



# *Needham School Committee*

*January 15, 2019*

*5:30 p.m. Executive Session*

*7:00 p.m. Open Session*

*Broadmeadow School  
School Committee Room*

*A school and community partnership that creates excited learners,  
inspires excellence, fosters integrity*





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## **SCHOOL COMMITTEE MEETING AGENDA**

**January 15, 2019**

**Broadmeadow School  
School Committee Room**

**Next School Committee Meeting: January 22, 2019 5:00 P.M.**

**5:30 p.m. Executive Session**

**7:00 p.m. Public Comments**

**7:05 p.m. School Committee Chair and Subcommittee Updates**

**7:05 p.m. Superintendent's Comments**

### **Discussion Items**

**7:10 p.m. FY20 Budget Consultation with Town Manager**

**7:30 p.m. Public Hearing on the FY20 Budget**

**8:15 p.m. Athletic Program Update and Budget Discussion**

### **9:00 p.m. Action Items**

Approve Establishment of Friends of Needham Hockey Scholarship

Approve Establishment of Needham High School Diamond Club Scholarship

### **School Committee Comments**

### **Information Items**

FY20 Revolving Funds Budget Requests

Town of Needham Chapter 40B Guidelines

Disposal of Surplus Items



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Executive Session**

Background Information:

Mr. Aaron Pressman, Chair, will convene the meeting. On a roll call vote, the committee will vote to go into executive session to discuss contract negotiations per MGL C30A, s.21(A) 2 to return to open session.



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Public Comments**

Background Information:

- The Chairperson will offer the opportunity for the public to speak to the School Committee on issues not on the agenda.



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **School Committee Chair and Subcommittee Update**

Background Information:

- The Chairperson and subcommittee members may offer brief updates on issues not on the agenda.

Members of the School Committee available for comment:

Aaron Pressman, Chair  
Michael Greis, Vice-Chair  
Connie Barr  
Heidi Black  
Andrea Longo Carter  
Susan Neckes  
Matthew Spengler



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Superintendent's Comments**

Background Information:

Superintendent Daniel E. Gutekanst will apprise the School Committee of events, information, and matters of interest not on the agenda.



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Discussion**

**FY20 Budget Consultation – Town Manager**

Background Information:

- Town Manager Kate Fitzpatrick will consult with the School Committee on the FY20 budget.

Persons Available for Presentation:

Ms. Kate Fitzpatrick, Town Manager  
Mr. David Davison, Assistant Town Manager / Director of Finance



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Discussion**

**Public Hearing on the FY20 School Budget**

Background Information:

- The public will be offered the opportunity to voice opinions, ask questions, and raise concerns regarding the proposed FY20 school budget for the School Committee's consideration.

Persons Available for Presentation:

Dr. Dan Gutekanst, Superintendent of Schools  
Dr. Alexandra Montes McNeil Assistant Superintendent for Human Resources  
Dr. Terry Duggan, Assistant Superintendent for Student Learning  
Ms. Anne Gulati, Assistant Superintendent for Finance and Operations  
Ms. Mary Lammi, Assistant Superintendent for Student Support Services



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Discussion**

**Athletic Program Update and Budget Discussion**

Background Information:

- Director of Athletics Dan Lee will present an update on the Athletic Programs.

Persons Available for Presentation:

Mr. Dan Lee, Director of Athletics  
Mr. Aaron Sicotte, Principal, Needham High School



## NEEDHAM PUBLIC SCHOOLS

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### MEMORANDUM

To: Dan Gutekanst, Superintendent  
From: Anne Gulati, Assistant Superintendent for Finance and Operations  
RE: Athletics Program Fiscal Sustainability Study  
Date: January 9, 2019

#### Introduction

For the past several years, the Needham Athletics Program has been projecting a structural budget deficit and relying on accumulated fund balance to sustain operations. Over this past year, the Assistant Director of Finance, Melissa Richard, has collaborated with the Athletics Director, Dan Lee, and the department bookkeeper, Dana Langley, to analyze the program's financial structure, to investigate funding alternatives and to make recommendations for a more fiscally sustainable program structure. Although several possible means of improving the long-term financial viability of the program were considered, the study ultimately focuses on an economically feasible and programmatically acceptable proposal to increase the Operating Budget contribution and increase user fees.

#### Athletics Program Overview

The Needham Athletics Program delivers a broad spectrum of competitive opportunities for student-athletes in Grades 6 – 12. As members of the Bay State Conference Herget Division, Needham High School athletes compete in 20 different sports at the Varsity, Junior Varsity and Freshman levels. The program also offers a variety of club sports throughout the year for Grade 9-12 athletes and at least three club sports each season for Grades 6-8. In partnership with the Special Olympics, Needham Athletics implemented the Unified Sports Program in FY19, bringing together athletes with and without intellectual disabilities to train and compete on the same team. The Unified Sports program was piloted with Track & Field and, based on the successful pilot, is expanding to include Basketball. The Athletic Program's roster of 98 teams creates 1,860<sup>+</sup> participation spots at the high school and 440<sup>+</sup> spots at the middle school level. The number of competitive opportunities for students in Needham far surpasses the surrounding communities' programs, which average generally 82 teams (see Appendix A.) The depth and rich diversity of the Needham Public Schools Athletics offering also exemplifies the District's commitment to providing an inclusive program designed to foster the development of well-rounded students.



## Needham Athletics Sports Offerings by Season:

Athletics Programs	Fall	Winter	Spring
<b>NHS Varsity, JV, Fr</b>	Football	Basketball	Baseball
	Fall Cheer	Ice Hockey	Softball
	Fall Dance	Indoor Track	Lacrosse
	Soccer	Gymnastics	Spring Track
	Field Hockey	Winter Cheer	Tennis
	Cross Country	Winter Dance	Volleyball
	Swim	Wrestling	Rugby
	Golf	Swim	
	Volleyball	Skiing	
<b>NHS Clubs</b>	Club Cheer	Club Cheer	Club Ultimate Frisbee
	Club Dance	Club Dance	Club Sailing
	Club Sailing	Club Bowling	Club Water Polo
		Club Squash	Club Rugby
		Club Snowboarding	Unified Sports Track & Field
		Club Ice Hockey	
<b>Middle School Clubs</b>	MS Cross Country	MS Basketball	MS Spring Track
	MS Field Hockey	MS Wrestling	MS Softball
	MS Volleyball	MS Dance	MS Ultimate Frisbee
			MS Volleyball

### Program Funding Sources

The Athletics Program is funded by three sources; the Revolving Fund, which is used to collect fees from participants and gate fees at select varsity games; the school Operating Budget, paid by local taxpayers; and Donations, which are sustained by the Boosters and the generosity of the community.

In its current structure, student-athletes pay a participation fee of \$285/interscholastic sport and \$225/club sport. While the interscholastic user fee has not changed since 2009, athletes participating in sports that have high venue rental fees, such as hockey, skiing and swimming, pay a surcharge ranging from \$50 - \$300 for a maximum potential participation fee of \$585/season. To help defray the overall cost of participation, the Program offers a family cap of \$1,140/year (equivalent of 4 user fees) and provides waivers for athletes facing financial hardship.

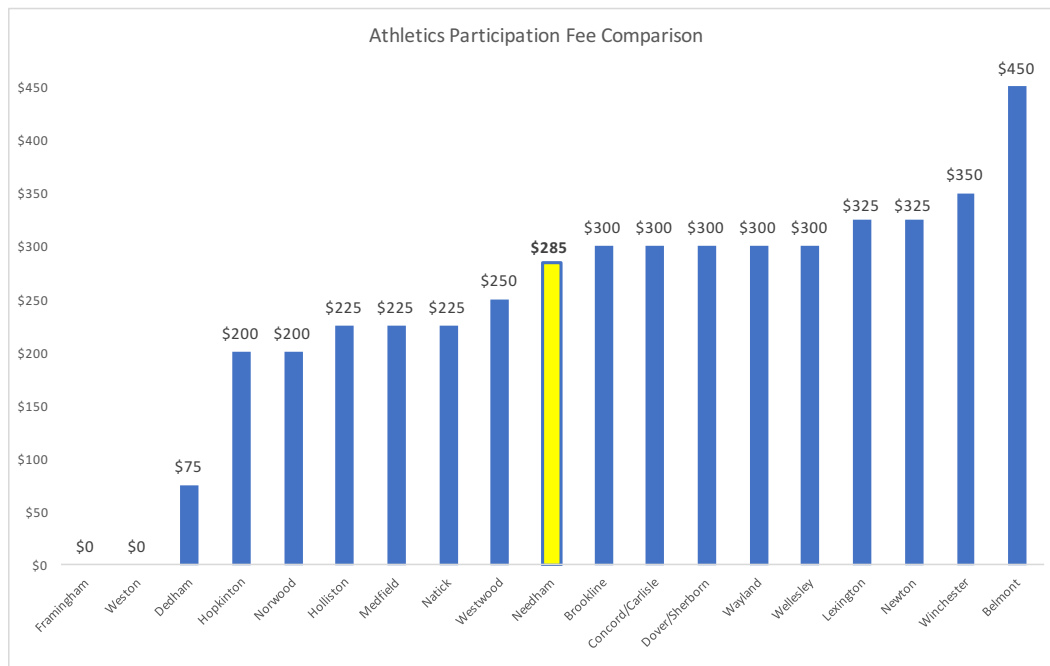
A summary of Needham's user fees and surcharges is presented in the table on the next page.



Athletics Participation Fee	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
User Fee	\$110	\$124	\$124	\$124	\$285	\$225	\$285	\$285
Family Cap						\$900	\$1,140	\$1,140
Hockey Surcharge							\$150	\$250

Athletics Participation Fee	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
User Fee	\$285	\$285	\$285	\$285	\$285	\$285	\$285	\$285	\$285
User Fee - Club, Middle School				\$225	\$225	\$225	\$225	\$225	\$225
Family Cap	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140
Hockey Surcharge	\$250	\$250	\$250	\$250	\$250	\$250	\$300	\$300	\$300
Ski Surcharge	\$250	\$250	\$250	\$250	\$250	\$250	\$300	\$300	\$300
Swim Surcharge	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Sailing Club Surcharge				\$175	\$175	\$175	\$175	\$175	\$175
Squash Club Surcharge					\$175	\$175	\$175	\$175	\$175
Bowling Club Surcharge					\$75	\$75	\$75	\$75	\$75
Fencing Club Surcharge						\$175	\$175	\$175	\$175
Snowboarding Club Surcharge						\$175	\$225	\$225	\$225
Water Polo Club Surcharge						\$75	\$75	\$75	\$75
Ice Hockey Club Surcharge									\$175
MS Volleyball Surcharge							\$25	\$25	\$25
MS Basketball Surcharge							\$25	\$25	\$25
MS Wrestling Surcharge							\$25	\$25	\$25
MS Softball Surcharge							\$25	\$25	\$25

The graph below compares the participation fee in Needham to that of our surrounding communities. Needham's user fee of \$285 is relatively close to, but slightly higher than, the group average of \$273 (see Appendix B.) Similar to Needham, some programs such as Newton and Medfield also charge an incremental surcharge for sports such as hockey, skiing and swimming.





As evident from the table below, revolving fees contribute the largest share of program revenues at 56-57%, while operating sources contribute about 41% of program revenues. Donations contribute only 2-3% of Program receipts.

Needham Athletics Program Funding	2015 Actuals	2016 Actuals	2017 Actuals *	2018 Actuals	2019 Projected	2016 Y/Y%	2017 Y/Y%	2018 Y/Y%	2019 P Y/Y%
Revolving Fund: User Fees	\$483,630	\$525,058	\$632,282	\$632,353	\$648,585	9%	20%	0%	3%
Revolving Fund: Gate Receipts	\$75,000	\$99,520	\$107,828	\$73,034	\$90,216	33%	8%	-32%	24%
Operating Fund	\$478,274	\$474,377	\$487,183	\$524,348	\$520,785	-1%	3%	8%	-1%
Donation Fund	\$51,560	\$45,859	\$43,972	\$38,985	\$26,000	-11%	-4%	-11%	-33%
<b>Total Athletics Funding Sources</b>	<b>\$1,088,464</b>	<b>\$1,144,815</b>	<b>\$1,271,265</b>	<b>\$1,268,720</b>	<b>\$1,285,586</b>	<b>5%</b>	<b>11%</b>	<b>0%</b>	<b>1%</b>
% Revolving	51%	55%	58%	56%	57%				
% Operating	44%	41%	38%	41%	41%				
% Donations	5%	4%	3%	3%	2%				

\* 2017 the Middle School Program transitioned from Community Education to the Athletics Department.

In FY18, gate receipts of \$73,034 and user fees of \$632,353 collectively accounted for 56% of available funding for the Athletics Program. Gate fees, set at \$7 for adults and \$5 for students & senior citizens, have proven to be a volatile program funding source, fluctuating based on team performance and weather conditions. Gate fee revenue also fluctuates each alternating year, when Needham hosts the Thanksgiving Football Game against Wellesley (2017, 2019.) (In those years, Needham collects gross revenue, which is offset by a profit sharing payment to Wellesley, reflected in expense.) User fees also can be variable each year, rising and falling with the level of student interest in a particular sport and by the number of fee waiver requests. In FY18, 111 fee waiver requests were granted to enable participation regardless of a student-athlete's financial circumstances; this \$24,585 in foregone user fee revenue was offset by donations from the Boosters Organization.

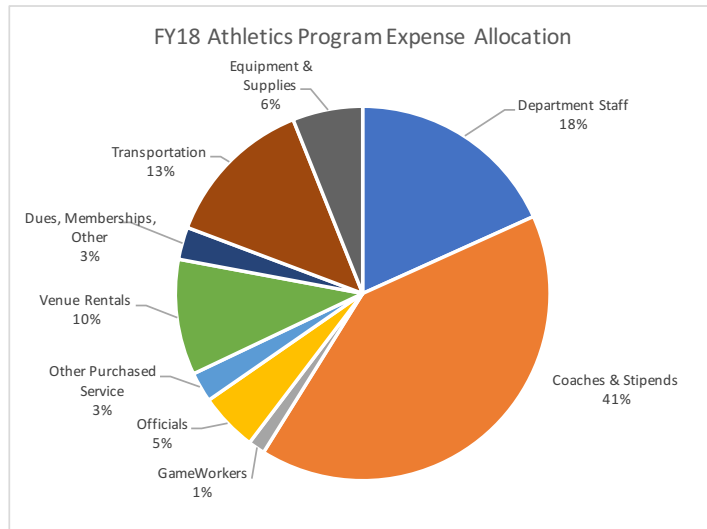
The Operating Budget (General Fund) contributes about 41% of the Athletics Program's total revenues each year. While this contribution increases annually to cover contractual salary obligations, over the last five years, the percentage of funding from the operating fund has remained relatively static, making up 41% of the total funds available to support the Athletics Program.

Donations, including fee waivers, account for 2-3% of the funding available to the athletics program. The Boosters have committed \$24,000 each year to offset user fee waivers, however the amount of incremental donations beyond the fee waivers has been declining steadily each year, making donations an unstable funding source. The FY19 projection of \$26,000 is conservative and only reflects committed donations to-date.



## Program Expenses

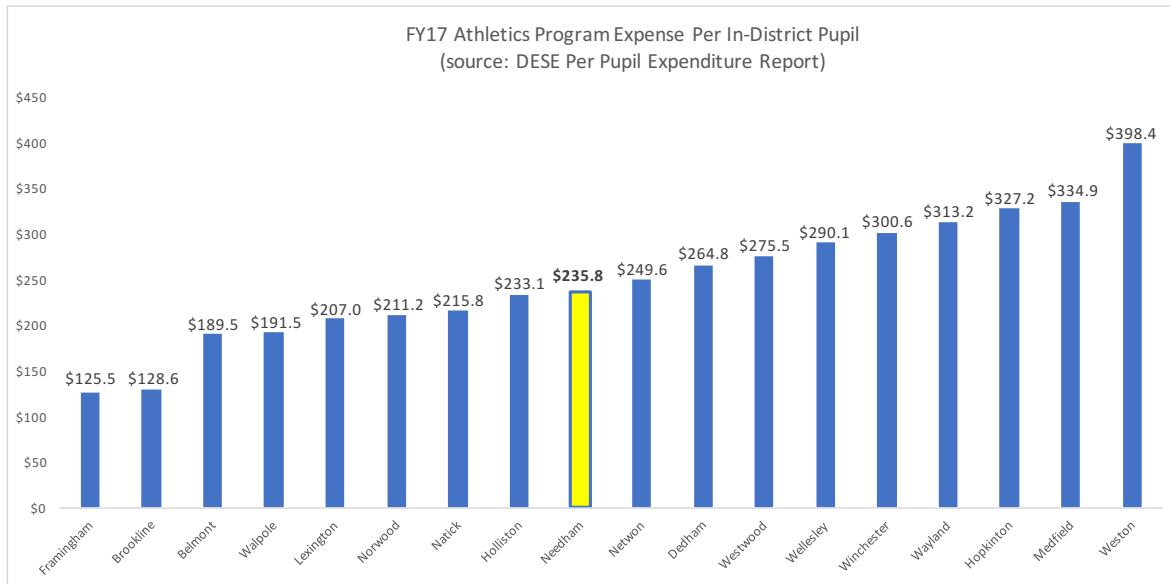
The Athletics Program expenses total approximately \$1.3 million annually.



As evident in the chart above, in FY18, the largest categories of the expenditure budget were coaching stipends, staff salaries, transportation and venue rentals. The program employed approximately 158 coaches, who were paid stipends totaling \$516,274 per year. The coaching positions include head coaching positions, as well as assistant coaches, who provide supervision and support for each team. The Department also is managed by the Director of Athletics, the Assistant Director and 1.3 FTE bookkeeping staff. The transportation expense of \$167,938 consumed 13% of the budget in FY18, and has been steadily increasing since 2015. The Athletics Program relies on contract service providers, as well as charter buses provided by the Needham Public Schools Transportation Department, to transport teams to and from games. Venue rentals accounted for 10% of the expenditure budget. The FY18 venue rental expense of \$127,012 was required to secure ice time, pool time, mountain lift tickets and, in the Spring, to reserve indoor practice space when the fields are not thawed and approved for use in time for the start of the spring season. The remaining expenses included uniforms & equipment of \$76,952, as well as \$35,323 for other expenses such as conference dues and memberships, scheduling and registration software, meetings and maintenance on the newly mandated AED equipment (see Appendix C.)

These expenses, when measured on a “per in-District pupil” basis, compare favorably to surrounding communities. The FY17 Needham Athletics Program, per pupil expense of \$235.80 was lower than the comparable community group average of \$249.60. This metric, based on the latest DESE published data, also provides context for evaluating the Athletic Program’s total expenses relative to the district’s student population. In this frame of reference, it is reasonable to conclude that the Needham Athletics program expense is proportionately sized for the District’s student population. A graph depicting comparable per pupil expenditures is displayed on the next page.





### Program Funding Structure & Fiscal Sustainability

Although program expenditures compare favorably to our comparison communities and appear to be sized appropriately for our overall student population, the program revenues have not been keeping pace with program expenditures. In best practice, a fiscally sustainable revolving fund program matches current year revenues to current year expense and also maintains a fund balance equivalent to three months of operating expenses, intended to address the seasonality of expenditures.

As evident from the table below, revolving fund net income has been in decline for the past four years and was negative in FY18 (deficit of \$41,948) requiring a one-time allocation of year end funds. The fund is projected to end in a deficit position again in FY19. Said differently, current year revenues are failing to keep pace with current year expenditures to a greater extent every year.

These revolving fund deficits have caused the ending fund balance position to erode. This is important because the fund relies on the ending fund balance to accommodate fluctuations in enrollment, to cover unexpected expenditures, and to provide the cash flow necessary to cover summer expenses prior to fee revenues being collected in the fall. The fund balance has neither met the targeted three months of operating expenses (\$224,201) nor has it been stable given the net income deficits.

Needham Athletics Revolving Fund	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Projected
Revolving Fund Revenues	\$558,630	\$624,578	\$740,110	\$705,387	\$738,801
Revolving Fund Expenses	\$558,472	\$590,825	\$728,350	\$747,335	\$779,809
Net Income Surplus/(Deficit)	\$158	\$33,753	\$11,760	(\$41,948)	(\$41,008)
Revolving Fund Ending Balance	\$46,099	\$79,852	\$91,612	\$49,664	\$8,656
One-Time Allocation of Year End Funds to Address FY18 Deficit				\$36,950	
Revised Net Income Surplus/(Deficit)				(\$4,998)	(\$41,008)
Revised Revolving Fund Ending Balance	\$46,099	\$79,852	\$91,612	\$86,614	\$45,606
Targeted 3 Months Expenditures				\$224,201	

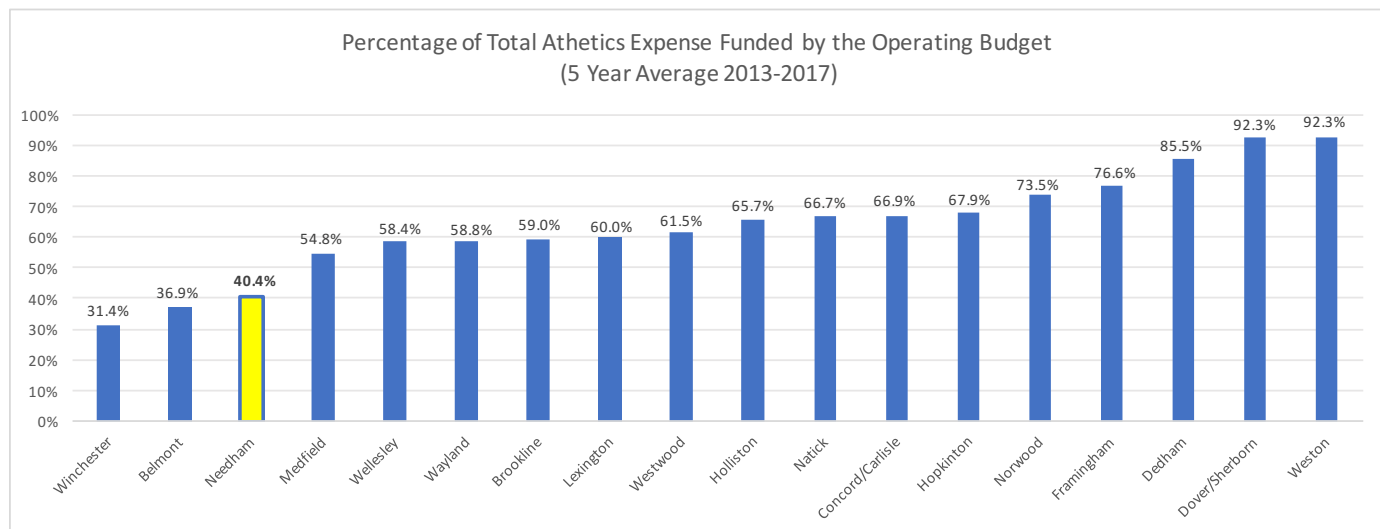


Going forward, given our expectation for ongoing increases in program costs, we expect that the size of the budget imbalance will grow and that our current fund balance will be reduced and ultimately depleted. The table below projects program revenues and expenditures assuming constant student participation and a 3% expenditure growth rate. Unless new revenue can be found, or program expenditures curtailed, the Program budget will become increasingly unsustainable over time.

Needham Athletics Revolving Fund	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected
Revolving Fund Revenues	\$738,801	\$738,801	\$738,801	\$738,801	\$738,801
Revolving Fund Expenses	\$779,809	\$803,203	\$827,299	\$852,118	\$877,682
Revolving Fund Surplus/(Deficit)	(\$41,008)	(\$64,402)	(\$88,498)	(\$113,317)	(\$138,881)
Revolving Fund Ending Balance	\$45,606	(\$18,796)	(\$107,295)	(\$220,612)	(\$465,422)
Targeted 3 Months Expenditures	\$233,943	\$240,961	\$248,190	\$255,636	\$263,305

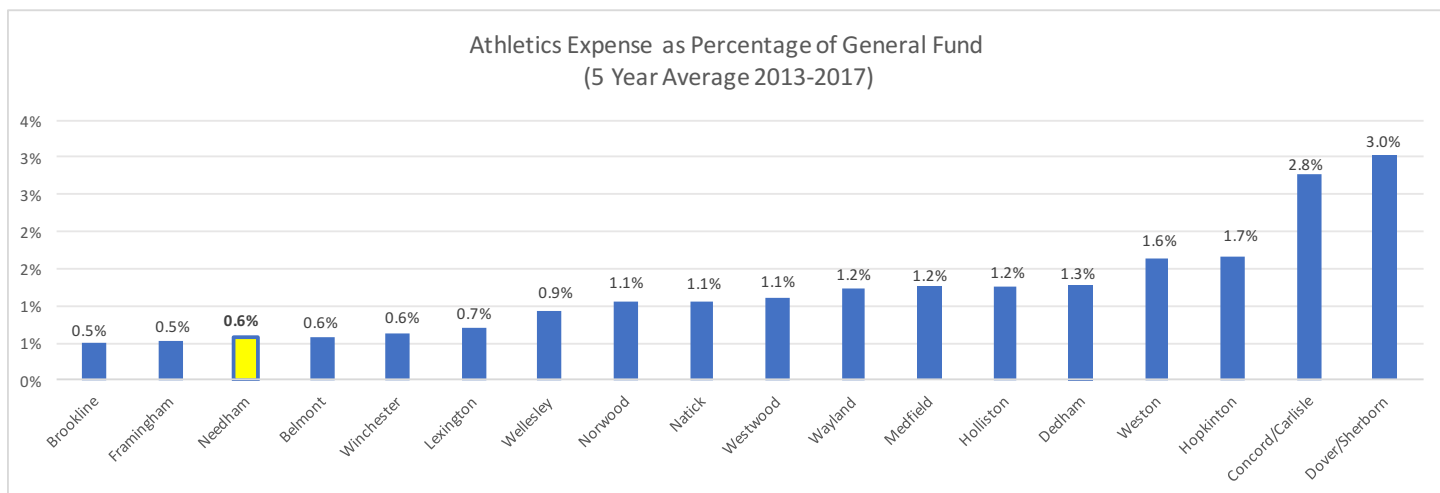
An analysis of the Athletics Program budget reveals several reasons for the persistent structural imbalance:

First, and primarily, in Needham, the Operating Budget (General Fund) contributes a smaller share of overall program funding, than in comparison districts. As evident from the chart below, only 40.4% of the Athletics program was paid by operating sources between FY13-17, compared to 63.8% in the surrounding communities.

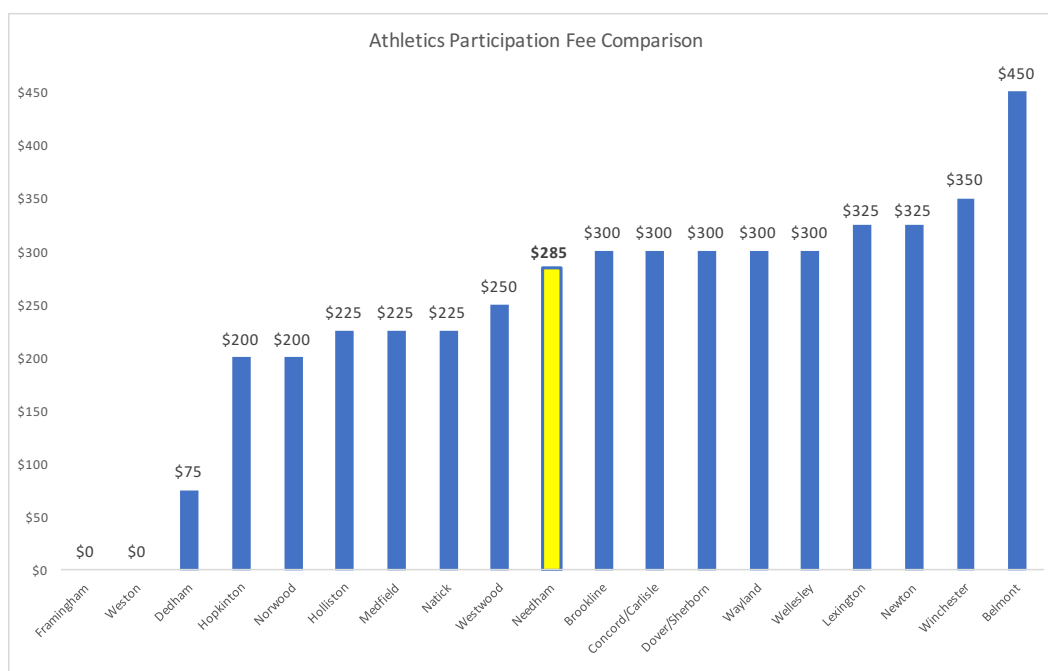


This same disparity is seen in the chart below, as well, which examines athletics expenses as a percentage of overall General Fund spending. Our comparison communities spent 1.2% of their General Fund revenues on Athletics Program expenses, between FY13-17. Again, Needham fell well below the group average, contributing only an average of 0.6% of the General Fund to the Athletics Program.





The relatively low Operating Budget contribution correlates to a higher fee level for Needham athletes, as we have already seen in the fee comparison chart below. Our user fee of \$285 is higher than the group average of \$273 (see Appendix B.) Similar to Needham, some programs such as Newton and Medfield also charge a surcharge for sports such as hockey, skiing and swimming.



These significant trends highlight Needham's relatively greater reliance on user fees and donations to sustain the program, compared to other communities. Additionally, the over-reliance on fees is made problematic by following additional factors:

1. The higher-than-average fee structure limits Needham's ability to continue to raise user fee revenues to fund future program budgets.



2. An analysis of program expenses on a per/sport basis, excluding program administration expense, reveals that most interscholastic team expenses are not sustained by the current user fee of \$285/interscholastic sport and \$225/club sport. This is the case especially for the interscholastic teams that incur transportation and venue expenses, such as football, wrestling, swim, hockey, basketball, lacrosse, and swim. The results for club sports are mixed: the club programs at the High School are largely sustained 80% by the fees collected, compared to the middle school clubs, which are generally self-sustaining, driven largely by the high number of participants in cross-country, dance and volleyball.
3. Adjusting the participation fee to reflect the true cost of the programs, excluding administrative costs, would result in recommended fees varying dramatically by sport with interscholastic sports averaging \$525/user and club sports averaging \$282/user. In addition, the fees charged at the High School level would far surpass the athletic fees charged by surrounding communities and could be cost prohibitive for some families resulting in lower participation and thereby lower revenues.
4. In addition, the program provides fee relief to families in the form of a family cap and fee waivers. The family cap of \$1,140/family is met by 20 – 25 families each year and accounts for roughly \$6,885 in forgone revenue annually. The Boosters also donate \$24,000 each year to offset the impact of financial need-based fee waivers offered to needy students. Although these amounts are not significant elements of the overall budget, they represent foregone revenue that is only partially offset by the generosity of the Boosters.
5. The surcharge revenues collected represent only about half of the actual venue rental expenses they are intended to offset. Although the surcharge structure has expanded since FY11, it has remained unchanged since FY17. By contrast venue expenses have risen by 16% since FY17. Currently, the surcharges generate \$66,575 in fee revenue annually, which is significantly less than the FY19 venue rental budget of \$127,500.

### Recommendations for Long-Term Program Sustainability

On a long-term basis, the Needham Public Schools Athletic Department has a goal of providing: a broad spectrum of competitive opportunities for student-athletes in Grades 6 – 12 that foster the development of well-rounded students; an inclusive program that provides opportunities for all students to participate; and a program that is financially sound and affordable for families.

With these goals in mind, four potential strategies for achieving fiscal sustainability were examined, with Option D as the preferred recommendation for School Committee consideration. These options include: a) substantially increasing operating budget support to a level comparable to that of surrounding communities; b) substantially increasing user fees to fund fee-based operations; c) reducing program expenditures and d) a combination of all three previous options.

#### Option A: Increasing Operating Budget Support to a Level Comparable to That of Surrounding Communities:

The impact of changing the mix of the Needham Athletic Program's funding from the current approximate 40% Operating - 60% Fee/Donation shares is illustrated below. To achieve a model structured similar to the group average model of 63.8% of program expense funded by the operating budget, a \$325,784 increase to the current operating fund contribution of \$520,785 would be required. With a total operating budget contribution of



\$846,639, the program could then consider reducing fees below \$200, as illustrated in the chart below. However, given current budgetary constraints, this recommendation was judged to be economically infeasible.

Operating Fund Increase	Funding Sources				Program Funding Mix			Resulting Expense Allocation				Current Year Surplus / (Deficit)
	\$ Operating	\$ Revolving	\$ Donations	Total Funding \$	% Operating	% Revolving	% Donations	Operating Expense \$	Revolving Fund Expense \$	Donations Expense \$	Total Expense \$	
\$325,854	\$846,639	\$456,382	\$24,000	\$1,327,021	63.8% group avg	34.4%	1.8%	\$846,639	\$456,382	\$24,000	\$1,327,021	-

#### Option B: Increasing User Fees to Fund Fee-Based Operations:

The impact of relying on the user fees to cover ongoing operational needs also was analyzed and is presented below. It is important to note, however, that when considering increasing a fee in a structure that already exceeds the average of that of surrounding communities there is a “breaking point” at which fees become cost prohibitive for users and thereby lower participation negatively impacts the revenues. In this scenario, increasing the user fee from the current \$285 to \$330 in FY20 could resolve the current year deficit and build a fund balance of one month expense. This fix however is not projected to be sustainable into the following year. Modeling 3% expense growth, the expenses would again outpace revenue generated causing the program to rely once again on consuming fund balance.

	User Fee	Funding Sources				Funding Mix			Resulting Expense Allocation (3% growth)				Current Year Surplus / (Deficit)	Projected Fund Balance
		Operating	Revolving	Donations	Total Funding \$	% Operating	% Revolving	% Donations	Operating Expense \$	Revolving Fund Expense \$	Donations Expense \$	Total Expense \$		
FY20	\$300	\$520,785	\$815,041	\$24,000	\$1,359,826	38.3%	59.9%	1.8%	\$520,785	\$782,236	\$24,000	\$1,327,021	\$32,805	\$76,755
FY21		\$520,785	\$815,041	\$24,000	\$1,359,826	38.3%	59.9%	1.8%	\$520,785	\$822,047	\$24,000	\$1,366,832	-\$7,006	\$69,749
FY22		\$520,785	\$815,041	\$24,000	\$1,359,826	38.3%	59.9%	1.8%	\$520,785	\$863,052	\$24,000	\$1,407,837	-\$48,011	\$21,739

#### Option C: Reducing Program Expenditures:

Another option for achieving fiscal sustainability is to significantly reduce program expenses. The easiest way to achieve such reductions would be to reduce program administration and/or those interscholastic teams that incur transportation and venue expenses, such as football, wrestling, swim, hockey, basketball, lacrosse, and swim. Any such changes would have offsetting negative effects on gate receipts and student supervision however, that would likely outweigh the initial budgetary gains. A reduction to sports like football and basketball would result in lost gate fees, which the program depends upon for financial support. In addition, the Athletic Director and Assistant Director are needed to safely and effectively supervise 2,300 student athletes competing on 98 teams across the District. (As noted in the introduction, this program scope surpasses the surrounding communities’ programs, which average generally 82 teams.) Finally, curtailing program options would limit access and participation options for students, which has been an important goal for this program.

#### Option D: Increasing Operating Budget Contribution and User Fees; Reducing Program Expenditures:

The most economically feasible and programmatically acceptable alternative for balancing the Athletic Program budget over time appears to involve a combination of strategies, including: increasing the Operating Budget contribution and increasing user fees:

1. Commit to annually increasing the contribution from the Operating Budget over the next five years, starting with an increase of \$40,000 in addition to the \$7,025 requested in FY20 for Unified Sports. In subsequent years, the Operating Budget would be increased by the following additional, incremental amounts: FY21 \$35,000, FY22 \$30,000, FY23 \$25,000, and FY24 \$20,000. This recommendation



would ease the financial burden on families and would facilitate students' access to program opportunities.

2. Increase the user fee by \$15 for interscholastic sports (from \$285 to \$300) and by \$10 for High School club and middle school sports (from \$225 to \$235), as noted in the chart below. Additionally, the surcharges for hockey, ski, swim sailing, squash, bowling, fencing, snowboarding and water polo would be raised to offset an additional amount, although not all, venue expense. The 5% requested increase in the user fees and 10% increase in the surcharges could yield additional revolving fund fee revenue of \$37,305 per year. (Increasing the user fee by 5% to \$300/interscholastic and \$235/club, could potentially increase revenues by \$31,200. Increasing the venue surcharges by 10% could increase user fee revenue by \$6,115.) This recommendation would equitably spread the impact of a fee increase across all participants, while attempting to recover more of the venue rental expense for high cost sports. Additionally, although the resulting \$300 user would continue to exceed the \$273 comparable group average, it still would be comparable with several peer towns, and would be equivalent to the \$300 fee 'mode' in the comparable community chart.

As illustrated below, this recommendation of ongoing increases gradually shifts the mix of funding closer to a 50/50% split and is more closely aligned to the funding structure of surrounding communities. It holds the fee constant at \$300 per year for parents and builds a one month fund balance for unexpected expenses, cash flow needs and contingency reserves.

*\* assumes FY20 5% fee increase, 10% surcharge increase \**

	Operating Fund Increase	Funding Sources				Funding Mix			Resulting Expense Allocation (3% growth)				Current Year Surplus / (Deficit)	Projected Fund Balance
		Operating	Revolving	Donations	Total Funding \$	% Operating	% Revolving	% Donations	Operating Expense \$	Revolving Fund Expense \$	Donations Expense \$	Total Expense \$		
	current mix	\$520,785	\$743,048	\$24,000	\$1,287,833	40.4%	57.7%	1.9%	\$520,785	\$782,236	\$24,000	\$1,327,021	(\$39,188)	\$4,762
FY20	\$47,024	\$567,809	\$780,353	\$24,000	\$1,372,162	41.4%	56.9%	1.7%	\$567,809	\$735,212	\$24,000	\$1,327,021	\$45,141	\$90,747
FY21	\$35,000	\$602,809	\$780,353	\$24,000	\$1,407,162	42.8%	55.5%	1.7%	\$602,809	\$740,023	\$24,000	\$1,366,832	\$40,330	\$131,077
FY22	\$30,000	\$632,809	\$780,353	\$24,000	\$1,437,162	44.0%	54.3%	1.7%	\$632,809	\$751,028	\$24,000	\$1,407,837	\$29,325	\$160,403
FY23	\$25,000	\$657,809	\$780,353	\$24,000	\$1,462,162	45.0%	53.4%	1.6%	\$657,809	\$768,263	\$24,000	\$1,450,072	\$12,090	\$172,493
FY24	\$20,000	\$677,809	\$780,353	\$24,000	\$1,482,162	45.7%	52.6%	1.6%	\$677,809	\$791,765	\$24,000	\$1,493,574	(\$11,412)	\$161,081



## Appendix A: Comparison of Athletics Offerings by District

District	Total Athletics Offerings	High School Level	Middle School Level
Needham	98	85	13
Wellesley	86	69	17
Newton North	82	70	12
Natick	82	72	10
Hopkinton	78	66	12
Lexington	75	65	10
Winchester	65	65	n/a
Brookline	59	51	8

## Appendix B: User Participation Fees

District	User Fee	Family Cap	Surcharges
Framingham	\$0		
Weston	\$0		
Dedham	\$75	\$300	
Hopkinton	\$200	no cap	
Norwood	\$200	\$800	
Holliston	\$225	\$1,125	
Medfield	\$225		\$250 Basketball, \$300 Hockey, Diving
Natick	\$225	\$675	\$175 Hockey, Skiing
Westwood	\$250	\$750	
Needham	\$285	\$1,140	
Brookline	\$300		
Concord/Carlisle	\$300		
Dover/Sherborn	\$300	\$1,325	
Wayland	\$300	\$1,200	
Wellesley	\$300	\$1,800	
Lexington	\$325	\$850	
Newton	\$325	\$975	\$100 Hockey, Football, Skiing
Winchester	\$350	\$1,400	
Belmont	\$450	2nd sport= \$300, 3rd sport=\$150	



## Appendix C: Needham Athletics Expense

Needham Athletics Program Expense	2015 Actuals	2016 Actuals	2017 Actuals *	2018 Actuals	2019 Projected *	2016 Y/Y%	2017 Y/Y%	2018 Y/Y%	2019P Y/Y%
Salaries: Staff, Coaches, Trainers, Game Workers	\$660,134	\$654,016	\$738,191	\$768,891	\$816,831	-1%	13%	4%	6%
Prof. Svcs: Officials, Trainers, Police, Custodial	\$148,054	\$120,912	\$148,309	\$94,967	\$95,535	-18%	23%	-36%	1%
Transportation	\$106,821	\$135,267	\$150,775	\$167,938	\$174,785	27%	11%	11%	4%
Venues: Ice & Pool Rentals, Lift Tickets	\$80,012	\$97,293	\$109,534	\$127,012	\$127,500	22%	13%	16%	0%
Equipment & Supplies	\$69,663	\$58,745	\$68,547	\$76,952	\$73,994	-16%	17%	12%	-4%
Other: Dues, Memberships, Software, Meetings	\$35,495	\$44,804	\$49,639	\$35,323	\$37,950	26%	11%	-29%	7%
<b>Total Athletics Program Expenses</b>	<b>\$1,100,180</b>	<b>\$1,111,036</b>	<b>\$1,264,994</b>	<b>\$1,271,083</b>	<b>\$1,326,594</b>	<b>1%</b>	<b>14%</b>	<b>0.5%</b>	<b>4%</b>
Salaries % of Total	60%	59%	58%	60%	62%				
Professional Services % of Total	13%	11%	12%	7%	7%				
Transportation % of Total	10%	12%	12%	13%	13%				
Venues % of Total	7%	9%	9%	10%	10%				
Equipment & Supplies % of Total	6%	5%	5%	6%	6%				
Misc Other % of Total	3%	4%	4%	3%	3%				

\* 2017 the Middle School Program transitioned from Community Education to the Athletics Department.

\* 2017 & 2019 Other Expense includes Thanksgiving Day Football Game profits sharing w/ Wellesley as expense.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>High School Athletics</b>
<b>Fund Manager:</b>	<b>High School Athletics Director</b>
<b>Executive Summary:</b>	<b>Recommendations to Structure a Fiscally Sustainable Program:</b> <ul style="list-style-type: none"><li>- Increase the User Fee by \$15 from \$285 to \$300/Interscholastic and from \$225 to \$235/ Club &amp; Middle School.</li><li>- Increase Surcharges by approximately 10%.</li><li>- Increase the FY20 Operating Fund Allocation by \$40,000 per Fiscal Sustainability Recommendations and \$7,024 to support the implementation of a Unified Sports Basketball team.</li></ul> <b>New Programs Implemented:</b> <ul style="list-style-type: none"><li>- Unified Sports Track, Unified Sports Basketball, Club Ice Hockey.</li></ul>

### Fund Description:

This account funds the activities of the Needham Athletics Program offering a broad spectrum of competitive opportunities for student-athletes in Grades 6-12. The Athletic Program's roster of 98 teams creates 1,860<sup>+</sup> participation spots at the high school and 440<sup>+</sup> spots at the middle school level. The number of competitive opportunities for students in Needham far surpasses the surrounding communities' programs, which average generally 82 teams. In partnership with the Special Olympics, Needham Athletics implemented the Unified Sports Program in FY19, bringing together athletes with and without intellectual disabilities to train and compete on the same team. The Unified Sports program was piloted with Track & Field and, based on the successful pilot, is requesting funding to expand the program offering to include Basketball. The depth and rich diversity of the Needham Public Schools Athletics offering also exemplifies the District's commitment to providing an inclusive program designed to foster the development of well-rounded students.

The current fee for High School interscholastic athletics is \$285 per athlete, per sport, with some athletes paying a surcharge to offset the cost of renting their venues: hockey players and skiers pay a \$300 surcharge, while swimmers & divers pay an additional \$50. Fees are capped at \$1,140/family, or the equivalent of four user fees. In addition, athletes pay \$225 to participate in 'no cut' club sport teams in the following areas: Sailing (Fall & Spring), Sub-varsity Cheer and Dance (Fall & Winter), Boys and Girls Ultimate Frisbee (Spring), Bowling (Winter), Squash (Winter), Fencing (Winter), Snowboarding (Winter), and Water Polo (Spring.)

The athletic program derives funding from the regular school operating budget, user fees, gate fees and donations.

### Enabling Legislation:

M.G.L. Chapter 71, Section 47.

### Support for District Vision, Mission, Goals and Objectives:

The Athletics Program supports District Goal 2.0, which ensures that students develop the knowledge and skills that empower healthy, resilient, and culturally proficient global citizens who commit to act with integrity, respect, and compassion.



## Critical Issues:

The most critical issue facing the Athletic Department is the ability to continue delivering a high level of programming to growing numbers of students, while managing the financial operations at a sustainable level. In best practice, a fiscally sustainable revolving fund program matches current year revenues to current year expense and also maintains a fund balance equivalent to three months of operating expenses, intended to address the seasonality of expenditures.

In recent years the current year revenue receipts of the revolving fund have not been sufficient to cover both the current year expenses and also maintain the targeted three months of expenses. As illustrated in the chart below, the fund has been operating with a persistent deficit which must be addressed to structure a fiscally sustainable model. Based on the FY19 projection, the revenue shortfall causes a (\$41,008) deficit in the current year, depleting the fund balance to \$45,606.

Needham Athletics Revolving Fund	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Projected
Revolving Fund Revenues	\$558,630	\$624,578	\$740,110	\$705,387	\$738,801
Revolving Fund Expenses	\$558,472	\$590,825	\$728,350	\$747,335	\$779,809
Net Income Surplus/(Deficit)	\$158	\$33,753	\$11,760	(\$41,948)	(\$41,008)
Revolving Fund Ending Balance	\$46,099	\$79,852	\$91,612	\$49,664	\$8,656
One-Time Allocation of Year End Funds to Address FY18 Deficit				\$36,950	
Revised Net Income Surplus/(Deficit)				(\$4,998)	(\$41,008)
Revised Revolving Fund Ending Balance	\$46,099	\$79,852	\$91,612	\$86,614	\$45,606
Targeted 3 Months Expenditures				\$224,201	

Additionally, five year projections indicate that the program budget will become increasingly unsustainable over time and the that the current fund balance will be reduced and ultimately depleted unless new revenue can be found or the program's financial structure is addressed. In response to the projected deficit, a study of the program's financial structure was completed in January 2019 and recommendations from the study to structure a fiscally sustainable program are included in the FY20 budget requests of both the Operating Budget and this Revolving Fund.

## Critical Issues Addressed:

The program sustainability analysis concluded that the most economically feasible and programmatically acceptable alternative for balancing the Athletic Program budget over time involves a combination of strategies, including: increasing the Operating Budget contribution and increasing the user fees:

1. Commit to annually increasing the contribution from the Operating Budget over the next five years, starting with an increase of \$40,000 in addition to the \$7,025 requested in FY20 for Unified Sports. In subsequent years, the Operating Budget would be increased by the following additional, incremental amounts: FY21 \$35,000, FY22 \$30,000, FY23 \$25,000, and FY24 \$20,000. This recommendation would ease the financial burden on families and would facilitate students' access to program opportunities.
2. Increase the user fee by \$15 for interscholastic sports (from \$285 to \$300) and by \$10 for High School club and middle school sports (from \$225 to \$235), as noted in the chart below. Additionally, the



surcharges for hockey, ski, swim sailing, squash, bowling, fencing, snowboarding and water polo would be raised to offset an additional amount, although not all, venue expense. The 5% requested increase in the user fees and 10% increase in the surcharges could yield additional revolving fund fee revenue of \$37,305 per year. (Increasing the user fee by 5% to \$300/interscholastic and \$235/club, could potentially increase revenues by \$31,200. Increasing the venue surcharges by 10% could increase user fee revenue by \$6,115.) This recommendation would equitably spread the impact of a fee increase across all participants, while attempting to recover more of the venue rental expense for high cost sports. Additionally, although the resulting \$300 user would continue to exceed the \$273 comparable group average, it still would be comparable with several peer towns, and would be equivalent to the \$300 fee 'mode' in the comparable community chart.

As illustrated below, this recommendation of ongoing increases gradually shifts the mix of program funding closer to a 50/50% split and is more closely aligned to the funding structure of our peer communities. The budget model holds the fee constant at \$300 per year for parents and builds a one month fund balance for unexpected expenses, cash flow needs and contingency reserves.

\* assumes FY20 5% fee increase, 10% surcharge increase \*

	Operating Fund Increase	Funding Sources				Funding Mix			Resulting Expense Allocation (3% growth)				Current Year Surplus / (Deficit)	Projected Fund Balance
		Operating	Revolving	Donations	Total Funding \$	% Operating	% Revolving	% Donations	Operating Expense \$	Revolving Fund Expense \$	Donations Expense \$	Total Expense \$		
	current mix	\$520,785	\$743,048	\$24,000	\$1,287,833	40.4%	57.7%	1.9%	\$520,785	\$782,236	\$24,000	\$1,327,021	(\$39,188)	\$4,762
FY20	\$47,024	\$567,809	\$780,353	\$24,000	\$1,372,162	41.4%	56.9%	1.7%	\$567,809	\$735,212	\$24,000	\$1,327,021	\$45,141	\$90,747
FY21	\$35,000	\$602,809	\$780,353	\$24,000	\$1,407,162	42.8%	55.5%	1.7%	\$602,809	\$740,023	\$24,000	\$1,366,832	\$40,330	\$131,077
FY22	\$30,000	\$632,809	\$780,353	\$24,000	\$1,437,162	44.0%	54.3%	1.7%	\$632,809	\$751,028	\$24,000	\$1,407,837	\$29,325	\$160,403
FY23	\$25,000	\$657,809	\$780,353	\$24,000	\$1,462,162	45.0%	53.4%	1.6%	\$657,809	\$768,263	\$24,000	\$1,450,072	\$12,090	\$172,493
FY24	\$20,000	\$677,809	\$780,353	\$24,000	\$1,482,162	45.7%	52.6%	1.6%	\$677,809	\$791,765	\$24,000	\$1,493,574	(\$11,412)	\$161,081

## Overall Program Budget:

The FY20, total budgeted program revenues are \$1,372,161 and include user fee receipts of \$705,952 at the recommended increased rates, gate receipts of \$74,400, donations of \$24,000 from the Boosters to cover waivers and a \$567,809 requested allocation from the operating budget.

Total program expenses are \$1,327,021 and include the following major components: \$843,359 in salaries for program directors and supervisors, coaches, trainers and game workers; \$176,810 for transportation to games and practices; \$127,610 in venue rental expenses; \$63,016 for officials; \$9,830 for custodial and police detail; \$68,790 for equipment and uniforms and \$37,610 for other expense such as conference dues, memberships, scheduling and registration software, meetings and maintenance on the newly mandated AED equipment.

The projected ending fund balance is \$90,746, which represents a \$45,140 increase from the projected beginning carry over balance of \$45,606.

## Description of Revolving Fund Revenues:

In FY20, total Revolving Fund revenues are \$780,352 and represents an increase from the prior year driven by the implementation of the new user fee structure. These revenues include: \$705,952 in user fees and \$74,400 in gate receipts.

- The Boosters have committed to \$24,000 in fee waivers for FY20. These fee waivers are not received in the Revolving Fund, but they help to augment program revenues.
- Budgeted gate receipts are \$74,400 in FY20, and are \$15,816 less than FY19. The reduction reflects the fact that Needham hosted the Thanksgiving game in FY19, which will be held in Wellesley in FY20.



The additional gate revenues in FY19 were offset by a \$10,891 revenue sharing payment to Wellesley, which appears as an expense in the program budget.

As mentioned above, the overall program budget includes \$567,809 in operating funds and \$24,000 in donated revenues which are received outside of the Revolving Fund, but which go toward supporting the overall Athletics Budget.

Historical and proposed program fees are shown below:

Athletics Participation Fee	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
User Fee	\$110	\$124	\$124	\$124	\$285	\$225	\$285	\$285
Family Cap						\$900	\$1,140	\$1,140
Hockey Surcharge							\$150	\$250

Athletics Participation Fee	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	\$ Inc	% Inc
User Fee	\$285	\$285	\$285	\$285	\$285	\$285	\$285	\$285	\$285	\$300	\$15	5%
User Fee - Club, Middle School				\$225	\$225	\$225	\$225	\$225	\$225	\$235	\$10	4%
Family Cap	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140	\$1,140		
Hockey Surcharge	\$250	\$250	\$250	\$250	\$250	\$250	\$300	\$300	\$300	\$330	\$30	10%
Ski Surcharge	\$250	\$250	\$250	\$250	\$250	\$250	\$300	\$300	\$300	\$330	\$30	10%
Swim Surcharge	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$55	\$5	10%
Sailing Club Surcharge				\$175	\$175	\$175	\$175	\$175	\$175	\$190	\$15	9%
Squash Club Surcharge					\$175	\$175	\$175	\$175	\$175	\$190	\$15	9%
Bowling Club Surcharge					\$75	\$75	\$75	\$75	\$75	\$80	\$5	7%
Fencing Club Surcharge						\$175	\$175	\$175	\$175	\$190	\$15	9%
Snowboarding Club Surcharge						\$175	\$225	\$225	\$225	\$250	\$25	11%
Water Polo Club Surcharge						\$75	\$75	\$75	\$75	\$80	\$5	7%
Ice Hockey Club Surcharge									\$175	\$175	-	-
MS Volleyball Surcharge							\$25	\$25	\$25	\$25	-	-
MS Basketball Surcharge							\$25	\$25	\$25	\$25	-	-
MS Wrestling Surcharge							\$25	\$25	\$25	\$25	-	-
MS Softball Surcharge							\$25	\$25	\$25	\$25	-	-

FY20 Revenues by Sport are detailed in Attachment B.

### Revolving Fund Expenditures:

The FY20 Revolving Fund expenditures total \$735,212. Components of the expenditure budget include: \$245,226 in salaries for a portion of departmental staff, middle school program supervision, coaches; \$16,789 for game workers; \$152,810 for transportation, \$127,610 for venue rental, \$63,012 for officials, \$68,066 for uniforms and equipment, \$37,610 for dues/registrations/entry fees, and \$24,089 for other expenses.

The overall program budget includes \$591,809 in expenses funded outside of the Revolving Fund, by the Operating Budget and donations. The requested Operating Budget funding of \$567,809 funds the remaining portion of departmental staff (Director, Assistant Director, Bookkeeper/Secretary), the coaches, the trainer and \$1,100 in professional development expense. The \$24,000 donation account is used to offset forgone revenues and funds transportation and uniforms expense.

### Revolving Fund Program Staffing:

As noted above, the FY20 Revolving Fund Budget includes a portion of the department staff, supervision and coaching stipends. The department is managed by the Director of Athletics and the Assistant Director and supported by 1.3 FTE of bookkeeping staff. The Coaches & Stipends, the equivalent of 158 FTE, accounts for



\$516,274 of the overall salary expense. The coaching positions includes head coaching positions as well as assistant coaches who provide supervision and support for each team.

### **Revolving Fund Balance:**

The projected ending balance in the Revolving Fund is \$90,746, which represents an increase of \$45,140 from beginning carry over balance of \$45,606. The Program's fund balance is the result of Revolving Fund operations while the donation account also maintains fund balance of \$11,612. The revolving fund ending balance, equivalent to approximately 1.5 months of expenditures, will be sufficient to meet unanticipated program expenses and cash flow needs for FY20. Over time, with continued incremental contributions from the operating fund, as recommended in the feasibility study, paired with sound fiscal management efforts, the Athletics Revolving Fund will accumulate a fund balance closer to the targeted three months of operating expenditures.

### **FY20 Proposed Budget:**

The FY20 Combined Budget of the Athletics Program is presented as Attachment A. A detailed breakout of the FY20 budget by sport is presented as Attachment B. Subsequent attachments present detail for the current year, on a projected basis.



	FY18 Actual			
	Revolving Fund	Donations	Operating Fund	Total
<b>Beginning Balance</b>	<b>\$91,612</b>	<b>\$8,977</b>		<b>\$100,589</b>
<u>Revenues</u>				
User Fees at FY19 Rates	\$632,353			\$632,353
Incremental User Fee at new rates				
Gate Fees	\$73,034			\$73,034
Total Fees	\$705,387			\$705,387
Donations		\$38,985		\$38,985
Baseline Operating Budget			\$524,348	\$524,348
Increased Operating Budget for Unified Sports				
Increased Operating Budget for Fiscal Sustainability				
Total Operating Budget			\$524,348	\$524,348
<b>Current Revenue</b>	<b>\$705,387</b>	<b>\$38,985</b>	<b>\$524,348</b>	<b>\$1,268,720</b>
<u>Expenses</u>				
Salaries	\$240,233		\$496,818	\$737,051
Game Workers	\$18,435			\$18,435
Officials	\$63,867			\$63,867
Police	\$3,772			\$3,772
Custodial	\$3,200			\$3,200
Other Prof Svc Trainers	\$10,242	\$831	\$26,460	\$37,533
Transportation	\$143,938	\$24,000		\$167,938
Venue Rentals	\$127,012			\$127,012
Equipment & Uniforms	\$67,224	\$9,728		\$76,952
Dues & Memberships, Other	\$32,462	\$1,791	\$1,070	\$35,323
<b>Current Expense</b>	<b>\$710,385</b>	<b>\$36,350</b>	<b>\$524,348</b>	<b>\$1,271,083</b>
<b>Net Income (Revenue - Exp)</b>	<b>-\$4,998</b>	<b>\$2,635</b>	<b>\$0</b>	<b>-\$2,363</b>
<b>Ending Balance</b>	<b>\$86,614</b>	<b>\$11,612</b>	<b>\$0</b>	<b>\$98,226</b>

	FY19 Projected			
	Revolving Fund	Donations	Operating Fund	Total
<b>Beginning Balance</b>	<b>\$86,614</b>	<b>\$11,612</b>		<b>\$98,226</b>
<u>Revenues</u>				
User Fees at FY19 Rates	\$648,585			\$648,585
Incremental User Fee at new rates				
Gate Fees	\$90,216			\$90,216
Total Fees	\$738,801			\$738,801
Donations		\$26,000		\$26,000
Baseline Operating Budget			\$520,785	\$520,785
Increased Operating Budget for Unified Sports				
Increased Operating Budget for Fiscal Sustainability				
Total Operating Budget			\$520,785	\$520,785
<b>Current Revenue</b>	<b>\$738,801</b>	<b>\$26,000</b>	<b>\$520,785</b>	<b>\$1,285,586</b>
<u>Expenses</u>				
Salaries	\$282,980		\$490,625	\$773,605
Game Workers	\$16,826			\$16,826
Officials	\$64,647			\$64,647
Police	\$6,840			\$6,840
Custodial	\$3,208			\$3,208
Other Prof Svc Trainers	\$20,780		\$26,460	\$47,240
Transportation	\$149,285	\$24,000	\$1,500	\$174,785
Venue Rentals	\$127,500			\$127,500
Equipment & Uniforms	\$70,894	\$2,000	\$1,100	\$73,994
Dues & Memberships, Other	\$36,849		\$1,100	\$37,949
<b>Current Expense</b>	<b>\$779,809</b>	<b>\$26,000</b>	<b>\$520,785</b>	<b>\$1,326,594</b>
<b>Net Income (Revenue - Exp)</b>	<b>-\$41,008</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$41,008</b>
<b>Ending Balance</b>	<b>\$45,606</b>	<b>\$11,612</b>	<b>\$0</b>	<b>\$57,218</b>

	FY20 Budget			
	Revolving Fund	Donations	Operating Fund	Total
<b>Beginning Balance</b>	<b>\$45,606</b>	<b>\$11,612</b>	<b>\$0</b>	<b>\$57,218</b>
<u>Revenues</u>				
User Fees at FY19 Rates	\$665,448			\$665,448
Incremental User Fee at new rates	\$40,504			\$40,504
Gate Fees	\$74,400			\$74,400
Total Fees	\$780,352			\$780,352
Donations		\$24,000		\$24,000
Baseline Operating Budget			\$520,785	\$520,785
Increased Operating Budget for Unified Sports			\$7,024	\$7,024
Increased Operating Budget for Fiscal Sustainability			\$40,000	\$40,000
Total Operating Budget			\$567,809	\$567,809
<b>Current Revenue</b>	<b>\$780,352</b>	<b>\$24,000</b>	<b>\$567,809</b>	<b>\$1,372,161</b>
<u>Expenses</u>				
Salaries	\$245,226		\$540,625	\$785,851
Game Workers	\$16,789			\$16,789
Officials	\$63,012			\$63,012
Police	\$6,630			\$6,630
Custodial	\$3,200			\$3,200
Other Prof Svc Trainers	\$14,259		\$26,460	\$40,719
Transportation	\$152,810	\$24,000		\$176,810
Venue Rentals	\$127,610			\$127,610
Equipment & Uniforms	\$68,066		\$724	\$68,790
Dues & Memberships, Other	\$37,610			\$37,610
<b>Current Expense</b>	<b>\$735,212</b>	<b>\$24,000</b>	<b>\$567,809</b>	<b>\$1,327,021</b>
<b>Net Income (Revenue - Exp)</b>	<b>\$45,140</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,140</b>
<b>Ending Balance</b>	<b>\$90,746</b>	<b>\$11,612</b>	<b>\$0</b>	<b>\$102,358</b>



FY20 Budget	Transportation	Officials	Game Workers	Custodial /DPW	Police Detail	Lights/ Field Maint	Insurance	Dues/Memb	Venue Rental	Equip & Uniforms	Misc	Salaries & Stipends	Total Expense	Projected # Athletes	User Fee Revenue	Gate Fee Revenue	Donations	Total Revenues (user, gate,don)
ADMIN																		
Salaries - Admin																		
1.0 FTE Athletic Director												\$110,000	\$110,000					
1.0 FTE Assistant Athletic Director												\$60,000	\$60,000					
Unit B Allocation- Professional Development												\$1,100	\$1,100					
1.3 FTE Bookkeeper												\$80,000	\$80,000					
Event Program Manager (Cat IX 3)												\$4,590	\$4,590					
Equipment Manager (Cat V 3)												\$3,423	\$3,423					
Assistant Equipment Manager (Cat V 3)												\$3,423	\$3,423					
Middle School Coordinator												\$10,000	\$10,000					
Middle School Faculty Mgr												\$4,579	\$4,579					
Head Athletic Trainer (Budgeted as Stipend, Actuals Prof Services)												\$26,460	\$26,460					
Assistant Athletic Trainer												\$17,600	\$17,600					
Unused Stipends (Bowling, Fencing)												\$0	\$0					
Nurses - Summer Hours												\$0	\$0					
General Expenses																		
Dues/Entry Fees (BayState,PCA Workshops & Materials)								\$24,300					\$24,300					
Reconditioning Equipment										\$8,200			\$8,200					
Training Room Supplies										\$5,000			\$5,000					
Rental Porta Potties										\$0	\$2,000		\$2,000					
Scoreboard Maint											\$1,200		\$1,200					
Online Registration Program: Activity Locker												\$2,000	\$2,000					
AED Maintenance												\$1,000	\$1,000					
In Town Travel												\$2,400	\$2,400					
Meetings: NHS Coaches, BCS Mtg												\$1,300	\$1,300					
Contingency FALL												\$800	\$800					
Contingency WINTER												\$800	\$800					
Contingency SPRING (venue/bus if field: OT/Cust	\$2,000								\$2,000			\$800	\$4,800					
Print/Office Equip/iPad				\$1,200									\$1,200					
Coaches Gear										\$1,000		\$1,120	\$1,120					
Thanksgiving FB Game: Wellesley Payment												\$0	\$0			\$10,000		\$10,000
Boosters Fee Waivers												\$0	\$0				\$24,000	\$24,000
Other Donations													\$0				\$0	\$0
Admin Totals	\$2,000	\$0	\$0	\$1,200	\$0	\$0	\$0	\$24,300	\$2,000	\$14,200	\$13,420	\$321,175	\$378,295			\$10,000	\$24,000	\$34,000
FALL																		
NHS Var.,JV,Fr Football	\$7,800	\$5,184	\$4,212	\$2,000	\$4,080	\$1,200	\$1,750			\$9,693		\$37,425	\$73,344	120	\$34,922	\$22,000		\$56,922
NHS Var.,JV,Fr Fall Cheer	\$2,580									\$0		\$5,648	\$8,228	18	\$5,238			\$5,238
NHS Var.,JV,Fr Fall Dance	\$1,280									\$0		\$4,118	\$5,398	30	\$8,731			\$8,731
NHS Var.,JV,Fr Boys Soccer	\$8,125	\$4,328	\$936		\$680	\$500				\$1,834		\$15,330	\$31,733	70	\$20,371	\$3,800		\$24,171
NHS Var.,JV,Fr Girls Soccer	\$8,125	\$4,160	\$936		\$510	\$500				\$1,740		\$15,330	\$31,301	70	\$20,371	\$1,350		\$21,721
NHS Var.,JV,Fr Field Hockey	\$5,200	\$3,788			\$0					\$5,108		\$12,535	\$26,631	60	\$17,461			\$17,461
NHS Var.,JV,Fr Boys/GirlsX-C	\$10,725	\$480								\$1,200	\$900	\$14,941	\$28,246	125	\$36,377			\$36,377
NHS Var.,JV,Fr Girls Swim	\$2,500	\$1,382							\$7,200	\$2,970		\$12,535	\$26,587	45	\$15,571			\$15,571
NHS Var.,JV,Fr Boys Golf	\$1,820									\$480		\$4,118	\$6,418	14	\$4,074			\$4,074
NHS Var.,JV,Fr Girls Volleyball	\$3,380	\$2,758	\$100							\$0		\$12,535	\$18,773	45	\$13,096	\$350		\$13,446
NHS Club Club Cheer	\$320									\$0		\$2,074	\$2,394	12	\$2,736			\$2,736
NHS Club Club Dance	\$640									\$0		\$3,050	\$3,690	16	\$3,647			\$3,647
NHS Club Club Sailing	\$260							\$1,700	\$1,560	\$0		\$4,580	\$8,100	24	\$10,031			\$10,031
Middle School Boys/GirlsX-C	\$1,560	\$308								\$900		\$10,531	\$13,299	90	\$20,517	\$0		\$20,517
Middle School Field Hockey	\$2,080	\$992								\$816		\$7,696	\$11,584	48	\$10,942			\$10,942
Middle School Girls Volleyball	\$1,820	\$280								\$450		\$3,837	\$6,387	50	\$12,648			\$12,648
Fall Totals	\$58,215	\$23,660	\$6,184	\$2,000	\$5,270	\$2,200	\$1,750	\$1,700	\$8,760	\$25,191	\$900	\$166,283	\$302,113	837	\$236,735	\$27,500	\$0	\$264,235
WINTER																		
NHS Var.,JV,Fr B Basketball	\$5,460	\$3,832	\$2,750		\$680					\$1,462		\$15,148	\$29,332	45	\$13,096	\$8,000		\$21,096
NHS Var.,JV,Fr G Basketball	\$5,460	\$3,664	\$2,435		\$170					\$1,398		\$15,148	\$28,275	40	\$11,641	\$4,000		\$15,641
NHS Var.,JV,Fr B Hockey	\$7,625	\$2,796	\$1,450						\$37,090	\$405		\$11,725	\$61,091	48	\$29,809	\$10,000		\$39,809
NHS Var.,JV,Fr G Hockey	\$7,625	\$2,796	\$1,450						\$37,090	\$405		\$11,725	\$61,091	40	\$24,841	\$5,000		\$29,841
NHS Var.,JV,Fr B&G In Track	\$9,800	\$1,200								\$1,200		\$21,788	\$33,988	150	\$43,653			\$43,653
NHS Var.,JV,Fr G Gymnastics	\$1,960	\$890								\$150		\$9,112	\$12,112	24	\$6,984			\$6,984
NHS Var.,JV,Fr Win Cheer	\$2,580									\$0		\$5,648	\$8,228	18	\$5,238			\$5,238
NHS Var.,JV,Fr Win Dance	\$1,280									\$0		\$4,118	\$5,398	30	\$8,731			\$8,731
NHS Var.,JV,Fr Wrestling	\$2,220	\$1,074	\$520							\$392		\$13,618	\$17,824	38	\$11,059	\$2,700		\$13,759
NHS Var.,JV,Fr B Swimming	\$2,100	\$860							\$6,200	\$1,575		\$9,112	\$19,847	36	\$12,457			\$12,457
NHS Var.,JV,Fr Skiing	\$9,000								\$19,250	\$4,500		\$8,417	\$41,167	50	\$31,051			\$31,051
NHS Club Club Cheer	\$400									\$0		\$2,074	\$2,474	12	\$2,736			\$2,736
NHS Club Club Dance	\$640									\$0		\$3,050	\$3,690	16	\$3,647			\$3,647
NHS Club Club Bowling													\$0		\$0			\$0
NHS Club Club Squash	\$780												\$0		\$0			\$0
NHS Club Club Fencing									\$2,705	\$288		\$5,495	\$9,268	28	\$11,703			\$11,703
													\$0		\$0			\$0



FY20 Budget		Transportation	Officials	Game Workers	Custodial /DPW	Police Detail	Lights/ Field Maint	Insurance	Dues/Memb	Venue Rental	Equip & Uniforms	Misc	Salaries & Stipends	Total Expense	Projected # Athletes	User Fee Revenue	Gate Fee Revenue	Donations	Total Revenues (user, gate, don)
NHS Club	Club Snowboarding	\$1,000								\$5,544	\$0		\$2,074	\$8,618	18	\$8,603			\$8,603
NHS Club	Club Ice Hockey (new FY19)								\$3,500	\$3,250			\$1,530	\$8,280	21	\$8,462			\$8,462
NHS Unified Sports	Unified Sports Basketball (New FY20)	\$1,500									\$1,300		\$4,224	\$7,024	36	n/a			\$0
Middle School	Boys/Girls Basketball	\$2,275	\$1,302								\$420		\$8,219	\$12,216	30	\$7,589			\$7,589
Middle School	Wrestling	\$650	\$352								\$416		\$4,110	\$5,528	12	\$3,036			\$3,036
Middle School	Dance										\$288		\$2,060	\$2,348	36	\$8,207			\$8,207
Winter Totals		\$62,355	\$18,766	\$8,605	\$0	\$850	\$0	\$0	\$3,500	\$111,130	\$14,199	\$0	\$158,395	\$377,799	728	\$252,542	\$29,700	\$0	\$282,242
SPRING																			
NHS Var.,JV,Fr	Baseball	\$5,680	\$3,788				\$400				\$3,878		\$15,148	\$28,894	55	\$16,044			\$16,044
NHS Var.,JV,Fr	Softball	\$2,860	\$2,588				\$320				\$755		\$11,725	\$18,248	30	\$8,751			\$8,751
NHS Var.,JV,Fr	Boys Lax	\$7,020	\$3,788	\$780		\$340	\$520				\$489		\$15,148	\$28,085	65	\$18,961	\$2,400		\$21,361
NHS Var.,JV,Fr	Girls Lax	\$4,940	\$4,124	\$920		\$170	\$520				\$408		\$15,148	\$26,230	60	\$17,503	\$2,400		\$19,903
NHS Var.,JV,Fr	B&G Sp Track	\$8,100	\$1,200								\$2,200		\$25,906	\$37,406	160	\$46,674			\$46,674
NHS Var.,JV,Fr	Boys Tennis	\$2,600									\$600		\$8,417	\$11,617	24	\$7,001			\$7,001
NHS Var.,JV,Fr	Girls Tennis	\$2,600									\$600		\$8,417	\$11,617	24	\$7,001			\$7,001
NHS Var.,JV,Fr	Boys Volleyball	\$2,380	\$3,090	\$300							\$1,880		\$10,642	\$18,292	30	\$8,751	\$2,400		\$11,151
NHS Var.,JV,Fr	Rugby	\$1,040	\$600								\$550		\$8,417	\$10,607	40	\$11,668			\$11,668
NHS Club	Club Boys Ultimate Frisbee	\$2,340						\$1,200			\$240		\$5,124	\$8,904	32	\$7,312			\$7,312
NHS Club	Club Girls Ultimate Frisbee	\$2,080						\$1,200			\$170		\$3,050	\$6,500	22	\$5,027			\$5,027
NHS Club	Club Sailing	\$1,820								\$1,512	\$0		\$4,580	\$7,912	16	\$6,696			\$6,696
NHS Club	Club Water Polo	\$960								\$4,208	\$380		\$3,050	\$8,598	20	\$6,170			\$6,170
NHS Club	Girls Rugby	\$1,300	\$352								\$250		\$3,050	\$4,952	22	\$5,027			\$5,027
NHS Unified Sports	Unified Sports Track & Field (New FY19)	\$1,500									\$1,000		\$4,224	\$6,724	24	n/a			\$0
Middle School	B&G Sp Track	\$2,600	\$308								\$1,170		\$13,343	\$17,421	125	\$28,563			\$28,563
Middle School	Softball	\$1,820	\$588										\$3,586	\$5,994	16	\$4,056			\$4,056
Middle School	Ultimate Frisbee	\$1,300									\$450		\$3,586	\$5,336	28	\$6,398			\$6,398
Middle School	B Volleyball	\$1,300	\$160								\$180		\$3,837	\$5,477	20	\$5,070			\$5,070
Spring Totals		\$54,240	\$20,586	\$2,000	\$0	\$510	\$1,760	\$0	\$2,400	\$5,720	\$15,200	\$0	\$166,398	\$268,814	813	\$216,675	\$7,200	\$0	\$223,875
FY20 Budget		\$176,810	\$63,012	\$16,789	\$3,200	\$6,630	\$3,960	\$1,750	\$31,900	\$127,610	\$68,790	\$14,320	\$812,251	\$1,327,021	2,378	\$705,952	\$74,400	\$24,000	\$804,352

FY20 Budget	
Revolving/Don	\$804,352
Operating	\$567,809
Total Current Year Funding	\$1,372,161
Total Current Year Expenditures	\$1,327,021
Current Year Surplus/(Deficit)	\$45,140



FY19 Projection (as of 12.17.18)	Transportation	Officials	Game Workers	Custodial /DPW	Police Detail	Lights/ Field Maint	Insurance	Dues/Memb	Venue Rental	Equip & Uniforms	Misc	Salaries & Stipends	Total Expense	Projected # Athletes	User Fee Revenue	Per Sport Surplus/(Deficit)	Gate Fee Revenue	Donations	Total Revenues (user, gate, don)
<b>ADMIN</b>																			
<i>Salaries - Admin</i>																			
1.0 FTE Athletic Director												\$116,819	\$116,819						
1.0 FTE Assistant Athletic Director												\$62,412	\$62,412						
Unit B Allocation- Professional Development												\$1,100	\$1,100						
1.3 FTE Bookkeeper												\$74,355	\$74,355						
Event Program Manager (Cat IX 3)												\$2,448	\$2,448						
Equipment Manager (Cat V 3)												\$3,423	\$3,423						
Assistant Equipment Manager (Cat V 3)												\$3,423	\$3,423						
Middle School Coordinator												\$10,000	\$10,000						
Middle School Faculty Mgr												\$4,579	\$4,579						
Head Athletic Trainer (Budgeted as Stipend, Actuals Prof Services)												\$26,460	\$26,460						
Assistant Athletic Trainer												\$17,600	\$17,600						
Unused Stipends												\$0	\$0						
Nurses - Summer Hours												\$0	\$0						
<i>General Expenses</i>																			
Dues/Entry Fees (BayState,PCA Workshops & Materials)								\$24,300					\$24,300						
Reconditioning Equipment										\$8,200			\$8,200						
Training Room Equip & Supplies										\$5,000			\$5,000						
Rental Porta Potties											\$1,800		\$1,800						
Scoreboard Maint											\$900		\$900						
Online Registration Program: Activity Locker											\$2,000		\$2,000						
AED Maintenance											\$900		\$900						
In Town Travel											\$1,875		\$1,875						
Meetings: NHS Coaches, BCS Mtg											\$1,274		\$1,274						
Contingency FALL											\$0		\$0						
Contingency WINTER											\$750		\$750						
Contingency SPRING (venue/bus if field: OT/Cust	\$2,000								\$2,000				\$4,000						
Print/Office Equip/iPad				\$900								\$1,200	\$1,200						
Coaches Gear										\$975			\$975						
Thanksgiving Football Game: Wellesley Payment											\$10,891		\$10,891				\$26,640	\$24,000	\$26,640
Boosters Fee Waivers													\$0					\$2,000	\$24,000
Other Donations													\$0					\$2,000	\$2,000
<b>Admin Totals</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,300</b>	<b>\$2,000</b>	<b>\$14,925</b>	<b>\$20,840</b>	<b>\$322,619</b>	<b>\$387,584</b>				<b>\$26,640</b>	<b>\$26,000</b>	<b>\$52,640</b>
<b>FALL</b>																			
NHS Var,JV,Fr Football	\$7,200	\$5,600	\$5,256	\$2,308	\$4,120	\$2,000	\$1,750			\$7,152		\$35,109	\$70,495	116	\$28,945	-\$41,550	\$21,117		\$50,062
NHS Var,JV,Fr Fall Cheer	\$2,975											\$5,648	\$8,623	17	\$4,375	-\$4,248			\$4,375
NHS Var,JV,Fr Fall Dance	\$1,300											\$4,118	\$5,418	28	\$7,880	\$2,462			\$7,880
NHS Var,JV,Fr Boys Soccer	\$6,375	\$4,160	\$980		\$680	\$300				\$1,526		\$15,330	\$29,351	82	\$22,005	-\$7,346	\$5,213		\$27,219
NHS Var,JV,Fr Girls Soccer	\$6,050	\$2,788	\$980		\$340	\$300				\$1,682		\$15,059	\$27,199	66	\$18,910	-\$8,289	\$1,481		\$20,391
NHS Var,JV,Fr Field Hockey	\$5,000	\$3,788								\$3,605		\$12,265	\$24,658	62	\$17,670	-\$6,988			\$17,670
NHS Var,JV,Fr Boys/GirlsX-C	\$8,945								\$800	\$1,200		\$14,941	\$25,886	113	\$31,070	\$5,184			\$31,070
NHS Var,JV,Fr Girls Swim	\$2,894	\$1,532							\$7,050	\$2,970		\$12,535	\$26,981	47	\$15,325	-\$11,656			\$15,325
NHS Var,JV,Fr Boys Golf	\$2,275									\$600		\$4,118	\$6,993	12	\$3,420	-\$3,573			\$3,420
NHS Var,JV,Fr Girls Volleyball	\$3,000	\$2,941										\$12,170	\$18,111	46	\$12,405	-\$5,706	\$565		\$12,970
NHS Club Club Cheer	\$325									\$600		\$1,555	\$2,480	10	\$1,385	-\$1,095			\$1,385
NHS Club Club Dance	\$500									\$900		\$2,074	\$3,474	20	\$4,505	\$1,031			\$4,505
NHS Club Club Sailing	\$650							\$1,700	\$1,950			\$3,604	\$7,904	23	\$9,200	\$1,296			\$9,200
Middle School Boys/GirlsX-C	\$2,600	\$400								\$1,250		\$11,405	\$15,655	86	\$18,850	\$3,195			\$18,850
Middle School Field Hockey	\$2,600	\$750								\$750		\$7,696	\$11,796	45	\$10,025	-\$1,771			\$10,025
Middle School Girls Volleyball	\$1,950	\$500								\$700		\$5,364	\$8,514	43	\$9,650	\$1,136			\$9,650
<b>Fall Totals</b>	<b>\$54,639</b>	<b>\$22,459</b>	<b>\$7,216</b>	<b>\$2,308</b>	<b>\$5,140</b>	<b>\$2,600</b>	<b>\$1,750</b>	<b>\$1,700</b>	<b>\$9,800</b>	<b>\$22,935</b>	<b>\$0</b>	<b>\$162,991</b>	<b>\$293,538</b>	<b>816</b>	<b>\$215,620</b>	<b>-\$77,918</b>	<b>\$28,376</b>	<b>\$0</b>	<b>\$243,996</b>
<b>WINTER</b>																			
NHS Var,JV,Fr B Basketball	\$5,850	\$3,964	\$2,800		\$340					\$941		\$15,148	\$29,043	46	\$12,255	-\$16,788	\$8,000		\$20,255
NHS Var,JV,Fr G Basketball	\$5,850	\$3,964	\$1,770		\$340					\$3,957		\$15,148	\$31,029	37	\$10,195	-\$20,834	\$4,000		\$14,195
NHS Var,JV,Fr B Hockey	\$6,570	\$2,650	\$1,000						\$36,250	\$3,360		\$11,725	\$61,555	48	\$27,510	-\$34,045	\$10,000		\$37,510
NHS Var,JV,Fr G Hockey	\$6,570	\$2,650	\$600						\$36,250	\$246		\$11,725	\$58,041	32	\$17,865	-\$40,176	\$4,000		\$21,865
NHS Var,JV,Fr B&G In Track	\$10,208									\$1,200		\$21,788	\$33,196	150	\$41,325	\$8,129			\$41,325
NHS Var,JV,Fr G Gymnastics	\$2,125	\$890										\$9,112	\$12,127	21	\$5,985	-\$6,142			\$5,985
NHS Var,JV,Fr Win Cheer	\$1,100											\$5,648	\$6,748	15	\$4,275	-\$2,473			\$4,275
NHS Var,JV,Fr Win Dance	\$975											\$4,118	\$5,093	28	\$7,980	\$2,867			\$7,980
NHS Var,JV,Fr Wrestling	\$3,000	\$1,957	\$1,000		\$340					\$831		\$13,618	\$20,746	36	\$10,260	-\$10,486	\$2,000		\$12,260
NHS Var,JV,Fr B Swimming	\$1,100	\$860							\$6,050	\$1,350		\$9,112	\$18,472	39	\$13,065	-\$5,407			\$13,065
NHS Var,JV,Fr Skiing	\$9,500		\$600						\$24,140			\$8,417	\$42,657	52	\$30,420	-\$12,237			\$30,420
NHS Club Club Cheer	\$325											\$1,555	\$1,880	13	\$2,925	\$1,045			\$2,925
NHS Club Club Dance	\$500									\$900		\$2,074	\$3,474	15	\$3,375	-\$99			\$3,375
NHS Club Club Bowling													\$0		\$0				\$0
NHS Club Club Squash	\$1,000								\$2,705	\$300		\$5,495	\$9,500	26	\$10,400	\$900			\$10,400
NHS Club Club Fencing													\$0		\$0				\$0
NHS Club Club Snowboarding	\$500								\$900			\$1,555	\$2,965	12	\$5,400	\$2,445			\$5,400
NHS Club Club Ice Hockey (new FY19)								\$3,500	\$3,000			\$1,530	\$9,030	21	\$8,400	\$370			\$8,400
NHS Unified Sports Unified Sports Basketball (pilot FY19)	\$1,500									\$1,300		\$4,224	\$7,024	36	n/a	n/a			\$0
Middle School Boys/Girls Basketball	\$2,275	\$996										\$6,272	\$9,543	29	\$7,250	-\$2,293			\$7,250
Middle School Wrestling	\$1,100	\$500										\$3,810	\$5,410	8	\$2,000	-\$3,410			\$2,000
Middle School Dance	\$325	\$0								\$500		\$1,908	\$2,733	40	\$9,000	\$6,267			\$9,000
<b>Winter Totals</b>	<b>\$60,373</b>	<b>\$18,431</b>	<b>\$7,770</b>	<b>\$0</b>	<b>\$1,020</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,500</b>	<b>\$109,295</b>	<b>\$14,885</b>	<b>\$0</b>	<b>\$153,982</b>	<b>\$369,256</b>	<b>704</b>	<b>\$229,885</b>	<b>-\$139,371</b>	<b>\$28,000</b>	<b>\$0</b>	<b>\$257,885</b>
<b>SPRING</b>																			
NHS Var,JV,Fr Baseball	\$5,850	\$4,288								\$3,640		\$15,148	\$28,926	50	\$13,395	-\$15,531			\$13,395
NHS Var,JV,Fr Softball	\$3,575	\$2,988								\$845		\$11,725	\$19,133	32	\$8,265	-\$10,868			\$8,265
NHS Var,JV,Fr Boys Lax	\$7,313	\$3,808	\$880		\$680					\$5,805		\$15,148	\$33,634	60	\$15,960	-\$17,674	\$2,400		\$18,360
NHS Var,JV,Fr Girls Lax	\$6,210	\$4,856	\$800							\$405		\$15,148	\$27,419	60	\$16,245	-\$11,174	\$2,400		\$18,645
NHS Var,JV,Fr B&G Sp Track	\$7,675	\$2,568								\$1,700		\$25,906	\$38,049	155	\$43,035	\$4,966			\$43,035



	FY19 Projection (as of 12.17.18)	Transportation	Officials	Game Workers	Custodial /DPW	Police Detail	Lights/ Field Maint	Insurance	Dues/Memb	Venue Rental	Equip & Uniforms	Misc	Salaries & Stipends	Total Expense	Projected # Athletes	User Fee Revenue	Per Sport Surplus/(Deficit)	Gate Fee Revenue	Donations	Total Revenues (user, gate,don)
NHS Var,JV,Fr	Boys Tennis	\$3,250									\$1,230		\$8,417	\$12,897	24	\$6,840	-\$6,057			\$6,840
NHS Var,JV,Fr	Girls Tennis	\$3,250									\$1,230		\$8,417	\$12,897	24	\$6,840	-\$6,057			\$6,840
NHS Var,JV,Fr	Boys Volleyball	\$3,800	\$3,122	\$160									\$10,387	\$17,964	30	\$8,550	-\$9,414	\$2,400		\$10,950
NHS Var,JV,Fr	Rugby	\$1,100	\$352										\$8,417	\$10,419	40	\$11,400	\$981			\$11,400
NHS Club	Club Boys Ultimate Frisbee	\$2,000							\$1,200				\$3,629	\$7,029	30	\$6,750	-\$279			\$6,750
NHS Club	Club Girls Ultimate Frisbee	\$2,000							\$1,200				\$2,074	\$5,474	20	\$4,500	-\$974			\$4,500
NHS Club	Club Sailing	\$1,500							\$1,700	\$1,105			\$3,349	\$7,654	16	\$3,600	-\$4,054			\$3,600
NHS Club	Club Water Polo	\$1,000								\$5,300			\$2,074	\$8,374	18	\$7,200	-\$1,174			\$7,200
NHS Club	Girls Rugby	\$1,000									\$1,500		\$2,074	\$4,774	20	\$6,000	\$1,226			\$6,000
NHS Unified Sports	Unified Sports Track & Field	\$1,500										\$1,100	\$4,148	\$6,748	21	n/a	n/a			\$0
Middle School	B&G Sp Track	\$3,250	\$575								\$1,250		\$13,343	\$18,418	130	\$29,250	\$10,832			\$29,250
Middle School	Softball	\$1,100	\$500										\$3,586	\$5,586	16	\$4,000	-\$1,586			\$4,000
Middle School	Ultimate Frisbee	\$1,100	\$0										\$3,586	\$5,086	30	\$6,750	\$1,664			\$6,750
Middle School	B Volleyball	\$1,100	\$500										\$3,837	\$5,737	18	\$4,500	-\$1,237			\$4,500
	Spring Totals	\$57,773	\$23,757	\$1,840	\$0	\$680	\$0	\$0	\$4,100	\$6,405	\$21,250	\$0	\$160,413	\$276,218	794	\$203,080	-\$73,138	\$7,200	\$0	\$210,280
	FY19 Projection	\$174,785	\$64,647	\$16,826	\$3,208	\$6,840	\$2,600	\$1,750	\$33,600	\$127,500	\$73,994	\$20,840	\$800,005	\$1,326,594	2,314	\$648,585		\$90,216	\$26,000	\$764,801

	FY19 Projection	\$764,801
	Revolving/Don	\$520,785
	Operating	\$1,285,586
Total Current Year Funding		\$1,285,586
Total Current Year Expenditures		\$1,326,594
Current Year Surplus/(Deficit)		-\$41,008



	FY18 Actual	Transportation	Officials	Game Workers	Custodial /DPW	Police Detail	Lights/Maint	Insurance	Dues/Memb	Venue Rental	Equip & Uniforms	Misc	Salaries	Total Expense	# Athletes	User Fee Revenue	Gate Inc	Donation	Total Revenues
<b>ADMIN</b>																			
	<u>Salaries - Admin</u>																		
	1.0 FTE Athletic Director												\$106,196	\$106,196					
	1.0 FTE Assistant Athletic Director												\$54,466	\$54,466					
	Unit B Allocation-Professional Development												\$1,070	\$1,070					
	1.3 FTE Bookkeepers												\$71,423	\$71,423					
	Event Program Manager												\$3,668	\$3,668					
	Equipment Manager												\$3,423	\$3,423					
	Assistant Equipment Manager												\$3,423	\$3,423					
	Middle School Coordinator												\$7,766	\$7,766					
	Middle School Faculty Mgr												\$1,526	\$1,526					
	Head Athletic Trainer											\$27,214		\$27,214					
	Assistant Trainer												\$17,759	\$17,759					
	Unused Stipends													\$0					
	Nurses - Summer Hours												\$3,584	\$3,584					
	<u>General Expenses</u>																		
	Dues/Entry Fees (BayState,PCA Workshops & Materials)								\$24,567					\$24,567					
	Reconditioning Equipment											\$2,121		\$2,121					
	Training Room Supplies											\$761		\$761					
	Rental Porta Potties											\$1,458		\$1,458					
	Scoreboard Maint						\$369							\$369					
	Online Registration Program: Activity Locker											\$2,000		\$2,000					
	AED Maintenance											\$490		\$490					
	In Town Travel											\$1,353		\$1,353					
	Meetings: NHS Coaches, BCS Mtg											\$575		\$575					
	Print/Office Equip											\$366		\$366					
	Coaches Gear											\$566		\$566					
	Thanksgiving FB Game: Wellesley Payment													\$0					
	Boosters Fee Waivers													\$0					
	Other Donations													\$0				\$38,985	\$38,985
	<b>Admin Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$369</b>	<b>\$0</b>	<b>\$24,567</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,904</b>	<b>\$274,304</b>	<b>\$336,144</b>		<b>\$0</b>	<b>\$0</b>	<b>\$38,985</b>	<b>\$38,985</b>
<b>FALL</b>																			
NHS Var,JV,Fr	Football	7,404.40	\$5,257	\$3,871	\$2,375	\$2,132		\$1,794			\$10,439		\$38,619	\$71,892	114	\$29,640	\$41,228		\$70,868
NHS Var,JV,Fr	Fall Cheer	2,788.71											\$5,648	\$8,437	13	\$3,705	\$0		\$3,705
NHS Var,JV,Fr	Fall Dance	858.54											\$4,118	\$4,977	26	\$7,410	\$0		\$7,410
NHS Var,JV,Fr	Boys Soccer	6,253.88	\$4,514	\$843							\$3,329		\$15,058	\$29,998	74	\$20,235	\$1,279		\$21,514
NHS Var,JV,Fr	Girls Soccer	5,235.04	\$3,166	\$500							\$3,100		\$15,262	\$27,263	65	\$17,670	\$828		\$18,498
NHS Var,JV,Fr	Field Hockey	4,729.55	\$3,469	\$132							\$1,368		\$11,900	\$21,599	69	\$19,665	\$1,161		\$20,826
NHS Var,JV,Fr	Boys/GirlsX-C	7,680.48	\$219							\$45	\$4,361		\$14,941	\$27,246	124	\$33,060	\$0		\$33,060
NHS Var,JV,Fr	Girls Swim	1,704.07	\$1,456							\$6,050	\$1,418		\$11,166	\$21,794	42	\$14,070	\$0		\$14,070
NHS Var,JV,Fr	Boys Golf	2,184.35									\$1,218		\$4,118	\$7,520	15	\$4,275	\$0		\$4,275
NHS Var,JV,Fr	Girls Volleyball	5,084.22	\$2,608								\$840		\$15,420	\$23,952	44	\$12,540	\$0		\$12,540
NHS Club	Club Cheer	-												\$0					\$0
NHS Club	Club Dance	506.68							\$100				\$2,074	\$2,681	13	\$2,925			\$2,925
NHS Club	Club Sailing	-							\$3,070				\$4,770	\$7,840	26	\$10,400			\$10,400
Middle School	Boys/GirlsX-C	\$698	\$421								2488		\$9,720	\$13,327	86	\$19,305			\$19,305
Middle School	Field Hockey	\$1,745	\$841								\$1,583		\$7,271	\$11,440	46	\$10,350			\$10,350
Middle School	Volleyball	\$2,094	\$1,241								\$794		\$1,155	\$5,284	29	\$6,525			\$6,525
	<b>Fall Totals</b>	<b>\$48,968</b>	<b>\$23,192</b>	<b>\$5,347</b>	<b>\$2,375</b>	<b>\$2,132</b>	<b>\$0</b>	<b>\$1,794</b>	<b>\$3,170</b>	<b>\$6,095</b>	<b>\$30,938</b>	<b>\$0</b>	<b>\$161,239</b>	<b>\$285,250</b>	<b>786</b>	<b>\$211,775</b>	<b>\$44,496</b>		<b>\$256,271</b>



	FY18 Actual	Transportation	Officials	Game Workers	Custodial /DPW	Police Detail	Lights/Maint	Insurance	Dues/Memb	Venue Rental	Equip & Uniforms	Misc	Salaries	Total Expense	# Athletes	User Fee Revenue	Gate Inc	Donation	Total Revenues
	WINTER																		
NHS Var,JV,Fr	B Basketball	\$6,203	\$4,680	\$6,229	\$250.00	\$492					\$2,511		\$14,113	\$34,477	43	\$12,255	\$12,581		\$24,836
NHS Var,JV,Fr	G Basketball	\$5,145	\$3,544	\$2,930							\$966		\$15,913	\$28,498	38	\$10,830	\$1,976		\$12,806
NHS Var,JV,Fr	B Hockey	\$7,401	\$3,250	\$769						\$32,916	\$1,199		\$11,725	\$57,260	53	\$30,435	\$5,406		\$35,841
NHS Var,JV,Fr	G Hockey	\$6,464	\$3,010	\$698						\$32,916	\$427		\$11,725	\$55,239	35	\$19,905	\$2,795		\$22,700
NHS Var,JV,Fr	B&G In Track	\$9,912									\$3,055		\$21,517	\$34,484	138	\$37,905			\$37,905
NHS Var,JV,Fr	G Gymnastics	\$2,080	\$870						\$125		\$1,068		\$8,747	\$12,890	23	\$6,555			\$6,555
NHS Var,JV,Fr	Win Cheer	\$196											\$5,283	\$5,479	12	\$3,420			\$3,420
NHS Var,JV,Fr	Win Dance	\$1,551											\$4,118	\$5,669	24	\$6,840			\$6,840
NHS Var,JV,Fr	Wrestling	\$3,740	\$1,157	\$648					\$300		\$691		\$14,848	\$21,384	37	\$10,545	\$1,042		\$11,587
NHS Var,JV,Fr	B Swimming	\$1,341	\$840							\$6,060	\$1,534		\$9,112	\$18,887	37	\$12,395			\$12,395
NHS Var,JV,Fr	Skiing	\$9,950								\$33,142			\$8,417	\$51,509	83	\$48,555			\$48,555
NHS Club	Club Cheer	\$0											\$1,555	\$1,555	8	\$1,800			\$1,800
NHS Club	Club Dance												\$2,074	\$2,074	14	\$3,150			\$3,150
NHS Club	Club Bowling												\$0	\$0					\$0
NHS Club	Club Squash	\$620	\$80	\$125						\$8,200	\$740		\$0	\$9,765	21	\$8,400			\$8,400
NHS Club	Club Fencing												\$0	\$0					\$0
NHS Club	Club Snowboarding												\$1,555	\$1,555	7	\$3,150			\$3,150
Middle School	Boys/Girls Basketball	\$1,757	\$1,567								\$740		\$4,320	\$8,384	28	\$6,300			\$6,300
Middle School	Wrestling		\$47								\$259		\$2,000	\$2,306	8	\$1,750			\$1,750
Middle School	Dance												\$2,074	\$2,074					\$0
	Winter Totals	\$56,361	\$19,045	\$11,399	\$250	\$492	\$0	\$0	\$425	\$113,233	\$13,190	\$0	\$139,096	\$353,490	609	\$224,190	\$23,800		\$247,990
	SPRING																		
NHS Var,JV,Fr	Baseball	\$8,677	\$3,942							\$775	\$9,354		\$14,784	\$37,532	47	\$13,110			\$13,110
NHS Var,JV,Fr	Softball	\$3,283	\$2,554								\$999		\$11,360	\$18,196	36	\$9,975			\$9,975
NHS Var,JV,Fr	Boys Lax	\$9,365	\$3,990	\$329	\$575.00	\$1,148				\$1,113	\$3,426		\$15,013	\$34,959	56	\$15,390	\$997		\$16,387
NHS Var,JV,Fr	Girls Lax	\$6,832	\$4,276	\$720							\$1,988		\$15,013	\$28,830	55	\$15,105	\$1,717		\$16,822
NHS Var,JV,Fr	B&G Sp Track	\$6,220	\$1,873						\$1,855				\$29,460	\$39,408	155	\$41,610			\$41,610
NHS Var,JV,Fr	Boys Tennis	\$2,968								\$150	\$1,685		\$8,417	\$13,220	26	\$7,410			\$7,410
NHS Var,JV,Fr	Girls Tennis	\$1,696								\$786	\$1,685		\$8,417	\$12,584	23	\$6,555			\$6,555
NHS Var,JV,Fr	Boys Volleyball	\$5,021	\$3,439	\$641							\$622		\$12,959	\$22,682	30	\$8,550	\$2,024		\$10,574
NHS Var,JV,Fr	Rugby	\$1,762	\$538								\$2,227		\$7,422	\$11,949	21	\$5,985			\$5,985
NHS Club	Club Boys Ultimate Frisbee	\$2,497						\$75			\$1,319		\$4,837	\$8,728	26	\$5,850			\$5,850
NHS Club	Club Girls Ultimate Frisbee	\$3,469						\$75			\$816		\$2,385	\$6,745	19	\$4,275			\$4,275
NHS Club	Club Sailing	\$2,060							\$3,070	\$1,500			\$3,145	\$9,775	14	\$5,600			\$5,600
NHS Club	Club Water Polo	\$573	\$120							\$3,361	\$1,382		\$2,074	\$7,510	21	\$4,998			\$4,998
NHS Club	Girls Rugby	\$1,593	\$258								\$2,467		\$2,074	\$6,392	22	\$4,950			\$4,950
NHS Unified Spor	Unified Sports Track & Field												\$2,074	\$2,074		\$0			\$0
Middle School	B&G Sp Track	\$2,668	\$324					\$552			\$2,518		\$13,830	\$19,892	146	\$32,850			\$32,850
Middle School	Softball	\$1,396	\$316								\$825		\$3,448	\$5,985	15	\$3,375			\$3,375
Middle School	Ultimate Frisbee	\$878									\$551		\$2,385	\$3,814	31	\$6,975			\$6,975
Middle School	B Volleyball	\$1,652									\$960		\$3,315	\$5,927	17	\$3,825			\$3,825
	Spring Totals	\$62,610	\$21,631	\$1,690	\$575	\$1,148	\$0	\$0	\$5,627	\$7,684	\$32,824	\$0	\$162,412	\$296,200	760	\$196,388	\$4,738		\$201,126
	Total Expense	\$167,938	\$63,867	\$18,435	\$3,200	\$3,772	\$369	\$1,794	\$33,789	\$127,012	\$76,952	\$36,904	\$737,051	\$1,271,083	2,155	\$632,353	\$73,034	\$38,985	\$744,372

	<u>FY18 Actual</u>
Revolving Fund Revenue	\$744,372
Operating Fund Allocation	\$524,348
Total Current Year Funding	<b>\$1,268,720</b>
Total Current Year Expenditures	<b>\$1,271,083</b>
Current Year Surplus/(Deficit)	<b>(\$2,363)</b>



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Action**

**Approve Establishment of Friends of Needham Hockey Scholarships**

Action Recommended:

Upon recommendation of the Superintendent, that the Needham School Committee approves the establishment of the Friends of Needham Hockey Scholarships as submitted.



## NEEDHAM SCHOOL COMMITTEE

**Agenda Item#:** \_\_\_\_\_ **Date:** January 15, 2019

**Item Title:** **Establish Friends of Needham Hockey Scholarships at Needham High School**

**Item Description:** The request is to establish the Friends of Needham Hockey Scholarships at Needham High School. The Friends of Needham Hockey would like to establish these scholarships to provide financial assistance for two Needham High School graduates pursuing a post-secondary education.

The scholarships will be awarded to two graduating seniors who have played varsity hockey at Needham High School. The Scholarships which will be disbursed by the family/group, will consist of two annual awards in the amount of \$1,000. The first awards will be made in June of 2019.

**Issues:** M.G.L. Chapter 44, Section 53A and School Committee policy #DFC authorize the School Committee to accept any grant of gifts or funds given for educational purposes by the federal or state government, charitable foundations, private corporations, PTCs or an individual. M.G.L. Chapter 44, Section 53A further stipulates that any monies received and accepted by the School Committee may be expended without further appropriation.

**Recommendations/Options:** That the School Committee vote to establish the Friends of Hockey Scholarships at Needham High School, as proposed.

**School Committee:** Action Item

**Attachments:** Scholarship Recommendation

Respectfully Submitted,

*Anne Gulati*

Assistant Superintendent for Finance and Operations



# Scholarship/ Award Recommendation Form

**Name** Friends of Needham Hockey Scholarship

**Origin/  
Purpose** The Friends of Needham Hockey, Inc. (FONH) was formed in December 2016 as a Massachusetts not-for-profit 501(c)3 community sponsored organization to unify and support the girls and boys high school hockey program at Needham High School. The mission of the organization is to promote ice hockey at NHS and to enhance the ice hockey experience for NHS players.

**Award  
Criteria** The FONH Board of Directors will award two \$1000 scholarships - one each to a Boy and a Girl Ice Hockey player. The applicant must meet the following qualifications:

1. Be a graduating senior at Needham High School in good academic standing.
2. Must have played at least one year on a Varsity squad for either the Girls or the Boys programs.

## Financial Management:

**Funds Held/ Disbursed By** Family / Group

**Principal Balance  
Initial Gift (if Funds  
Held by Town of  
Needham):**

## Disbursement Conditions:

At Needham Class Day a member of the Scholarship Committee will deliver the checks to the individual students. The checks will be made out to their name.

**Financial Awards:**

# Awards Per Year	Amount Per Award
Two	\$1000

**Award  
Amount Note**

**Last Update** 12/24/2018





# NEEDHAM HIGH SCHOOL

A CARING COMMUNITY  
STRIVING FOR PERSONAL GROWTH AND  
ACADEMIC EXCELLENCE

*Aaron Sicotte*  
*Principal*

To: Needham School Committee  
From: Aaron Sicotte, Principal  
Re: Scholarship Endorsement: Friends of Needham Hockey Scholarship  
Date: December 26, 2018

After reviewing the proposed Friends of Needham Hockey Scholarship, I heartily endorse its creation. This scholarship provides a generous financial opportunity for Needham High School students who have participated in the hockey program at Needham High.

---

Aaron Sicotte  
Principal



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Action**

**Approve Establishment of Needham High School Diamond Club  
Scholarship**

Action Recommended:

Upon recommendation of the Superintendent, that the Needham School Committee approves the establishment of the Needham High School Diamond Club Scholarship as submitted.



## NEEDHAM SCHOOL COMMITTEE

**Agenda Item#:** \_\_\_\_\_

**Date:** January 8, 2019

**Item Title:** **Establish NHS Diamond Club Scholarship at Needham High School**

**Item Description:** The request is to establish the NHS Diamond Club Scholarship at Needham High School.

The NHS Diamond Club, a booster organization for NHS Baseball, would like to establish this scholarship to provide financial assistance for a Needham High School graduate pursuing a post-secondary education. The scholarship would be awarded to a graduating senior who has been a member of the baseball program, demonstrates outstanding sportsmanship, teamwork and a commitment to the program. The scholarship would consist of an annual award, disbursed by the Diamond Club, in amount of \$1,000 per year. The first award would be made in June of 2019.

A similar scholarship already exists to benefit a senior who has participated in Girls' Softball, the Patricia Cruickshank Softball Scholarship.

**Issues:** M.G.L. Chapter 44, Section 53A and School Committee policy #DFC authorize the School Committee to accept any grant of gifts or funds given for educational purposes by the federal or state government, charitable foundations, private corporations, PTCs or an individual. M.G.L. Chapter 44, Section 53A further stipulates that any monies received and accepted by the School Committee may be expended without further appropriation.

**Recommendations/Options:** That the School Committee vote to establish the NHS Diamond Club Scholarship at Needham High School, as proposed.

**School Committee:** Action Item

**Attachments:** Scholarship Recommendation

Respectfully Submitted,

*Anne Gulati*

Assistant Superintendent for Finance and Operations



# Scholarship/ Award Recommendation Form

**Name** NHS Diamond Club Scholarship

**Origin/  
Purpose** Established in 2014, the Needham High School Diamond Club's mission is to enhance the overall baseball experience for NHS players and their families. With that goal in mind, the Diamond Club would like to provide a graduating Needham High School baseball program member with financial assistance to pursue their post-secondary education.

**Award  
Criteria** The NHS Diamond Club scholarship is to be awarded to a Needham High School graduating senior who:  
\* was a four year member (i.e. player, manager, etc) of the NHS baseball program,  
\* demonstrated outstanding sportsmanship, teamwork and commitment to the program,  
\* has represented the NHS baseball program well within NHS and the Needham community as a whole, and  
\* has maintained strong academic standing.

## Financial Management:

**Funds Held/ Disbursed By** Family / Group

**Principal Balance  
Initial Gift (if Funds  
Held by Town of  
Needham):**

## Disbursement Conditions:

Scholarship must be used towards Qualified Education Expenses as defined under the Internal Revenue Code, which currently means tuition or fees required for enrollment or attendance, and any fees, books, supplies and equipment required for course work.

## Financial Awards:

**# Awards Per Year**

1

**Amount Per Award**

\$1000

**Award  
Amount Note**

**Last Update**

12/11/2018





# NEEDHAM HIGH SCHOOL

A CARING COMMUNITY  
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ACADEMIC EXCELLENCE

*Aaron Sicotte*  
*Principal*

To: Needham School Committee  
From: Aaron Sicotte, Principal  
Re: Scholarship Endorsement: NHS Diamond Club Scholarship  
Date: December 17, 2018

After reviewing the proposed NHS Diamond Club Scholarship, I endorse its creation. This scholarship provides post-secondary education financial assistance to a graduating NHS baseball program participant.

Aaron Sicotte  
Principal



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **School Committee Comments**

Background Information:

- Members of the School Committee will have an opportunity to report on events, information, and matters of interest not on the agenda.

Members of the School Committee available for comment:

Aaron Pressman, Chair  
Michael Greis, Vice-Chair  
Connie Barr  
Heidi Black  
Andrea Longo Carter  
Susan Neckes  
Matthew Spengler



**Needham School Committee**  
**January 15, 2019**

Agenda Item:     **Information Items**

- FY20 Revolving Funds Budget Requests
- Town of Needham Chapter 40 Guidelines
- Disposal of Surplus Items



## NCE FY20 Budget Overview

<b>Program Name:</b>	<b>Needham Community Education (NCE)</b>
<b>Program Manager:</b>	<b>Director of Planning, Communications and Community Education</b>
<b>Executive Summary:</b>	<b>For FY20, the NCE revolving fund's budget supports seven fee-based programs. The total FY20 budgeted revenue is \$1,269,793 accounting for 7,992 registrations in 561 different courses that address the diverse needs and interests of Needham's elementary, middle school and high school students, as well as adults living and working in Needham. At the end of FY19, we will close the half-day KASE program which allows us to reallocate administrative resources to better support all FY20 NCE programs and our community, including a new Early Childcare program for the infants and toddlers of Needham Public Schools staff.</b>

Needham Community Education (NCE) seeks to develop programs that are high quality, customer-driven, efficiently managed, financially solid, and complementary to the district's core mission. NCE staff continue to ask and pursue answers to these strategic questions: Is there an unmet community need for us to focus on? Are NCE programs accessible to all? Have we thoroughly identified the community's interests, introduced them to novel programs, and found innovative ways to deliver programs? Is the department as productive as possible, increasing our capacity for growth?

For FY20 as in FY19, the NCE revolving fund's budget supports seven fee-based programs. The total FY20 budgeted revenue is \$1,269,793 accounting for 7,992 registrations in 561 different courses that address the diverse needs and interests of Needham's elementary, middle school and high school students, as well as adults living and working in the Needham community. At the end of FY19, we will close the KASE program which allows us to reallocate administrative resources to better support all FY20 NCE programs and our community, including a new Early Childcare program for the infants/toddlers of Needham Public Schools staff.

For FY20, the seven fee-based Needham Community Education programs include:

- NCE Early Childcare Program
- NCE Elementary
- NCE Middle School
- NCE Summer Programs
- NCE Adult
- Tutoring
- Summer Sports Clinics

The proposed budgets for all seven NCE programs are attached.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>Kindergarten Enrichment Program (KASE) (2350-3701)</b>
<b>Fund Manager:</b>	<b>KASE Program Coordinator/ Needham Community Education</b>
<b>Executive Summary:</b>	<b>The KASE program will close down on June 30, 2019, to coincide with the planned implementation of Full-Day Kindergarten in September, 2019.</b>

### Fund Description:

Kindergarten Enrichment (KASE) is a fee-based program that provides kindergarten children the opportunity to experience a full school day. Children can attend KASE on two, three, four, or five days per week. The curriculum is topic-based enrichment, primarily focused around science and social studies. In a typical year, 70-80% of Needham kindergarten children participate in KASE.

### Critical Issues:

The School Committee intends to implement Full-Day Kindergarten in the Needham Public Schools, effective September, 2019, which will mean the dissolution of the KASE program at the end of the 18/19 School Year. As such, there is no budget recommendation for KASE in FY20.

### FY20 Proposed Budget:

N/A.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>NCE Elementary (formerly known as Elementary After School Enrichment or E.A.S.E.) (2350-3702)</b>
<b>Fund Manager:</b>	<b>Elementary Program Coordinator/Needham Community Education</b>
<b>Executive Summary:</b>	<b>No change in program or fee structure; fees range from \$75-\$205 across 112 course offerings and 1,321 student registrants at the 5 elementary schools.</b>

### Fund Description:

NCE Elementary is a fee-based after school program, which gives elementary students the opportunity to engage in enrichment clubs and classes each year. Typically, clubs/classes meet once a week for an hour over an eight-week term at the five elementary schools. Three terms are being offered: fall, winter, and spring. For FY19, 1316 registrations are projected in 110 course offerings.

### Critical Issues:

A growing number of NCE Elementary classes require support for classroom management and this necessitates a significant amount of outreach and coordination with parents and the hiring of needed teaching assistants. This process is important and is a priority, but is difficult to fulfill in light of the Program Coordinator's responsibilities for overall marketing and administration of over 100 course offerings. To address this issue in FY20, we need to proactively hire teaching assistants for each term and we need to re-direct some administrative responsibilities from the Program Coordinator to the NCE bookkeeper for the ongoing monitoring of expenses and income.

The continuing challenge with NCE Elementary is to provide high-quality classes that both complement the curriculum and are fun and engaging for students, while at the same time maintaining reasonable class fees. NCE is committed to providing scholarships for those families who cannot afford the programs. With support from Guidance Counselors and other school-based personnel, we reach out to families whose children may benefit from no-cost or low-cost classes in order to make NCE after school activities accessible to all students.

We cannot expand the program since it is at capacity in terms of the number of registrants we can accommodate in the five schools and the difficulty of securing classroom space during after school hours (particularly with gaining access to the gyms).

### Enabling Legislation

M.G.L. Chapter 71, Section 47.

### Staffing:

The following positions are funded in the FY20 Budget: Elementary Program Coordinator (0.24 FTE) and a portion of the Department Director (0.08 FTE), as well as part-time program instructors, temporary on-site coordinators, and portions of the salaries of the Community Ed Registrar/Marketing Manager (0.10 FTE) and the Bookkeeper (0.07 FTE). A staffing chart for the program is presented below:



<b>FTE</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Proj</b>	<b>FY20 Budget</b>	<b>Inc/(Dec)</b>
Admin	0.28	0.29	0.29	0.32	0.03
Clerical	0.16	0.16	0.16	0.17	0.01
<b>Total</b>	<b>0.44</b>	<b>0.45</b>	<b>0.45</b>	<b>0.49</b>	<b>0.04</b>

To more accurately allocate time on task, the Department Director's time has been increased by 0.03 FTE. The increase from FY19 to FY20 Budget in clerical FTE of 0.01 is needed to address the shift in responsibilities to the Bookkeeper. More of the Program Coordinator's time must be dedicated to outreach and coordination with parents and the hiring of needed staff, which is only made possible by the Bookkeeper assuming the ongoing monthly monitoring of expenses and income for the NCE Elementary program.

### **Description of Revenues:**

The FY20 budgeted revenue of \$194,992 assumes registration from 1,321 students in 112 course offerings at the five elementary schools. These registration rates are based on FY19 experience. Program fees range from \$75 to \$205 and each term runs uniformly for 8 weeks. This is a streamlined approach to delivering the program and generating a comparable amount of revenue to previous year.

### **Expenses**

The FY20 NCE Elementary revolving fund expenses are budgeted to be \$192,620 and include salaries, class supplies/materials, contractual services with outside vendors, office supplies, and printing. The streamlined approach to delivering the program allows for savings on the Onsite Coordinator salaries and these were redirected to pay for needed teaching assistants in the classrooms.

### **Fund Balance:**

Our projected ending fund balance is \$68,940. To promote solid business practices, our goal is to hold three months of operating expenses in carry-over reserves, which equals \$57,786. The remaining \$11,154 is being designated for contingency teaching assistants.

### **FY20 Proposed Budget:**

The proposed budget for the fee-based Elementary program is attached.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>NCE Middle School, formerly Pollard After School (PAS) and Rock After School (RAS) (2350-3703)</b>
<b>Fund Manager:</b>	<b>Middle School Program Coordinator/Needham Community Education</b>
<b>Executive Summary:</b>	<b>No change in fee structure. Program fees range from \$22-\$365 in 50 planned course offerings serving 2,348 registrants including, on average, 14 to 18 students per day in the enrichment club for Grades 6 - 8 known as ASAP (After School at Pollard).</b>

### Fund Description:

Needham Community Education Middle School includes fee-based after school enrichment for the middle school population. The NCE offerings complement the Athletic Department's Middle School sports teams, school clubs, and music lessons/theater with a wide variety of programs that meet the specialty interests and flexible scheduling needs of High Rock and Pollard students. These include after school enrichments, as well as transition support for students entering Middle School with programs known as *Insiders Guide to High Rock* and *StepUp2*. In FY19, 2,258 registrations are projected for NCE's Middle School programs.

### Critical Issues:

NCE is focusing on student engagement, which emerged as an issue in the results of the 2018 District Survey, and is working to provide breadth and depth in the Middle School enrichment offerings and more student choice in the content and structure of afterschool activities. NCE fills in the gaps between other NPS afterschool programs (i.e., athletics, school clubs, music/drama programs, outside-school activities, etc.). In particular, NCE's daily enrichment club known as ASAP (After School at Pollard) provides students in Grades 6 to 8 with an affordable and convenient after school program that includes a variety of options to address their interests -- typically homework support, cooking, and arts and crafts. Now in its third year and building momentum, ASAP runs from after school through 6:00 pm at \$22 per day, every school day (except early release days); students connect with peers and attend whenever it is convenient for them and their families.

A growing number of NCE Middle School classes require support for classroom management and this necessitates a significant amount of outreach and coordination with parents and the hiring of needed teaching assistants. This process is important and is a priority, but is difficult to fulfill in light of the Program Coordinator's responsibilities for overall marketing and administration of 50 course offerings including the daily ASAP program. To address this issue in FY20, we need to proactively hire teaching assistants and we need to re-direct some administrative responsibilities from the Program Coordinator to the NCE bookkeeper for the ongoing monthly monitoring of expenses and income.

Additional outreach to parents, students, and staff is needed to spread the word about the value of the program as we aim to increase student engagement. In addition, we are providing scholarships for ASAP and for the 6- to 8-week enrichment courses offered each term; we are committed to making the Middle School programs accessible to all families.



## Enabling Legislation:

M.G.L. Chapter 71, Section 47.

## Staffing:

The following positions are funded in the FY20 Budget: Middle School Program Coordinator (0.40 FTE) and a portion of the Department Director (0.04 FTE). The clerical staff includes the Registrar/Marketing Manager at 0.05 FTE and the Bookkeeper at 0.04 FTE. Other staff members include part-time instructors and temporary onsite coordinators, who receive stipends. A staffing chart for the program is below:

<b>FTE</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Proj</b>	<b>FY20 Budget</b>	<b>Inc/(Dec)</b>
Admin	0.44	0.43	0.43	0.44	0.01
Clerical	0.12	0.08	0.08	0.09	0.01
<b>Total</b>	<b>0.56</b>	<b>0.51</b>	<b>0.51</b>	<b>0.53</b>	<b>0.02</b>

The additional 0.01 FTE for the Department Director is needed to oversee program growth. The increase from FY19 to FY20 Budget in clerical support of 0.01 FTE is needed to address the shift in responsibilities to the Bookkeeper. More of the Program Coordinator's time must be dedicated to outreach and coordination with parents and the hiring of needed staff. This is possible if the Bookkeeper invests more time to cover the administrative responsibilities for the ongoing monthly monitoring of expenses and income for the NCE Middle School program.

## Description of Revenues:

In FY20, 2,348 Middle School program registrations are budgeted across 50 planned course offerings including the daily enrichment program for students in Grades 6 to 8. These diverse offerings help students to engage with peers and teachers while exploring a variety of after school activities on any day of the week.

FY20 revenue takes into consideration our experience in FY19. In the FY19 projected budget, we are recognizing 14 to 18 middle school students per day attending the ASAP program, with the highest attendance on Mondays (when the program typically accommodates 25 students). The attendance has been trending upward since the beginning of the school year. This compares favorably with the 12 to 14 students per day in FY18. We attribute this positive trend to the improved infrastructure and staffing. Students report that they are having fun and teachers observe that students are more engaged in the activities than in FY18.

Fees for the traditional 6- to 8-week courses range from \$79 to \$375. The ASAP program is \$22 per day. It is our goal to keep the fees as low as possible to encourage participation by all students. The course fees are adjusted in the FY20 budget from FY19 to cover nominal increases in overhead (i.e., credit card fees and salaries). The total FY20 revenue is budgeted at \$125,160.

## Expenses:

In addition to staffing, FY20 NCE Middle School revolving fund expenses include contractual services (outside vendors), program supplies, office supplies, and printing. Total program expenses for FY20 are budgeted to be \$122,260.



**Fund Balance:**

To promote solid business practices, our goal is to hold three months operating expenses in carry-over reserves. This would total \$36,678. Our anticipated ending fund balance is \$20,396, which represents 56% of our goal.

**FY20 Proposed Budget:**

The proposed budget for the fee-based NCE Middle School Program is attached.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>NCE Summer Program, formerly Summer School (2350-3704)</b>
<b>Fund Manager:</b>	<b>Summer Program Coordinator/ Needham Community Education</b>
<b>Executive Summary:</b>	<b>The NCE Summer Program is strong despite space constraints at the schools, with enrollment at capacity. For FY20, the budget is to accommodate 1,472 registrants in 140 planned programs. Fees range from \$89 to \$399 for enrichments and \$600 for the 4-week remedial classes.</b>

### Fund Description:

The NCE Summer Program operates during the month of July and provides high-quality enrichment courses for students entering Grades 1-9, as well as remedial literacy classes for elementary students entering Grades 1-5. In FY19, 1,443 registrants participated in 137 enrichment and remedial classes.

### Critical Issues:

The enrollment in our summer program is close to capacity due to space constraints. Given the other building needs in summer (construction, repairs, cleaning, professional development, special education, METCO, Parks & Rec), NCE Summer programs can be offered only during the month of July and only in a limited number of schools. Our full-day summer programming provides an attractive option for families; however, it requires a significant investment in infrastructure for on-site coordination and supervision of students during the mid-day.

NCE Summer works closely with the Special Education Department to partner on inclusive programming for students whose IEPs require summer programming. Slots are reserved in specific classes that are a good fit for specific students' needs. The two departments work collaboratively to provide adaptive programming and aides in the inclusive setting. That partnership will continue in FY20, resulting in cost savings in Special Education and better educational options for students.

For the remedial literacy program, NCE supports the District's Title I Coordinator in offering a targeted program for students entering Grades 1 through 5. NCE's responsibility includes the marketing, online and in-person registration, and providing scholarships for families in need.

### Enabling Legislation

M.G.L. Chapter 71, Section 71E.

### Staffing:

FY20 staffing includes a (0.58 FTE) Program Administrator and a portion of the Department Director (0.33 FTE), as well as part-time instructors via stipends, temporary onsite coordinators, classroom



aides, and an onsite Nurse. Clerical support includes a portion of the salaries of the Community Education Registrar/Marketing Manager (0.25 FTE), and Bookkeeper (0.11 FTE).

A staffing chart for the program is presented below.

<b>FTE</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Proj</b>	<b>FY20 Budget</b>	<b>Inc/(Dec)</b>
Admin	0.88	0.88	0.88	0.91	0.03
Clerical	0.46	0.36	0.36	0.36	0.00
<b>Total</b>	<b>1.34</b>	<b>1.24</b>	<b>1.24</b>	<b>1.27</b>	<b>0.03</b>

To more accurately allocate time on task, the Department Director's time has been increased by 0.03 FTE.

### **Description of Revenues:**

FY20 revenue from NCE Summer is expected to remain comparable with FY19 revenue, which is driven by the number of registrations that can be accommodated in the available space. The total revenue from the FY20 Summer program is budgeted at \$315,686. Fees range from \$89 to \$399 for enrichment classes, and \$600 for the 4-week remedial reading class.

### **Expenses:**

FY20 revolving fund expenses for NCE Summer of \$316,139 include salaries, custodial services (beyond regular hours), nurse, school aides, instructional technology, classroom supplies and office supplies.

### **Fund Balance:**

To maintain solid business practice, we set a goal of carrying 3 months of operating expenses (or \$94,842.) Budgeted ending fund balance for FY20 is projected to be \$89,969 or 95% of that goal.

### **FY20 Proposed Budget:**

The proposed budget for the fee-based Summer School program is attached.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>Summer Sports Clinics (2350-3707)</b>
<b>Fund Manager:</b>	<b>NCE Adult-High School Coordinator / High School Athletics</b>
<b>Executive Summary:</b>	<b>No change in program structure. Fees of \$75-\$200 for seven clinics, including Volleyball, Girls Basketball, Field Hockey, Baseball, and Wrestling Clinics that accommodate 229 students.</b>

### Fund Description:

The NHS Athletic Department and Needham Community Education are collaborating to offer intensive clinics for sports that have interscholastic offerings at the High School but limited opportunities to develop younger players in town. In FY19, the program included Volleyball, Girls Basketball, Field Hockey, and Baseball Clinics for 219 students.

### Critical Issues:

Prior to the establishment of the collaboration between NCE and the NHS Athletics Department, there was no structure in place to facilitate the creation of clinics to introduce younger students to the variety of athletic options available at the High School. The Athletic Director identified the need to cultivate future players while providing excellent educational and skill-building opportunities for students. High school coaches have agreed to teach and lead the clinics to expose new players to these sports and to develop their skills. NCE is well positioned to handle the marketing and registration for these programs as long as the overhead expenses can be covered, while the NHS Athletic Department oversees the programming. The coaches are more comfortable agreeing to run a clinic knowing that they do not handle the marketing and registration.

### Enabling Legislation

M.G.L. Chapter 71, Section 71E

### Description of Revenues:

Based on input from the Athletics Department, we are budgeting 155 registrants for the 3 Volleyball Clinics (two half-day and one full-day), 18 students for the Girls Basketball Clinic, 29 students for the Field Hockey Clinic, 17 students for Baseball, and 10 students for the Wrestling Clinic. In FY20 there will be a total of seven clinics, up from the six offered in FY19 due to space limitations during maintenance and construction projects. Total anticipated revenue for FY20 is \$29,875.

### Staffing:

There is no change in the FY20 budgeted staff members from previous year. The FY20 budget includes a portion of the NCE Adult/High School Program Coordinator (0.05 FTE) plus a portion of the Registrar (0.05 FTE) in addition to the Clinic staff who are paid stipends for their work as instructors and assistants.



**Expenses:**

In addition to the staffing expense, program expenses for FY20 include a nurse, supplies, and credit card fees, as well as new sports equipment bought with funds accrued over the past few years to replace older sports equipment. The total program expense is \$35,618.

**Fund Balance:**

The projected ending fund balance is \$11,078. We are holding a three-month operating contingency of \$10,685 to meet unanticipated program expenses. In addition, we are rebuilding the contingency for replacement of needed sports equipment with the remaining fund balance of \$393.

**FY20 Proposed Budget:**

The proposed budget for the fee-based Summer Sports Clinics program is attached.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>Tutoring (2350-3706)</b>
<b>Fund Manager:</b>	<b>Director of Community Education</b>
<b>Executive Summary:</b>	<b>No program or fee changes are planned for FY20.</b>

### Fund Description:

The Fund was established to keep track of tutoring in school buildings and to establish a department to monitor the practice.

The tutoring rate is currently set at \$50/hour. Payment for tutoring sessions is made from the parent to the teacher. The tutor registration form requires the tutor to specify the student, subject being tutored, location of the tutoring, scheduled dates/times. In addition, the form requires the signatures of the student's counselor, teacher and principal. The completed form is then sent to Needham Community Education with the \$10 registration fee, which covers the cost of administering the registry and policies.

### Critical Issues:

The private tutoring guidelines were established to inform staff and parents of acceptable practices for tutoring for pay within school facilities. Tutoring for pay on school property is allowed if:

- The tutor is an employee of the Needham Public Schools.
- The tutor pays an annual registration fee set by the school system.
- The tutor registers with the Director of Community Education Programs and Planning.
- The tutor accepts the established rates set by the school system.
- The tutor begins sessions for pay no earlier than one hour after school is dismissed.
- The tutor concludes morning sessions for pay no later than one hour before school begins.
- The tutor informs the student's counselor and student's teacher of the tutoring arrangement.
- The tutor has received the approval of the building principal where the tutoring takes place.

### Enabling Legislation

M.G.L. Chapter 71, Section 47.

### Staffing/Expenses:

The fees are used to offset the costs of the staff to administer the program. FY20 expenses are \$160.

### Description of Revenues:

Revenues are generally in the \$20-\$100 range with 2-10 tutors registering their tutoring arrangements. The proposed budget for Tutoring is \$20.

### Fund Balance:

FY20 ending Fund Balance is \$0.

### FY20 Proposed Budget:

The FY20 proposed budget for the Tutoring Program is attached.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>NCE Adult (2551-3705)</b>
<b>Fund Manager:</b>	<b>Adult Program Coordinator/ Needham Community Education</b>
<b>Executive Summary:</b>	<b>No change in program or fee structure; fees range from \$15 to \$665 for 250 course offerings, which are budgeted to serve 2,606 registrants.</b>

### Fund Description:

NCE Adult offers classes in Fall, Winter/Spring, and Summer. Each term includes a wide variety of reasonably priced courses that provide adults with quality lifelong learning experiences, as well as SAT/ACT test preparation and a community service program for high school students.

### Critical Issues:

The Adult program continues to experience popularity with 238 courses projected for FY19 and 2,538 registrants. This is a significant increase in participants (over 13% increase over FY18) which is attributable to delivering high quality programs (as measured through post-program surveys) and offering a larger number of short-duration programs. We believe this model appeals to the participants; it will be tested again in FY20 with more daytime classes, one-time classes, and weekend offerings.

The challenges to additional growth are finding novel programs that attract new audiences, continuing to adapt the schedule to provide more opportunities for community participation, and identifying appropriate spaces for the variety of courses requested (e.g., art, health and well-being, technology, language, etc.). Beyond our use of the Senior Center and partnerships with Olin College and Beth Israel Deaconess, we continue to look for solutions to space constraints.

In addition to providing programs for adults, in FY19 we project providing SAT and ACT prep classes to 150 high school students. Growing this enrollment in FY20 is difficult due to competition from private providers of similar test prep programs.

### Enabling Legislation:

M.G.L. Chapter 71, Section 71E

### Description of Revenues:

The FY20 budgeted revenue of \$298,450 is generated from 250 courses. Proven classes are budgeted to run close to capacity and additional offerings will accommodate the needs of prospective new registrants. Course prices range from \$15 to \$665 with the average at about \$115 per course. The FY20 course fees are comparable to FY19.



**Staffing:**

The FY20 Budget includes 0.10 FTE of the Program Director, 0.76 FTE of the Program Coordinator, and 0.34 FTE clerical staff consisting of the Community Education Registrar/Marketing Manager (0.25 FTE), the Bookkeeper (0.09 FTE), and other graphic design and secretarial support (0.13 FTE.) The clerical FTE allocation is reduced 0.05 FTE from FY19, to more accurately reflect time on task. In addition, the Department pays part-time instructors, part-time SAT/ACT Prep coordinators, and temporary on-site coordinators.

FTE totals are as follows:

<b>FTE</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY19 Proj</b>	<b>FY20 Budget</b>	<b>Inc/(Dec)</b>
Admin	0.90	0.86	0.86	0.86	-
Clerical	0.52	0.52	0.52	0.47	-0.05
<b>Total</b>	<b>1.42</b>	<b>1.38</b>	<b>1.38</b>	<b>1.33</b>	<b>-0.05</b>

**Expenses:**

FY20 budgeted expenses total \$297,313. The biggest expenses for this program (aside from the instructors) are the costs for catalog design, production, and mailing. We are looking at ways to achieve our marketing goals through cost-effective web-based communications.

**Fund Balance:**

FY20 ending fund balance is projected to be \$8,732. We will continue to rebuild the fund balance toward a contingency reserve covering 3 months of operating expenses or \$89,194. In FY20, we will be at 10% of that goal.

**FY20 Proposed Budget:**

The proposed budget for the fee-based Adult Education program is attached.



## Revolving Fund FY20 Budget Request

<b>Fund Name:</b>	<b>NCE Early Childcare Program (TBD)</b>
<b>Fund Manager:</b>	<b>Early Childcare Director-Teacher / Needham Community Education</b>
<b>Executive Summary:</b>	<b>The new NCE Early Childcare program is a fee-based, developmentally-appropriate enrichment program for Infants (3 months to 15 months) and Toddlers (15 months to 3 years). This program is available for the infants and toddlers of Needham Public Schools staff as a benefit of working for the Town. It runs from 7:00am to 4:00pm for 183 school days. FY20 fees are: \$110 per day for Infants and \$100 per day for Toddlers.</b>

### Fund Description:

The NCE Early Childcare program is a fee-based program that provides Needham Public School staff with the opportunity to access a high quality, developmentally-appropriate enrichment program for their infants (ages 3 months to 15 months) and toddlers (ages 15 months to 3 years). This program incorporates the successful models used in other districts (Arlington, Mansfield, Medway), with a solid early childhood social-emotional foundation. It adopts the State's standards for health/safety/supervision/staff training from the Department of Early Childhood and Care, but is licensed under DESE, as are the other programs operated by school districts. To benefit staff, the program runs from 7:00am to 4:00pm during the 183 contracted workdays. The program also is available to Town of Needham employees and the community.

The plan for Needham's initial year of the program is informed by an expert consultant with comparative information on program options and pricing. In FY20, the pilot program accommodates 7 infants and 9 toddlers attending 5 days per week, at a leased space comparable to the space being leased by KASE in FY19. There are opportunities for high school students to have hands-on experiences in caring for infants/toddlers, and in future years, a full-blown lab program could be developed for high school student exploration of a childcare career.

### Critical Issues:

- 1) **Unmet Need:** The staff's need for early childcare is expressed routinely to those in the NPS Human Resources department. Every school year, a substantial number of staff are on maternity leave and the staff are interested in returning to work, but have great difficulty in finding infant care. At a meeting in February 2018, the NEA Board echoed this unmet need. An October 2018 online survey about our Early Childcare proposal resulted in 76 staff responding, with 84% "very positive" about the program; 50% "definitely needing" and another 29% "probably needing" the program. The survey indicated that 28 staff are "extremely likely to register for the pilot" in FY20.
- 2) **Cost:** Like those in other districts (e.g., Arlington, Mansfield, Medway), Needham Public School staff would perceive early childcare provided by NCE as a benefit of working for the District. Research on private daycare programs serving Needham indicated a range of fees from \$102/day to \$122/day. School Districts offering programs within their school buildings (without an expense for leasing space) cost between \$55/day to \$62/day. Setting fees for our program in the first year needs to factor in start-up costs and working toward a fund balance in line with solid business practice of 3 months operating expenses in reserve.



- 3) Space Requirement: Since Needham Public Schools do not have enough space to accommodate an NCE Early Childcare program in FY20, it is necessary to lease space. NCE would look to comparable space currently leased for the offsite KASE program, with the Request for Proposal being posted in FY19 for a lease that would run from August 1, 2019 through July 31, 2020.
- 4) Opportunity for a Learning Lab: In an effort to provide our high school students with more diverse learning opportunities and alternative career paths, the Early Childcare program could accommodate a laboratory model that would enable students to explore a career in child care. In future years, the lab would include classroom time to focus on child development, practice lessons for responding to real-life situations in caring for infants/toddlers, and hands-on experiences within our Early Childcare program.
- 5) Approval: The NCE Early Childcare program requires DESE Commissioner approval.

## Enabling Legislation

M.G.L. Chapter 71, Section 26A.

## Staffing:

The FY20 staff funded through this revolving fund includes a 1.0 FTE Early Childcare Program Coordinator who is in the position of Director/Teacher and 0.01 FTE Department Director; 1.5 FTE Lead Teachers and 2 FTE Assistant Teachers, as well as a portion of the following clerical positions: Community Education Registrar/Marketing Manager (0.03 FTE), Bookkeeper (0.05 FTE). A staffing chart for the program follows:

<b>Early Childcare Staffing</b>	<b>FY20 Budget FTE</b>
Admin (1 Director/Teacher & Department Director)	1.01
Teachers	1.5
Aides	2.0
Clerical	0.08
<b>Total</b>	<b>4.59</b>
<b># Students</b>	<b>16</b>

## Description of Revenues:

The projected FY20 revenue of \$305,610 is generated from a pilot program with 7 Infants and 9 Toddlers for 183 days, at \$110 per day for Infants and \$100 per day for Toddlers. This fee structure is comparable to private daycare programs serving the Needham community as shown in the chart below:

<b>Comparison with Private Daycare Programs in Needham</b>				
	Needham Children's Center	Chestnut Children's Center	Kindercare	Temple Beth Shalom
<b>Fees</b>	\$110/day Infant \$102/day Toddler	\$120/day Infant \$116/day Toddler	\$110/day Infant \$100/day Toddler	\$122/day (youngest 12 mos)



The tuition rate in comparative school districts is lower than our proposed fees. These well-established programs are housed within their school buildings and have grown considerably over the years, which are some of the drivers to explain the lower fees than those proposed for Needham's pilot program.

<b>Early Childcare Programs in Comparative School Districts</b>			
	Arlington	Medway	Mansfield
<b>Fees</b>	\$60.25/day	\$56 to \$62/day	\$55 to \$62/day

If our experience is comparable to neighboring districts, it will take about 6 years from a small and consistent start-up enrollment of 16 children (7 Infants and 9 Toddlers) attending 5 days per week, to about 60 children with 2-day to 5-day options that accommodate full-time and part-time staff needs for early childcare.

### **Expenses:**

Budgeted FY20 expenses total \$248,534 and include both start-up costs for basic equipment and supplies (strollers, cribs, etc.), direct program expenses for staff (including Lead Teachers, Assistant Teachers, and the Director/Teacher), as well as leased space. The indirect or overhead expenses include a portion of the salaries of the administrative and clerical staff. The indirect expenses also include \$68,416 to offset Town health insurance and payroll tax expenses. In the pilot year, no marketing expenses are assumed because the 16 available slots will be filled through direct outreach to staff to identify prospective families.

### **Fund Balance:**

The program is projected to have an ending fund balance of \$57,076 (or 2.3 months operating expense in reserve) to manage unexpected fluctuations in enrollment or unanticipated expenses.

### **FY20 Proposed Budget:**

The proposed budget for the fee-based NCE Early Childcare program is attached.







	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	
1	FY20 NCE TOTAL - Income and Expense Statement															
2																
3	FY20 NCE TOTAL - Income and Expense Statement								2,350	2,350	2,350	2,350	2,350	2,350	2,551	
4									3,701	3,702	3,703	3,704	3,707	3,706	3,705	
5	TOTAL							KASE	EASE	PASRAS	SS	SPORTS	TUTOR	AE	ECP	
58								Contractual Labor/ Services	-	-	-	-	-	-	-	-
59	Contract Services - program specific	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
60	Telephone/Internet (KASE)	1,600	-	-	-	-	-	-	-	-	-	-	-	-	1,600	
61			-	-	-	-	-	-	-	-	-	-	-	-	-	
62	Custodial Expenses		-	-	-	-	-	-	-	-	-	-	-	-	-	
63	Custodial Salaries	1,800	-	-	1,800	-	-	-	-	-	-	-	-	-	-	
64	Custodial and Housekeeping Supplies	750	-	-	-	750	-	-	-	-	-	-	-	-	-	
65			-	-	-	-	-	-	-	-	-	-	-	-	-	
66	Transportation:		-	-	-	-	-	-	-	-	-	-	-	-	-	
67	Transportation of Students	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
68	Transportation - bus replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
69			-	-	-	-	-	-	-	-	-	-	-	-	-	
70	Rental/Lease of Buildings & Facilities		-	-	-	-	-	-	-	-	-	-	-	-	-	
71	Facility Rental	13,500	-	-	-	-	-	-	-	-	-	-	-	-	13,500	
72			-	-	-	-	-	-	-	-	-	-	-	-	-	
73	Professional Development		-	-	-	-	-	-	-	-	-	-	-	-	-	
74	Prof Development Stipends	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
75	Contractual Professional Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
76	In-State Travel	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
77	Out-of-State Travel	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
78	Full Day Kindergarten Consulting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
79			-	-	-	-	-	-	-	-	-	-	-	-	-	
80	Promotion Expenses/General Program Expenses		-	-	-	-	-	-	-	-	-	-	-	-	-	
81	Printing & Binding	27,900	-	2,500	1,200	4,500	-	-	19,500	200						
82	Communication Postage	2,500	-	-	-	-	-	-	2,500	-						
83	Graphic Design	3,000	-	-	-	-	-	-	3,000	-						
84			-	-	-	-	-	-	-	-						
85	Supplies		-	-	-	-	-	-	-	-						
86	Office Supplies/ Director Office	-	-	-	-	-	-	-	-	-						
87			-	-	-	-	-	-	-	-						
88			-	-	-	-	-	-	-	-						
89	All Other Expenses		-	-	-	-	-	-	-	-						
90	All Other Expenses /Program Level (includes CC fees)	34,200	-	6,000	5,500	9,300	1,200	-	12,200	-						
91	Course Refunds	-	-	-	-	-	-	-	-	-						
92	SUBTOTAL PROGRAM SPECIFIC ADMIN EXPENSES	138,150	-	26,300	14,500	48,050	5,200	-	39,300	4,800						
93			-	-	-	-	-	-	-	-						
94	SUBTOTAL COURSE AND PROGRAM SPECIFIC EXPENSES	837,755	-	157,122	88,710	217,669	29,400	-	196,211	148,643						
95																
96	NCE GENERAL AND ADMINISTRATIVE															
97																
98	Administrative Salaries															
99	Other District-Wide Administration	75,170	-	10,727	5,364	44,250	-	80	13,409	1,341						
100	Adj: Other District-Wide Administration (for JE)	-	-	-	-	-	-	-	-	-						
101	Subtotal	75,170	-	10,727	5,364	44,250	-	80	13,409	1,341						
102																
103	Curriculum Directors (Supervisory): Prof. Salaries	157,362	-	12,624	21,321	30,711	3,345	-	63,561	25,800						
104	Adj: Curriculum Directors (Supervisory): Prof. Salaries Retirement Payout)	-	-	-	-	-	-	-	-	-						
105	Subtotal	157,362	-	12,624	21,321	30,711	3,345	-	63,561	25,800						
106																
107	Curriculum Directors (Supervisory): Clerical Salaried and Hourly	73,941	-	12,147	6,865	23,510	2,873	80	24,132	4,334						
108	Adj: Curriculum Directors (Supervisory): Clerical Salaries (for JE)	-	-	-	-	-	-	-	-	-						
109	Subtotal	73,941	-	12,147	6,865	23,510	2,873	80	24,132	4,334						
110																



	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	
1	FY20 NCE TOTAL - Income and Expense Statement															
2																
3	FY20 NCE TOTAL - Income and Expense Statement							TOTAL	2,350	2,350	2,350	2,350	2,350	2,350	2,551	
4									3,701	3,702	3,703	3,704	3,707	3,706	3,705	
5									KASE	EASE	PASRAS	SS	SPORTS	TUTOR	AE	ECP
111	Benefits							68,416	-	-	-	-	-	-	-	68,416
112	Insurance for Active Employees								-	-	-	-	-	-	-	-
113	Employer Retirement Contributions								-	-	-	-	-	-	-	-
114																
115	Capital Equipment							-	-							
116	Additional Equipment (Over \$5000)								-							
117	SUBTOTAL NCE G&A								374,888	-	35,498	33,550	98,470	6,218	160	101,102
118																
119	GRAND TOTAL EXPENSES							1,212,644	-	192,620	122,260	316,139	35,618	160	297,313	248,534
120																
121																
122	NET INCOME - NCE OVERALL							57,149	-	2,372	2,900	(453)	(5,743)	(140)	1,137	57,076
123																
124																
125	FUND BALANCE - Current Year															
126																
127	Beginning Fund Balance							199,042	-	66,568	17,496	90,422	16,821	140	7,595	-
128																
129	Plus Current Year Revenue							1,269,793	-	194,992	125,160	315,686	29,875	20	298,450	305,610
130	Less Current Year Expense							1,212,644	-	192,620	122,260	316,139	35,618	160	297,313	248,534
131	Surplus of Revenue Over Expense							57,149	-	2,372	2,900	(453)	(5,743)	(140)	1,137	57,076
132																
133	GROSS ENDING FUND BALANCE							256,191	-	68,940	20,396	89,969	11,078	-	8,732	57,076
134																
135	ENCUMBRANCES ADJUSTMENTS (to Gross Ending Fund Balance)															
136	Less Contingency Teaching Assistants							11,547	-	11,154	-	-	393	-	-	-
137	Less Contingency for Equipment Replacement							-	-	-	-	-	-	-	-	-
138	Less Purchase of Pilot Curriculum Materials for 8 KASE Classrooms @ \$5,000/Room (FDK)							-	-	-	-	-	-	-	-	-
139	Less Purchase of Walkie Talkies for 4 Elem Schools (Eliot Purchased FY18) @ \$2,500/School (FDK)							-	-	-	-	-	-	-	-	-
140	Less Purchase of Mulch at Elem Playgrounds @ \$4,000/School (FDK)							-	-	-	-	-	-	-	-	-
141	Less Upgrade of Mitchell Playground							-	-	-	-	-	-	-	-	-
142	Less Restricted for Operating Contingency (Target 3 Mo Reserves)							244,644	-	57,786	20,396	89,969	10,685	-	8,732	57,076
143	Unrestricted Fund Balance							-	-	-	-	-	-	-	-	-
144																
145	3 months carryover goal							363,793	-	57,786	36,678	94,842	10,685	48	89,194	74,560



	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	
1															
3	FY19 NCE TOTAL - Income and Expense Statement								2,350	2,350	2,350	2,350	2,350	2,350	2,551
4									3,701	3,702	3,703	3,704	3,707	3,706	3,705
5									(July 2018 - June 2019)	TOTAL	KASE	EASE	PASRAS	SS	SPORTS
6	ENROLLMENT - ACTUAL														
7															
8															
8	Number of Students							8,105	331	1,316	2,258	1,443	219	-	2,538
9	Number of Courses							555	16	110	48	137	6	-	238
10	REVENUE - PROJECTED														
11															
12															
12	Carry Forwad							652,129	455,530	62,885	16,357	86,718	22,796	120	7,723
13	Plus Pre-collections from Prior Year							-	-	-	-	-	-	-	-
14	Gross Beginning Fund Balance							652,129	455,530	62,885	16,357	86,718	22,796	120	7,723
15	Program Revenue														
16															
17															
18	Course Fees - Actual (net unrealized revenue)							2,101,059	1,158,959	188,812	120,641	311,805	28,525	20	292,297
19	Other Revenue							-	-	-	-	-	-	-	-
20	SUBTOTAL CURRENT REVENUE							2,101,059	1,158,959	188,812	120,641	311,805	28,525	20	292,297
21	Minus Unrealized Revenue (not reflected in Course Details spreadsheets)							-	-	-	-	-	-	-	-
22	TOTAL REVENUE (Per Program Managers)														
23															
24															
25	EXPENSES - PROJECTED														
26															
27															
28	COURSE-SPECIFIC EXPENSES														
29															
30															
30	Instructional Salaries														
31															
31	Classroom teachers: Professional Salaries														
32	Instructions Assistant Salaries (Non-SPED Aides and Student Teachers)							276,504	256,900	3,762	3,000	11,443	1,400	-	-
33	Elememary Office Aides							60,034	60,034	-	-	-	-	-	-
34	Substitutes							-	-	-	-	-	-	-	-
35	Contractual Labor/ Services														
36															
37															
37	Contract Services - course specific							169,097	-	105,177	25,548	3,290	-	-	35,082
38								-	-	-	-	-	-	-	-
39	Educational Supplies							-	-	-	-	-	-	-	-
40	Educational Supplies							108,216	65,398	2,370	3,440	21,229	10,575	-	5,204
41								-	-	-	-	-	-	-	-
42	Other/Course-specific							-	-	-	-	-	-	-	-
43	All Other Expenses/Course-specific							12,635	-	-	10,320	-	-	-	2,315
44	SUBTOTAL COURSE-SPECIFIC EXPENSES							1,370,586	813,446	129,099	76,558	175,052	23,375	-	153,056
45								-	-	-	-	-	-	-	-
46	PROGRAM-SPECIFIC ADMIN EXPENSES							-	-	-	-	-	-	-	-
47	On-site Coordinator							-	-	-	-	-	-	-	-
48	Instr. Coord --On Site Coord (plus KASE school aides)							47,474	-	19,600	6,000	17,774	2,000	-	2,100
49								-	-	-	-	-	-	-	-
50	Instructional Salaries							-	-	-	-	-	-	-	-
51	Instructional Assistants Salaries -- SPED Aides							2,000	-	-	-	2,000	-	-	-
52	Nurse							68,741	56,003	-	-	10,756	1,982	-	-
53								-	-	-	-	-	-	-	-



	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG
1														
3								2,350	2,350	2,350	2,350	2,350	2,350	2,551
4	FY19 NCE TOTAL - Income and Expense Statement							3,701	3,702	3,703	3,704	3,707	3,706	3,705
5	(July 2018 - June 2019)						TOTAL	KASE	EASE	PASRAS	SS	SPORTS	TUTOR	AE
54	Instructional Equipment							-	-	-	-	-	-	-
55	Instructional Technology (<\$5,000 Unit) & Supplies						58,000	58,000	-	-	-	-	-	-
56	Instructional Technology Maintenance						-	-	-	-	-	-	-	-
57	Copiers						-	-	-	-	-	-	-	-
58							-	-	-	-	-	-	-	-
59	Contractual Labor/ Services							-	-	-	-	-	-	-
60	Contract Services - program specific						-	-	-	-	-	-	-	-
61	Telephone/Internet (KASE)						-	-	-	-	-	-	-	-
62							-	-	-	-	-	-	-	-
63	Custodial Expenses							-	-	-	-	-	-	-
64	Custodial Salaries						1,300	-	-	1,300	-	-	-	-
65	Custodial and Housekeeping Supplies						750	-	-	-	750	-	-	-
66							-	-	-	-	-	-	-	-
67	Transportation:							-	-	-	-	-	-	-
68	Transportation of Students						55,297	55,297	-	-	-	-	-	-
69	Transportation - bus replacement						-	-	-	-	-	-	-	-
70							-	-	-	-	-	-	-	-
71	Rental/Lease of Buildings & Facilities							-	-	-	-	-	-	-
72	Facility Rental						47,541	47,541	-	-	-	-	-	-
73							-	-	-	-	-	-	-	-
74	Professional Development							-	-	-	-	-	-	-
75	Prof Development Stipends						1,000	1,000	-	-	-	-	-	-
76	Contractual Professional Development						-	-	-	-	-	-	-	-
77	In-State Travel						200	200	-	-	-	-	-	-
78	Out-of-State Travel						200	200	-	-	-	-	-	-
79	Full Day Kindergarten Consulting						-	-	-	-	-	-	-	-
80							-	-	-	-	-	-	-	-
81	Promotion Expenses/General Program Expenses							-	-	-	-	-	-	-
82	Printing & Binding						30,950	1,600	3,350	1,500	5,000	-	-	19,500
83	Communication Postage						4,115	1,615	-	-	-	-	-	2,500
84	Graphic Design						3,000	-	-	-	-	-	-	3,000
85							-	-	-	-	-	-	-	-
86	Supplies							-	-	-	-	-	-	-
87	Office Supplies/ Director Office						-	-	-	-	-	-	-	-
88							-	-	-	-	-	-	-	-
89							-	-	-	-	-	-	-	-
90	All Other Expenses							-	-	-	-	-	-	-
91	All Other Expenses /Program Level (includes CC fees)						40,420	6,540	6,000	5,500	9,000	1,160	-	12,220
92	Course Refunds						-	-	-	-	-	-	-	-
93	SUBTOTAL PROGRAM SPECIFIC ADMIN EXPENSES						361,088	228,096	28,950	14,300	45,280	5,142	-	39,320
94							-	-	-	-	-	-	-	-
95	SUBTOTAL COURSE AND PROGRAM SPECIFIC EXPENSES						1,731,673	1,041,541	158,049	90,858	220,332	28,517	-	192,376
96														
97	NCE GENERAL AND ADMINISTRATIVE													
98	Administrative Salaries													
99	Other District-Wide Administration						102,838	40,921	6,450	3,870	38,698	-	-	12,899
100	Adj: Other District-Wide Administration (for JE)						-	-	-	-	-	-	-	-
101	Subtotal						102,838	40,921	6,450	3,870	38,698	-	-	12,899
102														



	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG
1														
3								2,350	2,350	2,350	2,350	2,350	2,350	2,551
4					FY19 NCE TOTAL - Income and Expense Statement			3,701	3,702	3,703	3,704	3,707	3,706	3,705
5					(July 2018 - June 2019)		TOTAL	KASE	EASE	PASRAS	SS	SPORTS	TUTOR	AE
103					Curriculum Directors (Supervisory): Prof. Salaries		203,056	76,414	12,199	20,559	29,468	3,220	-	61,196
104					Adj: Curriculum Directors (Supervisory): Prof. Salaries Retirement Payout)		-	-	-	-	-	-	-	-
105					Subtotal		203,056	76,414	12,199	20,559	29,468	3,220	-	61,196
106														
107					Curriculum Directors (Supervisory): Clerical Salaried and Hourly		89,369	28,402	8,431	4,215	19,604	2,763	-	25,954
108					Adj: Curriculum Directors (Supervisory): Clerical Salaries (for JE)		-	-	-	-	-	-	-	-
109					Subtotal		89,369	28,402	8,431	4,215	19,604	2,763	-	25,954
110														
111					Benefits									
112					Insurance for Active Employees		126,047	126,047	-	-	-	-	-	-
113					Employer Retirement Contributions		-							
114														
115					Capital Equipment									
116					Additional Equipment (Over \$5000)		301,163	301,163						
117					<b>SUBTOTAL NCE G&amp;A</b>		<b>822,473</b>	<b>572,947</b>	<b>27,080</b>	<b>28,644</b>	<b>87,770</b>	<b>5,983</b>	<b>-</b>	<b>100,049</b>
118														
119					<b>GRAND TOTAL EXPENSES</b>		<b>2,554,147</b>	<b>1,614,489</b>	<b>185,129</b>	<b>119,502</b>	<b>308,102</b>	<b>34,500</b>	<b>-</b>	<b>292,425</b>
120														
121														
122					<b>NET INCOME - NCE OVERALL</b>		<b>(453,088)</b>	<b>(455,530)</b>	<b>3,683</b>	<b>1,139</b>	<b>3,704</b>	<b>(5,975)</b>	<b>20</b>	<b>(128)</b>
123														
124														
125					<b>FUND BALANCE - Current Year</b>									
126														
127					<b>Beginning Fund Balance</b>		<b>652,129</b>	<b>455,530</b>	<b>62,885</b>	<b>16,357</b>	<b>86,718</b>	<b>22,796</b>	<b>120</b>	<b>7,723</b>
128														
129					Plus Current Year Revenue		2,101,059	1,158,959	188,812	120,641	311,805	28,525	20	292,297
130					Less Current Year Expense		2,554,147	1,614,489	185,129	119,502	308,102	34,500	-	292,425
131					Surplus of Revenue Over Expense		(453,088)	(455,530)	3,683	1,139	3,704	(5,975)	20	(128)
132														
133					<b>GROSS ENDING FUND BALANCE</b>		<b>199,041</b>	<b>0</b>	<b>66,568</b>	<b>17,496</b>	<b>90,422</b>	<b>16,821</b>	<b>140</b>	<b>7,595</b>
134														
135					<b>ENCUMBRANCES ADJUSTMENTS (to Gross Ending Fund Balance)</b>									
136					Less Purchase of Technology for 8 KASE Classrooms @ \$10,000/Room (FDK)		-	-	-	-	-	-	-	-
137					Less Purchase of Furniture for 8 KASE Classrooms @ \$7,000/Room (FDK)		-	-	-	-	-	-	-	-
138					Less Purchase of Pilot Curriculum Materials for 8 KASE Classrooms @ \$5,000/Room (FDK)		-	-	-	-	-	-	-	-
139					Less Purchase of Walkie Talkies for 4 Elem Schools (Eliot Purchased FY18) @ \$2,500/School (FDK)		-	-	-	-	-	-	-	-
140					Less Purchase of Mulch at Elem Playgrounds @ \$4,000/School (FDK)		-	-	-	-	-	-	-	-
141					Less Upgrade of Mitchell Playground		-	-	-	-	-	-	-	-
142					Less Restricted for Operating Contingency (Target 3 Mo Reserves)		181,401	-	55,539	17,496	90,422	10,350	-	7,595
143					<b>Unrestricted Fund Balance</b>		<b>17,641</b>	<b>0</b>	<b>11,029</b>	<b>-</b>	<b>-</b>	<b>6,471</b>	<b>140</b>	<b>-</b>
144														
145					3 months carryover goal		281,897	-	55,539	35,851	92,430	10,350	-	87,728



# **Town of Needham Chapter 40B Guidelines**

## **Prepared by:**

### **40B Guidelines Working Group that included the following members:**

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Bruce Eisenhut, Planning Board  
Howard Goldman, Zoning Board of Appeals  
Jon Schneider, Zoning Board of Appeals  
William DeBear, Housing Authority  
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### **Technical support provided by:**

Lee Newman, Director of Planning and Community Development  
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**October 2012**







# Town of Needham Chapter 40B Guidelines

## I. INTRODUCTION

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These Guidelines provide information about the Town of Needham's policies, procedures, and requirements for comprehensive permits under G.L. c. 40B, §§ 20-23 ("**Chapter 40B**"). In addition, the Guidelines are intended to advise the Zoning Board of Appeals (**ZBA**) and other Town boards and departments with a role in the development review process. Applicants planning to apply for a Chapter 40B comprehensive permit in Needham should review these Guidelines and meet with the Director of Planning and Community Development as early as possible *before* submitting a Project Eligibility (Site Approval) application to a housing subsidy program.

Note: the Town's guidelines are not a substitute for the statute, the Department of Housing and Community Development's (**DHCD**) Chapter 40B regulations (760 CMR 56.00), or the requirements and policies of affordable housing subsidy programs. It is the applicant's responsibility to comply with these and other applicable state requirements.

### A. CHAPTER 40B

Enacted in 1969, Chapter 40B encourages the construction of low- and moderate-income housing (affordable housing). Under Chapter 40B, a Zoning Board of Appeals (ZBA) may grant a comprehensive permit for a housing development that meets the requirements of the statute and qualifies for funding from a state or federal housing subsidy program. A mixed-income development is considered eligible for a comprehensive permit if at least twenty-five percent of the units in it are affordable.<sup>1</sup>

When less than ten percent of a community's housing is affordable as defined by Chapter 40B, the statute effectively supersedes many local regulations that would make it difficult for developers to build affordable housing. In a community that is subject to Chapter 40B, affordable housing developers may file a single (comprehensive permit) application with the ZBA in lieu of separate applications to other local boards. The ZBA may grant, grant with conditions, or deny the comprehensive permit. If the ZBA denies an application or grants a comprehensive permit with conditions that make the development uneconomic, the applicant may appeal to the State's Housing Appeals Committee (**HAC**), which has authority to overrule the ZBA. HAC decisions may be appealed to Superior Court.

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<sup>1</sup> Rental developments may be eligible for a comprehensive permit if at least 20 percent of the apartments are affordable to very-low-income renters.



## B. HOUSING CONDITIONS IN NEEDHAM

Needham is a maturely developed suburb of Boston. Its Census 2010 population of 28,886 consists primarily of people in family households, and most of its housing units are owner-occupied. Needham has relatively little rental housing, and the existing rental inventory offers a limited supply of affordable, suitable housing choices for families. According to the most recent American Community Survey (ACS) data (2005-2009), over half of all renters in Needham spend more on housing costs than the benchmark standard of 30 percent of monthly gross income. Furthermore, some 35 percent of the Town's renter households spend more than half of their monthly gross income on housing costs.<sup>2</sup>

### Renters with High Housing Cost Burdens

Renters paying more than...	Massachusetts	Norfolk County	Needham	Boston Metro Area
30% monthly income	49.7%	47.6%	51.2%	49.5%
50% monthly income	24.8%	23.4%	34.7%	24.7%

Source: American Community Survey, 2005-2009 Estimates.

Census 2010 provides the following information regarding the number of housing units in Needham:

Needham Census Data	2000	2010
Housing Units	10,846	11,122
Housing Occupied Units	10,612	10,341

The increased number of non-housing occupied units may be related to temporary market conditions during the census period. Overall, there has been a slow increase in the number of housing units in recent years.

Almost 80 percent of Needham's total housing inventory was built prior to 1980, and 27.4 percent prior to 1939. Future housing growth in Needham will most likely be dominated by redevelopment of existing properties because there is relatively little vacant land left on which to build. It is challenging to provide for affordable housing in Needham due to the Town's limited vacant, developable land and high buildable lot values.

The Needham Affordable Housing Plan (June, 2007) outlines four important goals which are furthered by these Guidelines. They include:

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<sup>2</sup> U.S. Bureau of the Census, American Community Survey (ACS) 2005-2009 Five-Year Estimates, B25070, "Gross Rent as a Percentage of Household Income." [www.census.gov](http://www.census.gov)



- An overarching goal is to build a stronger and deeper community. The way in which housing efforts are carried out can help in bringing the community together in addressing a widely shared concern.
- A related goal is to remain a community having a broad socio-economic diversity shaped less by economic imperatives than by individual choices about the living environment. Achieving that goal entails meeting housing needs across the full range of incomes, promoting the diversity and stability of individuals and families living in Needham.
- A widely expressed goal is to have this community able to shape its own housing future, doing so with sensitivity to larger-than-local considerations but without loss of the Town's ability to guide development outcomes. A key objective in seeking to assure local control is to meet the subsidized housing standard set by Chapter 40B, which currently calls for 10 percent of all housing to benefit through long-term subsidies, as well as to meet annual affordable housing goals for communities above 10%.
- A related goal is to have assurance that new housing is appropriate to its location and context, which is made easier by achieving the above goals, but it requires more than that, including sensitively designed regulation and cooperative development and decision-making processes.<sup>3</sup>

## II. POLICY STATEMENT

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The Board of Selectmen has set a goal of having ten percent of Needham's housing units eligible for and counted on the Chapter 40B Subsidized Housing Inventory, consistent with the best interests of the Town. The benefits of this policy include advancing economic diversity for the community and protecting the Town's control of its own zoning.

While all 40B applications will be addressed individually according to applicable laws and regulations, the facts and circumstances of the individual case, input from public participation, and the sound exercise of discretion by the Town and other public agencies, developers and other affected parties are all encouraged to consider the factors set forth below in planning, review, development, and management of 40B properties.

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<sup>3</sup> *Needham Affordable Housing Plan*, 9.



### **III. REVIEW CONSIDERATIONS**

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#### **PERMANENT AFFORDABILITY**

Affordable housing in Needham should be permanently affordable, i.e., the affordability restriction should not lapse with the passage of time. Except in unique circumstances, all parties should expect this principle to apply to all Chapter 40B development in Needham.

#### **PREFERENCE FOR RENTAL DEVELOPMENTS**

The Town prefers rental developments over homeownership developments for two reasons: first, under current state policies, market units in mixed-income rental developments count towards the Town's Subsidized Housing Inventory, and second, the Town believes that rental housing provides greater affordability and flexibility than ownership units even when not specifically regulated as means-tested housing.

#### **PROPERTY MANAGEMENT AND COMPLIANCE WITH AFFORDABILITY RESTRICTION**

Rental housing developers must provide qualified, experienced, property management personnel, on-site in the case of large projects. In addition, they must demonstrate adequate capacity to comply with the project's affordable housing restriction, e.g., the income eligibility of tenants and monthly rent and utility charges consistent with limits imposed by the applicable housing subsidy program.

#### **PERCENTAGE OF AFFORDABILITY**

At least 25 percent and not more than 50 percent of the units in a comprehensive permit should be affordable. However, the Town is open to making 20 percent of the units affordable in a comprehensive permit rental development if the units are affordable to low-income (at or below 50 percent of area median income) tenants.

#### **INCOME TARGETS**

Rental developments should provide a continuum of affordability, such as units at 30 percent, 50 percent, 80 percent, and 110 percent of Area Median Income (AMI).

#### **LOCATION; GENERAL**

In general, the Town prefers that affordable housing be located near public transportation and retail services. In addition, the Town prefers affordable housing for families to be located near elementary schools, and affordable housing for seniors to be located near the Town's Senior Center. No section of Needham is precluded from affordable housing development.

#### **LOCATION; SPECIFIC AREAS**

The Town encourages affordable housing development in the New England Business Center, Highland Commercial – 128, Mixed Use – 128, and the adjacent Industrial District, located in the area North of Kendrick Street bounded by Kendrick Street, the Charles River, Central Avenue, and the Route 128 right of way. Additionally, the areas around Avery Square – specifically the Hillside Avenue Business District, Avery Square Business District and the adjacent Industrial District – the Center Business District and Chestnut Street Business District are appropriate areas, all as shown on the attached Priority Map. (See Priority Areas Map)



## DESIGN

The Town recognizes that many factors determine appropriate design. The following points are general guidance for developers to consider in designing their projects. The Town understands that each project is different and that some of the following points may not apply in particular cases.

- **Make every reasonable effort to comply with local regulations.** Minimize the number and extent of waivers required for height, setback, or other requirements. Under Chapter 40B, waivers of local rules and regulations are not “automatic.” Rather, the Town’s responsibility is to consider waiving requirements that would make a project uneconomic to build. It is the applicant’s burden to demonstrate the need for each requested waiver.
- **Orient buildings toward the street wherever possible.** A portion of the project should continue the neighborhood street front. Orientation for other considerations such as solar access should also consider general site orientation to the street. Developers should choose design solutions that serve the interests of the site, sustainability, and preservation of the character of the neighborhood.
- **Pay attention to design elements found in the neighborhood, and make use of them where possible to help developments fit with the neighborhood.** The design should be as consistent as possible with the existing building frontage in scale and character. Use existing topography where possible to minimize the impacts of the massing of the new construction on adjacent properties.
- **Locate off-street parking to the side and rear of buildings.** This will help to ensure that buildings and landscaping, not parking, define views from the road.

## DENSITY

In the single residence districts, the Town wants to limit affordable housing development to a density of eight to ten units per acre. Higher densities (up to twenty-four units per acre) in apartment-zoned parcels and sixteen units per acre in other zones will be considered. Densities exceeding twenty-four units per acre will be considered on an individual case basis in the Kendrick/Fremont area (see Specific Locations).



### Density of Permitted Chapter 40B Developments in Needham (Sample)

Project name	Address	Number of units	Total area (acre)	Units/acre
Rental Project				
Charles River Landing	300 Second Avenue	350	7.94	44.1
Nehoiden Glen	1035, 45 & 55 Central Avenue	61	4.6	13.3
Condominium Project				
Suites of Needham	797 Highland	8	0.61	13.1
Craftsman Village	21 High Street	6	0.61	9.8
High Cliff Estates	199 St. Mary Street	12	1.46	8.2
Browne - Whitney Place	207-213 Garden St.	6	0.62	9.7
Junction Place	32 Junction Street	5	0.26	19.2

Source: Needham Planning Department

### HISTORIC PRESERVATION

Preserve historically significant buildings and features. Buildings listed in the State Register of Historic Places or the Massachusetts Cultural Resources Inventory System (**MACRIS**) are presumed to be significant, but other buildings not listed may be significant as well. Developers should consult with the Needham Historical Commission if their site includes an existing older building *before* submitting a Project Eligibility application to MassHousing or another Subsidizing Agency.



### MIXED USE/VILLAGE DEVELOPMENT

Developers are encouraged to:

- Provide housing that is oriented to encourage and take advantage of public transportation.



- Reuse and redevelop existing buildings, e.g., older commercial, industrial, or institutional facilities, and
- Provide housing in mixed-use buildings, provided the location is zoned for compatible business uses.

#### **ENVIRONMENTAL CONSIDERATIONS**

- Use **environmentally responsible design**, whether Leadership in Energy and Environmental Design (LEED) certification or other generally accepted standards, taking steps to minimize adverse impacts on natural resources, conserve water and energy, use native plants, and use green building construction materials.
- **Incorporate landscaping treatments** that will help to blend the project with surrounding area, including retaining mature trees and existing vegetation where possible.
- **Take active steps to protect nearby wetlands and other open space**, including resource areas covered by the local wetlands bylaw even if not required by the Massachusetts Wetlands Protection Act.
- **Minimize impervious surfaces.**

#### **NEIGHBORHOOD SUPPORT**

Developers are encouraged to work with residents of affected neighborhoods. It is a favorable consideration for developers to address reasonable neighborhood concerns.

#### **LOCAL PREFERENCE**

To the maximum extent allowed by law, the Town wants local preference observed in tenant and buyer selection, including affordable housing lotteries. Local preference means:

- At least one member of the household currently lives in Needham;
- At least one member of the household works for the Town of Needham, or for a business or non-profit organization located in Needham; or
- The household includes at least one student attending the Needham Public Schools through the METCO Program.

State policies or other requirements may limit or preclude local preference for a specific development. However, the Town expects developers to advocate and make reasonable efforts to secure applicability of local preference for their projects.

#### **OTHER PUBLIC BENEFITS**

Provide other public benefits in addition to affordable housing, e.g., 1) pass-through easements to adjacent public properties and open space; 2) streetscape improvements; or 3) pedestrian linkages.



## PROCEDURES

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### A. PRE-APPLICATION PHASE

When planning to apply for a comprehensive permit, an applicant should meet with Town staff and some of the Town boards at the earliest possible point in the planning process. These discussions should occur **before filing a Project Eligibility application** with MassHousing or another subsidizing agency. Many problems that occur during the permitting process can be reduced or avoided altogether if applicants take the time to consult with local officials and accommodate reasonable requests while a project is still at the conceptual stage. Furthermore, early consultation can help make local review of Project Eligibility applications much smoother.

#### KEY STEPS

- **Meet with the Director of Planning and Community Development** to discuss plans for the site. Ask about the site's history, the neighborhood, other recent developments and developments in the pipeline nearby, and issues that might cause concern for Town boards.
- **Meet with the Town's Development Review Team (DRT)**, and be open to input and guidance from Town staff. They have technical information that the applicant will need in order to plan the site and prepare for the meetings with Town boards. In addition to the Director of Planning and Community Development, the DRT includes the Assistant Town Manager/Operations, Building Commissioner, Director of Conservation, Director of Economic Development, Director of Public Works, Town Engineer, Highway Superintendent, Water and Sewer Superintendent, Chief of Police, Fire Chief, and Director of Public Health. A meeting with the DRT is an efficient way to obtain feedback about many aspects of the project without having to attend individual appointments with department heads.
- **Have a preliminary meeting with the Design Review Board (DRB)**. The degree to which proposed buildings fit with surrounding development will weigh heavily in how a comprehensive permit application is received in Needham. The DRB can help applicants explore possibilities for building design, landscaping treatments, exterior lighting, and so forth, depending on the site and the types of housing you intend to construct.
- **Have a preliminary meeting with the Conservation Commission** if the project will require approval under the state Wetlands Protection Act, G.L. c. 131, s. 40 and/or any waivers under the Needham Wetlands Bylaw. Chapter 40B developments that affect wetland resource areas usually require an Order of Conditions under G.L. c. 131, s. 40, but the local wetlands bylaw, like other local regulations, falls under the purview of the ZBA. It is in your interests to comply with the local wetlands bylaw because doing so may reduce the number of waivers you need in order to construct your project. You should not assume the ZBA will grant local wetlands bylaw waivers simply because you ask for them.



- **Meet with the Needham Historical Commission** if your project involves substantial alterations to or demolition of a historically significant building. (See Section III, Historic Preservation)
- Meetings with the DRB, the Conservation Commission, and other Town boards and committees are subject to the Open Meeting Law.
- The Town cannot require applicants to discuss the project with neighbors, but it is to the developers' advantage to do so as soon as possible - certainly before applying for a Project Eligibility letter (see below).

Pre-application consultations will not lead to any binding decisions. The purpose of the meetings is to give the applicant a chance to present the proposal for the property and to obtain information from the Town, and to give the Town a chance to learn about the proposed plans. If the ZBA is represented at any of these meetings, the ZBA member who participates will speak only as an individual, not in an official capacity as a ZBA member.

## **B. ELIGIBILITY TO APPLY FOR A COMPREHENSIVE PERMIT**

The following prerequisites must be met by anyone applying for a Chapter 40B comprehensive permit:

- The applicant must have site control, such as a deed, purchase and sale agreement, or option to purchase;
- The applicant must be a public agency, non-profit organization, or limited dividend organization; and
- A housing subsidy program must have determined that the proposed project is fundable.

This third requirement means that developers have to obtain a pre-application eligibility letter from an agency that subsidizes low- or moderate-income housing. Doing so requires filing an application to a housing subsidy program. In most cases, MassHousing will be the housing subsidy agency that issues a **Project Eligibility** determination, but DHCD, the Massachusetts Housing Partnership (**MHP**), and MassDevelopment also subsidize low- or moderate-income housing and issue project eligibility letters. Furthermore, developers wishing to build under a Local Initiative Program (**LIP**) comprehensive permit must obtain a project eligibility determination from DHCD - with approval of the Needham Board of Selectmen.

Once an applicant submits a Project Eligibility application to MassHousing, the Board of Selectmen will be notified. MassHousing will request local comments within 30 days. In Needham, the Board of Selectmen seeks comments from Town departments and other Town boards, and compiles all comments received into a single submission to MassHousing.



Depending on the project (mainly the project's size, location, and density), the Board of Selectmen may convene a meeting with representatives of other Town departments and committees in order to facilitate a conversation about the proposed development. Applicants will be afforded an opportunity to be heard, and may be invited to make a presentation and respond to questions.

### **C. APPLICATION, REVIEW, AND DECISION PROCEDURES**

This section of the Guidelines summarizes the key features of Needham's comprehensive permit process. In accordance with Chapter 40B, however, the ZBA has adopted **Comprehensive Permit Rules**. An applicant should review the ZBA's Rules (Appendix A). If there is a conflict between these Guidelines and the ZBA's Rules, the latter will control. An application will not be deemed received until all the information required by the ZBA Rules is provided and the required fee is paid.

#### **WHAT DOES "7/14/30/15/15/30/180/40/20" MEAN?**

- Within **7 days** of the receipt of the comprehensive permit application, the ZBA must distribute copies of the application to all Town departments, boards, and committees with a role in the review process. In Needham, this means the Planning Board, Design Review Board, Conservation Commission, Board of Health, Public Works Department, and Board of Selectmen. (This is why pre-application meetings may be helpful both to the applicant and the participating Town officials.)
- Within **14 days** of receipt of the comprehensive permit application, the public hearing must be advertised, with proper legal notice and proper notice to abutters. (Applicants will be responsible for the cost of publishing the legal notice and mailing the notice to abutters.)
- Within **30 days** of receipt of a complete comprehensive application, the ZBA must open the public hearing unless the applicant grants permission in writing to hold the hearing at a later date.
- Within **15 days** of opening the public hearing, the ZBA must determine whether it wants to deny an application on one or more of the grounds identified in DHCD's Chapter 40B regulations at 760 CMR 56.03(1), following procedures under 760 CMR 56.03(8). The ZBA must provide written notice to the applicant and to DHCD.
- Within **15 days** of receiving the ZBA's notice, the applicant must file a written response with DHCD if she/he wants to challenge the ZBA's assertion that it can deny the application. The applicant must provide a copy of that response to the ZBA.
- Within **30 days** of receiving the applicant's appeal, DHCD must issue a decision. DHCD's failure to issue a timely decision will result in a determination in favor of the ZBA.



- Unless the applicant provides written consent, the ZBA cannot extend the public hearing beyond **180 days** of the initial hearing date. The 180 day limit assumes that the applicant will make timely submissions of materials reasonably requested by the ZBA.
- The ZBA must render a decision - a denial, approval, or approval with conditions - within **40 days** of the closing of the public hearing, unless the applicant agrees in writing to an extension.
- If the ZBA denies the permit or approves the permit with unacceptable conditions or requirements, the applicant has the right to appeal to the Housing Appeals Committee within **20 days** after the written decision has been filed with the Town Clerk. Similarly, any person aggrieved by the ZBA's issuance of a comprehensive permit may appeal in court within **20 days** of the date that the decision is filed with the Town Clerk.

### **MANAGING THE PROCESS**

- The ZBA requires enough information to understand the physical characteristics of the site, the health, safety, and welfare impacts of the project, and the impact on the neighborhood. The ZBA's minimum application requirements are designed to provide this information at the outset. A **complete comprehensive permit application** will help to minimize delays in the permitting process.
- The ZBA strongly encourages that applicants meet with the neighbors in advance of the first public hearing to explain the proposed project and receive input that will make the project more acceptable to the neighbors.
- In addition to considering the contents of an application, the ZBA may conduct a **site visit** in order to understand the site and neighborhood conditions, the proposed site plan and building design, and the location of abutters who will be most affected by the proposed development.
- Depending on the issues involved with the site or the proposed development plan, the ZBA may hire qualified **peer review consultants** to assist with the review process. The applicant will be responsible for paying the reasonable cost of these services. Needham has adopted the provisions of G.L. c. 44, s. 53G, so the applicant will be asked to deposit funds in an escrow account that the ZBA can use to pay the peer review consultants.
- The ZBA may ask the applicant to participate in **work sessions** in order to examine specific issues in a setting less formal than that of a public hearing. Work sessions are advisory; they do not constitute an extension of the public hearing. The sessions would be announced at the public hearing and posted as public meetings under the Open Meeting Law so that interested people can attend and observe. No substantive decisions can be made at work sessions, however. At the next public hearing, one of the attendees will provide the full ZBA with a report about matters discussed at the work sessions. The ZBA has the discretion to








hire a third party mediator to facilitate these meetings, to be paid for by the Applicant or through the use of a consultant with experience in Chapter 40B at no cost, through the Massachusetts Housing Partnership program.






- In its discretion, the ZBA may defer to the Town Manager to assemble a **mitigation team** or committee to negotiate with you for mitigation to address the impacts of your project on traffic, infrastructure, public facilities, or public services. At the conclusion of its work, the mitigation team will make recommendations to the ZBA for conditions to be incorporated in the comprehensive permit decision.
- If the applicant and the ZBA cannot reach agreement about project changes the ZBA has requested, the applicant will be asked to prove that the requested changes will make the project uneconomic. This means the applicant will need to submit a **development pro forma** for the ZBA's review, and the ZBA may decide to hire a peer review consultant to examine the pro forma and its assumptions.

#### **THE ZBA'S DECISION**

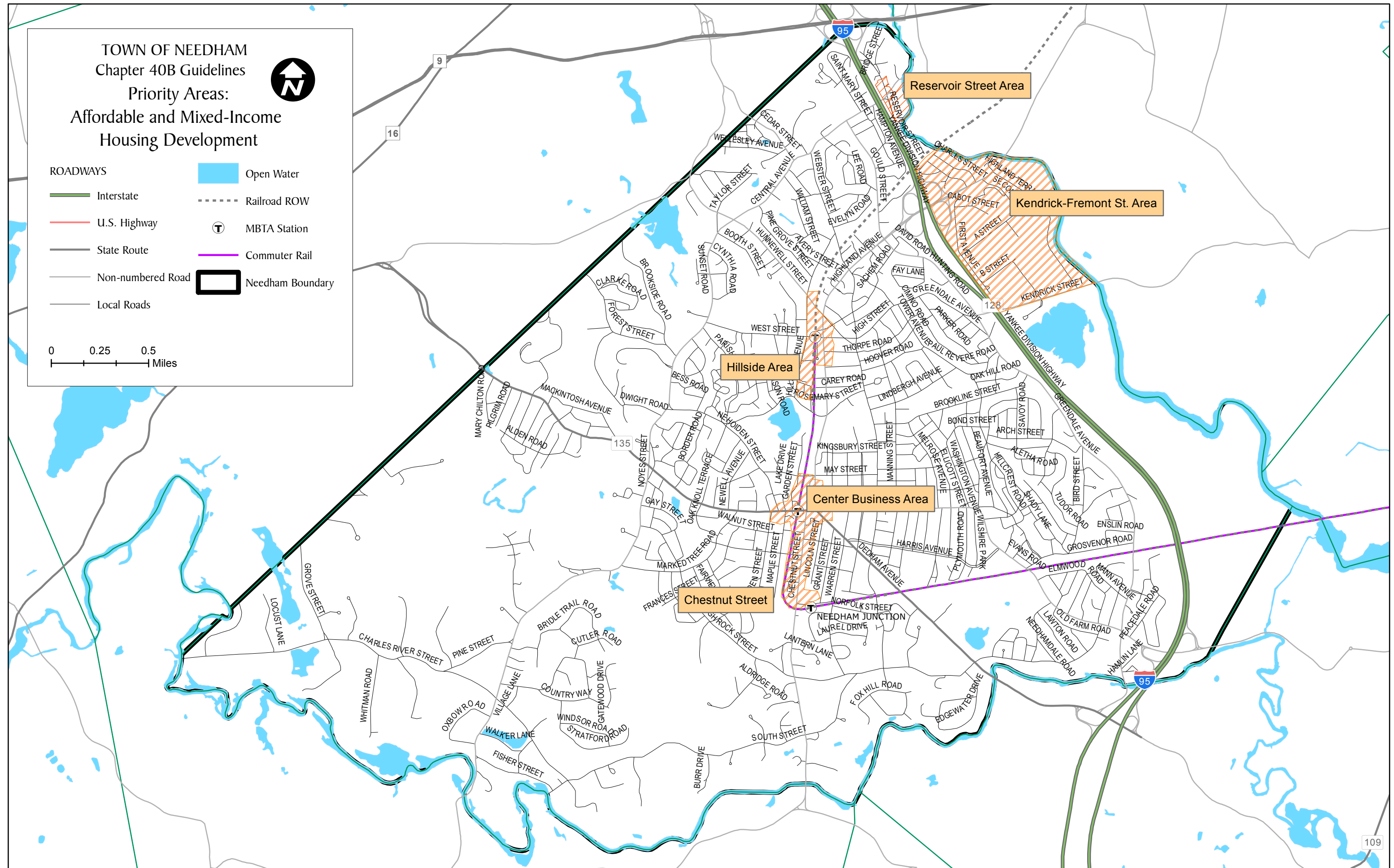
- The ZBA will close the public hearing when all relevant information has been received and all parties have had opportunity to present their issues. After closing the hearing, the ZBA will deliberate and reach a decision.
- The ZBA has three members and two associate members. One or more of the associate members may participate in the public hearing. The affirmative vote of two persons of a three person panel is required to render a decision. The panel to render a decision will normally be the three members of the ZBA. If any regular member has not attended all sessions of the public hearing or is otherwise unavailable, the Chairman will designate an associate member to serve on the panel to render a decision.
- The ZBA will review the waivers the applicant has requested in the application. The ZBA will normally grant waivers that will allow an affordable housing development to go forward, assuming the project's impacts can be mitigated in a manner that protects the Town and surrounding neighborhood. However, applicants should not assume that all of the requested waivers will be granted. The applicant has the burden to demonstrate that the waivers are essential for constructing the project.



-  Interstate
-  U.S. Highway
-  State Route
-  Non-numbered
-  Local Roads

 Open Water  
 Railroad ROW  
 MBTA Station  
 Commuter Rail  
 Needham Boundary

A horizontal number line representing distance in miles. It has three tick marks labeled 0, 0.25, and 0.5. The word "Miles" is written at the right end of the line.





## ***NEEDHAM SCHOOL COMMITTEE***

**Agenda Item #:** \_\_\_\_\_

**Date:** January 15, 2019

**Item Title:** **Disposal of Surplus: Hillside Elementary School**

**Item Description:** This request is to dispose of the following equipment which are either obsolete, non-functioning, or the repair cost exceeds the value of the equipment.

**From Hillside Elementary School**

- 2262 Damaged, Poor Condition Library Books

**Issues:** Chapter 30B Section 16 of the Massachusetts General Laws permits a governmental body to dispose of a tangible supply no longer useful to the governmental body, but having a resale or salvage value, at less than the fair market value to a charitable organization that has received a tax exemption from the United States by reason of its charitable nature. Chapter 30B Section 15 and Needham School Policy #DN, further authorize the disposal of surplus school property, other than real estate, having a net value of less than \$10,000 through the exercise of sound business practices by the Procurement Officer.

**Recommendation/Options:** That the Needham School Committee be informed of the disposal to the Town Transfer Station of the aforementioned surplus equipment in accordance with MGL 30B Section 15 & 16 by the Procurement Officer.

**Rationale:**

**Implementation Implications:**

**Supporting Data:** None.

**School Committee (circle one)**

Action	<u>Information</u>	Discussion	Consent Calendar
Central Administrator	Town Counsel	Sub-Committee: _____	

Will report back to School Committee (date): \_\_\_\_\_

Respectfully Submitted,

*Anne Gulati*

Assistant Superintendent for Finance and Operations