

Needham Public Schools Leadership Team

Daniel E. Gutekanst, Ed.D. Superintendent

Central Administration:

Tom Campbell
Personnel Resources

Anne Gulati,
Financial
Operations

George Johnson, Ph.D.
Student Development
& Evaluation

Terry Duggan, Ed.D.
Program Development &
Implementation

Principals

Paul Richards
Needham High School

Glenn Brand
William Pollard Middle School

Anne M. Whittredge
Broadmeadow School

Suzanne Wilcox
John Eliot School

Michael Kascack
Hillside School

Michael Schwinden, Ed.D.
William Mitchell School

Barbara Laites Collins
Derwood Newman School

PreK – 12 Directors

David Neves, Ed.D.
Fine & Performing Arts

Tom Denton
Guidance & Psychology

Linda P. Conneely
Media & Technology

Willette Conroy
Metropolitan Council for Educational
Opportunity (METCO)

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

Cathy Heller
Director of Student Support Services,
Needham High School

Valerie A. Flynn, Ed.D.
Director of Special Education Intermediate
& Middle School

Christine Brumbaugh
Director of Special Education
Preschool & Primary Grades

NEEDHAM PUBLIC SCHOOLS

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March 30, 2008

Dear Town Meeting Members:

The Needham School Committee invites you to consider its operating budget request for the fiscal year ending June 30, 2009 (FY 2008/09). The proposed budget, which totals \$42,651,716, represents a \$1,851,858 (4.5%) increase over the FY 2007/08 budget of \$40,799,858.

This budget details the resources the schools will need to continue to provide an exceptional educational program for all of our students. School administrators and staff developed the budget knowing that the community has high expectations for student achievement, but finite resources to fund all school and town programs. Thus, we were prudent in our planning, but mindful of our role to advocate strongly for the students of the Needham Public Schools.

You will see evidence of our commitment to the District's core values of scholarship, citizenship, community and personal growth throughout this budget, as well as support for our three primary goals: advancing standards-based learning, developing the social and emotional skills of all students, and promoting active citizenship. We expect that future budgets will continue to reflect our work in these areas, guided by our ongoing strategic planning initiatives.

As in past years, this budget development process was highly collaborative, yet exceptionally challenging. A variety of school staff members, including central office administrators, principals, department heads, and program coordinators, were involved in the development of budget requests. In addition, Town officials, School Committee members, and Finance Committee members provided input, guidance, and assistance as the budget was planned. This close collaboration was essential, as we worked to balance the budget, against limited resources and a framework of Town-wide fiscal sustainability. The Superintendent's preliminary budget recommendation was for \$43,771,920, an increase of \$2,972,060 (7.3%), over FY08. Of this request, \$2,641,370 (6.5%) was needed to provide the same level of service to the schools as last year, including the current school programs, staffing levels, salary contracts, class sizes and services. The remainder, \$330,690 (0.8%) represented school program improvement requests. Revenue projections, however, were more conservative. The Finance Committee's early revenue guidance, suggested that the School Budget would increase somewhere between 3% to 4.25%. The School Committee, after receiving public input, and after consulting with school administration, the Board of Selectmen and Finance Committee, reduced the Superintendent's preliminary request by \$1,120,204 and recommended a budget of \$42,651,716 for FY 2008/09. The Finance Committee, after reviewing all Town budget needs, was able to support the \$42.7 million budget request and provide \$1,851,858 (4.5%) in new revenue for the schools.

What Priorities Shaped the FY09 Budget Request?

The following priorities guided the budget development process:

- Elementary enrollment will decline slightly, but the enrollment at the middle school will increase. Total projected enrollment is 5,039 (excluding out-of-district and preschool students), a 36 pupil (0.7%) increase over FY08;
- Special Education costs, including transportation, out of district tuitions, and summer services for students on the autistic spectrum continue to escalate;
- Students for whom English is not the primary language- English Language Learners (ELL) - require increasing services;
- The Preschool Program will require an additional section and enhanced services for special education students;
- Counseling services at the Preschool and High School require additional resources; and
- The School Committee must negotiate new contracts with four of the five school bargaining units; the total impact on the budget of these new contracts is undetermined at this time.

In addition to the factors identified above, the School Committee articulated several priorities that also guided the administration in the budget planning process:

- The District's values of scholarship, community, citizenship, and personal growth;
- The District's goals of advancing standards-based learning, developing the social and emotional skills of all students, and promoting active citizenship;
- The need to maintain 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.

How are these Priorities Reflected in the School Committee's Budget Request?

The School Committee's budget reflects the following assumptions and priorities:

- An additional half-cluster (2.0 FTE teachers for \$100,000) is added at the Middle School, to meet 55 projected additional sixth graders in FY09; an elementary teacher is shifted from the Hillside Fifth Grade to Grade 4 at Mitchell Elementary Schools, to address enrollment needs at the elementary level;

2008/09 Budget Calendar

Oct – School Committee Developed School Budget Priorities & Guidelines

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

Dec 3 – Superintendent's Budget Request Sent to School Committee, Town Manager and the Finance Committee (on or Before Second Wed in Dec.)

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

Jan 29, 2008– School Committee Sent Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

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

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

March 14 – Finance Committee Voted its Final Budget Recommendation to Town Meeting. The Finance Committee's Recommendation is Considered the Main Motion to be Acted Upon by Town Meeting

May 7 – Annual Town Meeting

July 1 – New Fiscal Year Begins

- Funding of \$943,461 (12.64 FTE) is added to meet special education mandates, ELL requirements and 504 Accommodations, including: new special education tuitions, 1:1 nursing services, transportation contractual increases, an expanded preschool program and new staff members to provide student services;
- Funding is provided to increase academic and personal counseling services at the High School by 1.0 FTE;
- Contractual step, lane and cost of living adjustments are met (\$1,280,429.) Collective bargaining contracts are pending for four of five negotiating units in FY09, except teachers, who will receive a 2.875% cost of living adjustment, plus an additional step on the salary scale (valued at 1%) for teachers with a Masters degree or higher. Additionally, \$22,800 is provided to improve pay rates for substitutes and \$25,000 is budgeted to fund administrative technology salary adjustments, for the purpose of improving recruitment and retention in these critical areas;
- Additional funds are provided for professional development and curriculum review. The budget provides \$33,200 in contractual tuition reimbursement/curriculum development funds for teachers, \$44,085 to upgrade the existing English Language Arts (ELA) position from a teacher to Unit B administrator, \$9,545 to provide an additional Science Center Program Specialist working on the science curriculum review, and \$11,250 to pilot new systems of curriculum management and student assessment system, and begin implementation of a new FASTT Math software program in Grades 3 and 4; and
- Finally, funds are provided to develop technology infrastructure in the Personnel Department (\$16,200), fund emergency communication devices for administrators (\$11,000) and provide \$15,000 in additional technology hardware maintenance.

Unfortunately, these mandates, contracts and programs exceeded the amount of new funding available, requiring offsetting cuts to the budget of \$693,271. These reductions include 6.2 FTE existing teachers, 2.0 FTE Teaching Assistants, and a 1.0 clerical position. Additionally, the 0.5 FTE Transportation Director is shifted to the METCO grant.

What are the School Committee's Capital Project Priorities?

The School Committee has requested funds to undertake the following projects in FY09, in priority order:

Replace School Technology (\$265,500), including instructional computers, administrative computers, operating system upgrades, printers, network servers, and network hardware. (Additional funding of \$1,548,691 is requested for the remainder of the five-year capital plan.) The School Department's request also proposes a 'smoothing' strategy for replacing the large computer inventories from Broadmeadow, Eliot and the High School over the next eight years.

School Musical Equipment Replacement (\$15,000), a ten-year capital request to replace 30-40+ year old musical equipment in the schools. (Subsequent year funding of \$60,000 is requested to continue this project through FY13.) This request would purchase two French horns, a bassoon, two cellos and a bass violin in FY09.

School Furniture Replacement (\$37,050), to continue replacement of old and damaged classroom furniture at the Hillside, Mitchell, Newman and Pollard schools. (Subsequent year funding of \$148,200 is requested to continue this project through FY13.) The FY09 funding request includes approximately five Pollard classrooms (with whiteboards) and three elementary classrooms.

Communication Archiving System (\$45,740), to purchase servers and software licenses to archive school e-mail communications. (Subsequent year funding of \$29,400 is requested in FY12 to replace the servers on a three-year replacement cycle.)

Technology & Electrical Infrastructure Study for Hillside, Newman and Mitchell Schools (\$50,000), to examine the cost and feasibility of upgrading the technology and electrical infrastructure of these schools. Two of these schools are not scheduled for renovation until FY2018, and all are in need of significant improvements in these areas. The study and accompanying renovations would be similar to that which were undertaken at Pollard Middle School. Subsequent year funding of \$1,327,400 is requested to undertake the renovations.)

Production Center Van Replacement (\$14,000). This request would replace the 11-year old Production Center van, which is used daily to deliver mail throughout the Town.

Repaving the Hillside & Mitchell Parking Lots/Play Areas (\$156,140). This request would pave the Hillside and Mitchell school parking lots and smooth potholes on the play surface created by snow plowing. This request continues a project funded in FY07, which installed paving on the Mitchell front parking lot.

Pollard Parking Lot Improvements (\$163,930). This request is for near-term improvements to the Pollard parking lot, to create additional parking spaces and lengthen the bus loop. It is requested in conjunction with a Public Facilities study to contemplate long-term improvements to both areas. The School Department withdrew this request, in favor of undertaking the long-range, comprehensive study, proposed by Public Facilities.

SMART Boards (\$141,152). This request would install interactive whiteboards, "SMART Boards," at all elementary and middle school classrooms, with installation occurring first at the Pollard and Eliot Schools, which are SMART Board 'ready.' (Subsequent year funding of \$295,140 is requested to continue the installation through FY11.)

The School Committee also submitted requests to continue the school copier replacement cycle (for which no funds are requested in FY09), as well as long-range requests to renovate the School Administration Building as a Town Hall/School annex, to construct a new Middle School, and to renovate the Mitchell, Hillside and Newman elementary schools, including the Newman School auditorium.

Finally, the Public Facilities Department has requested funding for other school-related projects, including:

- a \$25,000 request to replace/repair the air conditioning systems in the Broadmeadow data rooms;
- \$100,000 to install additional exterior doors at Hillside;
- \$175,000 for Newman School electrical system repairs/rehabilitation in the main electrical switchgear room;
- \$175,000 to replace exterior doors/locks at the Pollard School; and
- \$50,000 for a long-term study of Pollard School Parking Lot improvements.

Long-range requests also were made to upgrade the Pollard School auditorium and replace the Pollard School roof.

In conclusion, although our schools offer numerous examples of great achievement, this letter is limited to budgetary matters. Evidence of our high performing school system is provided at the end of this document, and was presented in detail in the 2007 Performance Report, which was mailed to every home this past fall. If you wish to learn more about Needham Public Schools, its programs and accomplishments, please visit our web site at: www.needham.k12.ma.us.

We appreciate the continued support of the Town's committees, boards and citizens, as well as the efforts of the School Department staff in preparing the budget, and we ask for your support at Town Meeting.

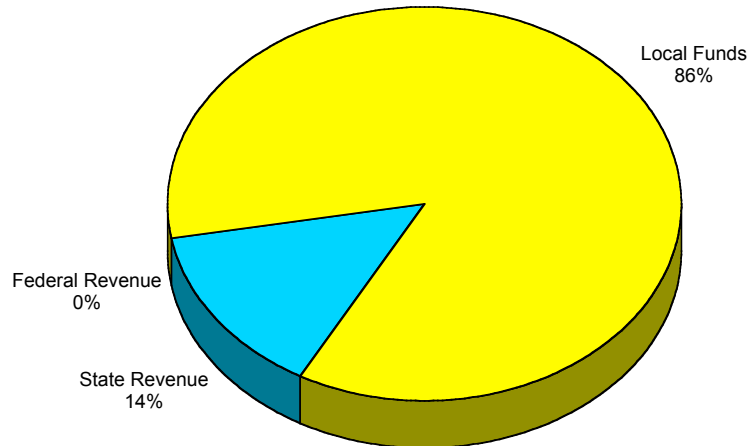
Sincerely,

Don Gratz

Don Gratz
Chairman '08
Needham School Committee

Budget Summary Information

FY09 School Committee Recommended Budget Summary by Line Item \$42,651,716



Revenue Summary:

School Revenue	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request (4)	FY09 SC Recomm (4)	\$ Inc/(Dec) Over FY09	% Inc/(Dec)	% Total FY09
Other Town Revenue	31,668,729	33,053,271	35,722,671	36,589,349	36,589,349	866,678	2.4%	85.8%
Trans. Chapter 71	-	-	-	-	-	-	0.0%	0.0%
School Choice	-	-	-	(5,000)	(5,000)	(5,000)	-100.0%	0.0%
Charter School (1)	(3,796)	(7,959)	(34,147)	(38,867)	(38,867)	(4,720)	13.8%	-0.1%
Special Education (2)	(13,800)	(18,770)	(12,873)	(12,612)	(12,612)	261	-2.0%	0.0%
Educ. Chapter 70 (3)	3,838,948	4,366,273	5,124,207	6,118,846	6,118,846	994,639	19.4%	14.3%
Totals	35,490,081	37,392,815	40,799,858	42,651,716	42,651,716	1,851,858	4.5%	100.0%

(1) Charter School Tuition Reimbursement Net Assessment. Source: Department of Revenue Cherry Sheets
 (2) Tuition Assessment to Mass Hospital School.
 (3) Chapter 70 Excludes School Construction Chapter 645; Chapter 511; METCO & School Lunch Reimbursement. Excludes Circuit Breaker
 (4) Based on FY09 Governor's Budget

School Department revenues for FY09 include state Chapter 70 Education Reform revenue and local funds Chapter 71 School Transportation Reimbursement funds were eliminated in FY04. Eighty-six percent of the \$42,651,716 recommended budget is funded by local revenue, including property taxes and other Town receipts.

Trends in School Budget Revenue:

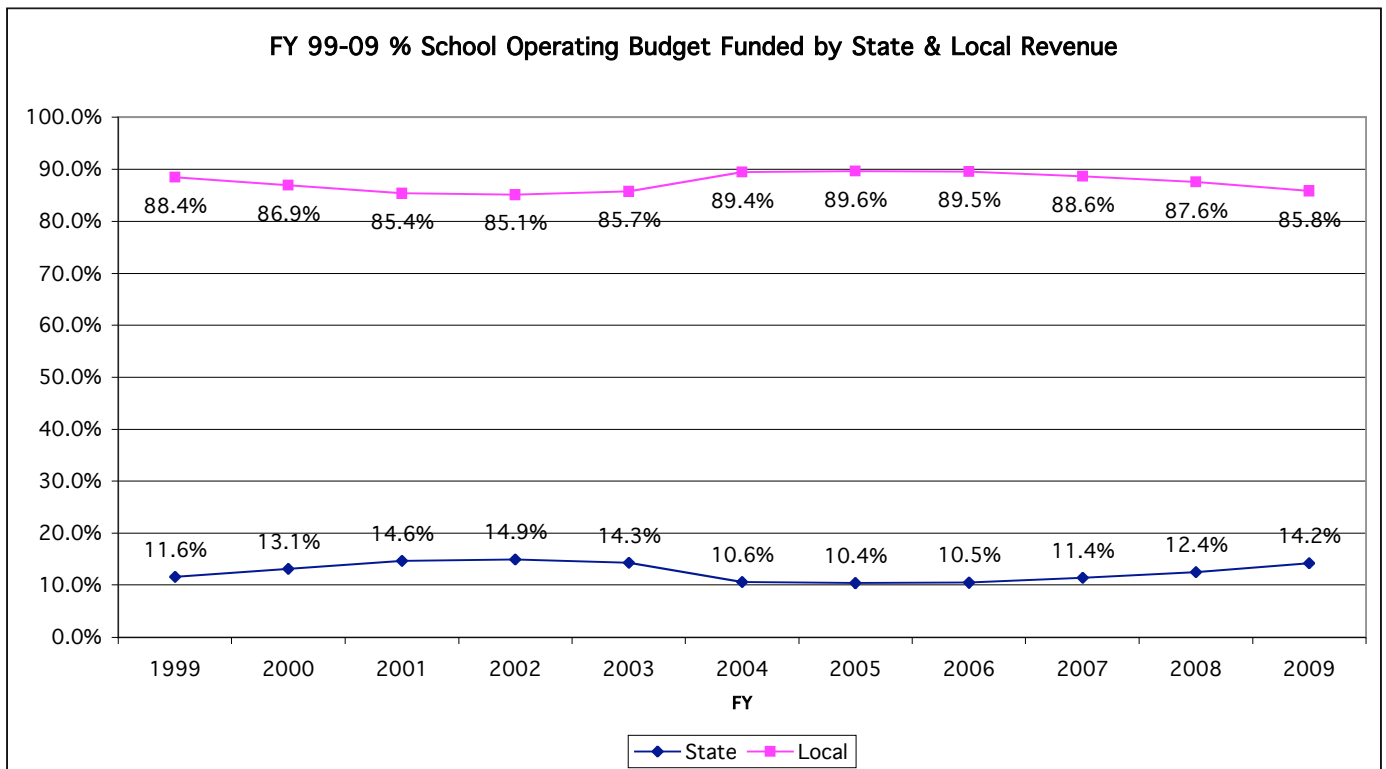
Following several difficult budget years, the FY07, FY08 and FY09 budgets show a modest improvement in the state funding picture for education in Needham. In FY03, Needham's state aid allocation was substantially reduced during state budget cutbacks, which increased the percentage of the budget funded by local taxpayers. In FY07, the state revised its Chapter 70 funding formula to provide additional funding to

communities like Needham, where enrollments are growing, or where local funds comprise more than 82.5% of the foundation budget. (In FY06, Needham funded 97.3% of its Foundation Budget requirement.) The revised formula caps the local funding share at 82.5%, and guarantees minimum state aid of 17.5% of the Foundation Budget amount, phased over a five-year period. As a result, Needham received additional funding of \$527,325 in FY07, representing one fifth of the guaranteed ‘phase in’ amount, and an extra \$612,014 in FY08, which continued the ‘phase in’ at 30%. These amounts were in excess of the regular foundation aid calculation for those years.

The Governor’s FY09 budget effectively continues the target share ‘phase in’ funding formula. However, since Needham’s foundation allocation (of \$994,639) is larger than the Year 3 ‘phase in’ calculation (of \$736,161), there is no additional allocation towards improving the target share for FY09.

Needham’s preliminary aid calculation for FY09 is \$6,118,846 (excluding assessments,) an increase of \$994,639 from FY08. The amount of State aid the legislature ultimately approves may vary, based on the legislature’s review of the Governor’s budget proposal.

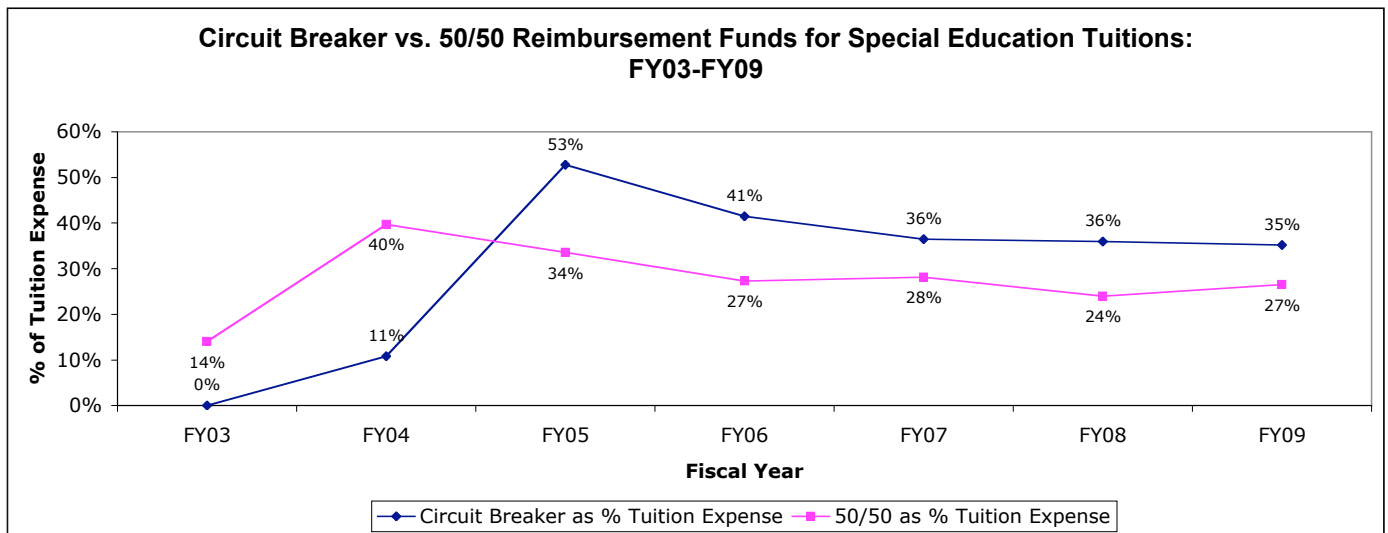
FOLLOWING IMPLEMENTATION OF THE IMPROVED STATE FUNDING FORMULA, THE SHARE OF THE SCHOOL OPERATING BUDGET FUNDED FROM LOCAL REVENUES HAS DROPPED FROM A HIGH OF 89.5% IN FY06 TO 85.8% IN FY09. THE STATE’S SHARE, BY CONTRAST HAS INCREASED FROM A LOW OF 10.5% IN FY06 TO 14.2% IN FY09. CUMULATIVELY, ADDITIONAL AID PROVIDED OVER THE PAST THREE YEARS HAS NEARLY REVERSED THE IMPACT OF BEACON HILL BUDGET CUTS MADE IN FY04, RESTORING THE LEVEL OF STATE FUNDING TO PRE-FY04 LEVELS.



Additionally, the state has continued its commitment to provide funding for special education costs, which can vary dramatically, particularly when students move in and out of the district, or their needs change. In FY09, for instance, the average cost of a day placement is expected to be approximately \$48,600 per student; the average residential placement is anticipated to be about \$189,760 per student.

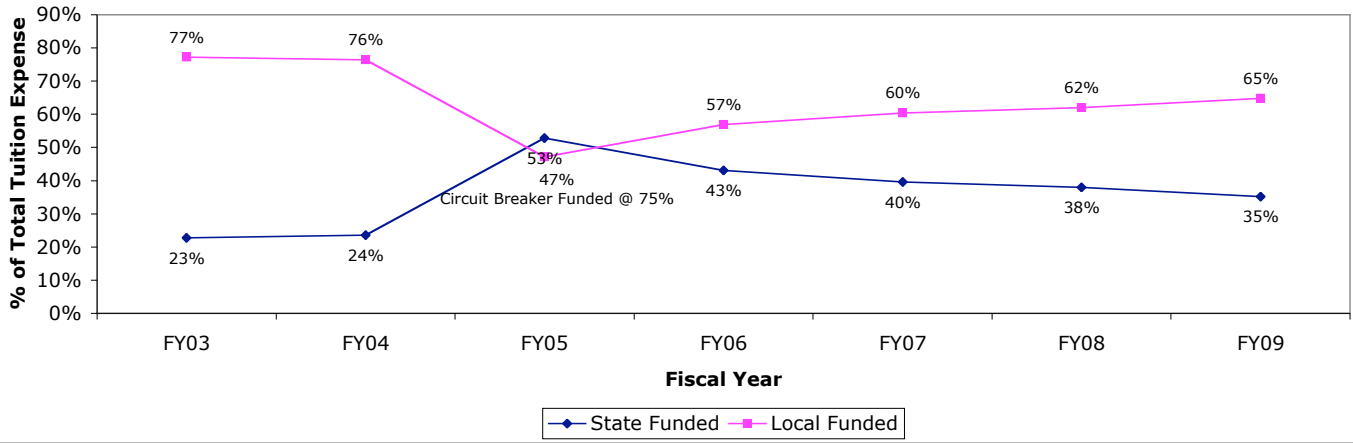
In FY04 the “Circuit Breaker” program was voted by the State Legislature, replacing the former “50/50” program, which reimbursed districts for 50% of the cost of special education students in residential placements. The purpose of the Circuit Breaker program was to help districts pay for unexpected increases in special education costs, during the year in which the increase occurred, and provide more state funding for special education expenses. Under the new program, districts are reimbursed for a percentage of individual student costs exceeding a four-times-the-foundation-budget amount calculated by the State. In FY09, the assumed statewide foundation budget amount is \$9,295, so the Circuit Breaker threshold is budgeted at \$37,178. The formula voted by the State Legislature calls for districts to receive 75% of their costs exceeding the four-times-the-foundation-budget threshold. However, because Circuit Breaker reimbursements are subject to appropriation, the actual percentage of reimbursement has varied. In FY04, the State reimbursed districts at 35%; in FY05, FY06 and FY07, the program was fully-funded at 75%. In FY08, committed funding is 72%, although the State may supplement these funds at the end of the year. In FY09, 75% state funding is assumed, based upon prior year history. In addition, the program changed in FY05 from a current year ‘circuit breaker’ to a reimbursement program, based on prior year expenditures.

As evident from the chart on the chart below, state funding for special education tuitions has increased under the Circuit Breaker program. Since FY05, when the Circuit Breaker program was fully-funded by the Legislature, these funds have paid between 35-53% of total special education tuition expense. Alternatively, we project that 50/50 program revenues would have reimbursed only 24-34% of tuition expense during the same period.



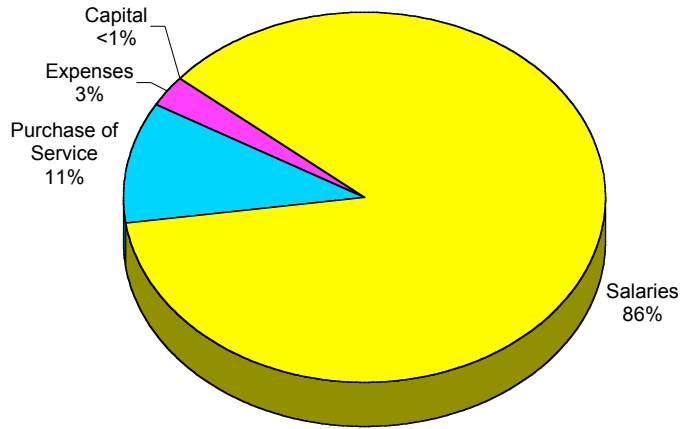
Nevertheless, local funds continue to pay the majority of special education costs. As evident from the chart below, the school operating budget is projected to fund about two thirds of tuition expense in FY09; the remaining third is expected to be paid from state circuit breaker funds and Department of Education pass-through grants. Since FY05 (when the Circuit Breaker was fully funded), the local share has increased slightly, from 47% to 65%, and the state share has dropped slightly, from 53% to 35%.

State/Local Funding for SPED Tuitions: FY03-FY09



Budget Summary Information

FY09 School Committee Recommended Budget
Summary by Line Item
\$42,651,716



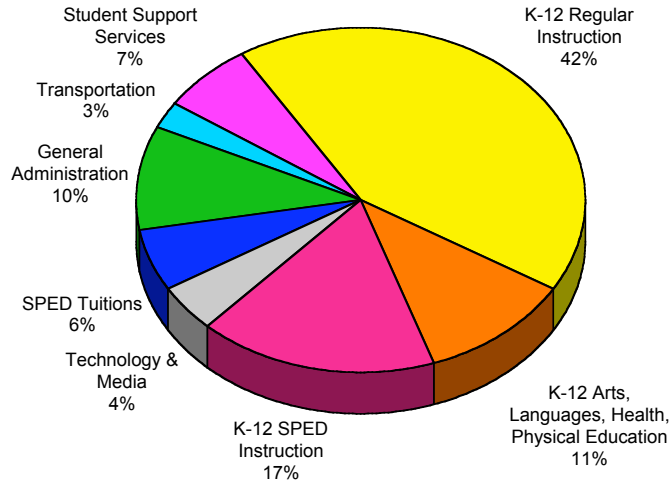
Expenditure Summary:

FY09 Recommended Expenditures	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	FY09 SC Recomm	\$ Inc/(Dec) Over FY08	% Inc/ (Dec)	% FY09 TL
Salaries	31,855,919	33,049,102	35,554,411	38,497,558	36,917,858	1,363,447	3.83%	86.56%
Purchase of Service	2,686,255	3,342,979	4,211,377	4,804,429	4,605,634	394,257	9.36%	10.80%
Expenses	926,975	988,438	1,034,072	1,309,948	1,128,224	94,152	9.10%	2.65%
Capital Outlay	20,936	12,300	-	76,880	-	-	0.00%	0.00%
Totals	35,490,081	37,392,815	40,799,858	44,688,815	42,651,716	1,851,858	4.54%	100%

Recommended School Committee expenditures for FY09 total \$42,651,716, and represent a \$1,851,858 (4.5%) increase over the FY08 adopted budget of \$40,799,858. Salaries account for about 86% of the total budget pie, while purchase of service and expense accounts total 11% and 3%, respectively. Salary expenses increase by \$1.36 million (3.8%), generally reflecting the impact of contractual salary obligations, and new positions added to meet special education and other requirements, offset by reductions to other teaching staff and support positions, to balance the budget. Contractual obligations and mandated programs increase purchase of service accounts by \$0.39 (9.4%) million, in the areas of special education, regular transportation and postage. Expense accounts increase by a net \$94,152. There are no capital expenses budgeted in the operating budget for FY09.

Expenditures by Functional Area & Department:

FY09 School Committee Recommended Budget Summary by Line Item \$42,651,716



Functional Area/ Department	FY06 Actuals	FY07 Actuals	FY08 Budget	FY09 Request	FY09 SC Recomm	\$ Inc/(Dec) Over FY08	% Inc/ (Dec)	% FY09 TL
General Administration								
School Committee	212,590	228,329	174,900	174,900	174,900	-	0.0%	0.4%
Superintendent	244,525	222,471	223,200	237,839	237,839	14,639	6.6%	0.6%
Personnel Resources	277,151	278,955	285,882	368,374	308,574	22,692	7.9%	0.7%
Student Development	173,584	178,428	174,851	177,176	177,176	2,325	1.3%	0.4%
Program Development	165,853	165,783	173,403	178,009	178,009	4,606	2.7%	0.4%
Financial Operations	241,149	272,771	292,295	296,866	292,758	463	0.2%	0.7%
External Funding	15,824	18,370	19,469	22,186	22,186	2,717	14.0%	0.1%
Subtotal	1,330,676	1,365,107	1,344,000	1,455,350	1,391,442	47,442	3.5%	3.3%
Transportation								
Transportation	851,974	999,785	1,087,413	1,197,689	1,087,706	293	0.0%	2.6%
Subtotal	851,974	999,785	1,087,413	1,197,689	1,087,706	293	0.0%	2.6%
Other General Services								
Professional Development	445,541	338,034	363,646	517,777	478,877	115,231	31.7%	1.1%
EAP	8,000	8,000	9,000	8,000	8,000	(1,000)	-11.1%	0.0%
Staff 504 Compliance	1,199	-	4,250	4,250	4,250	-	0.0%	0.0%
Lane Changes/Sick Buy Back	-	-	243,450	219,283	219,283	(24,167)	-9.9%	0.5%
Substitutes	235,351	238,443	428,106	578,640	451,990	23,884	5.6%	1.1%
Curriculum Development	3,854	5,873	116,466	155,785	128,435	11,969	10.3%	0.3%
Reading	452,411	511,772	561,355	603,456	593,456	32,101	5.7%	1.4%
General Services	71,006	140,540	211,361	253,961	230,361	19,000	9.0%	0.5%
Production Center	93,920	100,475	110,976	126,843	79,423	(31,553)	-28.4%	0.2%
Administrative Technology	238,271	271,444	278,349	382,788	322,127	43,778	15.7%	0.8%
Science Center	227,489	512	164,730	217,310	186,575	21,845	13.3%	0.4%
Vocational Education	-	-	-	-	-	-	0.0%	0.0%
Subtotal	1,777,042	1,615,093	2,491,689	3,068,093	2,702,777	211,088	8.5%	6.3%
K-12 Regular Instruction								
Broadmeadow Elementary	1,590,941	1,813,584	1,908,479	2,089,951	2,029,744	121,265	6.4%	4.8%
Eliot Elementary	1,156,406	1,189,472	1,164,591	1,298,910	1,298,310	133,719	11.5%	3.0%
Hillside Elementary	1,382,237	1,481,949	1,510,448	1,530,541	1,480,541	(29,907)	-2.0%	3.5%
Mitchell Elementary	1,569,682	1,578,913	1,616,641	1,605,619	1,602,819	(13,822)	-0.9%	3.8%
Newman Elementary	2,139,799	2,325,993	2,374,882	2,365,444	2,304,213	(70,669)	-3.0%	5.4%
Elementary Faculty	-	-	-	-	-	-	0.0%	0.0%
Subtotal Elementary	7,839,065	8,389,911	8,575,041	8,890,465	8,715,627	140,586	1.6%	20.4%

(Continued on next page.)

Expenditures by Functional Area & Department (continued):

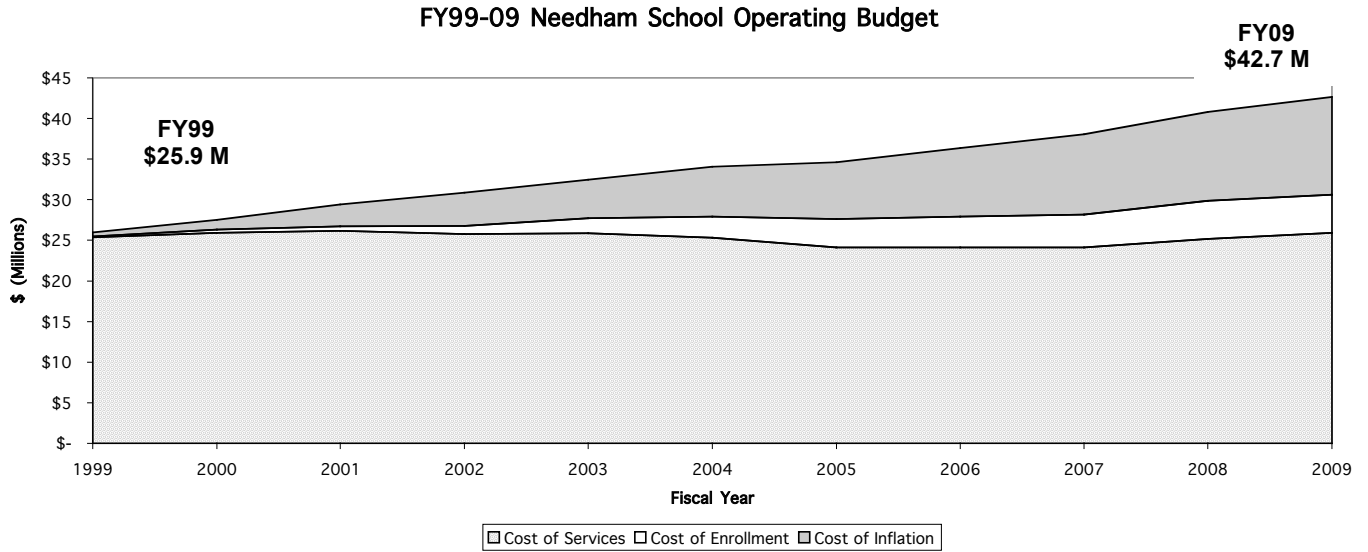
Functional Area/ Department	FY06 Actuals	FY07 Actuals	FY08 Budget	FY09 Request	FY09 SC Recomm	\$ Inc/(Dec) Over FY08	% Inc/ (Dec)	% FY09 TL
Pollard Middle School	3,513,739	3,552,569	3,693,253	3,945,115	3,804,215	110,962	3.0%	8.9%
High School	<u>5,212,412</u>	<u>5,442,928</u>	<u>5,697,957</u>	<u>5,953,692</u>	<u>5,608,629</u>	<u>(89,328)</u>	<u>-1.6%</u>	<u>13.1%</u>
Subtotal Pollard MS/NHS	8,726,151	8,995,497	9,391,210	9,898,807	9,412,844	21,634	0.2%	22.1%
Grand Total K-12 Regular Inst.	16,565,216	17,385,408	17,966,251	18,789,272	18,128,471	162,220	0.9%	42.5%
Guidance & Psychology								
Guidance	1,493,141	1,568,691	1,671,055	1,934,928	1,844,928	173,873	10.4%	4.3%
Psychology	<u>204,044</u>	<u>231,030</u>	<u>273,748</u>	<u>329,752</u>	<u>329,752</u>	<u>56,004</u>	<u>20.5%</u>	<u>0.8%</u>
Subtotal	1,697,185	1,799,721	1,944,803	2,264,680	2,174,680	229,877	11.8%	5.1%
Health Services								
Health/Nursing	<u>516,575</u>	<u>512,743</u>	<u>617,500</u>	<u>755,435</u>	<u>651,659</u>	<u>34,159</u>	<u>5.5%</u>	<u>1.5%</u>
Subtotal	516,575	512,743	617,500	755,435	651,659	34,159	5.5%	1.5%
K-12 SPED Instruction								
SPED	<u>5,616,824</u>	<u>6,141,256</u>	<u>6,498,608</u>	<u>7,423,603</u>	<u>7,267,085</u>	<u>768,477</u>	<u>11.8%</u>	<u>17.0%</u>
Subtotal	5,616,824	6,141,256	6,498,608	7,423,603	7,267,085	768,477	11.8%	17.0%
SPED Out of District Tuition								
Collaborative	371,194	366,142	143,038	176,904	176,904	33,866	23.7%	0.4%
Mass Public	51,626	112,545	232,049	169,232	169,232	(62,817)	-27.1%	0.4%
Private Schools	730,816	770,924	1,114,126	1,319,927	1,270,923	156,797	14.1%	3.0%
SPED Out-of-State	<u>-</u>	<u>409,271</u>	<u>889,763</u>	<u>934,921</u>	<u>928,725</u>	<u>38,962</u>	<u>4.4%</u>	<u>2.2%</u>
Subtotal	1,153,636	1,658,882	2,378,976	2,600,984	2,545,784	166,808	7.0%	6.0%
Other Student Services								
K-12 Student 504 Compliance	38,455	24,301	60,556	61,581	61,581	1,025	1.7%	0.1%
Attendance	<u>7,362</u>	<u>3,387</u>	<u>3,122</u>	<u>3,163</u>	<u>3,163</u>	<u>41</u>	<u>1.3%</u>	<u>0.0%</u>
Subtotal	45,817	27,688	63,678	64,744	64,744	1,066	1.7%	0.2%
Technology & Media								
Computer Education	710,536	782,397	886,652	1,056,158	907,717	21,065	2.4%	2.1%
Media Services	<u>936,489</u>	<u>874,088</u>	<u>923,512</u>	<u>1,015,404</u>	<u>981,621</u>	<u>58,109</u>	<u>6.3%</u>	<u>2.3%</u>
Subtotal	1,647,025	1,656,485	1,810,164	2,071,562	1,889,338	79,174	4.4%	4.4%
Physical Education & Health								
Physical Education	1,019,672	998,020	1,127,922	1,210,990	1,126,051	(1,871)	-0.2%	2.6%
Health Education	100,202	79,500	81,506	90,731	85,465	3,959	4.9%	0.2%
K-12 Health & Phys Education	<u>80,062</u>	<u>118,004</u>	<u>133,303</u>	<u>142,195</u>	<u>140,027</u>	<u>6,724</u>	<u>5.0%</u>	<u>0.3%</u>
Subtotal	1,199,936	1,195,524	1,342,731	1,443,916	1,351,543	8,812	0.7%	3.2%
Fine & Performing Arts								
Fine Arts (Art)	918,116	946,372	986,677	1,073,568	1,038,968	52,291	5.3%	2.4%
Performing Arts (Music)	684,880	703,404	742,692	781,877	739,077	(3,615)	-0.5%	1.7%
K-12 Fine & Performing Arts	<u>107,647</u>	<u>117,399</u>	<u>124,274</u>	<u>132,526</u>	<u>132,526</u>	<u>8,252</u>	<u>6.6%</u>	<u>0.3%</u>
Subtotal	1,710,643	1,767,175	1,853,643	1,987,971	1,910,571	56,928	3.1%	4.5%
World Languages								
English Language Learners (ELL)	119,830	78,678	115,738	216,043	155,693	39,955	34.5%	0.4%
World Languages	<u>1,257,702</u>	<u>1,189,272</u>	<u>1,284,666</u>	<u>1,349,473</u>	<u>1,330,225</u>	<u>45,559</u>	<u>3.5%</u>	<u>3.1%</u>
Subtotal	1,377,532	1,267,950	1,400,404	1,565,516	1,485,918	85,514	6.1%	3.5%
GRAND TOTAL	35,490,081	37,392,815	40,799,858	44,688,815	42,651,716	1,851,858	4.5%	100.0%

Expenditures by Line Item:

Category/ Line Item	FY06 Actuals	FY07 Actuals	FY08 Budget	FY09 Request	FY09 SC Recomm	\$ Inc/(Dec) Over FY08	% Inc/ (Dec)	% FY09 TL
Salaries:								
Salaries	31,855,919	33,049,102	35,554,411	38,497,558	36,917,858	1,363,447	3.83%	86.56%
Subtotal	31,855,919	33,049,102	35,554,411	38,497,558	36,917,858	1,363,447	3.83%	86.56%
Purchase of Service:								
Utility Services	-	-	-	-	-	-	0.00%	0.00%
Repairs & Maint.	120,825.00	105,985	214,553	239,444	233,769	19,216	8.96%	0.55%
Rental & Lease	10,335	-	-	2,500	-	-	0.00%	0.00%
Professional & Tech.	376,107	436,165	432,578	688,435	680,435	247,857	57.30%	1.60%
Advertising	-	41,858	24,000	34,000	34,000	10,000	41.67%	0.08%
Tuition	1,165,827	1,685,148	2,428,476	2,600,984	2,545,784	117,308	4.83%	5.97%
Transportation	776,251	920,956	999,759	1,101,215	1,021,215	21,456	2.15%	2.39%
Printing & Binding	38,914	12,392	17,644	17,644	17,644	-	0.00%	0.04%
Mail/Postage	22,762	57,036	42,160	57,000	9,580	(32,580)	-77.28%	0.02%
Other Services	175,234	83,439	52,207	63,207	63,207	11,000	21.07%	0.15%
Subtotal	2,686,255	3,342,979	4,211,377	4,804,429	4,605,634	394,257	9.36%	10.80%
Expenses:								
Office Supplies	45,641	45,225	57,101	61,299	57,001	(100)	-0.18%	0.13%
Textbooks/ Workbooks	142,899	151,040	186,135	195,922	194,572	8,437	4.53%	0.46%
Instructional Classroom Refer	64,780	56,687	67,225	75,588	66,733	(492)	-0.73%	0.16%
Testing Supplies	8,160	8,556	8,210	7,897	7,897	(313)	-3.81%	0.02%
Educational Supplies	323,518	361,769	365,055	452,796	383,135	18,080	4.95%	0.90%
Medical & Surgical Supplies	4,833	5,931	5,868	5,868	5,868	-	0.00%	0.01%
Instructional Software	35,305	58,491	57,956	86,856	58,431	475	0.82%	0.14%
Instructional Technology	7,031	20,692	11,751	59,823	10,823	(928)	-7.90%	0.03%
Instructional Hardware	57,756	52,302	40,275	49,431	49,431	9,156	22.73%	0.12%
Instructional Equipment	79,338	64,141	65,271	47,638	44,449	(20,822)	-31.90%	0.10%
Other Supplies	60	3,871	127	127	127	-	0.00%	0.00%
Travel/Conferences	55,242	55,335	62,411	71,366	63,920	1,509	2.42%	0.15%
Dues/Memberships	30,622	55,851	75,793	82,943	75,443	(350)	-0.46%	0.18%
Other Expenses	71,790	48,547	30,894	112,394	110,394	79,500	257.33%	0.26%
Subtotal	926,975	988,438	1,034,072	1,309,948	1,128,224	94,152	9.10%	2.65%
Capital Outlay								
New/Repl. Equipment	20,936	12,300	-	76,880	-	-	0.00%	0.00%
Subtotal	20,936	12,300	-	76,880	-	-	0.00%	0.00%
GRAND TOTAL	35,490,081	37,392,815	40,799,858	44,688,815	42,651,716	1,851,858	4.54%	100.00%

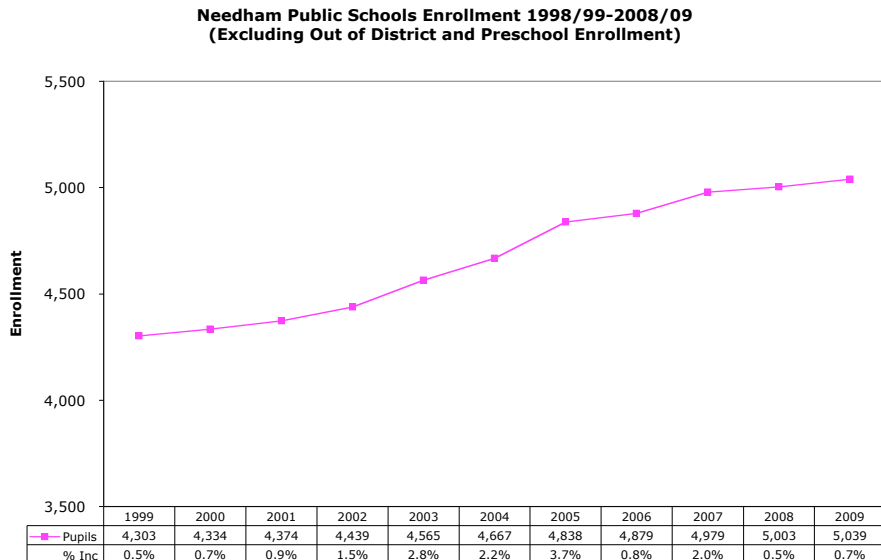
Trends in School Budget Expenditures:

Since FY99, the Town Meeting-approved School Operating Budget has grown from \$25.9 million to \$42.7 million in FY09, an increase of \$16.8 million (65%.) Nearly all of this increase is attributed to the combined impact of inflation and growth, rather than new programs and services. Since FY99, inflation has increased by 36.8%, and enrollments have increased by 17.1%. The chart below illustrates the portion of operating budget increases since FY99, that are due to inflation and growth.



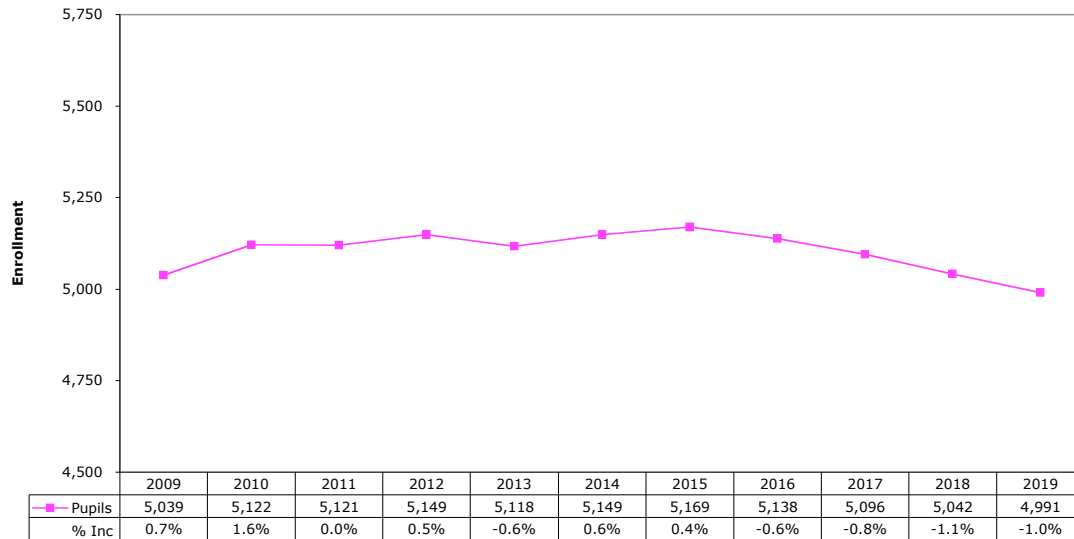
Source: Annual Town Meeting Budgets FY98-09, Needham Public Schools. Excludes Grants, Revolving Funds and Town Indirect Expenses.
 October 1 School Enrollments, Needham Public Schools Superintendent's Office
 Boston Area CPI-W for Urban Wage Earners & Clerical Workers, July-July, FY99=100, US Department of Labor, Bureau of Labor Statistics

Over the past ten years, enrollment has increased by 736 students, or 17.1%, at an average of about 1.6% per year.

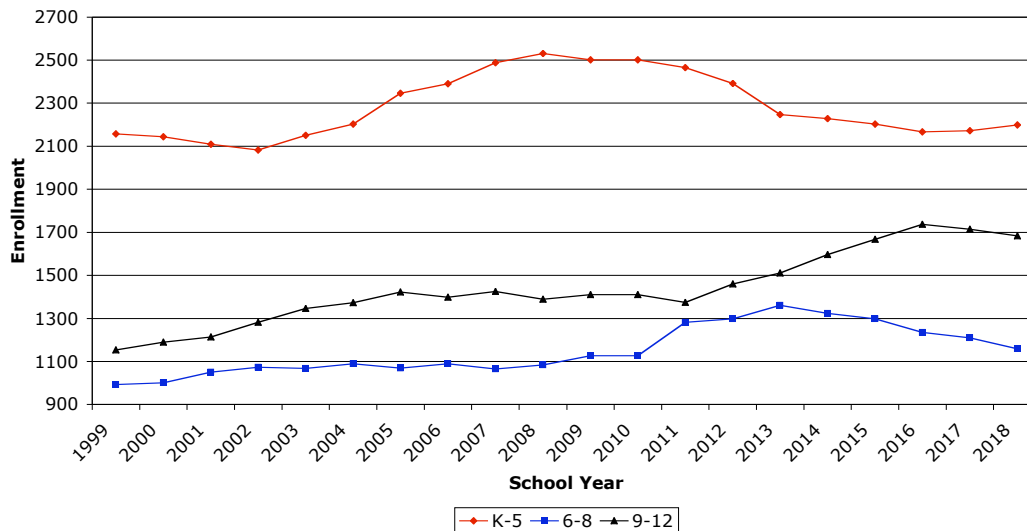


Over the next ten years, enrollment growth is expected to flatten out, due to a decline in elementary enrollment. Enrollment at the secondary level is projected to continue to rise. However, new development, which expands the affordable housing stock, may accelerate the rate of enrollment growth beyond this estimate. More information on Needham enrollment projections is found in the Performance and Statistical Data section, at the end of this budget book.

**Needham Public Schools Enrollment 2008/09-2018/2019
(Excluding Out of District & Preschool Enrollment)**

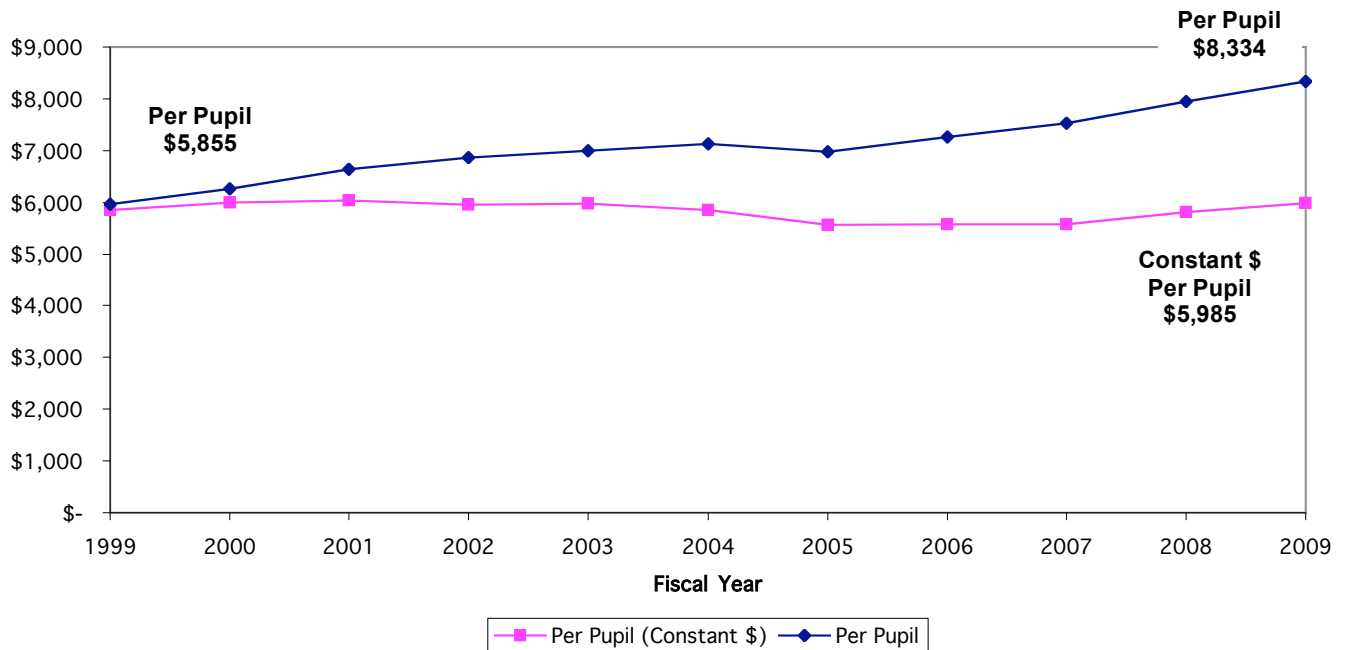


**Needham Public Schools Enrollment
(Excluding Preschool & Out of District)
1998/99 - 2017/18**



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 below, in FY99, budgeted per pupil expenditures (excluding grants, revolving and Town indirect costs) equaled \$5,855. By FY09, the inflation adjusted per pupil expenditure amount had increased slightly to \$5,985.

FY99-09 Needham Budgeted Per Pupil Expenditures



Source: Same as above.

Inflation and enrollments are only part of the expenditure story, however. Contractual increases and program mandates are consuming increasing portions of new budget revenues, forcing the School Committee to make difficult choices to balance the budget. Over the past five years, these choices have included cutting other areas of the budget in order to fund contractual/mandated expenses or hire new teachers, and seeking 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 have been made to balance the budget. A major challenge for the School Committee is to sustain the educational programs of the School Department, given growing school-age populations and increasing mandates, in an environment of limited resources and competing demands.

	FY 2003	FY 2004 (1)	FY 2005	FY 2006	FY 2007 (2)	FY 2008	FY 2009
BALANCED SCHOOL BUDGET NEW REVENUE							
New School Revenues	1,579,253	-	562,365	1,749,868	1,451,773	1,744,377	1,851,858
Contracts and Mandates	1,395,254	1,655,566	892,724	1,509,206	2,458,728	2,085,959	911,150
Enrollment Increases/ Program Enhancements	184,000	202,863	298,282	489,640	555,932	656,010	276,265
Reductions to Existing Budget	-	(1,858,429)	(628,641)	(248,979)	(1,562,886)	(997,592)	(693,271)
Total	1,579,254	-	562,365	1,749,867	1,451,774	1,744,377	1,851,858
Override	-	2,009,318	-	-	1,476,017	1,128,670	
Override FTE's	-	33.06	-	-	21.45	18.80	

(1) FY04 budget excludes subsequent \$14,798 Town Meeting adjustment
(2) FY07 budget excludes subsequent \$232,900 appropriated at Town Meeting.

Summary of FY09 Budget Changes:

REQ FTE	SC REC FTE		Total Request	Final SC Recomm	% Inc FY08
593.3	593.3	Adopted Budget FY08	40,799,858	40,799,858	
Base Budget Increases					
District					
-	-	<i>Contractual Salary Increase (FY09 Base Positions)</i>	1,280,429	1,280,429	3.14%
<i>Professional & Curriculum Development</i>					
-	-	Professional Development - Unit A Tuition Reimbursement Contractual Increase	30,000	30,000	
-	-	Professional Development - Convert ELA Instructional Leader from Unit A to Unit B	44,085	44,085	
-	-	Curriculum Development - Contractual Per Diem Increase \$150/Day to \$175/Day	3,200	3,200	
-	-	Curriculum Development - Restore Supplies & Materials Funds (Cut in FY08)	1,350	-	
1.00	-	Science Center - 1.0 Program Specialist Position	40,280	9,545	
1.00	-		118,915	86,830	0.21%
<i>Health & Wellness</i>					
-	-	Health/Nursing - School Physician Contractual Increase	1,500	1,500	
-	-	Health/Nursing - Service Contract For Automatic External Defibrillators (AED's)	816	816	
1.00	-	Health/Nursing - Continue Funding for 1.0 FTE Clerical Support (Grant Ending)	25,800	-	
-	-	Physical Ed/Health - Supplies (Restoration of Prior Year Reductions)	1,857	-	
1.00	-		29,973	2,316	0.01%
<i>Special Education Services</i>					
-	-	SPED - Tuitions (72% Circuit Breaker Reimbursement)	222,008	166,808	
-	-	SPED - Summer Services/Home Therapy Services	230,157	230,157	
4.75	4.75	SPED - Occupational/Physical Therapist Services	77,560	77,560	
-	-	SPED - Convert Certified Occ. Therapists from TA's to Program Specialists	42,423	42,423	
-	-	Transportation - SPED Transportation Contractual Increase	88,404	88,404	
4.75	4.75		660,552	605,352	1.48%
<i>English Language Learner Program</i>					
-	-	ELL - Additional Supplies	1,101	1,101	
2.90	2.44	ELL - Additional Staffing	88,667	28,317	
2.90	2.44		89,768	29,418	0.07%
<i>Media & Technology</i>					
-	-	Administrative Technology - Powerschool License Maintenance	3,400	3,400	
-	-	Administrative Technology & Media - Supplies	9,561	-	
-	-		12,961	3,400	0.01%
<i>General Services & Other</i>					
-	-	Transportation - Regular Transportation Contract Increase	13,052	13,052	
-	-	General Services - Furniture/Setup for New Classrooms	-	-	
-	-	General Services - Paper Funds	18,000	8,000	
4.00	4.00	FTE Adjustments (Permanent Subs, Administrators to Teachers)	-	-	
4.00	4.00		31,052	21,052	0.05%
<i>Reductions to Existing Budget</i>					
-	(2.00)	Restructure TA Program	-	(94,790)	
-	-	Co-curricular Stipends NHS	-	(5,000)	
-	(1.00)	Elementary Classroom Teacher	-	(50,000)	
-	(2.00)	MS Specialists	-	(100,000)	
-	(2.00)	NHS Teachers (Classroom)	-	(100,000)	
-	(0.20)	Phys Ed Director Teach 1 Sections (0.2 FTE Reduction)	-	(10,000)	
-	(0.50)	MS SPED Director Assume 0.5 Team Chair Duties	-	(33,728)	
-	(0.50)	Nursing Director Reduce 0.5 Adm, Provide 0.5 Direct Service	-	(25,000)	
-	(0.50)	Fund 50% Transportation Director from METCO	-	(29,983)	
-	(1.00)	Clerical Reduction	-	(27,970)	
-	-	Eliminate Fee Based Transportation Subsidy (Fee Inc/Lottery)	-	(80,000)	
-	-	Eliminate Athletics Subsidy (Fee Increase to \$285)	-	(50,000)	
-	-	Professional Development Reduction	-	(15,000)	
-	-	KASE Cost Recapture (One-Time)	-	(50,000)	
-	-	NHS Printing Coordinator Stipend to Revolving	-	(21,800)	
-	(9.70)		-	(693,271)	-1.70%

Summary of FY09 Budget Changes (continued):

REQ FTE	SC REC FTE		Total Request	Final SC Recomm	% Inc FY08
Preschool Services					
0.40	0.40	0.4 FTE Speech and Language Therapist	20,000	20,000	
-	-	Convert 1.0 FTE Broadmeadow ELC Behavior Spec. to Preschool Pgm Specialist	(5,730)	(5,730)	
-	-	Convert 1.0 FTE Broadmeadow ELC Teacher to 1.0 FTE Preschool Teacher	(11,404)	(11,404)	
3.00	3.00	3.0 FTE Preschool Teaching Assistants	51,600	51,600	
0.40	0.40	0.4 FTE Certified Occupational Therapy Assistant for Preschool	13,500	13,500	
3.80	3.80		67,966	67,966	0.17%
Elementary					
<i>Direct Student Services</i>					
0.50	0.50	Health/Nursing - 0.5 FTE School Nurse at Broadmeadow for 1:1 Student Services	25,000	25,000	
0.40	0.40	SPED - 0.4 FTE ELC I Speech and Language Therapist (Newman)	20,000	20,000	
1.00	1.00	SPED - 1.0 FTE Hillside Teaching Assistant	21,500	21,500	
1.00	1.00	SPED - Continue Funding for 1.0 FTE Elementary TA's (Added FY08)	23,632	23,632	
2.90	2.90		90,132	90,132	0.22%
<i>Enrollment</i>					
1.00	-	Mitchell - 1.0 FTE Grade 4 Teacher for Enrollment (Inc. \$2800 classroom setup)	52,800	-	
0.04	-	Mitchell - 0.4 FTE Fine Arts Enrollment Teacher	2,250	-	
0.06	-	Mitchell - 0.06 FTE Music Enrollment Teacher	3,125	-	
0.05	-	Mitchell - 0.05 FTE Phys Ed Enrollment Teacher	2,500	-	
0.20	-	Broadmeadow - 0.2 FTE Expanded Literacy (Reading) Teacher for Enrollment	10,000	-	
0.20	-	Broadmeadow - 0.2 FTE Expanded Instr. Technology Specialist for Enrollment	12,561	-	
0.50	-	Broadmeadow - 0.5 FTE Expanded Assistant Principal for Enrollment	46,207	-	
0.20	-	Eliot - 0.2 FTE Expanded Media Services Teacher for Enrollment	14,028	-	
-	-	Elementary Physical Ed/ Art/ Music/ Media/ Technology - Supplies	13,730	-	
2.25	-		157,201	-	0.00%
Middle					
<i>Direct Student Services</i>					
0.50	0.50	0.5 FTE Speech & Language Therapist	25,000	25,000	
1.00	1.00	1.0 FTE Teaching Assistant	21,500	21,500	
1.50	1.50		46,500	46,500	0.11%
<i>Enrollment</i>					
2.00	2.00	2.0 FTE Grade 6 Cluster Teachers (with \$8400 Classroom Setup/Supplies)	108,400	100,000	
0.10	-	0.1 FTE Fine Arts Grade 6 Art Teacher for Enrollment	5,000	-	
0.40	-	0.4 FTE World Language Teachers for Enrollment (Grades 6 & 8)	19,248	-	
0.20	-	0.2 FTE Performing Arts Grade 6 Teacher for Enrollment	10,000	-	
0.20	-	0.2 FTE Physical Education Grade 6 Teacher for Enrollment	10,000	-	
0.10	-	0.1 FTE Health Education Grade 6 Teacher for Enrollment	5,000	-	
-	-	Additional Funds - Lunch Coverage @ \$10/Diem (No Teacher Duties FY09)	-	-	
-	-	Pollard Physical Ed/ Art/ Music/ Media/ Technology - Supplies	7,570	-	
3.00	2.00		165,218	100,000	0.25%
High School					
<i>Student Services</i>					
0.50	-	1.0 FTE OPTIONS Program Clinical Teaching Staff	25,000	-	
1.00	1.00	1.0 FTE STRIVE Program Teacher Liaison	50,000	50,000	
(0.50)	(0.50)	Continue Convert 1.0 FTE OPTIONS Prgm. Specialist to 0.5 FTE Psychologist	(6,855)	(6,855)	
1.00	1.00	Continue Funding for 1.0 FTE Teaching Assistant (Previously Funded by Tuitions)	20,898	20,898	
1.00	0.50	1.0 FTE Guidance High School Academic Counselor	50,000	25,000	
0.50	0.50	0.5 FTE Guidance NHS Personal Counselor	25,000	25,000	
1.00	-	1.0 FTE Certified School Nurse (Grant Ending)	50,000	-	
0.50	-	0.5 FTE Drug and Alcohol Counselor - (Grant Ending)	25,000	-	
5.00	2.50		239,043	114,043	0.28%
<i>Enrollment</i>					
(0.40)	(0.40)	0.4 FTE World Language Mandarin Teacher (Offset by 0.8 Reorganization)	(61,029)	(61,029)	
-	-	1.0 FTE NHS Elective Teacher	-	-	
1.00	-	1.0 FTE NHS Assistant Principal (Includes \$1300 for Computer)	96,300	-	
-	-	Additional Funds - Lunch Coverage @ \$10/Diem (No Teacher Duties FY09)	-	-	
-	-	NHS Physical Education/ Fine Art/ Music/ Media - Supplies	5,796	-	
0.60	(0.40)		41,067	(61,029)	-0.15%

Summary of FY09 Budget Changes (continued):

REQ FTE	SC REC FTE		Total Request	Final SC Recomm	% Inc FY08
0.50	-	<i>Other</i>			
		Continue Funding to Restore 0.5 FTE NHS Secretary (Cut in FY08)	16,487	-	
0.50	-		16,487	-	0.00%
626.52	607.11				
33.20	13.79				
		Sub Total Base Budget	43,847,122	42,492,996	
		Increase/(Decrease) Over FY08	3,047,264	1,693,138	
		% Increase Over FY08	7.5%	4.1%	
Program Improvement Increases					
District					
		<i>Administrative Support Services</i>			
-	-	Director of Personnel - Recruitment, Orientation & Meeting Supplies	2,500	-	
-	-	Director of Personnel - Travel to State-wide Recruitment Fairs	2,000	-	
-	-	Director of Personnel - Out-of State Travel to AASPA Conference	1,800	-	
-	-	Director of Personnel - Dues & Memberships	3,500	-	
-	-	Director of Personnel - Online Human Resource Licenses & Database	16,200	16,200	
1.00	-	Director of Personnel - 1.0 FTE Human Resources Specialist	50,000	-	
-	-	Director of Financial Operations - Restore Historical Operating Supply Funds	4,110	-	
-	-	General Services - Communication Devices for Building Administrators	11,000	11,000	
-	-	General Services - Fully-Fund District Advertising Expense	10,000	10,000	
-	-	General Services - Room Dividers for Eliot (2) and Mitchell (2)	3,600	-	
-	-	Production Center - Fully Fund District Postage Expenses	14,840	7,420	
1.00	-		119,550	44,620	0.11%
		<i>Technology</i>			
-	-	Educational Technology - Computer Hardware Maintenance	20,000	15,000	
-	-	Educational Technology - Email Archiving	76,880	-	
-	-	Educational Technology - OXS License Upgrade/Maintenance	46,000	-	
-	-	Administrative Technology - Internet Service Aggregator (Increase Connection)	7,000	-	
1.00	-	Administrative Technology - 1.0 FTE IT Manager	45,000	-	
-	-	Administrative Technology - Salary Adjustment Pool Funds	25,000	25,000	
1.00	-		219,880	40,000	0.10%
		<i>Professional Development</i>			
-	-	Professional Development - Elementary After School Student Govt Program	5,000	-	
-	-	Professional Development - Secretary Mentoring Program Stipends	8,000	-	
-	-	Professional Development - Specialized H.T.E. Training for Secretaries	4,000	-	
-	-	Professional Development - Sub Rate Inc from \$83.61 to \$95/Day to \$90/Day to \$85/Day	34,600	12,700	
-	-	K-12 Physical Education/Health - Additional Professional Dev. for Teachers	2,000	-	
			53,600	12,700	0.03%
		<i>Curriculum Development</i>			
-	-	Curriculum Development - Pilot Online Curriculum Management System	2,000	2,000	
-	-	Curriculum Development - Pilot Student Assessment System	6,000	6,000	
-	-	Curriculum Development - Pilot FASTT MATH Software Program	14,250	3,250	
			22,250	11,250	0.03%
		<i>Student Services</i>			
0.20	-	Guidance - 0.2 FTE Eliot Guidance Counselor	10,000	-	
0.20	-	Guidance - 0.2 FTE Broadmeadow Counselor	10,000	-	
0.40	-	Guidance - 0.4 FTE Preschool Counselor	20,000	-	
0.50	0.50	Preschool - 0.5 FTE Program Coordinator (Unit B)	39,000	39,000	
-	-	Special Education - Pollard Chairperson Laptops	3,000	-	
-	-	ELL - Additional Conference Registration Funds	1,050	1,050	
1.30	0.50		83,050	40,050	0.10%
		<i>Teacher Services/ Substitutes</i>			
-	-	Substitutes - Web Based Calling System	6,650	-	
-	-	Substitutes - University of Utah Substitute Training Program	4,000	-	
-	-	Substitutes - Teaching Sub Rate Inc from \$83.61 to \$95/Day to \$90/Day to \$85/Day	102,000	4,100	
-	-	Substitutes - Permanent Sub Rate Inc. from \$101.52/Day to \$135/Day to \$110/Day	24,100	6,000	
-	-	Substitutes - Nursing Sub Rate Increase from \$96.64 to \$142/Day (Keep Same)	2,976	-	
			139,726	10,100	0.02%

Summary of FY09 Budget Changes (continued):

REQ FTE	SC REC FTE		Total Request	Final SC Recomm	% Inc FY08
Elementary					
<i>Elementary Programs</i>					
-	-	Broadmeadow - Simmons Interns	14,000	-	
-	-	Eliot - Community Service Teacher Leader Stipend	600	-	
0.43	-	Newman - 0.43 FTE Accounting Secretary from 20 Hrs/10 Mo to 35 Hrs/11 Mo	11,231	-	
0.90	-	Physical Education - Restore Grades 3-5 Programming (0.9 FTE Teacher)	45,000	-	
0.49	-	Performing Arts - Restore Kindergarten Music Program (0.49 FTE)	24,000	-	
1.82	-		94,831	-	0.00%
Middle					
<i>Middle School Programs</i>					
0.60	-	0.6 FTE World of Difference Program Teacher	30,000	-	
-	-	Rental Funds - Experiential Education Equipment Storage During Renovation	2,500	-	
0.60	-		32,500	-	0.00%
High School					
<i>High School Programs</i>					
0.50	-	0.5 FTE English Teacher to Restore Journalism Elective and Reduce Class Size	25,000	-	
-	-	SAA Student Activity Operating Budget Funding Support	12,500	-	
0.10	-	0.1 FTE Teacher For Anti-Defamation League World of Difference Pgm. (Plus Fee)	9,000	-	
-	-	High School Athletics Boys Junior Varsity Golf Coach Stipend	2,806	-	
-	-	Physical Education Fitness Center Coordinator Stipend	12,000	-	
0.20	-	0.2 FTE Expanded Media Services Teacher for TV Communications Course	10,000	-	
0.10	-	0.5 FTE Performing Arts Elective Teacher	5,000	-	
0.90	-		76,306	-	0.00%
6.62	0.50	Sub Total Additional Requests	841,693	158,720	0.39%
633.14	607.61	Grand Total Requested Budget	44,688,815	42,651,716	
39.82	14.29	\$ Increase/(Decrease) Over FY08	3,888,957	1,851,858	
		% Increase Over FY08	9.5%	4.5%	

School Full-Time Equivalent (FTE) Operating Budget Staffing Summary:

School Operating Budget FTE Summary (Excludes Grants & Revolving Funds)

Position Category	FY07 Actual	FY08 Budget	FY09 Request	FY09 SC Rec	Inc/Dec
Administrator	30.55	31.25	33.45	31.15	(0.10)
Teacher	385.53	398.03	424.30	406.37	8.34
Instructional Support	106.21	107.18	114.54	115.69	8.51
Non-Instructional	<u>58.55</u>	<u>56.90</u>	<u>60.84</u>	<u>54.41</u>	<u>(2.50)</u>
TOTALS	580.84	593.36	633.14	607.61	14.25

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

Operating Budget Staffing by Department:

	Total FY07 Actual	Total FY08 Budget	Admin FY09 Request	Teacher FY09 Request	Aide FY09 Request	Non Instr FY09 Request	Total FY09 Request	Admin FY09 Recomm	Teacher FY09 Recomm	Aide FY09 Recomm	Non Instr FY09 Recomm	Total FY09 Recomm
Administration												
School Committee	-	-	-	-	-	-	-	-	-	-	-	-
Superintendent	2.00	2.00	1.00	-	-	1.00	2.00	1.00	-	-	1.00	2.00
Director of Personnel	4.27	4.27	1.00	-	-	4.27	5.27	1.00	-	-	3.27	4.27
Director of Student Development	2.00	2.00	1.00	-	-	1.00	2.00	1.00	-	-	1.00	2.00
Director of Program Development	2.00	2.00	1.00	-	-	1.00	2.00	1.00	-	-	1.00	2.00
Director of Financial Operations	4.20	4.20	1.00	-	-	3.20	4.20	1.00	-	-	3.20	4.20
Director of External Funding	0.25	0.25	0.25	-	-	-	0.25	0.25	-	-	-	0.25
Subtotal Administration	14.72	14.72	5.25	-	-	10.47	15.72	5.25	-	-	9.47	14.72
General Supplies & Services												
Professional Development	1.00	2.00	1.00	1.00	-	-	2.00	1.00	1.00	-	-	2.00
<i>Broadmeadow</i>	0.20	0.40	0.20	0.20	-	-	0.40	0.20	0.20	-	-	0.40
<i>Eliot</i>	0.20	0.40	0.20	0.20	-	-	0.40	0.20	0.20	-	-	0.40
<i>Hillside</i>	0.20	0.40	0.20	0.20	-	-	0.40	0.20	0.20	-	-	0.40
<i>Mitchell</i>	0.20	0.40	0.20	0.20	-	-	0.40	0.20	0.20	-	-	0.40
<i>Newman</i>	0.20	0.40	0.20	0.20	-	-	0.40	0.20	0.20	-	-	0.40
Employee Assistance Program	-	-	-	-	-	-	-	-	-	-	-	-
Staff 504 Accommodations	-	-	-	-	-	-	-	-	-	-	-	-
Salary Supplemental	-	-	-	-	-	-	-	-	-	-	-	-
Sub Callers	-	-	-	-	-	-	-	-	-	-	-	-
Substitutes	-	-	-	4.00	-	-	4.00	-	4.00	-	-	4.00
Curriculum Development	-	-	-	-	-	-	-	-	-	-	-	-
General Supplies, Services & Equip	-	-	-	-	-	-	-	-	-	-	-	-
Production Center/Mail Room	1.00	1.00	-	-	-	1.00	1.00	-	-	-	1.00	1.00
Administrative Technology	3.00	3.00	-	-	-	4.00	4.00	-	-	-	3.00	3.00
Transportation	1.86	2.00	-	-	-	2.00	2.00	-	-	-	1.50	1.50
Subtotal Gen. Supply & Svc.	6.86	8.00	1.00	5.00	-	7.00	13.00	1.00	5.00	-	5.50	11.50
Elementary												
Broadmeadow	30.79	31.72	2.00	26.50	-	3.72	32.22	1.50	26.50	-	3.72	31.72
Eliot	22.21	21.21	1.00	17.50	-	3.71	22.21	1.00	17.50	-	3.71	22.21
Hillside	22.36	22.36	1.00	16.50	-	3.86	21.36	1.00	16.50	-	3.86	21.36
Mitchell	24.07	24.86	1.00	21.00	-	3.86	25.86	1.00	20.00	-	3.86	24.86
Newman	37.93	38.43	2.00	31.50	-	5.36	38.86	2.00	30.50	-	4.93	37.43
Subtotal Elementary	137.36	138.57	7.00	113.00	-	20.51	140.51	6.50	111.00	-	20.08	137.58
Middle												
Pollard Middle School	57.00	57.00	4.00	50.60	-	5.00	59.60	4.00	48.00	-	5.00	57.00
Subtotal Middle School	57.00	57.00	4.00	50.60	-	5.00	59.60	4.00	48.00	-	5.00	57.00
High School												
Needham High School	79.20	76.70	6.30	63.70	1.00	6.00	77.00	5.30	61.10	1.00	4.50	71.90
High School Athletics	2.00	2.00	1.00	-	-	1.00	2.00	1.00	-	-	1.00	2.00
Subtotal High School	81.20	78.70	7.30	63.70	1.00	7.00	79.00	6.30	61.10	1.00	5.50	73.90
Student Services												
Guidance	22.80	24.60	1.00	24.40	-	2.00	27.40	1.00	22.60	-	2.00	25.60
<i>District</i>	2.00	2.00	1.00	-	-	1.00	2.00	1.00	-	-	1.00	2.00
<i>Broadmeadow</i>	1.40	1.80	-	2.00	-	-	2.00	-	1.80	-	-	1.80
<i>Eliot</i>	1.60	1.60	-	1.60	-	-	1.60	-	1.40	-	-	1.40
<i>Hillside</i>	1.00	1.00	-	1.20	-	-	1.20	-	1.20	-	-	1.20
<i>Mitchell</i>	1.40	1.40	-	1.40	-	-	1.40	-	1.40	-	-	1.40
<i>Newman</i>	2.20	2.20	-	2.20	-	-	2.20	-	2.20	-	-	2.20
<i>Pollard</i>	4.20	4.60	-	4.60	-	-	4.60	-	4.60	-	-	4.60
<i>HS</i>	9.00	10.00	-	11.00	-	1.00	12.00	-	10.00	-	1.00	11.00
<i>Preschool</i>	-	-	-	0.40	-	-	0.40	-	-	-	-	-
Psychology	3.50	4.00	-	4.50	-	-	4.50	-	4.50	-	-	4.50
<i>Broadmeadow</i>	0.30	0.40	-	0.40	-	-	0.40	-	0.40	-	-	0.40
<i>Eliot</i>	0.30	0.40	-	0.40	-	-	0.40	-	0.40	-	-	0.40
<i>Hillside</i>	0.30	0.40	-	0.40	-	-	0.40	-	0.40	-	-	0.40
<i>Mitchell</i>	0.30	0.40	-	0.40	-	-	0.40	-	0.40	-	-	0.40
<i>Newman</i>	0.30	0.40	-	0.40	-	-	0.40	-	0.40	-	-	0.40
<i>Pollard</i>	1.00	1.00	-	1.00	-	-	1.00	-	1.00	-	-	1.00
<i>HS</i>	1.00	1.00	-	1.50	-	-	1.50	-	1.50	-	-	1.50

Staffing Summary by Department (continued):

	Total FY07 Actual	Total FY08 Budget	Admin FY09 Request	Teacher FY09 Request	Aide FY09 Request	Non Instr FY09 Request	Total FY09 Request	Admin FY09 Recomm	Teacher FY09 Recomm	Aide FY09 Recomm	Non Instr FY09 Recomm	Total FY09 Recomm
Nursing	8.00	9.00	0.60	9.90	-	1.00	11.50	0.50	8.50	-	-	9.00
District	1.10	0.60	0.60	-	-	1.00	1.60	0.50	-	-	-	0.50
Broadmeadow	1.00	1.50	-	2.00	-	-	2.00	-	2.00	-	-	2.00
Eliot	1.00	1.00	-	1.00	-	-	1.00	-	1.00	-	-	1.00
Hillside	1.00	1.00	-	1.00	-	-	1.00	-	1.00	-	-	1.00
Mitchell	1.00	1.00	-	1.00	-	-	1.00	-	1.00	-	-	1.00
Newman	0.50	1.00	-	1.00	-	-	1.00	-	1.00	-	-	1.00
Pollard	1.00	1.50	-	1.50	-	-	1.50	-	1.50	-	-	1.50
HS	1.40	1.40	-	2.40	-	-	2.40	-	1.00	-	-	1.00
Special Education	150.19	150.99	3.50	60.38	101.70	0.86	166.44	3.00	59.88	99.70	0.86	163.44
District	7.66	7.66	3.00	4.75	4.20	0.86	12.81	2.50	4.75	4.20	0.86	12.31
Broadmeadow	14.70	14.20	-	4.50	8.20	-	12.70	-	4.50	8.20	-	12.70
Eliot	12.40	12.80	-	4.80	8.00	-	12.80	-	4.80	8.00	-	12.80
Hillside	13.17	13.90	-	2.90	12.00	-	14.90	-	2.90	12.00	-	14.90
Mitchell	12.00	12.00	-	3.50	7.50	-	11.00	-	3.50	7.50	-	11.00
Newman	20.90	22.60	-	7.50	18.00	-	25.50	-	7.50	18.00	-	25.50
Pollard	34.30	33.30	-	12.80	21.00	-	33.80	-	12.80	21.00	-	33.80
HS	27.83	27.50	-	12.00	18.00	-	30.00	-	11.50	18.00	-	27.50
Preschool	7.23	7.03	0.50	7.63	4.80	-	12.93	0.50	7.63	4.80	-	12.93
Special Education Tuitions	-	-	-	-	-	-	-	-	-	-	-	-
Vocational Educalton	-	-	-	-	-	-	-	-	-	-	-	-
English Language Learngers (ELI)	-	1.10	-	4.00	-	-	4.00	-	0.40	3.15	-	3.55
District	-	0.60	-	0.50	-	-	0.50	-	0.40	-	-	0.40
Broadmeadow	-	-	-	-	-	-	-	-	-	0.20	-	0.20
Eliot	-	-	-	0.60	-	-	0.60	-	-	0.59	-	0.59
Hillside	-	-	-	1.00	-	-	1.00	-	-	0.77	-	0.77
Mitchell	-	-	-	0.20	-	-	0.20	-	-	0.21	-	0.21
Newman	-	-	-	0.20	-	-	0.20	-	-	0.21	-	0.21
Pollard	-	-	-	0.50	-	-	0.50	-	-	0.35	-	0.35
HS	-	0.50	-	1.00	-	-	1.00	-	-	0.83	-	0.83
Reading	7.00	7.40	-	7.60	-	-	7.60	-	7.40	-	-	7.40
Broadmeadow	1.40	1.80	-	2.00	-	-	2.00	-	1.80	-	-	1.80
Eliot	1.00	1.00	-	1.00	-	-	1.00	-	1.00	-	-	1.00
Hillside	1.30	1.30	-	1.30	-	-	1.30	-	1.30	-	-	1.30
Mitchell	1.30	1.30	-	1.30	-	-	1.30	-	1.30	-	-	1.30
Newman	2.00	2.00	-	2.00	-	-	2.00	-	2.00	-	-	2.00
Student 504 Compliance	-	1.50	-	-	1.50	-	1.50	-	-	1.50	-	1.50
K-12 Attendance	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal Student Services	191.49	198.59	5.10	110.78	103.20	3.86	222.94	4.50	103.28	104.35	2.86	214.99
K-12 Specialist Instruction												
Science Center	-	3.00	-	1.00	2.00	1.00	4.00	-	1.00	2.00	-	3.00
Broadmeadow	-	0.60	-	0.20	0.40	0.20	0.80	-	0.20	0.40	-	0.60
Eliot	-	0.60	-	0.20	0.40	0.20	0.80	-	0.20	0.40	-	0.60
Hillside	-	0.60	-	0.20	0.40	0.20	0.80	-	0.20	0.40	-	0.60
Mitchell	-	0.60	-	0.20	0.40	0.20	0.80	-	0.20	0.40	-	0.60
Newman	-	0.60	-	0.20	0.40	0.20	0.80	-	0.20	0.40	-	0.60
Educational Technology	12.43	12.70	-	6.80	5.80	-	12.60	-	6.60	5.80	-	12.40
District	1.00	1.00	-	-	1.00	-	1.00	-	-	1.00	-	1.00
Broadmeadow	0.60	0.60	-	0.80	-	-	0.80	-	0.60	-	-	0.60
Eliot	0.60	0.60	-	0.60	-	-	0.60	-	0.60	-	-	0.60
Hillside	0.50	0.50	-	0.50	-	-	0.50	-	0.50	-	-	0.50
Mitchell	0.40	0.40	-	0.40	-	-	0.40	-	0.40	-	-	0.40
Newman	0.50	0.50	-	0.50	-	-	0.50	-	0.50	-	-	0.50
Pollard	4.00	4.00	-	3.00	1.00	-	4.00	-	3.00	1.00	-	4.00
HS	4.83	5.10	-	1.00	3.80	-	4.80	-	1.00	3.80	-	4.80
Media Services	11.88	12.48	-	7.60	2.54	3.00	13.14	-	7.20	2.54	3.00	12.74
District	1.00	1.00	-	-	1.00	-	1.00	-	-	1.00	-	1.00
Broadmeadow	1.20	1.30	-	1.00	-	0.20	1.20	-	1.00	-	0.20	1.20
Eliot	0.80	0.90	-	0.80	-	0.20	1.00	-	0.60	-	0.20	0.80
Hillside	0.90	1.00	-	0.90	-	0.20	1.10	-	0.90	-	0.20	1.10
Mitchell	0.90	1.00	-	0.70	-	0.20	0.90	-	0.70	-	0.20	0.90
Newman	1.40	1.60	-	1.60	-	0.20	1.80	-	1.60	-	0.20	1.80
Pollard	2.00	2.00	-	1.00	-	1.00	2.00	-	1.00	-	1.00	2.00
HS	3.68	3.68	-	1.60	1.54	1.00	4.14	-	1.40	1.54	1.00	3.94

Staffing Summary by Department (continued):

	Total FY07 Actual	Total FY08 Budget	Admin FY09 Request	Teacher FY09 Request	Aide FY09 Request	Non Instr FY09 Request	Total FY09 Request	Admin FY09 Recomm	Teacher FY09 Recomm	Aide FY09 Recomm	Non Instr FY09 Recomm	Total FY09 Recomm
K-12 Dir. Media & Tech Services	2.00	2.00	1.00	-	-	1.00	2.00	1.00	-	-	1.00	2.00
Physical Education	15.80	16.80	-	17.05	-	-	17.05	-	16.80	-	-	16.80
<i>Broadmeadow</i>	1.00	1.00	-	1.20	-	-	1.20	-	1.20	-	-	1.20
<i>Eliot</i>	0.80	0.80	-	0.80	-	-	0.80	-	0.80	-	-	0.80
<i>Hillside</i>	0.80	0.80	-	0.80	-	-	0.80	-	0.80	-	-	0.80
<i>Mitchell</i>	1.00	1.00	-	0.85	-	-	0.85	-	0.80	-	-	0.80
<i>Newman</i>	1.20	1.20	-	1.20	-	-	1.20	-	1.20	-	-	1.20
<i>Pollard</i>	5.00	6.00	-	6.20	-	-	6.20	-	6.00	-	-	6.00
<i>HS</i>	6.00	6.00	-	6.00	-	-	6.00	-	6.00	-	-	6.00
Health Education (MS)	1.00	1.00	-	1.10	-	-	1.10	-	1.00	-	-	1.00
K-12 Dir. Health & Phys. Ed.	2.00	2.00	1.00	-	-	1.00	2.00	0.80	-	-	1.00	1.80
Fine Arts	14.90	14.90	-	16.04	-	-	16.04	-	15.00	-	-	15.00
<i>Broadmeadow</i>	0.77	0.77	-	0.90	-	-	0.90	-	0.90	-	-	0.90
<i>Eliot</i>	0.60	0.60	-	0.60	-	-	0.60	-	0.60	-	-	0.60
<i>Hillside</i>	0.60	0.60	-	0.60	-	-	0.60	-	0.60	-	-	0.60
<i>Mitchell</i>	0.80	0.80	-	0.84	-	-	0.84	-	0.80	-	-	0.80
<i>Newman</i>	1.10	1.43	-	2.00	-	-	2.00	-	1.10	-	-	1.10
<i>Pollard</i>	4.03	3.70	-	4.10	-	-	4.10	-	4.00	-	-	4.00
<i>HS</i>	7.00	7.00	-	7.00	-	-	7.00	-	7.00	-	-	7.00
Performing Arts	11.50	11.50	-	12.23	-	-	12.23	-	11.39	-	-	11.39
<i>Broadmeadow</i>	1.84	1.84	-	1.92	-	-	1.92	-	1.82	-	-	1.82
<i>Eliot</i>	1.04	1.04	-	1.10	-	-	1.10	-	1.02	-	-	1.02
<i>Hillside</i>	1.04	1.04	-	1.10	-	-	1.10	-	1.02	-	-	1.02
<i>Mitchell</i>	1.24	1.24	-	1.38	-	-	1.38	-	1.22	-	-	1.22
<i>Newman</i>	1.24	1.24	-	1.34	-	-	1.34	-	1.21	-	-	1.21
<i>Pollard</i>	3.10	3.10	-	3.30	-	-	3.30	-	3.10	-	-	3.10
<i>HS</i>	2.00	2.00	-	2.10	-	-	2.10	-	2.00	-	-	2.00
K-12 Dir. Fine & Perf. Arts	2.00	2.00	1.00	-	-	1.00	2.00	1.00	-	-	1.00	2.00
World Languages	18.40	18.40	-	19.40	-	-	19.40	-	19.00	-	-	19.00
<i>Broadmeadow</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Eliot</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Hillside</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Mitchell</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Newman</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Pollard</i>	6.00	6.00	-	6.60	-	-	6.60	-	6.20	-	-	6.20
<i>HS</i>	12.40	12.40	-	12.80	-	-	12.80	-	12.80	-	-	12.80
K-12 Dir. World Languages	0.30	1.00	0.80	-	-	-	0.80	0.80	-	-	-	0.80
Subtotal K-12 Specialists	92.21	97.78	3.80	81.22	10.34	7.00	102.36	3.60	77.99	10.34	6.00	97.93
GRAND TOTAL	580.84	593.36	33.45	424.30	114.54	60.84	633.14	31.15	406.37	115.69	54.41	607.61