore this funding, to meet the Departments' needs.	Physical Education/NHS
• \$9,354	In FY11, the 0.5 FTE TV Communications teacher was cut. Although 0.3 FTE of this position was restored in FY12, there is a need to restore the remaining 0.2 FTE to meet student demand for TV Communications classes. In addition, the TV Communications classes will produce content for the Needham Channel, including the production of the Superintendent's Spotlight.	Library Media Services/ NHS
• \$22,000	0.4 FTE Expanded Latin Teacher. This year we have 4 sections of Latin 1 for the first time, and will need an additional section of Latin 2 next year. Similarly we have 3 sections of Latin 2 for the first time; we will need an additional section of Latin 3 next year. Finally, we will have sufficient enrollment to run one section of Latin 4 next year.	World Language / NHS
• \$11,000	0.2 FTE NHS Performing Arts Teacher (Theater/Chorus). This request is for 0.2 FTE Performing Arts Teacher to address Performing Arts enrollment increases, including 0.1 FTE to	Performing Arts/NHS

- | | | |
|-------------|--|-------------------------------|
| | expand Theater Arts course from one semester section to two semesters to provide improved accessibility; and 0.1 FTE to expand High School Chorus sections due to student enrollment increases | |
| • \$8,794 | This request provides funds to support the District's first year mentor program. Additional funds are needed to provide mentors to additional anticipated new hires for FY14. | Professional Development/ NHS |
| • \$39 | Budget Adjustment to base salary expenses. | NHS |
| • \$405,772 | Subtotal Base Budget Increases | |

Program Improvement Increases:

- | | | |
|-----------|--|---------------------|
| • \$0 | 0.5 FTE Assistant Athletics Director and Club Sports Coordinator. In order to address growing enrollment figures and increasing Athletic Department requirements, NHS is proposing to create a Club Sports Program. As enrollment increases, students are less able to find opportunities for participation in 'cut' sports, and now 'no-cut' sports are beginning to reach participation caps as well. To address this need, NHS proposes to provide alternative athletic offerings in the following 'Club Sports:' Cheer, Dance, Sailing, and Ultimate Frisbee. This program will be overseen by a 0.5 FTE Assistant Athletics Director and Club Sports Coordinator, who also will provide assistance to the overall Athletics Program in the following areas: scheduling officials, monitoring transportation and bus schedules, after hours bus and game supervision, event scheduling, inventory management and other duties. Due to budget constraints, the School Committee was able to recommend only a part-time position funded entirely by Club Sport fees, for \$0 net additional operating expense. | NHS Athletics |
| • \$5,881 | Increased Hours for the Athletics Department Bookkeeper. This request is to increase the Athletic Department Bookkeeper from 35 to 40 hours per week, to address the following needs; raised level of Athletic Department requirements, growing enrollment figures, increased paperwork, forms and data entry due to growing participants, along with new State policies around annual and seasonal permission and registration forms. | NHS |
| • \$1,375 | Mandarin 2 Textbooks. This year, for the first time we have one section of Mandarin 1 in Grade 8. Those students will move into Mandarin 2 at the High School, adding one section at that level. We will be able to staff that section with current staff (due to a one year reduction of one section in French), but will need additional 'Ni Hao 2' textbooks for the students. The existing High School world language textbook account pays for additional texts in many courses due to enrollment increases and cannot absorb this cost without negatively affecting other | World Language/ NHS |

- \$1,677 courses.
NHS Assistant Robotics Stipend. Interest in Robotics at Needham High has grown considerably in recent years. As such, time to mentor and coach students, raise funds, and prepare for and participate in robotics competitions has increased. In addition, in the Spring of 2012, a second, all girls robotics team was added, thus increasing participation to nearly 30 students total. NHS Robotics is a year-round activity that meets 3-5 hours per week (120 - 200 hours/year). This is not inclusive of related administrative duties or duties related to fundraising and serving as a liaison to the NHS corporate partner, PTC Corporation. Since its inception, one advisor has served the NHS Robotics Team. However, with the advent of a very successful all girls team, and with increased student participation overall, the advisor has had to rely upon volunteers to aid in the training and management of the team. NHS
- \$836 Reclassify Robotics Advisor to Category II. This request is for additional funds to increase the Robotics Club Advisor stipend from Schedule C, Category III to Category III. Within the past year, the size of the Robotics Club has doubled to approximately 30 students, mostly through the addition of a highly successful Girls Robotics Team. The club advisor is now charged with mentoring and supervising two robotics teams, with fundraising and managing both teams, and with helping both teams to prepare for robotics competitions that are held throughout the Northeast. This is a year-round activity in which the advisor spends a minimum of 5-7 hours per week in direct contact with children. NHS
- \$1,677 NHS Assistant National Honor Society Advisor stipend. Membership in the NHS chapter of the National Honor Society has increased exponentially over the past two years. From 22 members in the 2010-2011, membership has soared to over 100 members in the current school year. Because of this, the duties of the National Honor Society advisor have increased tremendously to include multiple rounds of membership application and induction ceremonies per school year, organization and facilitation of an 8 member Faculty Committee, the resurrection of a school wide service project, facilitation of Society meetings, and aiding students with management and administration of Society resources. The addition of an assistant advisor would allow for more individualized mentoring and monitoring of student members, as well as providing the advisor with support for the aforementioned administrative and managerial tasks of the society. NHS
- \$837 Reclassify NHS National Honor Society Advisor stipend to Category I. The change in stipend from a Schedule C Category III to Category I would more accurately reflect the amount of hours invested by the NHS advisor on a yearly basis. NHS

- \$11,000 Software Upgrades for Graphics and Photo Digital Labs. The software used in the High School's Graphics and Photo labs is over six years old and is far behind the software versions currently being used by college programs and the entry-level professional design and photo programs that we are preparing our students to participate in. For example, our current creative suite software is version 3. Adobe is now up to Version 6. This request is for funds to purchase software license upgrades. Fine Arts
- \$1,000 Additional Funding for Visual Art Photo Equipment. As the photo program continues to grow in popularity, the use of enlargers and cameras has grown in proportion. As a result, we are in need of purchasing one additional enlarger and an added camera, along with accessories like tripods to more efficiently use current inventory. Art/
NHS
- \$24,283 **Subtotal Program Improvement Increases**

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

- (\$22,000) Reduction of a 0.40 FTE classroom teacher position, which remained unfilled in FY13. We expect that savings from this position will be used in FY14 to provide additional positions needed to meet expanded enrollment. NHS
- (\$11,720) Reconfigure ELL Program Specialist Funding at NHS to meet student needs and comply with DESE training mandated requirements. ELL/ NHS
- (\$5,000) Reduce the Professional Development budget, due to budget constraints. The reduction will eliminate some professional development opportunities for staff. Professional
Development/NHS
- (\$5,000) Reduce the Professional Development budget for substitutes, due to budget constraints. The Superintendent will place 'not-to-exceed' limits on the number of professional development sub days that may be used. Professional
Development/NHS
- (\$43,720) **Subtotal Reductions**

District Level Summary:

District Expenditures	FY10 Actual	FY11 Actual	FY12 Actuals	FY13 Approved	FY14 Request	FY14 SC Approved	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)
Salaries	3,415,659	3,363,782	3,490,283	4,221,515	4,668,202	4,567,650	346,135	8.20%
Purchase of Service	4,222,094	4,960,162	5,561,715	5,343,904	5,866,587	5,825,031	481,127	9.00%
Expenses	434,122	304,403	411,514	297,622	390,248	342,227	44,605	14.99%
Capital Outlay	223,734	135,515	362,704	26,000	32,000	-	(26,000)	-100.00%
Totals	8,295,609	8,763,862	9,826,216	9,889,041	10,957,037	10,734,908	845,867	8.55%

Description:

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

School Committee Budget Recommendation:

The School Committee's District-level budget recommendation totals \$10,734,908, an increase of \$845,867 (8.55%) from FY13. This request includes a baseline budget of \$10,037,661, plus \$697,247 in net additional funding requests, which are detailed below. The \$10,037,661 baseline budget is increased by \$148,620 over the FY13 budget amount of \$9,889,041, and represents: \$169,305 in contractual salary increases (including steps, lanes and COLA), and \$20,685 in transfers out to other program levels.

The School Committee's FY14 budget recommendation includes the following additional funding requests:

Base Budget Increases

- \$10,000 Furniture for New Classrooms & Offices. The Superintendent recommends that the District create an account from which to fund one-time classroom and office startup expenses, rather than budget to meet this need in different department accounts. This permanent account would provide a recurring source of funds to meet the one-time start up expenses associated with new programs or staff members. General Supplies
- \$1,290 Contractual Regular Education Transportation Services. This request provides funding to meet the net additional cost of contractual regular education transportation services in FY14 Transportation

associated with the 7.3% rate increase and several, offsetting, service changes. The cost of the rate increase is \$12,930, with an additional \$42,075 paid by the revolving fund, for a total cost of \$55,005. This expense is almost completely offset by net savings of \$11,640, resulting from the following: the elimination in FY13 of the contract bus for Kindergarten mid-day services (a savings of \$10,800), the elimination of contract buses for sixth grade "Jump Up Day" (a savings of \$1,890), \$634 in expense for one additional early release bus and three delayed opening buses in FY14 and \$416 in additional fuel escalator expense.

- \$2,120 Transportation Van Drivers Hourly Rate Increase. This request increases the rate of pay for two wheelchair van drivers by \$1/hr, in recognition of the additional physical requirements associated with operating the wheelchair lift and managing students in wheelchairs. Transportation/SPED
- \$122,782 Out-of-District Special Education Contractual Transportation Increase. This request is for additional funds to meet FY14 special education out-of-District transportation contract costs. These costs are expected to increase by \$122,782, to provide for the possibility of a contractual cost increase (\$33,864) when the services are re-bid and to provide for pending IEP transportation requirements (\$88,918.) Transportation/SPED
- \$65,000 Increase Regular Transportation Subsidy; This request is to increase the amount of the operating subsidy to the fee-based program from \$256,769 to \$321,769/year. Since fee-based riders comprise the majority (82%) of yellow bus riders, the vast majority of contract costs are borne by this group. (A fee increase of \$450/rider is needed to balance the FY14 revolving fund budget and fully offset these additional costs.) To minimize the financial impact on parents and to encourage ridership, the budget proposal is for a \$65,000 additional subsidy and a modest fee increase of \$5, from \$390 to \$395/rider. Transportation
- \$400 This request provides funds to support the District's first year mentor program. Additional funds are needed to provide mentors to additional anticipated new hires for FY14. Professional Development
- \$2,500 ELL Program. This request is to provide a stipend for the District ELL Coordinator, in recognition of the expanded state requirements related to training and certification. ELL
- \$22,179 Technology For New Staff Members and Initiatives. The Superintendent recommends that a new account be created to fund technology purchases associated with new staff members or program initiatives. Examples include computer equipment for new staff members or portable devices for new initiatives. Educational Technology
- \$274,097 Special Education Tuition. This request is for additional funds to increase the Special Education tuition budget, based on FY14 projected amounts. The projection incorporates a 64% Special Education

- \$5,000 Circuit Breaker reimbursement, a 3% Cost of Living Adjustment, known restructuring increases, and a \$40,512 “Four Times Foundation” expenditure threshold.

• \$84,011 Translation and Interpretation Services. As a result of the Coordinated Program Review during SY 2010/11, the DESE determined that the District had not fully-implemented a federal requirement to translate documents and provide oral interpretation services to families, who require these services in order to fully access the school program. These funds will provide translation and interpretation services, as required.

• \$150 Special Education Summer Services. This request provides ongoing funding to support the expanded Special Education summer services program, provided in the current year. The additional funds will hire the financial equivalent of 2.46 FTE TA’s and Tutors, 0.15 FTE Occupational & Physical Therapists, 0.06 FTE additional Teachers and 0.09 FTE expanded nurses for summer programs.

• \$589,529 Fine and Performing Arts office supplies increase. As the Department continues to grow, it is in need of a small increase in general office supplies to support increased staff and activities.

Subtotal Base Budget Increases

Program Improvement Increases:

- \$1,700 Human Resources Specialist Dues and Memberships and Conference/Travel Expense. The new Human Resources Specialist (hired in FY13) requires funds for memberships and dues in professional organizations such as the Society for Human Resources Management. Additionally the new position will require funds to travel to conferences and professional meetings. This request provides funds for that purpose.

• \$1,000 Job Description Software. The NPS job descriptions are out of date and require significant work to update. The use of software will make the task more efficient and will facilitate the future update or creation of job descriptions.

• \$1,500 CrashPlan is the District’s data backup service for critical administrative technology computers and servers. In FY12, this service was funded by one-time budget savings. This request provides an ongoing allocation to pay the annual license fee for this service.

• \$5,000 Increased Internet capacity is needed to support the pervasive and expanding instructional and administrative uses of technology. This need is more critical as we anticipate moving to a 1:1 environment at the secondary level. Currently, the District has two sources of Internet bandwidth capacity: a

- guaranteed 100 Mbps connection and an up to 50 Mbps connection. In the current year, funding was approved to expand the District's internet connection. The Department of Elementary and Secondary Education guidelines recommend Internet bandwidth capacity at a rate of 100 Mbps per 1,000 students. A typical home connection is between 5 – 50 Mbps for 2 – 3 computers. This request will expand the bandwidth to a guaranteed 200 Mbps connection, to better meet district-wide needs, and move us to our goal of 600 Mbps.
- \$11,000 Educator Evaluation System Consultant. The implementation of the new educator evaluation system will require training from an outside consultant. This request is for one-time funding to retain a consultant for this purpose. Professional Development
 - \$9,500 Replacement Library Information Management System. InfoCentre, our current library management system, is no longer supported by the vendor. Moving forward, it is necessary to implement a system that is supported and offers expanded capabilities. It also will be beneficial to move to a vendor-hosted solution, thereby decreasing server management and maintenance by the Network Engineer. The \$13,000 total cost of this system is offset by \$4,000 in available funds, for a net expense of \$9,500. Library Media Services
 - \$28,519 Instructional Data Management System. With the new accountability systems in place, (MCAS, Rti, universal screenings in math and ELA, etc.) the need for easy access to data (to provide student intervention, to inform instruction, and to measure progress, etc.) is becoming increasingly important. Currently, the data that exists is dispersed over a variety of platforms and is hard to access and organize. The process of collecting and analyzing data for any purpose is tedious and time consuming. This request is to purchase, install, provide training, and implement a data management system that will allow for easy access to data needed for a variety of purposes. The proposal is supported and collaboratively sponsored with the data management office. This request includes \$12,999 to purchase the system and \$20,520 in ongoing maintenance expense. Administrative Technology
 - \$74,540 ETC Operations Manager. This request is for an Operations Manager position to oversee the following functions at the Educational Technology Center: management of the computer and audiovisual technicians, oversight of the hardware and software inventories, supervision of technology deployments and management of building-related operations projects and requests. The addition of this position will allow the Director to provide more focused leadership of administrative technology, instructional areas of responsibility and foster partnerships with school-based leadership to promote learning environments for the 21st century. The addition of this position represents the Educational Technology

first phase of a multi-phased restructuring plan. The second phase, for FY15, will focus on the deployment of instructional staff for both technology integration and libraries. It is likely that there will be programmatic and budgetary implications going forward.

- \$2,410 Expanded Work Year for Director of Health Services. This request expands the work year of the Director of School Health Services from 190 to 195 days. The 195-day work year is consistent with the contracts of other department heads and District directors. The additional days worked beyond 190 days in June, July and August are needed to review the health information of the approximately 150 new students who register to enter the NPS during the summer, and supervise nurses who provide summer nursing services to students participating in 10 weeks of summer special education, community education, and athletic programs. Health Services
- \$22,884 This request is to increase the K-12 Wellness Director's position from 0.8 FTE to 1.0 FTE. The Director's position was reduced to 0.8 FTE during the FY10 budget cycle, when the Director was assigned a 0.2 FTE teaching responsibility at Pollard. This change has reduced the Director's time to devote to leadership responsibilities by 20%, but it did not change or reduce those responsibilities. Leadership responsibilities have, in fact, increased significantly with the addition of the High Rock School, the opening of the new high school facilities, additional teaching staff, system-wide action goals, a new wellness policy, the implementation of a new sexuality education curriculum in grades 5, 6, 9 & 11, and the piloting of the Marshall teacher evaluation system along with the traditional evaluation process. These responsibilities will continue to expand as we begin to take on the recommendations of a 2012-2013 program review and fully embrace the new evaluation process that will require that all teachers be formally evaluated every year beginning in September of 2013. This request is offset by a \$11,884 budget reduction at the Middle School level, for a net expense of \$11,000. Physical Education and Health
- \$158,053 **Subtotal Program Improvement Increases**

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

- (\$26,000) Defer purchase of a new Special Education van for one year to FY15. This reduction eliminates the replacement van line item from the FY14 budget, with the intention of restoring funding in FY15. Transportation
- (\$14,635) This request continues the 0.5 FTE 504 Teaching Assistant Reduction made in FY13, to fund an additional 0.5 FTE Mitchell Special Education teacher. This request will continue Student 504 Compliance

- the reduction in FY14.

• (\$9,700) Budget Adjustment to base salary & other expenses.

Central
Administrative
Offices/
Educational
Technology

- (\$50,335) **Subtotal Reductions**

FY13 Demographic Data of Comparable Communities

Community	FY13 Average Single Family Tax Bill (1)		FY12 Per-Pupil Expenditure (2)	FY12 Student Teacher Ratio (2)	FY12 MCAS ELA CPT (3)		FY12 MCAS Math CPT (3)		FY12 Combined SAT (3)	FY12 Teacher Starting Salary with Masters (4)		FY12 Teacher Top Salary with Masters + 30 (4)	
	Amount	Rank	Amount	Rank	Score	Rank	Score	Rank	Score	Amount	Rank	Amount	Rank
Belmont	\$10,359	8	12,259.18	16	96.3	4	92.8	7	1789	\$46,621	8	\$89,455	7
Brookline	N/A		16,625.83	5	93.7	17	90.9	12	1792	\$48,045	7	\$87,970	8
Concord	\$11,802	5	N/A		95.3	8	92.7	8	1774	\$50,076	9	\$94,809	1
Dedham	\$5,937	18	13,039.79	14	90.3	18	86.9	18	1499	\$50,039	17	\$81,318	17
Dover	\$12,790	3	18,312.66	2	97.6	1	92.9	6	1819	\$49,993	3	\$91,161	5
Framingham	\$5,783	19	15,994.56	7	82.4	20	74.7	21	1585	\$47,662	16	\$78,875	20
Holliston	\$7,090	15	N/A		95.3	8	90.9	12	1662	\$46,055	13	\$86,379	10
Hopkinton	\$8,285	14	12,472.44	15	96.1	5	93.4	4	1703	\$46,142	12	\$82,149	15
Lexington	\$10,906	6	16,725.67	4	96.8	2	95.0	1	1886	\$46,610	10	\$85,437	11
Medfield	\$8,859	12	11,827.55	18	95.1	10	90.0	16	1761	\$45,912	17	\$83,985	12
Natick	\$6,216	17	13,369.90	13	93.8	16	89.5	17	1632	\$46,834	15	\$80,338	18
Needham	\$8,416	13	13,559.03	11	94.5	13	90.9	12	1757	\$46,104	11	\$83,708	13
Newton	\$8,910	11	16,399.89	6	94.6	12	91.8	10	1796	\$47,070	6	\$88,341	8
Norwood	\$4,034	20	13,469.07	12	90.1	19	82.9	20	1464	\$43,374	18	\$77,364	21
Sherborn	\$13,883	2	16,818.29	3	94.4	14	94.0	2	1819	\$49,993	4	\$91,161	5
Walpole	6,231	16	12,020.72	17	94.3	15	86.7	19	1590	\$43,622	20	\$81,894	16
Weyland	\$10,529	7	15,902.28	8	95.0	11	91.8	9	1802	\$46,147	5	\$94,376	2
Wellesley	\$12,198	4	15,084.73	9	95.6	7	90.3	15	1885	\$46,411	1	\$93,272	3
Weston	\$16,921	1	19,915.20	1	96.3	4	92.2	9	1853	\$48,261	3	\$92,065	4
Westwood	\$9,287	10	14,197.49	10	96.7	3	93.3	5	1663	\$44,220	14	\$82,837	14
Winchester	9,839	9	11,953.82	17	95.9	6	93.5	3	1802	\$44,994	5	\$78,991	19

* - Concord-Carlisle

** - Dover-Sherborn

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

(2) Source: Commonwealth of Massachusetts Department of Education Website. Concord is Concord, Dover & Sherborn are Dover-Sherborn.

(3) Source: Commonwealth of Massachusetts Department of Education Website. 2012 MCAS Data for All Students, All Grades. Test data for Concord is Concord-Carlisle. Test & salary data for Dover & Sherborn is Dover-Sherborn.

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

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 2011/12 (Source: Department of Elementary & Secondary Education)

FY12 Expenditures per Pupil by Function	General Fund Approp (1)	Grants & Revolving	All Fund Total	% of Total	Per Pupil Expenditure	State Average
Administration	3,204,851	68,428	3,273,279	4.28%	601.96 (2)	471.03
Instructional Leadership	4,543,853	1,062,537	5,606,390	7.33%	1,031.02 (2)	850.53
Classroom and Specialist Teachers	26,772,317	1,061,490	27,833,807	36.41%	5,118.67 (2)	5,114.16
Other Teaching Services	4,311,838	1,343,399	5,655,237	7.40%	1,040.01 (2)	1,031.82
Professional Development	824,116	99,521	923,637	1.21%	169.86 (2)	237.71
Instructional Materials, Equipment and Technology	1,254,777	913,608	2,168,385	2.84%	398.77 (2)	379.07
Guidance, Counseling and Testing	2,194,480	112,843	2,307,323	3.02%	424.32 (2)	385.03
Pupil Services	1,503,604	3,432,814	4,936,418	6.46%	907.81 (2)	1,263.13
Operations and Maintenance	6,171,130	88,598	6,259,728	8.19%	1,151.17 (2)	1,038.76
Insurance, Retirement Programs and Other	11,376,358	218,386	11,594,744	15.17%	2,132.29 (2)	2,375.09
Payments To Out-Of-District Schools	4,277,140	1,618,642	5,895,782	7.71%	74,724.74 (3)	21,457.47
TOTAL EXPENDITURES	66,434,464	10,020,266	76,454,730	100.00	13,859.03 (4)	13,658.38

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

(2) Based on In-District FTE Average Membership = 5,437.7

(3) Based on Out-of-District FTE Average Membership = 78.9

(4) Based on Total FTE Average Membership = 5160.6

Trend in Needham Per Pupil Expenditures by Function, FY10 – FY12 (Source: Department of Elementary & Secondary Education)

FY12 Expenditures per Pupil by Function	FY10	FY11	FY12	% Chg 09-10	% Chg 10-11	% Chg 11-12
Administration	3,116,139	3,244,613	3,273,279	4.4%	4.1%	0.9%
Instructional Leadership	5,213,002	5,290,109	5,606,390	9.2%	1.5%	6.0%
Classroom and Specialist Teachers	26,486,854	26,914,991	27,833,807	7.5%	1.6%	3.4%
Other Teaching Services	5,689,440	5,633,536	5,655,237	12.4%	-1.0%	0.4%
Professional Development	943,401	862,021	923,637	28.1%	-8.6%	7.1%
Instructional Materials, Equipment and Technology	2,298,904	2,235,116	2,168,385	11.4%	-2.8%	-3.0%
Guidance, Counseling and Testing	2,271,321	2,292,804	2,307,323	7.7%	0.9%	0.6%
Pupil Services	4,633,256	4,770,098	4,936,418	-2.3%	3.0%	3.5%
Operations and Maintenance	5,898,670	6,391,808	6,259,728	-4.1%	8.4%	-2.1%
Insurance, Retirement Programs and Other	10,619,257	11,062,975	11,594,744	8.6%	4.2%	4.8%
Payments To Out-Of-District Schools	4,508,129	5,439,309	5,895,782	-2.7%	20.7%	8.4%
TOTAL EXPENDITURES	71,678,373	74,137,380	76,454,730	5.9%	3.4%	3.1%
Membership						
in-district fte average membership	5,334.70	5,365.80	5437.7			
out-of-district fte average membership	75.70	84.70	78.9			
Total average membership, in and out of district	5,410.40	5,450.50	5516.60			
TOTAL EXPENDITURE PER PUPIL	13,248	13,602	13859			

Comparative Per Pupil Expenditures, FY02-FY12 (Source: Department of Elementary & Secondary Education)

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 07 (3)	FY 08 (3)	FY 09 (3)	FY 10 (3)	FY 11 (3)	FY 12 (3)
Weston	\$10,909	\$11,404	\$12,077	\$14,414	\$16,073	\$16,467	\$17,017	\$18,023	\$18,591	\$19,352	\$19,915
Dover	\$8,603	\$9,856	\$10,253	\$12,786	\$15,559	\$14,615	\$15,084	\$16,591	\$15,646	\$17,607	\$18,313
Sherborn	\$8,195	\$9,211	\$8,992	\$10,061	\$15,559	\$12,250	\$12,700	\$14,121	\$15,784	\$15,129	\$16,818
Concord	\$9,640	\$10,157	\$10,567	\$13,037	\$14,411	\$15,514	\$17,486	\$16,342	\$16,438	\$16,637	NA
Lexington	\$9,482	\$9,686	\$8,797	\$11,929	\$12,600	\$12,768	N/A	\$15,368	\$15,862	\$16,552	\$16,726
Brookline	\$10,268	\$10,578	\$11,107	\$13,836	\$14,929	\$15,098	\$15,431	\$16,847	\$17,090	\$16,556	\$16,626
Newton	\$10,140	\$11,140	\$11,431	\$13,533	\$13,822	\$14,524	\$15,498	\$16,243	\$16,597	\$16,397	\$16,400
Dedham	\$8,524	\$8,761	\$9,488	\$11,637	\$12,594	\$13,393	\$13,893	\$14,837	\$14,852	\$15,459	\$16,040
Framingham	\$8,945	\$9,699	\$10,518	\$13,681	\$13,621	\$14,169	\$14,621	\$15,373	\$15,675	\$15,769	\$15,995
Weymouth	\$8,711	\$10,042	\$9,944	\$11,599	\$12,317	\$13,214	N/A	\$14,342	\$15,219	\$15,156	\$15,902
Wellesley	\$9,244	\$9,589	\$9,802	\$11,243	\$11,494	\$12,776	\$13,916	\$14,330	\$15,392	\$15,421	\$15,085
Westwood	\$8,976	\$9,564	\$9,747	\$11,592	\$11,885	\$12,436	\$13,305	\$13,679	\$13,814	\$13,999	\$14,197
Needham	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$12,070	\$12,552	\$12,955	\$13,248	\$13,602	\$13,859
State	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,865	\$12,497	\$13,055	\$13,048	\$13,357	\$13,658
Nonwood	\$7,246	\$7,894	\$8,004	\$10,648	\$11,028	\$12,052	N/A	\$12,993	\$12,778	\$13,558	\$13,469
Natick	\$8,088	\$9,319	\$8,637	\$10,290	\$11,092	\$11,829	N/A	\$12,926	\$12,910	\$12,649	\$13,370
Hopkinton	\$7,031	\$8,254	\$8,176	\$9,497	\$10,544	\$11,114	\$11,365	\$11,551	\$11,921	\$12,298	\$12,472
Holliston	\$7,437	\$8,055	\$7,938	\$9,524	\$10,193	\$10,856	\$11,217	\$11,604	\$12,186	\$12,089	NA
Walpole	\$7,641	\$7,230	\$7,603	\$9,437	\$10,277	\$10,470	\$11,232	\$11,812	\$11,971	\$11,691	\$12,021
Winchester	\$7,937	\$8,278	\$8,646	\$9,884	\$10,139	\$10,886	\$10,865	\$11,290	\$11,363	\$11,822	\$11,954
Medfield	\$6,114	\$6,517	\$6,761	\$8,082	\$8,597	\$9,472	\$9,967	\$10,542	\$10,741	\$11,298	\$11,828
Average of 20	\$8,578	\$9,198	\$9,375	\$11,375	\$12,401	\$12,799	\$13,509	\$14,089	\$14,404	\$14,652	\$15,055
Needham	\$8,434	\$8,721	\$9,004	\$10,788	\$11,291	\$12,070	\$12,552	\$12,955	\$13,248	\$13,602	\$13,859
State Average	\$8,005	\$8,273	\$8,591	\$10,626	\$11,211	\$11,865	\$12,497	\$13,055	\$13,048	\$13,357	\$13,658

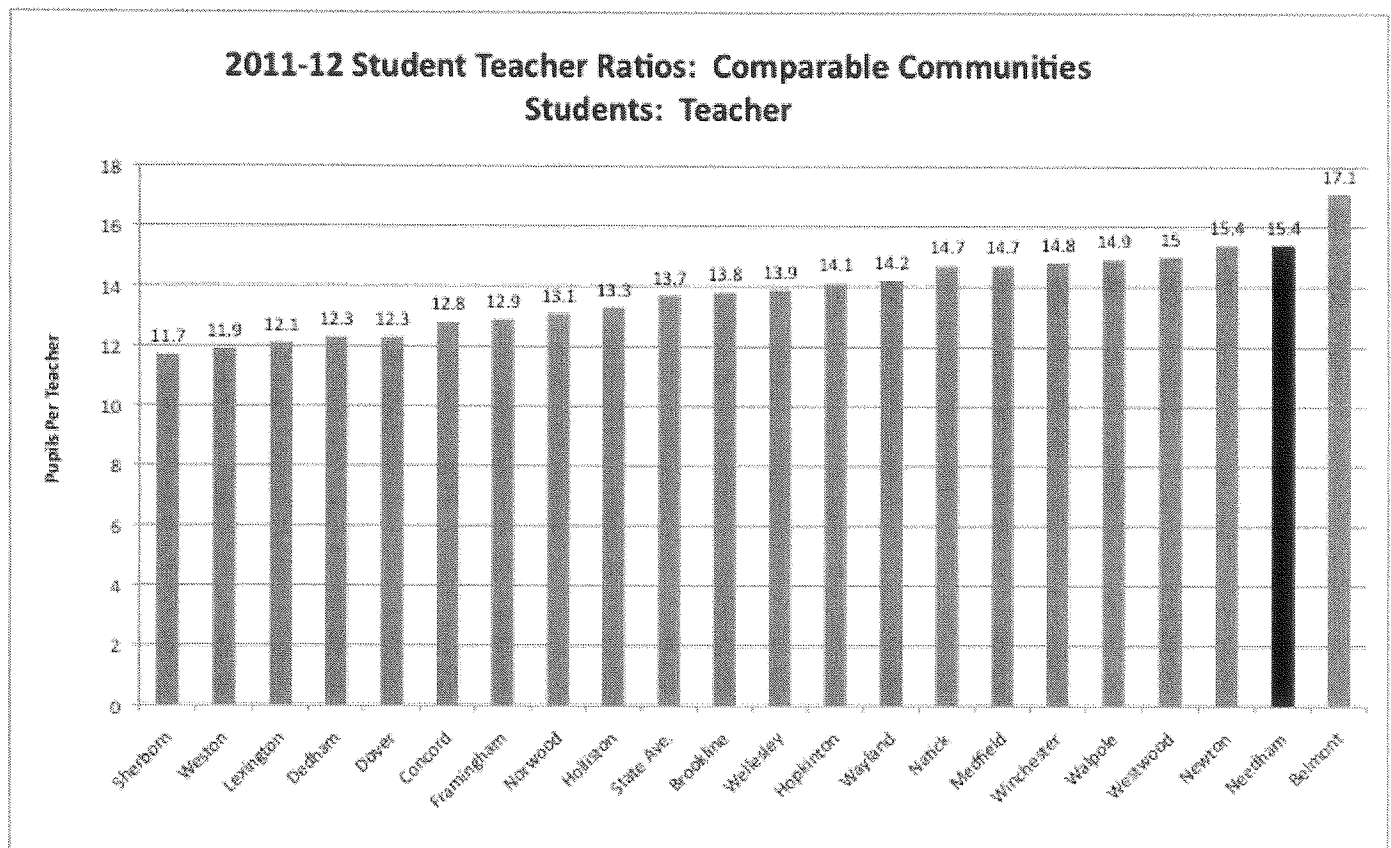
(1) Source: Massachusetts Department of Education. These figures represent "total integrated education costs" divided by "net average membership," as a measure of "the average cost of education for all children residing in a community, regardless of the district where they attend." Total integrated expenditures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

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

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

Staffing Ratios

The high value per dollar expended of Needham education also is demonstrated by the following staffing ratio charts, which show that, in FY12, 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 (15.4:1, which includes special education classrooms) also is higher than the state-wide average ratio (13.7:1.) Source: MA Department of Education



Plans of High School Graduates:

Year	Number of Graduates	Four Year Colleges (%)	Two Year Colleges (%)	Military (%)	Work (%)	Other (%)	Gap Yr (%)
2012	349	91.4	1.4	0.9	2.9	2.0	1.4
2011	328	93.3	1.5	0.0	1.0	2.4	1.8
2010	357	93.4	3.1	0.3	1.0	2.2	0.0
2009	304	93.0	0.7	0.0	1.0	5.2	0.0
2008	339	93.0	1.5	0.6	2.1	2.7	0.0
2007	323	94.0	1.0	0.0	1.0	4.0	0.0
2006	320	93.0	0.9	0.6	1.9	1.6	0.0
2005	332	90.3	3.0	0.6	4.5	1.6	0.0
2004	289	90.3	4.2	0.3	4.1	1.1	0.0
2003	301	92.0	2.7	0.3	3.4	1.6	0.0
2002	260	85.7	5.0	1.5	6.6	1.2	0.0

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

State and National Testing Results:

Ten Year Comparison of SAT Scores:

Test/ Region	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Writing	This test was first administered in 2006										
Needham					589	591	612	598	610	593	583
State					510	511	513	510	509	509	508
National					497	494	494	494	492	489	488
Critical Reading											
Needham	577	577	586	587	586	588	594	594	602	592	582
State	512	516	518	520	513	513	514	514	512	497	513
National	504	507	508	508	503	502	502	501	501	513	496
Math											
Needham	596	596	597	598	594	590	602	603	610	595	594
State	516	522	523	520	524	522	525	526	526	523	530
National	516	519	518	523	518	515	515	515	516	514	514
Combined											
Needham	1173	1173	1183	1185	1769	1769	1808	1795	1822	1780	1779
State	1028	1038	1041	1040	1547	1546	1552	1550	1547	1529	1555
National	1020	1026	1026	1031	1518	1511	1511	1510	1509	1516	1498

Source: 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 (%)
10-2012	Needham	99	69	29	2	1
	State	98	37	51	9	3
08-2012	Needham	99	31	61	6	1
	State	99	18	63	14	6
07-2012	Needham	99	38	55	6	1
	State	99	15	56	21	7
06-2012	Needham	100	36	52	11	2
	State	100	18	48	22	11
05-2012	Needham	100	26	54	16	5
	State	100	17	44	28	11
04-2012	Needham	99	18	52	25	6
	State	100	13	44	30	14
03-2012	Needham	100	24	57	16	2
	State	100	15	46	30	9
Grade/ Year [▼]	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Imp'vment (%)	Failing/ Warning (%)
10-2011	Needham	100	59	37	2	2
	State	100	33	51	13	3
08-2011	Needham	100	42	52	5	1
	State	100	20	59	15	6
07-2011	Needham	100	35	56	8	1
	State	100	14	59	21	6
06-2011	Needham	100	39	52	8	1
	State	100	17	51	23	9
05-2011	Needham	100	31	54	14	2
	State	100	17	50	24	9
04-2011	Needham	100	13	57	24	6
	State	100	10	43	35	12
03-2011	Needham	100	19	62	16	3
	State	100	11	50	30	9
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

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

MCAS Mathematics:

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Imp'vment (%)	Failing/ Warning (%)
10-2012	Needham	99	82	13	4	1
	State	98	50	28	15	7
08-2012	Needham	98	37	37	18	7
	State	99	22	30	28	19
07-2012	Needham	100	47	37	12	4
	State	99	20	31	30	18
06-2012	Needham	100	45	34	14	6
	State	100	27	33	24	16
05-2012	Needham	100	39	34	20	7
	State	100	25	32	26	17
04-2012	Needham	100	22	46	25	7
	State	100	16	35	36	12
03-2012	Needham	100	44	33	17	5
	State	100	27	34	25	14
10-2011	Needham	100	77	16	4	3
	State	100	48	29	16	7
08-2011	Needham	100	41	39	13	7
	State	100	23	29	27	22
07-2011	Needham	99	43	38	13	7
	State	100	19	32	27	22
06-2011	Needham	100	48	35	12	5
	State	99	26	32	25	16
05-2011	Needham	100	37	39	20	4
	State	100	25	34	26	15
04-2011	Needham	100	24	40	31	5
	State	100	15	32	42	11
03-2011	Needham	100	22	60	15	3
	State	101	14	52	25	10
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

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

MCAS Science & Technology:

Grade/ Year	Enrolled	% Tested	Advanced (%)	Proficient (%)	Needs Improvement (%)	Failing (%)
05-2011	Needham	100	22	43	30	5
	State	100	22	30	34	14
08-2011	Needham	98	10	61	23	6
	State	99	5	38	38	20
10-2011	Needham	100	45	46	8	0
	State	99	24	45	25	6
05-2011	Needham	100	16	46	33	5
	State	100	14	36	36	15
08-2011	Needham	99	7	46	43	5
	State	100	4	35	42	19
10-2011	Needham	100	40	51	8	1
	State	100	20	47	27	7
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

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

Class of 2012 Profile: Schools Attended by G.P.A. & SAT

4.75-5.00 (CR743, M754, WR757)

Boston College
Brown University (2)
Columbia University
Dartmouth College
Duke University (2)
Hamilton College
Harvard University
Massachusetts Institute of Technology
Middlebury College
Mount Holyoke College
New York University
Northwestern University
Tufts University
University of California at Berkeley
University of Chicago
University of Michigan
University of Pennsylvania
Wesleyan University (2)
Worcester Polytechnic Institute

4.74-4.50 (CR690, M716, WR702)

American University
Amherst College
Bates College
Bowdoin College
Brandeis University (2)
Brown University
Carleton College
Colby College (3)
College of the Holy Cross
Connecticut College
Cornell University (2)
Dartmouth College
Emory University (2)
Lehigh University
Middlebury College
Northeastern University (2)
Oberlin College
The George Washington University (2)
Tufts University (4)
Tulane University
University of California at Los Angeles
University of California at San Diego
University of Chicago
University of Maryland, College Park (2)
University of Massachusetts, Amherst
University of Michigan
University of New Hampshire
University of Rochester (3)
University of Vermont
Villanova University
Washington University in St. Louis

4.49-4.25 (CR656, M660, WR662)

Babson College
Bates College
Bentley University
Boston University
Brandeis University (3)
Carnegie Mellon University
Clark University
Clemson University (2)
Connecticut College (2)
Fordham University
Franklin and Marshall College
Gettysburg College
Hamilton College
Macalester College
Massachusetts Bay Community College
Northeastern University (5)
Providence College
Trinity College
Tufts University
Union College
University of Delaware
University of Maryland, College Park (2)
University of Massachusetts, Amherst (5)
University of Pittsburgh
University of Rochester (2)
University of San Diego
University of South Carolina
University of Vermont
University of Wisconsin, Madison (2)
Wake Forest University
Washington University in St. Louis (2)
Worcester Polytechnic Institute (2)

4.24-4.0 (CR616, M655, WR630)

American University
Bates College
Boston University (2)
Colorado College
Drexel University
Eckerd College
Emerson College
Georgetown University
Loyola University Maryland
Massachusetts College of Art and Design
Middlebury College
New York University (2)
Northeastern University
Rochester Institute of Technology
Stonehill College
Syracuse University

Tufts University
Union College (3)
University of Colorado at Boulder
University of Delaware (2)
University of Denver
University of Maryland, College Park (2)
University of Massachusetts, Amherst (7)
University of Massachusetts, Lowell (2)
University of Pittsburgh
University of Vermont (3)
Villanova University
Worcester Polytechnic Institute

3.99-3.75 (CR574, M585, WR575)

American University
Bates College
Becker College
Binghamton University
Boston University
Bryant University
Clemson University
Colby College
College of Charleston
College of the Atlantic
Eckerd College
Elon University (2)
Fairfield University
Hampshire College
High Point University
Ithaca College
James Madison University
Merrimack College
Miami University, Oxford
North Carolina State University
Pennsylvania State University, University Park
Principia College
Providence College
Saint Michael's College
Seton Hall University
Suffolk University
Trinity College
University of Delaware
University of Denver (2)
University of Massachusetts, Amherst (8)
University of Rhode Island
University of South Carolina
University of Toronto
Wentworth Institute of Technology

Class of 2012 Profile: Schools Attended by G.P.A. & SAT

3.74-3.50 (CR549, M560, WR558)

Assumption College
Bentley University
Bridgewater State University
Bryant University
Clark University
Curry College
Drew University
Drexel University
Eckerd College
Elmira College
Elon University
Emerson College
Fairfield University
Indiana University at Bloomington
James Madison University (2)
Massachusetts College of Pharmacy
& Health Sciences
Merrimack College
Providence College
Quinnipiac University
Rochester Institute of Technology
Rutgers, The State University of New
Jersey
Spring Hill College
The University of Tampa (2)
University of Colorado at Boulder (2)
University of Delaware
University of Massachusetts, Amherst
(4)
University of Massachusetts, Boston
University of Massachusetts, Lowell
University of New Hampshire (2)
University of Pittsburgh
University of South Carolina
University of Vermont

Wentworth Institute of Technology
Wheaton College MA
Wheelock College

GPA 3.49 & Below- (CR502, M519, WR492)

Adelphi University
Benjamin Franklin Institute of
Technology
Berklee College of Music
Bridgewater State University
Bryant University
Champlain College
Coastal Carolina University
College of Charleston
Curry College
Dean College (4)
Elmira College
Embry-Riddle Aeronautical
University
Emmanuel College
Framingham State University
High Point University (2)
Hofstra University
Keene State College (2)
Lasell College
Massachusetts Bay Community
College (3)
Massachusetts College of Art and
Design
Massachusetts College of Pharmacy
& Health Sciences
Merrimack College
Miami University, Oxford
Middlesex Community College
New England Culinary Institute

Pennsylvania State University,
University Park
Providence College
Quinnipiac University (5)
Rhode Island College
Rochester Institute of Technology
Saint Joseph's University
Saint Michael's College
Salem State University (2)
Springfield College
Stonehill College (2)
SUNY Morrisville State College
Temple University
The Art Institute of Boston at Lesley
University
The New England Institute of Art
The University of Arizona
The University of Tampa (2)
Thomas College
University of British Columbia
University of Colorado at Boulder
University of Denver
University of Hartford (2)
University of Massachusetts, Amherst
University of Massachusetts, Boston
University of Massachusetts, Lowell
(3)
University of New England
University of New Hampshire (2)
University of Rhode Island
University of South Carolina (2)
Warren Wilson College
Wentworth Institute of Technology
(5)
Western New England University
Westfield State University (2)

Grants Summary: FY03 – FY13

GRANT SUMMARY	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13
MA DOE – Entitlement	\$1,777,928	\$1,780,064	\$1,930,409	\$2,058,483	\$2,177,913	\$2,206,476	\$2,186,856	\$2,203,163	\$2,202,160	\$2,256,679	\$2,272,767
MA DOE – Federal Stimulus (Entitlement)	\$0	\$0	\$0	\$0	\$0	\$0	\$643,484	\$1,188,803	\$1,287,891	\$508,281	\$0
MA DOE – Competitive/Continuation	\$185,789	\$147,838	\$84,047	\$34,805	\$19,600	\$12,700	\$12,100	\$10,900	\$17,300	\$8,800	\$7,900
Other/ Foundation	\$216,412	\$204,240	\$166,950	\$234,555	\$362,597	\$382,454	\$285,061	\$202,446	\$359,800	\$277,492	\$270,916
Total All Grants	\$2,180,129	\$2,132,142	\$2,181,406	\$2,327,843	\$2,560,110	\$2,601,630	\$3,127,501	\$3,605,312	\$3,867,151	\$3,051,252	\$2,551,583
% increase over previous year total	2%	-2%	2%	7%	10.0%	1.6%	20.2%	15.3%	7.3%	-21.1%	-16.4%

GRANT DETAIL

Mass DOE -- State/Federal Entitlement

SPED 94-142 (Federal)	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13
SPED Early Childhood Education	\$688,820	\$825,667	\$956,645	\$1,027,201	\$1,033,324	\$1,059,524	\$1,081,786	\$1,156,627	\$1,196,241	\$1,201,544	\$1,215,814
SPED Supporting Access to the Curriculum	\$36,735	\$36,443	\$36,215	\$35,967	\$35,971	\$36,007	\$35,079	\$35,108	\$35,177	\$35,186	\$35,100
METCO	\$48,015	\$35,952	\$25,121	\$15,000	\$42,752	\$29,885	\$16,417	\$0	\$0	\$62,609	\$40,334
TITLE IID – Technology*	\$624,040	\$573,160	\$633,475	\$736,821	\$838,128	\$870,157	\$839,875	\$798,641	\$766,561	\$769,693	\$795,026
Title IIA – Improving Educator Quality*	\$7,761	\$5,555	\$5,181	\$3,833	\$1,927	\$2,022	\$2,276	\$2,278	\$0	\$0	\$0
Title V – Innovative Programs*	\$85,040	\$84,317	\$80,937	\$80,680	\$79,005	\$79,473	\$82,135	\$82,448	\$81,328	\$68,283	\$68,782
Title IV -- Safe and Drug Free Schools*	\$13,200	\$12,936	\$9,862	\$6,776	\$3,396	\$3,460	\$0	\$0	\$0	\$0	\$0
Title I (academic assistance - low-income students)	\$18,488	\$16,897	\$16,014	\$15,390	\$14,679	\$13,384	\$13,628	\$11,809	\$5,476	\$0	\$0
LEP Summer Support/ Title III	\$209,262	\$140,968	\$106,846	\$96,106	\$80,647	\$80,433	\$81,840	\$88,343	\$90,186	\$99,011	\$100,771
Class Size Reduction Program									\$2,953	\$0	\$0
SPED Corrective Action	Now IIA&V				\$12,000						
SPED Program Review (audit prep)			\$6,000								
Early Childhood Curriculum/IEP Study Group	\$3,500										
Early Childhood Increasing Capacity	\$3,285										
Early Childhood Mental Health	\$7,000	\$0									
Limited English Proficient Assessments	\$395										
Title I for Delinquent/Neglected * - Walker School	\$32,387	\$48,169	\$54,113	\$40,709	\$36,084	\$32,131	\$33,820	\$27,909	\$24,238	\$20,353	\$16,940
ARRA - SFSE Recovery Grant								\$580,867	\$457,937	\$0	\$0
ARRA - IDEA Special Education (School Age)								\$580,984	\$803,002	\$0	\$0
ARRA - IDEA Special Education (Preschool)								\$26,952	\$26,952	\$0	\$0
Education Jobs									\$0	\$508,281	\$0
Subtotal	\$1,777,928	\$1,780,064	\$1,930,409	\$2,058,483	\$2,177,913	\$2,206,476	\$2,830,340	\$3,391,966	\$3,490,051	\$2,764,960	\$2,272,767

* 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

Technology Enhancement*	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13
Academic Support Services (MCAS Tutoring)	\$119,549	\$119,549									
Community Service Learning	\$31,400	\$3,200	\$2,553	\$3,830	\$4,700	\$12,700	\$12,100	\$10,900	\$9,800	\$8,800	\$7,900
Full-Day Kindergarten Enhancement	\$16,000	\$10,000	\$12,000								
Early Childhood Mental Health	\$15,840	\$15,089	\$29,494	\$14,975	\$14,900						
Early Childhood Language & Literacy Development			\$40,000	\$16,000							
Project FOCUS: Empowering SPED	\$3,000								\$7,500	\$0	\$0
Subtotal	\$185,789	\$147,838	\$84,047	\$34,805	\$19,600	\$12,700	\$12,100	\$10,900	\$17,300	\$8,800	\$7,900

* 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: FY03 – FY13 (continued)

OTHER GRANTS	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13
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					
Olin College											
Foundation											
MetroWest Community Health Care Foundation											
MetroWest Obesity Grant											
Needham Education Foundation Spring grants	\$75,135	\$35,135	\$10,000	\$55,000	\$55,000	\$55,000	\$25,000	\$0	\$31,000	\$17,200	\$11,300
Needham Education Foundation Autumn grants		\$57,710	\$38,754	\$32,252	\$30,923	\$26,769	\$57,592	\$29,191	\$73,410	\$26,550	\$46,675
Needham Education Foundation large grants	\$15,000	\$22,791	\$33,477	\$28,941	\$39,207	\$65,240	\$40,342	\$51,895	\$28,126	\$58,832	\$44,881
Needham Education Foundation Collaborative Init.		\$30,000	\$26,115	\$54,313	\$30,000	\$45,000	\$13,927	\$0	\$61,394	\$41,750	\$21,500
Needham Education Found Out of Cycle					\$10,000	\$10,000	\$0	\$0	\$0	\$6,800	\$25,000
Jason Foundation	In-kind	In-kind	In-kind		\$9,000						
MA Biotechnology Ed Found BioTech Award					\$8,800	\$1,200	\$0	\$0	\$0	\$0	\$0
Smart Technologies					\$22,872	\$23,600	\$0	\$0	\$0	\$0	\$0
Needham Cong Church-Steps to Success					\$18,000		\$0	\$0	\$0	\$5,000	\$0
National Education Association (NEA)											
Norfolk County District Attorney's Office											
Post-Graduation Safe Activities	\$250				\$250	\$250	\$0	\$0	\$0	\$0	\$0
MA Department of Public Health											
Enhanced School Health Services	\$66,027	\$58,604	\$58,604	\$64,049	\$72,395	\$72,395	\$148,000	\$121,360	\$121,360	\$121,360	\$121,360
DPH Public Health (Pass Through)						\$25,000	\$0	\$0	\$0	\$0	\$0
U.S. Department of Education											
Project SERV – Suicide					\$25,500						
U.S. Environmental Protection Agency											
Environmental Education - Science Center									\$44,510	\$0	\$0
MA Cultural Council											
Creative Schools Program					\$8,000	\$8,000	\$200				\$200
Yellow Bus											
MA Travel & Tourism (Riverside Contract)											
Subtotal	\$216,412	\$204,240	\$166,950	\$234,555	\$362,597	\$382,454	\$285,061	\$202,446	\$359,800	\$277,492	\$270,916

Revolving (Fee-Based) Funds: FY10 – FY12

REVOLVING FUND	FY10 CURRENT REVENUE	FY10 TOTAL EXPENDED	FY10 ENDING BALANCE	FY11 CURRENT REVENUE	FY11 TOTAL EXPENDED	FY11 ENDING BALANCE	FY12 CURRENT REVENUE	FY12 TOTAL EXPENDED	FY12 ENDING BALANCE	NOTE
FEE BASED TRANSPORTATION	439,593	420,384	479,828	490,712	441,188	529,352	520,101	547,988	501,466	F (1)
PRODUCTION CENTER FEE-BASED	13,365	-	20,370	11,547	31,384	534	13,758	8,592	5,700	
BROADMEADOW LEASE	9,304	9,304	0	9,629	9,629	0	11,921	11,921	0	
BROADMEADOW BOOK/EQUIPMENT	-	-	0	-	-	0	-	-	0	
ELIOT LEASE	7,192	7,192	0	8,734	8,734	0	11,345	11,345	0	
ELIOT BOOK/EQUIPMENT SALES	604	539	463	781	795	449	863	736	575	
HILLSIDE LESLEY INTERNS	28,120	39,746	5,239	47,720	48,364	4,595	54,700	46,231	13,064	
HILLSIDE BOOK/EQUIPMENT SALES	-	-	-	603	-	603	2,702	1,945	1,360	
MITCHELL LEASE	12,709	13,109	-	13,488	13,488	0	14,560	14,560	-	
NEWMAN LEASE	15,617	15,617	-	10,266	10,266	0	12,644	12,644	-	
NEWMAN BOOK/EQUIPMENT SALE	911	-	948	932	949	932	992	844	1,079	
HIGH ROCK LOST BOOKS	-	-	162	28	-	190	38	-	228	
HIGH ROCK OVERNIGHT CAMP	93,952	98,366	154	107,496	107,426	224	113,405	113,628	-	
HIGH ROCK BOOK/EQUIPMENT SALES	2,060	-	3,534	2,125	1,626	4,034	2,125	1,626	4,533	
POLLARD JAPAN EXCHANGE	-	-	662	-	-	662	-	51	611	
POLLARD BOOK/EQUIPMENT SALES	3,551	3,324	3,175	4,735	3,562	4,348	4,555	3,838	5,065	
POLLARD LOST BOOKS	759	341	742	961	76	1,627	500	999	1,128	
HIGH SCHOOL TESTING	53,941	53,560	9,138	48,419	53,107	4,450	62,912	57,307	10,055	
HIGH SCHOOL BOOK/EQUIPMENT SALES	5,770	5,703	1,220	6,620	6,573	1,267	3,358	3,306	1,319	
HIGH SCHOOL LOCKERS	-	-	1,004	-	-	1,004	-	-	1,004	
HIGH SCHOOL TEXTBOOK RECOVERY	2,788	3,571	5,490	926	2,296	4,119	2,270	2,336	4,053	
HIGH SCHOOL PARKING	4,376	6,060	1,003	6,025	4,892	2,136	4,680	5,217	1,599	
HIGH SCHOOL NON-RESIDENT TUITION	-	5,286	10,577	8,535	9,036	10,075	17,580	1,758	25,897	
SPED OUT-OF-DISTRICT TUITION	22,548	17,748	5,079	4,756	9,556	279	9,403	9,403	279	
SPED NON-RESIDENT TUITION	74,100	64,261	11,998	81,370	69,081	24,286	99,794	91,533	32,548	
INTEGRATED PRESCHOOL	296,564	235,184	107,838	216,714	221,018	103,534	266,107	241,544	128,097	F (2)
SCIENCE CENTER	-	285	985	-	-	985	2,644	76	3,554	
MEDIA RECOVERY	2,143	2,274	2,240	3,766	1,388	4,618	2,835	3,710	3,743	
SCH PERFORMING GROUPS	20,083	13,350	36,968	19,131	28,053	28,046	22,100	19,702	30,443	
FEE-BASED ARTS INSTRUCTION	191,714	194,203	5,981	193,298	177,049	22,230	214,215	201,205	35,241	
FINE & PERFORMING ARTS SALES TO STUDENTS	9,315	12,616	4,868	19,272	18,410	5,730	11,162	12,723	4,170	
GRAPHIC ARTS	59,577	61,927	34,685	66,985	63,719	37,951	75,029	84,551	28,429	
MUSICAL	18,197	17,355	13,754	27,270	25,802	15,222	26,948	30,979	11,191	
WORLD LANGUAGES FEE-BASED	5,733	6,766	34	5,285	5,307	11	4,512	3,382	1,142	
KINDERGARTEN AFTER SCHOOL ENRICH (KASE)	884,363	906,627	759,769	794,559	997,188	557,140	839,238	894,513	501,865	F (3)
ELEMENTARY AFTER SCHOOL ENRICH (EASE)	92,374	103,181	8,379	121,969	113,468	16,880	102,578	102,331	17,128	
POLLARD AFTER SCHOOL ENRICH (PAS)	65,421	68,308	7,180	79,474	71,646	15,008	85,480	84,943	15,545	
SUMMER SCHOOL	237,653	174,649	270,836	259,494	201,061	329,269	251,455	223,510	357,214	F (4)
TUTORING	225	-	750	80	-	830	80	890	20	
SUMMER SPORTS CLINICS	15,705	1,019	14,686	11,850	3,889	22,646	15,920	16,371	22,196	
METCO REVOLVING FUND	935	3,310	3,014	1,535	2,549	1,999	120	195	1,924	
METCO SUMMER SCHOOL	-	-	39	-	-	39	-	-	39	

Revolving (Fee-Based) Funds: FY10 – FY12 (continued)

	FY10 CURRENT REVENUE	FY10 TOTAL EXPENDED	FY10 ENDING BALANCE	FY11 CURRENT REVENUE	FY11 TOTAL EXPENDED	FY11 ENDING BALANCE	FY12 CURRENT REVENUE	FY12 TOTAL EXPENDED	FY12 ENDING BALANCE	NOTE
REVOLVING FUND										
HIGH SCHOOL ATHLETICS	422,754	374,616	89,517	482,736	464,446	107,807	480,061	502,278	85,590	
FOOD SERVICES	1,930,412	1,822,494	995,581	1,955,828	1,818,600	1,137,689	2,002,889	2,030,408	1,110,169	(5)
ADULT EDUCATION	223,276	228,666	76,228	255,027	263,941	67,314	252,964	262,937	57,342	
STAFF DEVELOPMENT	13,793	5,128	21,078	15,715	12,989	23,805	15,286	11,463	27,627	
GRAND TOTAL REVOLVING	5,281,495	4,996,068	3,015,195	5,396,395	5,322,551	3,093,919	5,635,829	5,675,518	3,054,229	

(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 operations (\$274,497), Bus Contingency (\$23,800), 0.5 SPED Aide (\$17,000), School relocation expenses (\$20,000), FY13 fee offset (\$67,446)

(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 (\$593,739), revenue pre-collections (93,149). Balance to be used to replace kitchen equipment Newman School (\$132,900 - \$185,000), other equipment replacement.

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