



# *Needham School Committee*

## *Broadmeadow Performance Center*

*November 16, 2021*

*6:30 p.m.*

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

<https://needhamchannel.org>

For **Public Comments** please click the link below to join the webinar:

<https://us02web.zoom.us/j/86251927411?pwd=emFsT2JlM1hpbmVCZ3kwdzROXFsZz09>

Passcode: 405978 Or One tap mobile : US: +19292056099

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

## **Needham School Committee**

**November 16, 2021 6:30 p.m.**

### **Broadmeadow School Performance Center**

**Next School Committee Meeting: December 7, 2021**

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

For **Public Comments** please click the link below to join the webinar:

<https://us02web.zoom.us/j/86251927411?pwd=emFsT2JlKM1hpbmVCZ3kwdzROXFsZz09>

Passcode: 405978 Or One tap mobile : US: +19292056099

**6:30 p.m. Public Comments**

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

**6:50 p.m. Superintendent's Comments**

*Steven Popper Recognition*

**7:10 p.m. Consent Items**

1. Approve Minutes of the Meeting of September 21, 2021
2. FY22 Budget Transfers
3. Establish Superintendent's Impact Scholarship
4. Close Mary Dolan Scholarship
5. Accept Donations
6. Disposal of Surplus

#### **Discussion Items**

**7:15 p.m. Needham Education Foundation Fall Grant Awards**

**7:35 p.m. Update on Schools & Learning: 2021 MCAS Results**

**8:10 p.m. School Committee Comments**

#### **Information Items**

- FY2023-2037 Enrollment Projections
- Elementary Subject Area Time Expectations
- FY 2022/23 - 2026/27 Five-Year Financial Forecast
- October 1, 2021 Enrollment



## Needham School Committee

November 16, 2021

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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

November 16, 2021

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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:

Connie Barr, Chair  
Matthew Spengler, Vice Chair  
Andrea Longo Carter  
Michael Greis  
Elizabeth Lee  
Michael O'Brien  
Aaron Pressman  
Dilin Meloni, Student Representative member of School Committee





## Needham School Committee

November 16, 2021

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### 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.

#### **Recognition of Steven Popper**

The Superintendent will ask School Committee Chair Connie Barr to recognize Mr. Steve Popper, Town of Needham Director of Design and Construction.



## Needham School Committee

November 16, 2021

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Agenda Item:      **Consent Agenda**

1. Approve Minutes of the Meeting of September 21, 2021
2. FY22 Budget Transfers
3. Establish Superintendent's Impact Scholarship
4. Close Mary Dolan Scholarship
5. Accept Donations
6. 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  
September 21, 2021

Connie Barr, Chairman of the Needham School Committee, called the meeting to order at 6:30 p.m. The meeting is streamed live at <https://needhamchannel.org> and accessible via Zoom for public comment.

Connie Barr, Chair	Andrea Longo Carter
Matthew Spengler, Vice-Chair (participating remotely)	Michael O'Brien
Michael Greis	Aaron Pressman
Elizabeth Lee	
Dilin Meloni (non-voting student member)	

Members of the Central Administration present were:

Dan Gutekanst	Mary Lammi
Terry Duggan	Alexandra McNeil
Anne Gulati	

Public Comments

Public Comments

Chairman Barr offered the opportunity for members of the public to speak to the School Committee on issues not on the agenda either in person at the Broadmeadow School or on the Zoom link or via email at [schoolcommittee@needham.k12.ma.us](mailto:schoolcommittee@needham.k12.ma.us).

There were no public comments.

School Committee Chair and Subcommittee Update

School Committee  
Chair and  
Subcommittee  
Updates

Chair Barr stated that Andrea Longo Carter would join the meeting later, and Matt Spangler is participating via Zoom.

Chair Barr stated that Matt Spangler has completed a list of the 2021-2022 School Committee Assignments and will post this on the online soon.

Superintendent's Comments

Superintendent's  
Comments

Superintendent Gutekanst stated that he would like the community to know that the school year is going well and that he is looking forward to the fall unfolding with smiling, happy and busy students in place. Superintendent Gutekanst stated that he would defer additional comments to later in the meeting.

Consent Items

Consent Items

1. Approve FY22 Budget Transfers
2. Approve FY22 PTC Budgets
3. Accept Donations

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

DISCUSSION ITEM

Update on Schools and LearningUpdate on Schools  
and Learning

Dr. Gutekanst introduced this item. He stated that the school department continues its commitment to health and safety and is eager to respond to all students' academic, social emotional, and mental health needs. He added that all of the district's efforts are based on the core value of equity and inclusion for all students.

Dr. Gutekanst stated that his comments would focus on the district's testing program. He stated that in partnership with the Department of Elementary and Secondary Education (DESE), our contractor, CIC Health and students, staff, and families, the district is introducing COVID testing in the schools. He stated that the testing program has three components: Test and Stay, Symptomatic Testing, and COVID Safety Checks. He stated that Needham has decided at this time to focus on the Test and Stay component of the testing program. Dr. Gutekanst stated that the big idea of the Test and Stay program is to keep students in school who are healthy and to make sure those who are sick stay home, if necessary, quarantine. He stated that those who are in school participating in Test and Stay can fully participate in all aspects of school life. He added that if students are in the Test and Stay outside of school, they are not allowed to participate in other out of school activities. Dr. Gutekanst stated that these measures requires a partnership with families working together to make sure that students are kept away from extra programming outside of school that they might otherwise attend to during the period of quarantine.

Dr. Gutekanst stated that families must agree to participate in this process, which is new in the State and the District. He stated that CIC Health is the contractor working carefully with the school department. He stated that there might be shifts or changes in some of the protocols and procedures as the year goes on. Dr. Gutekanst shared data on the Test and Stay program since September 14 for grades 6-12.

Dr. Gutekanst stated that to ensure healthy school environments and keep students in school, families need to sign the consent to participate in the COVID testing program. He stated that 52% of families have consented to date, and their children if identified as close contacts, can participate. Dr. Gutekanst encouraged families to sign the consent to participate in the Test and Stay program on the district's website at [www.needham.ma.us](http://www.needham.ma.us). Dr. Gutekanst stated that 95% of families participate in the health attestation program, doing daily and morning health checks on their children and submitting the form. Discussion followed.

Human Resources UpdateHuman Resources  
Update

Dr. Gutekanst introduced this item. He stated that this is an annual report on the district's hiring efforts. He yielded the floor to Alexandra McNeil, Assistant Superintendent of Human Resources to present the Human Resources update.

Dr. McNeil thanked the School Committee for the opportunity to present the work that is being done in the Human Resources Dept. Dr. McNeil took a moment to acknowledge Gina D'Addario, Assistant Director of Human Resources, Lisa Tedeschhi, Assistant to the Assistant Superintendent, Mary Santiago, Administrative Assistant, Sue Patch Human Resources Specialist, Stacy Dixon, Payroll Supervisor, and Robert Braman, Payroll Coordinator.

Dr. McNeil stated that the mission of the Human Resources Dept., is to develop systems and structures to support all staff so that they can provide students and families the best possible education for our future leaders, astronauts, gymnasts, teachers, and with a focus on the Portrait of a Needham Graduate Priority 4: infrastructure supports

needs of all students through formalizing Human Resources plans and structures for recruitment and retention of diverse and qualified staff.

Dr. McNeil presented general staff highlights on teaching positions filled. She stated that 98.8% of teachers are proficient and the district has an 88.8% teacher retention rate. Dr. McNeil stated that twenty-nine teachers attain Professional Teacher Status this year, and 3 Administrators completed three years of service.

Dr. McNeil presented data from a five year review on Black, Indigenous, People of Color (BIPOC) staff in the district. She noted that there has been four years of growth from 2018-2021. She stated that this data shows the district's commitment to hire, recruit and retain persons of color. She also stated that the school department is starting to attract persons of color due in part to the district's efforts on equity.

Dr. McNeil reported on recruitment strategies. She shared hiring data and reported on the 2021 Virtual Orientation. Dr. McNeil summarized the work that is being done with retention and with the mentor program. Dr. McNeil described services offered to staff. Dr. McNeil reported on enhancements to the Human Resource systems. Dr. McNeil described the following enhancements within the PowerSchool suite of products:

- Talent Records
  - On-board New Hires, Training Staff, Portal for Forms
  - Future - Electronic Staff Files
- Talented Ed Recruit and Hire
  - Recruiting and Records, Hiring Managers - Track Candidate Hiring
- Professional Learning
  - Recording, Tracking, and Sharing Professional Development
- SmartFind Express
- Perform Evaluation System

Dr. McNeil reported on wellness in the workplace. She stated that Human Resources is concerned with staff health and safety and is collaborating with the Director of Health Services to address staff concerns regarding COVID-related questions. Dr. McNeil stated that Human Resources coordinates health and dental with the Town. She stated that Human Resources support staff with 504 accommodations, FMLA leaves, maternity leaves, etc. She stated that she evaluates accidents reports to enhance staff safety. Dr. McNeil stated that Human Resources offers wellness activities in collaboration with West Suburban Health Group. Dr. McNeil shared information on the monthly online newsletter that keeps staff informed on deadlines, and upcoming events, etc. Discussion followed.

#### FY23-27 School Capital Requests

#### FY23-27 School Capital Requests

Dr. Gutekanst introduced this item. He stated that as part of the budget development process, the school administration has discussed and identified capital items for submission. He stated the capital list has been developed in collaboration with school and town staff. He also stated that the School Committee would be asked to vote on the CIP at a subsequent meeting. Dr. Gutekanst yielded the floor to Anne Gulati, Assistant Superintendent for Finance and Operations, to present the FY23-27 School Capital Requests details.

Ms. Gulati stated that the draft Capital Improvement Plan (CIP) request addresses school facility and equipment needs. She stated that the FY23 capital budget is what Town Meeting will be asked to vote on in May. She added that much of what is looked at in the CIP request is the first year but that it is a five year plan. Ms. Gulati stated that the FY23 CIP request total is \$27,400,598. The five-year CIP request

total is \$289,237,115, which includes the School Master Plan request and Emery Grover School Administration Building renovation project.

Ms. Gulati provided a summary of the School Department's CIP to replace copiers, furniture, vehicles, and school technology. She presented details on the Emery Grover building renovation. She stated that the request in the Five-year CIP is for 19,392,723, which represents a reduced scope to fit within the existing structure of the building. She added that the revised concept reduces the overall square feet from 34,717 to 21,108 and reflects a more efficient use of shared spaces. Ms. Gulati stated that the overall project costs had been reduced from \$27.2M to \$21M. Ms. Gulati stated that the architect estimates that 82.5% of the reduced project scope will be eligible for Community

Preservation Act funding. Ms. Gulati pointed out that the exact amount would be up to the Community Preservation Committee (CPC).

Ms. Gulati presented information on a funding request in the amount of \$2,630,000. She stated that this request is a placeholder contingency request to fit out 20,000 square foot of leased space in Needham in the event that the construction project to renovate the Emery Grover Building does not move forward.

Ms. Gulati presented additional projects within the CIP that represents the School Master Plan. She stated that replacing the obsolete Mitchell School, creating capacity at the elementary schools for enrollment growth, addressing overcrowding at the High Rock School and modernizing and enlarging the Pollard Middle School are request from the School Master plan. Ms. Gulati stated the CIP also includes converting the High Rock School to the district's sixth elementary school. Ms. Gulati noted that although this CIP addresses the overall Master Plan within a five year time frame the \$252M exceeds the Town's current debt financing capacity. Ms. Gulati stated that in August 2021 the School Committee requested a reserve fund transfer to explore variations to the Master Plan fund and a Task Force will convene to begin this work with a report expected in December of 2021. Ms. Gulati stated that the School Department has resubmitted its preferred plan, with the intention that this plan be revised to reflect the outcome of the extended study. Ms. Gulati stated that the timeframe for all resubmitted projects are deferred by one year, and project costs have been updated accordingly. Ms. Gulati summarized next steps.

Dr. Gutekanst stated that work continues on gathering background information regarding the school administration space. He stated that he will provide Town Meeting with information for Design Funds. He added that on Monday evening at the Permanent Public Building Committee (PPBC) meeting, the designer will present updated information on what it would cost to renovate Hillside for school administration, what it will cost to tear down Hillside and build new space for school administration, and new construction on the Emery Grover site. Dr. Gutekanst stated that he is also gathering information from local developers to get their thoughts on the value of the parcel and the potential for investments. Discussion followed.

#### ACTION ITEM

##### Approve Creation of ACCEPT Education Collaborative Capital Reserve Fund

Upon recommendation of the Superintendent that the Needham School Committee approves the creation of the ACCEPT Education Collaborative Capital Reserve with a balance limit of \$1,000,000 for the purpose of accumulating funds for the acquisition, maintenance, and improvement of capital items.

Approve Creation  
of ACCEPT  
Education  
Collaborative  
Capital Reserve  
Fund

A motion Michael Greis moved, and Elizabeth Lee seconded the motion.  
was made: Roll Call Vote:

Matthew Spengler, Aye; Elizabeth Lee, Aye; Michael Greis, Aye; Andrea Longo Carter, Aye; Aaron Pressman, Aye; Michael O'Brien, Aye; and Connie Barr, Aye.

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

School Committee Comments

School Committee  
Comments

Chair Barr expressed her appreciation to Alexandra McNeil and her team for all their work with 1100 staff. Chair Barr also expressed appreciation to Central Office for their work and for all they do every day.

A list of all documents used at this School Committee meeting is available at:

A List of  
Documents

<http://www.needham.k12.ma.us/districtinfo/schoolcommittee/packets> 2021-2022.

A motion At approximately 8:00 p.m., Michael Greis moved to adjourn the School  
was made: Committee meeting of September 21, 2021.

Adjournment

Michael O'Brien seconded the motion.

Roll Call Vote:

Matthew Spengler, Aye; Elizabeth Lee, Aye; Michael Greis, Aye; Andrea Longo Carter, Aye; Aaron Pressman, Aye; Michael O'Brien, Aye; and Connie Barr, Aye.

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

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Minutes Prepared by  
Cheryl Gosmon

## ***NEEDHAM SCHOOL COMMITTEE***

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

**Date:** November 16, 2021

**Item Title:** **FY 2021/22 Budget Transfers**

**Item Description:** Transfer of FY22 budget allocations between line items in the following amounts:

Salaries	\$0
Purchase of Service/Expense	\$0 (See Detail)
Capital	<u>\$0</u>
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.

**Rationale:** The attached line item budget transfers are requested to more accurately reflect expenses to be incurred during this fiscal year. All of the transfers occur within the purchase of service/ expense category.

**Implementation Implications:**

**Supporting Data:** Attached listing of requested line-item budget transfers within the FY22 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 #	DESCRIPTION	DEBIT	CREDIT	NET
<b><u>SALARIES</u></b>				
N/A	N/A	-	-	-
	<b>SUBTOTAL SALARIES</b>	-	-	-
<b>PURCHASE OF SERVICE &amp; EXPENSE</b>				
0001.3132.005.21.2358.099.99.520.030.5300.300.04	CURRICULUM DEV-BROADMEADOW-PROF AND TECH	1,500.00		1,500.00
0001.3132.005.22.2358.099.99.520.030.5300.300.04	CURRICULUM DEV-ELIOT-PROF AND TECHNICAL	1,500.00		1,500.00
0001.3132.005.23.2358.099.99.520.030.5300.300.04	CURRICULUM DEV - WILL - PROF AND TECHNICAL	1,500.00		1,500.00
0001.3132.005.24.2358.099.99.520.030.5300.300.04	CURRICULUM DEV-MITCHELL-PROF AND TECHNICAL	1,500.00		1,500.00
0001.3132.005.25.2358.099.99.520.030.5300.300.04	CURRICULUM DEV-NEWMAN-PROF AND TECHNICAL	1,500.00		1,500.00
0001.3260.005.26.2415.045.99.520.030.5512.300.05	HIGH ROCK ED SUPPL - INSTR MAT		1,000.00	(1,000.00)
0001.3260.005.26.2415.045.99.520.030.5512.300.05	HIGH ROCK ED SUPPL - INSTR MAT		1,000.00	(1,000.00)
0001.3260.005.26.2430.099.99.520.030.5510.300.05	HIGH ROCK EDUCATIONAL SUPPLIES	1,000.00		1,000.00
0001.3260.040.26.2210.090.99.520.030.5730.300.06	HIGH ROCK DUES & MEMBERSHIPS	1,000.00		1,000.00
0001.3560.005.10.2358.011.99.520.030.5300.300.04	K-8 READING INSTR-DISTRICT-PROF AND TECHNICAL		98.00	(98.00)
0001.3560.005.21.2358.011.99.520.030.5780.300.06	READING - BRM - OUTSIDE PD PROV - OTHER EXPENS	98.00		98.00
0001.3561.005.21.2430.030.99.520.030.5510.300.05	MATH INSTRUCTION	837.00		837.00
0001.3561.005.24.2430.030.99.520.030.5510.300.05	MATH INSTRUCTION	327.00		327.00
0001.3561.005.25.2410.030.99.520.030.5517.300.05	MATH INSTRUCTION		3,569.00	(3,569.00)
0001.3561.005.26.2410.030.99.520.030.5517.300.05	MATH INSTRUCTION ED SUPPLIES - WORKBOOKS/TEXTBOOKS		3,144.00	(3,144.00)
0001.3561.005.30.2410.030.99.520.030.5517.300.05	MATH INSTRUCTION ED SUPPLIES - WORKBOOKS/TEXTBOOKS		1,951.00	(1,951.00)
N/A	N/A	-	-	-
	<b>SUBTOTAL PURCHASE OF SERVICE &amp; EXPENSE</b>	<b>10,762.00</b>	<b>10,762.00</b>	-
<b><u>CAPTIAL</u></b>				
N/A	N/A	-	-	-
	<b>SUBTOTAL CAPITAL</b>	-	-	-
	<b>GRAND TOTAL</b>	<b>10,762.00</b>	<b>10,762.00</b>	-

## NEEDHAM SCHOOL COMMITTEE

**Agenda Item#:** \_\_\_\_\_ **Date:** November 16, 2021

**Item Title:** **Establish Superintendent's Impact Scholarship**

**Item Description:** This request is to establish a new scholarship at Needham High School: the Superintendent's Impact Scholarship. This scholarship would be awarded annually to student who has effected positive change in challenging circumstances by demonstrating advocacy, collaboration, and inclusiveness.

This scholarship would be held by the Needham Public Schools, based upon an anonymous donation of \$500 to initiate the fund. The principal balance would be expendable, and awards would be made based upon the 'sustainable 4% rule', or \$500, whichever is higher. The NHS Principal supports the establishment of this scholarship.

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

**Recommendations/Options:** That the School Committee accept a donation of \$500 to establish this scholarship and approve the creation of the NHS Superintendent's Impact Scholarship.

**School Committee:** Consent Agenda

**Attachments:** N/A

Respectfully Submitted,

*Anne Gulati*

Assistant Superintendent for Finance and Operations



# 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: Superintendent's Award  
Date: October 29, 2021

After reviewing the proposed Superintendent's Award Scholarship, I heartily endorse its creation. The scholarship provides a wonderful opportunity to recognize a Needham High School student has affected positive change in challenging circumstances.

Aaron Sicotte  
Principal

## NEEDHAM SCHOOL COMMITTEE

**Agenda Item#:** \_\_\_\_\_ **Date:** October 29, 2021

**Item Title:** **Close Mary Ann Dolan Memorial Scholarship & Reallocate Funds**

**Item Description:** This request is to close the Mary Ann Dolan Memorial Scholarship. This scholarship is in active due to its low \$5.70 balance. At the recommendation of the NHS Principal, the scholarship should be discontinued and its residual balance transferred to the Peter J. Eloranta Scholarship Fund.

Please note that the aforementioned residual balance is estimated as of June 30, 2021 and may not reflect all interest income earned during FY22. This recommendation is to disburse the actual balance remaining, if different from the amount above.

**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 approve the closure of the Mary Ann Dolan Memorial Scholarship and re-allocation of the residual balance to the Peter J. Eloranta Scholarship Fund

**School Committee:** Action Item

**Attachments:** N/A

Respectfully Submitted,

*Anne Gulati*

Assistant Superintendent for Finance and Operations



# NEEDHAM HIGH SCHOOL

A CARING COMMUNITY  
STRIVING FOR PERSONAL GROWTH AND  
ACADEMIC EXCELLENCE

*Aaron Sicotte*  
*Principal*

To: NPS Business Office  
From: Aaron Sicotte, Principal  
Re: Mary Ann Dolan Memorial Scholarship  
Date: October 26, 2021

I recommend that the remaining \$5.70 in the Mary Ann Dolan Memorial Scholarship fund be transferred to the Peter J. Eloranta Scholarship fund.

A handwritten signature in black ink, appearing to read "AS", is written over a horizontal line.

Aaron Sicotte  
Principal

## NEEDHAM SCHOOL COMMITTEE

**Agenda Item#:** \_\_\_\_\_ **Date:** November 16, 2021

**Item Title:** **Approve School Department Donations**

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

	<u>Value:</u>
• Ms. Claire Blume Needham, MA donation towards the Chloe Malast Scholarship	\$25.00
• Ms. Denise Bruno, Needham, MA donation in memory of Alex Weisenbach to benefit the NHS Robotics Club	\$420.00
• Online sales of Gear to support Student Council at Large	\$135.00
• Online sales of Spirit wear to support the Student Council at Large	\$40.00
• Online donations to support the Student Council at Large	\$35.00
• Sale of sweatshirts by the student council to support the Class of 2025	\$50.00
• Homecoming dance ticket sales to support the student council	\$80.00
• Pizza sale at Homecoming dance to support the student council	\$1.00

**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:** November 16, 2021

**Item Title:** **Disposal of Surplus: Pollard Middle School, Emery Grover**

**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 Pollard Middle School**

- 102 Old/Damaged Paper and Hardcover Books
- 794 Obsolete World Language Paper and Hardcover Books

**From Emery Grover**

- 1 Old/Broken Desk Nutrition Services
- 1 Broken Chair

**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                      Consent Calendar

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

November 16, 2021

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### Agenda Item:     **Discussion**

#### **Needham Education Foundation (NEF) 2021 Fall Grant Awards**

### Background Information:

- The 2021 Fall Grant Awards will be announced.

### Action Item

Upon recommendation of the Superintendent that the Needham School Committee accepts with gratitude the Needham Education Foundation 2021 fall grant awards in the amount of \$30,317.

### Person(s) Available for Presentation:

Ms. Jennifer Collings, Needham Education Foundation Fall Grants Committee Co-Chair

Mr. Robert Murphy, Needham Education Foundation Fall Grants Committee Co-Chair





## **Needham School Committee**

**November 16, 2021**

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Agenda Item:     **Discussion**

### **Update on Schools and Learning: 2021 MCAS Results**

#### Background Information:

- Dr. Duggan will provide a report on the district's performance on the 2021 Massachusetts Comprehensive Assessment System (MCAS) tests administered to all students in grades 3-8, and 10.

#### **Persons Available for Presentation:**

Dr. Terry Duggan, Assistant Superintendent for Student Learning

# MCAS 2021

Next-Gen Assessment & Accountability System

Theresa W. Duggan, Ed.D.

November 2021

# Highlights

What's New in 2021

Needham's Performance

Comparable Communities

# What's New in 2021

- Extended timeline for test administration
- Shortening the test for students in grades 3–8
  - Students randomly assigned to one session of a regular two-session test in ELA, Math, and STE
  - Grade 10 remained a two-session, in-school test
- Students in grades 3–8 learning remotely could take computer-based tests at home
  - Approximately 20% of students took the test remotely (6% in Needham)
  - Test administration monitored via Zoom

# What's New in 2021

- Modified Competency Determination (CD) for the Class of 2021-2023
  - Students to receive their CD by passing an approved ELA, Math & STE course and demonstrating competency as determined by the district
- Accountability ratings waived for 2021
- Modification in Student Growth Percentile calculation to more accurately reflect the extent to which educational progress and growth slowed during the pandemic

# Analysis Considerations

DESE urging caution when analyzing test scores, drawing conclusions, and taking action based on the data

- **Online vs. In-Person Testing Environment** (“mode effect”)
- **Change in the length of the test** (2 sessions reduced to 1 session)
- **Participation Rate**
  - Parents choosing not to send remote learning students to school to take a test
  - Less pressure by schools that students show up for testing
  - Accountability rules waived—no penalty for schools testing fewer than 95%
- **Caution in attributing difference** between 2019 and 2021 scores as the effect of COVID
- Assessment results along with other sources of data should be used for **formative rather than summative purposes**
- **Multiple sources of data** are more important than ever to inform instructional decisions

2021

# ACHIEVEMENT RESULTS—NEEDHAM

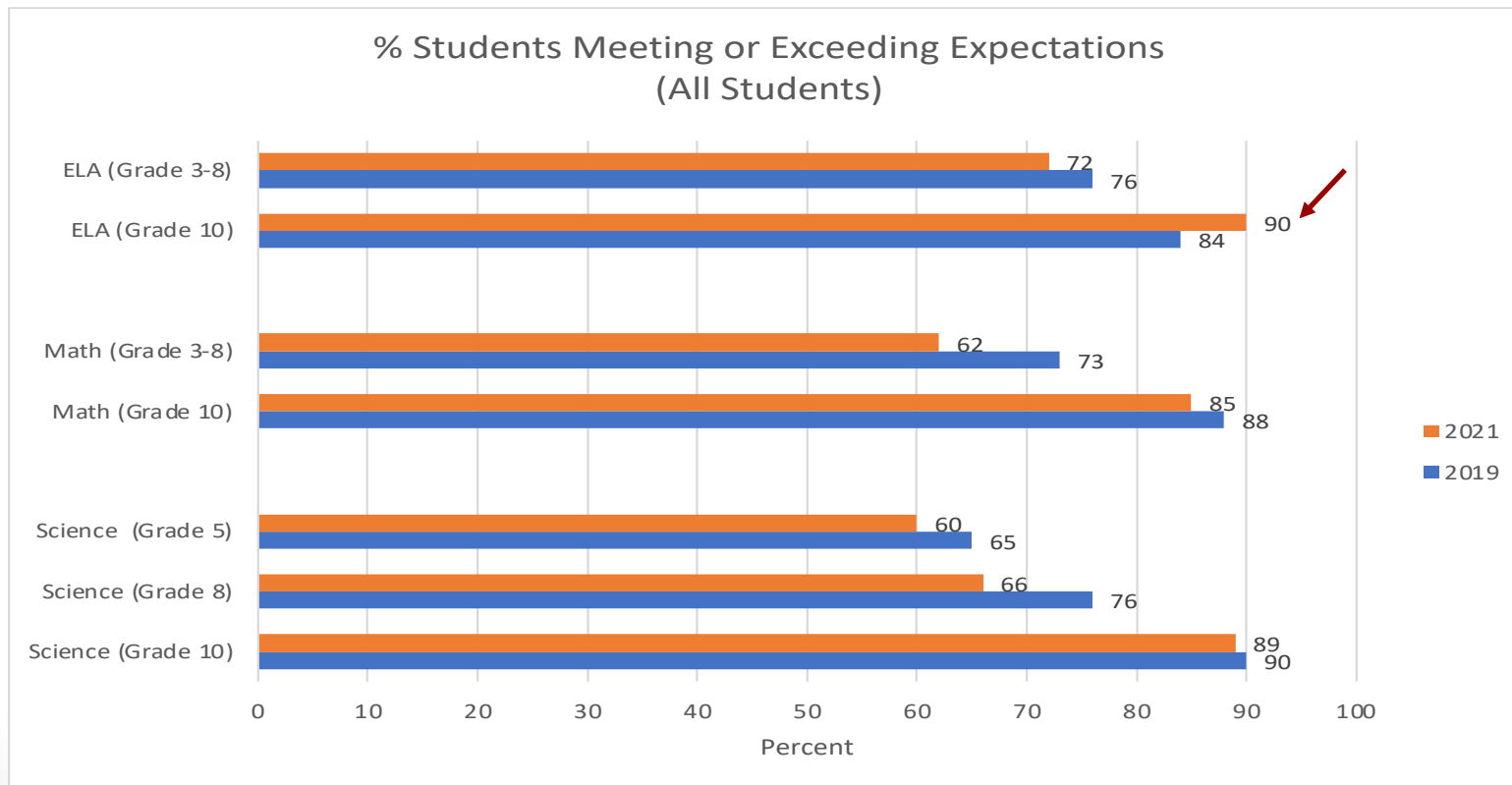
# Impact of Pandemic Across the State

Pandemic slowed educational progress and growth for most students in 2021

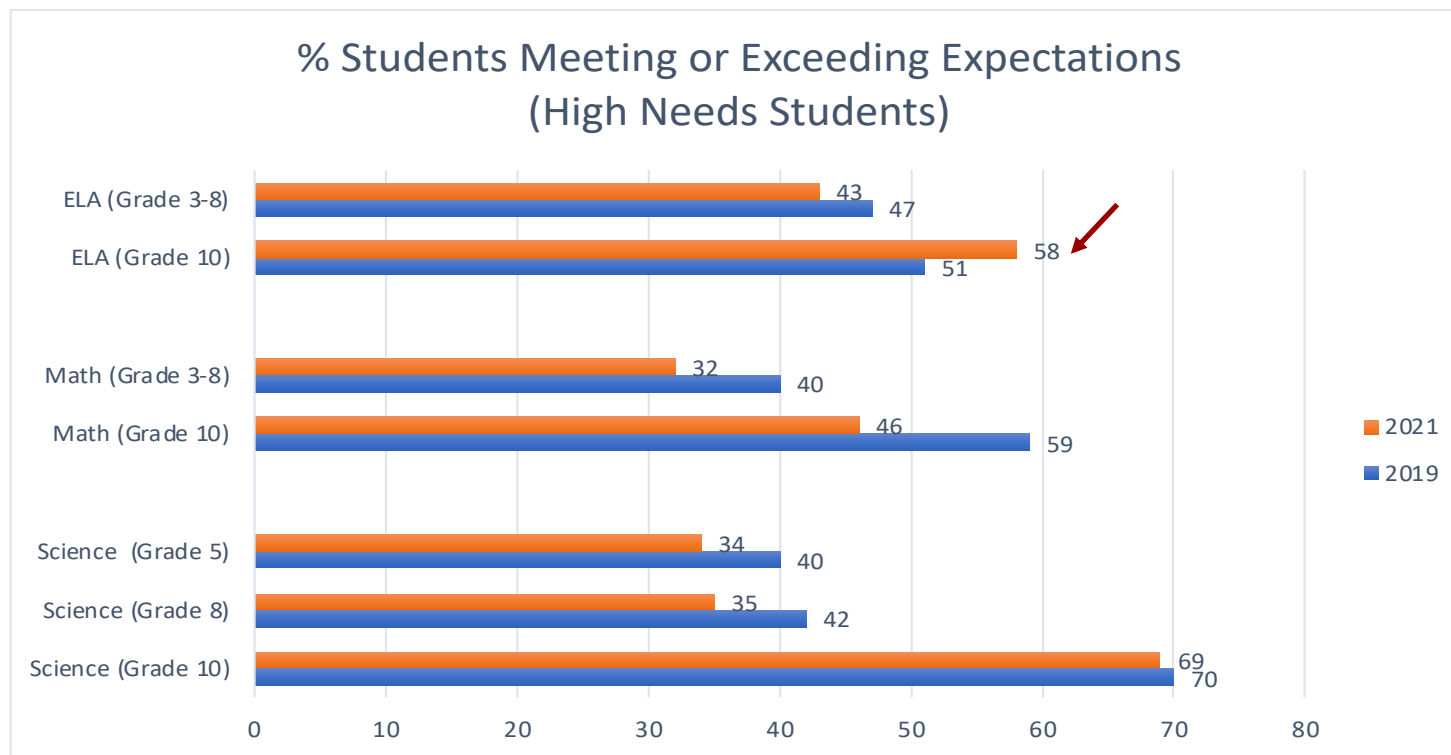
- Significant departure from the typical achievement and growth patterns in prior years
- Higher percentages of students in the lower growth categories
- Differences between 2019 to 2021 scores were much larger than those seen between 2018 and 2019



# Overall Academic Performance: All Students

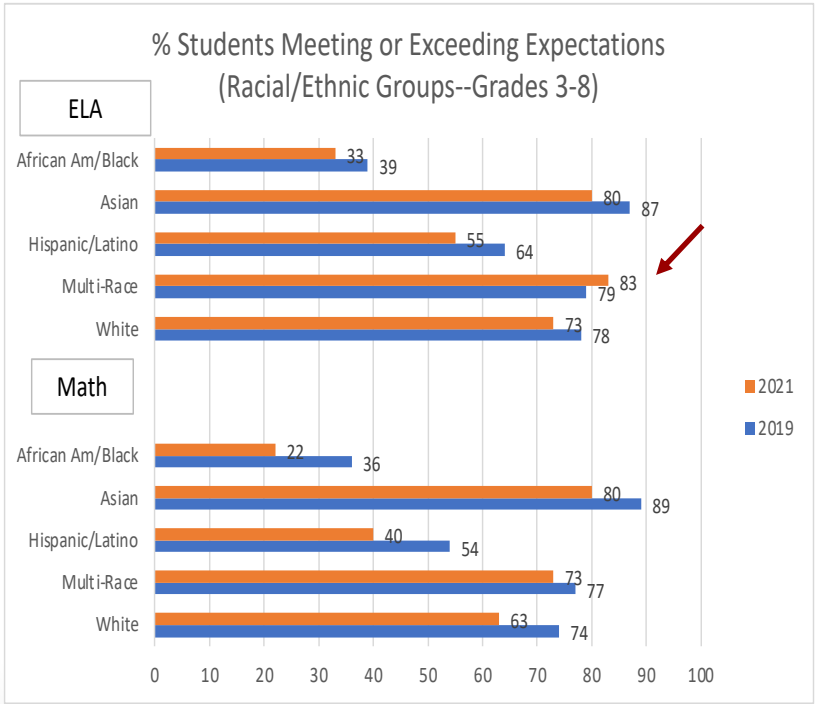


# Overall Academic Performance: High Needs

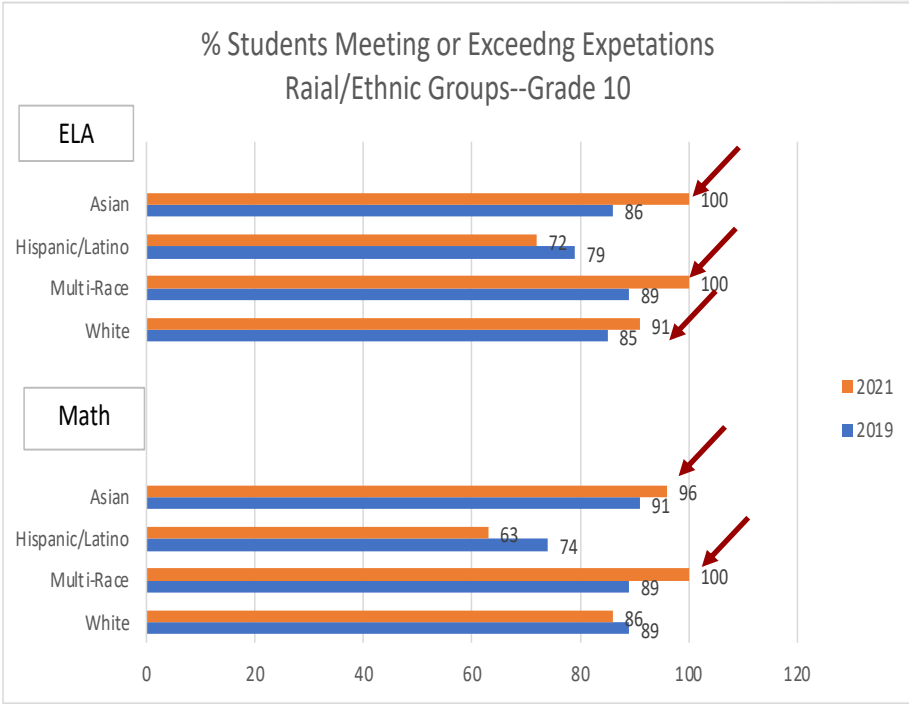


# Overall Academic Performance: Racial/Ethnic Groups

Grades 3-8



Grade 10



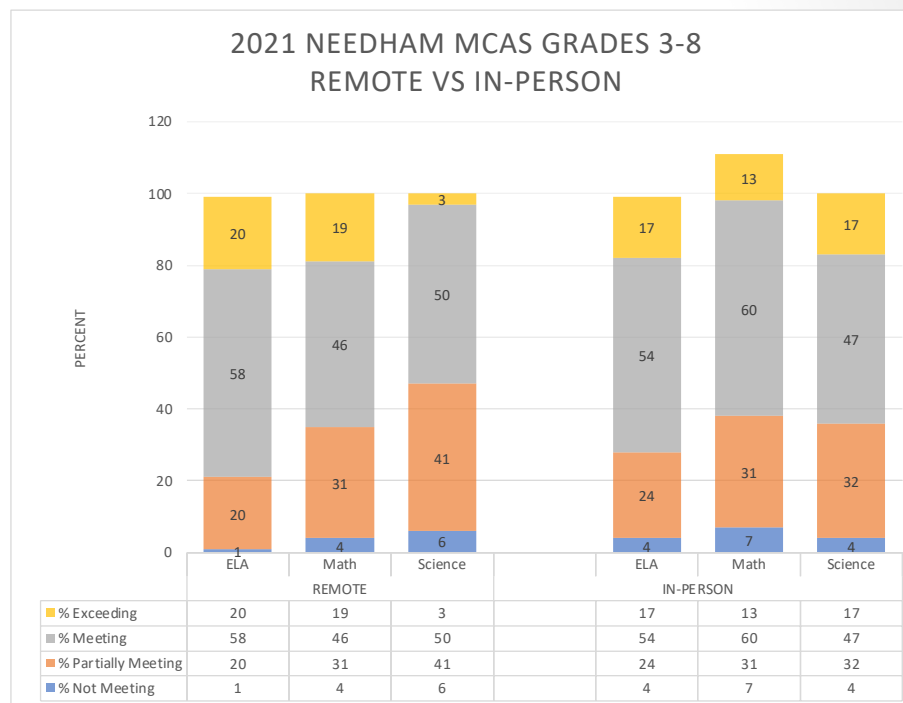
# Achievement: Remote vs. In-Person

## Needham Grades 3-8

	# Remote	% Remote	# In-Person	% In-Person
ELA	161	6.37%	2,356	93.63%
Math	160	6.34%	2,365	93.66%
Science	32	3.84%	802	96.16%

## State Grades 3-8

	# Remote	% Remote	# In-Person	% In-Person
ELA	73,717	18.86%	317,224	81.14%
Math	73,717	18.89%	316,609	81.11%
Science	11,239	9.65%	105,272	90.35%



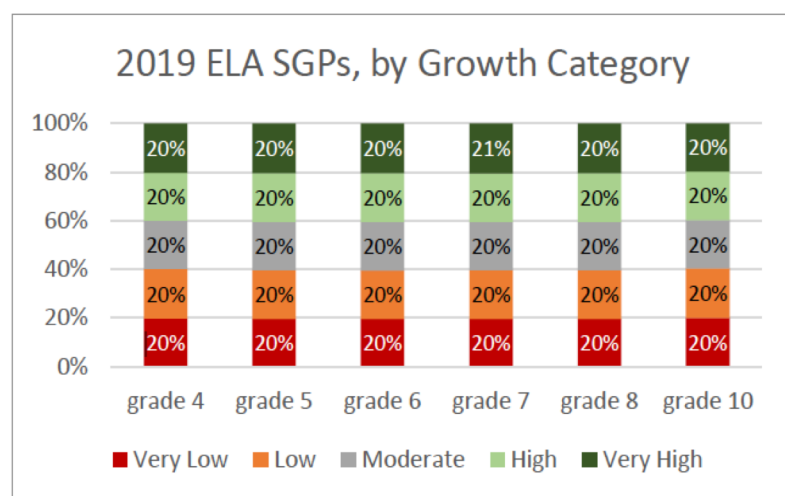
Remote (% M or E)			In-Person (% M or E)		
ELA	Math	Science	ELA	Math	Science
78	65	53	71	73	64

2021

## MCAS: DISTRICT GROWTH SCORES

# Reporting Test Results: Growth

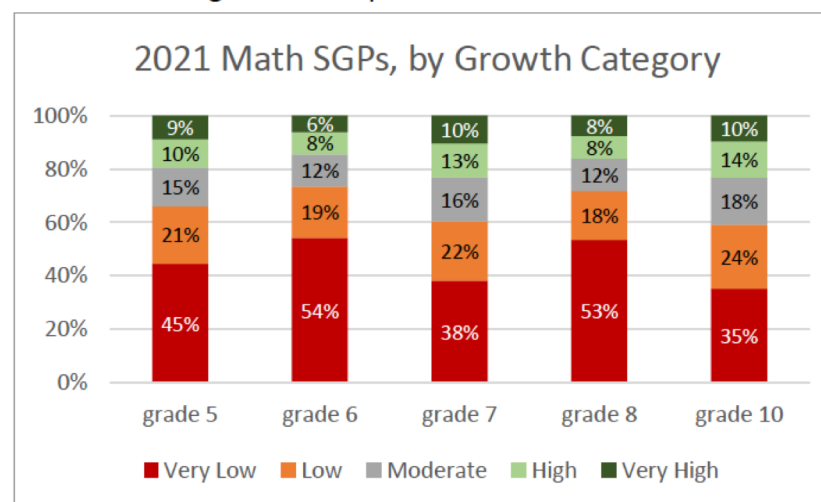
Figure 1: 2019 SGP Distribution



MCAS SGPs in 2019 show students equally distributed among all growth categories

- Reported for students enrolled in grade 4-8, 10
- SGP  $\leq 40$  is considered low growth
- SGP  $\geq 60$  is considered high growth
- $40 \leq \text{SGP} \leq 60$  is considered expected growth

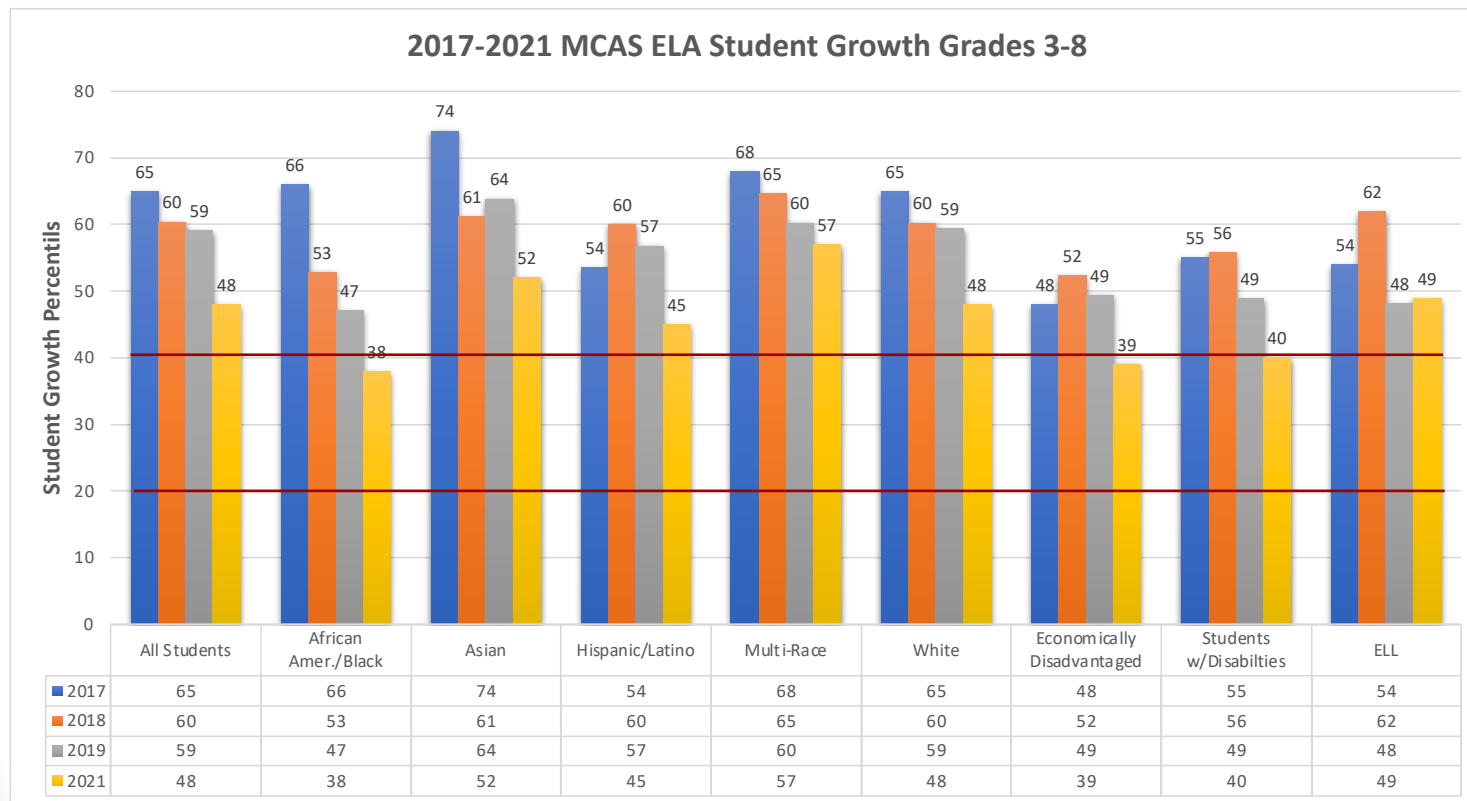
Figure 2: Example of Baselined Growth



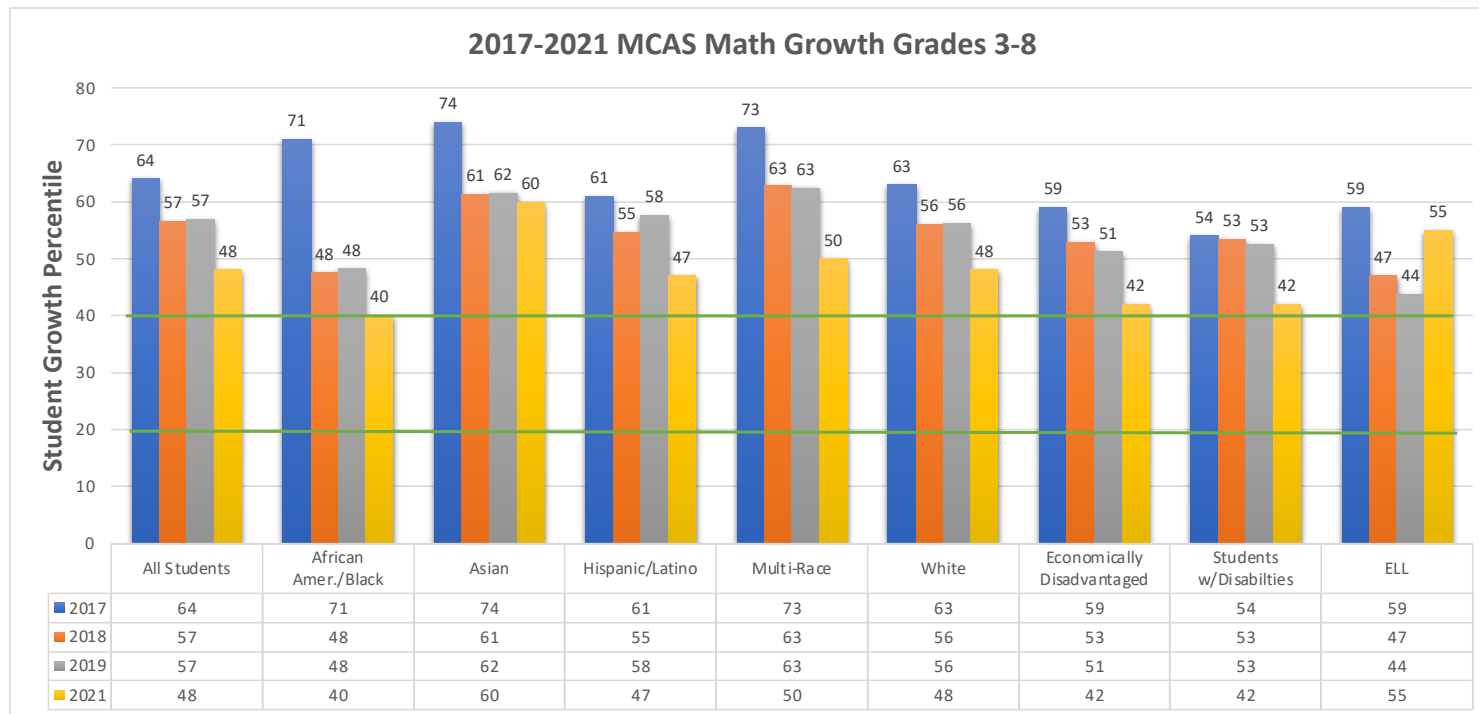
Baseline MCAS SGPs in 2021 show higher percentages of students in the lower growth categories

- Reported for students enrolled in grade 5-8, 10
- SGP  $\leq 20$  is considered low growth
- SGP  $\geq 40$  is considered high growth
- $20 \leq \text{SGP} \leq 40$  is considered expected growth

# Growth: ELA Grades 3-8



# Growth: Math Grades 3-8



Student Growth in math for all racial groups and high needs groups in 2021 is well within the expected range ( $20 \leq \text{SGP} \leq 40$ ). Growth in math scores in 2021 was especially high for Asian, Multi-Race, and ELL students.



2021

# PERFORMANCE COMPARISONS

# Performance Comparisons

- **ELA (Grades 3-8)**

- 72% Meeting or Exceeding Expectations
- Tied for 6<sup>th</sup> highest in state

- **Math (Grades 3-8)**

- 62% Meeting or Exceeding Expectations
- Tied for 11<sup>th</sup> highest in state

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- **ELA (Grade 10)**

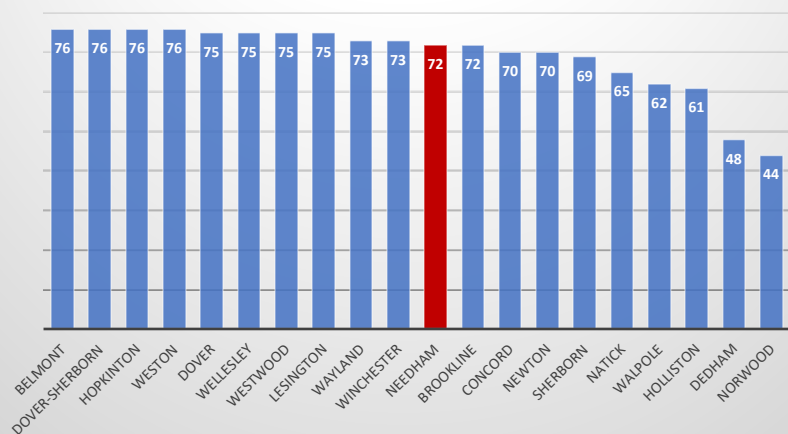
- 92% Meeting or Exceeding Expectations
- Tied for 4<sup>th</sup> highest in state

- **Math (Grade 10)**

- 85% Meeting or Exceeding Expectations
- Tied for 6<sup>th</sup> highest in state

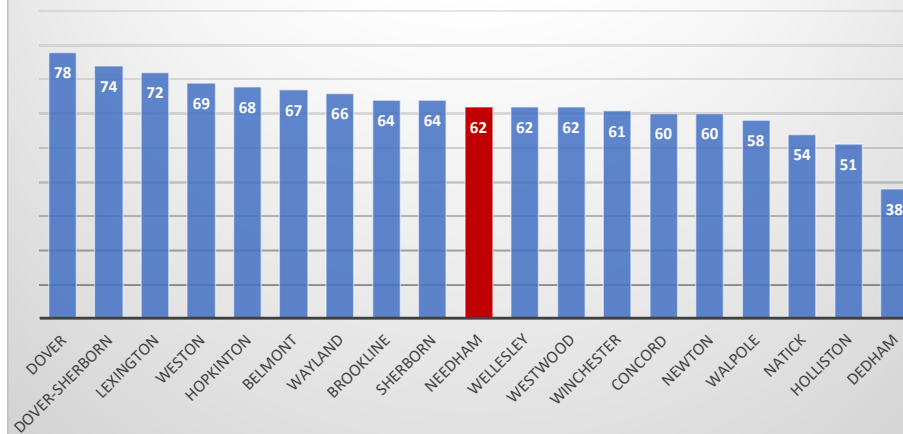
# Comparable Communities—Grades 3-8

2021 MCAS ELA Achievement  
Comparable Communities  
Grades 3-8 % M or E



ELA-Tied for 4<sup>th</sup> among 20 comparable communities  
(7<sup>th</sup> in 2019)

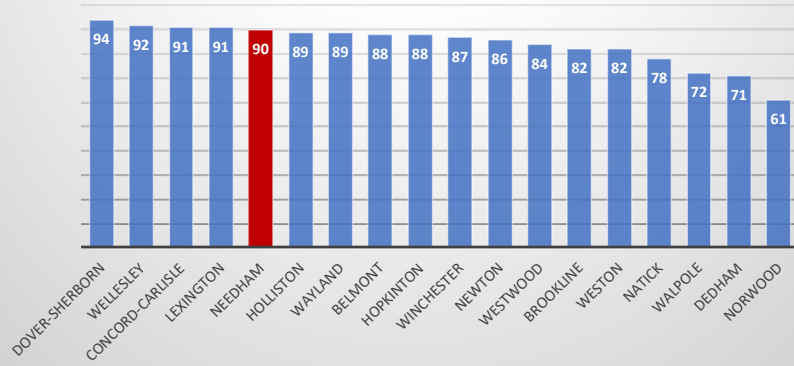
2021 MCAS Math Achievement  
Comparable Communities  
Grades 3-8 M+E %



MATH-Tied for 9<sup>th</sup> among 20 comparable communities  
(9<sup>th</sup> in 2019)

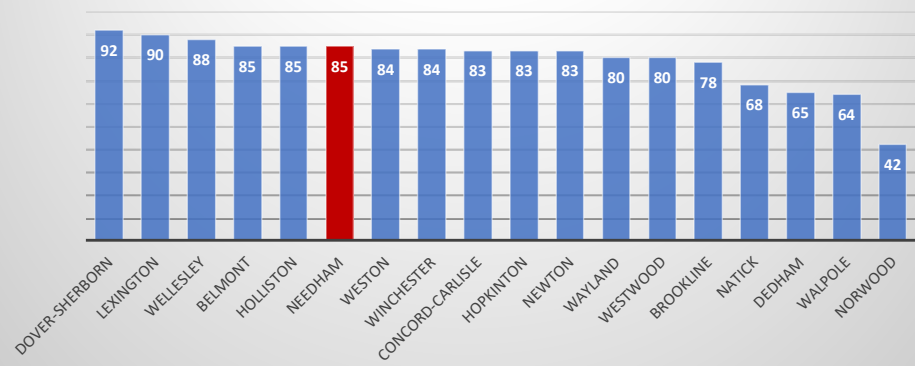
# Comparable Communities—Grade 10

2021 MCAS ELA Achievement  
Comparable Communities  
Grade 10 % M+E



ELA~Tied for 4<sup>th</sup> among 20 comparable communities  
(8<sup>th</sup> in 2019)

2021 MCAS Math Achievement  
Comparable Communities  
Grade 10 % M & E



MATH~Tied for 4<sup>th</sup> among 20 comparable communities  
(4<sup>th</sup> in 2019)

2021

Q & A ???

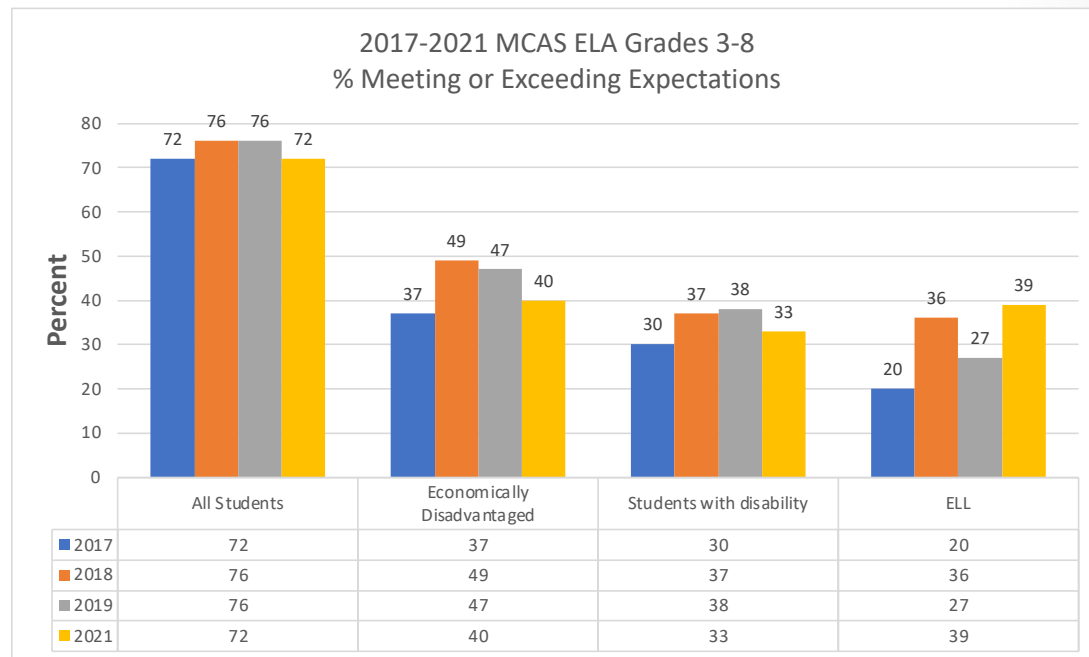
[ 20 ]

Addendum

## A DEEPER DIVE INTO THE DATA

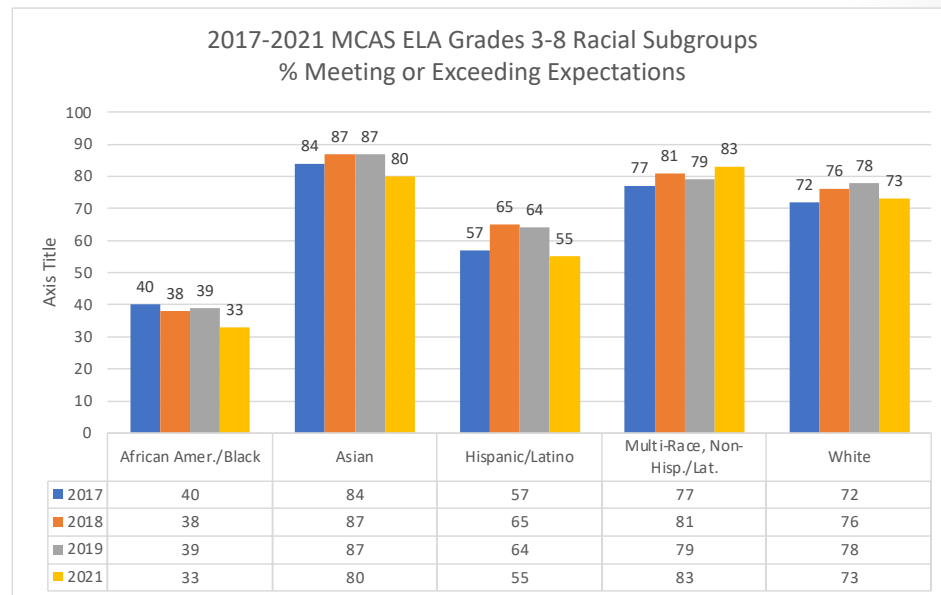
# Achievement: ELA Grades 3-8

- 72% of all grade 3-8 students are meeting or exceeding expectations in ELA
  - 4% fewer than in 2019
- Among high needs students:
  - 12% more ELL students are meeting or exceeding expectations
  - Fewer economically disadvantaged (7%) or special education students (5%) are meeting or exceeding expectations this year



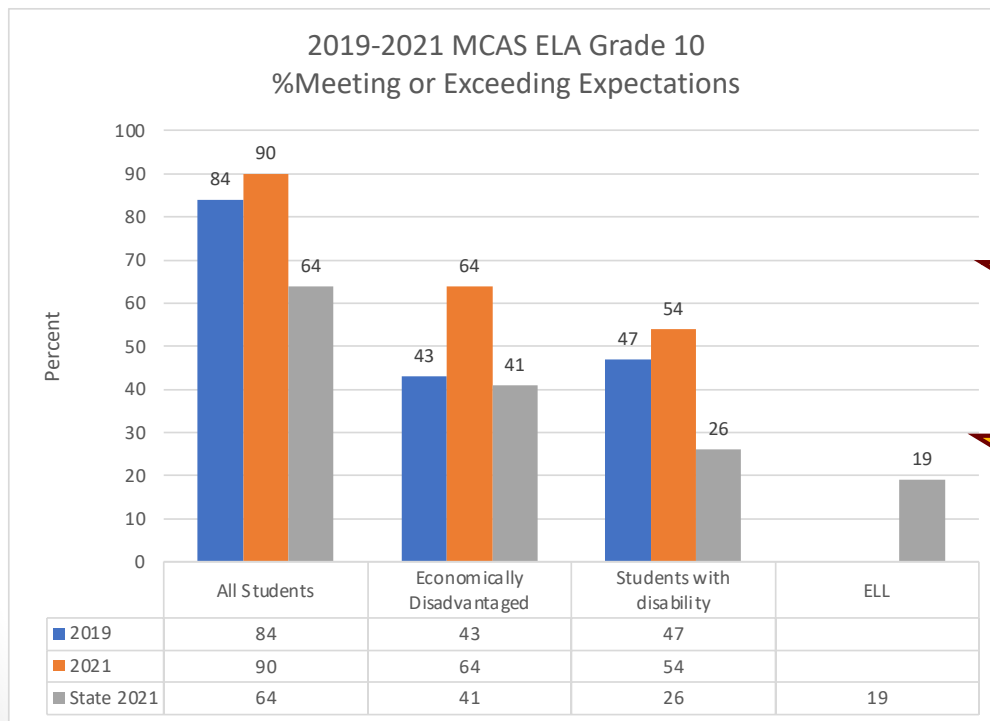
# Achievement Racial Groups: ELA Grades 3-8

- For most racial/ethnic groups, overall results showed a downward tendency ( $\geq 2\%$ ) between 2019 and 2021
- Multi-Race/Non-Latino students continue to improve & outperformed all other racial/ethnic subgroups
- Gap continues for African American/Black students.





# Achievement: ELA Grade 10



- Second year of new version of MCAS test at grade 10

- High needs subgroups in Needham continue to outperform their counterparts across the state.

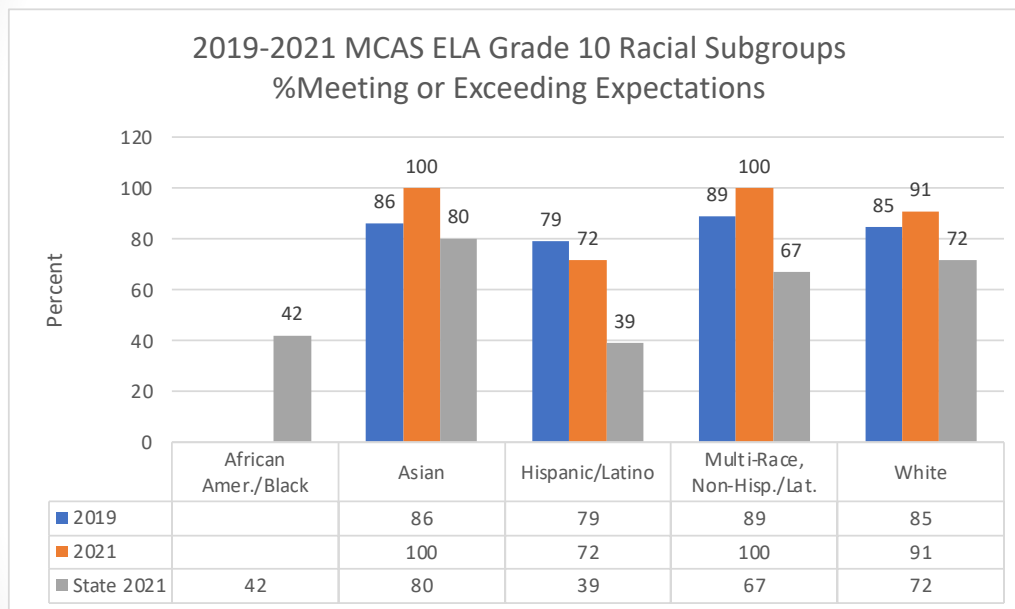


- Significantly more students are meeting or exceeding expectations in 2021 than in 2019



- Significantly more economically challenged students and students with disabilities are meeting or exceeding expectations in 2021 than in 2019

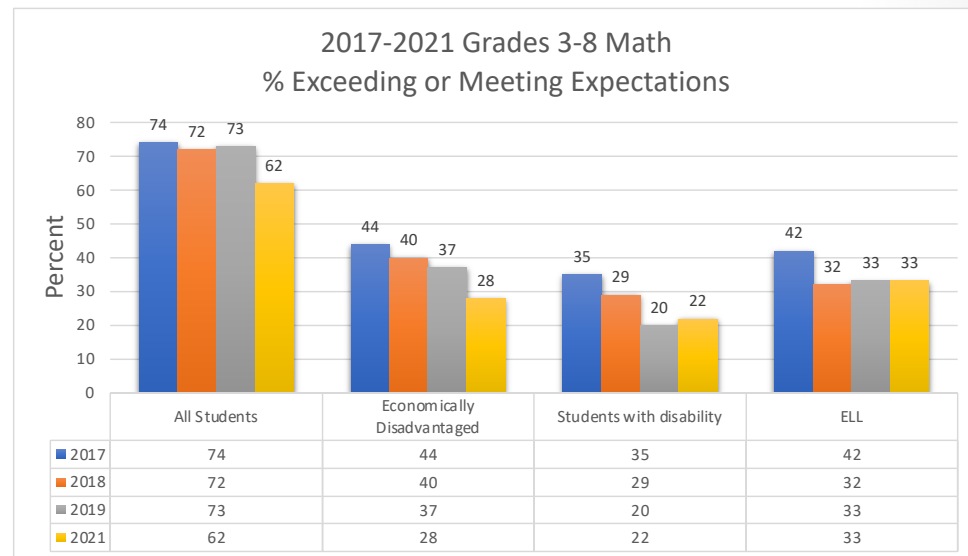
# Achievement Racial Subgroups: ELA Grade 10



- Every racial subgroup in Needham continues to outperform their counterparts across the state.
- In 2021, 100% of our Asian and Multi-Race students were meeting or exceeding expectations
- Significantly more students in all but one subgroup (Hispanic) were meeting or exceeding expectations in 2021 than in 2019

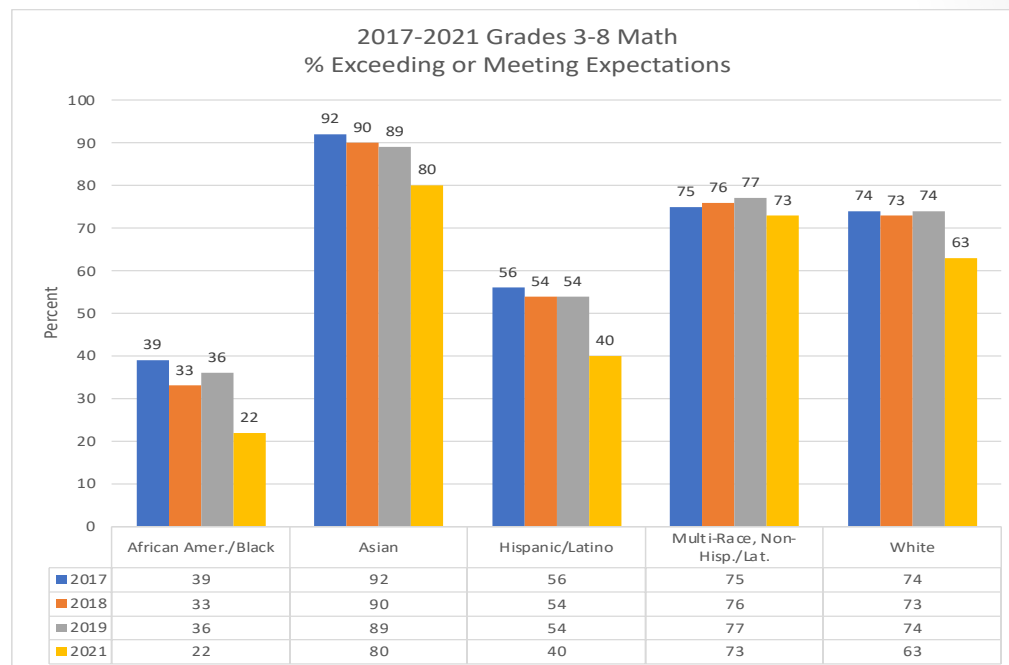
# Achievement: Math Grades 3-8

- 62% of all students are meeting or exceeding expectations
  - 11% fewer than in 2019
- Among high needs students:
  - ELL students' performance has remained consistent over the last 3 years
  - Fewer economically disadvantaged students are meeting or exceeding expectations each year
  - 2% more students w/disabilities are meeting or exceeding expectations this year

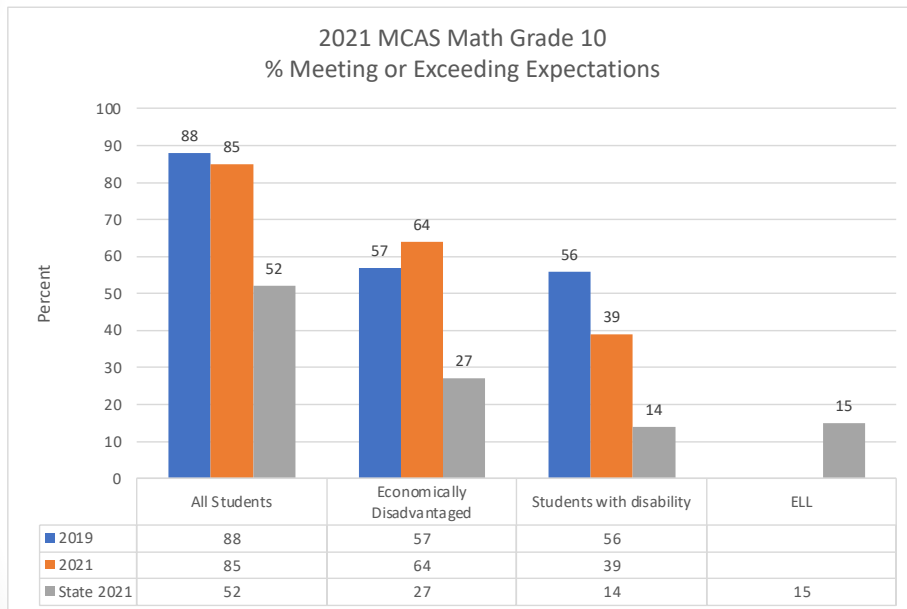


# Achievement Racial Subgroups: Math Grades 3-8

- For most racial/ethnic groups, overall results showed a significant downward tendency ( $\geq 2\%$ ) between 2019 and 2021
- Asian students continue to outperform all other racial/ethnic subgroups
- Gap continues for African American/Black students.



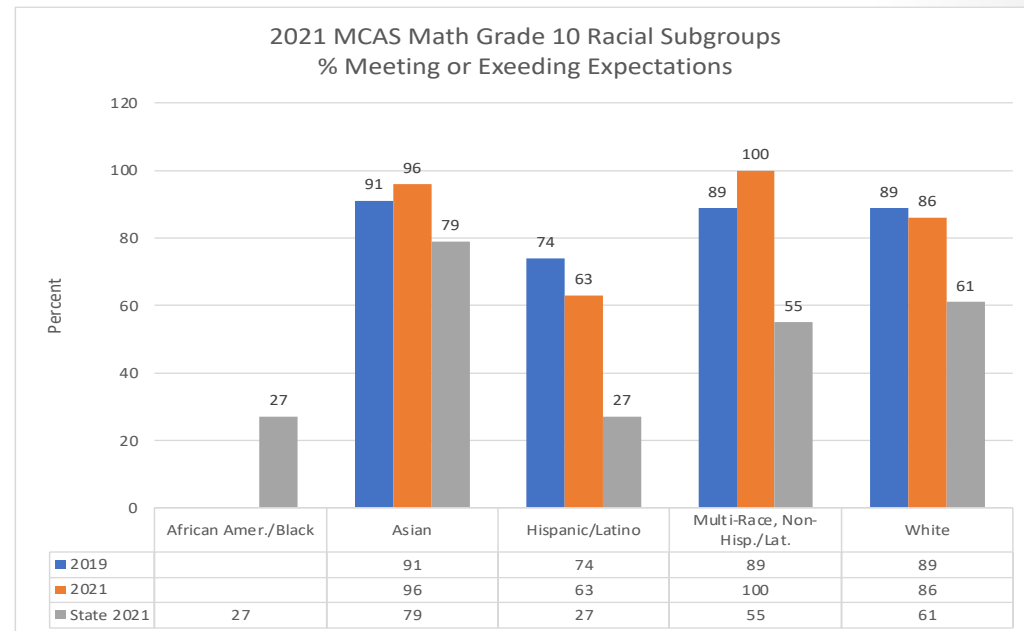
# Achievement: Math Grade 10



- Second year new test administered at grade 10
- 85% of our students are meeting or exceeding expectations
  - 3% fewer than in 2019
  - 6<sup>th</sup> highest score in state for grade 10 math
- High needs subgroups:
  - Continue to outperform their grade 10 counterparts across the state.
  - More economically disadvantaged students were meeting or exceeding expectations than in 2019 (7%)
  - Significantly fewer (17%) students w/disabilities are meeting or exceeding expectations than in 2019

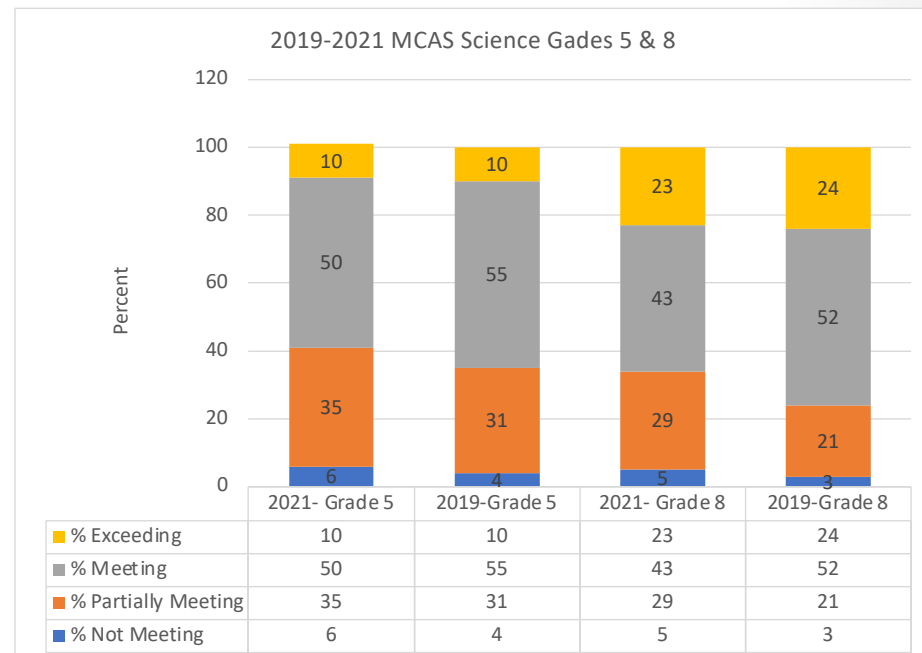
# Achievement Racial Subgroups: Math Grade 10

- Racial subgroups in Needham continue to outperform their counterparts across the state.
- ★ ■ 100% of multi-race and 96% of Asian students are meeting or exceeding expectations
- Fewer Hispanic students (11%) are meeting or exceeding expectations than in 2019

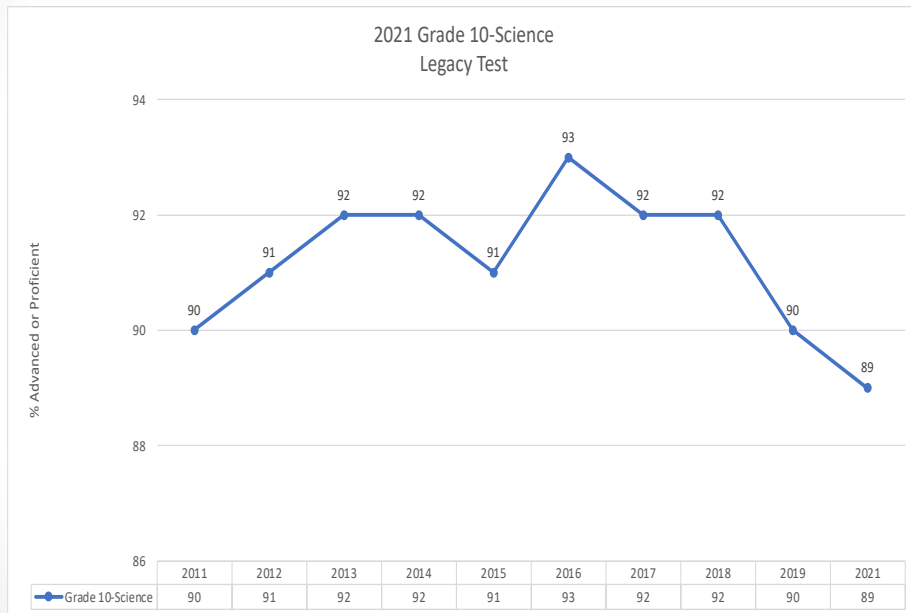


# Achievement: Science Grade 5 & 8

- Second year of new test at grade 5 & 8
- 59% of all grade 5 students are meeting or exceeding expectations as compared to 65% in 2019
- 66% of all grade 8 students are meeting or exceeding expectations as compared to 76% in 2019
- Scores for Gr 8 students testing remotely are not included in these results
- ★ ■ Our grade 8 science students are among the top 13 highest scoring districts in the state



# Achievement: Science High School



- Legacy test in Science remains in place at grade 10
  - Curriculum taught reflects new standards
- 89% of all grade 10 students are scoring proficient or higher—slight decline from 2019



Among our 20 comparable communities  
Needham scores in Science are 8<sup>th</sup>  
highest.



# Reporting Test Results: Achievement Levels

- **Scaled Score:** Individual student score reported as a **number from 440-560** (e.g. 534.5)
- **Average Scaled Score:** Overall performance for a particular group of students
- **Achievement Level:** Determined by range in which Scaled Score falls

Achievement Level	Scaled Score Range
Exceeding Expectations	530-560
Meeting Expectations	500-529
Partially Meeting Expectations	470-499
Not Meeting Expectations	440-469

- ESE defines improvement as gaining 2.0 or more scaled score points, or more than 2% gains  
(Statistical significance varies depending on school size)

# 2017-2021 Average Scaled Scores by Cohorts: ELA

Grade	Black/African American				Scaled Score
ELA	2017	2018	2019	2021	Change
3	496.1	494.9	496.2	498.7	
4	X	501.6	491.0	490.3	-5.9
5	496.3	X	502.2	485.4	-9.5
6	X	502.0	X	493.2	-2.9
7	X	X	500.8	497.1	x
8	X	501.4	X	x	4.5
10	X	X	X	x	

Grade	Asian				Scaled Score
ELA	2017	2018	2019	2021	Change
3	512.2	520.2	520.8	510.2	
4	517.3	514.3	514.0	512.8	-8.0
5	512.0	523.1	524.0	516.7	-3.5
6	528.3	525.8	533.7	521.5	9.3
7	521.0	523.8	522.8	518.5	1.2
8	520.5	524.4	534.2	524.5	12.5
10	X	X	525.8	536.6	8.3

Grade	Multi Race				Scaled Score
ELA	2017	2018	2019	2021	Change
3	503.9	513.4	512.5	520.6	
4	506.3	507.0	515.1	513.6	1.1
5	514.8	513.5	507.4	522.3	8.9
6	521.5	526.4	527.6	516.3	12.4
7	513.3	521.6	520.0	511.9	5.6
8	514.1	522.8	530.6	515.2	0.4
10	X	X	519.2	534.7	13.2

Grade	Latino				Scaled Score
ELA	2017	2018	2019	2021	Change
3	496.4	504.2	503.8	494.4	
4	500.6	503.6	507.4	503.6	-0.2
5	501.8	507.1	502.2	503.1	-1.1
6	503.1	509.6	515.1	509.8	13.4
7	512.3	503.7	506.8	501.8	1.2
8	505.8	525.6	511.1	504.5	2.7
10	X	X	514.4	514.5	11.4

Grade	White				Scaled Score
ELA	2017	2018	2019	2021	Change
3	506.3	510.8	512.7	509.9	
4	508.8	510.4	510.3	509.4	-3.3
5	507.9	510.3	512.2	513.9	3.1
6	514.5	516.3	519.3	515.4	9.1
7	513.0	516.2	515.3	511.2	2.4
8	514.5	524.0	524.8	510.4	2.5
10	X	X	519.8	524.3	9.8

# 2017-2021 Average Scaled Scores by Cohorts: Math

Grade Math	Black/African American				Scaled Score
	2017	2018	2019	2021	Change
3	491.7	485.2	492.0	480.7	
4	X	494.0	478.7	482.1	-9.9
5	496.7	X	501.7	481.2	-4.0
6	X	498.4	X	483.3	-8.4
7	X	X	506.6	495.7	x
8	X	492.4	X	X	9.9
10	X	X	X	X	

Grade Math	Asian				Scaled Score
	2017	2018	2019	2021	Change
3	521.7	520.9	521.7	509.0	
4	523.2	518.5	513.2	514.7	-7.0
5	520.6	522.4	523.0	515.8	-5.1
6	531.7	526.5	532.2	522.8	1.1
7	524.7	528.8	530.0	532.2	9.0
8	527.5	527.2	538.5	531.6	11.0
10	X	X	531.9	533.1	1.4

Grade Math	Latino				Scaled Score
	2017	2018	2019	2021	Change
3	496.8	498.4	495.4	472.7	
4	499.4	494.9	494.7	490.0	-5.4
5	501.8	498.3	497.9	491.8	-6.6
6	531.7	5236.5	503.7	494.4	-2.4
7	524.7	528.8	512.6	499.7	0.3
8	527.5	527.2	538.5	497.9	-3.9
10	X	X	516.0	505.4	-26.3

Grade Math	Multi Race				Scaled Score
	2017	2018	2019	2021	Change
3	504.7	512.7	512.8	496.7	
4	508.6	500.4	512.8	506.4	-6.4
5	515.8	511.4	507.6	514.6	1.9
6	521.0	525.4	524.2	516.5	11.8
7	514.9	521.6	522.3	511.6	3.0
8	521.5	520.3	522.1	514.9	-0.9
10	X	X	522.9	530.3	9.3

Grade Math	White				Scaled Score
	2017	2018	2019	2021	Change
3	508.1	509.5	508.7	506.6	
4	506.7	505.2	505.0	503.3	-5.4
5	504.4	506.0	509.6	506.9	-2.6
6	517.1	514.4	513.7	504.8	-3.3
7	516.8	515.4	516.3	512.3	5.6
8	515.5	517.1	513.7	508.7	4.3
10	X	X	523.0	520.1	3.0



## Needham School Committee

November 16, 2021

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### 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:

Connie Barr, Chair

Matthew Spengler, Vice Chair

Andrea Longo Carter

Michael Greis

Elizabeth Lee

Michael O'Brien

Aaron Pressman

Dilin Meloni, Student Representative member of School Committee



## Needham School Committee

November 16, 2021

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Agenda Item:      **Information Items**

- FY2023-2037 Preliminary Enrollment Projections
- Elementary Subject Area Time Expectations
- FY2022/23 – 2026/27 Five-Year Financial Forecast
- October 1, 2021 Enrollment



# 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)

November 1, 2021

To: Needham School Committee  
From: Anne Gulati Director of Financial Operations  
RE: FY 23-37 Preliminary Enrollment Projection

Recently, McKibben Demographic Associates completed preliminary enrollment projections for the fifteen-year period FY 2022/23 – 2033/37. These projections, which incorporate both the redistricting-level results from the 2020 Census and Town census of Needham residents under the age of 18, are discussed in greater detail below.

## Current Enrollment

The Needham Public Schools, like many school districts around the country, experienced a significant reduction in the number of enrolled students during the 20/21 School Year, due to COVID-19. As evident from the chart on the next page, Needham lost 221 students, primarily at the elementary level. The largest losses occurred at Preschool and Kindergarten, where parents opted to keep children home, send students to private school or homeschool. The High School enrollment remained relatively stable and consistent with prior year expectations.

The current 21/22 School Year enrollment of 5,526 increases by only 40 students from last year and remains low, relative to pre-Pandemic levels. Additionally, we estimate that only about 45% of the students who demitted last year for COVID-related reasons have returned. (This statistic is based on the number of students who returned in FY22 (58) as a percentage of the 130 incremental FY21 demits over the 238 historical average annual number of demits.) McKibben Demographics notes that return rates of 50-99% are typical across the nation this year, with lower return rates being experienced in communities with mask or vaccine mandates. Needham's more modest 45% return rate may reflect the additional impact that slower home sales have had on the ability of new families to in-migrate to Needham and enroll in Needham public schools. The impact of home sales on in-migration rates is discussed in greater detail below.

Needham Public Schools PreK-12 Total Enrollment by Level																							
McKibben Demographics																					Cum Change	Cum Change	Cum Change
Nov-20 No COVID Best Series	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	2036-37	FY22-37	FY22-28	FY29-37	
<u>Enrollment</u>																							
PreK	83	72	50	74	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	1	1	-	
Gr K-5	2,641	2,586	2,468	2,497	2,493	2,466	2,457	2,459	2,465	2,485	2,502	2,515	2,527	2,538	2,539	2,538	2,530	2,517	2,509	12	(12)	24	
Gr 6-8	1,282	1,391	1,295	1,278	1,296	1,376	1,374	1,354	1,332	1,309	1,297	1,292	1,306	1,319	1,327	1,338	1,351	1,363	1,368	90	31	59	
Gr 9-12	1,722	1,658	1,673	1,677	1,670	1,664	1,685	1,709	1,719	1,786	1,778	1,761	1,729	1,708	1,711	1,715	1,732	1,749	1,760	83	109	(26)	
PreK-Total	5,728	5,707	5,486	5,526	5,534	5,581	5,591	5,597	5,591	5,655	5,652	5,643	5,637	5,640	5,652	5,666	5,688	5,704	5,712	186	129	57	
<u>Annual Inc/(Dec)</u>																							
PreK	1	(11)	(22)	24	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Gr K-5	48	(55)	(118)	29	(4)	(27)	(9)	2	6	20	17	13	12	11	1	(1)	(8)	(13)	(8)				
Gr 6-8	(22)	109	(96)	(17)	18	80	(2)	(20)	(22)	(23)	(12)	(5)	14	13	8	11	13	12	5				
Gr 9-12	37	(64)	15	4	(7)	(6)	21	24	10	67	(8)	(17)	(32)	(21)	3	4	17	17	11				
PreK-Total	64	(21)	(221)	40	8	47	10	6	(6)	64	(3)	(9)	(6)	3	12	14	22	16	8				

Students Exited	Exited		Exited		Exited		Exited		Exited		Exited	
Needham Public Schools	FY17		FY18		FY19		FY20		FY21		FY22 YTD	
Total Number Exited	222		238		252		240		368		280	
<u>Breakdown:</u>												
Move Out of State	72	32%	87	37%	92	37%	76	32%	68	18%	54	19%
Attend In-State Private	98	44%	88	37%	113	45%	90	38%	224	61%	159	57%
Attend In-State Publiv (Outside of Needham)	51	23%	57	24%	38	15%	71	30%	52	14%	65	23%
Homeschool	-	0%	1	0%	2	1%	3	1%	21	6%	-	0%
Adult Diploma Program	-	0%	1	0%	1	0%	-	0%	-	0%	-	0%
Confirmed Drop Out	1	0%	2	1%	4	2%	-	0%	2	1%	2	1%
Other	-	0%	2	1%	2	1%	-	0%	1	0%	-	0%
	-		-		-		-		-		-	
Returned in FY22 (of FY21 Demits In Excess of 240 Historic Annual Average)									58 45%			
Source: Needham Public Schools Administrative Technology Office, October 2021												

The October 1 enrollment is also approximately midway between the projected “NO COVID” (budgeted) enrollment of 5,641 and the “COVID” forecast of 5,425 students. If you will recall, the “No COVID” scenario had assumed that a vaccine would be discovered during FY21 and that approximately 85% of demitted students would return to school by September 2021. The “COVID” scenario anticipated that a vaccine would be discovered three to five years in the future and that enrollment would remain depressed in the interim. As evident from the charts below, Needham’s current enrollment of 5,526 is 115 students lower than the budgeted “NO COVID” enrollment of 5,641, and 101 students higher than the “COVID” estimate of 5,425. These results appear to be consistent with the current state of the Pandemic, generally: although a vaccine has

been discovered, COVID-19 has not yet been eradicated. Needham, like other communities around the globe, continues to engage in efforts to contain or prevent the spread of the virus through mask wearing and vaccinations.

2021/22 October 1 Final Enrollment															
BUDGET	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*
Preschool	74														74
Broadmeadow		76	87	84	97	80	92								516
Eliot		73	68	69	75	75	71								431
Mitchell		60	74	74	78	73	91								450
Newman		84	93	102	101	121	93								594
Williams		76	89	86	79	90	86								506
High Rock								450							450
Pollard									383	445					828
High School											431	420	377	441	8
TOTAL	74	369	411	415	430	439	433	450	383	445	431	420	377	441	8

2021/22 NO COVID Budget Enrollment															
BUDGET	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*
Preschool	72														72
Broadmeadow		90	82	74	100	86	94								526
Eliot		70	69	69	73	75	65								421
Mitchell		75	69	75	81	73	90								463
Newman		105	94	108	101	120	97								625
Williams		89	77	90	79	92	91								518
High Rock								455							455
Pollard									406	466					872
High School											451	420	373	441	4
TOTAL	72	429	391	416	434	446	437	455	406	466	451	420	373	441	4

Compare Final 2021/22 October 1 to NO COVID (Budget) Projection															
BUDGET	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*
Preschool	2														2
Broadmeadow		-14	5	10	-3	-6	-2								(10)
Eliot		3	-1	0	2	0	6								10
Mitchell		-15	5	-1	-3	0	1								(13)
Newman		-21	-1	-6	0	1	-4								(31)
Williams		-13	12	-4	0	-2	-5								(12)
High Rock								-5							(5)
Pollard									-23	-21					(44)
High School											-20	0	4	0	4
TOTAL	2	-60	20	-1	-4	-7	-4	-5	-23	-21	-20	0	4	0	4



2021/22 COVID Projection															
BUDGET	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*
Preschool	50														50
Broadmeadow		75	82	71	96	82	90								496
Eliot		64	69	68	71	75	65								412
Mitchell		64	69	69	80	70	85								437
Newman		85	94	104	97	116	92								588
Williams		69	77	83	75	88	87								479
High Rock								446							446
Pollard									390	452					842
High School											436	420	373	441	5
TOTAL	50	357	391	395	419	431	419	446	390	452	436	420	373	441	5

Compare Final 2021/22 October 1 to COVID Projection															
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*
Preschool	24														24
Broadmeadow		1	5	13	1	-2	2								20
Eliot		9	-1	1	4	0	6								19
Mitchell		-4	5	5	-2	3	6								13
Newman		-1	-1	-2	4	5	1								6
Williams		7	12	3	4	2	-1								27
High Rock								4							4
Pollard									-7	-7					(14)
High School											-5	0	4	0	3
TOTAL	24	12	20	20	11	8	14	4	-7	-7	-5	0	4	0	3

### Summary of Results:

Needham Public Schools PreK-12 Total Enrollment by Level																				
McKibben Demographics																				
Nov-20 No COVID Best Series	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	2036-37	Cum Change FY22-37
<u>Enrollment</u>																				
PreK	83	72	50	74	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	1
Gr K-5	2,641	2,586	2,468	2,497	2,493	2,466	2,457	2,459	2,465	2,485	2,502	2,515	2,527	2,538	2,539	2,538	2,530	2,517	2,509	12
Gr 6-8	1,282	1,391	1,295	1,278	1,296	1,376	1,374	1,354	1,332	1,309	1,297	1,292	1,306	1,319	1,327	1,338	1,351	1,363	1,368	90
Gr 9-12	<u>1,722</u>	<u>1,658</u>	<u>1,673</u>	<u>1,677</u>	<u>1,670</u>	<u>1,664</u>	<u>1,685</u>	<u>1,709</u>	<u>1,719</u>	<u>1,786</u>	<u>1,778</u>	<u>1,761</u>	<u>1,729</u>	<u>1,708</u>	<u>1,711</u>	<u>1,715</u>	<u>1,732</u>	<u>1,749</u>	<u>1,760</u>	83
PreK-Total	5,728	5,707	5,486	5,526	5,534	5,581	5,591	5,597	5,591	5,655	5,652	5,643	5,637	5,640	5,652	5,666	5,688	5,704	5,712	186
<u>Annual Inc/(Dec)</u>																				
PreK		(11)	(22)	24	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gr K-5	48	(55)	(118)	29	(4)	(27)	(9)	2	6	20	17	13	12	11	1	(1)	(8)	(13)	(8)	
Gr 6-8	(22)	109	(96)	(17)	18	80	(2)	(20)	(22)	(23)	(12)	(5)	14	13	8	11	13	12	5	
Gr 9-12	<u>37</u>	<u>(64)</u>	<u>15</u>	<u>4</u>	<u>(7)</u>	<u>(6)</u>	<u>21</u>	<u>24</u>	<u>10</u>	<u>67</u>	<u>(8)</u>	<u>(17)</u>	<u>(32)</u>	<u>(21)</u>	<u>3</u>	<u>4</u>	<u>17</u>	<u>17</u>	<u>11</u>	
PreK-Total	64	(21)	(221)	40	8	47	10	6	(6)	64	(3)	(9)	(6)	3	12	14	22	16	8	

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CREATES EXCITED LEARNERS ~ INSPIRES EXCELLENCE ~ FOSTERS INTEGRITY

The projected enrollment series for FY 23-27 is presented in the chart on the previous page.

Going forward, McKibben projects that enrollment will return to pre-Pandemic levels, although more gradually than previously anticipated. The updated forecast assumes that Needham will reach pre-pandemic enrollment levels of approximately 5,700 students, but not until the end of the fifteen year forecast horizon. There are several reasons for this change:

1. The first factor is the impact of recent home sales activity on in-migration rates. Since Needham has experienced more resident deaths than births in four of the past five years, enrollment trends are heavily influenced by the ability of new families to move into Needham and purchase homes. However, Needham has experienced a slowdown in the number of units being turned over since 2019, which has created fewer opportunities for in-migration. McKibben cited the following Willow data on Needham home sales (including apartment rentals): CY2019 670 sales, CY20 507 sales and CY21 YTD 440 sales. McKibben attributes this slowdown both to the economy and a decision on the part of older homeowners to ‘stay put’ in their homes instead of selling. Nationwide, he indicates that older homeowners have increasingly opted to postpone the decision to downsize in order to remain close to caregiver and medical resources during the Pandemic, and because of the general scarcity of elder housing around the country. The decline in home sales is assumed to create fewer opportunities for in-migration, leading to a decline in enrollment overall.
2. A second factor is that fewer students have returned to school than previously anticipated. The “NO COVID” projection series assumed that 85% of the students who demitted in FY21 would return by September 2021. However, a recent survey of families who demitted, but have not yet returned, suggests that a majority may never return to Needham Public Schools. Of 163 families responding, 143 (87.7%) indicated that they do not plan to return to Needham Public Schools. A total of 360 students were invited to participate in the survey.
3. Although Needham's population base has increased by more than 3,200 people (reflecting the updated 2020 census total of 32,091, compared to the 2010 census population of 28,886), Needham’s under 5-year cohort appears to be @ 100 students lower than previously predicted. The smaller population of students under the age of five has reduced the number of elementary students projected in the next few years.
4. The Kendrick and Modera apartment complexes have not yielded as many children as initially projected, possibly due to the high cost of leasing at both locations. The updated forecast for Kendrick is for approximately half (@ 66) of the total number of students originally assumed (125), and for Modera to be for about 70% (@ 44) of the previous total (62.) Kendrick, in particular, has turned out to be housing for young professionals more than young families. McKibben has adjusted his student generation rates downwards for these developments, as a result.

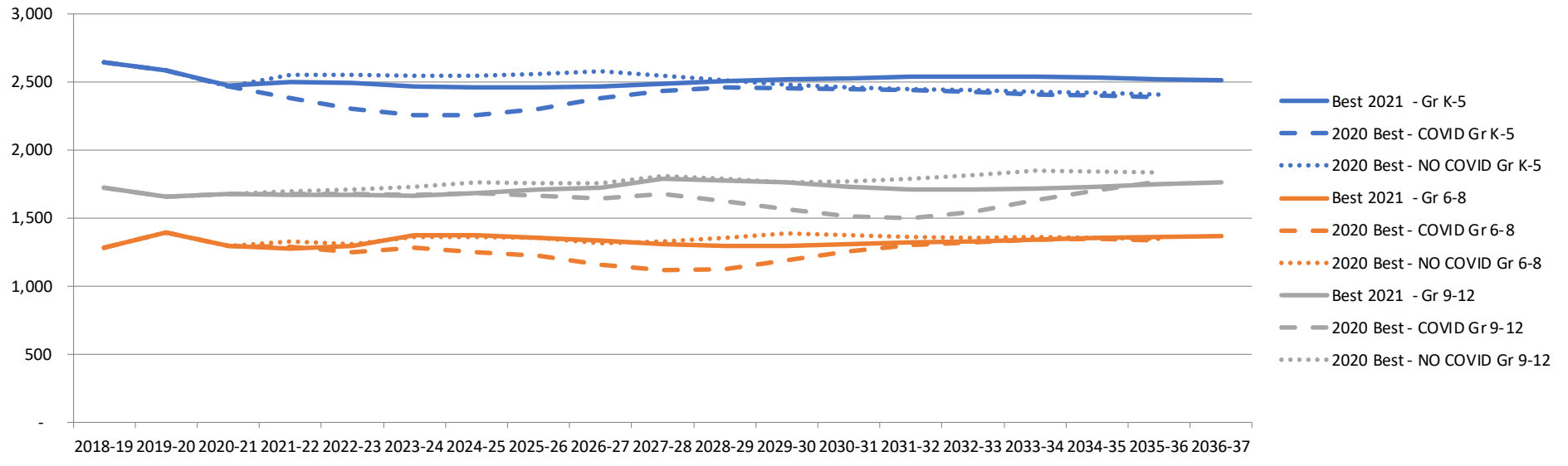
The updated forecast also represents a significant change from prior projections by level (elementary, middle and high). The chart on the next page compares the current forecast series to the “NO COVID” series developed last year. Although the total enrollment projection for FY36 is similar at about 5,700 students, there are significant differences by level in both the short and long-terms. The current series reflects the cumulative impact of student demits and low return rate, which has reduced near-term projected enrollment at every level. The current series also anticipates more elementary students in the long-term than did previous projections, which were for declining elementary enrollment over time. The updated FY36 elementary enrollment (of 2,517 students), is 109 students higher than the previous forecast for 2,408 students. McKibben attributes this to an anticipated surge in the number of young families able to in-migrate after FY25, because many of the older homeowners that had previously

postponed downsizing will reach their 80's and may be forced to involuntarily migrate because they can no longer live independently. McKibben estimates that between 125-200 additional homes will turn over each year between FY25-37, as a result. (This assumption is different from previous forecasts, which had assumed an even distribution of homes being downsized over the fifteen year period.) Secondary enrollment, by contrast, is projected to be lower than previous estimates in the out years, reflecting the cumulative impact of the smaller COVID class sizes moving through the system.

The expected enrollment for FY23 is 5,534 students, which is eight students more than the current year. All of this increase is projected to occur at Grades 6 and 7. However, the FY23 projection is 100 students less than the "NO COVID" projection from last year, with the largest variances at the elementary and NHS levels. A table and chart comparing the updated projection for FY23 to the projection from last year appear below and on the next page. The individual school results are presented in the appendix.

Needham Public Schools PreK-12 Total Enrollment by Level: Current (Nov '2021) v. Prior Year (2020) No COVID Projection																							
McKibben Demographics																					Cum Change	Cum Change	Cum Change
Nov-21 Best Series	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	2036-37	FY22-36	FY22-28	FY29-36	
<u>Current (2021)</u>																							
PreK	83	72	50	71	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	4	4	-	
Gr K-5	2,641	2,586	2,470	2,497	2,493	2,466	2,457	2,459	2,465	2,485	2,502	2,515	2,527	2,538	2,539	2,538	2,530	2,517	2,509	20	(12)	32	
Gr 6-8	1,282	1,391	1,297	1,278	1,296	1,376	1,374	1,354	1,332	1,309	1,297	1,292	1,306	1,319	1,327	1,338	1,351	1,363	1,368	85	31	54	
Gr 9-12	<u>1,722</u>	<u>1,658</u>	<u>1,678</u>	<u>1,669</u>	<u>1,670</u>	<u>1,664</u>	<u>1,685</u>	<u>1,709</u>	<u>1,719</u>	<u>1,786</u>	<u>1,778</u>	<u>1,761</u>	<u>1,729</u>	<u>1,708</u>	<u>1,711</u>	<u>1,715</u>	<u>1,732</u>	<u>1,749</u>	<u>1,760</u>	80	117	(37)	
PreK-Total	5,728	5,707	5,495	5,515	5,534	5,581	5,591	5,597	5,591	5,655	5,652	5,643	5,637	5,640	5,652	5,666	5,688	5,704	5,712	189	140	49	
<u>Prior (2020) No COVID</u>																							
PreK	83	72	50	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	-	-	-	
Gr K-5	2,641	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		(145)	(8)	(137)	
Gr 6-8	1,282	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		20	4	16	
Gr 9-12	<u>1,722</u>	<u>1,658</u>	<u>1,673</u>	<u>1,689</u>	<u>1,706</u>	<u>1,726</u>	<u>1,757</u>	<u>1,753</u>	<u>1,751</u>	<u>1,803</u>	<u>1,790</u>	<u>1,766</u>	<u>1,770</u>	<u>1,787</u>	<u>1,812</u>	<u>1,846</u>	<u>1,837</u>	<u>1,831</u>		142	114	28	
PreK-Total	5,728	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		17	110	(93)	
<u>Variance</u>																							
PreK	-	-	-	(1)	3	3	3	3	3	3	3	3	3	3	3	3	3	3					
Gr 1-5	-	-	2	(56)	(59)	(81)	(89)	(99)	(111)	(60)	(11)	34	67	91	101	112	113	109					
Gr 6-8	-	-	2	(49)	(8)	15	13	(1)	17	(22)	(58)	(96)	(70)	(43)	(29)	(21)	(4)	16					
Gr 9-12	-	-	<u>5</u>	<u>(20)</u>	<u>(36)</u>	<u>(62)</u>	<u>(72)</u>	<u>(44)</u>	<u>(32)</u>	<u>(17)</u>	<u>(12)</u>	<u>(5)</u>	<u>(41)</u>	<u>(79)</u>	<u>(101)</u>	<u>(131)</u>	<u>(105)</u>	<u>(82)</u>					
PreK-Total	-	-	9	(126)	(100)	(125)	(145)	(141)	(123)	(96)	(78)	(64)	(41)	(28)	(26)	(37)	7	46					

## FY19-37 Elementary Enrollment Compared to Prior Year Projections Nov '21 (Current) vs Dec '20 (Prior)



### 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 (700 Greendale Avenue) - Broadmeadow Elementary School
    - i. This development fully opened for occupancy in January 2019 with 136 units: 19 1-bedroom, 103 2-bedroom, 14 3-bedroom. This development is now considered fully occupied.
    - ii. The updated student generation rates are: 1-bdrm: 0 students/ unit; 2-bdrm: 0.07 students/unit; 3-bdrm: 0.11 students/unit. (These rates are down from 0.1 @ 2-bdrm and 0.15 @ 3-bdrm, used in previous projections.)
    - iii. The current projection assumes 8.75 students per year for five years, beginning FY21, for a total of 44 new students by FY25. This estimate is reduced from the prior assumption of 12.4 students per year over five years, or 62 new students.
    - iv. 41 students are currently enrolled (the same as last year.)

- v. Rents start at \$5,313 for townhomes, and \$3,886 for two bedroom units.
- b. Kendrick (Eliot)
  - i. This development fully opened for occupancy in July 2019 with 390 units: 202 1-bedroom, 149 2-bedroom, and 39 3-bedroom. This development is now considered fully occupied. (In FY21, the occupancy rate was 72.3%, compared to 50% in FY20.)
  - ii. The updated student generation rates are: 1-bdrm: 0 students/ unit; 2-bdrm: 0.06 students/unit; 3-bdrm: 0.11 students/unit. (These rates are down from 0.1 @ 2-bdrm and 0.15 @ 3-bdrm.)
  - iii. The current projection assumes 13.23 students per year for five years, beginning FY21, for a total of 66 new students by FY25. This estimate is reduced from the prior assumption of 20.75 students per year over six years, for a total of 124.5 new students.
  - iv. 50 students are currently enrolled (up from 46 at this time last year.)
  - v. Rents for 2-bedroom units range from \$3,450 to \$4,300/month; rents for 3-bedroom units range from \$4,900 to \$5,300/month
- c. Charles River (Eliot)
  - i. 14 students are currently enrolled (down from 18 last year.)
- d. Heather Lane (764-768A Chestnut Street) - Newman Elementary
  - i. New approved subdivision on approximately 13 acres.
  - ii. There will be a total of 11 new lots created by a series of applications (two subdivision applications and a residential compound.) Approximately seven of these will be new building lots for single family homes. According to the Building Commissioner, Needham has just begun to issue permits. So far, one home for 7 bedrooms has been permitted.
  - iii. Assume occupancy by 2023
- e. 400 Hunnewell - Eliot Elementary
  - i. New, 8-unit condominium building with two bedrooms each.
  - ii. Permitted 2020, Assume occupancy by 2023.

2. For “high” enrollment projections – prospective or conceptual development only

- a. Residential Overlay Placeholder – Eliot Elementary
- b. Placeholder for 250-unit development in Eliot district (125 1-bedroom, 100 2-bedroom, 25 3-bedroom.) No specific proposal as yet under consideration; developers still trying to assemble parcels.
- c. The updated student generation rates are: 1-bdrm: 0 students/ unit; 2-bdrm: 0.06 students/unit; 3-bdrm: 0.11 students/unit. (These rates are down from 0.1 @ 2-bdrm and 0.15 @ 3-bdrm, used in previous projections.)
- d. The high series projection assumes 8.75 students per year for six years, for a total of 52.5 new students between July 2025 - June 3031. This estimate is reduced from the prior assumption of 13.75 students /year, or a total of 82.5 new students.

3. Method of analysis remains cohort-component method of population forecasting.

4. The population forecast is calibrated to the total population results of the U.S. 2020 Decennial Census. In addition, the enrollment forecast

incorporates Town census data for residents under the age of 18, current home sales trends and the Needham Public Schools 'demits' survey.

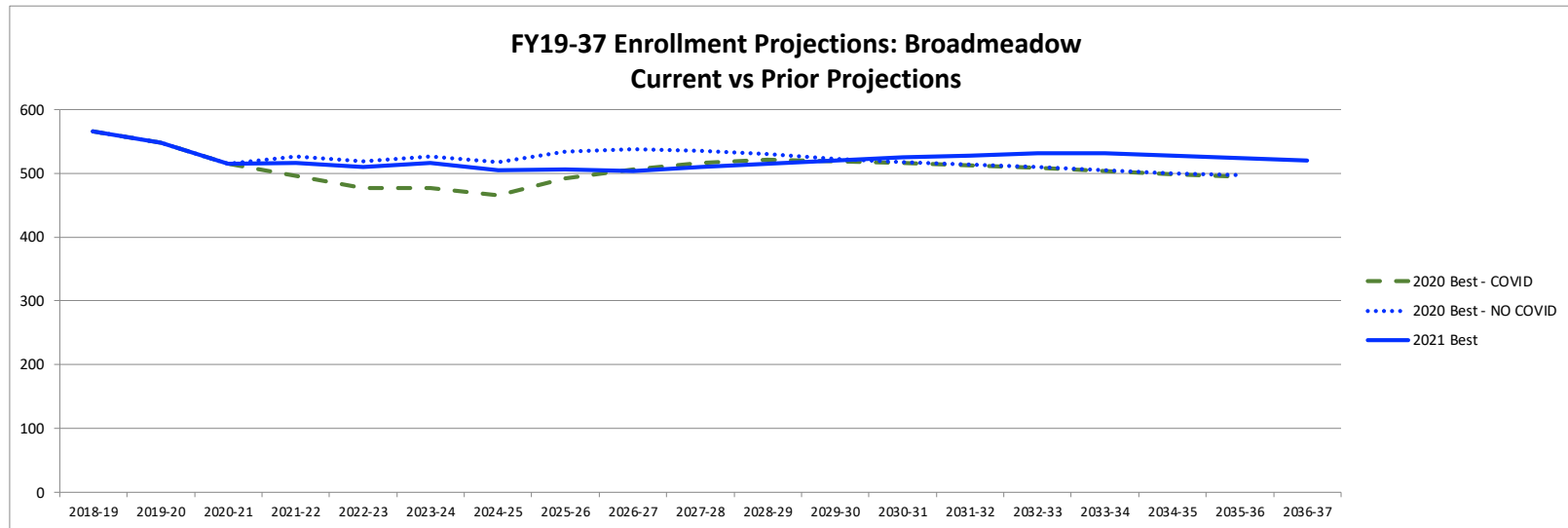
5. The economic parameters assumed over the life of the forecast: the 30-year fixed mortgage interest rate stays below 4.5%, and the average annual unemployment rate stays below 7.5%.
6. An average of 60 new homes are assumed to be constructed each year.
7. Sales of existing single family homes will average 210 per year until 2030, and then rise to 240 by 2036.

ALG/alg

Attachment(s)

Needham Public Schools Total Enrollment - FY 12/13 - 36/37 "Best" Projection																				
DISTRICT McKibben "Best" Nov '2021	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	2036-37	
PK	83	72	50	74	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	
K	412	390	333	369	382	386	388	392	396	397	398	401	400	398	393	390	388	386	391	
1	430	436	402	411	391	395	399	401	405	409	410	411	414	413	411	407	405	403	400	
2	434	441	425	415	417	400	404	409	410	415	419	419	420	424	422	422	418	416	413	
3	460	434	438	430	421	423	407	411	417	419	424	428	428	430	432	431	430	426	424	
4	413	463	428	439	431	426	428	413	417	423	423	428	432	435	438	441	439	438	434	
5	492	422	442	433	451	436	431	433	420	422	428	428	433	438	443	447	450	448	447	
Total: K-5	2,641	2,586	2,468	2,497	2,493	2,466	2,457	2,459	2,465	2,485	2,502	2,515	2,527	2,538	2,539	2,538	2,530	2,517	2,509	
6	450	499	394	450	460	462	447	440	439	426	428	434	437	439	445	450	454	457	455	
7	440	460	461	383	456	467	469	454	444	443	430	432	441	441	443	447	452	456	459	
8	392	432	440	445	380	447	458	460	449	440	439	426	428	439	439	441	445	450	454	
Total: 7-8	832	892	901	828	836	914	927	914	893	883	869	858	869	880	882	888	897	906	913	
9	450	380	424	431	447	378	445	456	458	447	438	437	424	426	437	437	439	443	448	
10	428	453	377	420	428	443	374	441	451	453	443	434	433	420	424	435	435	437	441	
11	404	421	445	377	416	424	439	370	437	446	448	439	430	429	418	422	433	433	435	
12	436	401	423	441	372	412	420	435	366	433	442	444	435	426	425	414	418	429	429	
SP	4	3	4	8	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	
Total: 9-12	1,722	1,658	1,673	1,677	1,670	1,664	1,685	1,709	1,719	1,786	1,778	1,761	1,729	1,708	1,711	1,715	1,732	1,749	1,760	
Total: PreK-12	5,728	5,707	5,486	5,526	5,534	5,581	5,591	5,597	5,591	5,655	5,652	5,643	5,637	5,640	5,652	5,666	5,688	5,704	5,712	
Total: K-12	5,645	5,635	5,436	5,452	5,459	5,506	5,516	5,522	5,516	5,580	5,577	5,568	5,562	5,565	5,577	5,591	5,613	5,629	5,637	
Total PreK-12	5,728	5,707	5,486	5,526	5,534	5,581	5,591	5,597	5,591	5,655	5,652	5,643	5,637	5,640	5,652	5,666	5,688	5,704	5,712	
Change	64	(21)	(221)	40	8	47	10	6	(6)	64	(3)	(9)	(6)	3	12	14	22	16	8	
% Change	1.1%	-0.4%	-3.9%	0.7%	0.1%	0.8%	0.2%	0.1%	-0.1%	1.1%	-0.1%	-0.2%	-0.1%	0.1%	0.2%	0.2%	0.4%	0.3%	0.1%	

## Broadmeadow Elementary



### BROADMEADOW

#### McKibben "Best"

Nov-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	2036-37
K	97	77	74	76	77	78	79	80	82	83	83	84	84	83	82	81	80	79	80
1	83	102	73	87	79	80	81	82	83	85	86	86	87	87	86	85	84	83	82
2	95	84	98	84	89	81	82	83	84	85	87	88	88	89	89	89	88	87	85
3	96	95	85	97	86	91	83	84	85	87	88	90	91	91	91	91	91	90	89
4	86	97	93	80	98	87	92	84	85	86	86	87	89	90	92	92	92	92	91
5	109	93	92	92	81	99	88	93	85	84	85	85	86	88	91	93	93	93	93
<b>Total K-5</b>	<b>566</b>	<b>548</b>	<b>515</b>	<b>516</b>	<b>510</b>	<b>516</b>	<b>505</b>	<b>506</b>	<b>504</b>	<b>510</b>	<b>515</b>	<b>520</b>	<b>525</b>	<b>528</b>	<b>531</b>	<b>531</b>	<b>528</b>	<b>524</b>	<b>520</b>
<b>Total K-5</b>	<b>566</b>	<b>548</b>	<b>515</b>	<b>516</b>	<b>510</b>	<b>516</b>	<b>505</b>	<b>506</b>	<b>504</b>	<b>510</b>	<b>515</b>	<b>520</b>	<b>525</b>	<b>528</b>	<b>531</b>	<b>531</b>	<b>528</b>	<b>524</b>	<b>520</b>
<b>Change</b>	<b>23</b>	<b>-18</b>	<b>-33</b>	<b>1</b>	<b>-6</b>	<b>6</b>	<b>-11</b>	<b>1</b>	<b>-2</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>-3</b>	<b>-4</b>	<b>-4</b>
<b>% Change</b>	<b>4.2%</b>	<b>-3.2%</b>	<b>-6.0%</b>	<b>0.2%</b>	<b>-1.2%</b>	<b>1.2%</b>	<b>-2.1%</b>	<b>0.2%</b>	<b>-0.4%</b>	<b>1.2%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>-0.6%</b>	<b>-0.8%</b>	<b>-0.8%</b>

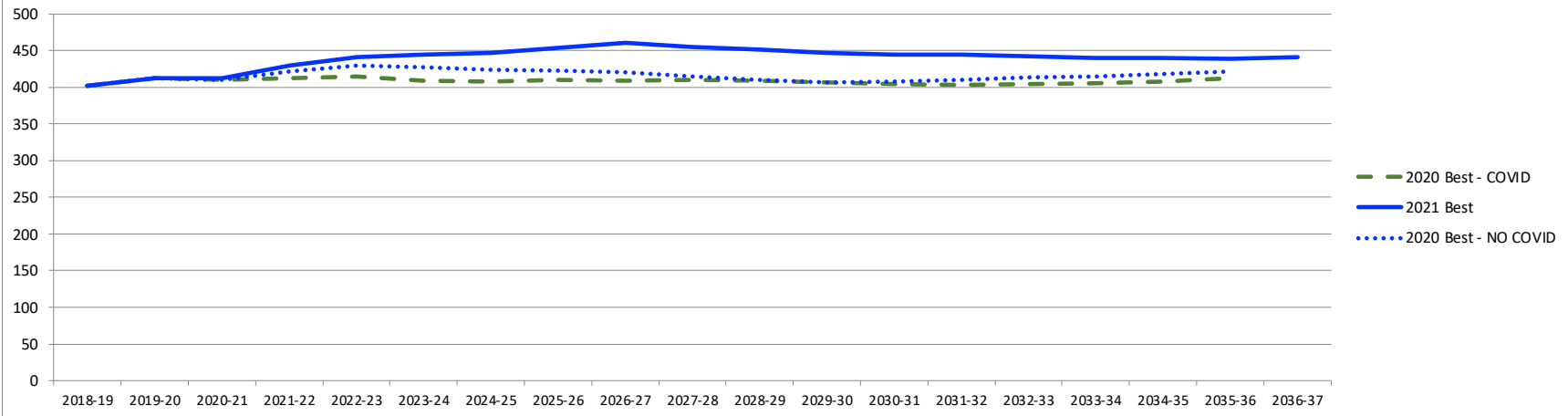
### McKibben

Nov-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	2036-37
<b>2021 Best</b>	<b>566</b>	<b>548</b>	<b>515</b>	<b>516</b>	<b>510</b>	<b>516</b>	<b>505</b>	<b>506</b>	<b>504</b>	<b>510</b>	<b>515</b>	<b>520</b>	<b>525</b>	<b>528</b>	<b>531</b>	<b>531</b>	<b>528</b>	<b>524</b>	<b>520</b>
<b>2020 Best - COVID</b>	<b>566</b>	<b>548</b>	<b>515</b>	<b>496</b>	<b>477</b>	<b>477</b>	<b>466</b>	<b>492</b>	<b>506</b>	<b>516</b>	<b>521</b>	<b>519</b>	<b>516</b>	<b>513</b>	<b>509</b>	<b>503</b>	<b>498</b>	<b>495</b>	
<b>Inc/(Dec) Over 2020 Covid</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>33</b>	<b>39</b>	<b>39</b>	<b>14</b>	<b>(2)</b>	<b>(6)</b>	<b>(6)</b>	<b>1</b>	<b>9</b>	<b>15</b>	<b>22</b>	<b>28</b>	<b>30</b>	<b>29</b>	
<b>2020 Best - NO COVID</b>	<b>566</b>	<b>548</b>	<b>515</b>	<b>526</b>	<b>519</b>	<b>526</b>	<b>517</b>	<b>534</b>	<b>538</b>	<b>535</b>	<b>530</b>	<b>523</b>	<b>517</b>	<b>514</b>	<b>510</b>	<b>505</b>	<b>500</b>	<b>497</b>	
<b>Inc/(Dec) Over 2020 No Covid</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(10)</b>	<b>(9)</b>	<b>(10)</b>	<b>(12)</b>	<b>(28)</b>	<b>(34)</b>	<b>(25)</b>	<b>(15)</b>	<b>(3)</b>	<b>8</b>	<b>14</b>	<b>21</b>	<b>26</b>	<b>28</b>	<b>27</b>	



## Eliot Elementary

### FY19-37 Enrollment Projections: Eliot Current vs Prior Projections

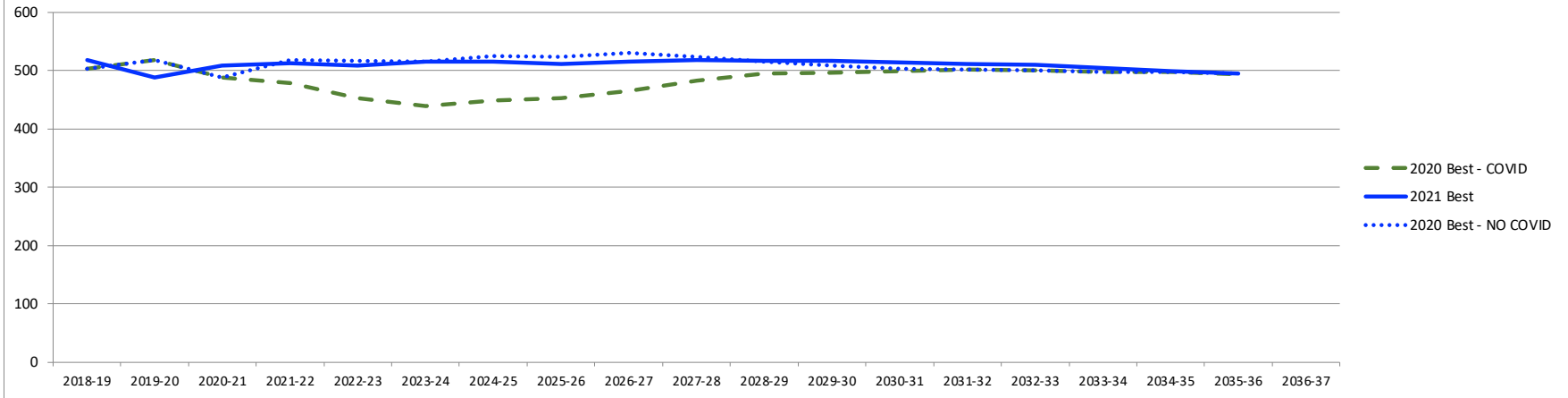


ELIOT McKibben "Best" Nov '2021																			
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
K	60	64	61	73	74	74	73	73	72	72	71	71	70	70	69	69	70	71	72
1	70	67	67	68	76	75	75	74	74	73	73	72	72	71	71	70	70	71	72
2	59	75	72	69	68	78	77	77	75	75	74	74	73	74	73	73	72	72	73
3	68	61	74	75	70	69	80	78	78	76	76	75	75	74	75	74	74	73	73
4	69	73	64	75	77	71	70	81	79	79	77	77	76	77	75	77	75	75	74
5	76	72	72	71	76	78	72	71	82	80	80	78	78	78	79	77	79	77	77
Total: K-5	402	412	410	431	441	445	447	454	460	455	451	447	444	444	442	440	440	439	441
Total: K-5	402	412	410	431	441	445	447	454	460	455	451	447	444	444	442	440	440	439	441
Change	9	10	-2	21	10	4	2	7	6	-5	-4	-4	-3	0	-2	-2	0	-1	2
% Change	2.3%	2.5%	-0.5%	5.1%	2.3%	0.9%	0.4%	1.6%	1.3%	-1.1%	-0.9%	-0.9%	-0.7%	0.0%	-0.5%	-0.5%	0.0%	-0.2%	0.5%

McKibben Nov '2021																			
	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	2036-37
2021 Best	402	412	410	431	441	445	447	454	460	455	451	447	444	444	442	440	440	439	441
2020 Best - COVID	402	412	410	412	415	409	408	410	409	410	409	406	404	403	404	405	408	412	
Inc/(Dec) Over 2020 Covid	-	-	-	19	26	36	39	44	51	45	42	41	40	41	38	35	32	27	
2020 Best - NO COVID	402	412	410	421	430	427	424	423	420	415	410	406	408	410	413	415	418	422	
Inc/(Dec) Over 2020 No Covid	-	-	-	10	11	18	23	31	40	40	41	41	36	34	29	25	22	17	

## Williams Elementary

### FY19-37 Enrollment Projections: Sunita Williams Current vs Prior Projections

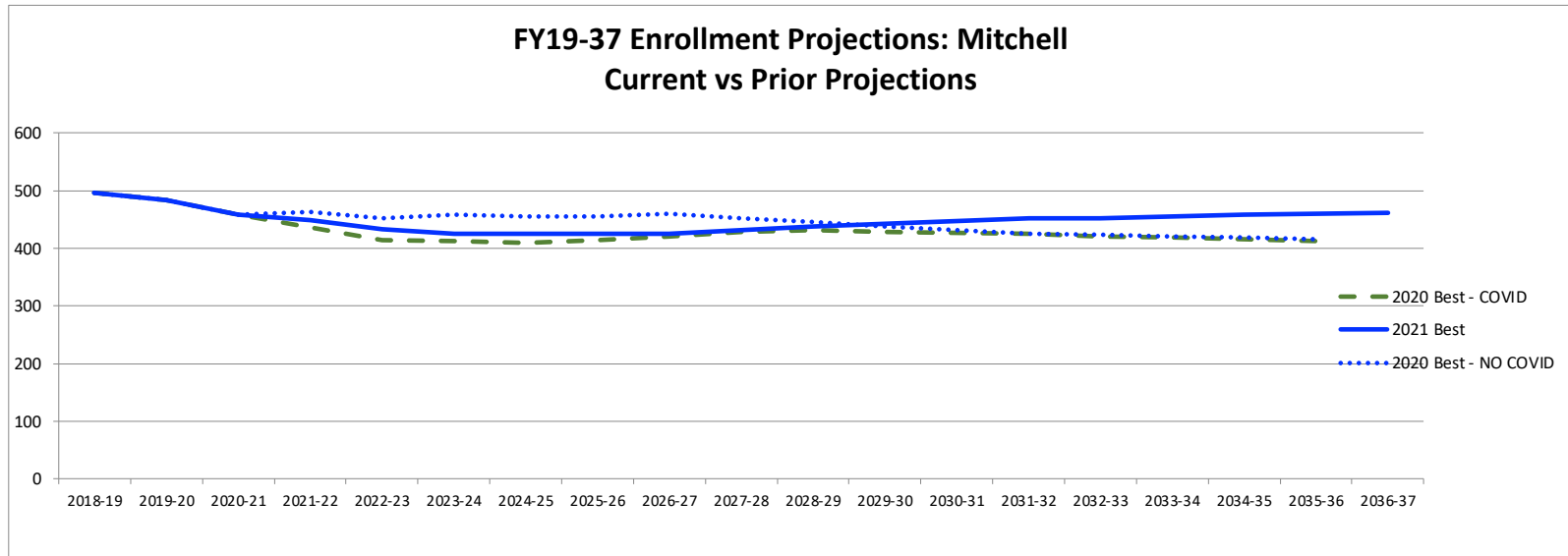


WILLIAMS McKibben "Best" Nov '2021																			
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
K	76	83	59	76	80	81	81	82	82	81	81	80	80	79	78	77	76	75	77
1	86	80	85	89	81	82	83	83	84	84	83	83	82	82	81	80	79	78	77
2	90	92	77	86	92	83	84	85	85	87	87	85	85	84	84	83	82	81	80
3	88	93	90	79	87	93	84	85	87	87	89	89	87	87	86	87	85	84	83
4	76	92	89	90	80	88	94	85	86	88	88	90	90	90	90	89	90	88	87
5	87	78	88	86	92	81	89	95	87	88	90	90	92	92	92	93	92	93	91
Total: K-5	503	518	488	506	512	508	515	515	511	515	518	517	516	514	511	509	504	499	495
Total: K-5	503	518	488	506	512	508	515	515	511	515	518	517	516	514	511	509	504	499	495
Change	16	15	-30	18	6	-4	7	0	-4	4	3	-1	-1	-2	-3	-2	-5	-5	-4
% Change	3.3%	3.0%	-5.8%	3.7%	1.2%	-0.8%	1.4%	0.0%	-0.8%	0.8%	0.6%	-0.2%	-0.2%	-0.4%	-0.6%	-0.4%	-1.0%	-1.0%	-0.8%

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McKibben Nov '2021																			
	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	2036-37
2021 Best	503	518	488	506	512	508	515	515	511	515	518	517	516	514	511	509	504	499	495
2020 Best - COVID	402	518	488	479	452	439	448	453	465	483	495	496	499	501	500	497	497	493	
Inc/(Dec) Over 2020 Covid	(101)	-	-	27	60	69	67	62	46	32	23	21	17	13	11	12	7	6	
2020 Best - NO COVID	402	518	488	518	516	515	525	523	530	523	515	508	503	501	500	497	497	495	
Inc/(Dec) Over 2020 No Covid	-	-	-	(12)	(4)	(7)	(10)	(8)	(19)	(8)	3	9	13	13	11	12	7	4	

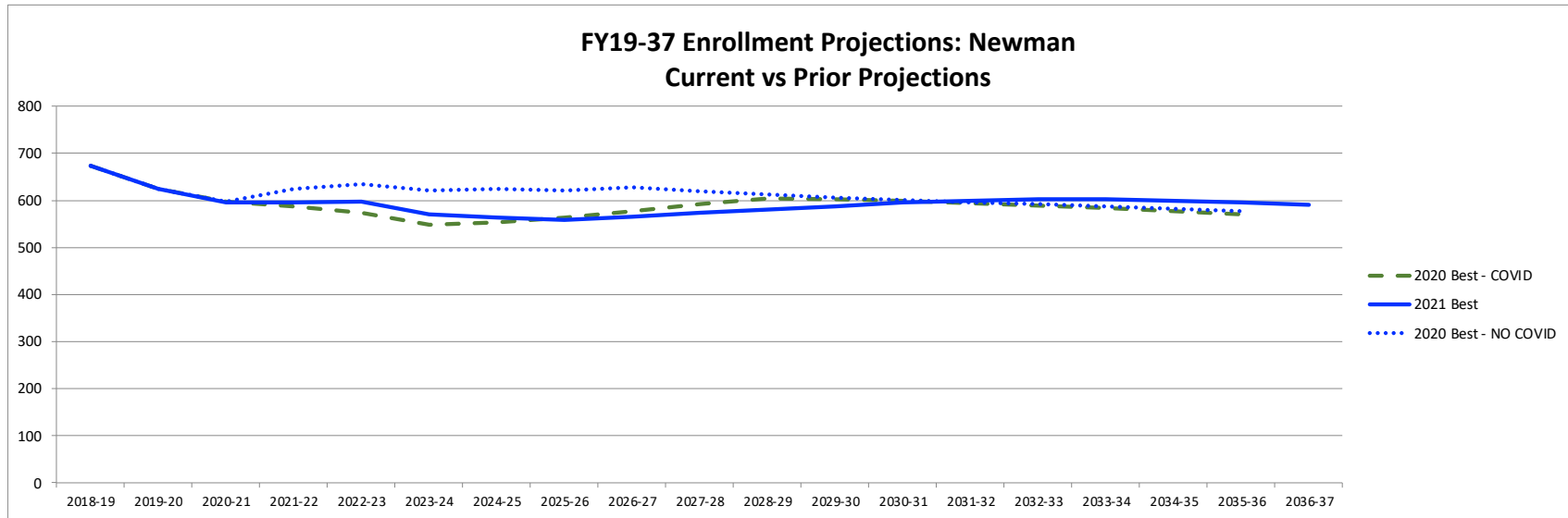
## Mitchell Elementary



MITCHELL McKibben "Best" Nov '2021																			
	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	2036-37
K	78	65	61	60	65	66	67	68	69	69	70	71	71	72	71	71	71	71	71
1	69	83	71	74	66	68	69	70	71	72	72	73	74	74	75	75	76	76	75
2	88	70	79	74	74	67	69	71	72	73	74	74	75	76	75	77	77	78	78
3	94	88	71	78	75	75	68	70	72	73	74	75	75	77	77	76	78	78	79
4	86	94	87	73	73	76	76	69	71	73	74	75	76	76	78	78	77	79	79
5	81	84	89	91	80	74	77	77	70	72	74	75	76	77	77	79	79	78	80
Total K-5	496	484	458	450	433	426	426	425	425	432	438	443	447	452	453	456	458	460	462
Total K-5	496	484	458	450	433	426	426	425	425	432	438	443	447	452	453	456	458	460	462
Change	-2	-12	-26	-8	-17	-7	0	-1	0	7	6	5	4	5	1	3	2	2	2
% Change	-0.4%	-2.4%	-5.4%	-1.7%	-3.8%	-1.6%	0.0%	-0.2%	0.0%	1.6%	1.4%	1.1%	0.9%	1.1%	0.2%	0.7%	0.4%	0.4%	0.4%

McKibben Nov '2021																			
	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	2036-37
2021 Best	496	484	458	450	433	426	426	425	425	432	438	443	447	452	453	456	458	460	462
2020 Best - COVID	496	484	458	437	414	412	409	415	421	429	432	428	427	425	421	419	416	412	
Inc/(Dec) Over 2020 Covid	-	-	-	13	19	14	17	10	4	3	6	15	20	27	32	37	42	48	
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 2020 No Covid	-	-	-	(13)	(19)	(32)	(29)	(31)	(35)	(21)	(8)	5	16	26	30	35	39	44	

## Newman Elementary

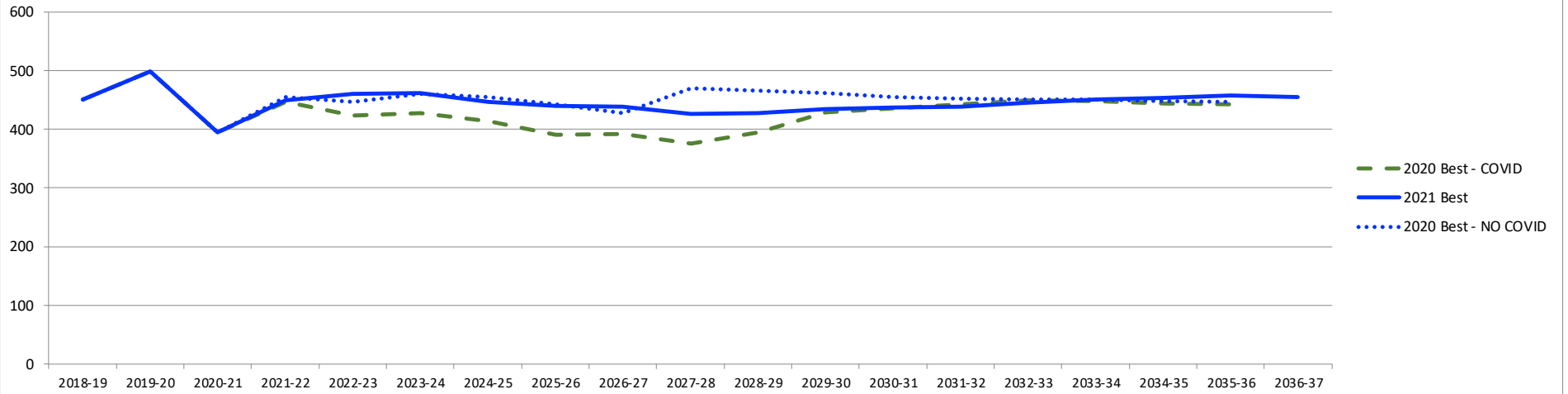


NEWMAN McKibben "Best" Nov '2021	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
K	101	101	78	84	86	87	88	89	91	92	93	95	95	94	93	92	91	90	91
1	122	104	106	93	89	90	91	92	93	95	96	97	99	99	98	97	96	95	94
2	102	120	99	102	94	91	92	93	94	95	97	98	99	101	101	100	99	98	97
3	114	97	118	101	103	95	92	94	95	96	97	99	100	101	103	103	102	101	100
4	96	107	95	121	103	104	96	94	96	97	98	99	101	102	103	105	105	104	103
5	139	95	101	93	122	104	105	97	96	98	99	100	101	103	104	105	107	107	106
Total K-5	674	624	597	594	597	571	564	559	565	573	580	588	595	600	602	602	600	595	591
Total K-5	674	624	597	594	597	571	564	559	565	573	580	588	595	600	602	602	600	595	591
Change	2	-50	-27	-3	3	-26	-7	-5	6	8	7	8	7	5	2	0	-2	-5	-4
% Change	0.3%	-7.4%	-4.3%	-0.5%	0.5%	-4.4%	-1.2%	-0.9%	1.1%	1.4%	1.2%	1.4%	1.2%	0.8%	0.3%	0.0%	-0.3%	-0.8%	-0.7%

McKibben Nov '2021	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	2036-37
2021 Best	674	624	597	594	597	571	564	559	565	573	580	588	595	600	602	602	600	595	591
2020 Best - COVID Inc/(Dec) Over 2020 Covid	674	624	597	588	574	549	554	564	577	592	604	603	599	594	589	584	578	571	
	-	-	-	6	23	22	10	(5)	(12)	(19)	(24)	(15)	(4)	6	13	18	22	24	
2020 Best - NO COVID Inc/(Dec) Over 2020 No Covid	674	624	597	625	635	621	625	622	628	619	612	606	601	596	592	588	583	578	
	-	-	-	(31)	(38)	(50)	(61)	(63)	(63)	(46)	(32)	(18)	(6)	4	10	14	17	17	

## High Rock Middle

### FY19-37 Enrollment Projections: High Rock Current vs Prior Projections

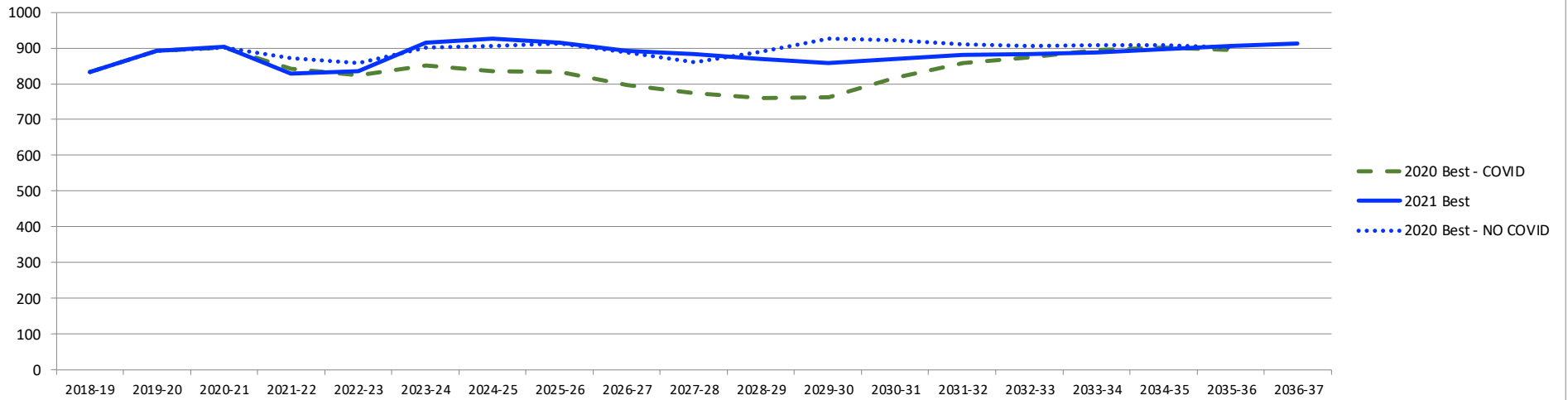


HIGH ROCK McKibben "Best" Nov '2021																			
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
6	450	499	394	450	460	462	447	440	439	426	428	434	437	439	445	450	454	457	455
Total: 6	450	499	394	450	460	462	447	440	439	426	428	434	437	439	445	450	454	457	455
Total: 6	450	499	394	450	460	462	447	440	439	426	428	434	437	439	445	450	454	457	455
Change	0	49	-105	56	10	2	-15	-7	-1	-13	2	6	3	2	6	5	4	3	-2
% Change	0.0%	10.9%	-21.0%	14.2%	2.2%	0.4%	-3.2%	-1.6%	-0.2%	-3.0%	0.5%	1.4%	0.7%	0.5%	1.4%	1.1%	0.9%	0.7%	-0.4%

McKibben Nov '2021																			
	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	2036-37
2021 Best	450	499	394	450	460	462	447	440	439	426	428	434	437	439	445	450	454	457	455
2020 Best - COVID	450	499	394	446	423	428	414	390	392	376	395	429	435	442	449	448	444	442	
Inc/(Dec) Over 2020 Covid	-	-	-	4	37	34	33	50	47	50	33	5	2	(3)	(4)	2	10	15	
2020 Best - NO COVID	450	499	394	455	446	460	455	442	427	470	466	461	455	452	451	451	448	446	
Inc/(Dec) Over 2020 No Covid	-	-	-	(5)	14	2	(8)	(2)	12	(44)	(38)	(27)	(18)	(13)	(6)	(1)	6	11	

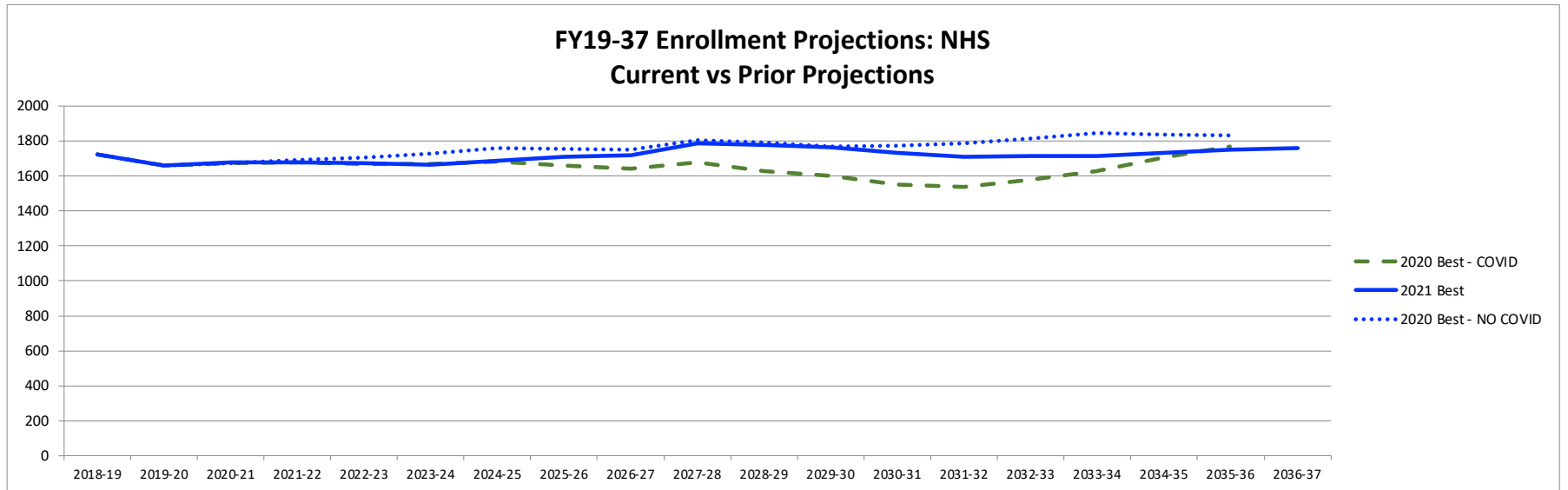
## Pollard Middle

### FY19-37 Enrollment Projections: Pollard Current vs Prior Projections



POLLARD McKibben "Best" Nov '2021																			
	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	2036-37
7	440	460	461	383	456	467	469	454	444	443	430	432	441	441	443	447	452	456	459
8	392	432	440	445	380	447	458	460	449	440	439	426	428	439	439	441	445	450	454
Total: 7-8	832	892	901	828	836	914	927	914	893	883	869	858	869	880	882	888	897	906	913
Total: 7-8	832	892	901	828	836	914	927	914	893	883	869	858	869	880	882	888	897	906	913
Change	-22	60	9	-73	8	78	13	-13	-21	-10	-14	-11	11	11	2	6	9	9	7
% Change	-2.6%	7.2%	1.0%	-8.1%	1.0%	9.3%	1.4%	-1.4%	-2.3%	-1.1%	-1.6%	-1.3%	1.3%	1.3%	0.2%	0.7%	1.0%	1.0%	0.8%
McKibben Nov '2021																			
	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	2036-37
2021 Best	832	892	901	828	836	914	927	914	893	883	869	858	869	880	882	888	897	906	913
2020 Best - COVID	832	892	901	842	824	852	835	832	796	774	760	763	818	858	875	895	901	894	
Inc/(Dec) Over 2020 Covid	-	-	-	(14)	12	62	92	82	97	109	109	95	51	22	7	(7)	(4)	12	
2020 Best - NO COVID	832	892	901	872	858	901	906	913	888	861	889	927	921	910	905	908	907	901	
Inc/(Dec) Over 2020 No Covid	-	-	-	(44)	(22)	13	21	1	5	22	(20)	(69)	(52)	(30)	(23)	(20)	(10)	5	

## Needham High



McKibben "Best"																			
Nov '2021	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	2036-37
9	450	380	424	431	447	378	445	456	458	447	438	437	424	426	437	437	439	443	448
10	428	453	377	420	428	443	374	441	451	453	443	434	433	420	424	435	435	437	441
11	404	421	445	377	416	424	439	370	437	446	448	439	430	429	418	422	433	433	435
12	436	401	423	441	372	412	420	435	366	433	442	444	435	426	425	414	418	429	429
Post Grad	4	3	4	8	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
Total: 9-12	1722	1658	1673	1677	1670	1664	1685	1709	1719	1786	1778	1761	1729	1708	1711	1715	1732	1749	1760
Total: 9-12	1722	1658	1673	1677	1670	1664	1685	1709	1719	1786	1778	1761	1729	1708	1711	1715	1732	1749	1760
Change	37	-64	15	4	-7	-6	21	24	10	67	-8	-17	-32	-21	3	4	17	17	11
% Change	2.2%	-3.7%	0.9%	0.2%	-0.4%	-0.4%	1.3%	1.4%	0.6%	3.9%	-0.4%	-1.0%	-1.8%	-1.2%	0.2%	0.2%	1.0%	1.0%	0.6%

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	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	2036-37
Nov '2021	1722	1658	1673	1677	1670	1664	1685	1709	1719	1786	1778	1761	1729	1708	1711	1715	1732	1749	1760
2021 Best	1722	1658	1673	1677	1670	1664	1685	1709	1719	1786	1778	1761	1729	1708	1711	1715	1732	1749	1760
2020 Best - COVID	1722	1658	1674	1675	1669	1666	1679	1660	1639	1675	1628	1601	1549	1534	1579	1628	1703	1766	
Inc/(Dec) Over 2020	-	-	(1)	2	1	(2)	6	49	80	111	150	160	180	174	132	87	29	(17)	
2020 Best - NO COVID	1722	1658	1673	1689	1706	1726	1757	1753	1751	1803	1790	1766	1770	1787	1812	1846	1837	1831	
Inc/(Dec) Over 2020	-	-	-	(12)	(36)	(62)	(72)	(44)	(32)	(17)	(12)	(5)	(41)	(79)	(101)	(131)	(105)	(82)	



# Needham Public Schools

*A school and community partnership that:*  
creates excited learners • demands excellence • fosters integrity

October 27, 2021

To: Dan Gutekanst, Ed.D, Superintendent  
From: Terry Duggan, Ed.D, Asst. Superintendent for Student Learning  
RE: Clarification on Elementary Subject Area Time Expectations

At the last school committee meeting a question regarding the expectations for the amount of time students experience instruction in the various subject areas each week. These are the guidellines that are currently in place:

<b>LITERACY</b> <ul style="list-style-type: none"><li>• K-3: 120 minutes/day</li><li>• Grade 4-5: 90 minutes/day</li></ul>	<b>MATH</b> <ul style="list-style-type: none"><li>• Kindergarten: 45-60 minuges/day</li><li>• Grades 1-5: 60 minutes/day</li></ul>
<b>KINDERGARTEN CENTERS</b> <ul style="list-style-type: none"><li>• 90 minutes/day</li></ul> <b>SOCIAL EMOTIONAL LEARNING (K-5)</b> <ul style="list-style-type: none"><li>• Morning Meeting (15-30 min/day)</li><li>• Second Step (30 minutes/ week)</li><li>• Ongoing integration into learning activities</li></ul>	<b>SCIENCE/SOCIAL STUDIES</b> <ul style="list-style-type: none"><li>• Units alternate between Sscience and Social Studies</li><li>• 30-45 minutes/3x/week</li><li>• Science and social studies integrated into kindergarten centers</li></ul> <b>RACIAL LITERACY</b> <ul style="list-style-type: none"><li>• 6-7 lessons/year (Lessons require vaying number of sessions—some lessons eventually integrated into social studies curriculum--under development)</li></ul>

While the district provides guidelines for each area, it is important to note that these guidelines are not absolutes and can vary on a daily basis from teacher to teacher and school to school. The curriculum and associated teaching guidelines are developed for excellent Tier I instruction, a range of learning situations, and to meet the needs of all learners. We take into account research on student development, programmatic guidelines, state frameworks, and accomodate for the fact that there is a great deal of variation among students and their learning contexts (For example, there is a significant difference between Kindergarten students' needs at the beginning and and at the end of the school year). Our students come to us with a range of backgrounds, skills, knowledge, expceriences, and stamina. Their developmental needs along with teacher professional judgement determine the amount of time that can realistically be devoted to a particular learning activity in a given day or whether the time should be allocated as one long or as multiple shorter teaching times. We strive to provide an equitable learning experience not only equal learning minutes for all our students.

My hope is that this provides a more complete picture regarding expectations for how elementary classroom time is allocated across the disciplines as well as the balance that exists between district guidance, student needs, and teacher professionalism.

Please let me know if there is any further information that you need.





## *Needham Public Schools*

Preparing all Needham Public Schools Students to be: Creative Thinkers and Problem Solvers, Communicators and Collaborators,  
Socially and Culturally Responsive Contributors, Responsible and Resilient Individuals, and Empowered Learners

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November 2, 2021

To: Needham School Committee  
From: Anne Gulati, Director of Financial Operations  
Re: FY 2022/23 – 2026/27 Five-Year Financial Forecast

### **Introduction**

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The Needham Public Schools is faced with opportunities and challenges. As we pursue our goals for improving student learning over the next five years, we do so in an environment of limited resources, competing demands and constrained choices. Toward this end, the School Department has developed this five-year financial forecast to better understand the ‘big picture’ challenges we face and to inform decision-making during the budget process. This forecast complements the Pro Forma budget developed by the Town Manager, by projecting school expenses based on current data and identified needs, rather than historical trends. It is not a substitute for the budgeting process, but rather a planning document and tool for conducting scenario analysis.

The five-year forecast is presented on the following pages, and includes a discussion of both underlying assumptions and implications for future work. The School Committee welcomes the opportunity to discuss this report, and the opportunities and challenges for sustainable growth with Town Meeting members, the Board of Selectmen and the Finance Committee.

### **Challenges, Opportunities and Priorities**

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Guided by the Portrait of A Needham Graduate Strategic Plan, the Needham Public Schools faces a number of critical challenges and opportunities over the next five years. These challenges include:

- Responding to the academic, social, emotional and mental health needs of our students, particularly those proportionately impacted by the COVID-19 Pandemic. In this most unusual year, students faced an interruption to learning unknown to generations before them. School closures and instruction that moved online impacted students both academically and socially-emotionally. [Recent literacy and math data](#) show that the adverse academic impact of the Pandemic has been greater for some of our elementary students than for others. Additionally, this year's interruption to learning has exacerbated existing inequities for our students of color and historically underserved communities. Unlike previous years, students returned to school in September with much greater variability in their academic and social-emotional needs than ever before. During FY22, one-time resources were used to provide some key supports needed to help students transition back into school and address the needs of struggling students. These supports and interventions included: summer learning programs; tutoring; math/literacy intervention specialists to work directly with students; a teacher to help High School students develop executive function, coping and study skills; teachers to reduce class size; and additional special area teachers to redesign the elementary master schedule. The new elementary schedule allows time for support, reteaching and intervention for all students within the general classroom setting. and expand special area offerings. Since students will continue to need support beyond the current school year, it will be important for the District to provide ongoing resources to continue as many of these interventions as possible.
- Ensuring the health and safety of staff and students. Over the past year and a half, Needham has worked collaboratively with our health professionals, including the Needham Department of Public Health and Human Services, and school Physician, to review and implement requirements related to masking, hygiene, testing and ventilation. In addition, one-time resources were effectively employed to strengthen the nursing infrastructure at each school, by providing additional personnel for contact tracing, expanded student health office visits, and student screenings. A challenge for the future will be to continue to provide this robust nursing infrastructure on a permanent basis.
- Continuing to provide for the varied and increasingly acute needs of students with special needs, including students facing mental health challenges. To meet these needs, the District hired additional guidance counselors, psychologists and special education staff. Although hired on a temporary basis, these positions will continue to be needed in the future to provide IEP services and meet the needs of students in crisis. In addition, there is a need to widen the mental health safety net for students and staff, in recognition of the mental health challenges caused by the Pandemic, the economic uncertainty brought on by the health crisis, and the increased incidences of racial bias and hate, nationally. A well-articulated and comprehensive system of mental health support will include both clinical consultation services and capacity building for staff and families.
- Continuing to align the curriculum, the system of student supports, and the resources for teachers to our District's [Portrait of A Needham Graduate](#) vision for student-directed learning. The FY22 strategic actions underway this year include the following, many of which will require ongoing resources to continue on a permanent basis:
  - Expand Interdisciplinary Learning (e.g., by developing grade 10 and 11 courses, a plan for an Innovation cluster, a K-5 curriculum mapping across disciplines of math, science, social studies, and literacy, etc.).

- Implement a new elementary schedule for consistent time on learning, a focus on strong Tier 1 inclusive practices supporting academic and social emotional needs of all students, plus time for supportive re-teaching/intervention in a general education setting. Additional special area teachers were hired on a temporary basis in FY22 to staff this schedule, but will need ongoing resources to continue.
  - Expand use of a Multi-Tiered System of Support (MTSS), which is a framework of data-based interventions, supports and progress monitoring that helps teachers identify and assist students with academic and behavioral challenges that interfere with learning.
  - Diversify the educator workforce through targeted and measured recruitment and retention.
  - Develop and launch a cohesive professional learning program that aligns implementation of the strategic plan to specific workforce competencies and equity for all.
- Providing an appropriate infrastructure for learning that supports students' needs, including modern and efficient buildings, ongoing training and professional learning for staff and efficient and effective administrative systems. These infrastructure needs include the renovation of the Emery Grover School Administration Building, the Mitchell Elementary School and the Pollard Middle School, and enlargement of the High Rock Sixth Grade Center.

As noted above, the School Department used one-time resources and federal Pandemic assistance grants to meet many of these needs in the current year. The challenge that Needham faces over the next five years will be to continue to provide the interventions, supports and structures necessary to meet these needs over the next five years, all within the context of limited financial resources and competing demands. The challenges, opportunities and priorities mentioned above are all reflected in the five year forecast of school needs presented on the following pages.

## FY 2022/23 – 2026/27 Expenditure “Needs” Projection

<b>FY23-27 PROJECTION</b>	<b>Budget 2021/22</b>	<b>Proj 2022/23</b>	<b>Proj 2023/24</b>	<b>Proj 2024/25</b>	<b>Proj 2025/26</b>	<b>Proj 2026/27</b>	<b>AVG ANNUAL INC</b>
<b><u>SALARIES</u></b>							
Base Salary Costs (Current FTEs)	70,944,149	72,920,676	75,491,629	77,965,202	80,420,702	82,936,204	
Cumulative FTE	816.30	816.30	816.30	816.30	816.30	816.30	
% Inc/(Dec) Prior Year		2.79%	3.53%	3.28%	3.15%	3.13%	3.17%
Cumulative Cost of New Positions		2,182,613	2,367,193	2,558,311	2,748,969	2,656,152	
Annual New FTE		42.50	3.28	4.68	2.82	-1.11	
Cumulative FTE		858.80	862.08	866.76	869.58	868.47	
Subtotal Salaries	70,944,149	75,103,289	77,858,822	80,523,513	83,169,671	85,592,356	
% Inc/(Dec) Prior Year		5.86%	3.67%	3.42%	3.29%	2.91%	3.83%
<b><u>SUPPLIES &amp; SERVICES</u></b>							
SpEd Out-of-District Tuition	5,077,853	5,331,746	5,598,333	5,878,250	6,172,162	6,480,770	
SpEd Transportation	1,428,145	1,470,989	1,515,119	1,560,573	1,607,390	1,655,611	
SpEd Professional Services	808,184	848,593	891,023	935,574	982,353	1,031,470	
Other Supplies & Services	<u>5,345,066</u>	<u>5,459,800</u>	<u>5,577,064</u>	<u>5,696,915</u>	<u>5,819,412</u>	<u>5,944,616</u>	
Subtotal	12,659,248	13,111,128	13,581,539	14,071,311	14,581,317	15,112,468	
% Inc/(Dec) Prior Year		3.6%	3.6%	3.6%	3.6%	3.6%	3.61%
<b>GRAND TOTAL</b>	<b>83,603,397</b>	<b>88,214,417</b>	<b>91,440,361</b>	<b>94,594,824</b>	<b>97,750,987</b>	<b>100,704,824</b>	
<b>\$ Inc/(Dec) Prior Year</b>	<b>2,868,308</b>	<b>4,611,020</b>	<b>3,225,944</b>	<b>3,154,464</b>	<b>3,156,163</b>	<b>2,953,836</b>	
<b>% Inc/(Dec) Prior Year</b>	<b>3.55%</b>	<b>5.52%</b>	<b>3.66%</b>	<b>3.45%</b>	<b>3.34%</b>	<b>3.02%</b>	<b>3.80%</b>

## FY 2022/23 – 2026/27 Projected Staff Growth to Meet Enrollment, Mandates and Other Needs

Incremental Positions	FY22	FY23	FY24	FY25	FY26	FY27	TOTAL
<u>Classroom Teachers</u>							
Broadmeadow	25.00	1.00	-	(2.00)	-	-	24.00
Eliot	19.00	5.00	(1.00)	(1.00)	1.00	1.00	24.00
Hillside	25.00	-	-	(1.00)	-	-	24.00
Mitchell	24.00	(2.00)	1.00	1.00	(1.00)	(1.00)	22.00
Newman	31.00	(1.00)	(1.00)	(1.00)	1.00	(1.00)	28.00
High Rock	20.60	(0.60)	-	-	-	-	20.00
Pollard	43.20	(3.20)	-	-	-	-	40.00
High School	78.10	1.90	-	-	-	-	80.00
Subtotal Classroom Teachers	265.90	1.10	(1.00)	(4.00)	1.00	(1.00)	262.00
<u>Other Staff</u>							
Specialists	105.54	0.35	(0.48)	(0.62)	0.01	(0.11)	104.69
Media Pgm Specialist	3.57	-	-	-	-	-	3.57
Regular Ed TA	19.00	12.00	-	-	-	-	31.00
Guidance:	31.10	2.80	0.50	0.10	0.10	-	34.60
Psychology:	5.80	0.20	-	-	-	-	6.00
Nurse	10.05	1.50	-	-	-	-	11.55
SPED:	91.20	5.70	0.80	1.00	-	-	98.70
SPED TA:	112.96	9.39	-	5.00	-	-	127.35
SPED Team Chair	2.40	-	-	-	-	-	2.40
SPED Coord	7.17	-	-	-	-	-	7.17
ELL	6.30	0.20	0.50	0.50	-	-	7.50
Reading:	11.75	1.05	-	-	-	-	12.80
Reading Director	1.00	-	-	-	-	-	1.00
Math	5.50	3.50	1.00	1.50	1.00	-	12.50
Math Director	-	-	-	-	-	-	-
Social Studies	-	-	-	-	-	-	-
Social Studies Dir	0.20	-	-	-	-	-	0.20
Sci Center Teacher	1.10	-	-	-	-	-	1.10
Sci Center Pgm Spec	2.58	-	-	-	-	-	2.58
Sci Center Dir	1.00	-	-	-	-	-	1.00
MCAS Tutor	-	-	-	-	-	-	-
Clerical:	41.30	1.00	-	-	-	-	42.30
Department Head	6.40	-	-	-	-	-	6.40
Asst Prin:	10.50	0.10	-	0.20	-	-	10.80
Principal:	8.00	-	-	-	-	-	8.00
District Staff	65.97	3.61	1.96	1.00	0.71	-	73.25
Subtotal	550.40	41.40	4.28	8.68	1.82	(0.11)	606.47
Grand Total	816.30	42.50	3.28	4.68	2.82	(1.11)	868.47
Annual \$ Cost		\$2,182,613	\$184,580	\$191,118	\$190,658	-\$92,817	
Annual \$ Base Salary		\$1,976,527	\$2,570,953	\$2,473,573	\$2,455,499	\$2,515,502	
Cumulative \$ Cost	\$70,944,149	\$75,103,289	\$77,858,822	\$80,523,513	\$83,169,671	\$85,592,355	\$85,592,355

## FY 2022/23 – 2026/27 Projected New Staff to Meet Enrollment, Mandates and Other Needs

Department/ Functional	FY23			FY24			FY25			FY26			FY27		
	FTE	Position Description	School	FTE	Position Description	School	FTE	Position Description	School	FTE	Position Description	School	FTE	Position Description	School
Classroom Teachers	1.00	Grade 2	Broadmeadow	(1.00)	Grade 4	Eliot	(1.00)	Grade 3	Broadmeadow	1.00	Grade 4	Eliot	1.00	Grade 5	Eliot
	1.00	Grade 1	Eliot	1.00	Grade 1	Mitchell	(1.00)	Grade 5	Broadmeadow	(1.00)	Grade 4	Mitchell	(1.00)	Grade 5	Mitchell
	1.00	Grade 5	Eliot	(1.00)	Grade 5	Newman	(1.00)	Grade 5	Eliot	1.00	Grade K	Newman	(1.00)	Grade 5	Newman
	(1.00)	Grade K	Mitchell				(1.00)	Grade 3	Williams						
	(1.00)	Grade 1	Mitchell				1.00	Grade K	Mitchell						
	(1.00)	Grade K	Newman				(1.00)	Grade 4	Newman						
	(0.60)	Grade 6 Elective	High Rock												
	(3.20)	Grade 7 & 8	Pollard												
	1.90	Grade 9-12 Elective	NHS												
Specialists	(1.06)	Specialist	Music	(0.19)	Specialist	Music	(0.10)	Specialist	Music	(0.01)	Specialist	Music	(0.10)	Specialist	Music
	(0.90)	Specialist	Art	0.09	Specialist	Art	(0.26)	Specialist	Art	0.38	Specialist	Art	(0.18)	Specialist	Art
	(0.05)	Specialist	Media	-	Specialist	Media	-	Specialist	Media	-	Specialist	Media	-	Specialist	Media
	0.30	Specialist	PE/Health	(0.19)	Specialist	PE/Health	(0.12)	Specialist	PE/Health	(0.08)	Specialist	PE/Health	0.08	Specialist	PE/Health
	2.16	Specialist	World Language	(0.19)	Specialist	World Language	(0.12)	Specialist	World Language	(0.08)	Specialist	World Language	0.08	Specialist	World Language
	(0.10)	Specialist	Technology	-	Specialist	Technology	-	Specialist	Technology	-	Specialist	Technology	-	Specialist	Technology
General Education	2.00	General Ed Teaching Assistant	Broadmeadow												
Teaching Assistant Support	1.00	General Ed Teaching Assistant	Eliot												
	1.00	General Ed Teaching Assistant (K)	Eliot												
	2.00	General Ed Teaching Assistant	Williams												
	1.00	General Ed Teaching Assistant	Mitchell												
	2.00	General Ed Teaching Assistant	Newman												
Technology	-	Convert Computer Tech to Lead Technician	District												
K-8 Reading	0.45	Literacy Coach	Eliot												
	0.20	Literacy Coach	Mitchell												
	0.40	Literacy Coach	Pollard												
		Summer Bridges Program Instructors	District												
K-8 Math	0.50	Math Interventionist	Broadmeadow	0.50	Math Interventionist	Eliot	0.50	Math Interventionist	Broadmeadow	1.00	Math Interventionist	Newman			
	0.50	Math Interventionist	Eliot	0.50	Math Interventionist	Sunita	0.50	Math Interventionist	Mitchell						
	0.50	Math Interventionist	Sunita				0.50	Math Interventionist	High Rock						
	0.50	Math Interventionist	Mitchell												
	1.00	Math Interventionist	Newman												
	0.50	Math Interventionist	High Rock												
K-8 Science	0.64	Science Center Pgm Asst	District	0.15	Science Center Pgm Asst	District									
Guidance	0.30	Guidance Counselor (\$ shift from Grant 240)	Eliot	0.20	Guidance	Broadmeadow	0.10	Guidance	Mitchell	0.10	Guidance	Mitchell			
	0.20	Guidance Counselor	Williams	0.10	Guidance	Williams									
	0.10	Guidance Counselor	Mitchell	0.10	Guidance	Mitchell									
	0.20	Guidance Counselor	High Rock	0.10	Guidance	High Rock									
	1.00	Transitions Counselor	Pollard												
	1.00	Personal Counselor	High School												
Psychology	0.20	Psychologist	Preschool												
Nursing	1.00	District Resource Nurse	District												
	0.50	Nurse	Pollard												
	1.00	Nurse	High School												

## FY 2022/23 – 2026/27 Projected New Staff to Meet Enrollment, Mandates and Other Needs

Department/ Functional	FY23			FY24			FY25			FY26			FY27		
	FTE	Position Description	School	FTE	Position Description	School	FTE	Position Description	School	FTE	Position Description	School	FTE	Position Description	School
Special Education Teachers/ SLPs/ OT/ PT/ BCBA	0.80	Special Education Liaison	Broadmeadow	0.20	Special Education Liaison	Broadmeadow	0.50	Speech Language Pathologist	Mitchell						
	0.20	Special Education Liaison	Eliot	0.60	Special Education Liaison	Mitchell	0.50	Speech Language Pathologist	Broadmeadow						
	0.50	Occupational Therapist	Williams												
	0.40	Special Education Liaison	Mitchell												
	0.50	Board Certified Behavior Analyst (BCBA)	Newman												
	0.60	Speech Language Pathologist	Newman												
	1.00	Special Education Liaison Inclusion	High School												
	1.00	Special Education Liaison Severe License	High School												
	0.50	Special Education Liaison Post-Graduate	High School												
	0.20	Adaptive Physical Education Teacher	Elementary												
Special Education Assistants TA/ COTA	1.60	SpEd Teaching Assistant	Williams				1.00	ELC Program Specialist	Williams						
	0.10	SpEd Teaching Assistant	Mitchell				1.00	ELC Program Specialist	Newman						
	1.50	SpEd Teaching Assistant ELC	Newman				1.00	ILC Program Specialist	High Rock						
	(0.80)	Speech Language Pathology Assistant	Newman				1.00	ILC Program Specialist	Pollard						
	2.00	SpEd Teaching Assistant	High Rock				1.00	ELC Program Specialist	Preschool						
	1.25	SpEd Teaching Assistant	High School												
	3.00	Teaching Assistants (Post Grad 1.0, Spec Pgm 2.0)	High School												
	0.74	Teaching Assistants	Preschool												
ELL	0.20	ELL Teacher	High School	0.50	ELL Teacher	Elementary	0.50	ELL Teacher	Elementary						
Transportation				0.71	Van Driver					0.71	Van Driver				
Administrators	0.50	K-5 Math Coordinator	District	0.50	K-12 Assistant Fine & Perfor	District	0.20	Eliot Assistant Principal to Full T	Eliot						
	0.10	Eliot Assistant Principal Expansion (0.7 => 0.8)	Eliot	0.60	K-12 Assistant World Language	District									
	0.50	K-12 Assistant Fine & Performing Arts Director	District												
	0.40	K-12 Assistant World Language Director	District												
Administrative/ Central	0.57	Human Resources Secretary	District				1.00	Grant Accountant/ Business Offi	District						
	1.00	Department Secretary	NHS												
GRAND TOTALS	36.50			3.28			4.68			2.82			(1.12)		

## Assumptions

### Enrollment Growth (McKibben Demographic Research Projection)

The Needham Public Schools, like many school districts around the country, experienced a significant reduction in the number of enrolled students during the 20/21 School Year, due to COVID-19. As evident from the chart below, Needham lost 221 students, primarily at the elementary level. The largest losses occurred at Preschool and Kindergarten, where parents opted to delay Kindergarten, send students to private school or homeschool. The High School enrollment remained stable and consistent with prior year expectations.

The current 21/22 School Year enrollment of 5,526 increases by only 40 students from last year and remains low, relative to pre-Pandemic levels. Additionally, we estimate that only about 45% of the students who demitted last year for COVID-related reasons have returned. (This statistic is based on the number of students who returned in FY22 (58) as a percentage of the 130 incremental FY21 demits over the 238 historical average

annual number of demits.) McKibben Demographics notes that return rates of 50-99% are typical across the nation this year, with lower return rates being experienced in communities with mask or vaccine mandates. Needham's more modest 45% return rate may reflect the additional impact that slower home sales have had on the ability of new families to in-migrate to Needham and enroll in Needham public schools.

Needham Public Schools PreK-12 Total Enrollment by Level																						
McKibben Demographics																				Cum Change	Cum Change	Cum Change
Nov-20 No COVID Best Series	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	2036-37	FY22-37	FY22-28	FY29-37
<b>Enrollment</b>																						
PreK	83	72	50	74	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	1	1	-
Gr K-5	2,641	2,586	2,468	2,497	2,493	2,466	2,457	2,459	2,465	2,485	2,502	2,515	2,527	2,538	2,539	2,538	2,530	2,517	2,509	12	(12)	24
Gr 6-8	1,282	1,391	1,295	1,278	1,296	1,376	1,374	1,354	1,332	1,309	1,297	1,292	1,306	1,319	1,327	1,338	1,351	1,363	1,368	90	31	59
Gr 9-12	<u>1,722</u>	<u>1,658</u>	<u>1,673</u>	<u>1,677</u>	<u>1,670</u>	<u>1,664</u>	<u>1,685</u>	<u>1,709</u>	<u>1,719</u>	<u>1,786</u>	<u>1,778</u>	<u>1,761</u>	<u>1,729</u>	<u>1,708</u>	<u>1,711</u>	<u>1,715</u>	<u>1,732</u>	<u>1,749</u>	<u>1,760</u>	<u>83</u>	<u>109</u>	<u>(26)</u>
PreK-Total	5,728	5,707	5,486	5,526	5,534	5,581	5,591	5,597	5,591	5,655	5,652	5,643	5,637	5,640	5,652	5,666	5,688	5,704	5,712	186	129	57
<b>Annual Inc/(Dec)</b>																						
PreK	1	(11)	(22)	24	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Gr K-5	48	(55)	(118)	29	(4)	(27)	(9)	2	6	20	17	13	12	11	1	(1)	(8)	(13)	(8)			
Gr 6-8	(22)	109	(96)	(17)	18	80	(2)	(20)	(22)	(23)	(12)	(5)	14	13	8	11	13	12	5			
Gr 9-12	<u>37</u>	<u>(64)</u>	<u>15</u>	<u>4</u>	<u>(7)</u>	<u>(6)</u>	<u>21</u>	<u>24</u>	<u>10</u>	<u>67</u>	<u>(8)</u>	<u>(17)</u>	<u>(32)</u>	<u>(21)</u>	<u>3</u>	<u>4</u>	<u>17</u>	<u>17</u>	<u>11</u>			
PreK-Total	64	(21)	(221)	40	8	47	10	6	(6)	64	(3)	(9)	(6)	3	12	14	22	16	8			

Going forward, we project that enrollment will return to pre-Pandemic levels, although more gradually than previously expected. Since Needham has a declining birth rate (or more resident deaths than births), enrollment trends are heavily influenced by the ability of new families to move to Needham and purchase homes. However, Needham has experienced a slowdown in the number of existing home sales since 2019, attributed in part to a decision on the part of older homeowners to 'stay put' instead of selling. In addition, a recent survey of families who demitted, but have not yet returned, suggests that a majority may never return to Needham Public Schools. Of 163 families responding, 143 (87.7%) indicated that they do not plan to return to Needham Public Schools.

The updated forecast also represents a significant change from prior projections by level (elementary, middle and high). The chart below compares the current forecast series to the "NO COVID" series developed last year. Although the total enrollment projection for FY 36 is similar at about 5,700 students, there are significant differences by level in both the short and long-terms. The current series reflects the cumulative impact of student demits and low return rate, which has reduced near-term projected enrollment at every level. The current series also anticipates more elementary students in the long-term than did previous projections, which were for declining elementary enrollment over time. The updated FY36 elementary enrollment (of 2,517 students), is 109 students higher than the previous forecast for 2,408 students. McKibben attributes this to an anticipated surge in the number of young families able to in-migrate after FY25, because many of the older homeowners that had previously postponed downsizing will reach their 80's and may be forced to involuntarily migrate because they can no longer live independently. McKibben



estimates that between 125-200 additional homes will turn over each year between FY 25-37, as a result. (This assumption is different from previous forecasts, which had assumed an even distribution of homes being downsized over the fifteen year period.) Secondary enrollment, by contrast, is projected to be lower than previous estimates in the out years, reflecting the cumulative impact of the smaller COVID class sizes moving through the system.

Needham Public Schools PreK-12 Total Enrollment by Level: Current (Nov '2021) v. Prior Year (2020) No COVID Projection																						
McKibben Demographics																						
Nov-21 Best Series	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	2036-37	Cum Change FY22-36	Cum Change FY22-28	Cum Change FY29-36
<b><u>Current (2021)</u></b>																						
PreK	83	72	50	71	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	4	4	-
Gr K-5	2,641	2,586	2,470	2,497	2,493	2,466	2,457	2,459	2,465	2,485	2,502	2,515	2,527	2,538	2,539	2,538	2,530	2,517	2,509	20	(12)	32
Gr 6-8	1,282	1,391	1,297	1,278	1,296	1,376	1,374	1,354	1,332	1,309	1,297	1,292	1,306	1,319	1,327	1,338	1,351	1,363	1,368	85	31	54
<b>Gr 9-12</b>	<b>1,722</b>	<b>1,658</b>	<b>1,678</b>	<b>1,669</b>	<b>1,670</b>	<b>1,664</b>	<b>1,685</b>	<b>1,709</b>	<b>1,719</b>	<b>1,786</b>	<b>1,778</b>	<b>1,761</b>	<b>1,729</b>	<b>1,708</b>	<b>1,711</b>	<b>1,715</b>	<b>1,732</b>	<b>1,749</b>	<b>1,760</b>	<b>80</b>	<b>117</b>	<b>(37)</b>
<b>PreK-Total</b>	<b>5,728</b>	<b>5,707</b>	<b>5,495</b>	<b>5,515</b>	<b>5,534</b>	<b>5,581</b>	<b>5,591</b>	<b>5,597</b>	<b>5,591</b>	<b>5,655</b>	<b>5,652</b>	<b>5,643</b>	<b>5,637</b>	<b>5,640</b>	<b>5,652</b>	<b>5,666</b>	<b>5,688</b>	<b>5,704</b>	<b>5,712</b>	<b>189</b>	<b>140</b>	<b>49</b>
<b><u>Prior (2020) No COVID</u></b>																						
PreK	83	72	50	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	-	-	-
Gr K-5	2,641	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		(145)	(8)	(137)
Gr 6-8	1,282	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		20	4	16
<b>Gr 9-12</b>	<b>1,722</b>	<b>1,658</b>	<b>1,673</b>	<b>1,689</b>	<b>1,706</b>	<b>1,726</b>	<b>1,757</b>	<b>1,753</b>	<b>1,751</b>	<b>1,803</b>	<b>1,790</b>	<b>1,766</b>	<b>1,770</b>	<b>1,787</b>	<b>1,812</b>	<b>1,846</b>	<b>1,837</b>	<b>1,831</b>		<b>142</b>	<b>114</b>	<b>28</b>
<b>PreK-Total</b>	<b>5,728</b>	<b>5,707</b>	<b>5,486</b>	<b>5,641</b>	<b>5,634</b>	<b>5,706</b>	<b>5,736</b>	<b>5,738</b>	<b>5,714</b>	<b>5,751</b>	<b>5,730</b>	<b>5,707</b>	<b>5,678</b>	<b>5,668</b>	<b>5,678</b>	<b>5,703</b>	<b>5,681</b>	<b>5,658</b>		<b>17</b>	<b>110</b>	<b>(93)</b>
<b><u>Variance</u></b>																						
PreK	-	-	-	(1)	3	3	3	3	3	3	3	3	3	3	3	3	3	3				
Gr 1-5	-	-	2	(56)	(59)	(81)	(89)	(99)	(111)	(60)	(11)	34	67	91	101	112	113	109				
Gr 6-8	-	-	2	(49)	(8)	15	13	(1)	17	(22)	(58)	(96)	(70)	(43)	(29)	(21)	(4)	16				
<b>Gr 9-12</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>(20)</b>	<b>(36)</b>	<b>(62)</b>	<b>(72)</b>	<b>(44)</b>	<b>(32)</b>	<b>(17)</b>	<b>(12)</b>	<b>(5)</b>	<b>(41)</b>	<b>(79)</b>	<b>(101)</b>	<b>(131)</b>	<b>(105)</b>	<b>(82)</b>				
<b>PreK-Total</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>(126)</b>	<b>(100)</b>	<b>(125)</b>	<b>(145)</b>	<b>(141)</b>	<b>(123)</b>	<b>(96)</b>	<b>(78)</b>	<b>(64)</b>	<b>(41)</b>	<b>(28)</b>	<b>(26)</b>	<b>(37)</b>	<b>7</b>	<b>46</b>				

Five-year projections by school are presented in Appendix A.

### **Base Salary Expenses:**

Salary costs represent the largest portion (85%) of the school operating budget, and include the ongoing cost of all current positions, plus the additional positions needed to meet enrollment growth and service needs. Base salaries include the cost of steps, lanes and cost of living adjustments for all currently funded positions (816.3 FTE.) The settled COLAs for Units C and D in FY23 are 0.75% and 1.75%, respectively. Salary increases for all other units and years reflect anticipated settlements within the Town's assumed rate of revenue growth. The projection also assumes ten teacher retirements and fifteen teacher resignations, per year.

### **Staff Growth:**

The model forecasts the need for a total of 52.17 FTE net new positions over the next five years. These positions include: 4.75 FTE fewer classroom and specialist teachers; 12.0 FTE new regular education teaching assistants; 26.29 FTE to provide student support in the areas of Special Education, Guidance, Psychology, Nursing, and English Language Learner (ELL) support; 8.05 Math and Literacy coach/interventionist teachers; 1.0 FTE clerical/administrative support; 0.3 FTE Assistant Principals; and 7.28 FTE other staff positions. The 7.28 other positions include 2.0 FTE K-12 Assistant Directors (for Fine & Performing Arts and World Languages), a 0.5 FTE expanded Math Coordinator, 1.57 FTE Central Office administrative support positions, 1.42 FTE van drivers, 1.0 FTE Transportation Nurse, and 0.79 FTE Science Center Program Specialists. The largest number of new positions is projected in FY23 at 42.50 FTE, reflecting the need to continue the broad array of intervention supports initiated during the current year from one-time resources.

### **Enrollment-Related Positions:**

Given the cumulative impact of student demits and reduced in-migration on projected enrollment over the next five years, the forecast assumes 4.75 FTE net fewer classroom and specialist teachers than currently budgeted. This reduction includes 3.09 FTE fewer classroom teachers and 0.85 FTE fewer specialist teachers. Classroom and specialist teachers are projected based on anticipated enrollments and the following class size multipliers summarized below and at right.

Average Class Size		Note
K	22	SC Policy: 18-22
1	22	SC Policy: 18-22
2	22	SC Policy: 18-22
3	22	SC Policy: 18-22
4	24	SC Policy: 20-24
5	24	SC Policy: 20-24
6	23	SC Policy: Reasonable Class Size
7	23	SC Policy: Reasonable Class Size
8	23	SC Policy: Reasonable Class Size
9	23	SC Policy: Reasonable Class Size
10	23	SC Policy: Reasonable Class Size
11	23	SC Policy: Reasonable Class Size
12	23	SC Policy: Reasonable Class Size
ES Music	1,200 Min/FTE	
ES Art	1,200 Min/FTE	
ES Media	900 Min/FTE	
ES Phys Ed	1,200 Min/FTE	
ES Tech	1,200 Min/FTE	

Post COVID Elementary Special Area		Elementary Specialist Staffing		
	Freq/ Wk	Min/Wk	Total Min/Wk	
<b>Music:</b>				
K	1	40	40	Based on 1200 min/ FTE
1	1	40	40	
2	1	40	40	
3	1	40	40	
4	2	40	80	
5	2	40	80	2nd Period is Chorus
<b>Art:</b>				
K	1	40	40	Based on 1200 min/ FTE
1	1	40	40	
2	1	40	40	
3	1	40	40	
4	1	40	40	
5	1	40	40	
<b>Media:</b>				
K	1	40	40	Based on 900 min/ FTE
1	1	40	40	
2	1	40	40	
3	0	40	0	Flex
4	0	40	0	Flex
5	0	40	0	Flex
<b>Physical Education:</b>				
K	2	40	80	Based on 1200 min/ FTE
1	2	40	80	
2	2	40	80	
3	2	40	80	
4	2	40	80	
5	2	40	80	
<b>World Language:</b>				
K	2	40	80	Based on 1200 min/ FTE
1	2	40	80	
2	2	40	80	
3	2	40	80	
4	2	40	80	
5	2	40	80	
<b>Technology</b>				
K	0	40	0	Based on 1200 min/ FTE
1	0	40	0	
2	0	40	0	
3	1	40	40	
4	0	40	0	
5	0	40	0	

Middle School staffing requirements are based on the trimester cluster model. At High Rock (Grade 6), there are five clusters, each staffed by four teachers and a special education teacher. Staffing is based on the following seven block schedule, in which students attend four (4) core 'cluster' courses daily, two (2) elective blocks (4 separate electives over a two-day cycle) and one (1) independent reading/ cluster time class. At the Pollard (Grades 7 and 8), there are five clusters at each grade, each of which are staffed by four core cluster teachers. Core teachers teach four periods per day, as do the specialists. In Grade 7, there is an alternating A/B Day schedule, where students attend four core courses daily, plus two elective blocks over a two-day cycle each trimester. (World Languages are year-long classes.) In Grade 8, the students follow an alternating 3-day cycle. During each trimester, students attend four core courses daily, plus three elective blocks per day. (World Languages meets every other day in Grades 7 and 8.)

Grade 6

	T1		T2		T3	
Per 1	PE	PA	PE	PA	PE	PA
Per 2	H	WL	A	WL	T	WL
Per 3	Core	Core	Core	Core	Core	Core
Per 4	Core	Core	Core	Core	Core	Core
Per 5	Core	Core	Core	Core	Core	Core
Per 6	Core	Core	Core	Core	Core	Core
Per 7	IR	CT	IR	CT	IR	CT

Grade 7

	T1		T2		T3	
Per 1	H	A/M	PE	A/M	PE	A/M
Per 2	T	WL	Eng	WL	EE	WL
Per 3	Core	Core	Core	Core	Core	Core
Per 4	Core	Core	Core	Core	Core	Core
Per 5	Core	Core	Core	Core	Core	Core
Per 6	Core	Core	Core	Core	Core	Core

Grade 8

	T1			T2			T3		
Per 1	Day 1	Day 2	Day 3	Day 1	Day 2	Day 3	Day 1	Day 2	Day 3
Per 2	Core	Core	Core	Core	Core	Core	Core	Core	Core
Per 3	Core	Core	Core	Core	Core	Core	Core	Core	Core
Per 4	Core	Core	Core	Core	Core	Core	Core	Core	Core
Per 5	WL	Ch C	A/M	WL	Eng/M	H	WL	Th/M	PE
Per 6	A/M	WL	Ch C	H	WL	Eng/M	PE	WL	Th/M
Per 7/ Drop	ChC	A/M	WL	Eng/M	H	WL	Th/M	PE	WL

WL= World Language; PE = Physical Education; H = Health; A = Art; T = Technology; M = Music; Eng = Engineering; EE = Experiential Education; Ch = Chinese Culture; Th = Theater; PA = Performing Arts  
 IR - Independent Reading; CT = Cluster Time. Children receiving Learning Center (LC) Support substitute one elective for LC.

High School staffing is based on elective course offerings, and an assumed student-to-teacher ratio of 22-24 students per teacher.

### ***Student Support Services (Special Education, Guidance, Psychology, Nursing, ELL)***

Special education, guidance, psychology, nursing, and English language learner positions total 28.29 FTE over the next five-year period and are based on the anticipated student needs summarized in the chart on page five. Approximately half of these positions (13.54 FTE) are projected at the elementary level, with the remainder (14.75 FTE) forecast at the secondary level. Of the 28.29 projected FTE, 19.79 FTE are requested in FY23, to meet identified needs for next year.

### ***Other Positions:***

The model projects the need for 28.63 FTE other positions over the next five years. These positions include 12.0 FTE new regular education teaching assistants; 8.05 Math and Literacy coach/interventionist teachers; 1.0 FTE clerical/administrative support; 0.3 FTE Assistant Principals; and 7.28 FTE other staff positions. The 7.28 other positions include 2.0 FTE K-12 Assistant Directors (for Fine & Performing Arts and World Languages), a 0.5 FTE expanded Math Coordinator, 1.57 FTE Central Office administrative support positions, 1.42 FTE van drivers, 1.0 FTE Transportation Nurse, and 0.79 FTE Science Center Program Specialists.

### **Non-Salary Expenses:**

The model projects a 2% cost of living adjustment for all non-salary costs accounts, with the exception of special education tuition, professional services and transportation expenses, which are projected based on anticipated student needs and historical information. Special education tuition and professional services expenses are assumed to increase at a rate of 5% per year, while special and regular education transportation expenses are assumed to increase at a rate of 3% per year.

### **FY 2022/23 – 2026/27 Budget Impact of ‘Expenditure Needs’ Projection**

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The model projects that school operating ‘needs’ could exceed available revenue by approximately \$1.3 million in FY23. In successive years, the size of the budget gap declines to \$1.0 million in FY24 and then to \$0.5 million in FY25. By the fifth year, revenue could *exceed* anticipated expenditures by over \$1.0 million, given projected expenditure levels.

The forecast assumes that revenue for school operations grows at the historical average growth rate of 4%. This allocation is slightly higher than the FY22 allocation of 3.6% (or \$2.9 million.)

<b>FY23-27 PROJECTION</b>	<b>Budget 2021/22</b>	<b>Proj 2022/23</b>	<b>Proj 2023/24</b>	<b>Proj 2024/25</b>	<b>Proj 2025/26</b>	<b>Proj 2026/27</b>	<b>AVG ANNL INC</b>
<b><u>SALARIES</u></b>							
Base Salary Cost (Existing FTE's)	70,944,149	72,920,676	75,491,629	77,965,202	80,420,702	82,936,204	
Cost of New Positions (Cumulative)	0	2,182,613	2,367,193	2,558,311	2,748,969	2,656,152	
Subtotal Salaries	70,944,149	75,103,289	77,858,822	80,523,513	83,169,671	85,592,356	
% Inc/(Dec) From Prior Year		5.86%	3.67%	3.42%	3.29%	2.91%	3.83%
<b><u>SUPPLIES &amp; SERVICES</u></b>							
SPED Tuition & Professional Services	5,886,037	6,180,339	6,489,356	6,813,824	7,154,515	7,512,240	
Transportation	1,428,145	1,470,989	1,515,119	1,560,573	1,607,390	1,655,611	
Other Supplies & Services	5,345,066	5,459,800	5,577,064	5,696,915	5,819,412	5,944,616	
Subtotal Supplies & Services	12,659,248	13,111,128	13,581,539	14,071,311	14,581,317	15,112,468	
% Inc/(Dec) From Prior Year		3.57%	3.59%	3.61%	3.62%	3.64%	3.61%
<b>Grand Total</b>	<b>83,603,397</b>	<b>88,214,417</b>	<b>91,440,361</b>	<b>94,594,824</b>	<b>97,750,987</b>	<b>100,704,824</b>	
<b>\$ Inc/(Dec) From Prior Year</b>	<b>2,868,308</b>	<b>4,611,020</b>	<b>3,225,944</b>	<b>3,154,464</b>	<b>3,156,163</b>	<b>2,953,836</b>	
<b>% Inc/(Dec) From Prior Year</b>	<b>3.55%</b>	<b>5.52%</b>	<b>3.66%</b>	<b>3.45%</b>	<b>3.34%</b>	<b>3.02%</b>	<b>3.80%</b>
<b>Grand Total FTE</b>	<b>816.30</b>	<b>858.80</b>	<b>862.08</b>	<b>866.76</b>	<b>869.58</b>	<b>868.47</b>	
<b>FTE Inc/(Dec) From Prior Year</b>		<b>42.50</b>	<b>3.28</b>	<b>4.68</b>	<b>2.82</b>	<b>(1.11)</b>	
<b>Projected School Revenue @ 4% Core Growth</b>	<b>83,603,397</b>	<b>86,947,533</b>	<b>90,425,434</b>	<b>94,042,452</b>	<b>97,804,150</b>	<b>101,716,316</b>	
<b>\$ Inc/(Dec) From Prior Year</b>	<b>2,868,308</b>	<b>3,344,136</b>	<b>3,477,901</b>	<b>3,617,017</b>	<b>3,761,698</b>	<b>3,912,166</b>	
<b>% Inc/(Dec) From Prior Year</b>	<b>3.55%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>4.00%</b>
<b>CUMULATIVE SURPLUS/(DEFICIT)</b>		<b>(1,266,884)</b>	<b>(1,014,926)</b>	<b>(552,373)</b>	<b>53,163</b>	<b>1,011,492</b>	
<b>INCREMENTAL GAP</b>		<b>(1,266,884)</b>	<b>251,958</b>	<b>462,554</b>	<b>605,535</b>	<b>958,330</b>	

## FY 2022/23 – 2026/27 Forecast Implications

The FY23-27 budget picture presents special challenges. The desire to expand programming for students will be constrained by the many competing needs of students and staff, the Town's own revenue limitations, and the concurrent needs of other Town departments. In addition, the Town must balance its operational and capital infrastructure needs, within the constraints of its debt policy and the levy. The critical infrastructure needs of the School Department include: renovation of the Emery Grover School Administration Building, the Mitchell Elementary School and the Pollard Middle School, as well as providing additional capacity at the High Rock Sixth Grade Center.

As noted in previous forecast documents, there are no easy solutions to the external pressures placed on the School Budget. In many cases, the School Department's ability to address these pressures is limited. The 'strategies' identified below for balancing the budget must be weighed against the critical needs of students and our ongoing ability to attract and retain the School Departments most valuable resource - its personnel.

- Providing for only the most critical enrollment positions, at the expense of increased class size, where feasible.
- Negotiating fair, yet affordable contracts for teachers and other staff members.
- Creating sustainable programs 'in-house,' for expensive special education services.
- Continuing to provide pupil transportation services in the most cost-effective manner possible.
- Examining the extent to which existing resources could be redeployed to provide for identified student support services positions.
- "Managing" school expenditures by paring supply budgets back to minimal levels (where possible), conservation of energy and consumable resources and using one-time revenues, as available.
- Partnering with parents and other community groups to provide programming in new and innovative ways.
- Using fees and grant funds, where possible, to support operations.

In addition, careful, multi-year planning will be needed to prioritize school needs over time and manage the expectations of school stakeholders. The School Department will welcome the feedback of the School Committee, the Select Board and the Finance Committee over the next five years.

## Appendix A

PROJECTED ENROLLMENT (EXCLUDING METCO)						
	FY22	Projected FY23	Projected FY24	Projected FY25	Projected FY26	Projected FY27
<b>Broadmeadow</b>	<b>516</b>	<b>510</b>	<b>516</b>	<b>505</b>	<b>506</b>	<b>504</b>
K	76	77	78	79	80	82
1	87	79	80	81	82	83
2	84	89	81	82	83	84
3	97	86	91	83	84	85
4	80	98	87	92	84	85
5	92	81	99	88	93	85
<b>Eliot</b>	<b>431</b>	<b>441</b>	<b>445</b>	<b>447</b>	<b>454</b>	<b>460</b>
K	73	74	74	73	73	72
1	68	76	75	75	74	74
2	69	68	78	77	77	75
3	75	70	69	80	78	78
4	75	77	71	70	81	79
5	71	76	78	72	71	82
<b>Williams</b>	<b>506</b>	<b>512</b>	<b>508</b>	<b>515</b>	<b>515</b>	<b>511</b>
K	76	80	81	81	82	82
1	89	81	82	83	83	84
2	86	92	83	84	85	85
3	79	87	93	84	85	87
4	90	80	88	94	85	86
5	86	92	81	89	95	87
<b>Mitchell</b>	<b>450</b>	<b>433</b>	<b>426</b>	<b>426</b>	<b>425</b>	<b>425</b>
K	60	65	66	67	68	69
1	74	66	68	69	70	71
2	74	74	67	69	71	72
3	78	75	75	68	70	72
4	73	73	76	76	69	71
5	91	80	74	77	77	70
<b>Newman</b>	<b>594</b>	<b>597</b>	<b>571</b>	<b>564</b>	<b>559</b>	<b>565</b>
K	84	86	87	88	89	91
1	93	89	90	91	92	93
2	102	94	91	92	93	94
3	101	103	95	92	94	95
4	121	103	104	96	94	96
5	93	122	104	105	97	96
<b>High Rock 6</b>	<b>450</b>	<b>460</b>	<b>462</b>	<b>447</b>	<b>440</b>	<b>439</b>
<b>Pollard</b>	<b>828</b>	<b>836</b>	<b>914</b>	<b>927</b>	<b>914</b>	<b>893</b>
7	383	456	467	469	454	444
8	445	380	447	458	460	449
<b>High School</b>	<b>1,677</b>	<b>1,670</b>	<b>1,664</b>	<b>1,685</b>	<b>1,709</b>	<b>1,719</b>
9	431	447	378	445	456	458
10	420	428	443	374	441	451
11	377	416	424	439	370	437
12	441	372	412	420	435	366
SP	8	7	7	7	7	7
<b>District Total:</b>	<b>5,452</b>	<b>5,459</b>	<b>5,506</b>	<b>5,516</b>	<b>5,522</b>	<b>5,516</b>
Source: FY22 - October 1 2021 Enrollment FY23-27 McKibben Demographics						

NEEDHAM PUBLIC SCHOOLS

FY22 ENROLLMENT 10-1-21

ELEMENTARY ENROLLMENT (by grade and school)

GRADE	Broadmeadow	Eliot	Mitchell	Newman	Williams	Total	# cls	Av Cl sz	FTE
K	18	19	15	17	19				
K	19	18	15	18	21				
K	19	18	14	17	19				
K	20	18	16	16	17				
K				16					
						369	21	17.57	21
1	22	23	19	19	22				
1	21	23	18	19	23				
1	22	22	18	17	23				
1	22		19	19	21				
1				19					
						411	20	20.55	20
2	20	17	19	23	22				
2	22	18	18	21	21				
2	21	18	18	19	22				
2	21	16	19	20	21				
2				19					
						415	21	19.76	21
3	20	18	19	20	21				
3	20	19	20	19	20				
3	18	19	20	21	18				
3	20	19	19	21	20				
3	19			20					
						430	22	19.55	22
4	20	18	19	19	17				
4	20	21	18	21	19				
4	21	18	18	21	18				
4	19	18	18	21	18				
4				20	18				
4				19					
4						439	23	19.09	23
5	23	28	23	18	23				
5	24	21	23	19	21				
5	22	22	22	20	21				
5	23		23	18	21				
5				18					
						433	20	21.65	20
	Broadmeadow	Eliot	Mitchell	Newman	Williams	Total	# cls	Av Cl sz	FTE
total Students	516	431	450	594	506	2497	127	19.69	127
total Sections	25	22	24	31	25				

3 LBC Eliot 4th grade  
6 LBC Eliot 5th grade

TOTALS FOR NEEDHAM SCHOOL SYSTEM																
	Pre-K	K	1	2	3	4	5	6	7	8	9	10	11	12	SP*	Total
PreSchool	74															74
Broadmeadow		76	87	84	97	80	92									516
Eliot		73	68	69	75	75	71									431
Mitchell		60	74	74	78	73	91									450
Newman		84	93	102	101	121	93									594
Williams		76	89	86	79	90	86									506
High Rock								450								450
Pollard									383	445						828
High School											431	420	377	441	8	1677
TOTAL	74	369	411	415	430	439	433	450	383	445	431	420	377	441	8	5526

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

NPS also has 74 Out of District students with special needs paid for by the district. The DESE excludes out of district placements from District enrollment.