



Needham School Committee

January 19, 2021

6:30 p.m.

Broadcast and streamed live on The Needham Channel.

Broadcast on the Needham Channel municipal and HD channels, live stream at:

<https://needhamchannel.org>

Meeting accessible via Zoom Webinar:

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Meeting ID: 898 5775 4522 Passcode: 186952 One tap mobile 13126266799

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



SCHOOL COMMITTEE MEETING AGENDA

Tuesday, January 19, 2021 6:30 p.m.

Next School Committee Meeting: Tuesday, January 26, 2021

Broadcast on the Needham Channel municipal and HD channels, live stream at: <https://needhamchannel.org>

Meeting accessible via Zoom Webinar:

<https://us02web.zoom.us/j/89857754522?pwd=M05DRVY2WXMwbn9kYkI4bGdXdWpCZz09>

Meeting ID: 898 5775 4522 Passcode: 186952 One tap mobile +13126266799

6:30 p.m. Public Comments

6:40 p.m. School Committee Chair and Subcommittee Updates

6:45 p.m. Superintendent's Comments

6:50 p.m. Consent Items

1. Approve Minutes of the Meetings: Executive Sessions; November 10, 2020
2. Approve FY21 Budget Transfers
3. Establish Teri Milton Weir Memorial Scholarship
4. Approve FY2020-21 Grants
5. Accept Donations
6. Approve FY21 Adjustment to Vehicle Expense Reimbursement
7. Disposal of Surplus Items

Discussion Items

6:50 p.m. Needham High School Student Advisory to the School Committee Report

7:20 p.m. Public Hearing on the FY22 Budget

8:05 p.m. FY22 Budget Discussion

8:20 p.m. 2021 Annual Town Meeting Warrant Article Requests

8:30 p.m. Update on Student Learning

9:15 p.m. School Committee Comments

Information Items

- McKibben Demographics Population and Enrollment Forecasts: 2020-21 through 2034-35, December 2020
- FY22 Revolving Funds Budget Requests: Preschool Program, Community Education, and Nutrition Services
- FY21 Second Quarter Financial Report



Needham School Committee

January 19, 2021

Agenda Item: **Public Comments**

Background Information:

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



Needham School Committee

January 19, 2021

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

Background Information:

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

Members of the School Committee available for comment:

Andrea Longo Carter, Chair

Connie Barr, Vice-Chair

Heidi Black

Michael Greis

Susan Neckes

Aaron Pressman

Matthew Spengler

Aidan Michelow, Student Representative member of School Committee



Needham School Committee

January 19, 2021

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 19, 2021

Agenda Item: **Consent Agenda**

1. Minutes of the Meetings: Executive Sessions, November 10, 2020
2. FY21 Budget Transfers
3. Establish Teri Milton Weir Memorial Scholarship
4. Approve FY2020-21 Grants
5. Accept Donations
6. FY21 Adjustment to Vehicle Expense Reimbursement
7. Disposal of Surplus Items

Chair: "Does anyone wish to remove any item from the consent agenda?"

If none removed:

"There being no objection, these items are adopted by unanimous consent."

Needham School Committee
Minutes of the Meeting
June 16, 2020
Executive Session

Meeting accessible via Zoom Webinar* and broadcast and streamed live on
The Needham Channel

Broadcast on the Needham Channel municipal and HD channels,

live stream at: <https://needhamchannel.org>

*<https://us02web.zoom.us/j/84239943393?pwd=RHFQeTUwZFppZHRJOHFGGR2FHMHNyQT09>

The Chair of the School Committee, Andrea Longo-Carter, called the meeting
to order at 5:35 p.m.

Chairman Longo Carter asked for a roll call of members present on Zoom:

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

Aidan Michelow (non-voting student member), present

Members of the Central Administration present were:

Dan Gutekanst	Mary Lammi
Terry Duggan	Alexandra McNeil
Anne Gulati	

Also present was Town Manager Kate Fitzpatrick and Assistant Director of Human
Resource, Brian Higgins.

A motion was made to adjourn to executive session at 5:30 p.m.
per Open Meeting Law, Exemption #3: for the purpose of discussing
negotiations and to return to open session.

Executive
Session

The motion was moved by Michael Greis and seconded by Susan Neckes.

On a roll call vote, the Committee voted to adjourn to executive session and to
return to open session.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew
Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried

The vote was 7-0-0.

The discussion involved negotiations with Units C, D, and E in regards to changes in
working conditions resulting from the state of emergency.

The School Committee was very appreciative of the work and commended
Anne Gulati, Alexandra McNeil, Michael Greis, Andrea Longo Carter, and
Connie Barr.

A motion was

At 5:55 p.m. a motion was made to adjourn executive session and to return to open session.

Adjourn
Executive
Session

The motion was moved by Michael Greis and seconded by Connie Barr.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried

The vote was 7-0-0.

Respectfully Submitted:
Daniel Gutekanst, Superintendent

Needham School Committee
Minutes of the Meeting
August 6, 2020
Executive Session

Meeting accessible via Zoom Webinar*

<https://us02web.zoom.us/j/85835194805?pwd=bnJDTkZ2S29GMW02THlwWG1uYU9QZz09>

Meeting ID: 858 3519 4805 Passcode: Xc2i82

One tap mobile +13126266799

Meeting ID: 858 3519 4805 Passcode: 192901

The Chair of the School Committee, Andrea Longo-Carter, called the meeting to order at 4:05 p.m.

Chairman Longo Carter asked for a roll call of members present:

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

Members of the Central Administration present were:

Dan Gutekanst	Mary Lammi
Terry Duggan	Alexandra McNeil
Anne Gulati	

A motion was made to adjourn to executive session at 4:05 p.m. per Open Meeting Law, Exemption #3: for the purpose of discussing negotiations and not to return to open session. Executive Session

The motion was made by Connie Barr and seconded by Michael Greis.

On a roll call vote, the Committee voted to adjourn to executive session and not to return to open session.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried

The vote was 7-0-0.

There followed discussion on ongoing negotiations with the Needham Education Association in regards to the hybrid learning program.

A motion was At 5:25 p.m. a motion was made to adjourn executive session and not to return to open session. Adjourn Executive Session

The motion was made by Susan Neckes and seconded by Connie Barr.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried.

The vote was 7-0-0.

Respectfully Submitted:
Daniel Gutekanst, Superintendent

Needham School Committee
Minutes of the Meeting
September 1, 2020
Executive Session

Meeting accessible via Zoom Webinar* and broadcast and streamed live on
The Needham Channel

Broadcast on the Needham Channel municipal and HD channels, live stream at:
<https://needhamchannel.org>

*<https://us02web.zoom.us/j/87604521163?pwd=bG1xdjcvaTU5d3VHSENmYm4zN0FrQT09>

The Chair of the School Committee, Andrea Longo-Carter, called the meeting
to order at 5:35 p.m.

Chairman Longo Carter asked for a roll call of members present:

Andrea Longo Carter, present
Connie Barr, present
Heidi Black, present
Michael Greis, present

Susan Neckes, present
Aaron Pressman, present
Matthew Spengler, present

Members of the Central Administration present were:

Dan Gutekanst
Terry Duggan

Mary Lammi
Alexandra McNeil

A motion was made by Heidi Black to adjourn to executive session
per Open Meeting Law, Exemption #3: for the purpose of discussing
negotiations and to return to open session.

Executive
Session

The motion was seconded by Aaron Pressman.

On a roll call vote, the Committee voted to adjourn to executive session and to
return to open session.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew
Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried.

The vote was 7-0-0.

There was a general discussion about negotiations and the hybrid model of
learning that will impact teacher schedules and working conditions.

A motion was

At 6:31 p.m. a motion was made by Heidi Black to adjourn executive session
and to return to open session.

Adjourn
Executive
Session

The motion was seconded by Aaron Pressman.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew
Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried.

The vote was 7-0-0.

Respectfully Submitted:
Daniel Gutekanst, Superintendent

Needham School Committee
Minutes of the Meeting
September 15, 2020
Executive Session

Broadcast and streamed live on The Needham Channel.

Broadcast on the Needham Channel municipal and HD channels, live stream at:

<https://needhamchannel.org>

Meeting accessible for public comments via Zoom Webinar:

<https://us02web.zoom.us/j/81184349436?pwd=ZnRteW1mM0oxcUYvQ25FenFUR2x5QT09>

The Chair of the School Committee, Andrea Longo-Carter, called the meeting to order at 5:35 p.m.

Chairman Longo Carter asked for a roll call of members present:

Andrea Longo Carter, present
Connie Barr, present
Heidi Black, present
Michael Greis, present

Susan Neckes, present
Aaron Pressman, present
Matthew Spengler, present

Members of the Central Administration present were:

Dan Gutekanst
Terry Duggan
Anne Gulati

Mary Lammi
Alexandra McNeil

A motion was made by Connie Barr to adjourn to executive session per Open Meeting Law, Exemption #3: for the purpose of discussing negotiations and to return to open session.

Executive
Session

The motion was seconded by Michael Greis.

On a roll call vote, the Committee voted to adjourn to executive session and to return to open session.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried

The vote was 7-0-0.

There was a general discussion about negotiations as it relates to the Memorandum of Agreement for the 2020-21 school year.

A motion was

At 6:20 p.m. a motion was made by Connie Barr to adjourn executive session and to return to open session.

Adjourn
Executive
Session

The motion was seconded by Michael Greis.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye

The motion carried

The vote was 7-0-0.

Respectfully Submitted:
Daniel Gutekanst, Superintendent

JOINT MEETING SELECT BOARD/FINANCE COMMITTEE/SCHOOL COMMITTEE MEETING

Tuesday, December 1, 2020 5:00 p.m.

SELECT BOARD

Joint meeting with School Committee and Finance Committee

Executive Session

5:00 p.m. December 1, 2020

Agenda

Under Governor Baker's emergency "Order Suspending Certain Provisions of the Open Meeting Law G.L. c. 30A, S20", issued March 12, 2020 and in effect until termination of the emergency, meetings of public bodies may be conducted virtually provided that adequate access is provided to the public.

To listen and view this virtual meeting on a phone, computer, laptop, or tablet, download the "Zoom Cloud Meeting" app in any app store or at www.zoom.us. At the above date and time, click on "Join a Meeting" and enter the meeting 835 6099 6922

or click the link below to join the webinar: <https://us02web.zoom.us/j/83560996922>.

1. 5:00 Open meeting and immediately convene to executive session. Exception 6: Acquisition of Real Property. The Board will not return to open session prior to adjournment.

Needham School Committee Joint Meeting with Select Board and Finance Committee
Minutes of the Meeting
December 1, 2020
Executive Session

Meeting accessible via Zoom Webinar*

*<https://us02web.zoom.us/j/83560996922>

The Chair of the School Committee, Andrea Longo-Carter, called the meeting to order at 5:00 p.m.

Chairman Longo Carter asked for a roll call of members present:

Andrea Longo Carter, present
Connie Barr, present
Matthew Spengler, present

Susan Neckes, present
Heidi Black, present
Michael Greis, present

Members of the Central Administration present were:

Dan Gutekanst
Terry Duggan
Anne Gulati

Mary Lammi
Alexandra McNeil

A motion was made by Heidi Black to adjourn to executive session per Open Meeting Law, Exemption #6: Acquisition of Real Property not to return to open session.

Executive
Session

The motion was seconded by Connie Barr.

On a roll call vote, the Committee voted to adjourn to executive session not to return to open session.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried.

The vote was 6-0-0.

There was a general discussion with the Select Board and the Finance Committee to consider the purchase, exchange, lease, or value of real property.

A motion was made by Heidi Black to adjourn executive session not to return to open session.

Adjourn
Executive
Session

The motion was seconded by Connie Barr.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried

The vote was 6-0-0.

Respectfully Submitted:
Daniel Gutekanst, Superintendent

Needham School Committee
Minutes of the Meeting
January 5, 2021
Executive Session

Broadcast and streamed live on The Needham Channel.
Broadcast on the Needham Channel municipal and HD channels,
live stream at: <https://needhamchannel.org>

Meeting accessible via Zoom Webinar
<https://us02web.zoom.us/j/89504308702?pwd=SHNNRGhzcWRYOV04ek9CMTCzMnUydz09>

The Chair of the School Committee, Andrea Longo-Carter, called the meeting to order at 5:35 p.m.

Chairman Longo Carter asked for a roll call of members present:

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

Members of the Central Administration present were:

Dan Gutekanst	Mary Lammi
Terry Duggan	Alexandra McNeil
Anne Gulati	

A motion was made to adjourn to executive session at 5:35 p.m. per Executive
Open Meeting Law, Exemption #3 for the purpose of discussing Session
negotiations and to return to open session.

The motion was moved by Connie Barr and seconded by Michael Greis.

On a roll call vote, the Committee voted to adjourn to executive session to return to open session.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried.

The vote was 7-0-0.

A discussion about an adjustment to the elementary hybrid model was held. The School Committee suggested the administration move forward with negotiations with the Needham Education Association.

A motion was made At 6:25 p.m. a motion was made to adjourn executive session and to return to open session. Adjourn
Executive
Session

The motion was moved by Connie Barr and seconded by Michael Greis.

Roll Call Vote: Connie Barr, Aye; Michael Greis, Aye; Aaron Pressman, Aye; Matthew Spengler, Aye; Heidi Black, Aye; Susan Neckes, Aye; Andrea Longo Carter, Aye.

The motion carried.

The vote was 7-0-0.

Respectfully Submitted:
Daniel Gutekanst, Superintendent

Needham School Committee
Minutes of the Meeting
November 10, 2020

Andrea Longo Carter, Chairman of the Needham School Committee called the meeting to order at 6:30 p.m.

Chairman Longo Carter asked for a roll call of members present:

Andrea Longo Carter	Susan Neckes
Connie Barr	Aaron Pressman
Heidi Black, Participating Remotely	Matthew Spengler
Michael Greis	

Aidan Michelow (non-voting student member)

Members of the Central Administration present were:

Dan Gutekanst	Mary Lammi
Terry Duggan	Alexandra McNeil
Anne Gulati	

Also present were:

Aaron Sicotte, Principal of Needham High School
Members of SASC

Public Comments

Public Comments

Chairman Longo Carter offered the opportunity for members of the public who are watching the meeting via Zoom to speak to the School Committee on issues, not on the agenda.

There were no comments.

School Committee Chair and Subcommittee Update

School Committee Chair
and Subcommittee
Updates

Heidi Black stated that she attended a Minuteman Subcommittee meeting recently. She stated that Needham has a town-wide Minuteman Committee made up of the Select Board, Finance Committee, and School Committee who receive a report twice a year from Minuteman. She stated that she is happy to report that Minuteman's enrollment is full with 634 students and a waiting list with 27 students from Needham. She also stated that Minuteman is looking at its next phase which includes their outdoor facilities such as track and field. She added that the town-wide Minuteman Committee will receive an update on Minuteman's outdoor facility planning at its next meeting.

Susan Neckes shared an update on the Needham Unite Against Racism Initiative (NUARI). She stated that the group has met twice and is led by Select Board member Marianne Cooley and includes members from Town Boards and Committees. Ms. Neckes stated that the group was surveyed in terms of priorities to address. She noted that the schools came second to policing and that they will ask that the Superintendent of Schools to address the group at a future meeting.

Superintendent's Comments

Superintendent's
Comments

Superintendent Gutekanst stated that this Sunday, November 15 the Needham Diversity Initiative will hold its 9th Annual Diversity Summit from 12 pm-5 pm via Zoom.

Consent Items

Consent Items

1. Establish Needham High School Entrepreneur Scholarship
2. Accept Donations

Chairman Longo Carter asked if members of the School Committee wanted to remove any item from the Consent Agenda. She stated that because there are no objections, the items are adopted by unanimous consent.

DISCUSSION ITEMNeedham High School Student Advisory to the School Committee Report

Needham High School
Student Advisory to the
School Committee Report

Dr. Gutekanst stated that this is the first of several reports the SASC will provide the School Committee this year. He also stated that the SASC meets regularly with the principal to discuss school issues, concerns, and ideas with the high school administration. He added that the students are excited and prepared to discuss these issues with the School Committee and welcome questions and comments. Dr. Gutekanst welcomed members of the SASC, Lea Gruen, Hannah Keselman, Dilin Meloni, Aidan Michelow, Danielle Sockol, and Evan Tsingos and invited them to present their report.

Students thanked the School Committee for an opportunity to present the current events of Needham High School. Aidan Michelow presented a brief overview of Student Council projects. He stated that the Student Council is trying its best to reimagine what events may look like in a virtual or socially distant setting. Aidan provided examples of events the senior class has been working on.

SASC members also reported on class events and fundraisers. SASC members spoke about their experiences with the hybrid and remote learning models. SASC members noted that the teachers are doing an incredible job making time for students during their at-home weeks, and tools like Google Classroom have helped keep students organized and on top of due dates. SASC members reported on an issue with the hybrid model, noting that there is the inconsistency of synchronous vs. asynchronous classes, and it can be very confusing to figure out which classes will be synchronous or asynchronous during the remote weeks, as some teachers only teach asynchronous or synchronous, while others will teach a mixture of the two. Students noted that this may be reflected in the teacher's Weeks At-A-Glance documents that are sent out at the beginning of each week. Students also noted that some teachers do a good job of providing enough details while some teachers are still working on providing enough details which create a little bit of confusion for students. Students stated that Google Classroom can also become quite overwhelming, as some teachers use one Google Classroom for both cohorts and the due dates and assignments can get messy which creates a lot of confusion for the students.

Aidan pointed out that the student's health and wellbeing are extremely important during these most unusual and stressful times. He reported that there have been students who have been quarantined for the two weeks due to close contact tracing, however, these students simply join the remote cohorts for those weeks and join back in class when they are approved to do so. He also reported that generally there is more emphasis on mental health awareness, especially around the stresses of COVID, the presidential election, and an increase in the amount of schoolwork. Aidan stated that students generally seem to be doing well given these

circumstances and many clubs such as Courageous Conversations on Race and Own Your Peace are brainstorming ways to lift spirits and provide the proper resources during these times. A lengthy discussion and commentary period followed.

Portrait of a Needham Graduate Strategic Priorities

Portrait of a Needham Graduate Strategic Priorities

Dr. Gutekanst led the discussion on this item. He stated that the district will continue to implement its strategic priorities as identified in the Portrait of a Needham Graduate. He also stated that the action steps will incorporate the important work of keeping students healthy and safe as the administration prioritizes instruction for all students.

Dr. Gutekanst presented the district's FY21 Goals and spoke about the four priorities embedded in the Portrait of a Needham Graduate. He summarized the Portrait of a Needham Graduate Roadmap, FY20-FY25, and spoke about the progress in FY20. He also summarized the priorities that the hybrid learning plan is guided by. Dr. Gutekanst stated that in FY21 the district will continue its commitment to equity and what students need for their future. Dr. Gutekanst presented an overview on Priority 1: All Student are Drivers of Their Own Learning, Priority 2: All Students Experience Integrative Teaching and Learning, Priority 3: All Students Learn and Grow within Adaptable Environments, and Priority 4: Infrastructure Supports Needs of All Students as well as Action Steps for FY21. Dr. Gutekanst stated that the Portrait continues to guide us - through the Hybrid, Remote, & In-Person Learning Models. He added that even a pandemic is not preventing us from moving forward toward this vision. Dr. Gutekanst stated that the following competencies: Creative Thinkers and Problem Solvers; Communicators and collaborators; Socially and Culturally Responsive Contributors; Responsible and Resilient Individuals; and Empowered Learners prepares students for the world that awaits them. Discussion followed.

Update on Student Learning

Update on Student Learning

Dr. Gutekanst introduced this item. He provided an update on health and safety. He reminded the community that the District has established a Joint Committee on Health and Safety to advise and guide decisions on school health and safety, including the agreed upon metrics for closing and reopening schools. He stated that this committee meets weekly and will continue to meet weekly for the foreseeable future. He also stated that the committee has established three measures to assist him in deciding to close or reopen schools. He noted that each school has its own Health and Safety Committee and has recently completed a survey of which the data is being reviewed to assess how students are doing with mask wearing, hygiene, physical distancing, etc. He stated that the Health and Safety Committee is looking at a wholistic approach to keeping the schools safe.

Dr. Gutekanst stated that the Department of Public Health and Governor Baker have initiated a change to the Health Metrics. He explained that the reason for the changes is that the Commissioner of Education was concerned that there were many communities in the Commonwealth that were heading toward the red, which are higher rates of COVID-19, and as a result schools were closing or remained closed and are remote learning only. Dr. Gutekanst presented an overview on the new metrics. He stated that Needham's model for hybrid meets the

State and Public Health standard and remains as is. Dr. Gutekanst also provided an overview of the positive test rate results in Needham. Dr. Gutekanst reiterated Needham's 4 W's: Wash hands, Wear a mask, Watch your distance, and Wait at home for test results.

Dr. Gutekanst invited Principal Sicotte to report on teaching and learning at Needham High School and to describe the Needham High School schedule in the hybrid learning model. Principal Sicotte spoke about the collaborative work that took place over the summer in developing the schedule and the importance of ensuring that there would be consistency in a very inconsistent year. He stated that the schedule minimizes the number of passing periods and minimized the number of students that everyone is interacting with each day. He stated that this means shifting from a five period a day schedule to a four period a day schedule. He added that more support time has been added to the schedule by expanding the X-Block and there is more access to students and teachers on Wednesdays. Principal Sicotte provided a sample of a Needham High School, in school schedule as well as a sample of a Needham High School at home learning schedule. He described instructional approaches for synchronous and asynchronous subject areas. Principal Sicotte shared what life is like at Needham High Schools for students aside from schedules and rules.

Dr. Gutekanst outlined the next steps which include the following: Family, Staff, & Student Surveys distributed beginning week of November 9th; School Committee Open House Saturday, November 14th @ 9:00 a.m.; Joint Committee on Health & Safety continues to meet weekly and review health measures and metrics; School Councils review preliminary data from surveys beginning the week of November 30th; Working Group established the first week in December to consider opportunities for improvement; and FY22 Budget proposal shared in early December. Discussion followed.

Superintendent's 2020-21 Goals

Superintendent's 2020- 21 Goals

Dr. Gutekanst led the discussion on this item. He stated that he annually presents his goals for School Committee consideration and he is asking that they consider his FY2020-2021 goals and vote on them next week. Dr. Gutekanst stated that he will do his level best to help guide the system in the coming months. He also stated that at the end of the school year the School Committee will assess his activities as part of his evaluation. Dr. Gutekanst stated that all professional staff, including the Superintendent, must use the district goals to develop specific and personal goals as part of the Department of Elementary and Secondary Education (DESE) educator evaluation program. He stated that he has incorporated district priorities into his proposed goals for the 2020-2021 school year and will ask the School Committee to vote to support his professional practice, student learning, and district improvement goals at a subsequent meeting. Dr. Gutekanst stated that he will provide an update on his progress later in the school year. He also stated that the School Committee will develop a final evaluation that reflects, in part, his progress on these goal areas. Discussion followed.

ACTION ITEM

Approve Additional Capital Improvement Plan RequestApprove Additional
Capital Improvement
Plan Request

Upon the recommendation of the Superintendent, that the Needham School Committee approves the additional Capital Improvement Plan request as submitted.

The motion was moved by Michael Greis and seconded by Connie Barr

A motion
was made:

Roll Call Vote: Aaron Pressman, Aye; Matthew Spengler, Susan Neckes, Aye; Connie Barr, Aye; Michael Greis, Aye; Heidi Black, Aye; Andrea Longo Carter, Aye.

The motion carried; the vote was 7-0-0.

Vote to Support Massachusetts Association of School Committees Resolution 1Vote to Support
Massachusetts
Association of School
Committees Resolution 1

Upon the recommendation of the Superintendent, that the Needham School Committee votes to support Massachusetts Association of School Committees Resolution 1 as submitted.

A motion
was made:

The motion was moved by Michael Greis and seconded by Connie Barr.

Roll Call Vote: Aaron Pressman, Aye; Matthew Spengler, Susan Neckes, Aye; Connie Barr, Aye; Michael Greis, Aye; Heidi Black, Aye; Andrea Longo Carter, Aye.

The motion carried; the vote was 7-0-0.

School Committee CommentsSchool Committee
Comments

Chairman Longo Carter reminded the community to complete the Family, Staff, & Student Survey.

A list of all documents used at this School Committee meeting is available at:
[http://www.needham.k12.ma.us/district info/school committee/packages2020-2021](http://www.needham.k12.ma.us/district%20info/school%20committee/packages2020-2021)

A List of Documents

At approximately 8:50 p.m., a motion was made to adjourn the School Committee meeting of November 10, 2020.

Adjournment

A motion
was made:

The motion was moved by Michael Greis and seconded by Connie Barr.

Roll Call Vote: Aaron Pressman, Aye; Matthew Spengler, Susan Neckes, Aye; Connie Barr, Aye; Michael Greis, Aye; Heidi Black, Aye; Andrea Longo Carter, Aye.

The motion carried; the vote was 7-0-0.

Respectfully submitted by Cheryl Gosmon, Note Taker

NEEDHAM SCHOOL COMMITTEE

Agenda Item #: _____

Date: January 19, 2021

Item Title: **FY 2020/21 Budget Transfers**

Item Description: Transfer of FY21 budget allocations between line items in the following amounts:

Salaries	(\$399,804)
Purchase of Service/Expense	\$399,804
Capital	\$0
Net Change:	\$0

Issues: Under Massachusetts General Law Chapter 71, Section 34, and School Committee Policy #DBJ, the School Committee is empowered to make changes in allocations between line items within its budget, once approved by Town Meeting. In no case may a transfer result in the aggregate Operating Budget being more than authorized by the Town. Transfers between separate, non-operating appropriations are prohibited except as permitted by law.

Recommendation/Options: Approve the attached line item budget transfers. All of the attached transfers occur within the category of "Purchase of Service/Expense."

Rationale: The attached line item budget transfers are requested to more accurately reflect expenses to be incurred during this fiscal year, including a release of holdback funds to support ongoing COVID expenditures.

Implementation Implications:

Supporting Data: Attached listing of requested line-item budget transfers within the FY21 Operating Budget.

School Committee (circle one)

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

Will report back to School Committee (date): _____

Respectfully Submitted,

Anne Gulati

Anne Gulati
Assistant Superintendent for Finance & Operations

G/L ACCOUNT #	DEPARTMENT	DEBIT	CREDIT	NET
<u>SALARIES</u>				
0001.3122.005.10.2305.099.99.520.010.5110.300.01	SALARY RESERVE SALARIES PERMANENT		400,000.00	(400,000.00)
0001.3132.005.23.2305.099.99.520.010.5110.300.01	CURRICULUM DEV - WILL - SALARIES	70.00		70.00
0001.3132.005.24.2305.099.99.520.010.5110.300.01	CURRICULUM DEV-MITCHELL-SALARIES	126.00		126.00
N/A	N/A	-	-	-
	SUBTOTAL SALARIES	196.00	400,000.00	(399,804.00)
<u>PURCHASE OF SERVICE & EXPENSE</u>				
0001.3030.040.99.1220.099.99.520.030.5380.300.06	OTHER PURCHASED SERVICES	\$2,500.00		2,500.00
0001.3030.040.99.1420.099.99.520.030.5300.300.04	DIRECTOR OF PERSONNEL		\$10,000.00	(10,000.00)
0001.3120.040.99.1420.099.99.520.030.5300.300.04	EAP PROFESSIONAL & TECHNICAL	\$7,500.00		7,500.00
0001.3132.005.10.2356.099.99.520.030.5730.300.06	CURRICULUM DEV-DISTRICT-DUES AND MEMBERSHIPS	10,000.00		10,000.00
0001.3132.005.25.2358.099.99.520.030.5303.300.04	CURR DEV - NEW - OUTSIDE PD PROV - P&T SEMINAR &		489.00	(489.00)
0001.3132.005.30.2358.099.99.520.030.5300.300.04	CURRICULUM DEV-POLLARD-PROF AND TECHNICAL	500.00		500.00
0001.3133.005.10.2430.090.99.520.030.5590.300.05	GEN SUP/SVC - DIS - ED SUPP - OTHR SUP - SCH COVID	400,000.00		400,000.00
0001.3560.040.21.2455.011.99.520.030.5305.300.04	READING - BRM - INSTR SOFTWARE & LICENSES - P&T SO		3,570.00	(3,570.00)
0001.3560.040.22.2455.011.99.520.030.5305.300.04	READING - ELI - INSTR SOFTWARE & LICENSES - P&T SO		1,096.00	(1,096.00)
0001.3560.040.26.2455.011.99.520.030.5305.300.04	READING - HGH ROCK - INSTR SOFTWARE & LICENSES - P	2,000.00		2,000.00
0001.3561.005.21.2358.030.99.520.030.5303.300.04	MATH - BRM - OUTSIDE PD PROV - P&T SEMINAR & TRAIN		600.00	(600.00)
0001.3561.005.22.2358.030.99.520.030.5303.300.04	MATH - ELI - OUTSIDE PD PROV - P&T SEMINAR & TRAIN		600.00	(600.00)
0001.3561.005.23.2358.030.99.520.030.5303.300.04	MATH - WILL - OUTSIDE PD PROV - P&T SEMINAR & TRA		600.00	(600.00)
0001.3561.005.24.2358.030.99.520.030.5303.300.04	MATH - MIT - OUTSIDE PD PROV - P&T SEMINAR & TRAIN		600.00	(600.00)
0001.3561.005.25.2358.030.99.520.030.5303.300.04	MATH - NEW - OUTSIDE PD PROV - P&T SEMINAR & TRAIN		600.00	(600.00)
0001.3561.005.25.2410.030.99.520.030.5517.300.05	MATH INSTRUCTION		4,041.00	(4,041.00)
0001.3561.005.30.2358.099.99.520.030.5303.300.04	MATH - HGH ROCK - OUTSIDE PD PROV - P&T SEMINAR &		250.00	(250.00)
0001.3561.005.30.2358.099.99.520.030.5303.300.04	MATH - POLL - OUTSIDE PD PROV - P&T SEMINAR & TRAI		250.00	(250.00)
	SUBTOTAL PURCHASE OF SERVICE & EXPENSE	422,500.00	22,696.00	399,804.00
<u>CAPTIAL</u>				
N/A		-	-	-
	SUBTOTAL CAPITAL	-	-	-
	GRAND TOTAL	422,696.00	422,696.00	-

NEEDHAM SCHOOL COMMITTEE

Agenda Item#: _____ **Date:** January 5, 2021

Item Title: Establish Teri Milton Weir Memorial Scholarship

Item Description: The request is to establish the Teri Milton Weir Memorial Scholarship at Needham High School. Ms. Weir was a 1984 Needham High School graduate. The scholarship would be awarded to a senior who intends to pursue further educational opportunities in a college or trade/technical school setting. The senior also must exhibit several outstanding qualities, such as ambition, positive attitude, empathy, selflessness, a sense of humor, friendship, loyalty and compassion.

The scholarship would consist of one annual award, disbursed by the donor, in the amount of \$1,000 per year. The first award would be made in June of 2021.

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 Teri Milton Weir Memorial 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 Teri Milton Weir Memorial Scholarship

**Origin/
Purpose** Established to honor the life of our dear friend Teri Milton Weir, a 1984 Needham High School Graduate. The scholarship assists in providing an opportunity for students to further their education.

**Award
Criteria** This scholarship will be awarded to a Needham High School senior who intends to continue their education at either a college or a trade/technical school. Like Teri, the recipient must possess ambition, a positive attitude, and be seen by teachers and peers as empathetic and selfless with a good sense of humor. This student values friendship and demonstrates loyalty and compassion. Please include a brief paragraph describing life experiences that have shaped who you are today. This paragraph should include an example of a challenge you have overcome in achieving your education (e. g. academic, financial, personal).

Financial Management:

Funds Held/ Disbursed By Family / Group

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

Disbursement Conditions:

Financial Awards:	# Awards Per Year	One
	Amount Per Award	\$1000

**Award
Amount Note**

Last Update 12/8/2020



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: Teri Milton Weir Memorial Scholarship
Date: December 8, 2020

After reviewing the proposed Teri Milton Weir Memorial Scholarship, I heartily endorse its creation. This scholarship provides a wonderful opportunity for recognizing a Needham High School student's ambition and empathy.



Aaron Sicotte
Principal

NEEDHAM SCHOOL COMMITTEE

Agenda Item #: _____

Date: January 12, 2021

Item Title: **Approve FY 2020/21 Grants**

Item Description: The School Department has received the following grants for the FY 2020/21 School Year, totaling \$6,050,096. These awards include \$1,410,833 awarded to meet COVID-19 educational needs: the Remote Learning Technology Grant, the Summer and Vacation Learning Program Grant, the CvRF School Reopening Grant and the ESSER Elementary and Secondary Relief Funds grant.

Since the last time the School Committee approved the FY21 grant awards, four new grants (highlighted in yellow below) totaling \$1,740,232 have been received.

Federal, State & Local Grants:	AWARD FY20	ACCEPT'D FY20	AWARD FY21	\$ INC/(DEC) OVR FY20
<u>Federal Grants:</u>				
Title IIA/ Improving Educator Quality/ 140	68,286	68,848	67,389	(1,459)
Title I Part A/ 305	123,415	123,778	123,730	(48)
Title III Part A/ English Language Acquisition/180	22,388	22,388	26,135	3,747
Title III/ English Language Acquisition (Supplemental)/184	-	-	-	-
Title IVA Part A/ Student Support & Academic Enrichment / 309	10,000	10,000	10,000	-
LEAP Incentive Grant	-	-	-	-
SPED Program Improvement/ 274	-	-	33,974	33,974
SPED Early Childhood/ 262	36,342	36,342	36,655	313
SPED Early Childhood Program Improvement/298	-	-	2,581	2,581
SPED Entitlement/240 (94-142)	1,325,380	1,330,637	1,382,151	51,514
CARES Act: Elementary & Secondary Emergency Relief Funds (ESSER) *	-	-	81,318	81,318
Remote Learning Technology Essentials 117/118	-	-	23,540	23,540
Summer and Vacation Learning Program Grant 114/333	-	-	12,000	12,000
CvRF School Reopening Grant/ 102	-	-	1,293,975	1,293,975
<u>State Grants:</u>				
Academic Support/632 (MCAS Tutoring)	-	-	-	-
Essential School Health	100,000	100,000	100,000	-
METCO/ 317	1,102,685	1,197,675	1,197,675	-
METCO Supplemental	92,389	92,389	-	(92,389)
Special Education Circuit Breaker *	1,587,130	1,587,130	1,603,677	16,547
<u>Local Grants:</u>				
NEF Fall Grants	50,102	50,102	34,296	(15,806)
NEF Winter Grants	34,296	34,296	TBD	-
NEF Spring Grants	22,300	22,300	TBD	-
NEF Summer Grants	-	-	3,000	3,000
Beth Israel Deaconess Life Skills	3,000	3,000	-	(3,000)
Metrowest Health Foundation Improving Student Health by Addressing Racial Discrimination	-	-	18,000	18,000
	4,577,713	4,678,885	6,050,096	1,427,807
* Awarded for FY21, but accepted in FY20				
** Circuit Breaker Reimbursement %: FY20 Budget 72%; FY20 Actual 75%; FY21 Budget 75%				

Issues: M.G.L. Chapter 44, Section 53A and School Committee policy #DFC/KH 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

Recommendation/Options: That the School Committee approves the receipt and acceptance of new FY21 grant funds totaling \$1,740,232.

School Committee: **CONSENT**

Respectfully Submitted,

Anne Gulati

Assistant Superintendent for Finance & Operations

NEEDHAM SCHOOL COMMITTEE

Agenda Item#: _____ **Date:** January 07, 2021

Item Title: **Approve School Department Donations**

Item Description: The following donations have been made to Needham Public Schools:

Value:

Donations to NHS Robotics Club in Memory of Alex Weisenbac:

• The Mezic & Morscher Families, Katohah, NY, donation to the NHS Robotics Club	\$100.00
• Mr. & Mrs. Paul Roberge, Acton, MA, donation to the NHS Robotics Club	\$50.00
• Ms. Shirley Bauer, Needham, MA, donation to the NHS Robotics Club	\$100.00
• Mr. Scott Kriss, Kriss Law, Needham, MA, donation to the NHS Robotics Club	\$150.00
• The Geraci Family, Needham, MA, donation to the NHS Robotics Club	\$25.00
• Mr. & Mrs. George Doukas, Needham, MA, donation to the NHS Robotics Club	\$50.00
• Mr. & Mrs. Sam Hurvitz, Needham, MA, donation to the NHS Robotics Club	\$30.00
• Ms. Nicolina Weisenbach, Mayfield Heights, OH, donation to the NHS Robotics Club	\$100.00
• Mr. & Mrs. Ted Blake, Needham, MA, donation to the NHS Robotics Club	\$50.00
• Mr. & Mrs. William Fidurko, Needham, MA, donation to the NHS Robotics Club	\$25.00
• Doron Precision Systems, Binghamton, NY, donation to the NHS Robotics Club	\$75.00
• Ms. Rebecca Turner, Kennebunk, ME, donation to the NHS Robotics Club	\$100.00
• Mr. & Mrs. David Borah, Needham, MA, donation to the NHS Robotics Club	\$100.00
• Mr. & Mrs. Alois Putrie Jr, Fairfield, CT, donation to the NHS Robotics Club	\$50.00
• Mr. & Mrs. Robert Partridge, Needham, MA, donation to the NHS Robotics Club	\$50.00
• The Jaklitsch Family, Douglaston, NY, donation to the NHS Robotics Club	\$100.00
• Mr. & Mrs. Peter Mesnik, Needham, MA, donation to the NHS Robotics Club	\$100.00
• Mr. & Mrs. Peter Atallah, Needham, MA, donation to the NHS Robotics Club	\$100.00

General Donations:

• Ms. Rebecca Tarantino, Needham, MA, donation towards Class of 2021 Senior Gifts	\$1,800.00
• Ms. Pauline Benninga, Lexington, MA, donation in memory of Mike Robinson	\$3,500.00
• Student Council At Large, Needham, MA, donation to the NHS Math Club	\$200.00

Issues: M.G.L. Chapter 44, Section 53A and School Committee policy #DFC/KH 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 accept with gratitude the aforementioned donations.

School Committee: Consent Calendar

Respectfully Submitted,

Anne Gulati

Assistant Superintendent for Finance and Operations

NEEDHAM SCHOOL COMMITTEE

Agenda Item#: _____ Date: January 19, 2021

Item Title: **Approve School Department Donations**

Item Description: The following donations have been made to Needham Public Schools:

	<u>Value:</u>
General Donations:	
• Needham Steps Up, Needham, MA, donation to support NHS underserved Students	\$16,000.00
• Needham Bank, Needham, MA, donation to support the 2021 METCO program	\$1,500.00
• Mr. Richard Ow, Needham, MA, donation to support Needham Community Education	\$30.00
• Lirong Wang, Needham MA, donation to support the NHS Speech & Debate Club	\$50.00
• The Blackband Giving Fund/Your Cause, Charleston, SC, donation to NHS as part of their matching gifts program	\$150.00
• Coffee Pond Photography, Framingham, MA, revenue from Student Photo Packages benefits NHS	\$3,308.75
• Lifetouch National Studios, Eden Prairie, MN, revenue from Student Photo Packages benefits Pollard Middle School	\$2,984.14

Donations to NHS Robotics Club in Memory of Alex Weisenbach:

• Mr. & Mrs. McNatt, Needham, MA, donation to the NHS Robotics Club	\$40.00
• Mr. & Mrs. Sharpiro, Needham, MA, donation to the NHS Robotics Club	\$50.00
• Mr. & Mrs. Way, East Falmouth, MA, donation to the NHS Robotics Club	\$100.00
• Mr. & Mrs. Shipman, Milford, CT, donation to the NHS Robotics Club	\$25.00
• Ms. Kathleen Ganz, Needham, MA, donation to the NHS Robotics Club	\$25.00
• Mr. & Mrs. Petschauer, Melville, NY, donation to the NHS Robotics Club	\$100.00
• Michelle, Tan & Yumei Chou, Needham, MA, donation to the NHS Robotics Club	\$50.00
• Ms. Erika Rom, Garden City, NY, donation to the NHS Robotics Club	\$100.00
• Mr. Michael Clavell, Needham, MA, donation to the NHS Robotics Club	\$200.00
• Mr. & Mrs. Cornett, Simsbury, CT, donation to the NHS Robotics Club	\$150.00
• Mr. & Mrs. Clavell, Needham, MA, donation to the NHS Robotics Club	\$50.00
• Mr. & Mrs. Treen-Brand, Needham, MA, donation to the NHS Robotics Club	\$100.00
• Mr. & Mrs. Osborne, Needham, MA, donation to the NHS Robotics Club	\$100.00

Issues: M.G.L. Chapter 44, Section 53A and School Committee policy #DFC/KH 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 accept with gratitude the aforementioned donations.

School Committee: Consent Calendar

Respectfully Submitted,

Anne Gulati

Assistant Superintendent for Finance and Operations

NEEDHAM SCHOOL COMMITTEE

Agenda Item #: _____

Date: January 04, 2021

Item Title: **Adjust Vehicle Expense Reimbursement Rate for School Employees**

Item Description: Under School Committee Policy #DKCA, the School Committee sets the reimbursement rate for school employees who use their personal automobile for school-related business. Traditionally, the School Committee has followed the Select Board's lead in setting this rate.

On January 12, 2021, the Select Board approved a reduction to the vehicle expense reimbursement rate from \$0.575 to \$0.56/mile for Town employees, consistent with the IRS' standard mileage reimbursement rate for 2021.

At this time, the School Committee is asked to approve a similar reduction to the vehicle expense reimbursement rate for school employees, effective 1/20/2021.

Recommendation/Options: That the Needham School Committee approve a reduction to the vehicle expense reimbursement rate from \$0.575 to \$0.56/mile, consistent with the rate approved by the Select Board, effective 1/20/2021

School Committee: Action Item
Attachment(s): Memorandum on Vehicle Expense Reimbursement from the Assistant Town Manager/ Director of Finance, 12/28/20.

Respectfully Submitted,

Anne Gulati

Anne Gulati
Assistant Superintendent for Finance & Operations

MEMORANDUM

TO: SELECT BOARD

FROM: DAVID DAVISON, ASSISTANT TOWN MANAGER/DIRECTOR OF FINANCE

SUBJECT: VEHICLE EXPENSE REIMBURSEMENT

DATE: MONDAY, DECEMBER 28, 2020

CC: KATE FITZPATRICK, TOWN MANAGER; KATIE KING, ASSISTANT TOWN MANAGER/DIRECTOR OF OPERATIONS; RACHEL GLISPER, DIRECTOR OF HUMAN RESOURCES; MICHELLE VAILLANCOURT, TOWN ACCOUNTANT; ANNE GULATI, ASSISTANT SUPERINTENDENT FOR FINANCE AND OPERATIONS

The Town's Personnel Policy #509 under Section V (Procedures) Subsection A 2 states "When an employee is authorized to use a personal automobile for work-related travel, he or she shall be reimbursed at a rate established by the Board of Selectmen (Select Board) upon the recommendation of the Assistant Town Manager/Director of Finance." The purpose of this memo is to recommend to the Board that the rate should be adjusted.

The current rate for reimbursement to an employee for personal use of his/her automobile for Town business is 57.5 cents per mile. The mileage rate is intended to include the cost of fuel and oil, repairs, insurance, and general wear and tear on the automobile. Costs of these considerations have changed since the last time the mileage rate was adjusted in December 2019. The national organization, AAA does an annual report on the cost of operating a motor vehicle in U.S. Their report released in December 2020 showed that the cost has increased from the prior year. The composite average cost was 63.7 cents per mile which compares to 61.9 cents per mile in 2019.

The table below from AAA data shows the average cost per mile for different vehicle types in 2017, 2018, 2019 and 2020. AAA's study reports that the cost for most types of vehicles has increased, and greatest contributor to the cost were higher government fees and the cost of maintenance. The cost of fuel and financing a new vehicle (leases and loans) decreased during 2020 compared to 2019. This was likely due to less usage of vehicles because of the COVID-19 related travel restrictions in place in many parts of the United States and greater incentives offered by manufacturers to encourage the purchase or lease of new vehicle.

AAA's report incorporates average cost for fuel, insurance, depreciation, maintenance, government fees (license, registration, taxes), and financing.

<i>Based on Driving 15,000 miles annually</i>	<i>Small Sedan</i>	<i>Medium Sedan</i>	<i>Large Sedan</i>	<i>Hybrid Vehicle</i>	<i>SUV 4WD</i>	<i>Minivan</i>	<i>Composite Average</i>
<i>Cost Per Mile 2017</i>	42.4 cents	54.5 cents	62.7 cents	51.3 cents	63.0 cents	61.0 cents	56.5 cents
<i>Cost Per Mile 2018</i>	45.2 cents	59.1 cents	65.4 cents	49.9 cents	64.6 cents	64.5 cents	59.0 cents
<i>Cost Per Mile 2019</i>	47.4 cents	57.6 cents	69.4 cents	51.6 cents	68.4 cents	66.9 cents	61.9 cents
<i>Cost Per Mile 2020</i>	50.1 cents	58.2 cents	74.6 cents	54.3 cents	66.9cents	67.3 cents	63.7 cents

Although there may be many methods and sources to determine what is the cost of operating a motor vehicle, I continue to recommend that the rate be set based on the standard mileage rate

(SMR) method used by the Internal Revenue Service which should prove to be the simplest method of accounting and probably the most often used to determine the cost to the employee for reimbursement purposes.

The IRS rate is based on an annual study of the fixed and variable costs of operating an automobile. The standard mileage rate for 2021 has been calculated at 56 cents per mile. This rate is based on information released by the IRS on December 22, 2020. Although individual costs will differ, fluctuations are inevitable; the IRS rate is readily accessible and updated on a schedule which the Town has and may continue to rely. Therefore, I recommend to the Board that it vote to change the rate from 57.5 cents to 56 cents per mile consistent with the rate determined by the IRS. The effective date for this reimbursement rate would be the date of approval by the Board.

I will be available should you have questions. Thank you.

NEEDHAM SCHOOL COMMITTEE

Agenda Item #: _____

Date: January 19, 2021

Item Title: **Disposal of Surplus: Needham High School**

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

From Needham High School

- 40 Outdated Chemistry Textbooks
- 27 Outdated Environmental Science Textbooks
- 1 Broken Sentry Safe from Athletic Office
- 262 Outdated 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. Transactions between governmental entities also are exempt from Ch30B. 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 authorize the disposal of the above items, to the Town Transfer Station of the aforementioned surplus equipment in accordance with MGH30B Section 15&16 by the Procurement Officer.

Rationale:

Implementation Implications:

Supporting Data: None.

School Committee (circle one)

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

Will report back to School Committee (date): _____

Respectfully Submitted,

Anne Gulati

Assistant Superintendent for Finance & Operations



Needham School Committee

January 19, 2021

Agenda Item: **Discussion**

Needham High School Student Advisory to the School Committee (SASC) Report

Background Information:

- This is the second of several reports the SASC will provide the School Committee this year.
- The SASC meets regularly with the principal to discuss school issues, concerns, and ideas with the high school administration.
- The students are excited and prepared to discuss these issues with the School Committee and welcome your questions and comments.

Person(s) Available for Presentation:

Lea Gruen
Hannah Keselman
Dilin Meloni
Aidan Michelow
Danielle Sockol
Evan Tsingos

MEMORANDUM

To: Needham School Committee

From: Student Advisory to the School Committee

Date: January 19, 2021

The Needham High School Student Council would like to thank the School Committee once again for the opportunity to present the current events of Needham High School.

Class Updates:

9th Grade: The 9th grade student council is working on designing and ordering specific merchandise to sell to the class and raise school spirit. Also, as the year progresses, we are starting to understand our roles in the Student Council and as a class are figuring out our responsibilities and goals. These goals also include planning outdoor events for community building and setting up a fundraising or merchandising committee to brainstorm ideas of merchandise to sell.

10th Grade: The 10th grade class is in the process of planning a drive in movie night which would likely take place this spring. The details are not yet set in stone, but we are currently gaining approval from all the needed areas, including the town and the school. The event will most likely be opened up to all high school students and then, if gathering restrictions allow, the rest of the Needham community. We are also planning a few apparel sales and restaurant fundraisers in the meantime.

11th Grade: The 11th grade is currently working on a plan for advertising and distributing “driver starter packs”, which will include a lanyard, key chain, and bumper magnet. We are also attempting to come up with creative fundraising techniques for J-Harb and prom

(should they be able to happen), since bake sales are no longer a viable option. Lastly, we are working on a junior class event, likely an outdoor movie, for the end of the year.

12th Grade: The senior class's "Senior Boxes" were definitely a success! These boxes were a way to show our peers how although many events such as Field Day and Prom may not look as they have in the past, we are still able to connect our class and raise class spirit. Each student received a class t-shirt that was tailored to their size, an NHS Rockets mask, some blue and gold candy, and a short letter. We delivered the "Senior Boxes" to each wellness class as a surprise during the last week in school before Thanksgiving Break. Now, our class's student council is beginning to brainstorm and plan end-of-the-year events!

At-Large Updates:

Combining Spirit and Events Committees: At-Large Student Council has decided to cancel many of the usually scheduled annual events throughout the year, as we realized that these events would not be able to happen at all, or would need to be changed drastically, to follow COVID regulations. We also acknowledged that these events were not always largely attended in past years and wanted to plan new events that may be more popular. This year we have decided to combine the Events and Spirit committees and have created five smaller groups within this committee to plan five different spirit boosting events throughout the year. These include spirit weeks, school-wide decorations, virtual trivia-style events such as our NHQ event on One Day, a virtual student and teacher talent show, and a possible pep rally later in the school year.

Quote Project: Over the past few months, we have also been collecting meaningful or inspirational quotes chosen by high school clubs and sports teams. Student Council will

then work with our AP Art students to pick a few of these quotes and come up with creative ways to display them on the walls. Besides creating more interesting and lively study spaces, this project also allows the majority of the student body to be involved and allows students to make a lasting impact at NHS.

Student Feedback from January 7, 2021: Student feedback from classes the day after the Capitol Riots was generally positive. Although it certainly differed between teachers and between in-person and remote cohorts, we generally experienced that teachers, especially at the beginning of the day, really wanted to hear our perspectives and listen to how we were feeling. In this sense, it was nice to have synchronous classes through Zoom for the Gold Cohort, as we were able to still engage in discussion between those in-class and at home. By the end of that day, teachers were flexible, allowing us to either talk more about what had occurred, or begin to get back to the curriculum. Some teachers that weren't able to see the Gold Cohort last week have been holding some discussions during classes this week as well.

General COVID Update: The return to the high school after break has been seemingly smooth, with few new cases. Students are good about staying home when they are sick, and maintaining social distance practices in the building. The nearing end of the second term is placing additional stress on students, as well as the fact that we are in cold and flu season. However, the hybrid model remains unaffected, and the ability to remain in school is one that we are all grateful for. There have also been consistent reminders from administration sent to families about keeping students home when sick and practicing social distancing outside of school.



Needham School Committee

January 19, 2021

Agenda Item: **Discussion**

Public Hearing on the FY22 School Budget

Background Information:

- The public will be offered the opportunity to voice opinions, ask questions, and raise concerns regarding the proposed FY22 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

Superintendent's FY22 School Operating Budget Request



Portrait of a Needham Graduate

Needham School Committee

Public Hearing on the FY22 Budget

January 19, 2021



An extraordinary time...

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***“At** the present time I do not have a clear answer to families about what school will look like in the fall.”*

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***“Let** me conclude by acknowledging how we have responded to the recent events surrounding the murder of George Floyd in Minneapolis. Our teachers and staff prioritized lessons, readings, and difficult conversations about racial violence and inequities in the last couple of weeks, and our high school students led a Black Lives Matter rally and march involving hundreds of students, staff, and community members...”*

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... to develop a budget plan.

- Health and safety needs dominate planning
- The increased needs of students, especially the most vulnerable, will remain long after the pandemic has ended
- School enrollment is down by about 200 students
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- School building maintenance needs require significant and ongoing attention, funding, and management
- Maintaining the Portrait of a Needham Graduate strategic priorities while emphasizing equity, inclusion, and anti-racist efforts are essential to our students' futures

FY22 Budget Priorities

- **Provide resources to address the health and safety needs of all students and staff.**
- **Implement Portrait of a Needham Graduate Strategic Priorities.**
- **Plan for the supplemental needs required for remote and hybrid learning.**
- **Continue the ongoing refinement of curriculum, instruction and assessment practices.**
- **Develop and maintain educational resources and a technology infrastructure that supports student learning and meets District goals.**

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Strategic Priorities 2020-2025

PRIORITY #1
ALL STUDENTS
ARE DRIVERS
OF THEIR OWN
LEARNING

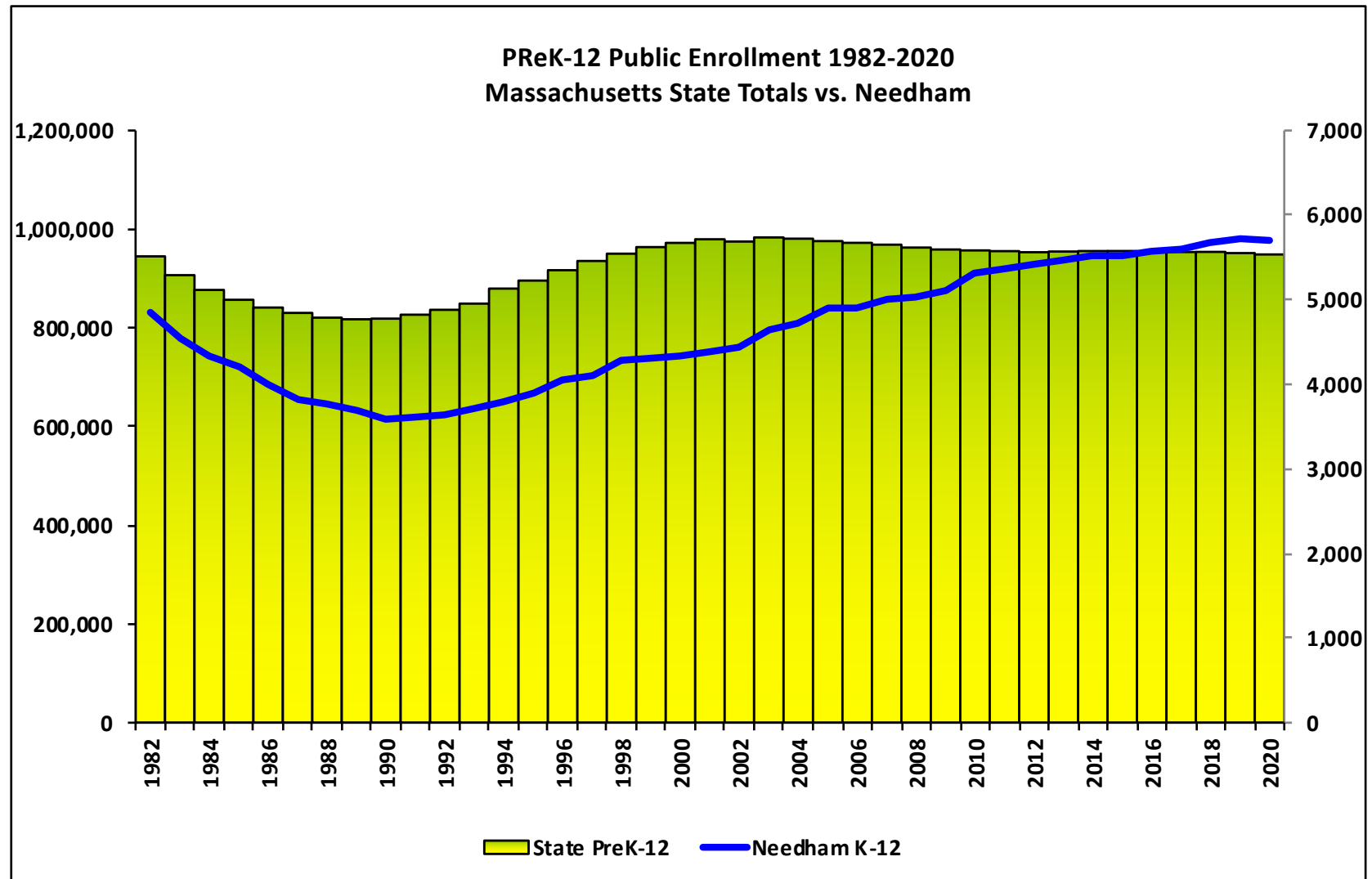
PRIORITY #3
ALL STUDENTS
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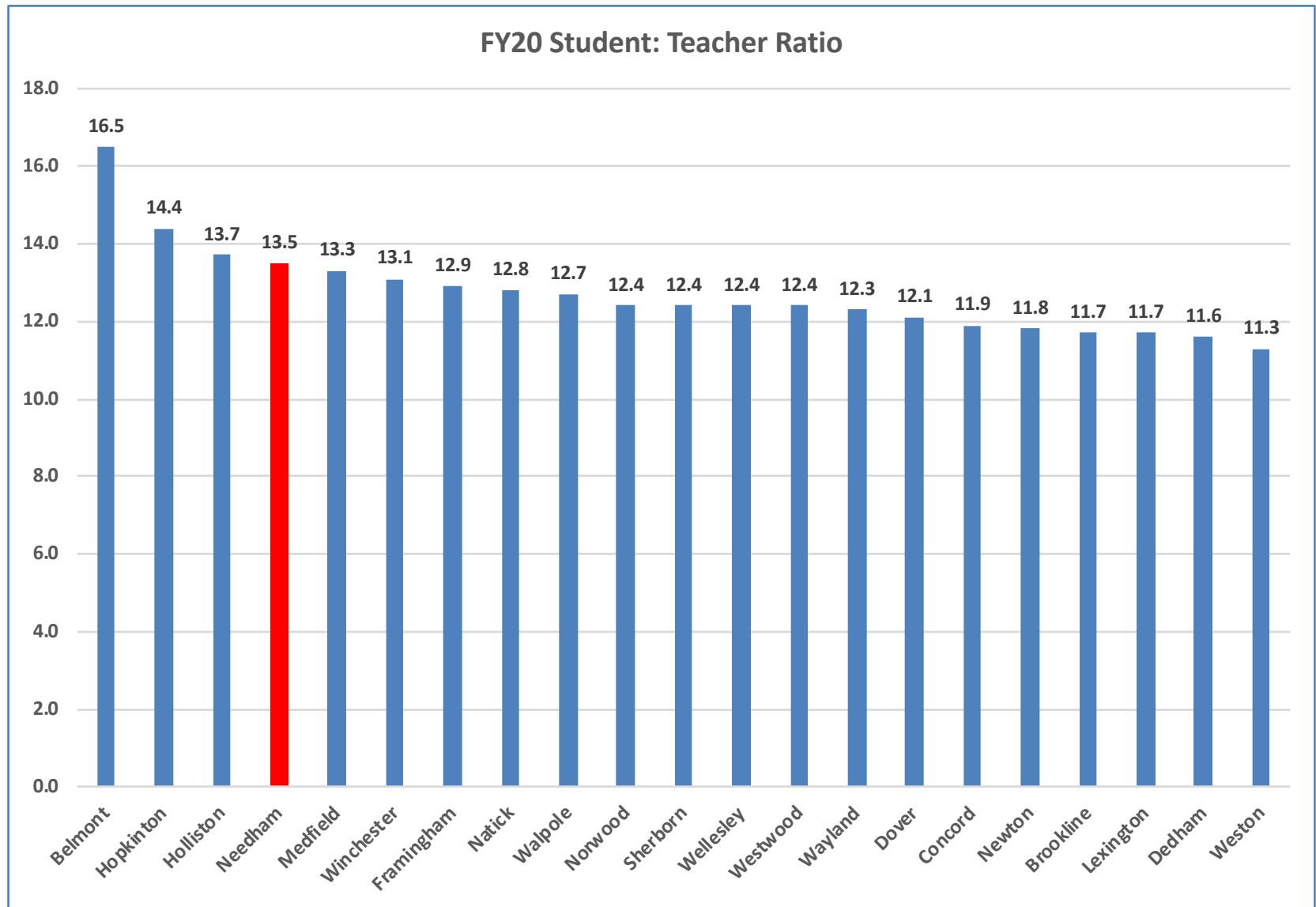
PRIORITY #2
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INFRASTRUCTURE
SUPPORTS
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FY22 Budget Context: Enrollment



FY22 Budget: Benchmark Data



FY22 Non-COVID* Budget Proposed Increases

- Contractual Salary Increases* **\$1.5 million**
- Level Service* **\$1.1 million**
- Program Improvements **\$263,000**

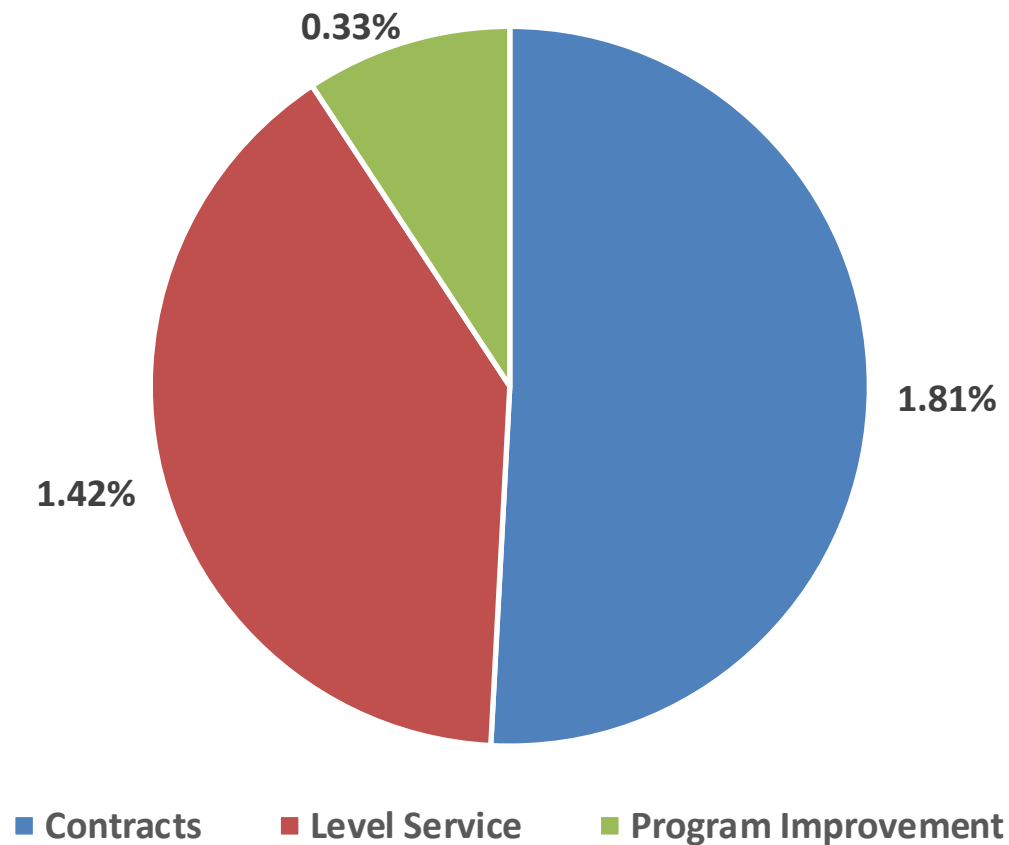
Total FY22 Budget Request: \$2,868,308

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- **3.55% Increase over FY21**





FY22 Special Education Requests

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**Total Requested
FTE:**

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• Program Deficits	\$972,937
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Assumes a status quo hybrid and remote learning structure; additional planning and adjustment anticipated.

FY22 Total Budget Overview

Budget Overview:

**Includes Supplemental
COVID Plan**

FY21: \$80,735,089

FY22 Proposed:

\$86,813,596

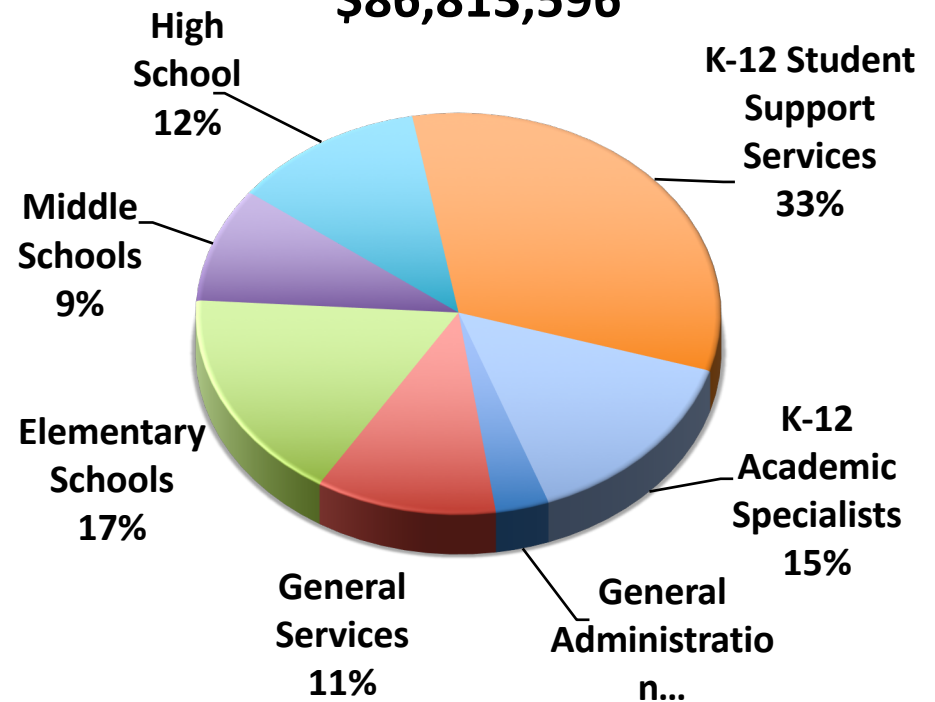
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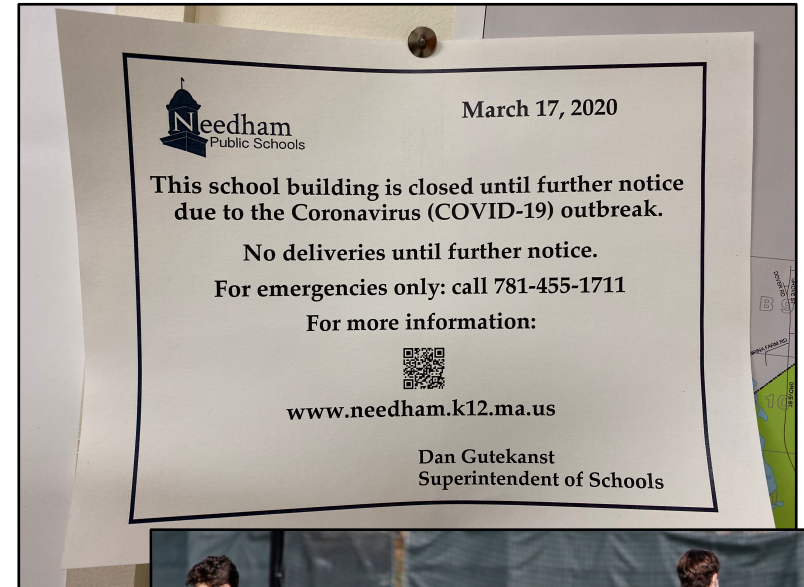
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FY 21/22

Superintendent Recommended
Operating Budget: COVID
Expenditures by Program Area

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Needham School Committee

January 19, 2021

Agenda Item: **Discussion**

FY22 Budget Discussion

Background Information:

- This will be fourth of several discussions about the FY22 budget.

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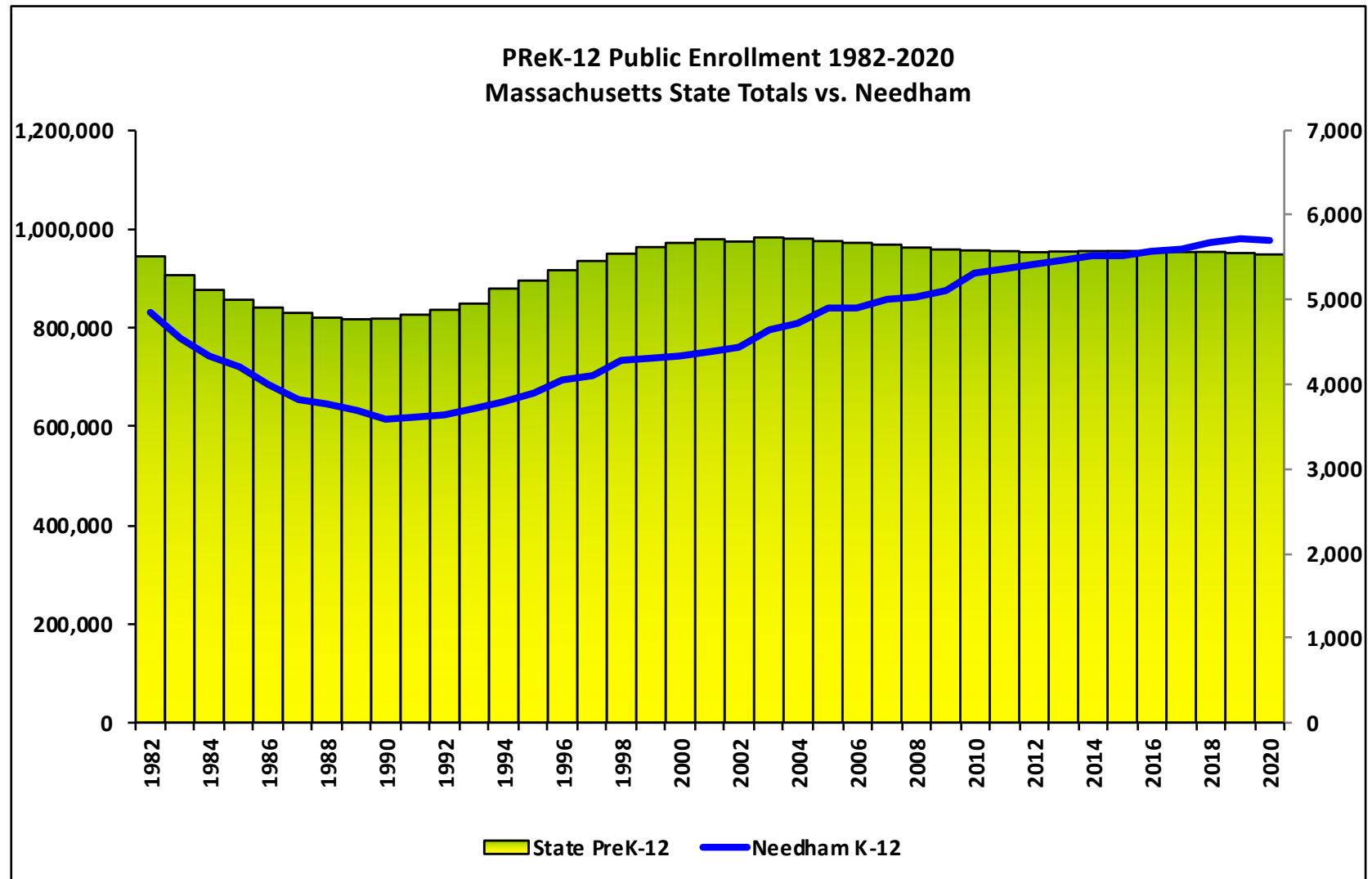
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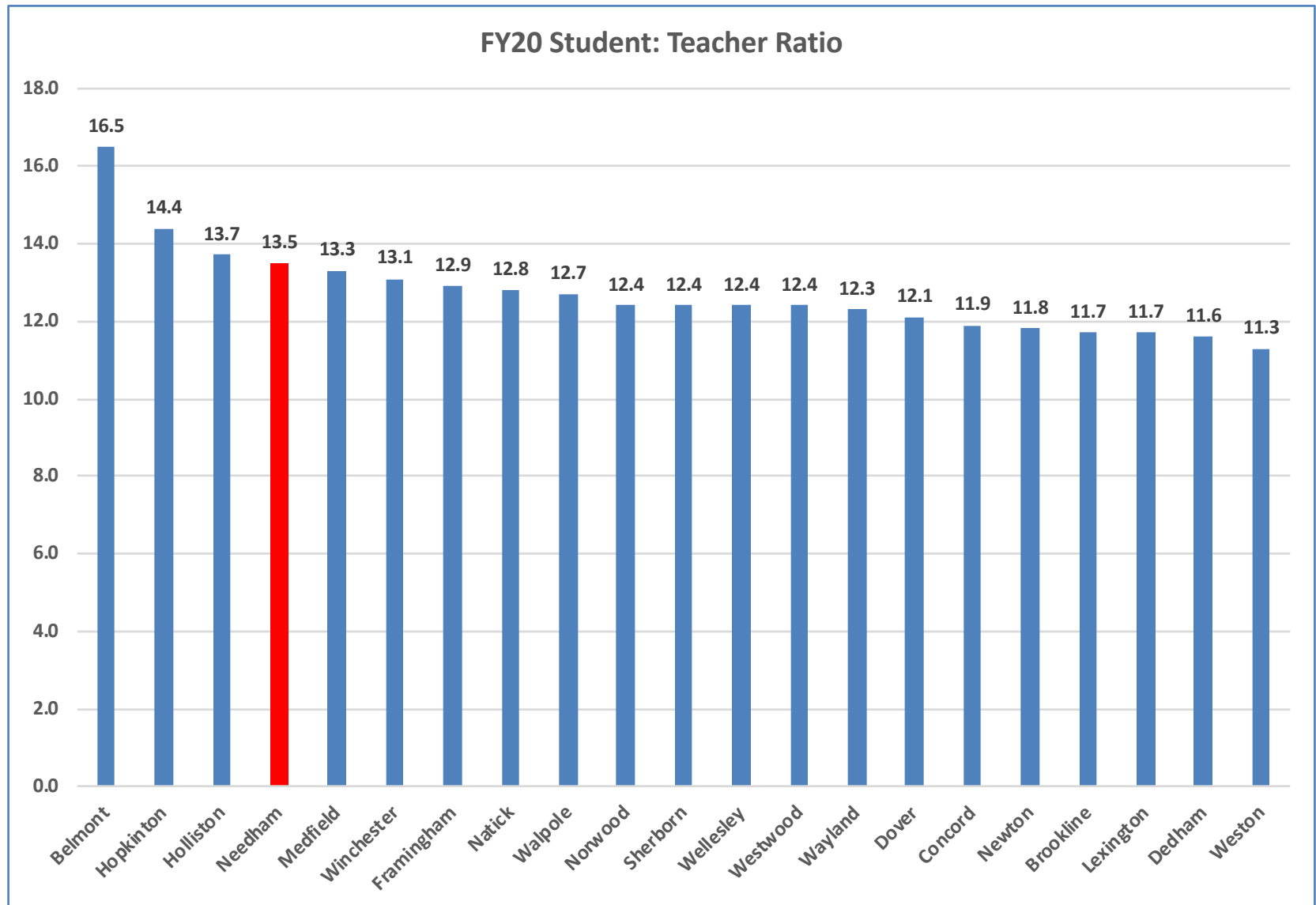
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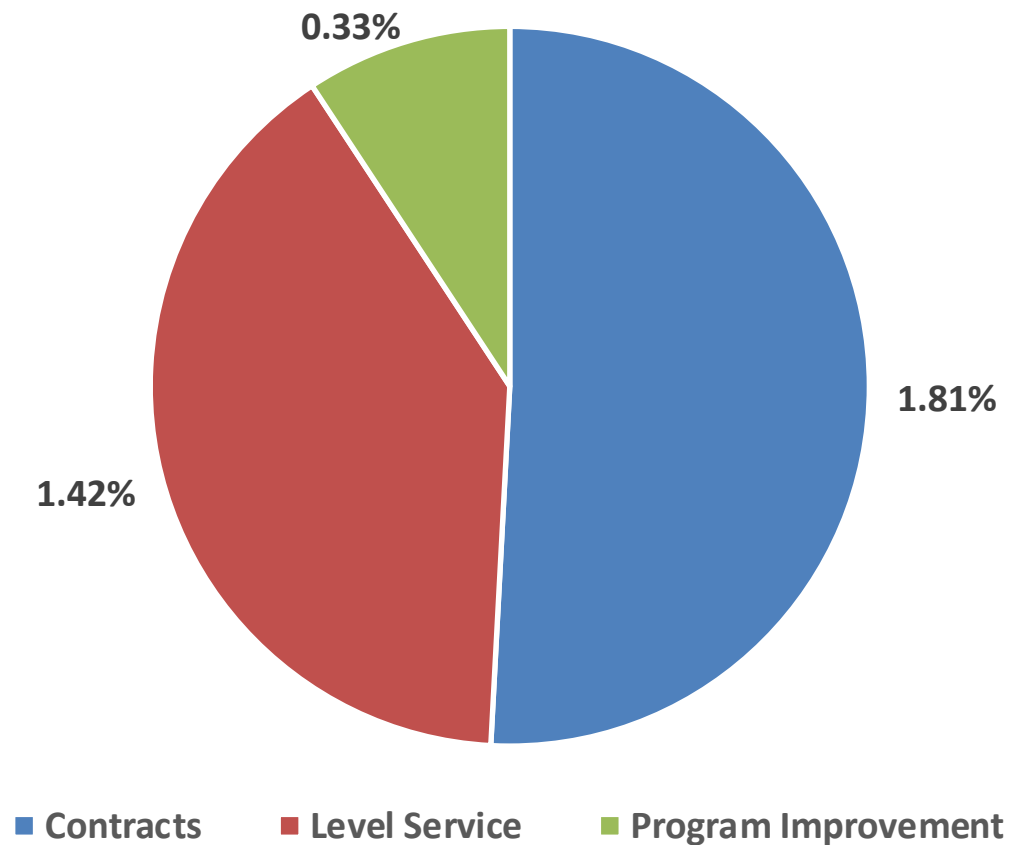
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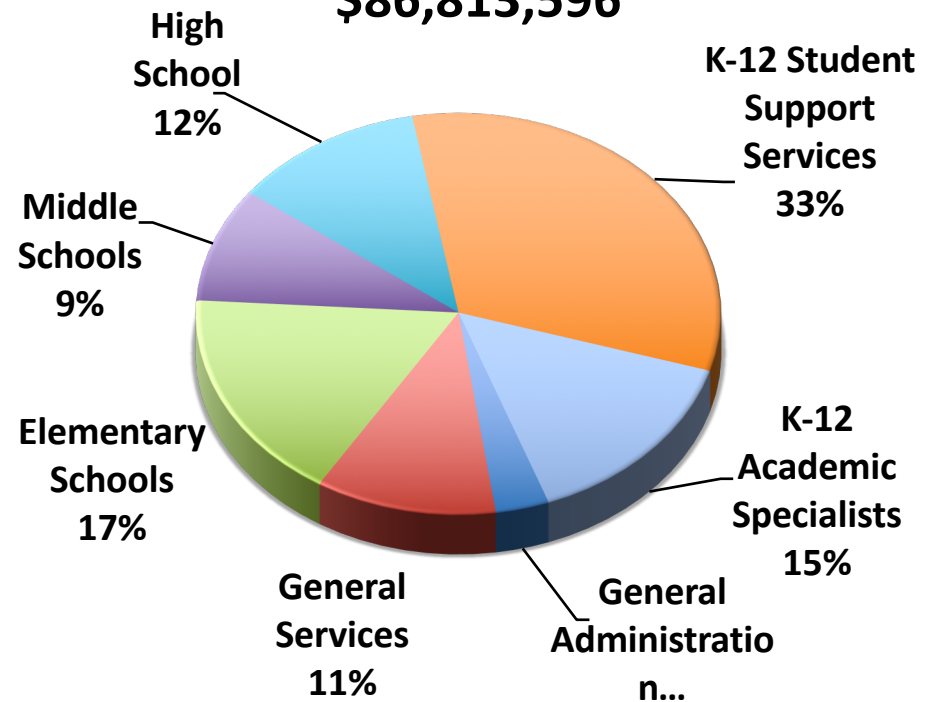
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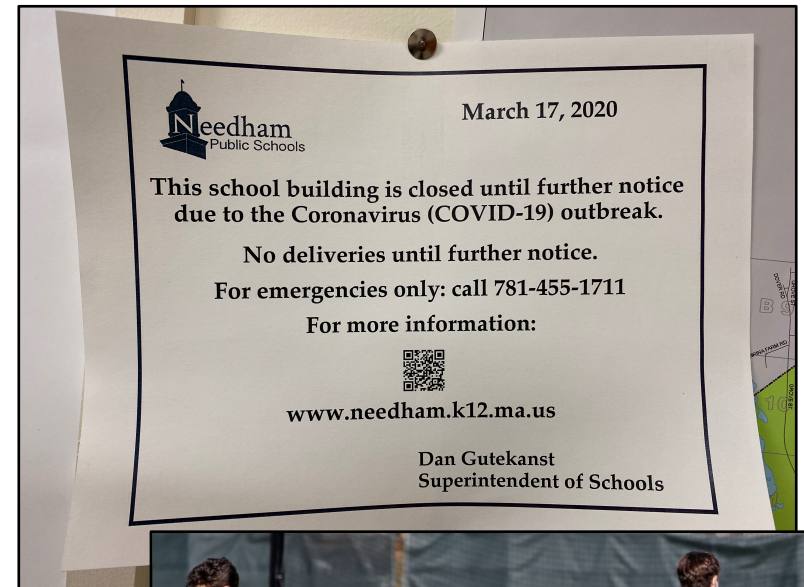
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Operating Budget: COVID
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Portrait of a Needham Graduate





Needham School Committee

January 19, 2021

Agenda Item: **Discussion**

2021 Annual Town Meeting Warrant Article Requests: Creation of a Special Education Reserve Fund Foster Care Transportation Reimbursement

Background Information:

- The Select Board will consider warrant articles for the upcoming May Town Meeting.
- We are proposing seeking Town Meeting approval for:
 - 1) the creation of a Special Education Reserve Fund under M. G. L. Ch.40 s.13E
 - 2) approval for the Needham Public Schools to enter into a Memorandum of Understanding for the purposes of Title IV-E reimbursement.



NEEDHAM PUBLIC SCHOOLS

OFFICE OF FINANCIAL OPERATIONS
ANNE GULATI, ASSISTANT SUPERINTENDENT
1330 HIGHLAND AVENUE * NEEDHAM, MA 02492
781-455-0400 EXT. 206 * 781-455-0417 (FAX)

January 7, 2021

To: Needham School Committee
From: Anne Gulati, Assistant Superintendent for Finance & Operations
RE: 2021 ATM Warrant Article Request - Special Education Reserve Fund

Background:

M.G.L. Chapter 40, s. 13 E, as authorized by Section 24 of Chapter 218 of the Acts of 2016, provides for the establishment of a Special Education Stabilization fund. Although special education expenses are normally paid from the school operating budget, these expenses can increase unexpectedly by hundreds of thousands of dollars to meet Individualized Educational Plan requirements or changing student needs. A special education reserve fund would provide a transparent and manageable way to address extraordinary and unanticipated increases in special education, tuition and transportation, that otherwise could not be met by existing operational resources.

Under the law, a school district, by a majority vote of both the school committee and the legislative body, may establish and appropriate (or transfer) money to a reserve fund to be utilized in upcoming fiscal years, to pay, without further appropriation, for unanticipated or unbudgeted costs of special education, out-of-district tuition or transportation. The balance in such reserve fund is limited to two per cent of the annual net school spending of the school district.

Additionally, funds in the reserve fund can only be expended or transferred out after a majority vote of both the School Committee and Selectmen. Once the fund is established, the Department of Elementary and Secondary Education allows the School Committee to include a separate line item within its annual budget request to appropriate monies into the stabilization fund. Alternatively, Town Meeting could take separate action to appropriate funds to the SPED Reserve Fund, by majority vote.

The School Department desires to create such a fund to provide a source of funding for extraordinary, unbudgeted increases in special education costs, including out of district tuitions and transportation. (Smaller, more moderate increases would be paid from school operational resources.) The balance in the fund would be built up gradually over time, via annual appropriations to the fund. The proposed first year contribution to the fund would be made in FY23, as part of the Town's regular budgeting process.

As a guideline, the School Department proposes that the maximum allowable balance in the fund be equal to 2% of required net school spending, the statutory amount. (Needham's FY21 required net school spending amount is \$63,004,476, of which 2% equals \$1,260,090.) Additionally, use of the fund should be limited to the purpose of addressing extraordinary and unanticipated increases in special education, tuition and transportation expense, which otherwise could not be met by existing operational resources. Finally, the School Department proposes that withdrawals from the fund be capped at the maximum available balance and be supported by documentation of reasonably anticipated need.

Warrant Article Request:

The purpose of the requested warrant article is to seek Town Meeting approval for the creation of a special education reserve fund under M.G.L. Ch. 40 s. 13 E.

Attachments:

- M.G.L. Ch. 40, Section 13E.
- DESE Advisory on Special Education Reserve Fund

ALG/alg
Attachment

Part I	ADMINISTRATION OF THE GOVERNMENT
Title VII	CITIES, TOWNS AND DISTRICTS
Chapter 40	POWERS AND DUTIES OF CITIES AND TOWNS
Section 13E	SCHOOL DISTRICT RESERVE FUNDS TO PAY FOR UNANTICIPATED OR UNBUDGETED COSTS FOR SPECIAL EDUCATION, OUT-OF-DISTRICT TUITION OR TRANSPORTATION

Section 13E. Any school district which accepts this section, by a majority vote of the school committee and a majority vote of the legislative body or, in the case of a regional school district by a majority vote of the legislative bodies in a majority of the member communities of the district, may establish and appropriate or transfer money to a reserve fund to be utilized in the upcoming fiscal years, to pay, without further appropriation, for unanticipated or unbudgeted costs of special education, out-of-district tuition or transportation. The balance in such reserve fund shall not exceed 2 per cent of the annual net school spending of the school district.

Funds shall only be distributed from the reserve funds after a majority vote of the school committee and a majority vote of the board of selectman or city council, or, in the case of a regional school district by a majority vote of the board of selectmen or city council in a majority of the member communities of the district.

The district treasurer may invest the monies in the manner authorized in section 54 of chapter 44 and any interest earned thereon shall be credited to and become part of the fund.



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School Finance and District Support (/finance/)

Accounting & Auditing ▾ (/finance/accounting/)

Chapter 70 Program (/finance/chapter70/)

Charter Schools (/charter/finance/)

Circuit Breaker (/finance/circuitbreaker/)

Educational Collaboratives (/finance/collaboratives/)

DESE Budget (/finance/ESEbudget/)

Grants/Funding Opportunities ▾ (/grants/)

Nutrition Programs (/cnp/nprograms/)

Regional Districts (/finance/regional/)

School Buildings (/finance/sbuilding/)

School Choice (/finance/schoolchoice/)

School Finance Regulations (/lawsregs/603cmr10.html)

Spending Comparisons ▾ (/finance/statistics/)

Transportation (/finance/transportation/)

Chapter 74 Nonresident Tuition (/cte/cvte/admissions/)

School Finance Contacts (/finance/contactus.html)

Related Links (/finance/links.html)

Advisory on Special Education Stabilization Fund

Section 24 of Chapter 218 of the Acts of 2016 provides for the establishment of a Special Education Stabilization fund. The law enables municipal and regional districts to establish a reserve fund that can be used in future years for unanticipated or unbudgeted costs of special education, out of district tuition or transportation.

Establishing, funding and making payments from the stabilization fund

In order to establish the fund the law requires a majority vote by both the School Committee and local legislative body. In the case of regional school districts the local legislative body means a majority vote of the legislative bodies in a majority of the member communities of the district. Once the fund is established, the school committee may include a separate line item in their annual budget request to appropriate monies into the stabilization fund. For regions, the amount to be appropriated to the stabilization fund is included in each member municipality's assessment. The balance in the reserve fund cannot exceed two percent of the annual net school spending of the school district.

Funds in the reserve fund can only be expended or transferred out after a majority vote of both the School Committee and Selectmen or City Council or in the case of regional school districts, a majority vote of the boards of selectmen or city councils of a majority of the member communities of the district.

Other areas districts may choose to consider when establishing the fund are:

- Maximum balance in the fund
- A limit on the amount that can be expended in a fiscal year

Reporting of activity in the stabilization fund

Annual appropriations into a stabilization fund should not be reported as an expenditure on the End of Year Financial Report. There is no reporting requirement for increasing the balance in the fund.

Expenditures from the fund should be reported as an additional appropriation of the school committee in the appropriate function codes on Schedules 1 and 3 of the End of Year Financial Report. Expenditures are made directly from the stabilization fund so a transfer into the general fund is not required.

Questions about this advisory should be directed to Jay Sullivan, associate commissioner, district & school finance, at 781-338-6594 or [✉](mailto:jsullivan@doe.mass.edu) jsullivan@doe.mass.edu (<mailto:jsullivan@doe.mass.edu>).

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Contact Us

Massachusetts Department of Elementary and Secondary Education
75 Pleasant Street, Malden, MA 02148-4906

Voice: (781) 338-3000

TTY: (800) 439-2370

 Directions (</contact/doedirections.html>)

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January 7, 2021

To: Needham School Committee
From: Anne Gulati, Assistant Superintendent for Finance & Operations
RE: 2021 ATM Warrant Article Request - Foster Care Transportation Reimbursement

Background:

Under the Every Student Succeeds Act (ESSA), children in foster care are required to remain in their School of Origin as long as it is deemed to be in the best interest of the child. The School of Origin is responsible for funding the cost of transporting the foster care child to and from school. The Executive Office of Health and Human Services (EOHHS), in a partnership with the Department of Children and Families (DCF) and the Department of Elementary and Secondary Education (DESE), has developed a methodology that could reimburse a share of these transportation costs through Title IV-E, a section of the Social Security Act administered by DCF that provides federal reimbursement to states for services provided to children in foster care and other child welfare services. This voluntary program allows Local Education Authorities (LEAs) such as the Needham Public Schools to report their eligible transportation expenditures for children in foster care to the state to be claimed for federal reimbursement. It is estimated that LEAs will receive about 20% of reported costs in reimbursement. Reimbursement for transportation expenditures covered by any other federal funding source is not allowable (e.g., special education, homeless, Title I, etc.), even if that transportation is for a child in foster care, in order to avoid potential duplication of claiming.

The aforementioned agencies (DCF, EOHHS and DESE) have developed a voluntary, supplemental foster care transportation reimbursement program under the authority of M.G.L. Ch. 44 s. 70. Under this statute, a city or town, by vote of its town meeting, town council or city council, and with the approval of the selectmen, town manager or mayor, can authorize the LEA to enter into contracts to seek federal reimbursement for activities being carried out by the municipality, and to provide that payments for services under such contracts be made from the reimbursements or revenues recovered as a result of the services performed, without appropriation of such revenues.

If authorized, Needham could begin submit claims in FY22 for the foster care transportation expenses it has incurred in FY21. (Although federal rules allow for a maximum of eight quarters of claiming, the DESE program will process claims for the prior fiscal year only.) Although anticipated FY21 expenditures are small (\$945, which would yield a reimbursement of approximately \$189 @ 20% in the first year of implementation), expenditures vary from year to year on a case-specific basis. FY20 expenditures totaled \$14,960, for instance, which could have yielded a potential reimbursement of \$2,992 had this program been implemented in the current year.

At present, the payments received under this program would be received by the General Fund, similar to Medicaid program receipts.

Warrant Article Request:

The purpose of the requested warrant article is to seek approval for the Needham Public Schools to enter into the attached MOU for the purposes of Title IV-E reimbursement.

ALG/alg
Attachment

**Memorandum of Understanding – Every Student Succeeds Act
Transportation Claiming Under Title IV-E of the Social Security Act**

This Memorandum of Understanding (MOU) has been created and entered into on _____, 2019 by and between the following parties in relation to the administration of school of origin transportation costs under the Every Student Succeeds Act (ESSA) to maximize Federal Financial Participation from the Federal Government through Title IV-E of the Social Security Act (Title IV-E):

Executive Office of Health and Human Services (EOHHS);

Department of Elementary and Secondary Education (DESE);

Department of Children and Families (DCF); and

_____**(Enter name)**
**Commonwealth City/Town/Regional School District or Local Education
Agency**

The Commonwealth of Massachusetts, Executive Office of Health and Human Services, Department of Elementary and Secondary Education, Department of Children and Families and _____ the City or Town or Regional School District of [] by and through [] (legal name and address of the Local Education Agency, hereinafter, the LEA), hereby agree to the following terms and conditions as they relate to reporting costs and receiving Title IV-E allowable federal reimbursement for said costs as they relate to transporting children eligible under Title IV-E foster care to and from their foster placement and their School of Origin, effective for dates of service on or after April 1, 2019.

RECITALS

WHEREAS, DCF is the single state agency designated to submit claims to the Administration of Children and Families (ACF) for the purposes of obtaining Title IV-E cost reimbursement; and

WHEREAS, the LEA desires to participate in the Title IV-E Claiming of Transportation Expenditures for Children in Foster Care (hereinafter, the “Program”) under the terms and conditions set forth in this Memorandum of Understanding (MOU);

WHEREAS, the scope of services and providers payable under the Program is defined by this MOU; and

NOW, THEREFORE, in consideration of the mutual obligations contained in this MOU, the parties agree as follows:

Section 1. DEFINITIONS

The following terms that appear capitalized throughout this MOU shall have the following meanings, unless the context clearly indicates otherwise.

Administration of Children and Families (ACF) – The agency responsible for the oversight and administration of services pertaining to children, youth, and families nationwide, as established under the authority of Section 6 of the Reorganization Plan No. 1 of 1953.

Certification of Qualified Expenditures or Certification of Qualifying Expenditures – For purposes of this agreement, an expenditure for Transportation that is certified, or attested to, by a contributing public agency or designated authority at a public agency that is eligible for reimbursement under Title IV-E of the Social Security Act.

Department of Children and Families (DCF) – The constituent agency within EOHHS providing services to children 0 through 22 years old who are at risk or have been victims of abuse or neglect, as well as their families, established under M.G.L. c. 18B, § 1.

Department of Elementary and Secondary Education (DESE) – The constituent agency within the Executive Office of Education responsible for the provision of a public education system of a sufficient quality to extend to all children, established under M.G.L. c. 69, § 1.

Every Student Succeeds Act (ESSA) – Federal Law passed in December 2015 governing United States K-12 public education policy (Public Law 114-95).

Executive Office of Health and Human Services (EOHHS) – The executive secretariat of the Commonwealth of Massachusetts established under M.G.L. c. 6A, § 2 that oversees DCF.

Individualized Education Program (IEP) – A written statement, developed and approved in accordance with federal special education law in a form established by the Department of Elementary and Secondary Education, that identifies a student's special education needs and describes the services a school district shall provide to meet those needs.

Local Education Agency (LEA) – See definition for Local Government Entity.

Local Government Entity – Pursuant to MGL c. 44, § 70 and for purposes of this MOU, a city or town, that by vote of its town meeting, town council or city council with the approval of the selectmen, town manager or mayor, authorizes the LEA to enter into this MOU and that is responsible, or assumes responsibility, either directly or indirectly through an agency or other political subdivision, for the non-federal share of the Program expenditures. Local Governmental Entity is also referred to as Local Educational Authority (LEA) in this MOU.

Metropolitan Council for Educational Opportunity (METCO) – a state-funded grant program run by DESE intended to expand educational opportunities, increase diversity, and reduce racial isolation by permitting students in Boston and Springfield to attend public schools in other communities that have agreed to participate, pursuant to M.G.L. c. 76, § 12A.

Reporting Tool – The mechanism, designed and agreed upon by EOHHS, DESE, and DCF, by which the LEA will report on costs associated with the Program and attest to the accuracy of said costs.

School of Origin – The school in which a child is enrolled at the time of placement in foster care. Pursuant to Elementary and Secondary Education Act, § 1111 (g)(1)(E)(i)), DESE and the LEAs must ensure that a child in foster care enrolls or remains in his or her school of origin unless a determination is made that it is not in the child’s best interest.

State Fiscal Year – The 12-month period commencing July 1 and ending June 30 and designated by the calendar year in which the fiscal year ends (e.g., State Fiscal Year 2019 starts on July 1, 2018 and ends June 30, 2019).

Title IV-E – an amendment to the Social Security Act that allows states to claim federal reimbursement for the costs of administering foster, adoptive, and guardianship services based on specific eligibility criteria.

Title IV-E Allowable Transportation Claiming Activities – The process through which an LEA requests payment based on Title IV-E-allowable actual incurred costs related to Administrative Activities. Administrative Activities Claiming is further described in Section 2.3 of this MOU.

Title IV-E Claiming of Transportation Expenditures for Children in Foster Care Program – The program through which Local Government Entities participate in administrative activities claiming of Title IV-E allowable expenditures of transportation for children in foster care.

Title IV-E Eligibility – children in foster care that meet the federal eligibility requirements outlined in the Social Security Act for foster care maintenance payments claimed on their behalf.

Title IV-E Federal Financial Participation (Title IV-E FFP) – The amount of the federal share that may be available based on the Certification of Qualifying Expenditures of an LEA for administrative activities related to the provision of transportation services to IV-E eligible foster care children to their School of Origin provided pursuant to this MOU.

Section 2. TERMS AND CONDITIONS

1. Subject to (a) the City/Town/Regional School District, hereinafter, Local Education Agency’s (LEA) voluntary compliance, as determined by EOHHS, with all submission and other requirements established by EOHHS, DESE, and DCF, hereto referred to as “the Commonwealth”; (b) all other state approvals; (c) federal approval of all necessary payment and funding methods and payment limits; and (d) the availability of Title IV-E

FFP, the Commonwealth will pay the LEA an amount equal to the final Title IV-E FFP amount received by the Commonwealth for the allowable Certification of Qualifying Expenditures of the LEA for that state fiscal year, less any contingency fees and other administrative costs.

2. The LEA shall submit to the DESE no later than October 1 of each year, a cost report and Certification of Qualifying Expenditures on a form designated by the Commonwealth and completed in accordance with the Commonwealth's instructions and signed by an officer who is an authorized signatory of the unit of government providing the non-federal share of Title IV-E allowable transportation expenditures associated with transporting children to/from his/her School of Origin.
3. Said certification shall provide that the LEA's reported expenditures are allowable costs for children in foster care who are covered under ESSA and exclude the following costs:
 - a. Any Individualized Education Program (IEP) transportation costs incurred for a child who is enrolled in MassHealth where transportation services are required under the IEP;
 - b. Any costs for children and youth considered homeless as defined by the McKinney-Vento Homeless Assistance Act's, 42 USC 11434(a)(2);
 - c. Participate in METCO as set forth in M.G.L. c. 76, § 12A; or
 - d. Any other federally funded form of transportation services.
4. The LEA shall comply with all Title IV-E transportation administrative and billing requirements set forth in this MOU or incorporated by reference and applicable laws, regulations or subregulatory guidance regarding these requirements.
5. The LEA must repay to the Commonwealth any amounts resulting from any overpayment, erroneous reporting, administrative fine, or otherwise, in accordance with this MOU, DESE's rules and regulations, and all other applicable state and federal laws.
6. In the event that a review by the Commonwealth, ACF, or any other state and federal oversight entity reveals that the LEA's claim resulted in a duplicate payment under one or more state or federal programs or that LEA did not follow the requirements in accordance with the terms specified herein or applicable state or federal laws for any fiscal year the Commonwealth retains the right to recover payments from the LEA for that fiscal year(s).
7. At any point during the MOU, if the Commonwealth, in its sole judgment, identifies any deficiency in the LEA's performance under the MOU, the Commonwealth may require the LEA to develop a corrective action plan to correct such deficiency. The corrective action plan must, at a minimum:
 - a. identify each deficiency and its corresponding cause;
 - b. describe corrective measures to be taken to address each deficiency and its cause;
 - c. provide a time frame for completion of each corrective measure;

- d. describe the target outcome or goal of each corrective measure (i.e., how the action taken will be deemed successful);
- e. describe the documentation to be submitted to the Commonwealth as evidence of success with respect to each corrective measure; and
- f. identify the person responsible for each corrective measure, and any other information specified by the Commonwealth.

The LEA shall submit any such corrective action plan to the Commonwealth and shall implement such corrective action plan only as approved or modified by the Commonwealth. Under such corrective action plan, the Commonwealth may require the LEA to (1) alter the manner or method in which the LEA performs any MOU responsibilities, and (2) implement any other action that the Commonwealth may deem appropriate.

The LEA's failure to implement any corrective action plan may, in the sole discretion of the Commonwealth, be considered breach of the MOU, subject to any and all agreement remedies including, but not limited to, termination of the MOU.

- 8. Any costs incurred by the Commonwealth to administer the LEA's participation in the ESSA transportation claiming program, including contingency fees payable to the Commonwealth contractors, if necessary, will be offset against amounts of federal revenue payable to the LEA under an ongoing MOU or withheld in a special payment arrangement in the case of MOU termination.
- 9. The LEA shall immediately disclose to the Commonwealth any non-compliance by the LEA with any provision of this MOU, or any state or federal law or regulation governing this MOU.
- 10. In the event that the Commonwealth receives written notification of a deferral or disallowance of Title IV-E FFP claimed on behalf of the LEA's services through the Certification of Qualifying Expenditures, receives written notification of an audit finding requiring the return of any such Title IV-E FFP, or otherwise reasonably determines that any such Title IV-E FFP will be deferred or disallowed if claimed, the Commonwealth shall so notify the LEA. At any time after the Commonwealth's receipt of such notice or other information, it may require the LEA to remit to the Commonwealth the amount of payment(s) under review, pending final disposition of such review. The Commonwealth shall specify such amount in a written remittance notice to the LEA and, within 30 days of the date of such remittance notice, the LEA shall repay to the Commonwealth an amount equal to the amount specified. In the absence of such a remittance notice, the LEA may, on its own initiative remit such amount to the Commonwealth. In the event the LEA for any reason retains payment amounts subject to deferral, disallowance, or audit findings as described herein, the LEA shall be liable for such amounts plus any interest assessed by the federal government on the Commonwealth. The Commonwealth shall provide to the LEA written notification of the amount of any federal interest assessed on

payment amounts retained by the LEA. In the event that the final disposition of the deferral, disallowance, or audit described herein requires the Commonwealth to return an amount previously paid by the LEA to the Commonwealth under these provisions, no such payment due to the LEA shall constitute a late payment or otherwise obligate the Commonwealth to pay to the LEA any interest on such payment. Any remittance pursuant to the provisions of the paragraph shall be in accordance with all applicable state law.

11. The LEA must maintain records that are accurate and sufficiently detailed to substantiate the legal, financial, and statistical information reported on the Certification of Qualifying Expenditure form. These records must demonstrate the necessity, reasonableness, and relationship of the costs (e.g., personnel, supplies, and services) to the provision of services and must be furnished upon request to the Commonwealth or its designees, or to any other federal and state officials and agencies authorized by law to inspect such information or their designees, including the United States Secretary of Health and Human Services, the Comptroller General of the United States, the Administration for Children and Families, the Governor of Massachusetts, the Massachusetts Secretary of Administration and Finance, the Massachusetts State Auditor, the Massachusetts Department of Elementary and Secondary Education, and the Massachusetts Department of Children and Families. These records include, but are not limited to, all relevant transportation payments, service dates related to transportation payments, and child count. The LEA must maintain documentation supporting the transportation costs: (1) associated with transporting children eligible under Title IV-E in foster care, including their names and dates of services provided; and (2) that the costs are associated with transporting these children to/from their School of Origin; and (3) that the costs are not excluded pursuant to Section 2.3 of this MOU. The LEA is required to maintain cost report work papers for a minimum period of seven years beyond the last quarter that a child's transportation costs are included on a claim or until the completion of any audit, whichever is longer, following the end of each cost reporting period.
12. The LEA and any of their business associates/subcontractors shall comply with the terms, conditions, and obligations relating to data privacy, security, and management of personal and other confidential information applicable to the LEA under this MOU, as well as any other laws, regulations and other legal obligations regarding the privacy and security of such information to which the LEA is subject.
13. The Terms and Conditions set forth in this MOU may be terminated by any party upon written notice to the other at the address set forth below. Notice shall be sent to:

Executive Office of Health and Human Services
Office of Federal Finance and Revenue
600 Washington Street, 7th Floor
Boston, MA 02111
Attn: Michael Berolini, Director

Local Education Agency Name

Local Education Agency Address

Local Education Agency Address

Attn: _____
Local Education Agency Contact

14. The Terms and Conditions may be amended at any time in writing, signed by all parties.
15. The Terms and Conditions shall be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts.
16. No provision of the Terms and Conditions is or shall be construed as being for the benefit of, or enforceable by, any third party.
17. Rights and obligations, which by their nature should survive or which these Terms and Conditions expressly states will survive, will remain in full force and effect following termination or expiration of this MOU. Notwithstanding the generality of the foregoing, the rights and duties under paragraph 12 survive the termination or expiration of this MOU.

Signed by the respective duly authorized representatives of the parties hereto.

**COMMONWEALTH OF MASSACHUSETTS, EXECUTIVE
OFFICE OF HEALTH AND HUMAN SERVICES**

By: _____
EOHHS Authorized Signatory

Name: _____(Print)

Date: _____

By: _____
DESE Authorized Signatory

Name: _____(Print)

Date: _____

By: _____
DCF Authorized Signatory

Name: _____(Print)

Date: _____

_____(Name)

Local Education Agency Authorized Signatory

By: _____
Local Education Agency Authorized Signatory

Date: _____

Name: _____(Print)

Position: _____

Phone Number: _____

Email Address: _____



Needham School Committee

January 19, 2021

Agenda Item: **Discussion**

Update on Student Learning

Background Information:

- The Superintendent will provide another update on student learning.

Person(s) Available for Presentation:

Daniel Gutekanst, Superintendent of Schools



Needham School Committee

January 19, 2021

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:

Andrea Longo Carter, Chair

Connie Barr, Vice-Chair

Heidi Black

Michael Greis

Susan Neckes

Aaron Pressman

Matthew Spengler

Aidan Michelow, Student Representative member of School Committee



Needham School Committee

January 19, 2021

Agenda Item: **Information Items**

- McKibben Demographics Population and Enrollment Forecasts: 2020-21 through 2034-35, December 2020
- FY22 Revolving Funds Budget Requests: Preschool Program, Community Education, and Nutrition Services
- FY21 Second Quarter School Operating Budget Report – The complete report with line item detail attachments is available in the office of the Assistant Superintendent for Finance and Operations.



NEEDHAM PUBLIC SCHOOLS

ASSISTANT SUPERINTENDENT FOR FINANCE & OPERATIONS
ANNE GULATI

1330 HIGHLAND AVENUE * NEEDHAM, MA 02492
781-455-0400 EXT. 11206 * 781-455-0417 (FAX)

January 12, 2021

To: Needham School Committee
From: Anne Gulati Director of Financial Operations
RE: FY 22-36 FINAL Enrollment Projection UPDATE

Recently, McKibben Demographic Associates completed enrollment projections for the fifteen-year period of FY 2021/22 – 2035/36. These projections update the preliminary estimates developed in November, 2020 and reflect the official October 1, 2020 enrollment counts.

These projections contemplate two alternate enrollment forecasts, in light of the ongoing COVID-19 global pandemic. These two forecasts are intended to convey ‘best and worst case’ enrollment outcomes, given on the parameters identified below. It is possible that actual enrollment may fall somewhere in between, depending on the duration and impact of the COVID-19 Pandemic in Needham:

- A ‘COVID-19’ scenario, which assumes that we will operate in a ‘COVID’ environment for the next 1-3 years until a vaccine is discovered, and that public school enrollment and the economy will remain depressed for the next 3-5 years as a result.
- A “No COVID-19” scenario, which assumes a vaccine is discovered during the 20/21 School Year and that school resumes normally for all students in September, 2021.

In addition, a ‘No COVID-19’ ‘high’ enrollment scenario is presented, to model the potential impact of prospective development in Town.

Current Year Enrollment

The Needham Public Schools, like many school districts around the country, experienced a significant reduction in the number of registered students during the 20/21 School Year, due to COVID-19. As evident from the October 1 enrollment charts below, Needham’s 5,486 enrollment total is 285 students lower than the budgeted enrollment (of 5,771) and 221 students lower than last year’s enrollment of 5,707. The largest losses

have occurred at Preschool and Kindergarten, where parents have opted to keep children home, send students to private school or homeschool. Grades 6 and 7 also have experienced losses, relative to budget. High School enrollment has remained more or less consistent with prior expectations.

McKibben notes that Needham's experience is typical of districts across the nation, who have lost between 3-7% of enrollment, particularly in Grades PreK-4. In Massachusetts, like other states, Kindergarten is not compulsory, and many parents have opted to delay or skip Kindergarten altogether. McKibben also notes that charter schools have gained students and that homeschool enrollments have doubled from 2-4%, nationwide. Public school students also have exited to private schools, although the nationwide recession has influenced some parents' ability to choose this option. Nationwide, middle and high school enrollments have seen much smaller reductions in enrollment.

FINAL OCTOBER 1, 2020 ENROLLMENT																
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*	
Preschool	50															50
Broadmeadow		74	73	98	85	93	92									515
Eliot		61	67	72	74	64	72									410
Williams		59	84	78	90	89	88									488
Mitchell		61	71	79	71	87	89									458
Newman		78	106	99	118	95	101									597
High Rock								394								394
Pollard									461	440						901
High School											424	377	445	423	4	1,673
TOTAL	50	333	401	426	438	428	442	394	461	440	424	377	445	423	4	5,486

FINAL OCTOBER 1, 2020 COMPARISON TO FY21 BUDGET																
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*	TL
Preschool	-22															(22)
Broadmeadow		-12	-13	-7	-1	-3	-6									(42)
Eliot		-9	-4	2	-3	1	-2									(15)
Williams		-24	-3	-5	-3	-5	-5									(45)
Mitchell		-9	0	-6	0	-2	-6									(23)
Newman		-23	1	-6	-3	-3	-7									(41)
High Rock								-36								(36)
Pollard									-43	-11						(54)
High School											-12	1	-3	6	1	(7)
TOTAL	-22	-77	-19	-22	-10	-12	-26	-36	-43	-11	-12	1	-3	6	1	(285)

FINAL OCTOBER 1, 2020 VARIANCE FROM PRIOR YEAR																
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*	TL
Preschool	-22															(22)
Broadmeadow		-3	-29	14	-10	-4	-1									(33)
Eliot		-3	0	-3	13	-9	0									(2)
Williams		-6	1	8	2	-5	4									4
Mitchell		-40	-33	-41	-26	-20	-6									(166)
Newman		-5	26	7	25	3	23									79
High Rock								-105								(105)
Pollard									1	8						9
High School											44	-76	24	22	1	15
TOTAL	-22	-57	-35	-15	4	-35	20	-105	1	8	44	-76	24	22	1	(221)

Summary of Results:

The **COVID-19** best scenario is depicted below:

Needham Public Schools PreK-12 Total Enrollment by Level: FY21-36 COVID Best Projection																				
McKibben Demographics																		Cum Change	Cum Change	Cum Change
Jan '21 COVID Best Series	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	FY21-36	FY21-25	FY26-36
<u>Enrollment</u>																				
PreK	72	50	50	50	50	72	72	72	72	72	72	72	72	72	72	72	72	22	22	-
Gr K-5	2,586	2,468	2,412	2,332	2,286	2,285	2,334	2,378	2,430	2,461	2,452	2,445	2,436	2,423	2,408	2,397	2,383	(85)	(183)	98
Gr 6-8	1,391	1,295	1,288	1,247	1,280	1,249	1,222	1,188	1,150	1,155	1,192	1,253	1,300	1,324	1,343	1,345	1,336	41	(46)	87
Gr 9-12	1,658	1,673	1,675	1,669	1,666	1,679	1,660	1,639	1,675	1,628	1,601	1,549	1,534	1,579	1,628	1,703	1,766	93	6	87
PreK-Total	5,707	5,486	5,425	5,298	5,282	5,285	5,288	5,277	5,327	5,316	5,317	5,319	5,342	5,398	5,451	5,517	5,557	71	(201)	272
<u>Annual Inc/(Dec)</u>																				
PreK	(11)	(22)	-	-	-	22	-	-	-	-	-	-	-	-	-	-	-			
Gr K-5	(55)	(118)	(56)	(80)	(46)	(1)	49	44	52	31	(9)	(7)	(9)	(13)	(15)	(11)	(14)			
Gr 6-8	109	(96)	(7)	(41)	33	(31)	(27)	(34)	(38)	5	37	61	47	24	19	2	(9)			
Gr 9-12	(64)	15	2	(6)	(3)	13	(19)	(21)	36	(47)	(27)	(52)	(15)	45	49	75	63			
PreK-Total	(21)	(221)	(61)	(127)	(16)	3	3	(11)	50	(11)	1	2	23	56	53	66	40			

- As noted above, this scenario assumes that we will operate in a 'COVID-19' environment for the next 1-3 years until a vaccine is widely disseminated, and that public school enrollment and the economy will remain depressed for the next 3-5 years as a result.
- In this scenario, PreK-12 enrollment is projected to remain low and not return to pre-COVID levels during the forecast period. The projected September 2035 population of 5,557 is 71 students higher than the current preliminary October 1, 2020 enrollment of 5,486, but is 150 students lower than the September 2019 enrollment of 5,707. According to McKibben, the 'permanent reduction' in enrollment reflects the impact of COVID-19 on the Needham housing market, which has experienced a slowdown during the current year, caused by older homeowners deciding to 'stay put' instead of selling. This has limited the ability of new families with children to move into Town. According to McKibben, Needham typically experiences home sales of approximately 350-400 sales per year. This year, however, the number of home sales is much lower, reflecting reduced inventory. The decline in home sales is assumed to create fewer opportunities for in-migration, leading to a decline in enrollment overall. (The 'break even' in-migration level necessary to maintain a stable enrollment is approximately 50 new students at each grade, given the Town's declining birth rate.) The COVID-19 model assumes that home sales remain between 60-75% of 'normal' rates during the Pandemic period.
- In the short term, McKibben predicts that enrollment will continue to decline as the Pandemic persists. The projected enrollment for FY22 is 5,425, a reduction of 61 students from the current year. (The final forecast compares to a preliminary FY22 enrollment of 5,397 and a projected loss of 89 students, and reflects a slight uptick in recent home sale activity, compared to earlier in the year.) This reduction

represents the combined effect of public school avoidance by families choosing to defer or forego Kindergarten, or to pursue private and homeschool options, as well as lower housing sales due to limited inventory in the housing market. If COVID continues beyond FY22, Needham is likely to lose additional students. In this scenario, which assumes that a vaccine is not widely available until late '23/ early '24, Needham could lose an additional 143 students by FY25, as the enrollment declines to 5,282.

The **No COVID-19** alternative scenario is presented below:

Needham Public Schools PreK-12 Total Enrollment by Level: FY21-36 No COVID Best Projection																				
McKibben Demographics																		Cum Change	Cum Change	Cum Change
Jan '21 No COVID Best Series	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	FY21-36	FY21-25	FY26-36
<u>Enrollment</u>																				
PreK	72	50	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	22	22	-
Gr K-5	2,586	2,468	2,553	2,552	2,547	2,546	2,558	2,576	2,545	2,513	2,481	2,460	2,447	2,438	2,426	2,417	2,408	(60)	78	(138)
Gr 6-8	1,391	1,295	1,327	1,304	1,361	1,361	1,355	1,315	1,331	1,355	1,388	1,376	1,362	1,356	1,359	1,355	1,347	52	66	(14)
Gr 9-12	1,658	1,673	1,689	1,706	1,726	1,757	1,753	1,751	1,803	1,790	1,766	1,770	1,787	1,812	1,846	1,837	1,831	158	84	74
PreK-Total	5,707	5,486	5,641	5,634	5,706	5,736	5,738	5,714	5,751	5,730	5,707	5,678	5,668	5,678	5,703	5,681	5,658	172	250	(78)
<u>Annual Inc/(Dec)</u>																				
PreK	(11)	(22)	22	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Gr K-5	(55)	(118)	85	(1)	(5)	(1)	12	18	(31)	(32)	(32)	(21)	(13)	(9)	(12)	(9)	(9)			
Gr 6-8	109	(96)	32	(23)	57	-	(6)	(40)	16	24	33	(12)	(14)	(6)	3	(4)	(8)			
Gr 9-12	(64)	15	16	17	20	31	(4)	(2)	52	(13)	(24)	4	17	25	34	(9)	(6)			
PreK-Total	(21)	(221)	155	(7)	72	30	2	(24)	37	(21)	(23)	(29)	(10)	10	25	(22)	(23)			

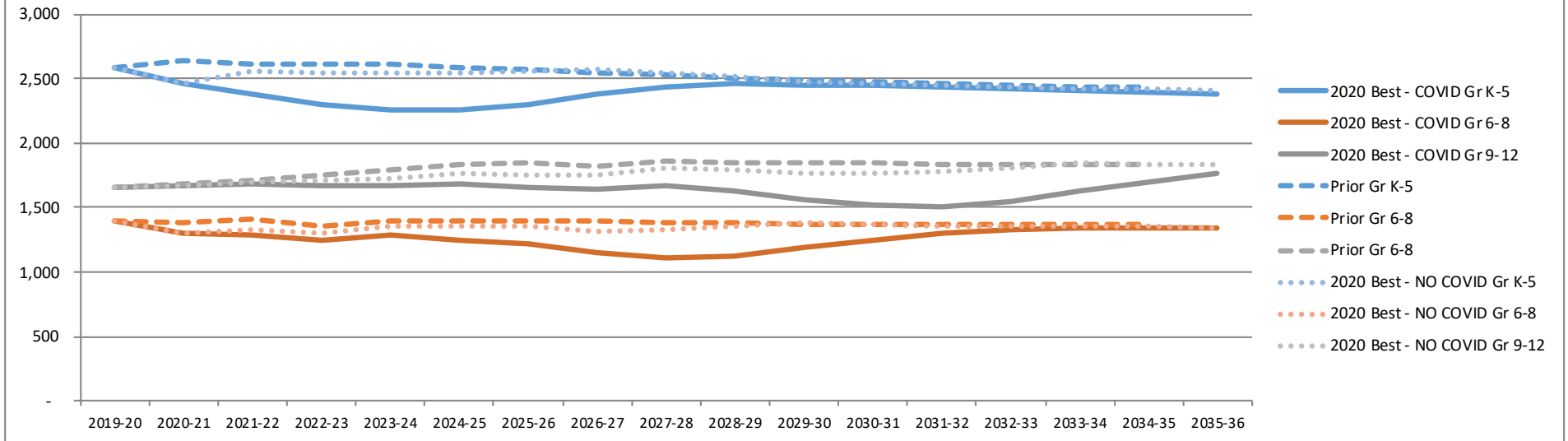
- The 'No COVID' scenario assumes a vaccine is discovered during the 20/21 School Year and that school resumes normally for all students in September, 2021.
- In this scenario, PreK-12 enrollment *is* projected to return to 'normal' levels within four years, and then follow the familiar demographic patterns seen in prior forecasts, including:
 - A small, overall decline in total enrollment over the next five years. The projection is for 5,658 pupils by SY 35/36, a drop of 49 students (0.9%) from September 2019 levels.
 - A decline in elementary enrollment over the fifteen-year period, driven by the Town's declining birth rate, while middle and high school enrollments remain strong, as the existing classes of 400+ students cycle through the system. By SY 35/36, the elementary level will lose 178 students, relative to September 2019 levels, while the high school will gain nearly the same number (173) of students. The middle level loses 44 students, relative to September 2019 levels, as classes move through the system.

- The ‘no COVID’ scenario assumes that 75% of the current year (FY21) enrollment decline is due to COVID-related health concerns and that 25% is due to the aforementioned slowdown in home sales. McKibben assumes that 85-90% of the students who opted to demit in the current year due to COVID-concerns will return in SY 21/22, and that all of these students will be back in school by SY 24/25.
- The PreK-12 enrollment projection for SY 21/22 is for 155 students to ‘return’ to the Needham Public Schools, followed by an additional 95 students over the subsequent three years. The FY21 projection assumes that students return at every level, with the largest gains occurring at the Preschool, elementary and middle school levels.

The following chart and graphs depict the variance between projections, by level:

Needham Public Schools PreK-12 Total Enrollment by Level: COVID v. No COVID Projection																				
McKibben Demographics																		Cum Change	Cum Change	Cum Change
Best Projection Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	FY21-36	FY21-25	FY26-36
2020 Best - COVID																				
PreK	72	50	50	50	50	72	72	72	72	72	72	72	72	72	72	72	72	22	22	-
Gr K-5	2,586	2,468	2,412	2,332	2,286	2,285	2,334	2,378	2,430	2,461	2,452	2,445	2,436	2,423	2,408	2,397	2,383	(85)	(183)	98
Gr 6-8	1,391	1,295	1,288	1,247	1,280	1,249	1,222	1,188	1,150	1,155	1,192	1,253	1,300	1,324	1,343	1,345	1,336	41	(46)	87
Gr 9-12	1,658	1,673	1,675	1,669	1,666	1,679	1,660	1,639	1,675	1,628	1,601	1,549	1,534	1,579	1,628	1,703	1,766	93	6	87
PreK-Total	5,707	5,486	5,425	5,298	5,282	5,285	5,288	5,277	5,327	5,316	5,317	5,319	5,342	5,398	5,451	5,517	5,557	71	(201)	272
2020 Best - NO COVID																				
PreK	72	50	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	22	22	-
Gr K-5	2,586	2,468	2,553	2,552	2,547	2,546	2,558	2,576	2,545	2,513	2,481	2,460	2,447	2,438	2,426	2,417	2,408	(60)	78	(138)
Gr 6-8	1,391	1,295	1,327	1,304	1,361	1,361	1,355	1,315	1,331	1,355	1,388	1,376	1,362	1,356	1,359	1,355	1,347	52	66	(14)
Gr 9-12	1,658	1,673	1,689	1,706	1,726	1,757	1,753	1,751	1,803	1,790	1,766	1,770	1,787	1,812	1,846	1,837	1,831	158	84	74
PreK-Total	5,707	5,486	5,641	5,634	5,706	5,736	5,738	5,714	5,751	5,730	5,707	5,678	5,668	5,678	5,703	5,681	5,658	172	250	(78)
Variance																				
PreK	-	-	(22)	(22)	(22)	-	-	-	-	-	-	-	-	-	-	-	-			
Gr 1-5	-	-	(141)	(220)	(261)	(261)	(224)	(198)	(115)	(52)	(29)	(15)	(11)	(15)	(18)	(20)	(25)			
Gr 6-8	-	-	(39)	(57)	(81)	(112)	(133)	(127)	(181)	(200)	(196)	(123)	(62)	(32)	(16)	(10)	(11)			
Gr 9-12	-	-	(14)	(37)	(60)	(78)	(93)	(112)	(128)	(162)	(165)	(221)	(253)	(233)	(218)	(134)	(65)			
PreK-Total	-	-	(216)	(336)	(424)	(451)	(450)	(437)	(424)	(414)	(390)	(359)	(326)	(280)	(252)	(164)	(101)			

FY20-36 Enrollment Projections by Level Current vs. Prior Year Projections



Variance from Preliminary Projection:

The final enrollment projections are very similar to the preliminary projections. The FY22 COVID enrollment is increased by 28 students, to reflect a slight uptick in the current home sales market, although the long-range COVID forecast remains the same. The No-COVID enrollment remains approximately the same.

FY20-36 Needham Public Schools PreK-12 Enrollment: Final (Jan '21) v Preliminary (Nov '20) Projections

McKibben Demographics																		Cum Change	Cum Change	Cum Change
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	FY21-36	FY21-25	FY26-36
Final COVID (Jan '21)	5,707	5,486	5,425	5,298	5,282	5,285	5,288	5,277	5,327	5,316	5,317	5,319	5,342	5,398	5,451	5,517	5,557	71	(201)	272
Prelim COVID (Nov '20)	<u>5,707</u>	<u>5,486</u>	<u>5,397</u>	<u>5,270</u>	<u>5,254</u>	<u>5,256</u>	<u>5,257</u>	<u>5,244</u>	<u>5,294</u>	<u>5,282</u>	<u>5,283</u>	<u>5,285</u>	<u>5,308</u>	<u>5,366</u>	<u>5,451</u>	<u>5,517</u>	<u>5,557</u>	<u>71</u>	<u>(230)</u>	<u>301</u>
Variance	-	-	28	28	28	29	31	33	33	34	34	34	34	32	-	-	-	-	29	(29)
Final No-COVID (Jan '21)	5,707	5,486	5,641	5,634	5,706	5,736	5,738	5,714	5,751	5,730	5,707	5,678	5,668	5,678	5,703	5,681	5,658	172	250	(78)
Prelim No COVID (Nov '20)	<u>5,707</u>	<u>5,486</u>	<u>5,645</u>	<u>5,638</u>	<u>5,709</u>	<u>5,738</u>	<u>5,739</u>	<u>5,714</u>	<u>5,751</u>	<u>5,729</u>	<u>5,705</u>	<u>5,676</u>	<u>5,666</u>	<u>5,677</u>	<u>5,704</u>	<u>5,682</u>	<u>5,659</u>	<u>173</u>	<u>252</u>	<u>(79)</u>
Variance	-	-	(4)	(4)	(3)	(2)	(1)	-	-	1	2	2	2	1	(1)	(1)	(1)	(1)	(2)	1

Best Vs. High Projection:

The aforementioned “best” enrollment projections are based on existing development, as well as new development that is either under construction or at the review/permitting stage. These new developments include the recently-constructed Modera and Kendrick complexes, as well as the 1180 Great Plan project that is currently under review. The “high” projection, by contrast, includes prospective development at the conceptual level or planning stage. One prospective development is modeled, a 250-unit planned Residential Overlay project in the Eliot neighborhood. The impact of a 250-unit potential development in the Eliot district is summarized below for planning purposes only:

FY20-36 Needham Public Schools PreK-12 Enrollment: [No-COVID](#) Best vs. High

McKibben Demographics																		Cum Change	Cum Change	Cum Change
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	FY21-36	FY21-25	FY26-36
High No-COVID (Jan '21)	5,707	5,486	5,641	5,634	5,706	5,736	5,738	5,734	5,782	5,771	5,760	5,737	5,732	5,746	5,774	5,752	5,728	242	250	(8)
Best No-COVID (Jan '21)	<u>5,707</u>	<u>5,486</u>	<u>5,641</u>	<u>5,634</u>	<u>5,706</u>	<u>5,736</u>	<u>5,738</u>	<u>5,714</u>	<u>5,751</u>	<u>5,730</u>	<u>5,707</u>	<u>5,678</u>	<u>5,668</u>	<u>5,678</u>	<u>5,703</u>	<u>5,681</u>	<u>5,658</u>	<u>172</u>	<u>250</u>	<u>(78)</u>
Variance	-	-	-	-	-	-	-	20	31	41	53	59	64	68	71	71	70	70	-	70

Individual School District Projections:

The individual school results are presented in detail on the following pages.

Study Assumptions:

The preliminary projections are based the following general assumptions:

1. The 'best' population estimates are based on existing and new development, which is either under construction or at the review/ permitting stage (permitted or about to be permitted.) New development included in the 'best' scenarios include:
 - a. Modera (Broadmeadow District): Opened in January 2019, with 136 units: 19 1-bedroom, 103 2-bedroom, 14 3-bedroom. A total of 62 students are projected over the six-year period July 2019 – June 2025. According to the leasing office, all units are now occupied. Rents for the 2-bedroom units range from \$2,657-\$5,140 (townhome); rents for the 3-bedroom units range from \$5,287 - \$6,222. A total of 41 students are currently enrolled (up from 34 at this time last year.)
 - b. Kendrick (Eliot District): Opened in July 2019, with 390 Units: 202 1-bedroom, 149 2-bedroom, 39 3-bedroom. A total of 124.5 students are projected over the six-year period July 2019 - June 2025. According to the leasing office, 72.3% of units are now occupied (compared to 50% last year), although the leasing office could not identify the occupancy rate by unit size. Rents for 2-bedroom units range from \$2,700 - \$4,300/month, while rents for 3-bedroom units range from \$4,361 - \$4,500/month. A total of 46 students are currently enrolled (up from 42 at this time last year.)
 - c. 1180 Great Plan (Newman District): This is a proposed new development currently under review, which converts a retirement home to 16 units of rental housing: 8 1-bedroom and 8 2-bedroom. This development is assumed to open July, 2023. A total of 8 students are projected between July 2023 - June 2027.
2. The 'high' forecast includes the following additional prospective development at the conceptual stage:
 - a. Residential Overlay (Eliot District): A placeholder for a 250-unit development consisting of 125 1-bedroom, 100 2-bedroom, and 25 3-bedroom units. This is a conceptual development with no specific proposal as yet under consideration. A total of 82.5 new students are projected over the six-year period July 2025 - June 2031. All units are occupied by 2034.
3. Method of analysis remains cohort-component method of population forecasting.
4. Assumed student generation rates from new development: 1-bdrm: 0 students/ unit; 2-bdrm: 0.1 students/unit; 3-bdrm: 0.15 students/unit.
5. Economic parameters assumed over the life of the forecast: the 30-year fixed mortgage interest rate stays below 4.5% and the average annual unemployment rate stays below 8.5%.

ALG/alg
Attachment(s)

Needham Public Schools Total Summary

Needham Public Schools Total Enrollment - Best COVID																	
DISTRICT McKibben "Best" COVID FINAL Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
PK	72	50	50	50	50	72	72	72	72	72	72	72	72	72	72	72	72
K	390	333	357	358	391	391	394	391	387	382	378	374	371	369	367	366	362
1	436	401	391	364	370	399	404	407	404	400	395	391	387	385	383	381	380
2	441	426	395	384	358	374	408	413	416	413	409	405	401	399	397	395	393
3	434	438	419	390	379	363	381	417	422	426	422	418	415	412	410	408	406
4	463	428	431	412	384	378	365	383	416	421	424	428	426	423	420	418	416
5	422	442	419	424	404	380	382	367	385	419	424	429	436	435	431	429	426
Total: K-5	2,586	2,468	2,412	2,332	2,286	2,285	2,334	2,378	2,430	2,461	2,452	2,445	2,436	2,423	2,408	2,397	2,383
6	499	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
7	460	461	390	442	419	424	412	388	390	374	393	427	433	444	453	450	446
8	432	440	452	382	433	411	420	408	384	386	370	391	425	431	442	451	448
Total: 7-8	892	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894
9	380	424	436	447	378	437	417	426	414	390	390	374	395	431	437	449	458
10	453	377	420	432	443	374	433	413	422	410	386	386	372	393	429	435	447
11	421	445	373	416	428	439	370	429	409	418	406	382	384	370	391	427	433
12	401	423	441	369	412	424	435	366	425	405	414	402	378	380	366	387	423
SP	3	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Total: 9-12	1,658	1,673	1,675	1,669	1,666	1,679	1,660	1,639	1,675	1,628	1,601	1,549	1,534	1,579	1,628	1,703	1,766
Total: PreK-12	5,707	5,486	5,425	5,298	5,282	5,285	5,288	5,277	5,327	5,316	5,317	5,319	5,342	5,398	5,451	5,517	5,557
Total: K-12	5,635	5,436	5,375	5,248	5,232	5,213	5,216	5,205	5,255	5,244	5,245	5,247	5,270	5,326	5,379	5,445	5,485
Total PreK-12	5,707	5,486	5,425	5,298	5,282	5,285	5,288	5,277	5,327	5,316	5,317	5,319	5,342	5,398	5,451	5,517	5,557
Change	-21	-221	-61	-127	-16	3	3	-11	50	-11	1	2	23	56	53	66	40
% Change	-0.4%	-3.9%	-1.1%	-2.3%	-0.3%	0.1%	0.1%	-0.2%	0.9%	-0.2%	0.0%	0.0%	0.4%	1.0%	1.0%	1.2%	0.7%

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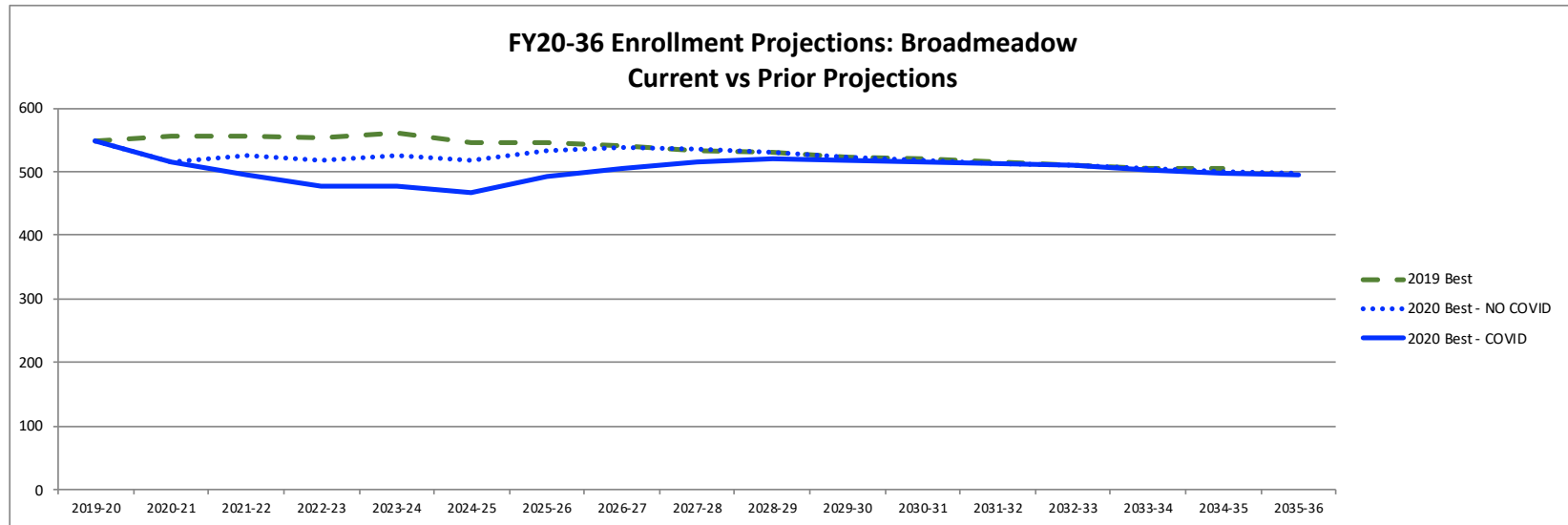
Needham Public Schools Total Enrollment - Best NO COVID																	
DISTRICT McKibben "Best" NO COVID FINAL Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
PK	72	50	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72
K	390	333	429	412	407	401	397	391	387	382	378	376	373	371	369	368	367
1	436	401	391	431	426	421	415	410	404	400	395	391	389	387	385	383	382
2	441	426	416	398	440	435	431	425	419	413	409	406	402	402	400	398	396
3	434	438	434	421	404	448	444	441	435	429	422	419	417	414	414	412	410
4	463	428	446	439	426	410	454	450	445	439	433	429	428	426	423	423	421
5	422	442	437	451	444	431	417	459	455	450	444	439	438	438	435	433	432
Total: K-5	2,586	2,468	2,553	2,552	2,547	2,546	2,558	2,576	2,545	2,513	2,481	2,460	2,447	2,438	2,426	2,417	2,408
6	499	394	455	446	460	455	442	427	470	466	461	455	452	451	451	448	446
7	460	461	406	460	450	465	453	440	425	468	464	459	453	454	456	453	450
8	432	440	466	398	451	441	460	448	436	421	463	462	457	451	452	454	451
Total: 7-8	892	901	872	858	901	906	913	888	861	889	927	921	910	905	908	907	901
9	380	424	451	471	402	456	448	467	455	443	425	468	467	464	458	459	461
10	453	377	420	446	466	398	451	444	462	450	439	421	466	465	462	456	457
11	421	445	373	416	442	461	394	446	440	457	446	435	419	464	463	460	454
12	401	423	441	369	412	438	456	390	442	436	452	442	431	415	459	458	455
SP	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Total: 9-12	1,658	1,673	1,689	1,706	1,726	1,757	1,753	1,751	1,803	1,790	1,766	1,770	1,787	1,812	1,846	1,837	1,831
Total: PreK-12	5,707	5,486	5,641	5,634	5,706	5,736	5,738	5,714	5,751	5,730	5,707	5,678	5,668	5,678	5,703	5,681	5,658
Total: K-12	5,635	5,436	5,569	5,562	5,634	5,664	5,666	5,642	5,679	5,658	5,635	5,606	5,596	5,606	5,631	5,609	5,586
Total PreK-12	5,707	5,486	5,641	5,634	5,706	5,736	5,738	5,714	5,751	5,730	5,707	5,678	5,668	5,678	5,703	5,681	5,658
Change	-21	-221	155	-7	72	30	2	-24	37	-21	-23	-29	-10	10	25	-22	-23
% Change	-0.4%	-3.9%	2.8%	-0.1%	1.3%	0.5%	0.0%	-0.4%	0.6%	-0.4%	-0.4%	-0.5%	-0.2%	0.2%	0.4%	-0.4%	-0.4%

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Needham Public Schools Total Enrollment - High NO COVID																	
DISTRICT McKibben "High" NO COVID FINAL Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
PK	72	50	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72
K	390	333	429	412	407	401	397	402	400	393	389	385	381	378	375	372	371
1	436	402	391	431	426	421	415	416	413	411	404	400	396	393	390	387	384
2	441	425	416	398	440	435	431	427	425	423	421	414	410	408	405	402	399
3	434	438	434	421	404	448	444	441	437	435	433	431	425	422	419	416	413
4	463	428	446	439	426	410	454	450	445	441	440	440	440	434	431	428	424
5	422	442	437	451	444	431	417	459	455	450	446	446	449	450	443	441	437
Total: K-5	2586	2468	2553	2552	2547	2546	2558	2595	2575	2553	2533	2516	2501	2485	2463	2446	2428
6	499	394	455	446	460	455	442	427	470	466	461	457	459	462	464	456	454
7	460	461	406	460	450	465	453	440	425	468	464	459	455	461	467	466	458
8	432	440	466	398	451	441	460	448	436	421	463	462	457	453	459	465	464
Total: 7-8	892	901	872	858	901	906	913	888	861	889	927	921	912	914	926	931	922
9	380	424	451	471	402	456	448	467	455	443	425	468	467	464	460	466	472
10	453	377	420	446	466	398	451	444	462	450	439	421	466	465	462	458	464
11	421	445	373	416	442	461	394	446	440	457	446	435	419	464	463	460	456
12	401	423	441	369	412	438	456	390	442	436	452	442	431	415	459	458	455
SP	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Total: 9-12	1658	1674	1690	1707	1727	1758	1754	1752	1804	1791	1767	1771	1788	1813	1849	1847	1852
Total: K-12	5707	5487	5642	5635	5707	5737	5739	5734	5782	5771	5760	5737	5732	5746	5774	5752	5728
Total: K-12	5707	5487	5642	5635	5707	5737	5739	5734	5782	5771	5760	5737	5732	5746	5774	5752	5728
Change	-21	-220	155	-7	72	30	2	-5	48	-11	-11	-23	-5	14	28	-22	-24
%-Change	-0.4%	-3.9%	2.8%	-0.1%	1.3%	0.5%	0.0%	-0.1%	0.8%	-0.2%	-0.2%	-0.4%	-0.1%	0.2%	0.5%	-0.4%	-0.4%

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Broadmeadow Elementary



BROADMEADOW

McKibben "Best" COVID

Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	77	74	75	76	86	82	83	83	82	81	79	78	77	77	76	76	75
1	102	73	82	78	79	84	85	86	86	85	84	82	81	80	80	79	79
2	84	98	71	80	76	80	86	87	88	88	87	87	84	84	83	83	82
3	95	85	96	70	78	78	82	89	90	91	91	90	89	86	86	85	85
4	97	93	82	93	68	76	79	83	88	89	90	90	91	90	87	87	86
5	93	92	90	80	90	66	77	78	82	87	88	89	91	92	91	88	88
Total K-5	548	515	496	477	477	466	492	506	516	521	519	516	513	509	503	498	495
Total K-5	548	515	496	477	477	466	492	506	516	521	519	516	513	509	503	498	495
Change	-18	-33	-19	-19	0	-11	26	14	10	5	-2	-3	-3	-4	-6	-5	-3

McKibben

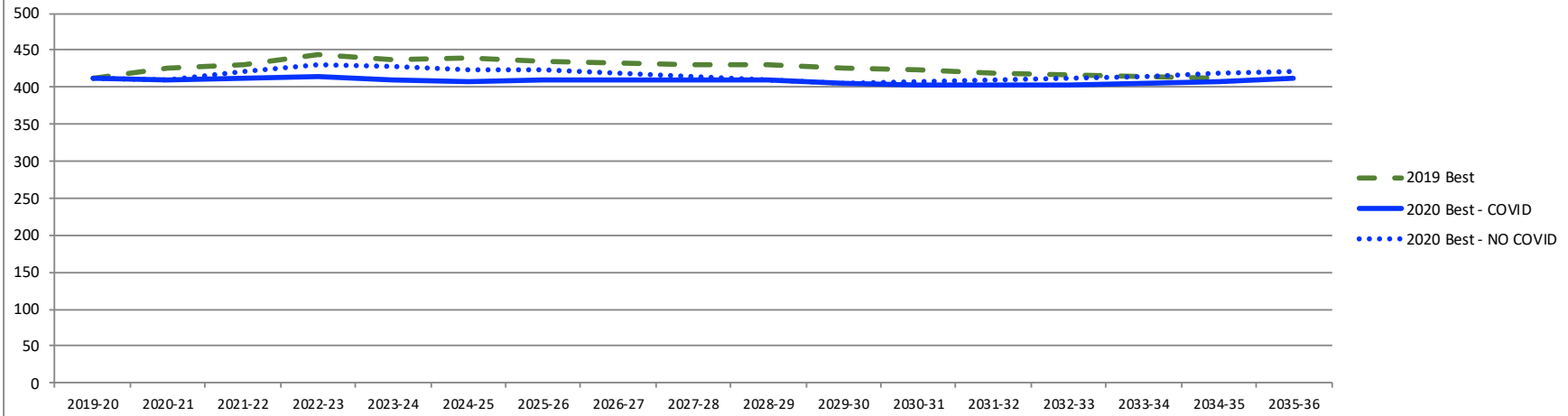
Final Jan '21

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
2020 Best - COVID	548	515	496	477	477	466	492	506	516	521	519	516	513	509	503	498	495
2020 Best - NO COVID	548	515	526	519	526	517	534	538	535	530	523	517	514	510	505	500	497
Inc/(Dec) Over Best	-	-	30	42	49	51	42	32	19	9	4	1	1	1	2	2	2
2020 High No COVID	548	515	526	519	526	517	534	538	535	530	523	517	514	510	505	500	497
Inc/(Dec) Over Best	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

Eliot Elementary

FY20-36 Enrollment Projections: Eliot Current vs Prior Projections



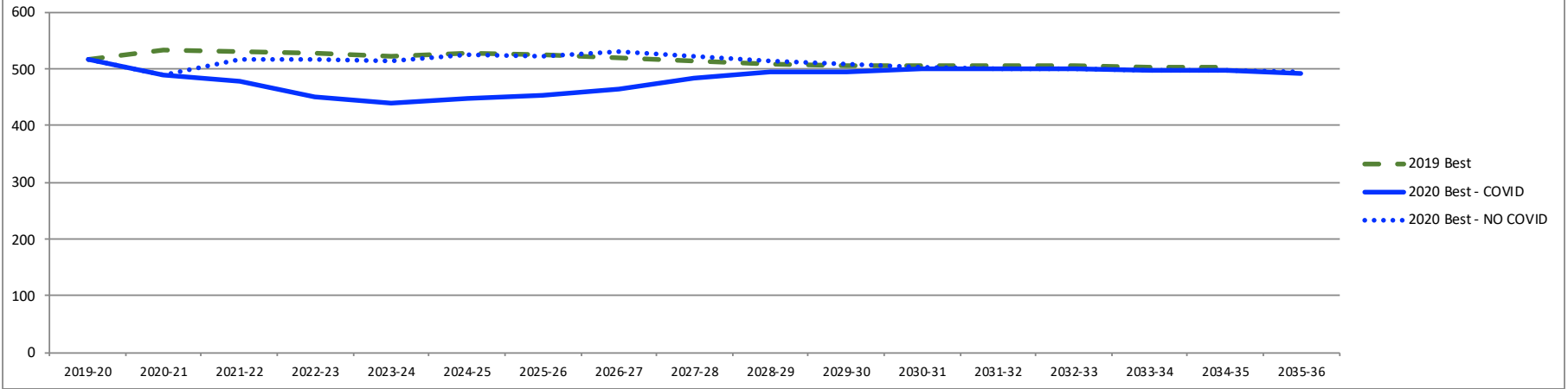
ELIOT																	
McKibben "Best" COVID																	
Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	64	61	64	65	67	67	66	65	65	64	64	65	65	66	66	67	68
1	67	67	69	65	66	68	68	67	66	66	65	65	66	66	67	67	68
2	75	72	68	70	66	67	69	69	68	67	67	66	66	67	67	68	68
3	61	74	71	67	69	67	68	70	70	69	68	68	67	67	68	68	69
4	73	64	75	72	68	70	68	69	71	71	70	69	69	68	68	69	69
5	72	72	65	76	73	69	71	69	70	72	72	71	70	70	69	69	70
Total: K-5	412	410	412	415	409	408	410	409	410	409	406	404	403	404	405	408	412
Total: K-5	412	410	412	415	409	408	410	409	410	409	406	404	403	404	405	408	412
Change	10	-2	2	3	-6	-1	2	-1	1	-1	-3	-2	-1	1	1	3	4
% Change	2.5%	-0.5%	0.5%	0.7%	-1.4%	-0.2%	0.5%	-0.2%	0.2%	-0.2%	-0.7%	-0.5%	-0.2%	0.2%	0.2%	0.7%	1.0%

McKibben																	
Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
2020 Best - COVID	412	410	412	415	409	408	410	409	410	409	406	404	403	404	405	408	412
2020 Best - NO COVID	412	410	421	430	427	424	423	420	415	410	406	408	410	413	415	418	422
Inc/(Dec) Over Best	-	-	9	15	18	16	13	11	5	1	-	4	7	9	10	10	10
2020 High No COVID	412	410	421	430	427	424	423	439	445	450	458	464	464	460	452	447	442
Inc/(Dec) Over Best	-	-	-	-	-	-	-	19	30	40	52	56	54	47	37	29	20

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

Williams Elementary

FY20-36 Enrollment Projections: Sunita Williams Current vs Prior Projections



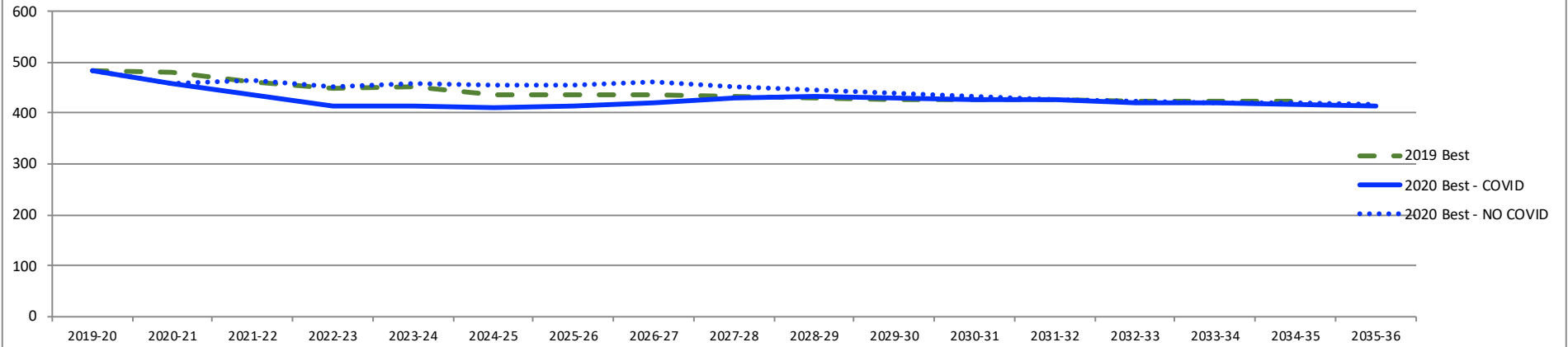
WILLIAMS McKibben "Best" COVID																	
Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	83	59	69	68	77	79	80	80	79	78	78	77	77	76	76	76	75
1	80	85	77	68	69	79	81	82	82	81	80	80	79	79	78	78	78
2	92	77	83	75	67	71	81	83	84	84	83	82	82	81	81	80	80
3	93	90	75	81	74	66	72	83	85	86	86	85	84	85	84	84	83
4	92	89	88	74	79	73	65	71	81	83	84	89	88	87	88	87	87
5	78	88	87	86	73	80	74	66	72	83	85	86	91	92	90	92	90
Total: K-5	518	488	479	452	439	448	453	465	483	495	496	499	501	500	497	497	493
Total: K-5	518	488	479	452	439	448	453	465	483	495	496	499	501	500	497	497	493
Change	15	-30	-9	-27	-13	9	5	12	18	12	1	3	2	-1	-3	0	-4
% Change	3.0%	-5.8%	-1.8%	-5.6%	-2.9%	2.1%	1.1%	2.6%	3.9%	2.5%	0.2%	0.6%	0.4%	-0.2%	-0.6%	0.0%	-0.8%

McKibben																	
Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
2020 Best - COVID	518	488	479	452	439	448	453	465	483	495	496	499	501	500	497	497	493
2020 Best - NO COVID	518	488	518	516	515	525	523	530	523	515	508	503	501	500	497	497	495
Inc/(Dec) Over Best	-	-	39	64	76	77	70	65	40	20	12	4	-	-	-	-	2
2020 High No COVID	518	488	518	516	515	525	523	530	523	515	508	503	501	500	497	497	495
Inc/(Dec) Over Best	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

Mitchell Elementary

FY20-36 Enrollment Projections: Mitchell Current vs Prior Projections

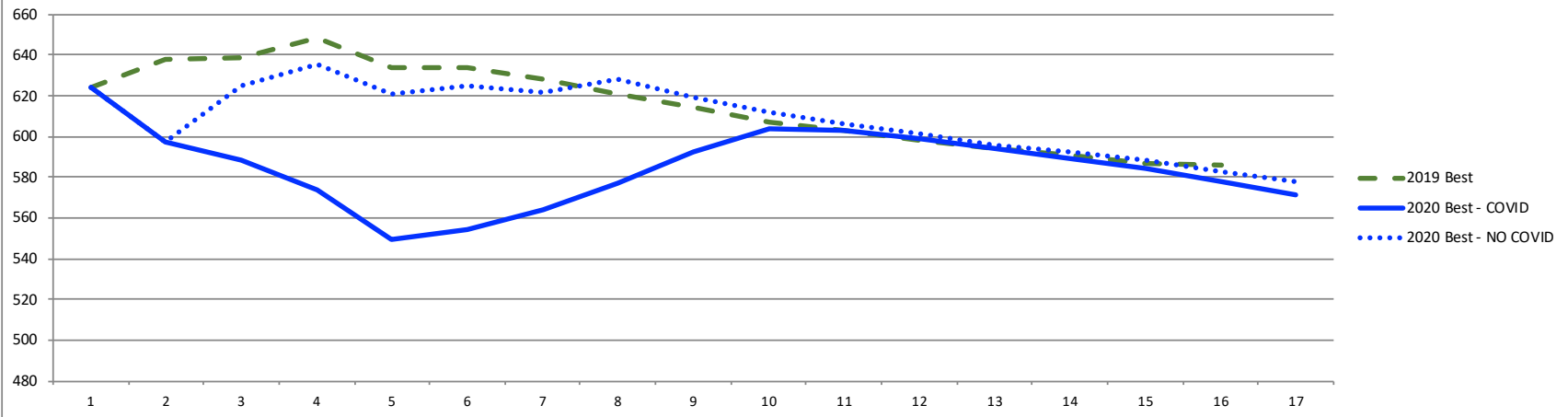


MITCHELL McKibben "Best" COVID																		
Final Jan '21	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	78	65	61	64	64	68	69	70	68	67	66	65	64	63	62	62	61	60
1	69	83	71	69	66	67	71	72	73	71	70	69	68	67	67	66	66	65
2	88	70	79	69	67	64	69	73	74	75	73	72	71	71	70	70	69	69
3	94	88	71	80	70	68	65	70	74	75	77	74	73	73	73	72	72	71
4	86	94	87	70	78	69	67	64	69	73	74	75	75	74	74	74	73	73
5	81	84	89	85	69	76	68	66	63	68	72	73	76	77	75	75	75	74
Total K-5	496	484	458	437	414	412	409	415	421	429	432	428	427	425	421	419	416	412
Total K-5	496	484	458	437	414	412	409	415	421	429	432	428	427	425	421	419	416	412
Change	-2	-12	-26	-21	-23	-2	-3	6	6	8	3	-4	-1	-2	-4	-2	-3	-4
% Change	-0.4%	-2.4%	-5.4%	-4.6%	-5.3%	-0.5%	-0.7%	1.5%	1.4%	1.9%	0.7%	-0.9%	-0.2%	-0.5%	-0.9%	-0.5%	-0.7%	-1.0%
McKibben																		
Final Jan '21	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
2020 Best - COVID	496	484	458	437	414	412	409	415	421	429	432	428	427	425	421	419	416	412
2020 Best - NO COVID	496	484	458	463	452	458	455	456	460	453	446	438	431	426	423	421	419	416
Inc/(Dec) Over Best	-	-	-	26	38	46	46	41	39	24	14	10	4	1	2	2	3	4
2020 High No COVID	496	484	458	463	452	458	455	456	460	453	446	438	431	426	423	421	419	416
Inc/(Dec) Over Best	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

Newman Elementary

FY20-36 Enrollment Projections: Newman Current vs Prior Projections



NEWMAN

McKibben "Best" COVID

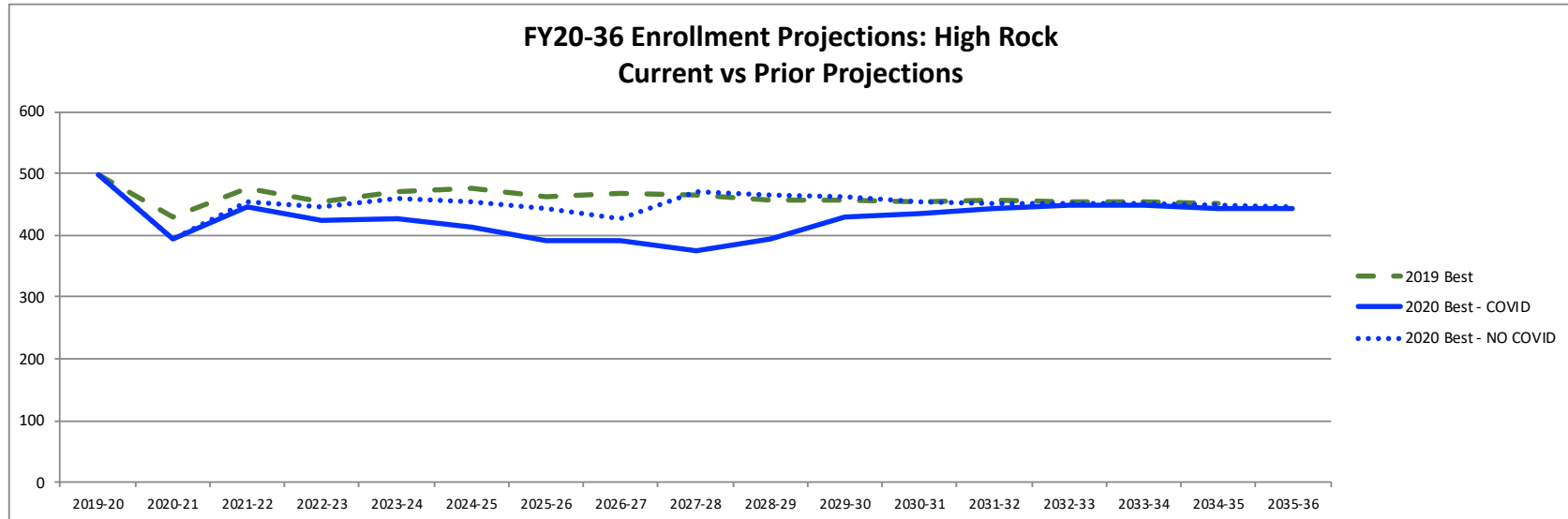
Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	101	78	85	85	93	94	95	95	94	93	92	90	89	88	87	86	84
1	104	106	94	87	89	97	98	99	99	98	97	96	94	93	92	91	90
2	120	99	104	92	85	87	99	100	101	101	100	99	98	97	96	95	94
3	97	118	97	102	90	87	89	101	102	103	103	102	102	101	100	99	98
4	107	95	116	95	100	92	89	91	103	104	105	105	104	104	103	102	101
5	95	101	92	113	92	97	94	91	93	105	106	107	107	106	106	105	104
Total K-5	624	597	588	574	549	554	564	577	592	604	603	599	594	589	584	578	571
Total K-5	624	597	588	574	549	554	564	577	592	604	603	599	594	589	584	578	571
Change	-50	-27	-9	-14	-25	5	10	13	15	12	-1	-4	-5	-5	-5	-6	-7
% Change	-7.4%	-4.3%	-1.5%	-2.4%	-4.4%	0.9%	1.8%	2.3%	2.6%	2.0%	-0.2%	-0.7%	-0.8%	-0.8%	-0.8%	-1.0%	-1.2%

McKibben

Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
2020 Best - COVID	624	597	588	574	549	554	564	577	592	604	603	599	594	589	584	578	571
2020 Best - NO COVID	624	597	625	635	621	625	622	628	619	612	606	601	596	592	588	583	578
Inc/(Dec) Over Best	-	-	37	61	72	71	58	51	27	8	3	2	2	3	4	5	7
2020 High No COVID	624	597	625	635	621	625	622	628	619	612	606	601	596	592	588	583	578
Inc/(Dec) Over Best	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

High Rock Middle



HIGH ROCK

McKibben "Best" COVID

Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
6	499	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
Total: 6	499	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
Total: 6	499	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
Change	49	-105	52	-23	5	-14	-24	2	-16	19	34	6	7	7	-1	-4	-2
% Change	10.9%	-21.0%	13.2%	-5.2%	1.2%	-3.3%	-5.8%	0.5%	-4.1%	5.1%	8.6%	1.4%	1.6%	1.6%	-0.2%	-0.9%	-0.5%

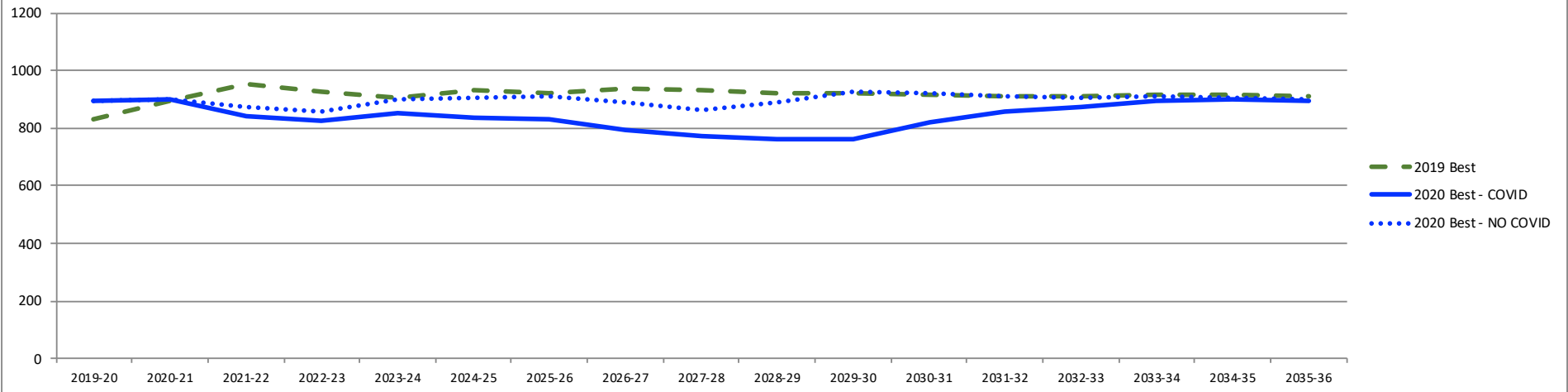
McKibben

Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
2020 Best - COVID	499	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
2020 Best - NO COVID	499	394	455	446	460	455	442	427	470	466	461	455	452	451	451	448	446
Inc/(Dec) Over Best	-	-	9	23	32	41	52	35	94	71	32	20	10	2	3	4	4
2020 High No COVID	499	394	455	446	460	455	442	427	470	466	461	457	459	462	464	456	454
Inc/(Dec) Over Best	-	-	-	-	-	-	-	-	-	-	-	2	7	11	13	8	8

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

Pollard Middle

FY20-36 Enrollment Projections: Pollard Current vs Prior Projections



POLLARD

McKibben "Best" COVID

Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
7	460	461	390	442	419	424	412	388	390	374	393	427	433	444	453	450	446
8	432	440	452	382	433	411	420	408	384	386	370	391	425	431	442	451	448
Total: 7-8	892	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894
Total: 7-8	892	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894
Change	60	9	-59	-18	28	-17	-3	-36	-22	-14	3	55	40	17	20	6	-7
% Change	7.2%	1.0%	-6.5%	-2.1%	3.4%	-2.0%	-0.4%	-4.3%	-2.8%	-1.8%	0.4%	7.2%	4.9%	2.0%	2.3%	0.7%	-0.8%

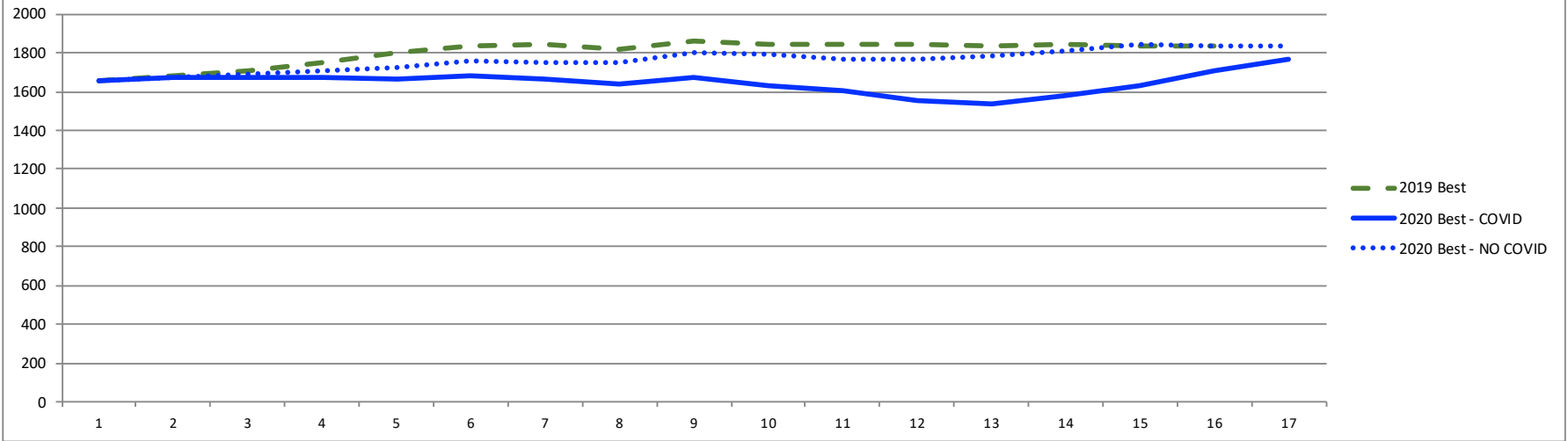
McKibben

Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
2020 Best - COVID	892	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894
2020 Best - NO COVID	892	901	872	858	901	906	913	888	861	889	927	921	910	905	908	907	901
Inc/(Dec) Over Best	-	-	30	34	49	71	81	92	87	129	164	103	52	30	13	6	7
2020 High No COVID	892	901	872	858	901	906	913	888	861	889	927	921	912	914	926	931	922
Inc/(Dec) Over Best	-	-	-	-	-	-	-	-	-	-	-	-	2	9	18	24	21

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

Needham High

FY20-36 Enrollment Projections: NHS Current vs Prior Projections



NHS																	
McKibben "Best" COVID																	
Final Jan '21	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
9	380	424	436	447	378	437	417	426	414	390	390	374	395	431	437	449	458
10	453	377	420	432	443	374	433	413	422	410	386	386	372	393	429	435	447
11	421	445	373	416	428	439	370	429	409	418	406	382	384	370	391	427	433
12	401	423	441	369	412	424	435	366	425	405	414	402	378	380	366	387	423
Post Grad	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Total: 9-12	1658	1674	1675	1669	1666	1679	1660	1639	1675	1628	1601	1549	1534	1579	1628	1703	1766
Total: 9-12	1658	1674	1675	1669	1666	1679	1660	1639	1675	1628	1601	1549	1534	1579	1628	1703	1766
Change	-64	16	1	-6	-3	13	-19	-21	36	-47	-27	-52	-15	45	49	75	63
% Change	-3.7%	1.0%	0.1%	-0.4%	-0.2%	0.8%	-1.1%	-1.3%	2.2%	-2.8%	-1.7%	-3.2%	-1.0%	2.9%	3.1%	4.6%	3.7%

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Final Jan '21																	
2020 Best - COVID	1658	1674	1675	1669	1666	1679	1660	1639	1675	1628	1601	1549	1534	1579	1628	1703	1766
2020 Best - NO COVID	1658	1673	1689	1706	1726	1757	1753	1751	1803	1790	1766	1770	1787	1812	1846	1837	1831
Inc/(Dec) Over Best	-	(1)	14	37	60	78	93	112	128	162	165	221	253	233	218	134	65
2020 High No COVID	1658	1673	1689	1706	1726	1757	1753	1751	1803	1790	1766	1770	1787	1812	1848	1846	1851
Inc/(Dec) Over Best	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	9	20

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

NEEDHAM PUBLIC SCHOOLS

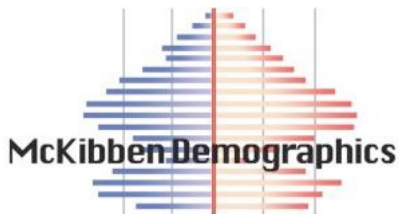
POPULATION AND ENROLLMENT FORECASTS, 2020-21 THROUGH 2034-35

DECEMBER 2020

**McKibben Demographic Research, LLC
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978-501-7069



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EXECUTIVE SUMMARY

1. The resident total fertility rate for Needham Public Schools over the 15-year life of the forecasts is below replacement level. (1.80 vs. the theoretical replacement level of 2.1)
2. Most in-migration to the district continues to occur in the 0-to-9 and 30-to-44 year old age groups.
3. The local 18-to-24 year old population continues to leave the district, going to college or moving to other urbanized areas. This population group accounts for the largest segment of the district's out migration flow. The second largest out flow is the 70+ age group, which are downsizing their homes and leaving the district
4. The primary factors causing the district's enrollment to rise and then stabilize over the next 15 years is the number of empty nest households (home owners age 70+) "turning over" compared to the number of homes (homeowners age 50-59) that become empty nest each year.
5. Changes in year-to-year enrollment over the next five years will primarily be due to the size of the grade cohorts entering and moving through the school system in conjunction with the size of the cohorts leaving the system.
6. The elementary enrollment will begin a slight decline after the 2026-27 school year in all three scenarios. This will be due primarily to the fact that the rising 5th grade cohorts will be greater the 420 in size while the incoming grade cohorts will decline slightly.
7. Per the District's request, three distinct scenarios, as described below, were developed and used to forecast the population and enrollment change for the area.
8. In scenario Best-A, it is assumed that an effective COVID vaccine will be available in 2021 and fulltime, in-person instruction will return in Fall 2021. The rate of home sales and housing construction in the district will return to 2019 levels and the majority of the elementary students who left the school system in 2020 (particularly kindergarten) will return in fall 2021.
9. In scenario Best-B, it is assumed that an effective COVID vaccine will not become available until 2024. The district will not return to fulltime, in-person instruction until Fall of 2024. The rates of public-school elementary attendance avoidance seen in 2020 will continue for the next three years. Housing market trend will remain at the current depressed levels for the next three years.

10. In the High scenario, the assumptions used in the Best-A scenario are continued. The only difference is the impact of the proposed Overlay housing development (beginning in 2024) are included in the forecast results.
11. In the Best-A scenario, the median age of the population will increase from 42.9 in 2010 to 43.6 in 2035. In the Best-B scenario, the median age of the population will increase from 42.9 in 2010 to 43.4 in 2035. In the High scenario, the median age of the population will decrease from 42.9 in 2010 to 42.2 in 2035.
12. Even if the district continues to have some of annual new home construction (particularly if that construction is rental units), the rate, magnitude and price of existing home sales will become the increasingly dominant factor affecting the amount of population and enrollment change.
13. In the Best-A scenario, total district enrollment is forecasted to increase by 252 students, or 4.6%, between 2020-21 and 2025-26. Total enrollment is forecasted to decrease by 60 students, or -1.0%, from 2025-26 to 2030-31. The total district enrollment is forecasted to decline by 20 students, or -0.3%, from 2030-31 to 2035-36.
14. In the Best-B scenario, total district enrollment is forecasted to decrease by 198 students, or -3.6%, between 2020-21 and 2025-26. Total enrollment is forecasted to increase by 31 students, or 0.5%, from 2025-26 to 2030-31. The total enrollment is forecasted to grow by 238 students, or -4.5%, from 2030-31 to 2035-36.
15. In the High scenario, total district enrollment is forecasted to increase by 253 students, or 4.6%, between 2020-21 and 2025-26. Total enrollment is forecasted to decrease by 2 students, or -0.1%, from 2025-26 to 2030-31. The total district enrollment is forecasted to decline by 9 students, or -0.2%, from 2030-31 to 2035-36.

INTRODUCTION

By demographic principle, distinctions are made between projections and forecasts. A projection extrapolates the past (and present) into the future with little or no attempt to take into account any factors that may impact the extrapolation (e.g., changes in fertility rates, housing patterns or migration patterns) while a forecast results when a projection is modified by reasoning to take into account the aforementioned factors.

To maximize the use of this study as a planning tool, the ultimate goal is not simply to project the past into the future, but rather to assess various factors' impact on the future. The future population and enrollment change of each school district is influenced by a variety of factors. Not all factors will influence the entire school district at the same level. Some may affect different attendance areas at dissimilar magnitudes and rates causing changes at varying points of time within the same district. The forecaster's judgment, based on a thorough and intimate study of the district, has been used to modify the demographic trends and factors to more accurately predict likely changes. Therefore, strictly speaking, this study is a forecast, not a projection; and the amount of modification of the demographic trends varies between different areas of the district as well as within the timeframe of the forecast.

To calculate population forecasts of any type, particularly for smaller populations such as a school district,

realistic suppositions must be made as to what the future will bring in terms of age specific fertility rates, mortality rates, migration rates and residents' demographic behavior at certain points of the life course. The demographic history of the school district and its interplay with the social and economic history of the area is the starting point and basis of most of these suppositions particularly on key factors such as the age structure of the area. The unique nature of each district's and attendance area's demographic composition and rate of change over time must be assessed and understood to be factors throughout the life of the forecast series. For example, age structure, which is the variable with the greatest predictive value in regards to future population and enrollment change, is usually quite varied between different attendance areas. Moreover, no two populations, particularly at the school district, have exactly the same characteristics.

The manifest purpose of these forecasts is to ascertain the demographic factors that will ultimately influence the enrollment levels in the district's schools. There are of course, other non-demographic factors that affect enrollment levels over time. These factors include, but are not limited to transfer policies within the district; student transfers to and from neighboring districts; placement of "special programs" within school facilities that may serve students from outside the attendance area; state or federal mandates that dictate the movement of students from

one facility to another (No Child Left Behind was an excellent example of this factor); the development of charter schools in the district and general area; the prevalence of home schooling in the area; and the dynamics of local private schools.

Unless the district specifically requests the calculation of forecasts that reflect the effects of changes in these non-demographic and non-economic factors, their influences are held constant for the life of the forecasts. Again, the main function of these forecasts is to determine what impact demographic changes will have on future enrollment. It is quite possible to calculate special “scenario” forecasts to measure the impact of school policy modifications as well as planned economic and financial changes. However in this case the results of these population and enrollment forecast are meant to represent the most likely scenario for changes over the next 10 years in the district and its attendance areas given the assumptions used in these forecasts.

The first part of the report will examine the assumptions made in calculating the population forecasts for the Needham Public Schools. Since the results of the population forecasts drive the subsequent enrollment forecasts, the assumptions listed in this section are paramount to understanding the area’s demographic dynamics. The remainder of the report is an explanation and analysis of the district’s population forecasts and how they will shape the district’s grade level enrollment forecasts.

DATA

The data used for the forecasts come from a variety of sources. The Needham Public Schools provided enrollments by grade and attendance center for the school years 2010-2011 to 2020-21. Birth and death data for the years 2000 through 2018 were obtained from the Massachusetts Department of Health. The net migration values were calculated using Internal Revenue Service migration reports for the years 2000 through 2018. The data used for the calculation of migration models came from the United States Bureau of the Census, 2005 to 2010, and the models were designed using demographic and economic factors. The base age-sex population counts used are from the results of the 2010 Census.

Recently the Census Bureau began releasing annual estimates of demographic variables at the block group and tract level from the American Community Survey (ACS). There has been wide scale reporting of these results in the national, state and local media. However, due to the methodological problems the Census Bureau is experiencing with their estimates derived from ACS data, particularly in areas with a population of less than 60,000, the results of the ACS are not used in these forecasts. For example, given the sampling framework used by the Census Bureau, each year only 330 of the over 11,000 current households in the district would have been included. For comparison 1,500 households in the district were included in the sample for the long form questionnaire in the 2000 Census. As a result of this small sample size, the ACS survey result from the last 5 years must be aggregated to produce the tract and block group estimates.

To develop the population forecast models, past net migration patterns, household structure, current age specific fertility patterns, the magnitude and dynamics of the gross migration, the age specific mortality trends, the distribution of the population by age and sex, the rate and type of existing housing unit sales, and future housing unit construction are considered to be primary variables. In addition, the change in household size relative to the age structure of the forecast area was addressed. While there was a slight drop in the average household size in the Needham Public Schools as well as most other areas of the state and the nation during the previous 20 years, the rate of this decline has been forecasted to slow somewhat over the next ten years.

ASSUMPTIONS

For these forecasts, the mortality probabilities are held constant at the levels calculated for the year 2019. While the number of deaths in an area are impacted by and will change given the proportion of the local population over age 65, in the absence of an extraordinary event such as a natural disaster or a breakthrough in the treatment of heart disease, death rates rarely move rapidly in any direction, particularly at the school district or attendance area level. Thus, significant changes are not foreseen in district's mortality rates between now and the year 2035. Any increases forecasted in the number of deaths will be due primarily to the general aging of the district's population and specifically to the increase in the number of residents aged 65 and older. Given that the median

age of the district is currently over 40, this will become an increasing important demographic dynamic over the next 15 years.

Similarly, fertility rates are assumed to stay fairly constant for the life of the forecasts. Like mortality rates, age specific fertility rates rarely change quickly or dramatically, particularly in small areas. Even with the recently reported rise in the age 30 to 39 year old fertility rates of the United States, overall total fertility rates have stayed within a 10% range for most of the last 40 years. In fact, the vast majority of year to year change in an area's number of births is due to changes in the number of women in child bearing ages (particularly ages 20-34) rather than any fluctuation in an area's fertility rate.

The resident total fertility rate (TFR), the average number of births a woman will have while living in the school district during her lifetime, is estimated to be 1.80 for the total district for the ten years of the population forecasts. A TFR of 2.1 births per woman is considered to be the theoretical "replacement level" of fertility necessary for a population to remain constant in the absence of in-migration. Therefore, in the absence of migration, fertility alone would be insufficient to maintain the current level of population and enrollment within the Needham Public Schools over the course of the forecast period. It is important to note that this is a resident birth rate. Births that occur to women who then move into the district with their children are accounted for in the migration calculations.

A close examination of data for the Needham Public Schools has shown the

age specific pattern of net migration will be nearly constant throughout the life of the forecasts. While the number of in and out migrants has changed in past years for the Needham Public Schools (and will change again over the next 15 years), the basic age pattern of the migrants has stayed nearly the same over the last 30 years. Based on the analysis of data it is safe to assume this age specific migration trend will remain unchanged into the future. This pattern of migration shows most of the local out-migration occurring in the 18-to-24 year old age group as young adults leave the area to go to college or move to other urbanized areas. Hence, when a district has larger than normal 12th grade classes, they will experience a slight rise in gross out migration as these students now leave for college. The second largest group of out-migrants are those householders aged 70 and older who are downsizing their residences and then in most cases move out of the district (this is an important outflow since these downsizing seniors provide most of the homes that are in the existing housing market). The majority of the local in-migration occurs in the 0-to-9 and 30-44 age groups (the bulk of the which come from areas within 75 miles of the Needham Public Schools) primarily consisting of younger adults and their children.

As the Norfolk County area is not currently contemplating any major expansions or contractions, the forecasts also assume that the current economic, political, social, and environmental factors, as well as the transportation and public works infrastructure (with a few notable exceptions) of the Needham Public Schools and its attendance areas will remain the same through the year 2035. Below is a list of assumptions and

issues that are specific to the Needham Public Schools. These issues have been used to modify the population forecast models to more accurately predict the impact of these factors on each area's population change.

Specifically, the forecasts for the Needham Public School assume that throughout the study period these general factors will apply:

- a. The national, state or regional economy does not go into deep recession at any time during the 10 years of the forecasts; (Deep recession is defined as four consecutive quarters where the GDP contracts greater than 1% per quarter)
- b. The interest rate for a 30-year fixed home mortgage stays below 4.5% over the 15 year life of the forecasts;
- c. The rate of mortgage approval stays at 2015-2020 levels and lenders do not return to "sub-prime" mortgage practices;
- d. There are no additional restrictions placed on home mortgage lenders or additional bankruptcies of major credit providers;
- e. The rate of housing foreclosures does not exceed 125% of the 2015-2020 average of Norfolk County for any year in the forecasts;
- f. In the Best-A scenario, all currently platted, and approved housing developments are built

out and completed by 2034. All housing units constructed are occupied by 2035;

- g. In the Best-B scenario, all currently platted, and approved housing developments are built out and completed by 2034;
- h. In the High scenario, all aforementioned currently platted, and approved housing developments are built out and completed by 2034. Additionally, the prospective Overlay project will be built out by 2030. All housing units constructed are occupied by 2034; Overlay is assumed to have 250 units total, with a 5 year build out plan;
- i. The average annual unemployment rates for the Norfolk County and the Boston Metropolitan Area will remain below 8.5% for the 15 years of the forecasts;
- j. The rate of students transferring into and out of the Needham Public Schools will remain at the 2015-16 to 2020-21 average;
- k. The inflation rate for gasoline will stay below 5% per year for the 15 years of the forecasts;
- l. The state of Massachusetts will not change any of its current laws regarding inter-district transfers, charter schools or school vouchers;
- m. No charter school opens in the district or the immediate area any time over the next 15 years;

- n. The town of Needham will average approximately 230 existing housing unit sales annually until 2035;
- o. The apartment occupancy rate for the district stays above 95% for the 15 years of forecast cycle;
- p. There will be no building moratorium within the district;
- q. Businesses within the district and the Needham Public Schools area will remain viable;
- r. The number of existing home sales in the district that are a result of “distress sales” (homes worth less than the current mortgage value) will not exceed 20% of total homes sales in the district for any given year;
- s. Housing turnover rates (sale of existing homes in the district) will remain at their current levels. The majority of existing home sales are made by home owners over the age of 60;
- t. The district will not experience any natural disasters over the next 15 years;
- u. Private school and home school attendance rates will remain constant;
- v. In the Best-A scenario, the forecasts assume that a COVID vaccine is discovered this fiscal year, becomes readily available and that school resumes normally for all students in SY 21/22;

- w. The Best-B scenario assumes a COVID vaccine is developed in the next 1-3 years and that public-school enrollment and the economy remain depressed for 3-5 years and that social distancing measures are required until the vaccine is widely available;
- x. The High scenario assumes that a COVID vaccine is discovered this fiscal year, becomes readily available and that school resumes normally for all students in SY 21/22 and the aforementioned development and the Overlay development.

If a major employer in the district or in the Greater Boston Metropolitan Area (particularly in the western suburbs) closes, reduces or expands its operations, the population forecasts would need to be adjusted to reflect the changes brought about by the change in economic and employment conditions. The same holds true for any major change in the local infrastructure (e.g., highway construction, water and sewer expansion, changes in zoning regulations etc.), an economic downturn, any weakness in the housing market or any instance or situation that causes rapid and dramatic population changes that could not be foreseen at the time the forecasts were calculated.

The high proportion of high school graduates from the Needham Public Schools that attend college or move to urban areas outside of the district for employment is a significant demographic factor. Their departure is a major reason for the extremely high out-migration in the 18 to 24 age group, and was taken

into account when calculating these forecasts (this is also a contributing factor on why the district resident fertility rate and subsequent number of births is so low). The out-migration of graduating high school seniors is expected to continue over the period of the forecasts and the rate of out-migration has been forecasted to remain the same over the life of the forecast series.

Finally, all demographic trends (i.e., births, deaths, and migration) are assumed to be linear in nature and annualized over the forecast period. For example, if 1,000 births are forecasted for a 5-year period, an equal number, or proportion of the births are assumed to occur every year, 200 per year. Actual year-to-year variations do and will occur, but overall year to year trends are expected to be constant.

METHODOLOGY

The population forecasts presented in this report are the result of using the Cohort-Component Method of population forecasting (Siegel, and Swanson, 2004: 561-601) (Smith et. al. 2004). As stated in the **INTRODUCTION**, the difference between a projection and a forecast is in the use of explicit judgment based upon the unique features of the area under study. Strictly speaking, a cohort projection refers to the future population that would result if a mathematical extrapolation of historical trends. Conversely, a cohort-component forecast refers to the future population that is expected because of a studied and purposeful selection of the components of change (i.e., births, deaths, and migration) and forecast models are developed to

measure the impact of these changes in each specific geographic area.

Five sets of data are required to generate population and enrollment forecasts. These five data sets are:

- a. a base-year population (here, the 2010 Census population for Needham Public Schools);
- b. a set of age-specific fertility rates for the district and the attendance areas to be used over the forecast period;
- c. a set of age-specific survival (mortality) rates for the district and the attendance areas;
- d. a set of age-specific migration rates for the district and the attendance areas, and;
- e. the historical enrollment figures by grade.

The most significant and difficult aspect of producing enrollment forecasts is the generation of the population forecasts in which the school age population (and enrollment) is embedded. In turn, the most challenging aspect of generating the population forecasts is found in deriving the rates of change in fertility, mortality, and migration. From the standpoint of demographic analysis, the Needham Public Schools is classified as a “small area” population (as compared to the population of the state of Massachusetts or to that of the United States). Small area population forecasts are more complicated to calculate because local variations in fertility, mortality, and migration may be more irregular than

those at the regional, state or national scale. Especially challenging is the forecast of the migration rates for local areas, because changes in the area's socioeconomic characteristics can quickly change from past and current patterns (Peters and Larkin, 2002.)

The population forecasts for Needham Public Schools were calculated using a cohort-component method with the populations divided into male and female groups by five-year age cohorts that range from 0-to-4 years of age to 85 years of age and older (85+). Age- and sex-specific fertility, mortality, and migration models were constructed to specifically reflect the unique demographic characteristics of each of the attendance areas in the Needham Public Schools.

The enrollment forecasts were calculated using a modified average survivorship method. Average survivor rates (i.e., the proportion of students who progress from one grade level to the next given the average amount of net migration for that grade level) over the previous five years of year-to-year enrollment data were calculated for grades two through twelve. This procedure is used to identify specific grades where there are large numbers of students changing facilities for non-demographic factors, such as private school transfers or enrollment in special programs.

The survivorship rates were modified or adjusted to reflect the average rate of forecasted in and out migration of 5-to-9, 10-to-14 and 15-to-17 year old cohorts to each of the attendance centers in Needham Public Schools for the period 2010 to 2015.

These survivorship rates then were adjusted to reflect the forecasted changes in age-specific migration the district should experience over the next five years. These modified survivorship rates were used to project the enrollment of grades 2 through 12 for the period 2015 to 2020. The survivorship rates were adjusted again for the period 2020 to 2025, 2025 to 2030 and 2030 to 2035 to reflect the predicted changes in the amount of age-specific migration in the district for those time period.

The forecasted enrollments for kindergarten and first grade are derived from the 5-to-9 year old population of the age-sex population forecast at the elementary attendance center district level. This procedure allows the changes in the incoming grade sizes to be factors of forecasted population change and not an extrapolation of previous class sizes. Given the potentially large amount of variation in Kindergarten enrollment due to parental choice, changes in the state's minimum age requirement, and differing district policies on allowing children to start Kindergarten early, first grade enrollment is deemed to be a more accurate and reliable starting point for the forecasts. (McKibben, 1996). The level of the accuracy for both the total population and total enrollment forecasts at the school district level is estimated to be $\pm 2.5\%$ for the life of the forecasts.

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Appendix A: Population Forecasts

Best “A” Scenario

Needham Public Schools Total Population

	2010	2015	2020	2025	2030	2035
0-4	1,871	1,770	1,740	1,650	1,640	1,570
5-9	2,488	2,260	2,370	2,330	2,240	2,130
10-14	2,467	2,550	2,340	2,440	2,410	2,300
15-19	1,863	1,960	1,910	1,770	1,820	1,910
20-24	981	1,090	1,060	1,090	980	1,010
25-29	713	770	950	890	920	860
30-34	979	1,110	1,220	1,420	1,410	1,360
35-39	1,755	1,380	1,610	1,580	1,830	1,760
40-44	2,293	1,810	1,480	1,720	1,700	1,940
45-49	2,523	2,270	1,780	1,500	1,790	1,720
50-54	2,419	2,480	2,260	1,760	1,450	1,730
55-59	2,045	2,380	2,440	2,210	1,750	1,420
60-64	1,801	1,930	2,240	2,300	2,060	1,610
65-69	1,185	1,620	1,690	2,000	2,070	1,880
70-74	874	950	1,300	1,400	1,650	1,700
75-79	830	760	800	1,130	1,180	1,380
80-84	776	800	690	740	1,040	1,110
85+	1,041	1,070	1,060	1,050	1,020	1,200
Total	28,904	28,960	28,940	28,980	28,960	28,590
Median Age	42.9	44.4	44.3	43.8	43.6	43.6
Births	1,070	1,060	1,110	1,140	1,110	
Deaths	1,410	1,490	1,510	1,580	1,720	
Natural Increase	-340	-430	-400	-440	-610	
Net Migration	390	430	390	390	340	
Change	50	0	-10	-50	-270	

Differences between period Totals may not equal Change due to rounding.

Broadmeadow Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	391	350	400	340	340	300
5-9	562	500	480	500	460	440
10-14	545	580	520	480	510	460
15-19	340	410	420	400	360	400
20-24	138	130	170	180	160	160
25-29	97	80	60	70	90	80
30-34	127	160	160	180	190	190
35-39	378	260	320	280	300	290
40-44	465	390	280	340	290	310
45-49	512	460	380	280	340	290
50-54	441	500	460	380	270	320
55-59	394	430	500	450	380	270
60-64	329	380	420	480	430	360
65-69	207	280	330	370	430	390
70-74	172	150	210	270	290	340
75-79	155	150	100	190	230	240
80-84	142	150	140	90	170	210
85+	107	150	160	180	150	190
Total	5,498	5,510	5,510	5,460	5,390	5,240
Median Age	41.9	43.7	44.0	44.4	44.9	44.8
Births	170	160	160	160	160	160
Deaths	230	250	270	270	310	310
Natural Increase	-60	-90	-110	-110	-150	-150
Net Migration	70	80	60	60	50	50
Change	10	-10	-50	-50	-100	-100

Differences between period Totals may not equal Change due to rounding.

Eliot Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	281	290	280	300	310	330
5-9	370	350	360	390	400	380
10-14	350	380	370	380	420	420
15-19	245	300	320	280	280	330
20-24	142	170	170	160	160	130
25-29	157	160	210	210	200	210
30-34	225	230	260	340	360	340
35-39	279	280	300	300	410	420
40-44	385	270	280	300	330	450
45-49	369	380	270	280	300	320
50-54	384	360	380	270	270	290
55-59	306	380	360	370	270	270
60-64	245	260	320	300	300	210
65-69	160	200	210	270	240	250
70-74	137	120	150	190	210	180
75-79	165	110	110	130	130	160
80-84	141	160	90	100	120	130
85+	197	200	200	180	160	170
Total	4,537	4,600	4,640	4,750	4,870	4990
Median Age	42.8	42.6	40.9	40.3	38.7	39.2
Births	200	210	220	240	220	
Deaths	240	250	230	230	230	
Natural Increase	-40	-40	-10	10	-10	
Net Migration	90	90	110	110	110	
Change	50	50	100	120	100	

Differences between period Totals may not equal Change due to rounding.

Sunita Williams Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	341	350	350	330	310	310
5-9	410	410	460	440	420	390
10-14	373	420	410	470	460	430
15-19	445	300	220	290	350	350
20-24	353	300	230	180	240	270
25-29	191	240	230	170	120	190
30-34	230	280	320	290	230	180
35-39	337	350	420	420	390	320
40-44	416	370	350	420	420	390
45-49	475	410	360	350	420	410
50-54	463	470	410	360	340	410
55-59	388	460	460	400	360	330
60-64	362	370	440	440	380	340
65-69	238	330	340	390	400	360
70-74	179	200	290	270	320	330
75-79	165	160	180	230	230	270
80-84	217	160	140	170	210	220
85+	449	390	330	280	260	280
Total	6,030	5,970	5,940	5,900	5,860	5780
Median Age	44.0	44.5	44.7	44.3	44.9	45.7
Births	280	270	260	250	250	
Deaths	400	370	350	350	360	
Natural Increase	-120	-100	-90	-100	-110	
Net Migration	60	70	60	60	50	
Change	-60	-30	-30	-40	-60	

Differences between period Totals may not equal Change due to rounding.

Mitchell Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	344	270	260	240	250	240
5-9	461	420	440	400	380	370
10-14	417	470	440	460	410	390
15-19	270	350	410	380	400	360
20-24	120	140	170	230	180	200
25-29	85	70	80	90	110	100
30-34	148	170	160	160	180	190
35-39	294	190	220	200	220	240
40-44	400	310	210	260	230	250
45-49	407	400	310	230	290	250
50-54	383	400	390	300	220	280
55-59	351	380	390	390	300	210
60-64	299	340	360	370	370	280
65-69	174	270	280	340	360	350
70-74	116	130	210	250	300	310
75-79	86	100	100	190	220	250
80-84	79	80	100	90	170	200
85+	88	100	110	120	120	170
Total	4,521	4,590	4,640	4,700	4,710	4640
Median Age	41.5	43.5	43.3	43.7	44.9	44.6
Births	160	150	170	180	180	
Deaths	170	190	210	230	270	
Natural Increase	-10	-40	-40	-50	-90	
Net Migration	80	90	70	70	60	
Change	70	50	30	20	-30	

Differences between period Totals may not equal Change due to rounding.

Newman Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	514	510	450	440	430	390
5-9	685	580	630	600	580	550
10-14	783	700	600	650	610	600
15-19	563	600	540	420	430	470
20-24	230	350	320	340	240	250
25-29	183	220	370	350	400	280
30-34	249	270	320	450	450	460
35-39	467	300	350	380	510	490
40-44	628	470	360	400	430	540
45-49	761	620	460	360	440	450
50-54	749	750	620	450	350	430
55-59	607	730	730	600	440	340
60-64	566	580	700	710	580	420
65-69	406	540	530	630	640	530
70-74	271	350	440	420	530	540
75-79	259	240	310	390	370	460
80-84	197	250	220	290	370	350
85+	201	230	260	290	330	390
Total	8,319	8,290	8,210	8,170	8,130	7940
Median Age	43.9	46.2	46.8	45.8	44.8	44.4
Births	260	270	300	310	300	
Deaths	370	430	450	500	550	
Natural Increase	-110	-160	-150	-190	-250	
Net Migration	90	100	90	90	70	
Change	-20	-60	-60	-100	-180	

Differences between period Totals may not equal Change due to rounding.

Best “B” Scenario

Needham Public Schools Total Population

	2010	2015	2020	2025	2030	2035
0-4	1,871	1,770	1,740	1,600	1,680	1,620
5-9	2,488	2,260	2,370	2,250	2,170	2,160
10-14	2,467	2,550	2,340	2,440	2,330	2,230
15-19	1,863	1,960	1,910	1,850	1,820	1,850
20-24	981	1,090	1,060	1,210	1,050	1,000
25-29	713	770	950	930	1,040	930
30-34	979	1,110	1,220	1,360	1,440	1,460
35-39	1,755	1,380	1,610	1,530	1,780	1,800
40-44	2,293	1,810	1,480	1,710	1,630	1,890
45-49	2,523	2,270	1,780	1,490	1,760	1,670
50-54	2,419	2,480	2,260	1,760	1,450	1,710
55-59	2,045	2,380	2,440	2,210	1,750	1,420
60-64	1,801	1,930	2,240	2,300	2,060	1,610
65-69	1,185	1,620	1,690	2,020	2,070	1,880
70-74	874	950	1,300	1,410	1,660	1,710
75-79	830	760	800	1,130	1,190	1,410
80-84	776	800	690	740	1,040	1,120
85+	1,041	1,070	1,060	1,050	1,020	1,200
Total	28,904	28,960	28,940	28,990	28,940	28,670
Median Age	42.9	44.4	44.3	43.9	43.6	43.4
Births	1,070	1,060	1,110	1,180	1,160	
Deaths	1,410	1,490	1,510	1,580	1,730	
Natural Increase	-340	-430	-400	-400	-570	
Net Migration	390	430	350	390	340	
Change	50	0	-50	-10	-230	

Differences between period Totals may not equal Change due to rounding.

Broadmeadow Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	391	350	400	310	350	320
5-9	562	500	480	480	430	450
10-14	545	580	520	480	490	440
15-19	340	410	420	420	360	390
20-24	138	130	170	220	180	160
25-29	97	80	60	90	130	100
30-34	127	160	160	160	210	230
35-39	378	260	320	260	280	310
40-44	465	390	280	340	270	290
45-49	512	460	380	280	330	270
50-54	441	500	460	380	270	320
55-59	394	430	500	450	380	270
60-64	329	380	420	480	430	360
65-69	207	280	330	380	430	390
70-74	172	150	210	270	300	340
75-79	155	150	100	190	230	260
80-84	142	150	140	90	170	210
85+	107	150	160	180	150	190
Total	5,498	5,510	5,510	5,460	5,390	5300
Median Age	41.9	43.7	44.0	44.6	44.9	44.3
Births	170	160	160	170	170	
Deaths	230	250	270	270	310	
Natural Increase	-60	-90	-110	-100	-140	
Net Migration	70	80	60	60	50	
Change	10	-10	-50	-40	-90	

Differences between period Totals may not equal Change due to rounding.

Eliot Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	281	290	280	300	310	340
5-9	370	350	360	380	390	380
10-14	350	380	370	380	410	410
15-19	245	300	320	290	280	320
20-24	142	170	170	180	170	120
25-29	157	160	210	210	220	210
30-34	225	230	260	330	350	360
35-39	279	280	300	300	400	410
40-44	385	270	280	300	320	440
45-49	369	380	270	280	300	320
50-54	384	360	380	270	270	290
55-59	306	380	360	370	270	270
60-64	245	260	320	300	300	210
65-69	160	200	210	270	240	250
70-74	137	120	150	190	210	190
75-79	165	110	110	130	130	160
80-84	141	160	90	100	120	130
85+	197	200	200	180	160	170
Total	4,537	4,600	4,640	4,760	4,850	4980
Median Age	42.8	42.6	40.9	40.2	38.7	39.3
Births	200	210	220	240	230	
Deaths	240	250	230	230	230	
Natural Increase	-40	-40	-10	10	0	
Net Migration	90	90	100	110	110	
Change	50	50	90	120	110	

Differences between period Totals may not equal Change due to rounding.

Sunita Williams Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	341	350	350	320	320	320
5-9	410	410	460	430	410	400
10-14	373	420	410	470	440	420
15-19	445	300	220	310	350	340
20-24	353	300	230	200	260	270
25-29	191	240	230	180	140	210
30-34	230	280	320	280	240	180
35-39	337	350	420	400	390	340
40-44	416	370	350	420	400	390
45-49	475	410	360	350	420	390
50-54	463	470	410	360	340	410
55-59	388	460	460	400	360	330
60-64	362	370	440	440	380	340
65-69	238	330	340	390	400	360
70-74	179	200	290	270	320	330
75-79	165	160	180	230	230	280
80-84	217	160	140	170	210	230
85+	449	390	330	280	260	280
Total	6,030	5,970	5,940	5,900	5,870	5820
Median Age	44.0	44.5	44.7	44.3	44.8	45.5
Births	280	270	260	260	260	
Deaths	400	370	350	350	370	
Natural Increase	-120	-100	-90	-90	-110	
Net Migration	60	70	50	60	50	
Change	-60	-30	-40	-30	-60	

Differences between period Totals may not equal Change due to rounding.

Mitchell Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	344	270	260	240	260	250
5-9	461	420	440	380	370	380
10-14	417	470	440	460	390	380
15-19	270	350	410	390	400	340
20-24	120	140	170	250	180	200
25-29	85	70	80	100	130	110
30-34	148	170	160	140	200	210
35-39	294	190	220	190	220	260
40-44	400	310	210	250	220	240
45-49	407	400	310	220	280	240
50-54	383	400	390	300	220	270
55-59	351	380	390	390	300	210
60-64	299	340	360	370	370	280
65-69	174	270	280	340	360	350
70-74	116	130	210	250	300	310
75-79	86	100	100	190	220	250
80-84	79	80	100	90	170	200
85+	88	100	110	120	120	170
Total	4,521	4,590	4,640	4,670	4,710	4650
Median Age	41.5	43.5	43.3	43.7	44.7	44.1
Births	160	150	170	190	190	
Deaths	170	190	210	230	270	
Natural Increase	-10	-40	-40	-40	-80	
Net Migration	80	90	60	70	60	
Change	70	50	20	30	-20	

Differences between period Totals may not equal Change due to rounding.

Newman Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	514	510	450	430	440	390
5-9	685	580	630	580	570	550
10-14	783	700	600	650	600	580
15-19	563	600	540	440	430	460
20-24	230	350	320	360	260	250
25-29	183	220	370	350	420	300
30-34	249	270	320	450	440	480
35-39	467	300	350	380	490	480
40-44	628	470	360	400	420	530
45-49	761	620	460	360	430	450
50-54	749	750	620	450	350	420
55-59	607	730	730	600	440	340
60-64	566	580	700	710	580	420
65-69	406	540	530	640	640	530
70-74	271	350	440	430	530	540
75-79	259	240	310	390	380	460
80-84	197	250	220	290	370	350
85+	201	230	260	290	330	390
Total	8,319	8,290	8,210	8,200	8,120	7,920
Median Age	43.9	46.2	46.8	45.8	44.9	44.4
Births	260	270	300	320	310	
Deaths	370	430	450	500	550	
Natural Increase	-110	-160	-150	-180	-240	
Net Migration	90	100	80	90	70	
Change	-20	-60	-70	-90	-170	

Differences between period Totals may not equal Change due to rounding.

High Scenario

Needham Public Schools Total Population

	2010	2015	2020	2025	2030	2035
0-4	1,871	1,770	1,740	1,650	1,690	1,690
5-9	2,488	2,260	2,390	2,330	2,280	2,250
10-14	2,467	2,550	2,340	2,460	2,430	2,370
15-19	1,863	1,960	1,910	1,770	1,790	1,830
20-24	981	1,090	1,060	1,090	1,010	1,040
25-29	713	770	950	890	1,080	1,110
30-34	979	1,110	1,200	1,420	1,450	1,560
35-39	1,755	1,380	1,610	1,580	1,850	1,790
40-44	2,293	1,810	1,480	1,720	1,650	1,920
45-49	2,523	2,270	1,780	1,500	1,790	1,680
50-54	2,419	2,480	2,260	1,760	1,450	1,730
55-59	2,045	2,380	2,440	2,210	1,750	1,420
60-64	1,801	1,930	2,240	2,300	2,020	1,570
65-69	1,185	1,620	1,690	2,000	2,020	1,780
70-74	874	950	1,300	1,400	1,620	1,590
75-79	830	760	800	1,130	1,160	1,330
80-84	776	800	690	740	1,040	1,090
85+	1,041	1,070	1,060	1,050	1,020	1,200
Total	28,904	28,960	28,940	29,000	29,100	28,950
Median Age	42.9	44.4	44.3	43.8	42.9	42.2
Births	1,070	1,060	1,100	1,160	1,200	
Deaths	1,410	1,490	1,510	1,580	1,710	
Natural Increase	-340	-430	-410	-420	-510	
Net Migration	390	430	390	390	460	
Change	50	0	-20	-30	-50	

Differences between period Totals may not equal Change due to rounding.

Broadmeadow Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	391	350	400	340	340	300
5-9	562	500	480	500	460	440
10-14	545	580	520	480	510	460
15-19	340	410	420	400	360	400
20-24	138	130	170	180	160	160
25-29	97	80	60	70	90	80
30-34	127	160	160	180	190	190
35-39	378	260	320	280	300	290
40-44	465	390	280	340	290	310
45-49	512	460	380	280	340	290
50-54	441	500	460	380	270	320
55-59	394	430	500	450	380	270
60-64	329	380	420	480	430	360
65-69	207	280	330	370	430	390
70-74	172	150	210	270	290	340
75-79	155	150	100	190	230	240
80-84	142	150	140	90	170	210
85+	107	150	160	180	150	190
Total	5,498	5,510	5,510	5,460	5,390	5,240
Median Age	41.9	43.7	44.0	44.4	44.9	44.8
Births	170	160	160	160	160	160
Deaths	230	250	270	270	310	
Natural Increase	-60	-90	-110	-110	-150	
Net Migration	70	80	60	60	50	
Change	10	-10	-50	-50	-100	

Differences between period Totals may not equal Change due to rounding.

Eliot Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	281	290	280	300	360	450
5-9	370	350	380	390	440	500
10-14	350	380	370	400	440	490
15-19	245	300	320	280	250	250
20-24	142	170	170	160	190	160
25-29	157	160	210	210	360	460
30-34	225	230	240	340	400	540
35-39	279	280	300	300	430	450
40-44	385	270	280	300	280	430
45-49	369	380	270	280	300	280
50-54	384	360	380	270	270	290
55-59	306	380	360	370	270	270
60-64	245	260	320	300	260	170
65-69	160	200	210	270	190	150
70-74	137	120	150	190	180	70
75-79	165	110	110	130	110	110
80-84	141	160	90	100	120	110
85+	197	200	200	180	160	170
Total	4,537	4,600	4,640	4,770	5,010	5350
Median Age	42.8	42.6	40.9	40.1	35.8	33.4
Births	200	210	210	260	310	
Deaths	240	250	230	230	220	
Natural Increase	-40	-40	-20	30	90	
Net Migration	90	90	110	110	230	
Change	50	50	90	140	320	

Differences between period Totals may not equal Change due to rounding.

Sunita Williams Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	341	350	350	330	310	310
5-9	410	410	460	440	420	390
10-14	373	420	410	470	460	430
15-19	445	300	220	290	350	350
20-24	353	300	230	180	240	270
25-29	191	240	230	170	120	190
30-34	230	280	320	290	230	180
35-39	337	350	420	420	390	320
40-44	416	370	350	420	420	390
45-49	475	410	360	350	420	410
50-54	463	470	410	360	340	410
55-59	388	460	460	400	360	330
60-64	362	370	440	440	380	340
65-69	238	330	340	390	400	360
70-74	179	200	290	270	320	330
75-79	165	160	180	230	230	270
80-84	217	160	140	170	210	220
85+	449	390	330	280	260	280
Total	6,030	5,970	5,940	5,900	5,860	5780
Median Age	44.0	44.5	44.7	44.3	44.9	45.7
Births	280	270	260	250	250	
Deaths	400	370	350	350	360	
Natural Increase	-120	-100	-90	-100	-110	
Net Migration	60	70	60	60	50	
Change	-60	-30	-30	-40	-60	

Differences between period Totals may not equal Change due to rounding.

Mitchell Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	344	270	260	240	250	240
5-9	461	420	440	400	380	370
10-14	417	470	440	460	410	390
15-19	270	350	410	380	400	360
20-24	120	140	170	230	180	200
25-29	85	70	80	90	110	100
30-34	148	170	160	160	180	190
35-39	294	190	220	200	220	240
40-44	400	310	210	260	230	250
45-49	407	400	310	230	290	250
50-54	383	400	390	300	220	280
55-59	351	380	390	390	300	210
60-64	299	340	360	370	370	280
65-69	174	270	280	340	360	350
70-74	116	130	210	250	300	310
75-79	86	100	100	190	220	250
80-84	79	80	100	90	170	200
85+	88	100	110	120	120	170
Total	4,521	4,590	4,640	4,700	4,710	4640
Median Age	41.5	43.5	43.3	43.7	44.9	44.6
Births	160	150	170	180	180	
Deaths	170	190	210	230	270	
Natural Increase	-10	-40	-40	-50	-90	
Net Migration	80	90	70	70	60	
Change	70	50	30	20	-30	

Differences between period Totals may not equal Change due to rounding.

Newman Elementary Total Population

	2010	2015	2020	2025	2030	2035
0-4	514	510	450	440	430	390
5-9	685	580	630	600	580	550
10-14	783	700	600	650	610	600
15-19	563	600	540	420	430	470
20-24	230	350	320	340	240	250
25-29	183	220	370	350	400	280
30-34	249	270	320	450	450	460
35-39	467	300	350	380	510	490
40-44	628	470	360	400	430	540
45-49	761	620	460	360	440	450
50-54	749	750	620	450	350	430
55-59	607	730	730	600	440	340
60-64	566	580	700	710	580	420
65-69	406	540	530	630	640	530
70-74	271	350	440	420	530	540
75-79	259	240	310	390	370	460
80-84	197	250	220	290	370	350
85+	201	230	260	290	330	390
Total	8,319	8,290	8,210	8,170	8,130	7,940
Median Age	43.9	46.2	46.8	45.8	44.8	44.4
Births	260	270	300	310	300	
Deaths	370	430	450	500	550	
Natural Increase	-110	-160	-150	-190	-250	
Net Migration	90	100	90	90	70	
Change	-20	-60	-60	-100	-180	

Differences between period Totals may not equal Change due to rounding.

Appendix B: Enrollment Forecasts

Best “A” Scenario

Needham Public Schools Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
PK	50	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72
K	333	429	412	407	401	397	391	387	382	378	376	373	371	369	368	367
1	402	391	431	426	421	415	410	404	400	395	391	389	387	385	383	382
2	425	416	398	440	435	431	425	419	413	409	406	402	402	400	398	396
3	438	434	421	404	448	444	441	435	429	422	419	417	414	414	412	410
4	428	446	439	426	410	454	450	445	439	433	429	428	426	423	423	421
5	442	437	451	444	431	417	459	455	450	444	439	438	438	435	433	432
Total: K-5	2468	2553	2552	2547	2546	2558	2576	2545	2513	2481	2460	2447	2438	2426	2417	2408
6	394	455	446	460	455	442	427	470	466	461	455	452	451	451	448	446
7	461	406	460	450	465	453	440	425	468	464	459	453	454	456	453	450
8	440	466	398	451	441	460	448	436	421	463	462	457	451	452	454	451
Total: 7-8	901	872	858	901	906	913	888	861	889	927	921	910	905	908	907	901
9	424	451	471	402	456	448	467	455	443	425	468	467	464	458	459	461
10	377	420	446	466	398	451	444	462	450	439	421	466	465	462	456	457
11	445	373	416	442	461	394	446	440	457	446	435	419	464	463	460	454
12	423	441	369	412	438	456	390	442	436	452	442	431	415	459	458	455
SP	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Total: 9-12	1673	1689	1706	1726	1757	1753	1751	1803	1790	1766	1770	1787	1812	1846	1837	1831
Total: K-12	5486	5641	5634	5706	5736	5738	5714	5751	5730	5707	5678	5668	5678	5703	5681	5658
Change		155	-7	72	30	2	-24	37	-21	-23	-29	-10	10	25	-22	-23
%Change		2.8%	-0.1%	1.3%	0.5%	0.0%	-0.4%	0.6%	-0.4%	-0.4%	-0.5%	-0.2%	0.2%	0.4%	-0.4%	-0.4%
Total: K-5	2468	2553	2552	2547	2546	2558	2576	2545	2513	2481	2460	2447	2438	2426	2417	2408
Change		85	-1	-5	-1	12	18	-31	-32	-32	-21	-13	-9	-12	-9	-9
%Change		3.4%	0.0%	-0.2%	0.0%	0.5%	0.7%	-1.2%	-1.3%	-1.3%	-0.8%	-0.5%	-0.4%	-0.5%	-0.4%	-0.4%
Total: 6	394	455	446	460	455	442	427	470	466	461	455	452	451	451	448	446
Change		61	-9	14	-5	-13	-15	43	-4	-5	-6	-3	-1	0	-3	-2
%Change		16%	-2.0%	3.1%	-1.1%	-2.9%	-3.4%	10%	-0.9%	-1.1%	-1.3%	-0.7%	-0.2%	0.0%	-0.7%	-0.4%
Total: 7-8	901	872	858	901	906	913	888	861	889	927	921	910	905	908	907	901
Change		-29	-14	43	5	7	-25	-27	28	38	-6	-11	-5	3	-1	-6
%Change		-3.2%	-1.6%	5.0%	0.6%	0.8%	-2.7%	-3.0%	3.3%	4.3%	-0.6%	-1.2%	-0.5%	0.3%	-0.1%	-0.7%
Total: 9-12	1673	1689	1706	1726	1757	1753	1751	1803	1790	1766	1770	1787	1812	1846	1837	1831
Change		16	17	20	31	-4	-2	52	-13	-24	4	17	25	34	-9	-6
%Change		1.0%	1.0%	1.2%	1.8%	-0.2%	-0.1%	3.0%	-0.7%	-1.3%	0.2%	1.0%	1.4%	1.9%	-0.5%	-0.3%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Broadmeadow Elementary: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
K	74	90	85	85	84	84	83	82	81	79	78	78	77	77	76	75
1	73	82	88	89	89	88	87	86	85	84	82	81	81	80	80	79
2	98	74	83	89	90	91	90	89	88	87	87	84	84	84	83	83
3	85	100	75	85	91	92	94	93	92	91	90	89	86	86	86	85
4	93	86	101	76	86	92	93	93	92	91	90	91	90	87	87	87
5	92	94	87	102	77	87	91	92	92	91	90	91	92	91	88	88
Total: K-5	515	526	519	526	517	534	538	535	530	523	517	514	510	505	500	497
Total: K-5	515	526	519	526	517	534	538	535	530	523	517	514	510	505	500	497
Change		11	-7	7	-9	17	4	-3	-5	-7	-6	-3	-4	-5	-5	-3
%Change		2.1%	-1.3%	1.3%	-1.7%	3.3%	0.7%	-0.6%	-0.9%	-1.3%	-1.1%	-0.6%	-0.8%	-1.0%	-1.0%	-0.6%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Eliot Elementary: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
K	61	70	69	68	67	66	65	65	64	64	65	65	66	66	67	68
1	67	69	71	70	69	68	67	66	66	65	65	66	66	67	67	68
2	72	69	70	72	71	70	69	68	67	67	67	67	68	68	69	69
3	74	73	70	71	73	72	71	70	69	68	69	69	69	70	70	71
4	64	75	74	71	72	74	73	72	71	70	70	71	71	71	72	72
5	72	65	76	75	72	73	75	74	73	72	72	72	73	73	73	74
Total: K-5	410	421	430	427	424	423	420	415	410	406	408	410	413	415	418	422
Total: K-5	410	421	430	427	424	423	420	415	410	406	408	410	413	415	418	422
Change		11	9	-3	-3	-1	-3	-5	-5	-4	2	2	3	2	3	4
%Change		2.7%	2.1%	-0.7%	-0.7%	-0.2%	-0.7%	-1.2%	-1.2%	-1.0%	0.5%	0.5%	0.7%	0.5%	0.7%	1.0%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Needham Public Schools Demographic Study –December 2020

Sunita Williams Elementary: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
K	59	89	85	84	83	81	80	79	78	78	77	77	76	76	76	77
1	85	77	88	87	86	85	83	82	81	80	80	79	79	78	78	78
2	77	90	79	91	90	89	88	85	84	83	82	82	81	81	80	80
3	90	79	91	80	92	92	91	90	87	86	85	84	85	84	84	83
4	89	92	80	92	81	93	93	92	91	88	89	88	87	88	87	87
5	88	91	93	81	93	83	95	95	94	93	90	91	92	90	92	90
Total: K-5	488	518	516	515	525	523	530	523	515	508	503	501	500	497	497	495
Total: K-5	488	518	516	515	525	523	530	523	515	508	503	501	500	497	497	495
Change		30	-2	-1	10	-2	7	-7	-8	-7	-5	-2	-1	-3	0	-2
%Change		6.1%	-0.4%	-0.2%	1.9%	-0.4%	1.3%	-1.3%	-1.5%	-1.4%	-1.0%	-0.4%	-0.2%	-0.6%	0.0%	-0.4%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Mitchell Elementary: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
K	61	75	73	72	71	70	68	67	66	65	65	63	63	62	62	61
1	71	69	77	76	75	74	73	71	70	69	68	68	67	67	66	66
2	79	75	70	79	78	77	76	75	73	72	71	71	71	70	70	69
3	71	81	76	71	81	80	79	78	77	74	73	73	73	73	72	72
4	87	73	82	77	72	82	81	80	79	78	75	74	74	74	74	73
5	89	90	74	83	78	73	83	82	81	80	79	77	75	75	75	75
Total: K-5	458	463	452	458	455	456	460	453	446	438	431	426	423	421	419	416
Total: K-5	458	463	452	458	455	456	460	453	446	438	431	426	423	421	419	416
Change		5	-11	6	-3	1	4	-7	-7	-8	-7	-5	-3	-2	-2	-3
%Change		1.1%	-2.4%	1.3%	-0.7%	0.2%	0.9%	-1.5%	-1.5%	-1.8%	-1.6%	-1.2%	-0.7%	-0.5%	-0.5%	-0.7%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Needham Public Schools Demographic Study –December 2020

Newman Elementary: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
K	78	105	100	98	96	96	95	94	93	92	91	90	89	88	87	86
1	106	94	107	104	102	100	100	99	98	97	96	95	94	93	92	91
2	99	108	96	109	106	104	102	102	101	100	99	98	98	97	96	95
3	118	101	109	97	111	108	106	104	104	103	102	102	101	101	100	99
4	95	120	102	110	99	113	110	108	106	106	105	104	104	103	103	102
5	101	97	121	103	111	101	115	112	110	108	108	107	106	106	105	105
Total: K-5	597	625	635	621	625	622	628	619	612	606	601	596	592	588	583	578
Total: K-5	597	625	635	621	625	622	628	619	612	606	601	596	592	588	583	578
Change		28	10	-14	4	-3	6	-9	-7	-6	-5	-5	-4	-4	-5	-5
%Change		4.7%	1.6%	-2.2%	0.6%	-0.5%	1.0%	-1.4%	-1.1%	-1.0%	-0.8%	-0.8%	-0.7%	-0.7%	-0.9%	-0.9%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

High Rock: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
6	394	455	446	460	455	442	427	470	466	461	455	452	451	451	448	446
Total 6	394	455	446	460	455	442	427	470	466	461	455	452	451	451	448	446
Total 6	394	455	446	460	455	442	427	470	466	461	455	452	451	451	448	446
Change		61	-9	5	9	-13	-15	43	-4	-5	-6	-3	-1	0	-3	-2
%Change		1.1%	-11%	1.1%	2.0%	-2.9%	-3.4%	10%	-0.9%	-1.1%	-1.3%	-0.7%	-0.2%	0.0%	-0.7%	-0.4%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Needham Public Schools Demographic Study –December 2020

Pollard Middle School: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
7	461	406	460	450	465	453	440	425	468	464	459	453	454	456	453	450
8	440	466	398	451	441	460	448	436	421	463	462	457	451	452	454	451
Total: 7-8	901	872	858	901	906	913	888	861	889	927	921	910	905	908	907	901
Total: 7-8	901	872	858	901	906	913	888	861	889	927	921	910	905	908	907	901
Change %		-29	-14	43	5	7	-25	-27	28	38	-6	-11	-5	3	-1	-6
Change		-3.2%	-1.6%	5.0%	0.6%	0.8%	-2.7%	-3.0%	3.3%	4.3%	-0.6%	-1.2%	-0.5%	0.3%	-0.1%	-0.7%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Needham High School: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
9	424	451	471	402	456	448	467	455	443	425	468	467	464	458	459	461
10	377	420	446	466	398	451	444	462	450	439	421	466	465	462	456	457
11	445	373	416	442	461	394	446	440	457	446	435	419	464	463	460	454
12	423	441	369	412	438	456	390	442	436	452	442	431	415	459	458	455
Total: 9-12	1669	1685	1702	1722	1753	1749	1747	1799	1786	1762	1766	1783	1808	1842	1833	1827
Total: 9-12	1669	1685	1702	1722	1753	1749	1747	1799	1786	1762	1766	1783	1808	1842	1833	1827
Change %		16	17	20	31	-4	-2	52	-13	-24	4	17	25	34	-9	-6
Change		1.0%	1.0%	1.2%	1.8%	-0.2%	-0.1%	3.0%	-0.7%	-1.3%	0.2%	1.0%	1.4%	1.9%	-0.5%	-0.3%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Best “B” Scenario

Needham Public Schools Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
PK	50	50	50	50	72	72	72	72	72	72	72	72	72	72	72	72
K	333	357	358	391	391	394	391	387	382	378	374	371	369	367	366	362
1	402	391	364	370	399	404	407	404	400	395	391	387	385	383	381	380
2	425	395	384	358	374	408	413	416	413	409	405	401	399	397	395	393
3	438	419	390	379	363	381	417	422	426	422	418	415	412	410	408	406
4	428	431	412	384	378	365	383	416	421	424	428	426	423	420	418	416
5	442	419	424	404	380	382	367	385	419	424	429	436	435	431	429	426
Total: K-5	2468	2412	2332	2286	2285	2334	2378	2430	2461	2452	2445	2436	2423	2408	2397	2383
6	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
7	461	390	442	419	424	412	388	390	374	393	427	433	444	453	450	446
8	440	452	382	433	411	420	408	384	386	370	391	425	431	442	451	448
Total: 7-8	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894
9	424	436	447	378	437	417	426	414	390	390	374	395	431	437	449	458
10	377	420	432	443	374	433	413	422	410	386	386	372	393	429	435	447
11	445	373	416	428	439	370	429	409	418	406	382	384	370	391	427	433
12	423	441	369	412	424	435	366	425	405	414	402	378	380	366	387	423
SP	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Total: 9-12	1674	1675	1669	1666	1679	1660	1639	1675	1628	1601	1549	1534	1579	1628	1703	1766
Total: K-12	5487	5425	5298	5282	5285	5288	5277	5327	5316	5317	5319	5342	5398	5451	5517	5557
Change		-62	-127	-16	3	3	-11	50	-11	1	2	23	56	53	66	40
%Change		-1.1%	-2.3%	-0.3%	0.1%	0.1%	-0.2%	0.9%	-0.2%	0.0%	0.0%	0.4%	1.0%	1.0%	1.2%	0.7%
Total: K-5	2468	2412	2332	2286	2285	2334	2378	2430	2461	2452	2445	2436	2423	2408	2397	2383
Change		-56	-80	-46	-1	49	44	52	31	-9	-7	-9	-13	-15	-11	-14
%Change		-2.3%	-3.3%	-2.0%	0.0%	2.1%	1.9%	2.2%	1.3%	-0.4%	-0.3%	-0.4%	-0.5%	-0.6%	-0.5%	-0.6%
Total: 6	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
Change		52	-23	5	-14	-24	2	-16	19	34	6	7	7	-1	-4	-2
%Change		13%	-5.2%	1.2%	-3.3%	-5.8%	0.5%	-4.1%	5.1%	8.6%	1.4%	1.6%	1.6%	-0.2%	-0.9%	-0.5%
Total: 7-8	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894
Change		-59	-18	28	-17	-3	-36	-22	-14	3	55	40	17	20	6	-7
%Change		-6.5%	-2.1%	3.4%	-2.0%	-0.4%	-4.3%	-2.8%	-1.8%	0.4%	7.2%	4.9%	2.0%	2.3%	0.7%	-0.8%
Total: 9-12	1674	1675	1669	1666	1679	1660	1639	1675	1628	1601	1549	1534	1579	1628	1703	1766
Change		1	-6	-3	13	-19	-21	36	-47	-27	-52	-15	45	49	75	63
%Change		0.1%	-0.4%	-0.2%	0.8%	-1.1%	-1.3%	2.2%	-2.8%	-1.7%	-3.2%	-1.0%	2.9%	3.1%	4.6%	3.7%

Blue cells are historical data; Red numbers are current enrollment; Orange cells are forecasted enrollment.

Broadmeadow Elementary: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	74	75	76	86	82	83	83	82	81	79	78	77	77	76	76	75
1	73	82	78	79	84	85	86	86	85	84	82	81	80	80	79	79
2	98	71	80	76	80	86	87	88	88	87	87	84	84	83	83	82
3	85	96	70	78	78	82	89	90	91	91	90	89	86	86	85	85
4	93	82	93	68	76	79	83	88	89	90	90	91	90	87	87	86
5	92	90	80	90	66	77	78	82	87	88	89	91	92	91	88	88
Total: K-5	515	496	477	477	466	492	506	516	521	519	516	513	509	503	498	495
Total: K-5	515	496	477	477	466	492	506	516	521	519	516	513	509	503	498	495
Change		-19	-19	0	-11	26	14	10	5	-2	-3	-3	-4	-6	-5	-3
%Change		-3.7%	-3.8%	0.0%	-2.3%	5.6%	2.8%	2.0%	1.0%	-0.4%	-0.6%	-0.6%	-0.8%	-1.2%	-1.0%	-0.6%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Eliot Elementary: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	61	64	65	67	67	66	65	65	64	64	65	65	66	66	67	68
1	67	69	65	66	68	68	67	66	66	65	65	66	66	67	67	68
2	72	68	70	66	67	69	69	68	67	67	66	66	67	67	68	68
3	74	71	67	69	67	68	70	70	69	68	68	67	67	68	68	69
4	64	75	72	68	70	68	69	71	71	70	69	69	68	68	69	69
5	72	65	76	73	69	71	69	70	72	72	71	70	70	69	69	70
Total: K-5	410	412	415	409	408	410	409	410	409	406	404	403	404	405	408	412
Total: K-5	410	412	415	409	408	410	409	410	409	406	404	403	404	405	408	412
Change		2	3	-6	-1	2	-1	1	-1	-3	-2	-1	1	1	3	4
%Change		0.5%	0.7%	-1.4%	-0.2%	0.5%	-0.2%	0.2%	-0.2%	-0.7%	-0.5%	-0.2%	0.2%	0.2%	0.7%	1.0%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Sunita Williams Elementary: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
K	59	69	68	77	79	80	80	79	78	78	77	77	76	76	76	75
1	85	77	68	69	79	81	82	82	81	80	80	79	79	78	78	78
2	77	83	75	67	71	81	83	84	84	83	82	82	81	81	80	80
3	90	75	81	74	66	72	83	85	86	86	85	84	85	84	84	83
4	89	88	74	79	73	65	71	81	83	84	89	88	87	88	87	87
5	88	87	86	73	80	74	66	72	83	85	86	91	92	90	92	90
Total: K-5	488	479	452	439	448	453	465	483	495	496	499	501	500	497	497	493
Total: K-5	488	479	452	439	448	453	465	483	495	496	499	501	500	497	497	493
Change		-9	-27	-13	9	5	12	18	12	1	3	2	-1	-3	0	-4
%Change		-1.8%	-5.6%	-2.9%	2.1%	1.1%	2.6%	3.9%	2.5%	0.2%	0.6%	0.4%	-0.2%	-0.6%	0.0%	-0.8%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Mitchell Elementary: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
K	61	64	64	68	69	70	68	67	66	65	64	63	62	62	61	60
1	71	69	66	67	71	72	73	71	70	69	68	67	67	66	66	65
2	79	69	67	64	69	73	74	75	73	72	71	71	70	70	69	69
3	71	80	70	68	65	70	74	75	77	74	73	73	73	72	72	71
4	87	70	78	69	67	64	69	73	74	75	75	74	74	74	73	73
5	89	85	69	76	68	66	63	68	72	73	76	77	75	75	75	74
Total: K-5	458	437	414	412	409	415	421	429	432	428	427	425	421	419	416	412
Total: K-5	458	437	414	412	409	415	421	429	432	428	427	425	421	419	416	412
Change		-21	-23	-2	-3	6	6	8	3	-4	-1	-2	-4	-2	-3	-4
%Change		-4.6%	-5.3%	-0.5%	-0.7%	1.5%	1.4%	1.9%	0.7%	-0.9%	-0.2%	-0.5%	-0.9%	-0.5%	-0.7%	-1.0%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Newman Elementary: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
K	78	85	85	93	94	95	95	94	93	92	90	89	88	87	86	84
1	106	94	87	89	97	98	99	99	98	97	96	94	93	92	91	90
2	99	104	92	85	87	99	100	101	101	100	99	98	97	96	95	94
3	118	97	102	90	87	89	101	102	103	103	102	102	101	100	99	98
4	95	116	95	100	92	89	91	103	104	105	105	104	104	103	102	101
5	101	92	113	92	97	94	91	93	105	106	107	107	106	106	105	104
Total: K-5	597	588	574	549	554	564	577	592	604	603	599	594	589	584	578	571
Total: K-5	597	588	574	549	554	564	577	592	604	603	599	594	589	584	578	571
Change		-9	-14	-25	5	10	13	15	12	-1	-4	-5	-5	-5	-6	-7
%Change		-1.5%	-2.4%	-4.4%	0.9%	1.8%	2.3%	2.6%	2.0%	-0.2%	-0.7%	-0.8%	-0.8%	-0.8%	-1.0%	-1.2%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

High Rock: Total Enrollment

	2020- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31	2031- 32	2032- 33	2033- 34	2034- 35	2035- 36
6	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
Total 6	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
Total 6	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442
Change		52	-23	-18	-9	-24	2	-16	19	34	6	7	7	-1	-4	-2
%Change		-0.9%	-15%	-4.0%	-2.1%	-5.8%	0.5%	-4.1%	5.1%	8.6%	1.4%	1.6%	1.6%	-0.2%	-0.9%	-0.5%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

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Pollard Middle School: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26-	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
7	461	390	442	419	424	412	388	390	374	393	427	433	444	453	450	446
8	440	452	382	433	411	420	408	384	386	370	391	425	431	442	451	448
Total: 7-8	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894
Total: 7-8	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894
Change %		-59	-18	28	-17	-3	-36	-22	-14	3	55	40	17	20	6	-7
Change		-6.5%	-2.1%	3.4%	-2.0%	-0.4%	-4.3%	-2.8%	-1.8%	0.4%	7.2%	4.9%	2.0%	2.3%	0.7%	-0.8%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Needham High School: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26-	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
9	424	436	447	378	437	417	426	414	390	390	374	395	431	437	449	458
10	377	420	432	443	374	433	413	422	410	386	386	372	393	429	435	447
11	445	373	416	428	439	370	429	409	418	406	382	384	370	391	427	433
12	423	441	369	412	424	435	366	425	405	414	402	378	380	366	387	423
Total: 9-12	1669	1670	1664	1661	1674	1655	1634	1670	1623	1596	1544	1529	1574	1623	1698	1761
Total: 9-12	1669	1670	1664	1661	1674	1655	1634	1670	1623	1596	1544	1529	1574	1623	1698	1761
Change %		1	-6	-3	13	-19	-21	36	-47	-27	-52	-15	45	49	75	63
Change		0.1%	-0.4%	-0.2%	0.8%	-1.1%	-1.3%	2.2%	-2.8%	-1.7%	-3.3%	-1.0%	2.9%	3.1%	4.6%	3.7%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

High Scenario

Needham Public Schools Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
PK	50	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72
K	333	429	412	407	401	397	402	400	393	389	385	381	378	375	372	371
1	402	391	431	426	421	415	416	413	411	404	400	396	393	390	387	384
2	425	416	398	440	435	431	427	425	423	421	414	410	408	405	402	399
3	438	434	421	404	448	444	441	437	435	433	431	425	422	419	416	413
4	428	446	439	426	410	454	450	445	441	440	440	440	434	431	428	424
5	442	437	451	444	431	417	459	455	450	446	446	449	450	443	441	437
Total: K-5	2468	2553	2552	2547	2546	2558	2595	2575	2553	2533	2516	2501	2485	2463	2446	2428
6	394	455	446	460	455	442	427	470	466	461	457	459	462	464	456	454
7	461	406	460	450	465	453	440	425	468	464	459	455	461	467	466	458
8	440	466	398	451	441	460	448	436	421	463	462	457	453	459	465	464
Total: 7-8	901	872	858	901	906	913	888	861	889	927	921	912	914	926	931	922
9	424	451	471	402	456	448	467	455	443	425	468	467	464	460	466	472
10	377	420	446	466	398	451	444	462	450	439	421	466	465	462	458	464
11	445	373	416	442	461	394	446	440	457	446	435	419	464	463	460	456
12	423	441	369	412	438	456	390	442	436	452	442	431	415	459	458	455
SP	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Total: 9-12	1674	1690	1707	1727	1758	1754	1752	1804	1791	1767	1771	1788	1813	1849	1847	1852
Total: K-12	5487	5642	5635	5707	5737	5739	5734	5782	5771	5760	5737	5732	5746	5774	5752	5728
Change		155	-7	72	30	2	-5	48	-11	-11	-23	-5	14	28	-22	-24
%Change		2.8%	-0.1%	1.3%	0.5%	0.0%	-0.1%	0.8%	-0.2%	-0.2%	-0.4%	-0.1%	0.2%	0.5%	-0.4%	-0.4%
Total: K-5	2468	2553	2552	2547	2546	2558	2595	2575	2553	2533	2516	2501	2485	2463	2446	2428
Change		85	-1	-5	-1	12	37	-20	-22	-20	-17	-15	-16	-22	-17	-18
%Change		3.4%	0.0%	-0.2%	0.0%	0.5%	1.4%	-0.8%	-0.9%	-0.8%	-0.7%	-0.6%	-0.6%	-0.9%	-0.7%	-0.7%
Total: 6	394	455	446	460	455	442	427	470	466	461	457	459	462	464	456	454
Change		61	-9	14	-5	-13	-15	43	-4	-5	-4	2	3	2	-8	-2
%Change		16%	-2.0%	3.1%	-1.1%	-2.9%	-3.4%	10%	-0.9%	-1.1%	-0.9%	0.4%	0.7%	0.4%	-1.7%	-0.4%
Total: 7-8	901	872	858	901	906	913	888	861	889	927	921	912	914	926	931	922
Change		-29	-14	43	5	7	-25	-27	28	38	-6	-9	2	12	5	-9
%Change		-3.2%	-1.6%	5.0%	0.6%	0.8%	-2.7%	-3.0%	3.3%	4.3%	-0.6%	-1.0%	0.2%	1.3%	0.5%	-1.0%
Total: 9-12	1674	1690	1707	1727	1758	1754	1752	1804	1791	1767	1771	1788	1813	1849	1847	1852
Change		16	17	20	31	-4	-2	52	-13	-24	4	17	25	36	-2	5
%Change		1.0%	1.0%	1.2%	1.8%	-0.2%	-0.1%	3.0%	-0.7%	-1.3%	0.2%	1.0%	1.4%	2.0%	-0.1%	0.3%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Broadmeadow Elementary: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	74	90	85	85	84	84	83	82	81	79	78	78	77	77	76	75
1	73	82	88	89	89	88	87	86	85	84	82	81	81	80	80	79
2	98	74	83	89	90	91	90	89	88	87	87	84	84	84	83	83
3	85	100	75	85	91	92	94	93	92	91	90	89	86	86	86	85
4	93	86	101	76	86	92	93	93	92	91	90	91	90	87	87	87
5	92	94	87	102	77	87	91	92	92	91	90	91	92	91	88	88
Total: K-5	515	526	519	526	517	534	538	535	530	523	517	514	510	505	500	497
Total: K-5	515	526	519	526	517	534	538	535	530	523	517	514	510	505	500	497
Change		11	-7	7	-9	17	4	-3	-5	-7	-6	-3	-4	-5	-5	-3
%Change		2.1%	-1.3%	1.3%	-1.7%	3.3%	0.7%	-0.6%	-0.9%	-1.3%	-1.1%	-0.6%	-0.8%	-1.0%	-1.0%	-0.6%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Eliot Elementary: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	61	70	69	68	67	66	76	78	75	75	74	73	73	72	71	72
1	67	69	71	70	69	68	73	75	77	74	74	73	72	72	71	70
2	72	69	70	72	71	70	71	74	77	79	75	75	74	73	73	72
3	74	73	70	71	73	72	71	72	75	79	81	77	77	75	74	74
4	64	75	74	71	72	74	73	72	73	77	81	83	79	79	77	75
5	72	65	76	75	72	73	75	74	73	74	79	83	85	81	81	79
Total: K-5	410	421	430	427	424	423	439	445	450	458	464	464	460	452	447	442
Total: K-5	410	421	430	427	424	423	439	445	450	458	464	464	460	452	447	442
Change		11	9	-3	-3	-1	16	6	5	8	6	0	-4	-8	-5	-5
%Change		2.7%	2.1%	-0.7%	-0.7%	-0.2%	3.8%	1.4%	1.1%	1.8%	1.3%	0.0%	-0.9%	-1.7%	-1.1%	-1.1%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Sunita Williams Elementary: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	59	89	85	84	83	81	80	79	78	78	77	77	76	76	76	77
1	85	77	88	87	86	85	83	82	81	80	80	79	79	78	78	78
2	77	90	79	91	90	89	88	85	84	83	82	82	81	81	80	80
3	90	79	91	80	92	92	91	90	87	86	85	84	85	84	84	83
4	89	92	80	92	81	93	93	92	91	88	89	88	87	88	87	87
5	88	91	93	81	93	83	95	95	94	93	90	91	92	90	92	90
Total: K-5	488	518	516	515	525	523	530	523	515	508	503	501	500	497	497	495
Total: K-5	488	518	516	515	525	523	530	523	515	508	503	501	500	497	497	495
Change		30	-2	-1	10	-2	7	-7	-8	-7	-5	-2	-1	-3	0	-2
%Change		6.1%	-0.4%	-0.2%	1.9%	-0.4%	1.3%	-1.3%	-1.5%	-1.4%	-1.0%	-0.4%	-0.2%	-0.6%	0.0%	-0.4%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Mitchell Elementary: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	78	105	100	98	96	96	95	94	93	92	91	90	89	88	87	86
1	106	94	107	104	102	100	100	99	98	97	96	95	94	93	92	91
2	99	108	96	109	106	104	102	102	101	100	99	98	98	97	96	95
3	118	101	109	97	111	108	106	104	104	103	102	102	101	101	100	99
4	95	120	102	110	99	113	110	108	106	106	105	104	104	103	103	102
5	101	97	121	103	111	101	115	112	110	108	108	107	106	106	105	105
Total: K-5	597	625	635	621	625	622	628	619	612	606	601	596	592	588	583	578
Total: K-5	597	625	635	621	625	622	628	619	612	606	601	596	592	588	583	578
Change		28	10	-14	4	-3	6	-9	-7	-6	-5	-5	-4	-4	-5	-5
%Change		4.7%	1.6%	-2.2%	0.6%	-0.5%	1.0%	-1.4%	-1.1%	-1.0%	-0.8%	-0.8%	-0.7%	-0.7%	-0.9%	-0.9%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Needham Public Schools Demographic Study –December 2020

Newman Elementary: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
K	61	75	73	72	71	70	68	67	66	65	65	63	63	62	62	61
1	71	69	77	76	75	74	73	71	70	69	68	68	67	67	66	66
2	79	75	70	79	78	77	76	75	73	72	71	71	71	70	70	69
3	71	81	76	71	81	80	79	78	77	74	73	73	73	73	72	72
4	87	73	82	77	72	82	81	80	79	78	75	74	74	74	74	73
5	89	90	74	83	78	73	83	82	81	80	79	77	75	75	75	75
Total: K-5	458	463	452	458	455	456	460	453	446	438	431	426	423	421	419	416
Total: K-5	458	463	452	458	455	456	460	453	446	438	431	426	423	421	419	416
Change		5	-11	6	-3	1	4	-7	-7	-8	-7	-5	-3	-2	-2	-3
%Change		1.1%	-2.4%	1.3%	-0.7%	0.2%	0.9%	-1.5%	-1.5%	-1.8%	-1.6%	-1.2%	-0.7%	-0.5%	-0.5%	-0.7%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

High Rock: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
6	394	455	446	460	455	442	427	470	466	461	457	459	462	464	456	454
Total 6	394	455	446	460	455	442	427	470	466	461	457	459	462	464	456	454
Total 6	394	455	446	460	455	442	427	470	466	461	457	459	462	464	456	454
Change		61	-9	5	9	-13	-15	43	-4	-5	-4	2	3	2	-8	-2
%Change		1.1%	-11%	1.1%	2.0%	-2.9%	-3.4%	10%	-0.9%	-1.1%	-0.9%	0.4%	0.7%	0.4%	-1.7%	-0.4%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Needham Public Schools Demographic Study –December 2020

Pollard Middle School: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
7	461	406	460	450	465	453	440	425	468	464	459	455	461	467	466	458
8	440	466	398	451	441	460	448	436	421	463	462	457	453	459	465	464
Total: 7-8	901	872	858	901	906	913	888	861	889	927	921	912	914	926	931	922
Total: 7-8	901	872	858	901	906	913	888	861	889	927	921	912	914	926	931	922
Change %		-29	-14	43	5	7	-25	-27	28	38	-6	-9	2	12	5	-9
Change		-3.2%	-1.6%	5.0%	0.6%	0.8%	-2.7%	-3.0%	3.3%	4.3%	-0.6%	-1.0%	0.2%	1.3%	0.5%	-1.0%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Needham High School: Total Enrollment

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
9	424	451	471	402	456	448	467	455	443	425	468	467	464	460	466	472
10	377	420	446	466	398	451	444	462	450	439	421	466	465	462	458	464
11	445	373	416	442	461	394	446	440	457	446	435	419	464	463	460	456
12	423	441	369	412	438	456	390	442	436	452	442	431	415	459	458	455
Total: 9-12	1669	1685	1702	1722	1753	1749	1747	1799	1786	1762	1766	1783	1808	1844	1842	1847
Total: 9-12	1669	1685	1702	1722	1753	1749	1747	1799	1786	1762	1766	1783	1808	1844	1842	1847
Change %		16	17	20	31	-4	-2	52	-13	-24	4	17	25	36	-2	5
Change		1.0%	1.0%	1.2%	1.8%	-0.2%	-0.1%	3.0%	-0.7%	-1.3%	0.2%	1.0%	1.4%	2.0%	-0.1%	0.3%

Red numbers are current enrollment; Orange cells are forecasted enrollment.

Revolving Fund FY22 Budget Request

Fund Name:	Preschool (2350-3610)
Fund Manager:	Preschool Program Director
Executive Summary:	<ul style="list-style-type: none">● No change to program fees● No change to program content● Additional COVID-19 subsidy necessary for COVID-19 budget

Budget Overview:

This account funds the Integrated Preschool Program provided on a fee-basis to typically-developing youngsters at the Newman Elementary School. The Preschool Program provides services to three, four and five-year olds, three or four days per week on a full-day¹ or half-day basis. The half-day programs run from 8:45 – 11:20 a.m. (morning session) and 12:30 – 3:10 p.m. (afternoon session.) The full-day program runs from 8:45 a.m. – 3:10 p.m. “Lunch Bunch,” a supervised lunch program, runs from 11:30 a.m. - 12:30 p.m. each day, and is offered to all students participating in the full-day program. (This program was eliminated for half-day students in FY20.) Fee-based programming also is available during the summer. The Preschool operates mixed-age classrooms designed to meet the diverse needs of our preschool students in a developmentally-appropriate setting.

The Preschool Program enrolls up to 66 special education students on IEPs and 64 typically developing children from the Needham community. (The Preschool must maintain a student ratio of 8 typically developing students to 7 special education students in its integrated classrooms. The maximum of 64 represents half-day participation 'slots'.) The special needs population receives mandated special education services free of charge from the Needham Public Schools. The remaining children are "typically" developing children from the community, who pay tuition to attend the program. Preschool services for special education youngsters are funded through a combination of regular school operating budget and grant accounts (including the federal early childhood and special education entitlement grants.)

Enabling Legislation:

M.G.L. Chapter 71 Section 47

Critical Issues:

The 2020-2021 school year has been particularly challenging due to COVID-19. In order to meet social distancing requirements, the full-day program was eliminated for fee-paying students and the summer program was offered only to students with disabilities. Several tuition-in students chose to unenroll and the remaining students were shifted to the half-day program. Although the program has reduced costs wherever possible, these factors, combined with fixed staffing costs, have led to a significant revenue deficit of approximately \$210,000 in FY21. To balance the current year budget, a \$210,000 subsidy from the operational budget is planned.

¹ See FY21 programmatic adjustments described in Critical Issues.

Additionally, the Preschool will delay the purchase of a playground sun shade shelter (which had previously been budgeted using \$40,000 in fund balance reserves) to a future budget cycle.

The Preschool Program hopes to offer its full-day program to fee-paying families again in FY22; the “Return to Normal” budget includes this request. In the event, however, that COVID-19 continues, we would anticipate similar revenues to the current year, and therefore require a continued subsidy in the alternate FY22 budget.

Support for District Vision, Mission, Goals and Objectives:

The Preschool Program promotes the Portrait of a Needham Graduate by addressing Priority 2: All Students Experience Integrative Teaching and Learning, and Priority 3: All Students Learn and Grow within Adaptable Environments.

FY22 Combined Program Budget:

“Return to Normal” Budget

The FY22 combined “Return to Normal” Preschool Program budget (detailed on Attachment A) derives resources from the school operating budget for mandated special needs services, the Preschool Revolving Fund for fee-based services to typically-developing students and two federal grants that support special needs staffing. The combined budget includes estimated resources of \$1,878,745 and anticipated expenses of \$1,858,091.

The planned resources of \$1,878,745 include an Operating Budget allocation of \$1,268,848; \$335,935 in revolving fee revenues; and \$273,963 in estimated grant revenues. In addition, \$18,016 in beginning fund balance is expected in the Revolving Fund.

Total expenses are budgeted to be \$1,858,091 for the combined Preschool Program, including \$1,824,066 in salary expenses for 28.77 FTE staff members and \$34,025 in supplies and services. The combined expenditure budget is \$141,289 greater than the current year projected expenditure budget of \$1,716,802 (after a COVID-19 subsidy of \$210,000). The FY22 expenditure budget fully-funds all contractual step and cost of living adjustments for staff members.

The program is expected to end the year with a \$39,315 fund balance in the Revolving Fund. This balance represents accumulated surplus from operations that will function as contingency reserves to address cash flow requirements and fluctuations in enrollment. This reserve amount is \$55,269 less than the target fund balance amount of three months operating reserves (\$94,584).

“COVID Continued” Budget

The FY22 combined Preschool Program budget (detailed on Attachment B) also derives resources from the school operating budget for mandated special needs services, the Preschool Revolving Fund for fee-based services to typically-developing students and two federal grants that support special needs staffing. The combined budget includes estimated resources of \$1,854,624 and anticipated expenses of \$1,858,091.

The planned resources of \$1,854,624 include an Operating Budget allocation of \$1,513,672 (including an operating subsidy of \$244,824); \$66,990 in revolving fee revenues; and \$273,963 in estimated grant revenues. In addition, \$18,016 in beginning fund balance is expected in the Revolving Fund.

Total expenses are budgeted to be \$1,854,091, similar to the “Return to Normal” budget, reflecting the fact that staffing costs are largely fixed for the Preschool.

The program is expected to end the year with a \$19,197 fund balance in the Revolving Fund. This reserve amount is \$75,387 lower than the target fund balance amount of three months operating reserves (\$75,387).

Both Budgets

The FY22 combined Preschool Program will be staffed by 28.77 FTE dedicated personnel, including a 1.0 FTE Coordinator, a 1.0 FTE Secretary, 9.85 FTE certified instructional personnel (including Teachers, Occupational Therapists, Speech Language Pathologists and a BCBA), a 1.0 FTE Nurse, and 15.92 FTE Instructional Assistants.

The following paragraphs focus on the Revolving Fund portion of this combined budget, which collects fees from typically developing students.

FY22 Revolving Fund Budget:

Revolving Fund Revenues:

The historical fees from the past ten years are displayed below. The last year that fees were increased was FY18.

Historical Fees	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
3-Day Half Day	2,925	2,925	2,925	3,150	3,150	3,150	3,150	3,465	3,465	3,465	3,465
4-Day Half Day AM	3,900	3,900	3,900	4,200	4,200	4,200	4,200	4,620	4,620	4,620	4,620
4-Day Half Day PM	3,900	3,900	3,900	4,200	4,200	4,200	4,200	4,620	4,620	4,620	4,620
3-Day Full Day								8,580	8,580	8,580	8,580
4-Day Full Day								11,435	11,435	11,435	11,435
Extended Day	37.90/Hr	37.90/Hr	37.90/Hr								
Lunch Bunch	\$15/Day	\$15/Day	\$15/Day	\$15/Day	\$15/Day	\$15/Day	\$15/Day	\$16.5/Day	\$16.5/Day	NA	NA
Summer Program (C	600	600	600	675	675	675	675	750	750	750	750

The section below describes anticipated revenues for each budget.

“Return to Normal” Budget

FY22 revolving fund resources total \$354,596. These resources include \$335,935 in fee revenues, plus \$18,016 in budgeted beginning fund balance (carried forward from FY21).

The “Return to Normal” FY22 budget assumes an ‘at capacity’ enrollment of 42 students, including: 5 three-day half-day students, 5 three-day full-day students, 14 four-day half-day students and 18 four-day full-day students. This enrollment, which equates to 65 half-day ‘slots’ (in which half-day enrollees are counted as one slot and full-day enrollees occupy two slots), represents the maximum number of typically developing students that can be enrolled and still preserve the ratio of special needs students to their typically-developing counterparts. It is consistent with experience in FY20 and the same as the FY21 revolving fund budget.

Revolving fund revenue estimates are summarized in the chart below:

FY22 Budget - "Return to Normal"	FY22 Budget Enrollment	FY22 Fee Per Student	FY22 Prepay Revenue in FY21	FY22 Revenue FY22	FY22 Program Year Revenue
<u><i>School Year</i></u>					
3 Day Half Day	5	3,465	-	17,325	17,325
3 Day Full Day	5	8,580	-	42,900	42,900
4 Day Half-Day	14	4,620	-	64,680	64,680
<u>4 Day Full-Day</u>	<u>18</u>	<u>11,435</u>	<u>-</u>	<u>205,830</u>	<u>205,830</u>
	42		-	330,735	330,735
<u><i>Summer (3 2-wk Sessions)</i></u>					
6 wks/3-4 Days Per Week/2.5 Hrs/Day	<u>17</u>	<u>250/190</u>	<u>-</u>	<u>5,200</u>	<u>5,200</u>
Subtotal	17	-	-	5,200	5,200
Lunch Bunch - Half Day Paid	-	\$16.50/Day	-	-	-
Total			-	335,935	335,935

The summer program consists of three (3) two-week sessions, at a cost of \$250 per child (per session) for the four-day program and \$190 per child (per session) for the three-day program. The budget is based on the current year experience of approximately 9 students attending both the 3 and 4-day programs. Anticipated revenues are \$5,200 for FY22, based on FY21 budgeted collections.

"COVID-19 Continued" Budget

FY22 revolving fund resources total \$85,651. These resources include \$66,990 in fee revenues, plus \$18,016 in budgeted beginning fund balance (carried forward from FY21.)

The "COVID-19 Continued" FY22 budget assumes continued enrollment trends from FY21, in which only half-day slots are offered and enrollment is capped at 50 students due to social distancing requirements. This has a dramatic adverse impact on revolving account revenues, as it limits the number of fee-paying enrollees to 17.

Revolving fund revenue estimates are summarized in the chart below and reflect FY21 anticipated collections.

FY22 Budget - "COVID Continued"	FY22 Budget Enrollment	FY22 Fee Per Student	FY22 Prepay Revenue in FY21	FY22 Revenue FY22	FY22 Program Year Revenue
<u>School Year</u>					
3 Day Half Day	6	3,465	-	20,790	20,790
3 Day Full Day	-	8,580	-	-	-
4 Day Half-Day	10	4,620	-	46,200	46,200
<u>4 Day Full-Day</u>	-	<u>11,435</u>	-	-	-
	16		-	66,990	66,990
<u>Summer (3 2-wk Sessions)</u>	-				
6 wks/3-4 Days Per Week/2.5 Hrs/Day	-	<u>250/190</u>	-	-	-
Subtotal	-	-	-	-	-
Lunch Bunch - Half Day Paid	-	\$16.50/Day	-	-	-
Total	-		-	66,990	66,990
Variance - FY22 Budget Over FY21 Proj			-	-	-

The "COVID-19 Continued" budget also assumes that there would not be a summer session for fee-paying students.

Revolving Fund Expenses:

Revolving fund expenditures total \$315,282 under the "Return to Normal" budget and \$66,454 under the COVID budget. (The COVID budget assumes the operating budget subsidizes \$244,827 of revolving fund expense.) Salary expenses include contractual step and cost of living adjustments for the 5.2 FTE staff members assigned to this account. The Preschool Revolving Fund supports the following staff members:

FTE	FY20 Actual	FY21 Budget	FY21 Proj	FY22 Budget (Both Scenarios)	Inc/(Dec) Over FY21
Admin	0.50	0.50	0.50	0.50	0
Teachers/Nurse	1.25	1.25	1.25	1.25	0
Aides	2.65	2.65	2.65	2.65	0
Clerical	0.80	0.80	0.80	0.80	0
Total	5.20	5.20	5.20	5.20	0

FY22 Revolving Fund staff total 5.20 FTE, the same as FY21.

FY22 Program Budgets:

See attached.

FY22 Preschool Budget
Attachment A

"Return To Normal" FY22 Preschool Combined Program Budget	FY22 BUDGET FTE	FY22 BUDGET Operating	FY22 BUDGET FTE	FY22 BUDGET Revolving	FY22 BUDGET FTE	FY22 BUDGET EC Grant	FY22 BUDGET FTE	FY22 BUDGET 94-142	FY22 BUDGET FTE	FY22 CAPITAL BUDGET CIP	FY22 BUDGET FTE	FY22 BUDGET Total \$	\$ Inc FY22 BUD Over FY21 Proj
<u>Beginning Carry-Over Balance</u>													
Undesignated Carry-Over (Surplus from Operations)				18,661							-	18,661	645
Precollected Fees (Next Fiscal Year)		-		-	-	-	-	-	-	-	-	-	-
BEGINNING CARRY OVER	-		18,661		-	-	-	-	-	-	-	18,661	645
<u>Current Revenue</u>													
Operating Budget - Staff Salary		1,174,488									-	1,174,488	31,481
Operating Budget - Non-Salary		7,250									-	7,250	4,816
Operating - Summer Services Salary		87,109									-	87,109	36,737
Grant Revenue		-			39,770		234,193		-	-	-	273,963	29,320
Fee Revenues - Precollected Prior Year		-		-							-	-	-
Fee Revenues - Current Year		-		335,935							-	335,935	268,945
COVID-19 Subsidy		-									-	-	(210,000)
Capital Outlay - CIP Revenues		-		-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT REVENUE	1,268,848		335,935		-	39,770	-	234,193	-	-	-	1,878,745	161,299
<u>Current Expense</u>													
<u>Certified Instructional Staff</u>													
Summer Teacher Salary		49,063									-	-	-
Professional Dev. Coaches											-	49,063	3,419
NA											-	-	-
Preschool Teacher	0.50	39,539	0.50	39,538							1.00	79,077	5,203
Preschool Teacher	1.00	62,309									1.00	62,309	4,072
Preschool Teacher	0.28	26,407					0.32	30,175			0.60	56,582	2,337
Preschool Teacher	1.00	110,216									1.00	110,216	2,382
Preschool Teacher	1.00	111,157									1.00	111,157	2,421
Preschool Teacher	0.55	57,941			-	-	0.45	47,407	-	-	1.00	105,348	2,319
Preschool Teacher/ BCBA	1.00	99,875					-	-			1.00	99,875	2,198
Preschool Teacher/ BCBA Per Diem		9,824									-	9,824	(2,986)
Preschool Teacher	1.00	110,057									1.00	110,057	2,421

FY22 Preschool Budget Attachment A

"Return To Normal" FY22 Preschool Combined Program Budget	FY22 BUDGET FTE	FY22 BUDGET Operating	FY22 BUDGET FTE	FY22 BUDGET Revolving	FY22 BUDGET FTE	FY22 BUDGET EC Grant	FY22 BUDGET FTE	FY22 BUDGET 94-142	FY22 BUDGET FTE	FY22 CAPITAL BUDGET CIP	FY22 BUDGET FTE	FY22 BUDGET Total \$	\$ Inc FY22 BUD Over FY21 Proj
Preschool Teacher							0.30	18,611			0.30	18,611	410
Preschool Teacher/ SLP	0.75	76,709	0.25	25,569							1.00	102,277	5,940
Preschool Director	0.50	67,560	0.50	67,560							1.00	135,120	7,440
Preschool Teacher/ OT	0.91	91,314									0.91	91,314	2,009
Preschool Teacher	0.04	-	-	-	-	-	-	-	-	-	0.04	-	-
Subtotal	8.53	911,970	1.25	132,667	-	-	1.07	96,192	-	-	10.85	1,140,829	39,584
Nurse Salary	0.15	11,681	0.50	38,937	-	-	0.35	27,256	-	-	1.00	77,874	2,614
Subtotal	0.15	11,681	0.50	38,937	-	-	0.35	27,256	-	-	1.00	77,874	2,614
<u>Instructional Assistants</u>													
Preschool Teaching Assistant - COTA											-	-	-
New Position - Program Specialist (Trnfr from SLC)											-	-	-
Summer Staff					-	-					-	-	-
Preschool Teaching Assistants - Summer		38,046									-	38,046	33,317
Preschool Teaching Assistant							0.86	29,586			0.86	29,586	158
Preschool Teaching Assistant							0.86	27,583			0.86	27,583	807
Preschool Teaching Assistant	0.14	4,785					0.59	20,175			0.73	24,960	(177)
Preschool Teaching Assistant			0.29	8,758	0.45	13,675			-		0.74	22,433	1,895
Preschool Teaching Assistant	0.06	1,884			0.74	25,320					0.80	27,204	128
Preschool Teaching Assistant	0.15	5,143	0.70	23,429							0.85	28,572	1,489
Preschool Teaching Assistant					-	-	0.85	23,965			0.85	23,965	23,965
Preschool Teaching Assistant	0.85	28,572									0.85	28,572	1,489
Preschool Teaching Assistant	0.85	25,917									0.85	25,917	2,189
Preschool Teaching Assistant	0.85	28,572									0.85	28,572	1,489
Preschool Teaching Assistant			0.86	22,346							0.86	22,346	1,221
Preschool Teaching Assistant	0.85	23,955									0.85	23,955	23,955
Preschool Teaching Assistant	0.80	27,412									0.80	27,412	7,696
Preschool Teaching Assistant	0.74	19,191									0.74	19,191	1,059
Preschool Teaching Assistant	0.40	19,150									0.40	19,150	(260)
Preschool Teaching Assistant			0.80	27,412							0.80	27,412	136
Preschool Teaching Assistant	0.85	28,572									0.85	28,572	282
Preschool Teaching Assistant	0.79	27,166					-	-			0.79	27,166	128
Preschool Teaching Assistant	0.74	24,731									0.74	24,731	1,290
											-	-	(33,933)
											-	-	-
Preschool Teaching Assistant	0.85	25,917									0.85	25,917	2,189

FY22 Preschool Budget
Attachment A

"Return To Normal" FY22 Preschool Combined Program Budget	FY22 BUDGET FTE	FY22 BUDGET Operating	FY22 BUDGET FTE	FY22 BUDGET Revolving	FY22 BUDGET FTE	FY22 BUDGET EC Grant	FY22 BUDGET FTE	FY22 BUDGET 94-142	FY22 BUDGET FTE	FY22 CAPITAL BUDGET CIP	FY22 BUDGET FTE	FY22 BUDGET Total \$	\$ Inc FY22 BUD Over FY21 Proj
Preschool Teaching Assistant											-	-	-
											-	-	-
											-	-	-
											-	-	-
											-	-	-
Preschool Teaching Assistant	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	8.92	329,013	2.65	81,945	1.19	38,995	3.16	101,309	-	-	15.92	551,262	70,512
Preschool Secretary	0.20	8,933	0.80	35,732	-	-	-	-	-	-	1.00	44,665	660
Subtotal	0.20	8,933	0.80	35,732	-	-	-	-	-	-	1.00	44,665	660
Additional Operating COVID Subsidy		-		-									
MTRS Retirement Expense @ 9%	-	-		-	-	-	-	9,435	-	-	-	9,435	294
Subtotal	-	-		-	-	-	-	9,435	-	-	-	9,435	294
Non-Salary Expenses													
Educational Supplies		4,000		7,500						-	-	11,500	8,032
Educational Supplies - Private School (STJ)		-		-		775					-	775	2
Textbooks/ Instructional Materials		-		-							-	-	-
Capital Outlay - Sunshade		-		-						-	-	-	-
Mileage/ In-State		-		600							-	600	600
Other Expenses		-		100							-	100	100
Office Supplies		-		2,000							-	2,000	2,000
Professional Development Conferences		-		-							-	-	(222)
Reference Materials		500		-							-	500	(81)
Other Services		-		15,000							-	15,000	14,825
Instructional Technology		1,550		-							-	1,550	1,550
Instructional Software		-		-							-	-	(1,135)
Testing Supplies		1,200		-							-	1,200	1,154
Instructional Equipment		-		-							-	-	-
Memberships		-		800		-	-	-	-	-	-	800	800
		7,250		26,000		-	-	-	-	-	-	34,025	27,626
TOTAL EXPENSES	17.80	1,268,848	5.20	315,281	1.19	39,770	4.58	234,193	-	-	28.77	1,858,091	141,289

FY22 Preschool Budget Attachment A

"Return To Normal"									FY22				
FY22 Preschool Combined Program Budget	FY22 BUDGET	FY22 BUDGET	FY22 BUDGET	FY22 BUDGET	FY22 BUDGET	FY22 BUDGET	FY22 BUDGET	FY22 BUDGET	FY22 BUDGET	FY22 CAPITAL BUDGET	FY22 BUDGET	FY22 BUDGET	\$ Inc FY22 BUD Over FY21 Proj
	FTE	Operating	FTE	Revolving	FTE	EC Grant	FTE	94-142	FTE	CIP	FTE	Total \$	
UNDER/(OVER) AVAIL REV		-		39,315		-		-		-		39,318	

Current Rev 335,935
Current Expense 315,281
Current Surplus/(Deficit) 20,655

FY22 Ending Fund Balance Revolving	39,315
Reserve for Capital Outlay - Sunshade	-
FY22 Ending Unreserved Fund Balance Revolving	39,315

Goal: \$40,000 here

Target Fund Balance (3 Mo)	94,584
Unreserved Over/(Under) Target Fund Balance	(55,269)

FY22 Preschool Budget
Attachment B

"COVID Continues"	FY22 BUDGET FTE	FY22 BUDGET Operating	FY22 BUDGET FTE	FY22 BUDGET Revolving	FY22 BUDGET FTE	FY22 BUDGET EC Grant	FY22 BUDGET FTE	FY22 BUDGET 94-142	FY22 BUDGET FTE	FY22 CAPITAL BUDGET CIP	FY22 BUDGET FTE	FY22 BUDGET Total \$	\$ Inc FY22 BUD Over FY21 Proj
<u>Beginning Carry-Over Balance</u>													
Undesignated Carry-Over (Surplus from Operations)				18,661							-	18,661	645
Precollected Fees (Next Fiscal Year)		-		-	-	-	-	-	-	-	-	-	-
BEGINNING CARRY OVER	-		18,661		-	-	-	-	-	-	-	18,661	645
<u>Current Revenue</u>													
Operating Budget - Staff Salary		1,174,488									-	1,174,488	31,481
Operating Budget - Non-Salary		7,250									-	7,250	4,816
Operating - Summer Services Salary		87,109									-	87,109	36,737
Grant Revenue		-			39,770		234,193		-	-	-	273,963	29,320
Fee Revenues - Precollected Prior Year		-		-							-	-	-
Fee Revenues - Current Year		-		66,990							-	66,990	-
COVID-19 Subsidy		244,824									-	244,824	34,824
Capital Outlay - CIP Revenues		-		-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT REVENUE	1,513,672		66,990		-	39,770	-	234,193	-	-	-	1,854,624	137,178
<u>Current Expense</u>													
<u>Certified Instructional Staff</u>													
Summer Teacher Salary		49,063									-	-	-
Professional Dev. Coaches											-	49,063	3,419
Preschool Teacher											-	-	-
Preschool Teacher	0.50	39,539	0.50	39,539	-	-			-	-	1.00	79,077	5,203
Preschool Teacher	1.00	62,309			-	-			-	-	1.00	62,309	4,072
Preschool Teacher	0.28	26,407			-	-	0.32	30,175	-	-	0.60	56,582	2,337
Preschool Teacher	1.00	110,216			-	-			-	-	1.00	110,216	2,382
Preschool Teacher	1.00	111,157			-	-			-	-	1.00	111,157	2,421
Preschool Teacher	0.55	57,941			-	-	0.45	47,407	-	-	1.00	105,348	2,319
Preschool Teacher/ BCBA	1.00	99,875			-	-	-	-	-	-	1.00	99,875	2,198
Preschool Teacher/ BCBA Per Diem		9,824			-	-			-	-	-	9,824	(2,986)
Preschool Teacher	1.00	110,057			-	-			-	-	1.00	110,057	2,421

FY22 Preschool Budget
Attachment B

"COVID Continues"	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	\$ Inc
FY22 Preschool Combined Program Budget	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	CAPITAL	BUDGET	BUDGET	BUDGET	FY22 BUD Over
	FTE	Operating	FTE	Revolving	FTE	EC Grant	FTE	94-142	FTE	BUDGET	CIP	FTE	Total \$	FY21 Proj
Preschool Teacher					-	-	0.30	18,611	-	-		0.30	18,611	410
Preschool Teacher/ SLP	0.75	76,709	0.25	25,569	-	-			-	-		1.00	102,277	5,940
Preschool Director	0.50	67,560	0.50	67,560	-	-			-	-		1.00	135,120	7,440
Preschool Teacher/ OT	0.91	91,314			-	-			-	-		0.91	91,314	2,009
Preschool Teacher	0.04	-	-	-	-	-	-	-	-	-		0.04	-	-
Subtotal	8.53	911,970	1.25	132,667	-	-	1.07	96,192	-	-		10.85	1,140,830	39,585
Preschool Nurse	0.15	11,681	0.50	38,937	-	-	0.35	27,256	-	-		1.00	77,874	2,614
Subtotal	0.15	11,681	0.50	38,937	-	-	0.35	27,256	-	-		1.00	77,874	2,614
<u>Instructional Assistants</u>														
Preschool Teaching Assistant - COTA												-	-	-
New Position - Program Specialist (Trnfr from SLC)												-	-	-
Summer Staff					-	-						-	-	-
Preschool Teaching Assistants - Summer		38,046										-	38,046	33,317
Preschool Teaching Assistant	-	-	-	-	-	-	0.86	29,586				0.86	29,586	158
Preschool Teaching Assistant	-	-	-	-	-	-	0.86	27,583				0.86	27,583	807
Preschool Teaching Assistant	0.14	4,785			-	-	0.59	20,175				0.73	24,960	(177)
Preschool Teaching Assistant			0.29	8,758	0.45	13,675			-			0.74	22,433	1,895
Preschool Teaching Assistant	0.06	1,884			0.74	25,320						0.80	27,204	128
Preschool Teaching Assistant	0.15	5,143	0.70	23,429								0.85	28,572	1,489
Preschool Teaching Assistant					-	-	0.85	23,965				0.85	23,965	23,965
Preschool Teaching Assistant	0.85	28,572										0.85	28,572	1,489
Preschool Teaching Assistant	0.85	25,917										0.85	25,917	2,189
Preschool Teaching Assistant	0.85	28,572										0.85	28,572	1,489
Preschool Teaching Assistant			0.86	22,346								0.86	22,346	1,221
Preschool Teaching Assistant	0.85	23,955										0.85	23,955	23,955
Preschool Teaching Assistant	0.80	27,412										0.80	27,412	7,696
Preschool Teaching Assistant	0.74	19,191										0.74	19,191	1,059
Preschool Teaching Assistant	0.40	19,150										0.40	19,150	(260)
Preschool Teaching Assistant			0.80	27,412								0.80	27,412	136
Preschool Teaching Assistant	0.85	28,572										0.85	28,572	282
Preschool Teaching Assistant	0.79	27,166					-	-				0.79	27,166	128
Preschool Teaching Assistant	0.74	24,731										0.74	24,731	1,290
Preschool Teaching Assistant												-	-	(33,933)
Preschool Teaching Assistant												-	-	-
Preschool Teaching Assistant	0.85	25,917										0.85	25,917	2,189

FY22 Preschool Budget
Attachment B

"COVID Continues"	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	\$ Inc
FY22 Preschool Combined Program Budget	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	CAPITAL	BUDGET	BUDGET		
	FTE	Operating	FTE	Revolving	FTE	EC Grant	FTE	94-142	FTE	CIP	FTE	Total \$		FY22 BUD Over FY21 Proj
Preschool Teaching Assistant												-	-	-
Preschool Teaching Assistant												-	-	-
Preschool Teaching Assistant												-	-	-
Preschool Teaching Assistant												-	-	-
Preschool Teaching Assistant												-	-	-
Preschool Teaching Assistant												-	-	-
Preschool Teaching Assistant	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	8.92	329,013	2.65	81,945	1.19	38,995	3.16	101,309	-	-	15.92	551,262	70,512	
Preschool Secretary	0.20	8,933	0.80	35,732	-	-	-	-	-	-	1.00	44,665	660	
Subtotal	0.20	8,933	0.80	35,732	-	-	-	-	-	-	1.00	44,665	660	
Additional Operating COVID Subsidy		244,827		(244,827)								-	-	-
MTRS Retirement Expense @ 9%	-	-		-	-	-	-	9,435	-	-	-	9,435	294	
Subtotal	-	244,827		(244,827)	-	-	-	9,435	-	-	-	9,435	294	
Non-Salary Expenses														
Educational Supplies		4,000	-	7,500	-	-				-	-	11,500	8,032	
Educational Supplies - Private School (STJ)		-	-	-	-	775				-	-	775	2	
Textbooks/ Instructional Materials		-	-	-	-	-				-	-	-	-	
Capital Outlay - Sunshade		-	-	-	-	-				-	-	-	-	
Mileage/ In-State		-	-	600	-	-				-	-	600	600	
Other Expenses		-	-	100	-	-				-	-	100	100	
Office Supplies		-	-	2,000	-	-				-	-	2,000	2,000	
Professional Development Conferences		-	-	-	-	-				-	-	-	(222)	
Reference Materials		500	-	-	-	-				-	-	500	(81)	
Other Services		-	-	11,000	-	-				-	-	11,000	10,825	
Instructional Technology		1,550	-	-	-	-				-	-	1,550	1,550	
Instructional Software		-	-	-	-	-				-	-	-	(1,135)	
Testing Supplies		1,200	-	-	-	-				-	-	1,200	1,154	
Instructional Equipment		-	-	-	-	-				-	-	-	-	
Memberships		-	-	800	-	-		-	-	-	-	800	800	
		7,250		22,000	-	775		-	-	-	-	30,025	23,626	
TOTAL EXPENSES	17.80	1,513,672	5.20	66,454	1.19	39,770	4.58	234,193	-	-	28.77	1,854,091	137,290	

FY22 Preschool Budget Attachment B

"COVID Continues"	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	FY22	\$ Inc
FY22 Preschool Combined Program Budget	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	CAPITAL	BUDGET	BUDGET	FY22 BUD Over
	FTE	Operating	FTE	Revolving	FTE	EC Grant	FTE	94-142	FTE	CIP	FTE	Total \$	FY21 Proj	
UNDER/(OVER) AVAIL REV		-		19,197		-		-		-		19,197		

Current Rev 66,990
Current Expense 66,454
Current Surplus/(Deficit) 536

FY22 Ending Fund Balance Revolving	19,197
Reserve for Capital Outlay - Sunshade	-
FY22 Ending Unreserved Fund Balance Revolving	19,197

Goal: \$40,000 here

Target Fund Balance (3 Mo)	94,584
Unreserved Over/(Under) Target Fund Balance	(75,387)

FY21 Projected Preschool Budget
Attachment C

FY21 Projected Preschool Combined Program Bu	FY21 PROJ FTE	FY21 PROJ Operating	FY21 PROJ FTE	FY21 PROJ Revolving	FY21 PROJ FTE	FY21 PROJ EC Grant/262	FY21 PROJ FTE	FY21 PROJ EC Grant/298	FY21 PROJ FTE	FY21 PROJ 94-142	FY21 PROJ FTE	FY21 CAPITAL PROJ CIP	FY21 PROJ FTE	FY21 PROJ Total \$	\$ Inc FY21 Proj Over FY21 Bud
<u>Beginning Carry-Over Balance</u>															
Undesignated Carry-Over (Surplus from Operations)				18,016									-	18,016	(66,868)
Precollected Fees (Next Fiscal Year)		-		-		-	-	-	-	-	-	-	-	-	-
BEGINNING CARRY OVER	-		18,016		-	-	-	-	-	-	-	-	-	18,016	(66,868)
<u>Current Revenue</u>															
Operating Budget - Staff Salary		1,143,007											-	1,143,007	(37,819)
Operating Budget - Non-Salary		2,434											-	2,434	(4,816)
Operating - Summer Services Salary		50,373											-	50,373	(22,924)
Grant Revenue		-				36,655		2,581		205,407	-	-	-	244,643	(30,474)
Fee Revenues - Precollected Prior Year		-		-									-	-	(128,445)
Fee Revenues - Current Year		-		66,990									-	66,990	(140,500)
COVID-19 Subsidy		210,000											-	210,000	210,000
Capital Outlay - CIP Revenues		-		-		-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT REVENUE	1,405,814		66,990		-	36,655	-	2,581	-	205,407	-	-	-	1,717,447	(154,978)
<u>Current Expense</u>															
<u>Certified Instructional Staff</u>															
Summer Teacher Salary		45,644											-	-	-
Professional Dev. Coaches													-	45,644	1,503
NA													-	-	-
Preschool Teacher	0.50	36,937	0.50	36,937									1.00	73,874	(0)
Preschool Teacher	1.00	58,237											1.00	58,237	-
Preschool Teacher	0.28	25,316							0.32	28,929			0.60	54,245	5,494
Preschool Teacher	1.00	107,834											1.00	107,834	-
Preschool Teacher	1.00	108,736											1.00	108,736	1,100
Preschool Teacher	0.55	56,666				-	-	-	0.45	46,363	-	-	1.00	103,029	0
Preschool Teacher/ BCBA	1.00	97,677							-	-			1.00	97,677	-
Preschool Teacher/ BCBA Per Diem		12,810											-	12,810	12,810
Preschool Teacher	1.00	107,636											1.00	107,636	-
Preschool Teacher									0.20	18,201			0.20	18,201	18,201
Preschool Teacher/ SLP	0.75	72,253	0.25	24,084									1.00	96,337	2,264
Preschool Director	0.50	63,840	0.50	63,840									1.00	127,680	(2,204)
Preschool Teacher/ OT	0.91	89,305											0.91	89,305	-
Preschool Teacher/ OT	-	-	-	-		-	-	-	-	-	-	-	-	-	(76,605)
Subtotal	8.49	882,891	1.25	124,861		-	-	-	0.97	93,493	-	-	10.71	1,101,245	(37,436)

FY21 Projected Preschool Budget Attachment C

[illegible]

FY21 Projected Preschool Budget
Attachment C

FY21 Projected Preschool Combined Program Bu	FY21 PROJ FTE	FY21 PROJ Operating	FY21 PROJ FTE	FY21 PROJ Revolving	FY21 PROJ FTE	FY21 PROJ EC Grant/262	FY21 PROJ FTE	FY21 PROJ EC Grant/298	FY21 PROJ FTE	FY21 PROJ 94-142	FY21 PROJ FTE	FY21 CAPITAL PROJ CIP	FY21 PROJ FTE	FY21 PROJ Total \$	\$ Inc FY21 Proj Over FY21 Bud
Additional Operating COVID Subsidy		210,000		(210,000)											
MTRS Retirement Expense @ 9%	-	-		-	-	-	-	-	-	9,142	-	-	-	9,142	(123)
Subtotal	-	210,000	-	(210,000)	-	-	-	-	-	9,142	-	-	-	9,142	(123)
Non-Salary Expenses															
Educational Supplies		857		611				2,000				-	-	3,468	(8,032)
Educational Supplies - Private School (STJ)				-		773							-	773	(2)
Textbooks/ Instructional Materials				-									-	-	-
Capital Outlay - Sunshade				-								-	-	-	-
Mileage/ In-State				-									-	-	(600)
Other Expenses		-		-									-	-	(100)
Office Supplies				-									-	-	(2,000)
Professional Development Conferences		222		-									-	222	222
Reference Materials				-				581					-	581	81
Other Services		175		-									-	175	(14,825)
Instructional Technology				-									-	-	(1,550)
Instructional Software		1,135		-									-	1,135	1,135
Testing Supplies		46		-									-	46	(1,154)
Instructional Equipment		-		-									-	-	-
Memberships		-		-									-	-	(800)
		2,434		611		773		2,581		-		-		6,399	(27,626)
TOTAL EXPENSES	17.91	1,405,814	5.20	66,345	1.19	36,655	-	2,581	3.63	205,407	-	-	27.93	1,716,802	(129,801)
UNDER/(OVER) AVAIL REV	-			18,661	-	-	-	-	-	-	-	-	-	18,661	

Current Rev 66,990
Current Expense 66,345
Current Surplus/(Deficit) 645

FY21 Ending Fund Balance Revolving	18,661
Reserve for Capital Outlay - Sunshade	-
FY21 Ending Unreserved Fund Balance Revolving	18,661

Goal: \$40,000 here

Goal: \$40,000 here

Target Fund Balance (3 Mo)	19,904
Unreserved Over/(Under) Target Fund Balance	(1,243)

FY21 Approved Preschool Budget
Attachment D

FY21 Preschool Combined Program Budget	FY21 BUDGET FTE	FY21 BUDGET Operating	FY21 BUDGET FTE	FY21 BUDGET Revolving	FY21 BUDGET FTE	FY21 BUDGET EC Grant	FY21 BUDGET FTE	FY21 BUDGET 94-142	FY21 BUDGET FTE	FY21 CAPITAL BUDGET CIP	FY21 BUDGET FTE	FY21 BUDGET Total \$	\$ Inc FY21 BUD Over FY20 Proj
<u>Beginning Carry-Over Balance</u>													
Undesignated Carry-Over (Surplus from Operations)				84,884							-	84,884	(23,572)
Precollected Fees (Next Fiscal Year)		-		-	-	-	-	-	-	-	-	-	-
BEGINNING CARRY OVER	-		84,884		-	-	-	-	-	-	-	84,884	(23,572)
<u>Current Revenue</u>													
Operating Budget - Staff Salary		1,180,826									-	1,180,826	(6,325)
Operating Budget - Non-Salary		7,250									-	7,250	-
Operating - Summer Services Salary		73,297									-	73,297	1,331
Grant Revenue		-				33,230		241,886	-	-	-	275,116	(4,883)
Fee Revenues - Precollected Prior Year		-		128,445							-	128,445	15,043
Fee Revenues - Current Year		-		207,490							-	207,490	(8,774)
Capital Outlay - CIP Revenues		-		-	-	-	-	-	-	-	-	-	(69,200)
TOTAL CURRENT REVENUE	1,261,373		335,935		-	33,230	-	241,886	-	-	-	1,872,424	(72,808)
<u>Current Expense</u>													
<u>Certified Instructional Staff</u>													
Summer Teacher Salary		44,141									-	-	-
Professional Dev. Coaches											-	44,141	802
NA											-	-	-
Preschool Teacher	0.50	36,937	0.50	36,937							1.00	73,874	4,898
Preschool Teacher	1.00	58,237									1.00	58,237	3,585
Preschool Teacher	0.28	17,185					0.52	31,566			0.80	48,751	3,075
Preschool Teacher	1.00	107,834									1.00	107,834	2,075
Preschool Teacher	1.00	107,636									1.00	107,636	2,111
Preschool Teacher	0.55	56,666			-	-	0.45	46,363	-	-	1.00	103,029	5,745
Preschool Teacher/ BCBA	1.00	97,677					-	-			1.00	97,677	1,915
Preschool Teacher/ BCBA Per Diem		-									-	-	-
Preschool Teacher	1.00	107,636									1.00	107,636	2,111
Preschool Teacher											-	-	-

FY21 Approved Preschool Budget
Attachment D

FY21 Preschool Combined Program Budget	FY21 BUDGET FTE	FY21 BUDGET Operating	FY21 BUDGET FTE	FY21 BUDGET Revolving	FY21 BUDGET FTE	FY21 BUDGET EC Grant	FY21 BUDGET FTE	FY21 BUDGET 94-142	FY21 BUDGET FTE	FY21 CAPITAL BUDGET CIP	FY21 BUDGET FTE	FY21 BUDGET Total \$	\$ Inc FY21 FY20 Proj BUD Over
Preschool Teacher/ SLP	0.75	70,555	0.25	23,518							1.00	94,073	3,653
Preschool Director	0.50	64,942	0.50	64,942							1.00	129,884	3,774
Preschool Teacher/ OT	0.91	89,305									0.91	89,305	1,751
Preschool Teacher/ OT	0.70	76,605	-	-	-	-	-	-	-	-	0.70	76,605	4,273
Subtotal	9.19	935,356	1.25	125,397	-	-	0.97	77,929	-	-	11.41	1,138,682	39,768
Nurse Salary	0.15	11,706	0.50	35,562	-	-	0.35	25,009	-	-	1.00	72,277	(29,100)
Subtotal	0.15	11,706	0.50	35,562	-	-	0.35	25,009	-	-	1.00	72,277	(29,100)
<i>Instructional Assistants</i>													
Preschool Teaching Assistant - COTA											-	-	-
New Position - Program Specialist (Trxfr from SLC)											-	-	-
Summer Staff					-	-					-	-	-
Preschool Teaching Assistants - Summer		29,156									-	29,156	530
Preschool Teaching Assistant							0.86	29,667			0.86	29,667	564
Preschool Teaching Assistant							0.86	29,667			0.86	29,667	564
Preschool Teaching Assistant	0.14	4,852					0.59	20,289			0.73	25,141	483
Preschool Teaching Assistant			0.29	8,138	0.45	12,707			-		0.74	20,845	1,949
Preschool Teaching Assistant	0.06	1,710					0.74	22,802			0.80	24,512	2,291
Preschool Teaching Assistant	0.15	4,948	0.70	22,539							0.85	27,487	1,954
Preschool Teaching Assistant	0.15	4,335			0.70	19,748					0.85	24,083	2,251
Preschool Teaching Assistant	0.85	27,487									0.85	27,487	1,954
Preschool Teaching Assistant	0.85	24,083									0.85	24,083	2,251
Preschool Teaching Assistant	0.85	27,487									0.85	27,487	1,954
Preschool Teaching Assistant			0.86	29,917							0.86	29,917	564
Preschool Teaching Assistant	0.85	26,044									0.85	26,044	2,434
Preschool Teaching Assistant	0.80	27,499									0.80	27,499	526
Preschool Teaching Assistant	0.74	25,142									0.74	25,142	485
Preschool Teaching Assistant	0.40	19,156									0.40	19,156	375
Preschool Teaching Assistant			0.80	27,499							0.80	27,499	526
Preschool Teaching Assistant	0.85	28,527									0.85	28,527	559
Preschool Teaching Assistant							0.79	27,259			0.79	27,259	521
Preschool Teaching Assistant	0.74	23,791									0.74	23,791	1,691
Preschool Teaching Assistant											-	-	-
Preschool Teaching Assistant											-	-	-
Preschool Teaching Assistant	0.85	24,083									0.85	24,083	2,251
Preschool Teaching Assistant											-	-	-

FY21 Approved Preschool Budget
Attachment D

FY21 Preschool Combined Program Budget	FY21 BUDGET FTE	FY21 BUDGET Operating	FY21 BUDGET FTE	FY21 BUDGET Revolving	FY21 BUDGET FTE	FY21 BUDGET EC Grant	FY21 BUDGET FTE	FY21 BUDGET 94-142	FY21 BUDGET FTE	FY21 CAPITAL BUDGET CIP	FY21 BUDGET FTE	FY21 BUDGET Total \$	\$ Inc FY21 BUD Over FY20 Proj
Preschool Teaching Assistant	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	8.28	298,300	2.65	88,093	1.15	32,455	3.84	129,684	-	-	15.92	548,532	26,677
Preschool Secretary	0.20	8,764	0.80	35,058	-	-	-	-	-	-	1.00	43,822	859
Subtotal	0.20	8,764	0.80	35,058	-	-	-	-	-	-	1.00	43,822	859
MTRS Retirement Expense @ 9%	-	-	-	-	-	-	-	9,264	-	-	-	9,264	(491)
Subtotal	-	-	-	-	-	-	-	9,264	-	-	-	9,264	(491)
Non-Salary Expenses													
Educational Supplies		4,000		7,500						-	-	11,500	101
Educational Supplies - Private School (STJ)				-		775				-	-	775	2
Textbooks/ Instructional Materials				-						-	-	-	-
Capital Outlay - Sunshade				-						-	-	-	(109,200)
Mileage/ In-State				600						-	-	600	-
Other Expenses	-			100						-	-	100	(674)
Office Supplies				2,000						-	-	2,000	-
Professional Development Conferences		-		-						-	-	-	(1,785)
Reference Materials		500		-						-	-	500	(33)
Other Services		-		15,000						-	-	15,000	1,745
Instructional Technology		1,550		-						-	-	1,550	1,050
Instructional Software		-		-						-	-	-	(685)
Testing Supplies		1,200		-						-	-	1,200	200
Instructional Equipment		-		-						-	-	-	(3,650)
Memberships		-		800	-	-	-	-	-	-	-	800	-
		7,250		26,000	-	775	-	-	-	-	-	34,025	(112,929)
TOTAL EXPENSES	17.83	1,261,373	5.20	310,110	1.15	33,230	5.16	241,886	-	-	29.33	1,846,602	(75,215)
UNDER/(OVER) AVAIL REV		-		110,709		-		-		-		110,709	

FY21 Approved Preschool Budget Attachment D

	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY21	FY21	\$ Inc
FY21 Preschool Combined Program Budget	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	FY21 BUD Over
	FTE	Operating	FTE	Revolving	FTE	EC Grant	FTE	94-142	FTE	CIP	FTE	Total \$	FY20 Proj

Current Rev **335,935**
Current Expense **310,110**
Current Surplus/(Deficit) **25,825**

Target Fund Balance (3 Mo)	93,033
Unreserved Over/(Under) Target Fund Balance	17,676

NCE FY22 Budget Overview

Program Name:	Needham Community Education (NCE)
Program Manager:	Director of Strategic Planning and Community Engagement
Executive Summary:	For FY22, the NCE revolving fund's budget supports seven fee-based programs. The total FY22 budgeted revenue is \$1,008,530 from 4,818 registrations in 479 different courses that address the diverse needs and interests of children and adults. This includes NCE's Early Childcare program which continues into its third year supporting Needham Public Schools staff. Acknowledging the impact of the pandemic on the FY21 NCE revenue, the overall budget plan for FY22 conservatively rebuilds participation levels assuming a return to in-person programs, with constraints on the number of registrants should social distancing be necessary.

Needham Community Education (NCE) seeks to develop programs that are high quality, customer-driven, efficiently managed, financially solid, complementary to the district's core mission, and in service to the community. In FY21 as a result of the pandemic and the requisite shift to virtual programs, NCE experienced a shortfall in registrations and revenue. Actual revenue for FY21 is estimated at less than half (\$526,153) of the \$1.237 Million budget plan. We refunded approximately \$440,000 from the cancellation of in-person classes and we lost the opportunity to run additional in-person programs that would have generated the planned revenue. The virtual program enrollment was lower than our historical in-person experience perhaps due to Zoom fatigue and other hardships faced by our community. As a result of the revenue shortfall, we have reduced the current administrative work force by two staff members.

For FY22, the NCE revolving fund's budget covers seven fee-based programs with a total budgeted revenue of \$1,008,530 from 4,818 registrations in 479 different courses for children and adults. This includes NCE's Early Childcare program which continues into its third year supporting Needham Public Schools staff. The budget plan for FY22 conservatively rebuilds participation levels with a return to in-person programs and constraints on the number of registrants should social distancing be necessary. The plan also reallocates administrative support FTE to accommodate FY22 program needs and staff time available to support each program.

The seven fee-based Needham Community Education programs include:

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

The proposed budgets for all seven NCE programs are attached.

Revolving Fund FY22 Budget Request

Fund Name:	NCE Elementary (formerly known as Elementary After School Enrichment or E.A.S.E.) (2350-3702)
Fund Manager:	Elementary Program Coordinator/Needham Community Education
Executive Summary:	The fee-based after school NCE Elementary Program continues to provide enrichment programs to 1,230 student registrants in five elementary schools. No change in the program model for in-person programs and fee structure is planned; fees range from \$65 to \$205.

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 per week for an hour over an eight-week term at the five elementary schools. Three terms are offered: fall, winter, and spring. In addition, mini sessions, vacation programs, and special one-time program offerings were introduced in FY21 and will be provided again in FY22.

Critical Issues:

Due to the pandemic and the need to deliver programs virtually, the number of registrants in FY21 is lower than previous years. In FY20, we had forecast 1,321 student registrants across 112 course offerings. The Zoom offerings in FY21 required smaller class sizes in order to successfully engage students. Therefore, using a fully virtual model in FY21, the NCE Elementary Program is expected to generate 788 registrations in 106 courses. For FY22, we will begin to rebuild the in-person program enrollments to levels we experienced pre-COVID.

Once we return to our in-person model, the NCE Elementary classes require support for classroom management. This will require a significant amount of outreach and coordination with parents and the hiring of needed teaching assistants, especially when courses are provided by outside vendors and not Needham teaching staff. Outside vendors do not know our students, their needs, or the strategies established by the students' teachers and families to support them. This is an important issue to address and a priority as we fulfill requests from families, school guidance counselors, and Special Education liaisons for accommodations that support over 60 student registrants in NCE Elementary classes on average each year.

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. In collaboration with school-based guidance counselors and administrators, NCE supports families whose children may benefit from no-cost or low-cost classes in order to make NCE after school activities accessible to all students.

Enabling Legislation

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

Staffing:

The following positions are included in the FY22 Budget: Elementary Program Coordinator (0.24 FTE) and a portion of the Department Director (0.05 FTE). Staffing also includes part-time program instructors and teaching assistants, as well as temporary on-site coordinators. In addition, the Elementary Program is supported by a part-time Bookkeeper (0.02 FTE) and a new part-time

Secretary position (0.16 FTE). The secretary will make it possible to handle the waves of phone calls, class lists, emails, mailings, filing, and other clerical duties associated with the delivery of the in-person Elementary program. The planned FTE changes for FY22 (as represented in the chart below) reallocate administrative support across NCE programs to accommodate program needs and staff time available to support each program.

A staffing chart for the program is presented below:

FTE	FY20 Actual	FY21 Budget	FY21 Proj	FY22 Budget	Inc/(Dec) Budget
Admin	0.32	0.32	0.32	0.29	(0.03)
Clerical	0.17	0.17	0.17	0.18	0.01
Total	0.49	0.49	0.49	0.47	(0.02)

Description of Revenues:

The FY22 budgeted revenue of \$178,269 is generated from 1,230 registrations in 115 course offerings at the five elementary schools. Program fees range from \$65 to \$205. This is a conservative budget, and strives to rebuild in-person program to pre-COVID levels.

Expenses

The FY22 NCE Elementary revolving fund expenses are budgeted to be \$173,024 and include salaries, class supplies/materials, contractual services with outside vendors, office supplies, and printing.

Fund Balance:

Our projected ending fund balance is \$40,427. To promote solid business practices, our goal is to hold three months of operating expenses in carry-over reserves, which equals \$51,907. We would be at 78% of our goal.

FY22 Proposed Budget:

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

Revolving Fund FY22 Budget Request

Fund Name:	NCE Middle School, formerly Pollard After School (PAS) and Rock After School (RAS) (2350-3703)
Fund Manager:	Director of Strategic Planning and Community Engagement
Executive Summary:	The NCE Middle School program was hard hit during FY21 as we switched from in-person to virtual program offerings and experienced registration and revenue shortfalls necessitating staff reduction. We recommend a tentative hold for FY22 as we evaluate a fiscally sound fee-based model that re-builds the fund balance.

Fund Description:

Needham Community Education Middle School includes fee-based after school enrichment for High Rock and Pollard students. The NCE offerings complement teacher-provided afterschool Homework Help at each middle school, the Athletic Department's sports teams, the expanding number of school clubs, and music lessons/theater. In FY21, through December 2020, there are 216 registrations in 7 NCE Middle School programs. No additional programs are planned for the balance of the year due to low fund balance to cover shortfalls in registration.

Critical Issues:

Although all the NCE virtual program enrollments in FY21 were lower than our historical in-person experience, the shortfall in revenue for the Middle School program resulted in mid-year workforce reduction, since we were unable to cover expenses with the limited number of registrations and small fund balance.

Historically, the NCE Middle School Program adapts to annual feedback from students, parents and staff. NCE accommodates student and family needs, filling the gaps in school-provided programming. Currently, at the Middle School there is a vibrant sports program run by the Athletics Department. There are also a growing number of Middle School Clubs provided in school, for free, by teachers receiving stipends. In addition, middle school teachers are contracted to provide extra help to students after school and this provides support to students both academically and socially. We believe that the next adaptation for the NCE Middle School Program may follow our model at the High School. The High School has a wide variety of social clubs and sports teams meeting the students' extracurricular interests; therefore, the niche provided by NCE is largely limited to SAT/ACT test preparation and community service opportunities in the summer. As we reassess NCE's fee-based Middle School program, we recommend a tentative hold for FY22 in order to find a sound financial model that identifies and meets the niche opportunities that complement the already existing programming.

Enabling Legislation:

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

Staffing:

There are no positions funded in the FY22 Budget. A staffing chart for the program is below:

FTE	FY20 Actual	FY21 Budget	FY21 Proj	FY22 Budget	Inc/(Dec) Budget
Admin	0.44	0.44	0.44	0.00	(0.44)
Clerical	0.09	0.09	0.09	0.00	(0.09)
Total	0.53	0.53	0.53	0.00	(0.53)

Description of Revenues:

The FY21 budget projection reflects actuals revenue of \$10,844 for 216 Middle School program registrations in seven course offerings. No revenue is included in the FY22 Budget.

Expenses:

The FY21 budget projection reflects actuals for the NCE Middle School revolving fund expenses and includes salaries, contractual services (outside vendors), and program supplies totaling \$23,220 for a net operational loss of (\$12,376). There are no expenses included in the FY22 Budget.

Fund Balance:

To promote solid business practices, our goal is to hold three months operating expenses in carry-over reserves. The remaining fund balance for the NCE Middle School program in FY21 is \$150 and we will maintain that fund balance in FY22 as we evaluate a fiscally sound fee-based model.

FY22 Proposed Budget:

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

Revolving Fund FY22 Budget Request

Fund Name:	NCE Summer Program, formerly Summer School (2350-3704)
Fund Manager:	Summer Program Coordinator/ Needham Community Education
Executive Summary:	Due to the pandemic and the closing of the school buildings in FY21, there was no in-person NCE Summer Program and approximately \$265,000 needed to be refunded to registrants. For FY22, the budget covers delivery of in-person programs that can accommodate social distancing, as needed, to 1,189 registrants in 136 courses. FY22 fees range from \$154 to \$459 for enrichments and \$665 for the 4-week remedial classes.

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. The programs are traditionally housed within designated school buildings.

Critical Issues:

Due to the pandemic and the closing of school buildings in FY21, there was no in-person NCE Summer Program. Approximately \$265,000 was refunded to registrants and marketing efforts were halted. In an attempt to fill the gap for summer programs, a virtual model was developed that generated only \$35,351 in revenue for FY21, as compared to \$311,181 in revenue from the in-person model in FY20. The FY21 revenue shortfall resulted in a net income loss of \$82,327, due to the professional and clerical salaries allocated to this program. As a result, program fund balance was reduced from \$97,935 to \$15,608. The critical challenge for FY22 is to rebuild the NCE Summer Program by returning to an in-school model.

The FY22 Summer Program will follow the necessary health and safety protocols. Rather than plan for a program that traditionally runs at capacity, we are budgeting for smaller class sizes in FY22 in order to accommodate social distancing, as needed.

NCE Summer works closely with the Special Education Department to partner on inclusive programs. That partnership will continue in FY22. 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 marketing, online registration, and providing scholarships for families facing financial hardship.

Enabling Legislation

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

Staffing:

FY22 staffing includes a 0.57 FTE Program Administrator and a portion of the Department Director (0.1 FTE), as well as stipended instructors, temporary onsite coordinators, classroom aides, and an onsite nurse. Clerical support includes a 0.03 FTE Bookkeeper and a new part-time Secretary (0.16 FTE). The secretary will handle the waves of phone calls, class lists, emails, mailings, filing, and other clerical duties associated with the delivery of the Summer Program. The net reduction in FTE for FY22 (represented in the chart below) reflects a reallocation of administrative FTE across the various NCE programs to accommodate FY22 program needs and staff time available to support each program.

A staffing chart for the program is presented below.

FTE	FY20 Actual	FY21 Budget	FY21 Proj	FY22 Budget	Inc/(Dec) Budget
Admin	0.91	0.91	0.91	0.67	(0.24)
Clerical	0.36	0.36	0.36	0.19	(0.17)
Total	1.27	1.27	1.27	0.87	(0.41)

Description of Revenues:

FY22 revenue from NCE Summer is budgeted at \$294,637. Fees range from \$154 to \$459 for enrichment classes, and \$665 for the 4-week remedial reading class.

Expenses:

FY22 revolving fund expenses for NCE Summer of \$279,421 and include salaries, custodial services (beyond regular hours), a part-time nurse, school aides, instructional technology, classroom supplies and office supplies.

Fund Balance:

To maintain solid business practice, we have set a goal of carrying three months of operating expenses (or \$83,826). Budgeted ending fund balance for FY22 is projected to be \$30,824 or 37% of that goal with a plan for rebuilding the program over the next three years due to the impact of the pandemic.

FY22 Proposed Budget:

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

Revolving Fund FY22 Budget Request

Fund Name:	Summer Sports Clinics (2350-3707)
Fund Manager:	NCE Adult-High School Coordinator / High School Athletics
Executive Summary:	No change in program structure. Historically, fees of \$75-\$199 are set for nine clinics, including Volleyball, Girls Basketball, Field Hockey, Baseball, and Wrestling Clinics that accommodate approximately 160 students. In FY21, due to the pandemic and the health requirements associated with sports activities, we were unable to offer the program. Although health guidance and protocols for sports programs are still being formulated, NCE and High School Athletics are planning for the delivery of the FY22 Summer Sports Clinics.

Fund Description:

The NHS Athletic Department and Needham Community Education collaborate to offer intensive clinics for sports that have interscholastic offerings at the High School but limited opportunities to develop younger players in town. This program typically offers Volleyball, Girls Basketball, Field Hockey, Baseball and Wrestling Clinics for approximately 160 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. 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 and the high school coaches teach and lead the clinics. The coaches are more comfortable agreeing to run a clinic knowing that they do not handle the marketing and registration.

In FY21, due to the pandemic and the health requirements associated with sports activities, we were unable to offer the program. The plan is to reinstate the program in FY22 with adaptations, as needed, to comply with health and safety requirements.

Enabling Legislation

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

Description of Revenues:

Based on input from the Athletics Department, we are budgeting 55 registrants for the 3 Volleyball Clinics (two half-day and one full-day), 29 students for the Girls Basketball Clinics, 25 students for the Field Hockey Clinic, 30 students for Baseball, and 18 students for the Wrestling Clinics. In FY22 there will be a total of nine clinics. Total anticipated revenue for FY22 is \$22,340.

Staffing:

The FY22 budget includes a portion of the NCE Adult/High School Program Coordinator (0.04 FTE) in addition to the Clinic staff who are paid stipends for their work as instructors and assistants.

A staffing chart for the program is presented below:

FTE	FY20 Actual	FY21 Budget	FY21 Proj	FY22 Budget	Inc/(Dec)
Admin	0.05	0.05	0.04	0.04	-
Clerical	0.05	0.05	0.05	0.00	(0.05)
Total	0.10	0.10	0.09	0.04	(0.05)

Expenses:

In addition to the staffing expense, program expenses for FY22 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 \$16,064.

Fund Balance:

The projected ending fund balance is \$16,058. We are holding an equipment replacement contingency of \$11,239 and the balance of \$4,819 is undesignated. The undesignated fund balance represents a three-month operating contingency.

FY22 Proposed Budget:

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

Revolving Fund FY22 Budget Request

Fund Name:	Tutoring (2350-3706)
Fund Manager:	Director of Strategic Planning and Community Engagement
Executive Summary:	No program or fee changes are planned for FY21

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:

In FY21 due to the pandemic, there are no registrations for tutoring.

The tutoring policy and fee need to be revisited in FY22; the policy was last reviewed and revised in 2010.

The private tutoring guidelines 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 Strategic Planning and Community Engagement.
- 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. FY22 expenses are \$0.

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 \$0.

Fund Balance:

FY22 ending Fund Balance is \$0.

FY22 Proposed Budget:

The FY22 proposed budget for the Tutoring Program is attached.

Revolving Fund FY22 Budget Request

Fund Name:	NCE Adult Program (2551-3705)
Fund Manager:	Adult Program Coordinator/ Needham Community Education
Executive Summary:	No change in program or fee structure for the in-person NCE Adult courses. Successful virtual programs from FY21 will continue into FY22 as a complement to the in-person programs. FY22 fees range from \$15 to \$665 for 216 course offerings, which are budgeted to serve 2,223 registrants.

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:

Due to the pandemic and the need to deliver programs virtually or outdoors, the number of registrants in FY21 are lower than previous years. We project 601 participants in 72 classes in FY21. In FY20, the original forecast was for 2,555 participants in 250 course offerings continuing a trend of year-over-year growth through high quality standards (as measured through post-program surveys) and schedule flexibility (with a number of daytime classes, one-time classes, and weekend offerings in addition to the semester-long programs offered each season).

The challenge to rebuilding the NCE Adult Program in FY22 is in finding novel offerings, schedules, and spaces that attract new audiences. In FY21, a number of virtual programs address that challenge and will be continued into FY22. For example, the participants in language classes enjoy meeting with their teacher online; the class may choose to continue their learning through FY22 using this format which participants perceive as more convenient than in person.

The NCE Adult Program needs to continue to explore more opportunities for community participation. Local businesses are beginning to express interest in NCE programs for their employees as a social event or for professional development. A further issue is the need to identify appropriate spaces for the variety of courses requested (e.g., art, health and well-being, technology, language, etc.). Beyond our use of the schools, 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 FY22 we project providing SAT and ACT prep classes as well as community service opportunities to 246 high school students, although there is growing competition for these programs from private companies.

Enabling Legislation:

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

Description of Revenues:

The FY22 budgeted revenue of \$282,800 is generated from 216 courses. As we rebuild the Adult in-person program, proven classes are budgeted to run at levels comparable to the average of the past several years (pre-COVID) and additional offerings will accommodate the needs of prospective new registrants. Course prices range from \$15 to \$665 (same as in FY20) with the average at about \$115 per course.

Staffing:

The FY22 Budget includes 0.10 FTE of the Program Director and a 0.76 FTE Program Coordinator, as well as stipended instructors, part-time SAT/ACT Prep coordinators, and temporary on-site coordinators. Additionally, a part-time (0.03 FTE) bookkeeper and new part-time (0.04 FTE) secretary provide support. The net 0.12 FTE staff reduction planned for FY22 (represented in the chart below) reflects a reallocation of administrative FTE across the various NCE programs to accommodate FY22 program needs and staff time available to support each program.

FTE totals are as follows:

FTE	FY20 Actual	FY21 Budget	FY21 Proj	FY22 Budget	Inc/(Dec) Budget
Admin	0.86	0.86	0.86	0.86	0.00
Clerical	0.34	0.34	0.19	0.07	(0.12)
Total	1.20	1.20	1.05	0.93	(0.12)

Expenses:

FY22 budgeted expenses total \$257,471. The biggest expenses for this program (aside from the instructors) are the costs for catalog production and mailing. We no longer incur costs for catalog design since we are using district templates. Although we have been looking at ways to achieve our marketing goals through cost-effective web-based communications, the catalog continues to be a worthwhile investment that brings in additional numbers of registrants.

Fund Balance:

FY22 ending fund balance is projected to be \$34,551. We are continuing to rebuild the fund balance year over year toward a contingency reserve covering three months of operating expenses or \$77,241. In FY22, we will be at 45% of that goal.

FY22 Proposed Budget:

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

Revolving Fund FY22 Budget Request

Fund Name:	NCE Early Childcare Program (2350-3708)
Fund Manager:	Early Childcare Director-Teacher / Needham Community Education
Executive Summary:	The NCE Early Childcare fee-based program provides care and developmentally appropriate curriculum and practices for the infants and toddlers of the district's faculty and staff. In FY22, we are committed to continuing the program for all currently enrolled families. The program runs from 7:00am until 4:00pm during the 183 contracted workdays for staff, and also is available to Town employees and Needham residents. FY22 fees for annual tuition remain the same as FY21 fees. The program continues in offsite leased space.

Fund Description:

The NCE Early Childcare program ("Home of the Little Rockets") launched in FY20 as a fee-based, developmentally-appropriate enrichment program designed to address an unmet need for early childcare for the district's faculty and staff. Like those in other districts offering similar programs, Needham Public Schools staff perceive the Early Childcare program provided by NCE as a benefit of working for the district. The program runs from 7:00am to 4:00pm during the 183 contracted workdays. The program also is available to Town employees and Needham residents. Children can attend 2 to 5 days per week, at \$100 per day for Toddlers/PreK and \$110 per day for Infants.

Critical Issues:

- 1) Space Requirement: Since Needham Public Schools does not have enough space to accommodate an NCE Early Childcare program, it is necessary to lease space. Our lease continues in FY22 with the Needham Congregational Church.
- 2) Impact of COVID-19: In FY21, the program followed the EEC requirements and district health and safety guidelines for managing the spread of the disease, which included changes in staffing ratios and distance between children. These protocols made it possible for us to continue to run the program but limited the number of children we were able to enroll using the three leased rooms.
- 3) Cost: Based on our first two years of experience with this program, when staff are looking for low-cost options, they combine part-time enrollment in the NCE Early Childcare program with family care for their child. Therefore, the NCE Early Childcare program offers 2-day, 3-day, 4-day and 5-day per week options. Although NCE's program is less costly than most private daycare programs, we will continue to work toward driving down costs in future years and providing more staff with 5-day per week opportunities.

Enabling Legislation

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

Staffing:

The FY22 staff funded through this revolving fund covers 3 classrooms and includes a full-time FTE Early Childcare Program Coordinator (who provides 0.8 FTE direct teaching and 0.20 FTE administration), as well as 0.31 FTE of the Department Director. In addition, the program has 1.53 Lead Teachers and 0.94 FTE Assistant Teachers based on required staffing ratios for the children; as well as a portion of the following clerical positions: Secretary (0.04 FTE) and Bookkeeper (0.02 FTE). The secretarial position is new for FY22 to provide additional clerical support to the program. The 0.31 FTE net increase in program staff for FY22

(represented in the chart below) reflect a reallocation of administrative FTE across the various NCE programs to accommodate FY22 program needs and staff time available to support each program.

A staffing chart for the program follows:

Early Childcare Staffing	FY20 Actual FTE	FY21 Budget FTE	FY21 Proj FTE	FY22 Budget FTE	Budget Inc/(Dec)
Administrator	0.60	0.81	0.21	0.51	0.30
Teachers	1.50	2.20	2.33	2.33	0.00
Aides	1.20	1.40	0.94	0.94	0.00
Clerical	0.08	0.08	0.08	0.09	0.01
Total	3.38	4.49	3.56	3.87	0.31

Description of Revenues:

The budgeted FY22 revenue of \$230,484 is generated from a 3-classroom model and continuing participation in the program by our current families (17 children as of December 2020). The full year projection includes the tuition of current families and maintains a comparable mix of 2-day, 3-day, 4-day and 5-day options as in FY20 and FY21. We conservatively budgeted the same number of children in the FY22 program.

Expenses:

Budgeted FY22 expenses total \$210,912 and include supplies, 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 \$12,000 to offset Town health insurance and payroll tax expenses. There are no marketing expenses because slots will be filled through word-of-mouth advertising and direct outreach to staff to identify prospective families.

Fund Balance:

The program is projected to have an ending fund balance of \$101,092. This amount is larger than the three month target of \$79,275, due to the fact that actual employee benefit expenses are lower than the anticipated program budget of \$78,551, resulting in savings. These accumulated savings will assist this start-up program to grow in the next few years, and will provide a buffer against enrollment fluctuations resulting from the ongoing Pandemic.

FY22 Proposed Budget:

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

	T	U	V	W	X	Y	Z	AB	AC	AD	AE	AF	AG	AH	AI		
1	FY22 NCE TOTAL - Income and Expense Statement																
2																	
3	FY22 NCE TOTAL - Income and Expense Statement						TOTAL	2,350	2,350	2,350	2,350	2,350	2,551	2,350			
4								3,702	3,703	3,704	3,707	3,706	3,705	3,708			
5								EASE	PASRAS	SS	SPORTS	TUTOR	AE	ECP	VOLUNTEER		
6	ENROLLMENT - ACTUAL						4,818	1,230	-	1,189	157	-	2,223	19			
8								Number of Students									
9								Number of Courses	479	115	-	136	9	-	216	3	
10	REVENUE																
12								Prior Year Surplus	151,464	35,182	150	15,608	9,782	-	9,222	81,520	-
13								Plus Pre-collections from Prior Year	-			-	-	-	-		
14	Gross Beginning Fund Balance	151,464	35,182	150	15,608	9,782	-	9,222	81,520								
15	Program Revenue						1,008,530	178,269	-	294,637	22,340	-	282,800	230,484			
18								Course Fees - Actual (net unrealized revenue)									
19								Other Revenue	-			-	-	-	-	-	
20	SUBTOTAL CURRENT REVENUE						1,008,530	178,269	-	294,637	22,340	-	282,800	230,484	-		
21	Minus Unrealized Revenue (not reflected in Course Details spreadsheets)						-	-	-	-	-	-	-	-			
22																	
23	TOTAL REVENUE (Per Program Managers)						1,008,530	178,269	-	294,637	22,340	-	282,800	230,484	-		
24																	
25																	
26																	
27	EXPENSES - BUDGET																
28																	
29	COURSE-SPECIFIC EXPENSES																
30	Instructional Salaries																
31	Classroom teachers: Professional Salaries						350,554	33,848	-	101,670	9,230	-	114,700	91,106			
32	Instructions Assistant Salaries (Non-SPED Aides and Student Teachers)						54,047	6,368	-	26,442	-	-	-	21,237			
33	Elememary Office Aides						3,000	-	-	-	-	-	-	3,000			
34	Substitutes						-	-	-	-	-	-	-	-			
35	Contractual Labor/ Services							-	-	-	-	-	-	-			
36	Contract Services - course specific						107,764	80,743	-	-	-	-	27,021	-			
37								-	-	-	-	-	-	-			
38	Educational Supplies							-	-	-	-	-	-	-			
39	Educational Supplies						25,117	750	-	21,092	575	-	2,500	200			
40								-	-	-	-	-	-	-			
41	Other/Course-specific							-	-	-	-	-	-	-			
42	All Other Expenses/Course-specific						-	-	-	-	-	-	-	-			
43	SUBTOTAL COURSE-SPECIFIC EXPENSES						540,481	121,709	-	149,204	9,805	-	144,221	115,542			
44								-	-	-	-	-	-	-			
45	PROGRAM-SPECIFIC ADMIN EXPENSES							-	-	-	-	-	-	-			
46	On-site Coordinator							-	-	-	-	-	-	-			
47	Instr. Coord –On Site Coord (plus KASE school aides)						51,321	11,600	-	32,336	500		6,885	-			
48								-	-	-	-	-	-	-			
49	Instructional Salaries							-	-	-	-	-	-	-			
50	Instructional Assistants Salaries – SPED Aides						-	-	-	-	-	-	-	-			
51	Nurse						19,920	-	-	17,920	2,000		-	-			
52							-	-	-	-	-	-	-	-			
53	Instructional Equipment							-	-	-	-	-	-	-			
54	Instructional Technology (<\$5,000 Unit) & Supplies						-	-	-	-	-	-	-	-			

	T	U	V	W	X	Y	Z	AB	AC	AD	AE	AF	AG	AH	AI
1	FY22 NCE TOTAL - Income and Expense Statement														
2															
3	FY22 NCE TOTAL - Income and Expense Statement							2,350	2,350	2,350	2,350	2,350	2,551	2,350	
4								3,702	3,703	3,704	3,707	3,706	3,705	3,708	
5								TOTAL	EASE	PASRAS	SS	SPORTS	TUTOR	AE	ECP
55	Instructional Technology Maintenance						-	-	-	-	-	-	-	-	-
56	Copiers						-	-	-	-	-	-	-	-	-
57							-	-	-	-	-	-	-	-	-
58	Contractual Labor/ Services						-	-	-	-	-	-	-	-	-
59	Contract Services - program specific						100	-	-	-	-	-	-	100	
60	Telephone/Internet (KASE)						1,700	-	-	-	-	-	-	1,700	
61							-	-	-	-	-	-	-	-	-
62	Custodial Expenses						-	-	-	-	-	-	-	-	-
63	Custodial Salaries						1,800	-	-	1,800	-	-	-	-	-
64	Custodial and Housekeeping Supplies						1,000	-	-	-	-	-	-	1,000	
65							-	-	-	-	-	-	-	-	-
66	Transportation:						-	-	-	-	-	-	-	-	-
67	Transportation of Students						-	-	-	-	-	-	-	-	-
68	Transportation - bus replacement						-	-	-	-	-	-	-	-	-
69							-	-	-	-	-	-	-	-	-
70	Rental/Lease of Buildings & Facilities						-	-	-	-	-	-	-	-	-
71	Facility Rental						19,204	-	-	-	-	-	-	19,204	
72							-	-	-	-	-	-	-	-	-
73	Professional Development						-	-	-	-	-	-	-	-	-
74	Prof Development Stipends						-	-	-	-	-	-	-	-	-
75	Contractual Professional Development						-	-	-	-	-	-	-	-	-
76	In-State Travel						190	-	-	190	-	-	-	-	-
77	Out-of-State Travel						-	-	-	-	-	-	-	-	-
78	Full Day Kindergarten Consulting						-	-	-	-	-	-	-	-	-
79							-	-	-	-	-	-	-	-	-
80	Promotion Expenses/General Program Expenses						-	-	-	-	-	-	-	-	-
81	Printing & Binding						23,775	2,000	-	2,800	-	-	18,775	200	
82	Communication Postage						5,000	-	-	-	-	-	5,000	-	
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)						28,000	5,500	-	11,000	1,000	-	9,500	1,000	
91	Course Refunds						-	-	-	-	-	-	-	-	-
92	SUBTOTAL PROGRAM SPECIFIC ADMIN EXPENSES						155,010	19,100	-	66,046	3,500	-	43,160	23,204	-
93							-	-	-	-	-	-	-	-	-
94	SUBTOTAL COURSE AND PROGRAM SPECIFIC EXPENSES						695,492	140,809	-	215,250	13,305	-	187,381	138,746	-
95															
96	NCE GENERAL AND ADMINISTRATIVE														
97															
98	Administrative Salaries														
99	Other District-Wide Administration						81,348	7,263	-	14,526	-	-	14,526	45,033	
100	Adj: Other District-Wide Administration (for JE)						-	-	-	-	-	-	-	-	
101	Subtotal						81,348	7,263	-	14,526	-	-	14,526	45,033	
102															
103	Curriculum Directors (Supervisory): Prof. Salaries						125,882	17,018	-	41,400	2,759	-	52,427	12,278	

	T	U	V	W	X	Y	Z	AB	AC	AD	AE	AF	AG	AH	AI	
1	FY22 NCE TOTAL - Income and Expense Statement															
2																
3	FY22 NCE TOTAL - Income and Expense Statement							2,350	2,350	2,350	2,350	2,350	2,551	2,350		
4								3,702	3,703	3,704	3,707	3,706	3,705	3,708		
5								TOTAL	EASE	PASRAS	SS	SPORTS	TUTOR	AE	ECP	VOLUNTEER
104	Adj: Curriculum Directors (Supervisory): Prof. Salaries Retirement Payout)							-	-	-	-	-	-	-	-	
105	Subtotal							125,882	17,018	-	41,400	2,759	-	52,427	12,278	
106																
107	Curriculum Directors (Supervisory): Clerical Salaried and Hourly							22,171	7,934	-	8,245	-	-	3,137	2,855	
108	Adj: Curriculum Directors (Supervisory): Clerical Salaries (for JE) .4 FTE clerical help							-	-	-	-	-	-	-	-	
109	Subtotal							22,171	7,934	-	8,245	-	-	3,137	2,855	
110																
111	Benefits															
112	Insurance for Active Employees							12,000	-	-	-	-	-	12,000		
113	Less July - Nov premiums							-	-	-	-	-	-	-		
114																
115	Capital Equipment															
116	Additional Equipment (Over \$5000)							-								
117	SUBTOTAL NCE G&A							241,401	32,215	-	64,171	2,759	-	70,090	72,166	
118																
119	GRAND TOTAL EXPENSES							936,893	173,024	-	279,421	16,064	-	257,471	210,912	-
120																
121																
122	NET INCOME - NCE OVERALL							71,637	5,245	-	15,216	6,276	-	25,329	19,572	-
123																
124	FUND BALANCE - Current Year															
125																
126	Beginning Fund Balance							151,464	35,182	150	15,608	9,782	-	9,222	81,520	-
127																
128	Plus Current Year Revenue							1,008,530	178,269	-	294,637	22,340	-	282,800	230,484	-
129	Less Current Year Expense							936,893	173,024	-	279,421	16,064	-	257,471	210,912	-
130	Surplus of Revenue Over Expense							71,637	5,245	-	15,216	6,276	-	25,329	19,572	-
131																
132																
133	GROSS ENDING FUND BALANCE							223,101	40,427	150	30,824	16,058	-	34,551	101,092	-
134																
135	ENCUMBRANCES ADJUSTMENTS (to Gross Ending Fund Balance)															
136	Less Contingency TA/SPED Assistants							-	-	-	-	-	-	-	-	
137	Less Contingency for Equipment Replacement							16,062	-	-	-	11,239	-	-	4,823	-
138								-	-	-	-	-	-	-	-	
139								-	-	-	-	-	-	-	-	
140								-	-	-	-	-	-	-	-	
141								-	-	-	-	-	-	-	-	
142	Less Restricted for Operating Contingency (Target 3 Mo Reserves)							173,895	40,427	-	30,824	4,819	-	34,551	63,274	-
143	Unrestricted Fund Balance							33,145	-	150	-	(0)	-	-	32,995	-
144																
145	3 months carryover goal							281,068	51,907	-	83,826	4,819	-	77,241	63,274	-
146																
147																

	T	U	V	W	X	Y	Z	AB	AC	AD	AE	AF	AG	AH
1	FY21 NCE TOTAL - Income and Expense Statement													
2														
3	FY21 NCE TOTAL - Income and Expense Statement							2,350	2,350	2,350	2,350	2,350	2,551	2,350
4								3,702	3,703	3,704	3,707	3,706	3,705	3,708
5						TOTAL		EASE	PASRAS	SS	SPORTS	TUTOR	AE	ECP
6														
7	ENROLLMENT - ACTUAL													
8	Number of Students					2,241		788	216	617	-	-	601	19
9	Number of Courses					260		106	7	72	-	-	72	3
10														
11	REVENUE													
12	Prior Year Surplus (Beginning Fund Balance)					261,212		51,144	12,526	97,935	14,912	120	42,118	42,457
13	Plus Pre-collections from Prior Year					-		-	-	-	-	-	-	-
14	Gross Beginning Fund Balance					261,212		51,144	12,526	97,935	14,912	120	42,118	42,457
15														
16	Program Revenue													
17	Course Fees - Actual (net unrealized revenue)					523,148		97,458	7,839	35,351	-	-	153,300	229,200
18	Other Revenue - New student not in Master Sheet yet					3,005		-	3,005	-	-	-	-	-
19	SUBTOTAL CURRENT REVENUE					526,153		97,458	10,844	35,351	-	-	153,300	229,200
20	Minus Unrealized Revenue (not reflected in Course Details spreadsheets)					-		-	-	-	-	-	-	-
21														
22	TOTAL REVENUE (Per Program Managers)					526,153		97,458	10,844	35,351	-	-	153,300	229,200
23														
24														
25														
26														
27	EXPENSES - BUDGET													
28														
29	COURSE-SPECIFIC EXPENSES													
30	Instructional Salaries													
31	Classroom teachers: Professional Salaries					223,230		17,920	1,100	17,230	-	-	75,052	111,928
32	Instructions Assistant Salaries (Non-SPED Aides and Student Teachers)					21,042		-	-	-	-	-	-	21,042
33	Elememary Office Aides					3,000		-	-	-	-	-	-	3,000
34	Substitutes					-		-	-	-	-	-	-	-
35	Contractual Labor/ Services							-	-	-	-	-	-	-
36	Contract Services - course specific					66,655		55,910	7,745	600	-	-	2,400	-
37								-	-	-	-	-	-	-
38	Educational Supplies							-	-	-	-	-	-	-
39	Educational Supplies					2,354		-	-	-	-	-	2,104	250
40								-	-	-	-	-	-	-
41	Other/Course-specific							-	-	-	-	-	-	-
42	All Other Expenses/Course-specific					-		-	-	-	-	-	-	-
43	SUBTOTAL COURSE-SPECIFIC EXPENSES					316,280		73,830	8,845	17,830	-	-	79,555	136,220
44								-	-	-	-	-	-	-
45	PROGRAM-SPECIFIC ADMIN EXPENSES							-	-	-	-	-	-	-
46	On-site Coordinator							-	-	-	-	-	-	-
47	Instr. Coord -On Site Coord (plus KASE school aides)					-		-	-	-	-	-	-	-
48								-	-	-	-	-	-	-
49	Instructional Salaries							-	-	-	-	-	-	-
50	Instructional Assistants Salaries -- SPED Aides					-		-	-	-	-	-	-	-
51	Nurse					-		-	-	-	-	-	-	-
52						-		-	-	-	-	-	-	-
53	Instructional Equipment							-	-	-	-	-	-	-
54	Instructional Technology (<\$5,000 Unit) & Supplies					-		-	-	-	-	-	-	-

	T	U	V	W	X	Y	Z	AB	AC	AD	AE	AF	AG	AH
1	FY21 NCE TOTAL - Income and Expense Statement													
2														
3														
4	FY21 NCE TOTAL - Income and Expense Statement							2,350	2,350	2,350	2,350	2,350	2,551	2,350
								3,702	3,703	3,704	3,707	3,706	3,705	3,708
5						TOTAL		EASE	PASRAS	SS	SPORTS	TUTOR	AE	ECF
55	Instructional Technology Maintenance					-		-	-	-	-	-	-	-
56	Copiers					-		-	-	-	-	-	-	-
57								-	-	-	-	-	-	-
58	Contractual Labor/ Services							-	-	-	-	-	-	-
59	Contract Services - program specific					100		-	-	-	-	-	-	100
60	Telephone/Internet (KASE)					1,700		-	-	-	-	-	-	1,700
61								-	-	-	-	-	-	-
62	Custodial Expenses							-	-	-	-	-	-	-
63	Custodial Salaries					-		-	-	-	-	-	-	-
64	Custodial and Housekeeping Supplies					1,000		-	-	-	-	-	-	1,000
65								-	-	-	-	-	-	-
66	Transportation:							-	-	-	-	-	-	-
67	Transportation of Students					-		-	-	-	-	-	-	-
68	Transportation - bus replacement					-		-	-	-	-	-	-	-
69								-	-	-	-	-	-	-
70	Rental/Lease of Buildings & Facilities							-	-	-	-	-	-	-
71	Facility Rental					18,405		-	-	-	-	-	-	18,405
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					4,972		-	-	-	-	-	4,772	200
82	Communication Postage					6,685		-	-	-	-	-	6,685	-
83	Graphic Design					-		-	-	-	-	-	-	-
84								-	-	-	-	-	-	-
85	Supplies							-	-	-	-	-	-	-
86	Office Supplies/ Director Office					-		-	-	-	-	-	-	-
87								-	-	-	-	-	-	-
88								-	-	-	-	-	-	-
89	All Other Expenses							-	-	-	-	-	-	-
90	All Other Expenses /Program Level (includes CC fees)					13,444		5,550	250	1,144	500	-	5,000	1,000
91	Course Refunds					-		-	-	-	-	-	-	-
92	SUBTOTAL PROGRAM SPECIFIC ADMIN EXPENSES					23,901		5,550	250	1,144	500	-	16,457	-
93								-	-	-	-	-	-	-
94	SUBTOTAL COURSE AND PROGRAM SPECIFIC EXPENSES					362,586		79,380	9,095	18,974	500	-	96,012	158,625
95														
96	NCE GENERAL AND ADMINISTRATIVE													
97														
98	Administrative Salaries													
99	Other District-Wide Administration					78,174		11,120	5,588	46,098	-	120	13,849	1,399
100	Adj: Other District-Wide Administration (for JE) Balance moved from MS					-		-	-	-	-	-	-	-
101	Subtotal					78,174		11,120	5,588	46,098	-	120	13,849	1,399
102														
103	Curriculum Directors (Supervisory): Prof. Salaries					140,192		16,391	4,834	39,896	3,394	-	64,493	11,184
104	Adj: Curriculum Directors (Supervisory): Prof. Salaries Retirement Payout)					-		-	-	-	-	-	-	-

	T	U	V	W	X	Y	Z	AB	AC	AD	AE	AF	AG	AH	
1	FY21 NCE TOTAL - Income and Expense Statement														
2															
3	FY21 NCE TOTAL - Income and Expense Statement							2,350	2,350	2,350	2,350	2,350	2,551	2,350	
4								3,702	3,703	3,704	3,707	3,706	3,705	3,708	
5	TOTAL							EASE	PASRAS	SS	SPORTS	TUTOR	AE	ECP	
105	Subtotal							140,192	16,391	4,834	39,896	3,394	-	64,493	11,184
106															
107	Curriculum Directors (Supervisory): Clerical Salaried and Hourly							40,568	6,529	3,703	12,710	1,236	-	11,842	4,549
108	Adj: Curriculum Directors (Supervisory): Clerical Salaries (for JE)Balance moved from MS							-	-	-	-	-	-	-	-
109	Subtotal							40,568	6,529	3,703	12,710	1,236	-	11,842	4,549
110															
111	Benefits														
112	Insurance for Active Employees							14,381	-	-	-	-	-	-	14,381
113	Less July - Nov premiums							-	-	-	-	-	-	-	-
114															
115	Capital Equipment														
116	Additional Equipment (Over \$5000)							-							
117	SUBTOTAL NCE G&A							273,315	34,040	14,125	98,704	4,630	120	90,184	31,513
118															
119	GRAND TOTAL EXPENSES							635,901	113,420	23,220	117,678	5,130	120	186,196	190,138
120															
121															
122	NET INCOME - NCE OVERALL							(109,748)	(15,962)	(12,376)	(82,327)	(5,130)	(120)	(32,896)	39,062
123															
124	FUND BALANCE - Current Year														
125															
126															
127	Beginning Fund Balance							261,212	51,144	12,526	97,935	14,912	120	42,118	42,457
128															
129	Plus Current Year Revenue							526,153	97,458	10,844	35,351	-	-	153,300	229,200
130	Less Current Year Expense							635,901	113,420	23,220	117,678	5,130	120	186,196	190,138
131	Surplus of Revenue Over Expense							(109,748)	(15,962)	(12,376)	(82,327)	(5,130)	(120)	(32,896)	39,062
132															
133	GROSS ENDING FUND BALANCE							151,464	35,182	150	15,608	9,782	-	9,222	81,520
134															
135	ENCUMBRANCES ADJUSTMENTS (to Gross Ending Fund Balance)														
136	Less Contingency TA/SPED Assistants							-	-	-	-	-	-	-	-
137	Less Contingency for Equipment Replacement							-	-	-	-	-	-	-	-
138	Less K spending encumbrances							-	-	-	-	-	-	-	-
139								-	-	-	-	-	-	-	-
140								-	-	-	-	-	-	-	-
141								-	-	-	-	-	-	-	-
142	Less Restricted for Operating Contingency (Target 3 Mo Reserves)							117,587	34,026	150	15,608	1,539	-	9,222	57,041
143	Unrestricted Fund Balance							33,878	1,156	-	-	8,243	-	-	24,478
144															
145	3 months carryover goal							190,770	34,026	6,966	35,303	1,539	36	55,859	57,041
146									103%	2%	44%			17%	143%

Revolving Fund FY22 Budget Request

Fund Name:	Nutrition Services (2550-3170)
Fund Manager:	Director of Nutrition Services
Executive Summary:	<ul style="list-style-type: none">• No change to meal prices• Operating Subsidy of \$550,000 in Continued COVID-19 Hybrid model with Universal Free Meals• Operating Subsidy of \$1,000,000 in Continued COVID-19 Hybrid model (NO Universal Free Meals)

Budget Overview:

The Nutrition Service Program in Needham schools provides meals that are nutritious, appetizing, and reasonably priced to students (and adults) in Needham's eight public schools. Typically, the Program serves approximately 3,100 lunches and 200 breakfasts per day throughout the District and approximately 550,000 meals per year. This self-operated program receives revenue from the sale of student lunches and breakfasts, adult meals, a la carte food items, federal and state reimbursements and catering fees. Food items are carefully and creatively prepared in the District's eight school kitchens. Lunch is served during a period of approximately two hours per day. The Nutrition Services program also serves breakfast before school at five of eight schools: the Eliot Elementary, Mitchell Elementary, High Rock Middle, Pollard Middle, and Needham High Schools.

The COVID-19 Pandemic has had a significant impact on the Nutrition Services Program. The remote and hybrid learning models have caused a reduction in meal participation, a la carte sales, and gourmet meal pricing (at the High School and Pollard). Since April 1, 2020, all meals have been free to all children and the primary source of department revenue has become federal and state reimbursement for lunches and breakfasts served.

This FY22 budget is based on this year and presents three budget scenarios: one scenario assuming "back to normal" full school attendance and meal participation, and the other two scenarios assuming COVID protocols remain in place, including: limited school attendance, social distancing at mealtime, the use of pre-packaged food, etc. The first COVID scenario assumes continuation of Universal Free meals for all students (and providing the provision of federal and state reimbursement to districts at the highest, "free" rate), while the second COVID scenario assumes NO Universal Free.

Enabling and Affecting Legislation:

7 CFR Chapter 11 Child Nutrition Programs: Part 210 National School Lunch Program; OMB Circular A-87; Chapter 548 of the Acts of 1948; Healthy, Hunger-Free Kids Act (HHFKA) of 2010; MGL School Nutrition Law, Chapter 111, Section 223; Massachusetts School Nutrition Standards for Competitive Foods and Beverages, per the "Act Relative to School Nutrition" 1205 CMR 225, Mass Dept. of Public Health, July 2010

District's Vision, Mission, Goals and Objectives:

District Goal 3, Ensure Infrastructure Supports Learning Goals

Critical Issues:

Critical issues for the nutrition services program include:

- COVID-19 FY20
 - Schools were closed on March 13, 2020, causing an immediate cessation of in-school meal service. At the Superintendent's direction, Nutrition Services staff were fully compensated during the closure and perishable food on hand was distributed to local food pantries.
 - Beginning in March 20, USDA issued a number of nationwide waivers that relaxed program requirements and authorized Districts to expand the meal service program to all students. The most important of these waivers allowed the District to serve 'universal free' meals to all students (fully reimbursed by the federal government) and to provide non-congregate lunch and breakfast service to all children in the community. Between April 3 to June 30th, bagged 'to go' breakfasts and lunches were served to Needham resident children in a drive-through format. The federal reimbursement for these meals became the Department's only revenue stream after school closed.
 - As a result of the limited meal service, the program operated at a loss during FY20. The net operating loss of \$303,449 reduced fund balance from \$555,357 to \$251,908.
- COVID-19 FY21
 - The USDA waivers, introduced in FY20, have been continued through this fiscal year to June 30, 2021, including the universal free meal waiver. In addition, for the first time ever, the District was allowed to run a summer meals program. (The program is typically available only to those school districts where at least 50% of students qualify for free or reduced price meals.) Up to seven days of breakfasts and lunches were distributed on two days per week from the High Rock School. The Department sold 34,349 bag meals in July and August, including 16,970 breakfasts and 17,379 lunches.
 - Following a short break in service during the first two weeks in September, the school year feeding program began on September 14, when school resumed on a remote basis for students. Hot meals-to-go were served from all eight school locations until September 29, when hybrid learning began. Since September 29, the Program has served meals both in school and on a remote basis. Although remote meal service initially occurred at all eight schools, the drive-through sites were consolidated to three locations to save money, and later to just two locations (Eliot Elementary and Pollard Middle schools), when weather conditions made three outdoor service locations unsustainable. In December, a weekend meal program was started, which distributes two breakfasts and two lunches on Fridays.
 - Lunch participation averages approximately 1,800/day – a significant reduction from prior year levels, even as breakfasts participation is way up, since a free breakfast is given with every remote lunch picked up. Based on current year activity, the Department expects to sell about 295,600 lunches this year, which represents about 57% of prior year sales (520,416 in FY19.) By contrast the expanded breakfast estimate of 108,238 represents a 323% increase over FY19 totals (25,595.)
 - Despite the expanded breakfast sales and additional federal reimbursement resulting from the Universal Free Meals program, the reduced sales activity is expected to generate a significant revenue shortfall in the current year. Projected sales revenue of \$1.5 million is \$1.1 million less than budget and \$0.5 million less than FY19. The Department has implemented measures to reduce cost, including workforce reduction. A total of eight cafeteria positions have been held vacant and staff have been moved to locations where needed. The ability of the department to

further reduce staff is limited, however, by the need to continue to staff around the class period schedules at each school, which remain largely unchanged from prior years.

- Given the expected revenue gap for FY21, the Program anticipates a \$564,000 net operating loss. The School Department expects to cover that loss with a subsidy from the School Operating Budget in approximately the same amount.

- **COVID-19 General Challenges**

- During COVID and school closure, it has been a very challenging time for Nutrition Services staff trying to continue to feed children, follow CDC guidelines while working together every day to prepare meals, take on additional table-cleaning responsibilities in the cafeterias, maintain financial responsibility, maintain healthy and safe working conditions and keep morale high. In addition, staff have had to recreate meal service multiple times since the beginning of COVID. The many challenges that have been overcome include finding and purchasing new serving containers, developing new ways of working for bulk preparation, relocating staff, designing a remote service option and addressing the changes and unpredictability of meal participation.
- Should COVID continue into FY22, it is likely that similar challenges will present themselves, including the potential for a sizeable revenue loss. Of critical importance to the sustainability and financial health of the program will be the continuation (or not) of existing service waivers and Universal Free reimbursement of school meals. As such, three separate FY22 budget projections have been developed: a “normal” year of sales and expenses; a “COVID Continued” scenario in which students remain in the hybrid model and Universal Free funding continues from the federal government (as do other waivers permitting remote and weekend meal service); and a third COVID Continued” scenario without no Universal Free reimbursement. These scenarios are presented on the following pages.

Description of Revenues:

Total program revenues for FY22 are anticipated to be \$2,951,504 under “Return to Normal”, which is \$1,215,981 more than FY21 Projected. These revenues are derived largely from the sale of meals (\$2,749,000.) Revenues under the COVID budget scenarios range from \$1.74 million if the USDA continues to provide Universal Free Meals to students, and \$1.35 million if the Universal Free Meals program is discontinued. Under Universal Free Meals, meals are provided free of charge to students and reimbursed at the highest possible “free” federal meal reimbursement rates. (These rates are \$3.635/lunch and \$2.26/breakfast in FY21.)

	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Actual</u>	<u>FY21 Budget</u>	<u>FY21 Projected</u>	<u>FY22 "Normal" Budget</u>	<u>FY22 COVID w/ UF with Universal Free</u>	<u>FY22 COVID NO UF No Universal Free</u>
Revenues								
Beginning Fund Balance	\$ 522,676	\$ 546,631	\$ 555,357	\$ 376,320	\$ 251,908	\$ 292,715	\$ 292,715	\$ 292,715
Current Year Revenue Collections								
Meal & Food Sales Revenue	\$1,965,416	\$1,979,980	\$1,899,238	\$2,129,639	\$ 104,057	\$ 2,297,263	\$ 104,057	\$ 856,546
Federal Reimbursement	\$ 349,852	\$ 355,978	\$ 382,057	\$ 400,000	\$ 1,427,462	\$ 450,000	\$ 1,427,462	\$ 293,562
State Reimbursement	\$ 33,913	\$ 32,151	\$ 22,076	\$ 25,000				
Interest	\$ 2,223	\$ 2,915	\$ 1,757	\$ 1,500	\$ 1,500	\$ 1,737	\$ 1,500	\$ 1,500
Total Current Year Revenue	\$2,351,404	\$2,371,024	\$1,917,914	\$2,556,139	\$ 1,533,019	\$ 2,749,000	\$ 1,533,019	\$ 1,151,608
Current Year Non-Cash Commodities								
USDA Donated Commodities (Non-Cash Revenue)	\$ 152,421	\$ 159,880	\$ 141,380	\$ 202,504	\$ 202,504	\$ 202,504	\$ 202,504	\$ 202,504
TOTAL Revenues	\$2,503,825	\$2,530,903	\$2,059,294	\$2,758,643	\$ 1,735,523	\$ 2,951,504	\$ 1,735,523	\$ 1,354,112

The aforementioned sales revenue estimates reflect the following projection for meals and breakfasts sold: As noted above, the number of meals anticipated for FY22 “Normal” represents a return to prior levels seen in FY19, whereas FY22 “COVID” projections continue to assume a decrease in meals, due to the hybrid model.

The number of meals estimated in the FY22 Universal Free Meals scenario is based on current year experience, while the number of meals in the FY22 “No Universal Free Meals” scenario represents a return to student paid meals, with a proportionate reduction from prior years to reflect the reduced number of in-school meal service days for students.

Anticipated/Actual Meals Served:								
	Actual FY18	Actual FY19	Actual FY20	FY21 Budget	FY21 Proj w/ UF	FY22 Budget Normal"	FY22 Budget COVID w/UF	FY22 Budget COVID NO UF
Lunches Sold:								
Elementary Full Price Lunch (All ElemSchools)	228,634	232,020	156,112	234,000		229,055		103,364
MS Full Price Regular Lunch	127,411	121,036	84,144	125,000		123,460		55,713
MS Full Price Gourmet Lunch	-	-	-	-		-		-
MS Salad Bar Lunch (4% of total reg lunch FY)	4,158	3,337	1,956	2,800		2,870		1,295
HS Full Price Regular Lunch	73,715	74,914	49,173	73,000		72,149		32,558
HS Full Price Salad Bar Lunch	6,504	7,322	4,097	6,000		6,011		2,713
HS Full Price Gourmet Lunch	28,185	30,415	21,228	30,000		31,147		14,055
<u>Reduced Price Lunches</u>	<u>8,571</u>	<u>10,059</u>	<u>7,216</u>	<u>11,000</u>		<u>10,588</u>		<u>8,659</u>
Subtotal	477,178	479,103	323,926	481,800	-	475,280	-	218,358
Free lunches	43,226	41,313	28,025	42,100	295,565	41,120	295,565	33,630
<u>Weekend Free Lunches</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>18,400</u>	<u>-</u>	<u>18,400</u>	<u>-</u>
Total lunches	520,404	520,416	351,951	523,900	313,965	516,400	313,965	251,988
Breakfasts sold:								
Elementary Full Price Breakfast	1,507	8,625	13,129	19,000		19,264		8,693
HS Full Price Breakfast	747	1,115	922	1,200		1,353		610
MS Full Price Breakfast	7,426	10,006	8,324	12,000		12,213		5,511
Reduced Price Breakfast	660	694	1,320	1,900		1,937		4,000
Free Weekend Breakfast	-	-	-	-	18,400	-	18,400	-
<u>Free Breakfasts</u>	<u>3,951</u>	<u>5,155</u>	<u>6,057</u>	<u>9,000</u>	<u>108,238</u>	<u>8,887</u>	<u>108,238</u>	<u>16,000</u>
Total Breakfasts	14,291	25,595	29,752	43,100	126,638	43,654	126,638	34,815

A la carte sales, adult sales, catering and miscellaneous sales are expected to return to normal levels under FY22 “Normal”, whereas the COVID budgets assume limited a la carte and adult sales, and no catering activity.

	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Proj FY21	FY22 Budget Normal"	FY22 Budget COVID w/ UF	FY22 Budget COVID NO UF
Other Sales Revenue								
Student A la carte sales	537,022	542,574	391,105	535,000	88,057	540,000	88,057	88,057
Adult Sales	75,451	79,773	54,130	80,000	16,000	81,000	16,000	16,000
<u>Catering and Misc. sales</u>	<u>20,240</u>	<u>16,644</u>	<u>8,748</u>	<u>12,000</u>	<u>-</u>	<u>8,748</u>	<u>-</u>	<u>-</u>
	632,713	638,991	453,983	627,000	104,057	629,748	104,057	104,057

Finally, the School Committee approved a \$0.25 increase in meal prices in Summer 2020 (for FY21) to cover ongoing increases in the cost of meal production, but with Universal Free during FY21, meals have not been sold at that rate yet. NPS therefore does not propose any further price changes for FY22 before further evaluating the impact on demand.

Per Meal Prices

	Actual	Actual	Actual	Budget	Projected	FY22 Budget	FY22 Budget	FY22 Budget
	FY18	FY19	FY20	FY21	FY21	Normal"	COVID w/ UF	COVID NO UF
<u>Lunch Price by level & type:</u>								
Elementary Full Price Lunch (All El's)	2.60	2.60	3.00	3.25	FREE	3.25	3.25	3.25
Middle School Regular Lunch	2.85	2.85	3.25	3.50	FREE	3.50	3.50	3.50
Middle School Gourmet Lunch	3.60	3.60	4.00	4.25	FREE	4.25	4.25	4.25
Middle School Salad Bar	3.35	3.35	3.75	4.00	FREE	4.00	4.00	4.00
High School Regular Lunch	2.85	2.85	3.25	3.50	FREE	3.50	3.50	3.50
High School Salad Bar Lunch	3.60	3.60	4.00	4.25	FREE	4.25	4.25	4.25
High School Gourmet Lunch	3.60	3.60	4.00	4.25	FREE	4.25	4.25	4.25
Reduced Price Lunches	0.40	0.00	0.00	0.00	FREE		0.00	0.00
ADULT Lunch Elem	3.60	3.60	4.00	4.25	4.25	4.25	4.25	4.25
ADULT Lunch Elem - Special	3.83	3.83	4.23	4.48	4.48	4.48	4.48	4.48
ADULT Lunch Secondary Regular	3.60	3.60	4.00	4.25	4.25	4.25	4.25	4.25
ADULT Lunch Secondary Salad Bar	4.30	4.30	4.70	4.95	4.95	4.95	4.95	4.95
ADULT Lunch Secondary Gourmet	4.30	4.30	4.70	4.95	4.95	4.95	4.95	4.95
<u>Breakfast Price:</u>								
Elementary breakfasts	1.25	1.25	1.75	2.00	FREE	2.00	2.00	2.00
HS full price breakfasts	2.00	2.00	2.00	2.25	FREE	2.25	2.25	2.25
MS full price breakfasts	1.75	1.75	2.00	2.25	FREE	2.25	2.25	2.25
Reduced Price Breakfasts	0.25	0.00	0.00	0.00	FREE		0.00	0.00
ADULT Breakfast Elem	1.65	1.65	2.00	2.25	2.25	2.25	2.25	2.25
ADULT Breakfast Secondary	2.00	2.00	2.25	2.50	2.50	2.50	2.50	2.50

Needham's meal prices conform to the requirements of the USDA "Equity in School Lunch Pricing" provisions of Section 210.14(e) of the Healthy, Hunger-Free Kids Act of 2010. The Paid Lunch Equity (PLE) program requires districts to provide the same level of support for lunches served to students who are ineligible for free or reduced-price meals (e.g., paid lunches), as they do for lunches served to eligible students. The regulations compare the weighted average price of paid lunches to the difference between the federal reimbursement rates for paid and free meals (the "required price.") Districts in which the average price is less than the required price, must either raise their 'paid' lunch prices, or provide an equivalent amount of funds from non-Federal sources (i.e., direct cash support for paid lunches from the state government or state or local organizations.) Needham's weighted average lunch price in FY21 of \$3.19 is greater than the \$3.18 PLE requirement (or the difference between the \$3.635 free meal federal reimbursement rate and the \$0.455 paid meal reimbursement rate), requiring no change. Needham's meal prices conform to the requirements.

Last, the FY22 budgets include \$202,504 in USDA Donated Commodities. These commodities include donated foods from the United States Department of Agriculture (USDA), which school districts like Needham 'divert' to commercial food processors to convert raw bulk USDA foods into more convenient ready-to-use products. It also includes goods received through the USDA and Department of Defense (DOD) Fresh Fruit and Vegetable Program, which allows schools to use USDA 'entitlement dollars' to buy fresh produce.

Staffing:

In FY22, the Nutrition Service Program will be staffed by: a full-time Director (1.0 FTE), a part-time Nutrition Outreach Coordinator (0.8 FTE), a full-time bookkeeper, a full-time secretary (1.0 FTE), eight cafeteria managers (7.93 FTE), part-time cafeteria workers (32.29 in the 'normal' budget and 28.66 FTE in the COVID budget), as well as ten substitute cafeteria workers.

FTE	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget	FY21 Projected	FY22 Budget Normal	FY22 Budget COVID	Inc/ (Dec)
Admin	1.71	1.71	1.71	1.80	1.8	1.80	1.8	0
Aides	32.89	32.75	32.04	32.29	28.66	32.29	28.66	0
Clerical	1.5	1.5	2.0	2.0	2.0	2.0	2.0	0
Total	36.10	35.96	35.75	36.09	32.46	36.09	32.46	0

Program Expenses & Operational Subsidy:

FY22 program expenses total \$2,802,582 under “Return to Normal”, and \$2,341,051 under the two COVID scenarios. These expenditures include salary and wages for program employees, food and food service supplies, custodial supplies, repair, maintenance and replacement of kitchen equipment, computerized cash registers, office equipment, office supplies, and other administrative expenses. The COVID scenarios differ from the ‘Return to Normal’ scenario, in that proportionately less staffing and food expense is assumed, due to the limited meal service.

Since both of the COVID scenarios project a revenue deficit, a transfer of expense from the Nutrition Services budget to the School Operating budget will be required to balance these budgets to revenue. This ‘operating subsidy’ has the effect of reducing nutrition services expenditures in both the “Universal Free” and “No Universal Free” scenarios. The required subsidy in the “COVID with Universal Free” scenario is \$550,000, whereas the subsidy in the “No Universal Free” scenario is larger at \$1,000,000. If the School Department is unable to provide the aforementioned subsidies, program operations would need to be significantly curtailed to yield cost efficiencies (such as centralized service, or some other scenario), although the ability to do this will be based on the USDA waivers then in effect, as well as requirements imposed by the school schedules.

Proposed Budget:

The FY22 Food Services budget is included as Attachment A.

Attachment A
FY22 Nutrition Services Budget

	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Actual</u>	<u>FY21 Budget</u>	<u>FY21 Projected</u>	<u>FY22 "Normal" Budget</u>	<u>FY22 COVID w/ UF with Universal Free</u>	<u>FY22 COVID NO UF No Universal Free</u>
<u>Revenues</u>								
Beginning Fund Balance	\$ 522,676	\$ 546,631	\$ 555,357	\$ 376,320	\$ 251,908	\$ 292,715	\$ 292,715	\$ 292,715
<u>Current Year Revenue Collections</u>								
Meal & Food Sales Revenue	\$ 1,965,416	\$ 1,979,980	\$ 1,899,238	\$ 2,129,639	\$ 104,057	\$ 2,297,263	\$ 104,057	\$ 856,546
Federal Reimbursement	\$ 349,852	\$ 355,978	\$ 382,057	\$ 400,000	\$ 1,427,462	\$ 450,000	\$ 1,427,462	\$ 293,562
State Reimbursement	\$ 33,913	\$ 32,151	\$ 22,076	\$ 25,000				
Interest	\$ 2,223	\$ 2,915	\$ 1,757	\$ 1,500	\$ 1,500	\$ 1,737	\$ 1,500	\$ 1,500
Total Current Year Revenue	\$2,351,404	\$2,371,024	\$1,917,914	\$2,556,139	\$ 1,533,019	\$ 2,749,000	\$ 1,533,019	\$ 1,151,608
<u>Current Year Non-Cash Commodities</u>								
USDA Donated Commodities (Non-Cash Revenue)	\$ 152,421	\$ 159,880	\$ 141,380	\$ 202,504	\$ 202,504	\$ 202,504	\$ 202,504	\$ 202,504
TOTAL Revenues	\$2,503,825	\$2,530,903	\$2,059,294	\$2,758,643	\$ 1,735,523	\$ 2,951,504	\$ 1,735,523	\$ 1,354,112
<u>Expenditures</u>								
	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Actual</u>	<u>FY21 Budget</u>	<u>FY21 Projected</u>	<u>FY22 "Normal" Budget</u>	<u>FY22 COVID w/ UF with Universal Free</u>	<u>FY22 COVID NO UF No Universal Free</u>
Operating Subsidy	\$ -	\$ -	\$ -	\$ -	\$ (563,579)	\$ -	\$ (550,000)	\$ (1,000,000)
Central Admin/ Salary	\$ 143,326	\$ 140,219	\$ 154,540	\$ 162,466	\$ 162,466	\$ 170,134	\$ 170,134	\$ 170,134
Food Service Workers	\$ 901,757	\$ 942,247	\$ 996,700	\$ 1,032,978	\$ 920,954	\$ 1,033,807	\$ 934,397	\$ 934,397
Secretaries	\$ 80,278	\$ 70,212	\$ 111,261	\$ 113,646	\$ 113,646	\$ 114,191	\$ 114,191	\$ 114,191
Café Subs (including Pollard lunch aides begin 2009)	\$ 66,923	\$ 62,106	\$ 35,689	\$ 57,348	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Overtime	\$ 46	\$ 99	\$ 1,175	\$ -	\$ -	\$ -	\$ -	\$ -
Longevity	\$ 12,275	\$ 12,300	\$ 13,250	\$ 15,225	\$ 15,225	\$ 18,825	\$ 18,825	\$ 18,825
R&M Tech Svc /Maint fees/upgrades	\$ 9,614	\$ 494	\$ 1,060	\$ -	\$ -	\$ -	\$ -	\$ -
Software License & User Fees		\$ 6,625	\$ 500	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
R&M Instr Equip/ Services		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
R&M Equipment Repair	\$ 35,884	\$ 62,294	\$ 44,424	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000
Tuition		\$ 300			\$ -	\$ -	\$ -	\$ -
Postage	\$ 5,756	\$ 11,949	\$ 263	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Printing & Binding		\$ 92	\$ 5,814	\$ -	\$ -	\$ -	\$ -	\$ -
Other Services	\$ 73,435	\$ 18,780	\$ 19,533	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
Office Supplies	\$ 2,126	\$ 2,249	\$ 4,425	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Custodial/Hskpg (uniform, towels, etc)	\$ 3,805	\$ 4,177	\$ 2,352	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Food (reduced by 1/3 due to 1/3 less meals)	\$ 895,286	\$ 914,668	\$ 733,040	\$ 993,000	\$ 575,000	\$ 993,000	\$ 632,500	\$ 632,500
Equipment <\$5000	\$ 10,211	\$ 4,484	\$ 1,634	\$ 12,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Other Supplies, mostly Papergoods	\$ 60,887	\$ 61,591	\$ 60,997	\$ 89,500	\$ 89,500	\$ 89,500	\$ 89,500	\$ 89,500
In State Travel/ Conferences	\$ 7,785	\$ 1,521	\$ 1,622	\$ 5,000	\$ -	\$ 1,622	\$ -	\$ -
Out of State Travel/ Conferences		\$ 64	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Attachment A
FY22 Nutrition Services Budget

Dues & Memberships	\$ -	\$ 2,354	\$ 4,335	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Other Expenses, incl student reimb	\$ 18,055	\$ 10,863	\$ 16,201	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
<i>Non-Cash Commodities (started reporting in Fy'17)</i>	\$ 152,421	\$ 159,880	\$ 141,380	\$ 202,504	\$ 202,504	\$ 202,504	\$ 202,504	\$ 202,504
Capital Equip > \$5000 / Unit by admin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Tech. > \$5000 Computers	\$ -	\$ 18,807	\$ 12,548	\$ -	\$ -	\$ -	\$ -	\$ -
Repl. Equipment> \$5000 Per Unit	\$ -	\$ 13,802	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Expenditures	\$2,479,869	\$2,522,177	\$2,362,743	\$2,817,667	\$ 1,694,715	\$ 2,802,582	\$ 1,791,051	\$ 1,341,051
Anticipated Ending Fund Bal.	\$ 546,632	\$ 555,357	\$ 251,908	\$ 317,296	\$ 292,715	\$ 441,637	\$ 237,187	\$ 305,777
Net Income	\$ 23,956	\$ 8,726	\$ (303,449)	\$ (59,024)	\$ 40,808	\$ 148,922	\$ (55,528)	\$ 13,061

NEEDHAM PUBLIC SCHOOLS

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INTEROFFICE MEMORANDUM

TO: Needham School Committee
FROM: Anne Gulati, Assistant Superintendent for Finance & Operations
SUBJECT: FY21 Second Quarter School Operating Budget Report
DATE: January 19, 2021

December 31, 2020 Financial Summary:

QII Expenditure Category	TM Budget (1)	Budget Transfers (2)	Amended Budget	Q2 Actual	YTD Actual	YTD Encumbered	Balance Remaining	QII Target %	QII % Exp	QII % Exp+Enc
Salaries	69,044,228	(39,243)	69,004,984	17,115,134	24,943,736	42,353,090	1,708,158	36.99%	36.15%	97.52%
Purch of Svc & Expense	11,686,111	39,243	11,725,355	3,615,470	5,231,728	6,803,572	(309,946)	23.75%	44.62%	102.64%
Capital Outlay	4,750	-	4,750	-	-	349	4,401	0.02%	0.00%	7.35%
Totals	80,735,089	-	80,735,089	20,730,605	30,175,464	49,157,011	1,402,614	35.07%	37.38%	98.26%

(1) Approved May 2020 Town Meeting

(2) Cumulative Fiscal Year Transfers To Date

The FY21 budget reflects the May 2020 Town Meeting appropriation of \$80,735,089, plus cumulative budget transfers made since the beginning of the fiscal year. (A listing of the budget transfers made during the second quarter is included as Attachment A.) In prior years, the amended budget also included encumbrances rolled forward from the preceding fiscal year. Since FY05, however, these 'prior-year encumbrances' have been segregated to a separate fund within the Town's accounting system, and are not included in the operating budget. A summary of prior-year encumbrance activity is presented below.

As of December 31, the regular School Operating Budget was 37.4% expended, compared to an overall (weighted) target ratio of 35.1%. A total of 36.2% of the appropriated salary budget has been spent to date, reflecting the fact that teachers and administrators, who comprise the largest groups of employees within the District, have received approximately 33% and 50% of their yearly pay, respectively. The purchase of service and expense accounts are 44.6% expended, compared to a 23.8% target rate, reflecting the COVID-related purchase made since the start of the year, most of which will be transferred to the school Coronavirus Relief Fund grants received for this purpose before June 30. Additionally, as of December 31, Circuit Breaker reimbursement funds had yet to be applied to tuition expenditures and the operational subsidies to Transportation, Athletics and several revolving fund programs were still pending.

In addition, funds have been encumbered to pay \$42.4 million in salaries and wages during the rest of this fiscal year, as well as to purchase an additional \$6.8 million in goods and services. (An encumbrance is a 'reservation' of budget funds, which have been set aside to pay anticipated expenditures.) When these additional encumbrances are added to year-to-date expenditures, the overall 'expenditure' rate climbs to 98.3 %

of total budgeted funds. Additional expenditures will be encumbered on an ongoing basis throughout the school year.

As a result of the COVID-19 Pandemic, the School Department has incurred significant unplanned expenses for teachers and teaching assistants to staff the Remote Academy and hybrid learning models, as well as for distance learning technology and personal protective equipment. (These additional expenditures are reflected in the year-to-date and encumbered expenditures above.) Additionally, as noted below, a number of fee-based revolving programs are expected to incur sizeable revenue deficits as a result of reduced program participation due to social distancing and COVID concerns. The School Department plans to utilize a combination of federal grants, Circuit Breaker rollover funds and budget savings, including a pending holdback of up to 50% of supply budgets, to cover these unanticipated expenditures. To the extent that available resources are inadequate to meet anticipated expenditures, both School and Town Departments plan to request a Reserve Fund transfer and/or additional appropriation from Town Meeting later in the year to bridge any remaining gap.

Currently, the Business Office is developing detailed projections of anticipated expenditures and revolving fund deficits, and will present more information on the evolving budget situation in the upcoming weeks and months.

Attachment B presents year-to-date expenditure, encumbrance and target rate information for all school operating budget line items.

Prior-Year Encumbrance Summary:

Prior Year Expenditure Category	Prior Year Encumbrance	Spent	Liquidated	Remaining Encumbered
Salaries	-	-	-	-
Purch of Svc & Expense	1,135,144	967,182	150,150	17,812
Capital Outlay	16,860	-	-	16,860
Totals	1,152,004	967,182	150,150	34,672

Prior year encumbrances totaling \$1,152,004 were carried forward from FY20 to FY21. As of December 31, \$967,182 (84.0%) had been used to pay prior year invoices received after July 1. Additional encumbrances totaling \$150,150 (13.0%) were liquidated because they were no longer needed. The balance – encumbrances totaling \$34,672 (3.0%) – remain open to pay pending invoices. The School Accounting office is in the process of reviewing these remaining open encumbrances, which will be closed if no longer needed.

Grants, Donations & Revolving Funds:

Needham also receives revenue from state, federal and local granting agencies, donors and school-sponsored fee-based programs. A summary of second quarter balances is presented below:

<u>GRANT, DONATION & REVOLVING SUMMARY</u>	<u>ORIGINAL BUDGET</u>	<u>EXPENDED PRIOR YR</u>	<u>CARRY OVER BUDGET</u>	<u>REVISED BUDGET/ CURRENT RECEIPTS</u>	<u>YTD ACTUAL</u>	<u>CURRENT ENCUMBERED</u>	<u>TOTAL EXPENDED</u>	<u>BALANCE REMAINING</u>	<u>STATUS</u>
FEDERAL GRANTS	4,648,902	1,568,496	3,080,406	3,080,391	654,925	922,720	1,577,645	1,502,746	VARIES; CURRENT FY OPEN TO 6/30/21
STATE GRANTS	2,901,352	-	2,901,352	2,901,352	449,544	804,386	1,253,930	1,647,422	OPEN UNTIL 6/30/21
LOCAL GRANTS	221,309	91,122	130,188	130,188	41,414	13,217	54,631	75,557	VARIES; CURRENT FY OPEN TO 6/30/21
LOCAL GIFT/DONATION	N/A	N/A	152,999	48,011	17,827	28,364	46,192	154,818	ROLLING ACCOUNT
REVOLVING FUND	N/A	N/A	1,143,248	1,116,460	1,821,648	2,865,688	4,687,335	(2,427,628)	ROLLING ACCOUNT
TOTAL	7,771,563	1,659,617	7,408,193	7,276,402	2,985,357	4,634,376	7,619,733	952,916	

To date, Needham has been awarded \$6.0 million in new federal, state and local grants, of which 47.1% have been expended or encumbered. These grants include \$1.4 million received to cover expenses incurred due to

COVID-19, which are 8.1% expended or encumbered to date, but will be fully expended by June 30. In addition, the state grant total includes \$1.6 million in prior year Circuit Breaker funds, which have rolled forward from FY20 to offset current year tuition expenditure and free up operating budget funds to support hybrid and Remote learning in FY21. Since FY19, the federal grant period has been adjusted to end on June 30, however DESE will allow districts to continue spending past the deadline for an additional 12 months in order to provide for special education needs and professional development/curriculum planning evens for teachers.

The Needham Public Schools also receives gifts and donations throughout the year from the PTC's, other organizations and private individuals to support instruction and co-curricular activities. As of December 31, \$48,011 in donated funds had been received. Additionally, the School Department receives in-kind donations of goods and services, the value of which is not reflected in the totals above. Since donation accounts are rolling accounts, any unexpended funds at year-end will roll forward to FY22 as available revenue.

Finally, the School Department operates several fee-based programs. These programs, which include Food Services, Athletics and Community Education, are mostly self-sustaining; program expenses are paid from fees charged to program participants. (The Operating Budget funds portions of the athletics, transportation and preschool programs.) Since balances in these accounts also roll forward from year to year, these accounts are called "revolving funds." As of December 31, \$1.1 million in new user fees had been collected to support these programs. The \$2.5 million negative revolving fund account balance showing in the chart above reflects the fact that salaries and expenses are fully encumbered for the entire year, while revenues reflect only year-to-date receipts. Additionally, due to the Pandemic, participation is down in several programs with high fixed costs, notably in the Transportation, Preschool, Day Care and Nutrition Services Programs. Many of these funds are expected to incur an operational deficit in FY21. The School Department plans to provide the following operational subsidies to balance several revolving fund budgets at the end of the fiscal year: Nutrition Services \$563,600, Preschool \$210,000, Transportation \$134,100, Graphic Arts \$25,400 and Theatrical Performances \$10,000. These subsidies will be implemented as a transfer of expenditure from the revolving funds to the operating budget. The Business Office is monitoring revolving fund account activity closely and will assess the need for more or fewer subsidies through the remainder of the fiscal year.

A report summarizing FY21 second quarter expenditure activity in school grant, donation and revolving accounts is presented as Attachment C.

Trust & Agency Accounts:

The School Department also has funds in several investment accounts that are held in trust for a specific purpose, or on behalf of another party. The Town's Trust Fund Commissioners are responsible for investing and managing the trust funds, which consist of scholarships for students and funds to support operations. The School Department also acts as fiscal agent for monies that students collect in support of their own activities. These student activity funds do not belong to the School Department, but rather belong to the students. Trust and agency accounts exist outside of the regular School Operating Budget in separate, specialized accounts. A summary of the second quarter balances in these accounts, is presented below:

SCHOOL TRUST & AGENCY FUNDS SUMMARY	7/1/20 BEGINNING BOOK VALUE	YTD CONTRIBUTIONS	YTD DISBURSEMENTS	YTD EARNINGS	QII ENDING BOOK VALUE	YTD UNREALIZED GAIN/(LOSS)	QII ESTIMATED MARKET VALUE	STATUS
SCHOLARSHIPS & AWARDS	4,225,948	28,172	(13,625)	-	4,267,745	-	4,267,745	ROLLING ACCOUNT
SCHOOL TRUSTS	463,903	-	1,081	-	462,823	-	462,823	ROLLING ACCOUNT
STUDENT ACTIVITY FUNDS	375,774	83,440	91,353	10	367,871	-	367,871	ROLLING ACCOUNT
TOTAL	5,065,626	111,612	78,809	10	5,098,439	-	5,098,439	

The current book value of the trust and agency funds is \$5.1 million. Since the beginning of the fiscal year, donors have contributed \$28,172 to support scholarship activity at Needham High School. The current balance in the student activity accounts is \$367,871, which reflects current year fundraising of \$83,440, expenditures to date of \$91,353 and \$10 of interest income.

A report summarizing FY21 second quarter expenditure activity in the school trust and agency accounts is presented as Attachment D.

School Cash Capital Funds:

Expenditure activity in school cash capital accounts is presented in Attachment E. The chart includes only those projects for which funds have been appropriated to the School Committee. Construction projects are managed by the Permanent Public Building Committee (PPBC), facility maintenance projects are managed by the Public Facilities Department and athletic facility projects are overseen by the Parks and Recreation Department. Due to the ongoing Pandemic, many school projects and capital expenditures have been delayed. These cash capital accounts remain open until completely expended.

ALG/alg
Attachment(s)