

DEDHAM PUBLIC SCHOOLS  
**FY2027**  
SCHOOL OPERATING BUDGET REQUEST



SUBMITTED TO DEDHAM FINANCE &  
WARRANT COMMITTEE  
**MARCH 2026**

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**\*This Publication was updated on: March 5, 2026**

# SUPERINTENDENT'S MESSAGE

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It is my privilege as the Superintendent for Dedham Public Schools to present the Operating Budget Request for Fiscal Year 2027 (FY27). I am excited to be part of a community that is dedicated to providing exceptional education to our students. In the spirit of transparency and collaboration, I would like to take this opportunity to share our collective vision for the future of education in our District. This budget demonstrates our profound commitment to fostering an environment where every student can thrive academically, socially, and emotionally.

As we navigate the complexities of education, we must recognize the pivotal role of a well-thought-out budget while achieving our shared goals. This document embodies our commitment to delivering a high-quality education that prepares our Dedham students for the challenges and opportunities of the future. Key priorities of the proposed budget include:

1. Investment in additional Direct Support Personnel to support the various learning needs of our youngest students to ensure our students have support grades 1 - 3 to achieve at high levels later,
2. Investment in 21st Century Technology infrastructure,
3. Restore, sustain and enhance best practices outlined in the District's 5 year strategic plan.

The Dedham School Committee unanimously voted to approve this proposed budget at their meeting on February 3, 2026. This vote endorsed over three months of work within the District and the many hours of effort and deliberation contributed by the Budget Subcommittee guided by Chair Joshua Langmead. I greatly appreciate the Committee's collective commitment to investing in our schools while balancing fiscal responsibility to Dedham tax payers. We are most grateful to our School Committee for their unwavering commitment to ensuring Dedham students receive the quality education the Community has come to expect and deserve. We also thank our Town Meeting members and our greater Dedham Community for supporting our continued commitment to "One Dedham."

This FY27 Budget was developed during the opening months of the 2025- 2026 school year and represents the District's best forecast for funding necessary to begin to restore and sustain high quality educational programming for all students and to operate the District's facilities and programs in an efficient and safe manner.

A level service budget represents an 5.29% increase over FY26 funding levels. After many hours of thoughtful deliberation, the Committee voted to support a **6.33% increase for FY27**. To achieve an 6.33% budget I have worked closely with our District Leadership Team to carefully identify target areas to begin to stabilize direct support to our youngest learners so they can achieve the foundational skills essential to content mastery.

While we are enthusiastic about the positive impact of our proposed budget, it is crucial to acknowledge the challenges we face. Economic uncertainties and evolving educational landscapes are realities that demand our collective attention and creativity. In navigating these challenges, we must prioritize maintaining the quality of education we provide.

We understand the importance of open dialogue and collaboration during this process. Your insights, questions, and feedback are invaluable as we work together to make decisions that will shape the future of education in our district. With your support and engagement, I am confident that we can overcome challenges and continue to provide the standard of education that our students not only deserve but require for future success.

Thank you for your time, consideration, and dedication to the success of the Dedham Public Schools.

Sincerely,



Nan Murphy  
*Superintendent of Schools*

# DISTRICT STRATEGIC PRIORITIES

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The mission of the Dedham Public Schools (DPS), in partnership with the broader community, is to promote excellence in learning, self-discipline, and motivation for all children. DPS strategic priorities remain aligned to this mission and fall into three broad categories: teaching and learning, student services, and finance and operations.

**TEACHING AND LEARNING** The Office of Teaching & Learning is focused on helping both students and educators grow by defining clear expectations for high-quality instruction, using proven and inclusive teaching practices, and ensuring access to high-quality instructional materials. Our work centers on strengthening the instructional core, integrating Dedham's Portrait of a Learner, and building systems that promote equitable academic opportunities for all students. Key efforts include:

- **DPS Portrait of a Learner (POL)** - We define and integrate Dedham's Portrait of a Learner to establish a shared vision for the knowledge, skills, and dispositions students need for future success. The PoL anchors curriculum, instruction, and assessment, ensuring coherence and consistency across classrooms and grade levels while clarifying expectations for teaching and learning districtwide.
- **Academic Support & Resources** - We actively partner with educators to strengthen expertise in evaluating and implementing high-quality instructional materials and tiered supports. Our work ensures alignment and consistency of curriculum across grade levels while expanding equitable access to grade-level learning. Through clearly defined instructional expectations and vertically aligned systems, we provide targeted resources and interventions to support students in meeting academic standards.
- **Professional Learning** - We invest in high-quality, job-embedded professional learning that empowers teachers and school leaders with evidence-based strategies that drive student growth. Through collaborative structures such as professional learning communities, common planning time, data teams, department meetings, and instructional leadership teams, we cultivate a culture of continuous improvement and shared accountability for student success.
- **Multi-Tiered Systems of Support (MTSS)** - We continuously refine and strengthen MTSS to remove barriers to student learning and ensure timely, targeted intervention. By monitoring student progress through collaborative data cycles and aligned professional learning structures, we support educators in delivering strong core instruction while responding effectively to diverse student needs.

**STUDENT SERVICES** The Office of Student Services is committed to fostering an inclusive, equitable, and supportive learning environment where every student can thrive. Grounded in our commitment to the use of the best practices in specially designed instruction and research-based interventions, our work ensures that all students—regardless of ability, background, or circumstance—have access to the resources and opportunities they need to succeed.

The Student Services office oversees a comprehensive system of care that integrates special education, mental and behavioral health services, school nursing, homeless education (McKinney-Vento), Multi-Lingual Learning services, and civil rights protections to remove barriers to learning and promote student well-being. Key areas of focus include:

- **Equity & Civil Rights** – We actively work to eliminate disproportionality in student outcomes by addressing barriers related to race, language, disability, economic status, and other factors. Our programs and policies ensure compliance with Section 504, the Individuals with Disabilities Education Act (IDEA), and McKinney-Vento.
- **Multilingual Learner (ML) Services** – We support multilingual learners through high-quality language development programming aligned with WIDA standards and culturally responsive instructional practices. Services include English language development, collaborative consultation with general and special education staff, family engagement supports, and ongoing monitoring of student progress to ensure equitable access to curriculum, services, and opportunities across the district.
- **Special Education & Inclusive Practices** – We provide a continuum of services that includes multi-sensory, language-based instruction, specialized programs for autism and emotional disabilities, co-taught and inclusion models, and transition services for students with disabilities. Our goal is to meet diverse learning needs while maintaining a strong commitment to the Least Restrictive Environment (LRE).
- **Mental & Behavioral Health Services** – Through a tiered system of support, we offer culturally affirming counseling, social work, school psychology, trauma-informed interventions, and evidence-based therapy models
- **Wraparound & Family Support Services** – We partner with community and university mental health providers, and school-based health initiatives to ensure students and families receive transition assistance, food security support, and access to medical and dental care.
- **Health & Nursing Services** – Our school nursing team provides traditional school nurse services, as well as preventative care, chronic disease case management, and emergency response, ensuring that students can engage fully in their education. We are expanding dental and medical partnerships to improve student health outcomes.

By integrating these services within a unified framework, we strive to create a district where all students—especially our more vulnerable students—are seen, valued, and supported in reaching their full potential.

**FINANCE AND OPERATIONS** Strategic efforts in Finance and Operations for FY27 and beyond remain primarily focused on ensuring that the School Department’s budget maintains a high level of service for all students while growing at a rate that is consistent with town revenue growth, **and** that all seven of the District’s operational facilities remain structurally sound, safe, ADA compliant, and conducive to achieving the District’s strategic goals for teaching and learning.



# FISCAL YEAR 2026 UPDATE

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Fiscal Year 2026 (FY26) has progressed in alignment with the assumptions embedded in the School Department's approved operating budget. As of the close of the second quarter, the District remains in a stable financial position and is on track to close the fiscal year within its approved appropriation.

At the midpoint of the fiscal year, approximately 41% of the total operating budget has been expended, with an additional 6% encumbered for planned obligations. This leaves roughly 53% of the budget available for the remainder of the fiscal year. These spending patterns are consistent with historical trends and reflect predictable payroll cycles and front-loaded contractual obligations.

## **PERSONNEL**

Salaries and wages continue to represent the largest share of the District's operating budget. Across schools and departments, salary accounts are tracking in line with expectations, with the majority of locations maintaining between 60% and 65% of salary funds remaining at midyear. This reflects stable staffing levels and no material deviations from projected collective bargaining obligations.

The District continues to closely monitor staffing levels, vacancy patterns, and turnover to ensure that resources remain aligned with enrollment needs and programmatic priorities.

## **CONTRACTED SERVICES, TRANSPORTATION, AND UTILITIES**

Several accounts, particularly within systemwide and facilities budgets reflect higher activity in the first half of the fiscal year. This is primarily due to:

- Transportation services
- Special education related contractual obligations
- Utilities
- Routine maintenance and operational contracts

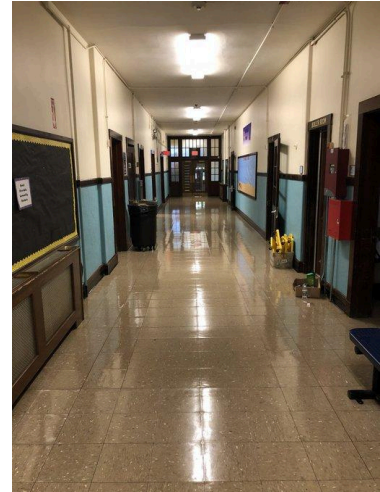
These services are frequently front loaded or encumbered early in the fiscal year to ensure continuity of operations. While some line items show lower remaining balances, the majority of these funds are already encumbered and reflect planned, anticipated expenditures rather than unanticipated deficits.

Transportation and facilities related services remain areas of ongoing attention given continued market volatility and cost escalation across the Commonwealth. However, at this time, expenditures remain within manageable levels relative to the approved FY26 budget.

## **FACILITIES AND OPERATIONS**

The Facilities budget reflects elevated activity in the first half of the fiscal year due to routine maintenance, contractual services, and operational supply needs. One facilities line item shows a temporary negative available balance; this variance is being actively managed through routine internal transfers and year end reconciliation planning.

The District's proactive approach to monitoring building systems, utilities, and contracted services continues to mitigate the risk of larger capital exposures while preserving safe and functional learning environments for students and staff.



## **SCHOOL BASED BUDGETS**

School level budgets at Dedham High School, Dedham Middle School, and the elementary schools are progressing consistently, with approximately 62–64% of funds remaining at midyear. This consistency across buildings reflects careful site based budget management and alignment with projected instructional and operational needs.

## **OVERALL OUTLOOK**

At the conclusion of Quarter 2, the Dedham Public Schools remain in a stable financial position. Spending patterns are consistent with expectations, and no significant structural concerns have emerged at this time. Administration will continue to closely monitor high cost areas including transportation, special education services, and facilities operations and will keep the School Committee, Finance & Warrant Committee, and Town leadership informed of any material changes as we enter the second half of the fiscal year.

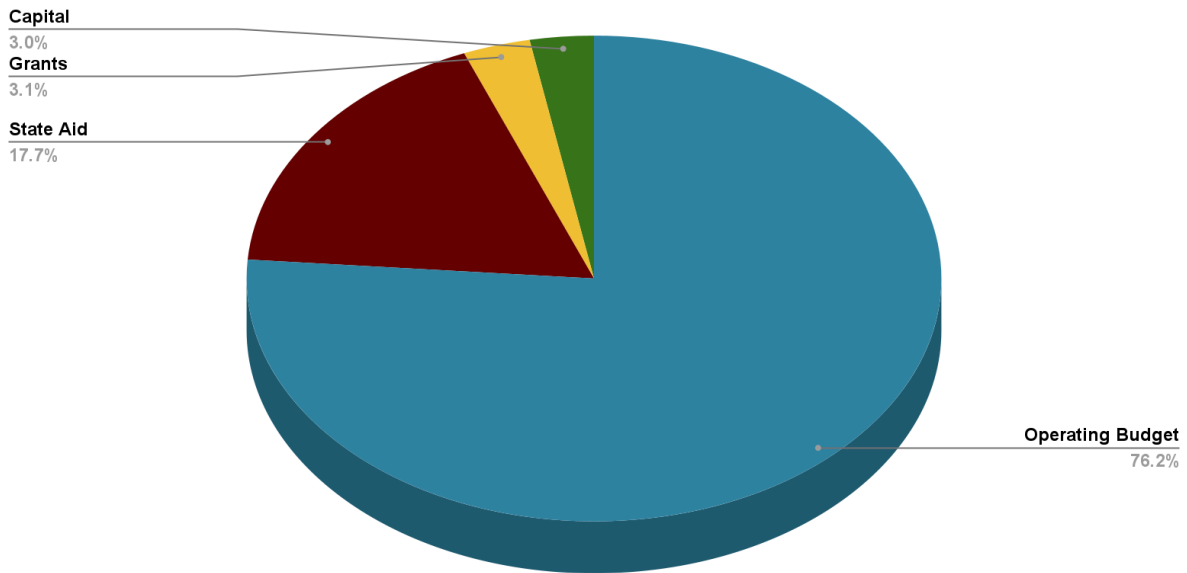
The FY27 budget has been developed with these midyear trends in mind, ensuring that ongoing operational realities, contractual obligations, and facility needs are responsibly reflected in next year's financial plan.



# FUNDING EDUCATION FOR DEDHAM'S YOUTH

## FY26 FUNDING OVERVIEW

Funding the education of Dedham's school-aged population is a complex undertaking supported by local, state, and federal sources. The operating and capital budgets appropriated by Town Meeting represent the primary source of funding for the School Department, accounting for approximately 80% of the resources required to operate the schools. The remaining 20% of funding for the School Department is composed of state aid (~17%) and grants (~3%).



Funding Source	Amount	Percentage
Operating Budget	\$ 60,880,335.00	76.2%
State Aid	\$ 14,099,200.00	17.7%
State Grants	\$ 2,497,665.00	3.1%
Capital	\$ 2,374,000.00	3.0%
<b>Total</b>	<b>\$ 79,851,200.00</b>	

## **OPERATING AND CAPITAL BUDGETS**

The Town has consistently demonstrated its commitment to attracting and retaining highly competent faculty and staff through highly competitive compensation for faculty and staff, to maintaining class sizes consistent with the community's expectations, to ensuring that students in grades 6-12 have access to a wide range of Advanced Placement and elective courses, and to ensuring that all children have access to the specialized services they need to find success in school and life. This ongoing commitment is demonstrated through the operating and capital funds that are appropriated annually through Town Meeting and provide approximately 80% of the funds necessary to operate the School Department.

## **STATE AID**

State aid for education comes from a number of sources within the Commonwealth's annual budget appropriation. The primary source of funding via the state's budget is Chapter 70. In Fiscal Year 2026, Chapter 70 provided approximately \$10.3 million in educational funding to the Town of Dedham. The second major source of state aid is Circuit Breaker. Circuit Breaker funds are allocated directly to school districts and are a reimbursement for eligible special education tuition and transportation costs incurred in the previous fiscal year. In Fiscal Year 2026 Circuit Breaker reimbursement provided approximately \$3.5 million that the District uses to offset costs associated with out-of-district special education tuition and transportation.

## **GRANT FUNDING**

Grant funding comes to the School Department in two primary categories; entitlement grants and competitive grants. Entitlement grants are funds that the District receives annually as a function of federal statutes and funding mechanisms under the Every Student Succeeds Act (ESSA) and the Individuals with Disabilities Education Act (IDEA). Entitlement grants in Fiscal Year 2026 provided the District with approximately \$1.7 million. Competitive grants are funds that Districts can apply for and are awarded on the merit and quality of their applications. Assistant Superintendents Smith and Stetson have pursued and been awarded multiple competitive grants that provide \$839,000 in funding to support curriculum programming, professional development, mental health services, and a number of other initiatives that would not otherwise be possible.



# STATE AID - CHAPTER 70

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Chapter 70 is the primary program through which the Commonwealth of Massachusetts provides state aid to public school districts. Its purpose is to ensure that every community has the financial resources needed to provide students with an adequate education, regardless of local property wealth. The formula first calculates a district's "foundation budget," which represents the minimum spending level the state believes is necessary to educate its students, based on factors such as enrollment, grade levels, and specific student needs (including low-income students, English learners, and students with disabilities). It then determines how much of that amount the local community is expected to contribute, based largely on its property values and income levels. The state provides Chapter 70 aid to help cover the difference.

Because communities vary widely in their ability to raise revenue through local taxes, Chapter 70 is designed to promote equity across the state. Districts in communities with lower property wealth generally receive a larger share of their foundation budget from the state, while wealthier communities are expected to fund a greater portion locally. In addition to ensuring a minimum level of school funding, Chapter 70 also includes annual provisions that guarantee every district receives at least a minimum increase in aid from one year to the next.

In FY26, the Town of Dedham received \$10,309,258.00 in Chapter 70 state education aid. These funds are intended to help cities and towns support schools, while also providing an incentive for them to establish a Foundation Budget, a required contribution, and a net school spending limit as a critical part of the funding formula.

Dedham has consistently exceeded the Foundation Budget established for the Town as well as the required contribution amount and thus receives its full share of Chapter 70 funds. In the Governor's proposed budget for FY27, Dedham is positioned to receive \$10,428,974.00, an estimated \$119,716.00 increase over the FY26 state appropriation.

In the months ahead the Governor's proposed budget will proceed through:

- ▶ House Ways & Means Budget
- ▶ House Debate
- ▶ House Budget
- ▶ Senate Ways & Means Budget
- ▶ Senate Debate
- ▶ Senate Budget
- ▶ Conference Committee
- ▶ Final Budget

*While these Chapter 70 funds do not come directly to the School Department, they can be used by the Town to help offset the School Department's proposed budget increase for FY27.*

# STATE AID - CIRCUIT BREAKER

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## WHAT IS CIRCUIT BREAKER?

Circuit Breaker is a special reimbursement mechanism adopted by the state in 2004. Circuit Breaker reimburses districts for a portion of eligible expenses associated with out-of-district tuitions and transportation. The Dedham School Department submits detailed expense records to the State annually and receives reimbursement for a percentage of eligible expenses in the following fiscal year.

## HOW DOES CIRCUIT BREAKER WORK?

The State establishes a Circuit Breaker threshold annually. All expenses for out of district tuition and transportation below the threshold are the responsibility of the District. Expenses for those same services beyond the threshold are eligible for reimbursement from the state's circuit breaker funding mechanism. This threshold helps districts understand the portion of a child's out of district tuition and transportation costs that are eligible for reimbursement. Up to 75% of eligible out of district tuition and transportation costs can be reimbursed depending on funding available via the State's budget.

### Current Circuit Breaker Reimbursement Example

Out of District Student Tuition	\$100,000
State Established Threshold	\$51,500
Tuition Eligible for Circuit Breaker Reimbursement (\$100,000 tuition - \$51,500 Circuit Breaker Threshold)	\$48,500
<b>Final Estimated Reimbursement to District (75% of \$48,500 Eligible Tuition)</b>	<b>\$36,375</b>

## HOW DOES THE DISTRICT USE CIRCUIT BREAKER?

Costs associated with out-of-district placements can shift suddenly and significantly in a given year subsequent to the school department's budget development and approval process. The state's Operational Services Division (OSD) may establish increases to state-approved tuition rates, students requiring out of district placements may move in, and/or students currently attending Dedham schools may develop needs that require out-of-district placement.

The Department of Elementary and Secondary Education (DESE) regulations allow communities to carry forward up to the total Circuit Breaker reimbursement amount for one fiscal year. The fund is structured this way to encourage communities to build balances in their Circuit Breaker accounts so that, in years when special education expenses increase suddenly or the reimbursement rate is lower than 75%, there will be sufficient funds available to cover most, if not all unforeseen costs.



Both DESE and the Department of Revenue’s Division of Local Services (DLS) recommend that in years when special education costs are consistent with what is budgeted, districts should build a Circuit Breaker balance to mitigate the future risks involved in these highly volatile expenses.

### HOW MUCH ASSISTANCE DOES CIRCUIT BREAKER PROVIDE THE DISTRICT?

The District estimates \$2.9 million in FY27 Circuit Breaker reimbursement funding for eligible costs associated with the out-of-district special education placements for 43 students. In FY26, Dedham is projected to receive reimbursement totaling approximately \$3.5 million for eligible tuition and transportation. These projected revenues are used to offset tuition and transportation costs embedded in the FY26 budget request.

## DPS SPECIAL EDUCATION CIRCUIT BREAKER REIMBURSEMENT HISTORY

<i>Fiscal Year</i>	<i>Eligible Students Claimed</i>	<i>Total Eligible Expenses</i>	<i>Net Claim</i>	<i>Payment</i>	<i>Increase/ Decrease</i>
26	52	\$ 7,696,448.00	\$ 4,970,660.00	\$ 3,539,942.00	\$ 429,848.00
25	52	\$ 7,325,071.00	\$ 4,635,579.00	\$ 3,110,094.00	\$ 818,789.00
24	44	\$ 5,445,807.00	\$ 3,268,071.00	\$ 2,291,305.00	\$ 306,338.00
23	42	\$ 4,635,860.00	\$ 2,646,610.00	\$ 1,984,967.00	\$ 425,262.00
22	54	\$ 4,041,160.00	\$ 2,079,599.00	\$ 1,559,705.00	\$ 181,320.00

# STATE AID - MEDICAID REIMBURSEMENT

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The Dedham School Department routinely generates additional revenue to the Town's General Fund in the form of reimbursements from the School-based Medicaid Program. Some services provided by school personnel (mainly in the form of psychological and counseling services) can be billed to Medicaid. These reimbursements must be carefully tracked and recorded by the school personnel providing these services.

The Dedham Public Schools' Office of Finance and Operations has aggressively pursued reimbursement of these federal funds over the past eight years. Due to the complexity of these reimbursements, the Dedham school department has paid for the services of an outside vendor to provide expertise in this area, helping to ensure that the maximum amount is received by the Town. In return, this tracking and back-billing of Medicaid qualifying services annually generates more than a quarter million dollars in revenue returned to the Town's General Fund.

## DPS MEDICAID REVENUE & BILLING OVERVIEW - 5 YEAR HISTORY

	Medicaid Revenue	Collection Fees	Net Revenue to Town
<b>2025</b>	\$ 371,628.00	\$ 17,134.00	\$ 354,494.00
<b>2024</b>	\$ 256,211.12	\$ 8,468.82	\$ 247,742.30
<b>2023</b>	\$ 263,651.82	\$ 9,354.51	\$ 254,297.31
<b>2022</b>	\$ 566,983.00	\$ 35,268.00	\$ 531,715.00
<b>2021</b>	\$ 298,013.00	\$ 7,269.00	\$ 290,744.00

# GRANT FUNDING

The District benefits from supplemental funding via entitlement and competitive grants. Entitlement grants are distributions from State and Federal funding mechanisms established by law. These two statutory funding sources are the Every Student Succeeds Act (ESSA) and the Individuals with Disabilities Education Act (IDEA). Competitive grants come from state agencies, non-profits, for profit organizations, and other philanthropic sources. Unlike entitlement grants, these competitive grants are awarded based on the merit of the application proactively submitted by members of the District Leadership Team.

<b>Funding Source</b>	<b>Type</b>	<b>FY26</b>
ST Math	<i>Competitive Grant</i>	\$ 220,000.00
Innovation Career Pathways Implementation & Support Grant	<i>Competitive Grant</i>	\$ 56,635.00
MyCAP Planning and Implementation Grant	<i>Competitive Grant</i>	\$ 14,000.00
Promoting Safe & Healthy Learning Environments - Option 1	<i>Competitive Grant</i>	\$ 40,000.00
Promoting Safe & Healthy Learning Environments - Option 2D	<i>Competitive Grant</i>	\$ 67,500.00
Comprehensive School Health Services	<i>Competitive Grant</i>	\$ 95,000.00
Department of Public Health	<i>Competitive Grant</i>	\$ 90,366.21
Beth Israel Deaconess Hospital	<i>Competitive Grant</i>	\$ 128,000.00
Supporting Students' Social-Emotional Learning, Behavioral and Mental Health, and Wellness	<i>Competitive Grant</i>	\$ 44,700.00
Investigating History	<i>Competitive Grant</i>	\$ 33,500.00
Career Connected Grant	<i>Competitive Grant</i>	\$ 35,000.00
One8 Foundation (Applied Learning Leadership) Discovery Program	<i>Competitive Grant</i>	\$ 14,400.00
Title I	<i>Entitlement Grant</i>	\$ 391,805.00
Title IIA	<i>Entitlement Grant</i>	\$ 65,176.00
Title III	<i>Entitlement Grant</i>	\$ 32,818.00
Title IVA	<i>Entitlement Grant</i>	\$ 24,715.00
IDEA	<i>Entitlement Grant</i>	\$ 1,113,800.00
Early Childhood	<i>Entitlement Grant</i>	\$ 30,250.00

# FY2027 SCHOOL DEPARTMENT PROPOSED OPERATING BUDGET

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The FY27 budget continues the District's work to strengthen financial controls, improve account alignment, and ensure that recurring obligations are fully reflected in the operating budget. Adjustments in this category may include the annualization of prior-year staffing additions, shifts from grant funding to operating support where applicable, and refinements to budgeting methodologies to ensure transparency and sustainability.

## **LEVEL SERVICE BUDGET**

The annual budget development process begins with the articulation of a level service budget. The level service budget reflects the cost of operations to maintain the same level and quality of service in the next fiscal year. The level service budget factors predictable increases to fixed costs for personnel, goods, and service as well as estimated cost increases for personnel costs associated with unsettled collective bargaining agreements and service contracts that will be renewed during the budget development process. When all of these factors are considered, a level service budget for FY27 would require a 5.29% increase over the FY26 appropriation.

## **FY27 PROPOSED OPERATING BUDGET**

The FY27 proposed operating budget reflects careful planning and strategic efforts to balance the District's ability to maintain excellence in educational programming for students while working within the reasonable and real limitations of the Town's budget and overall levy capacity. The FY27 proposed operating budget request includes an 6.33% increase over FY26 driven primarily by:

- ▶ Collective bargaining obligations for wage increases with all represented employees
- ▶ Inflationary increases in the costs of general goods and services
- ▶ Technology infrastructure reinvestment
- ▶ Projected higher than normal increases in transportation services
- ▶ Additional personnel to provide direct academic support to students in Grades K-3

## OPERATING BUDGET REQUEST OVERVIEW

	<i>Education</i>	<i>Facilities</i>	<b>TOTAL</b>
<b>FY26 Final Budget</b>	\$55,210,099	\$5,670,236	\$60,880,335
<b>Proposed FY27 Budget</b>	<b>\$58,841,165</b>	<b>\$5,892,895</b>	<b>\$64,734,060</b>
<b>Increase (\$)</b>	\$3,631,066	\$222,659	\$3,853,725
<b>Increase (%)</b>	6.58%	3.93%	6.33%

## DPS OVERALL BUDGET – 5 YEAR HISTORY

	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>F27</b>	<b>5-YR AVG</b>
<b>TOTAL BUDGET</b>	\$50,622,385	\$54,138,675	\$58,558,235	\$60,880,335	<b>\$64,734,060</b>	\$56,247,200
Change	\$2,072,876	\$3,516,290	\$4,419,560	\$2,322,100	<b>\$3,853,725</b>	\$3,014,722
Percent	4.27%	6.95%	8.16%	3.97%	<b>6.33%</b>	5.63%

## DPS OVERALL BUDGET BREAKDOWN – 5 YEAR HISTORY

	<b>FY23</b>	<b>FY 24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>5-YR AVG</b>
<b>EDUCATION</b>						
Approved Budget	\$46,321,576	\$49,408,896	\$53,051,523	\$55,210,099	<b>\$58,841,165</b>	\$49,672,660
Change From Prior Year	\$1,950,370	\$3,087,320	\$3,642,627	\$2,158,576	<b>\$3,631,066</b>	\$2,526,621
Percent Change	4.40%	6.66%	7.37%	4.07%	<b>6.58%</b>	5.55%
<b>FACILITIES</b>						
Approved Budget	\$4,300,809	\$4,729,779	\$5,506,711	\$5,670,236	<b>\$5,892,895</b>	\$5,046,456
Change From Prior Year	\$122,506	\$428,970	\$776,932	\$163,525	<b>\$222,659</b>	\$320,300
Percent Change	2.93%	9.97%	16.43%	2.97%	<b>3.93%</b>	6.49%

# FY27 BUDGET DRIVERS

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## **PERSONNEL** **\$3,088,017** **5.07%**

Salaries and wages continue to represent approximately 80% of the District's overall operating budget. The primary driver within this category reflects contractual salary obligations established through collective bargaining agreements, step and lane movement, and projected wage adjustments for unsettled contracts.

The FY27 budget also reflects continued efforts to align staffing levels with enrollment trends, maintain appropriate student-to-teacher ratios, and ensure that specialized programming and student support services remain adequately staffed. As in prior years, personnel costs remain the single largest driver of year-over-year budget growth.

## **K-3 LITERACY** **\$480,000** **+.08%**

The FY27 budget includes a strategic investment of \$635,000 to strengthen early literacy in grades K-3, recognizing that foundational reading and math skills are critical predictors of long-term academic success. These resources are targeted to expand instructional support, enhance evidence-based practices, and provide additional staffing and materials that enable educators to deliver focused, data-informed instruction to all students during the early elementary years.

## **STUDENT SERVICES** **\$155,000** **+.02%**

The FY27 budget includes a targeted investment of \$155,000 to add two special education teachers, strengthening the district's capacity to meet the diverse learning needs of students requiring specialized services. This investment supports smaller instructional groupings, more individualized instruction, and improved compliance with students' Individualized Education Programs (IEPs).

## **TECHNOLOGY INFRASTRUCTURE UPDATE** **\$420,000** **+.07%**

The FY27 budget reflects updated projections for necessary technology investments to sustain the general operation of the District and teaching and learning K-12. Desktop machines at DMS are two (2) years beyond useful life expectancy and require replacement. Likewise approximately 700 student chromebooks also require replacement for the coming school year.

# PERSONNEL

## STAFFING OVERVIEW

Dedham Public Schools employs approximately 635 employees of which 460 (86%) are educators and instructional support personnel. 535 employees (85% of all employees) are funded by the School Department’s operating budget. The remaining 100 employees (15% of all employees) are funded through revolving and grant funds.

Salaries and wages for all employees represent ~78% of the District’s overall FY27 proposed operating budget. The table provides a detailed summary of faculty and staff funded by the School Department’s operating budget by budget reporting category over the most recent five year period.

Faculty & Staffing Trends by Category					
	2023	2024	2025*	2026*	2027
General Education	206.9	208.9	202.8	200.1	213.9
Special Education	191.8	185.8	214	220	218
Instructional Support	34.5	39	38.6	39.6	39.6
Operations	15	16	15	15	15
Policy & Admin	30.6	28	37.2	32.8	32.8
Custodial & Maintenance			32.5	27.5	27.5
<b>Total</b>	<b>478.8</b>	<b>477.7</b>	<b>540.1</b>	<b>535</b>	<b>546.8</b>

## \*METHODODOLOGICAL ADJUSTMENTS OF NOTE

*It is important to note that the District employed a series of methodological changes in preparing the FY26 budget. One of these adjustments to the budgeting process included reconstruction of all personnel and non-personnel accounts that comprise the budget. Through this process the District learned that the historical data reported in the Staffing Trends table was generally accurate but did not reflect all budget reporting categories, types of employees, or any employees not assigned to a budget reporting category.*

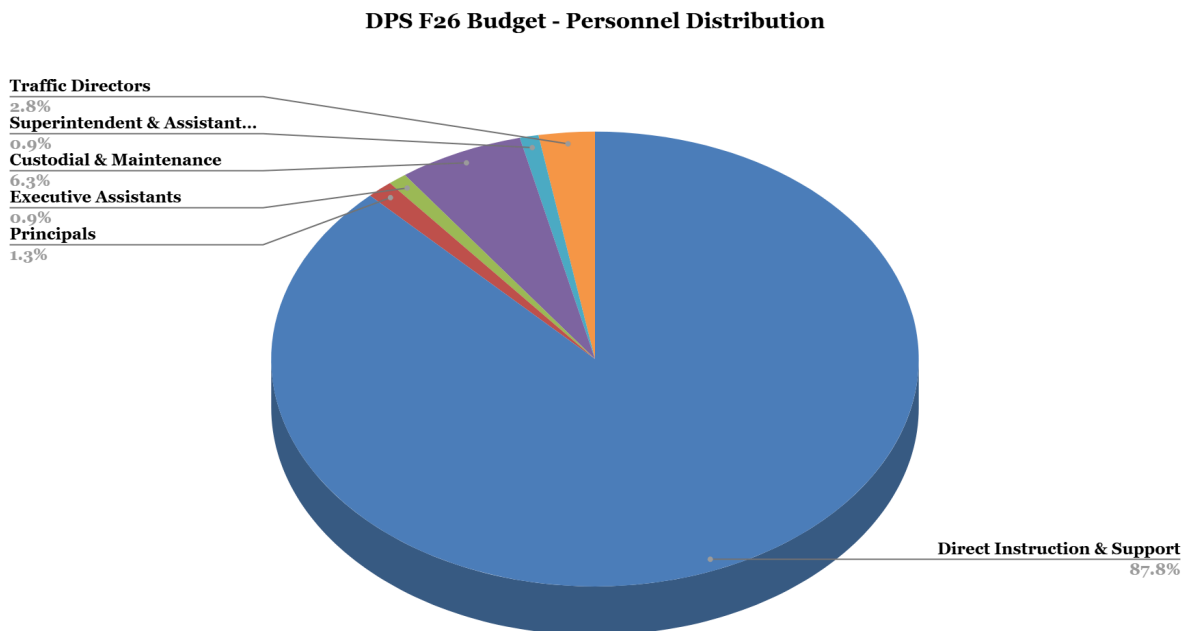
As such the District has (1) ensured that all employees are coded to a budget reporting category and (2) adjusted the data in the Staffing Trends table to reflect all reporting categories and all employee roles funded by the operating budget.

The resulting differential between FY24 (477.7 FTE) and the current FY26 budget proposal (535 FTE) was 58.7 FTE. The 58.7 FTE differential is the sum of accounting for 27 FTE custodial/maintenance staff, correcting 10 FTE that did not carry forward from previous fiscal years, and assigning 21.7 FTE to budget reporting categories that were not historically reported.

### STAFFING DETAILS AND TRENDS

The current FY26 personnel distribution reflects the district’s continued prioritization of direct services to students. Approximately 87.8% of district personnel provide direct instructional services and support. The remaining 12.2% serve in non-student-facing roles that support school operations and district leadership. This distribution highlights the district’s effort to allocate the majority of staffing resources to positions that directly impact teaching, learning, and student support.

#### Dedham Public Schools - FY26 Personnel Distribution



Within the non-student-facing category, the largest share of personnel is dedicated to Custodial and Maintenance services (6.3%), underscoring the operational importance of maintaining safe, clean, and functional school facilities. Traffic Directors account for 2.8% of employees supporting safe arrival and dismissal procedures across schools. Administrative and leadership roles make up a smaller portion of this group, including Principals (1.3%), Executive Assistants (0.9%), and Superintendent/Assistant Superintendents (0.9%). Together, these roles provide the organizational leadership, administrative coordination, and operational infrastructure necessary to sustain effective school operations while allowing the majority of district staff to remain focused on direct student engagement.

# EDUCATOR COMPENSATION

## HOW DOES EDUCATOR COMPENSATION WORK?

In Massachusetts, most public school teachers are paid according to a salary schedule, sometimes called a step-and-lane pay scale, that is negotiated through collective bargaining between the local school district and the teachers' union. The schedule typically has "steps," which represent years of experience, and "lanes," which represent levels of education or graduate credits earned (for example: Bachelor's degree, Master's degree, or Master's plus additional graduate coursework). As teachers gain experience each year, they usually move up one step, increasing their salary. If they earn additional graduate credits or advanced degrees, they may move across to a higher lane, which also increases pay.

The system is designed to create predictable and transparent compensation across a district. Teachers with the same experience and education level earn the same base salary regardless of the school where they work, though pay levels differ from district to district based on local contracts and budgets. In addition to the base salary schedule, teachers may receive stipends for extra responsibilities such as coaching, advising clubs, or taking on leadership roles, and some districts offer additional compensation for hard-to-fill positions or advanced professional credentials.

## WHAT IS DEDHAM'S NEGOTIATED SALARY SCHEDULE FOR EDUCATORS?

	Nurses	Bachelors	Masters	Masters +30 Graduate Credits	Masters +60 Graduate Credits	Doctorate
<b>1</b>	\$ 61,713	\$ 62,846	\$ 69,457	\$ 72,775	\$ 76,085	\$ 79,387
<b>2</b>	\$ 63,667	\$ 64,835	\$ 72,121	\$ 75,423	\$ 78,731	\$ 82,030
<b>3</b>	\$ 65,607	\$ 66,813	\$ 74,757	\$ 78,065	\$ 81,368	\$ 84,669
<b>4</b>	\$ 68,203	\$ 69,457	\$ 77,401	\$ 80,710	\$ 84,023	\$ 87,326
<b>5</b>	\$ 72,762	\$ 74,103	\$ 82,185	\$ 85,564	\$ 88,933	\$ 92,305
<b>6</b>	\$ 75,406	\$ 76,801	\$ 84,887	\$ 88,266	\$ 91,627	\$ 95,002
<b>7</b>	\$ 78,035	\$ 79,487	\$ 87,587	\$ 90,951	\$ 94,314	\$ 97,690
<b>8</b>	\$ 82,331	\$ 83,855	\$ 92,282	\$ 94,625	\$ 98,000	\$ 101,377
<b>9</b>	\$ 83,512	\$ 85,061	\$ 93,612	\$ 99,023	\$ 101,374	\$ 104,747
<b>10</b>	\$ 86,331	\$ 87,935	\$ 96,786	\$ 100,457	\$ 105,742	\$ 109,124
<b>11</b>	\$ 88,398	\$ 90,040	\$ 99,116	\$ 103,873	\$ 107,275	\$ 110,703
<b>12</b>	\$ 92,386	\$ 94,070	\$ 103,373	\$ 106,377	\$ 110,931	\$ 114,481
<b>13</b>	\$ 97,890	\$ 99,574	\$ 108,874	\$ 110,814	\$ 113,617	\$ 117,254
<b>14</b>				\$ 116,319	\$ 118,237	\$ 121,964
<b>15</b>					\$ 123,740	\$ 127,468

## WHERE ARE DEDHAM EDUCATORS PLACED ON THE SALARY SCHEDULE?

The FY26 teacher salary distribution reflects a workforce of ~320.8 full-time equivalent (FTE) educators with total step salary obligations of \$34.34 million. Based on these totals, the average salary per FTE is approximately \$107,000, reflecting the district’s overall experience level and the structure of the negotiated salary schedule. A significant portion of salary expenditures is concentrated among teachers in the upper-middle steps of the schedule, particularly Steps 10–12, which together account for 48.6 FTE and a substantial share of total salary costs. Step 12 alone represents the largest individual step category, with 19.5 FTE and \$1.96 million in salary expenditures.

Step	Educators (#)	Step Salary Total (\$)
2	7.0	\$ 491,056.44
3	7.0	\$ 515,723.53
4	9.0	\$ 697,420.32
5	10.0	\$ 800,678.48
6	9.0	\$ 776,937.80
7	10.0	\$ 979,700.64
8	13.0	\$ 1,200,180.08
9	7.5	\$ 687,386.29
10	14.6	\$ 1,449,710.50
11	14.5	\$ 1,477,933.67
12	19.5	\$ 1,960,521.29
13	9.0	\$ 1,008,846.28
14	1.0	\$ 119,396.34
Top Step	189.7	\$ 22,172,031.70

The data also indicates a highly experienced workforce, as relatively fewer educators are concentrated in the early career steps. Steps 2–4 collectively account for 23 FTE, while a larger share of staff appear in mid-career and advanced steps such as 5–9 and 10–12. Additionally, a large portion of staff (189.7 FTE) are compensated at the maximum step, representing \$22.17 million, or roughly 65% of total teacher salary expenditures. This distribution is indicative of strong staff retention and a veteran teaching workforce.

## **HOW DOES DEDHAM'S SALARY SCHEDULE COMPARE TO OTHER DISTRICTS?**

The District has established 42 comparison districts. Comparison districts are broken into two categories:

**(1) Talent Competitive** - districts within a 45 minute commute,

**(2) RADAR - Economic/Demographic** - RADAR is a benchmarking tool maintained by DESE

Dedham is a top-tier district for starting and mid-career salaries across nearly all comparison groups and educational categories. The District holds the number one rank for Step 1 salaries in the Bachelors (\$61,613), Masters (\$68,095), and Masters +60 (\$74,593) lanes. This competitive edge remains strong at Step 5, where Dedham maintains the top rank for Masters-level teachers and the second-highest rank for those in the Bachelors and Masters +30 categories. These rankings indicate that Dedham is positioned as a market leader in attracting and retaining talent during the early to middle stages of a teacher's career path.

While still highly competitive, the District typically falls to between the 6th and 9th rank at the "Top Step" of the salary scale. For example, in the Masters lane, Dedham drops from 1st place at Step 5 to 9th place at the Top Step, with its \$106,740 salary trailing behind districts like Wellesley and Brookline. Despite this relative dip at the top end of the scale, Dedham's compensation remains significantly higher than most districts in the comparison group.

***Detailed compensation comparison charts can be found in Appendix B.***

# ENROLLMENT

The Dedham School Department continuously monitors student enrollments to inform staffing patterns and associated fiscal impact year over year. Enrollments for the 2025 - 2026 school year decreased by 107 students (~4%) over the previous school year's enrollment of 2,668, bringing the current student enrollment in Dedham Public Schools to 2,561 students as of January 2025.

## AVERAGE CLASS SIZES

Average class sizes are an important consideration in maintaining the quality of PK-12 programming throughout the District and are a key driver of per-pupil expenditures associated with ensuring excellence in that programming. The average class size data below provides direct insight into how many students one could expect to find in a classroom anywhere in the District with a certified lead teacher.

### ELEMENTARY CLASS SIZES GRADES K - 5

	Sections	Average Class Size
<i>Kindergarten</i>	12	17.1
<i>Grade 1</i>	12	18.3
<i>Grade 2</i>	12	18.4
<i>Grade 3</i>	11	20.3
<i>Grade 4</i>	12	18.8
<i>Grade 5</i>	11	20.2

### UPPER SCHOOL CLASS SIZES GRADES 6-12

	DMS	DHS
<i>English</i>	18	17
<i>Mathematics</i>	16	16
<i>History and Social Sciences</i>	18	19
<i>Science</i>	18	18
<i>World Language</i>	18	15
<i>Fine and Performing Arts</i>	17	17
<i>Computer Science</i>	17	19
<i>Health and Physical Education</i>	21	18
<i>Technology and Engineering</i>	17	-
<i>Occupational Ed.</i>	-	18

## STUDENT TO TEACHER RATIOS

Student to teacher ratios are another metric used by the school department to review and calibrate staffing patterns relative to geographically and demographically similar communities. Student to teacher ratios are different from class size averages in that they consider all instructional staff (i.e. guidance counselors, special educators, paraprofessionals, etc.) relative to the overall population of students.

While class size averages provide insight into what classrooms generally look like, the student:teacher ratio is a metric that provides insight into the level of adult support available to students throughout the district. Low student:teacher ratios equate to high levels of support for students.

District	Student:Teacher Ratio	Comparison Basis
<b>Dedham</b>	<b>11 : 1</b>	-
Ayer-Shirley	11 : 1	Demographic
Stoneham	11 : 1	Demographic
Northampton	11.5 : 1	Demographic
Norwood	12 : 1	Demographic
Westwood	12 : 1	Geographic
Foxborough	12.5 : 1	FWC Request
Norton	12.5 : 1	Demographic
Needham	13 : 1	Geographic
Bellingham	13 : 1	Demographic
Medfield	13 : 1	FWC Request
Canton	14 : 1	Geographic
Milton	14 : 1	Geographic
Amesbury	16 : 1	Demographic

## DEMOGRAPHIC TRENDS IN ENROLLMENT

Over the past two decades, Dedham's total district enrollment has experienced a gradual decline, moving from a peak of 2,897 students in the 2005-06 school year to 2,561 in 2025-26. While there were periods of fluctuation, such as a minor peak of 2,910 students in 2009-10, the overall trend has been a contraction of the student body by approximately 11.6% since 2005.

Simultaneously, the demographic profile of the district has undergone a profound transformation, becoming increasingly diverse. The percentage of students identifying as White decreased from 84.6% in 2005-06 to 64.6% in 2025-26. Concurrently, the Hispanic or Latino population nearly tripled, rising from 6.8% to 18.1%, and the Black or African American population grew from 5.1% to 8.3%. Students identifying as Multi-Race, Not

Hispanic or Latino, also saw substantial growth, increasing from just 0.7% to 6.0% during this timeframe. These shifts indicate a steady move toward a thriving, diverse student body that is representative of the broader community.

Academic Year	Total Enrollment	White (%)	Hispanic or Latino (%)	Black or African American (%)	Asian (%)
2025-26	2,561	64.6%	18.1%	8.3%	2.9%
2024-25	2,668	62.8%	19.1%	9.9%	2.6%
2023-24	2,699	64.9%	18.5%	8.8%	2.4%
2022-23	2,555	67.8%	17.0%	7.7%	2.3%
2021-22	2,567	67.8%	17.1%	7.3%	2.3%
2020-21	2,556	69.1%	16.1%	7.2%	2.3%
2019-20	2,736	69.3%	15.9%	7.5%	2.5%
2018-19	2,687	69.6%	16.0%	7.3%	2.6%
2017-18	2,658	71.3%	14.6%	7.1%	2.7%
2016-17	2,693	71.1%	14.0%	7.9%	2.7%
2015-16	2,747	72.7%	13.1%	7.2%	2.8%
2014-15	2,776	73.8%	12.2%	7.3%	3.0%
2013-14	2,818	74.7%	11.5%	7.2%	3.0%
2012-13	2,826	76.7%	10.3%	6.8%	3.0%
2011-12	2,862	77.3%	10.4%	6.5%	3.0%
2010-11	2,879	77.6%	10.2%	6.5%	3.3%
2009-10	2,910	79.1%	9.1%	6.7%	2.8%
2008-09	2,857	81.2%	8.1%	5.8%	2.8%
2007-08	2,879	83.1%	7.2%	5.9%	2.4%
2006-07	2,871	84.3%	6.8%	5.4%	2.2%
2005-06	2,897	84.6%	6.8%	5.1%	2.3%

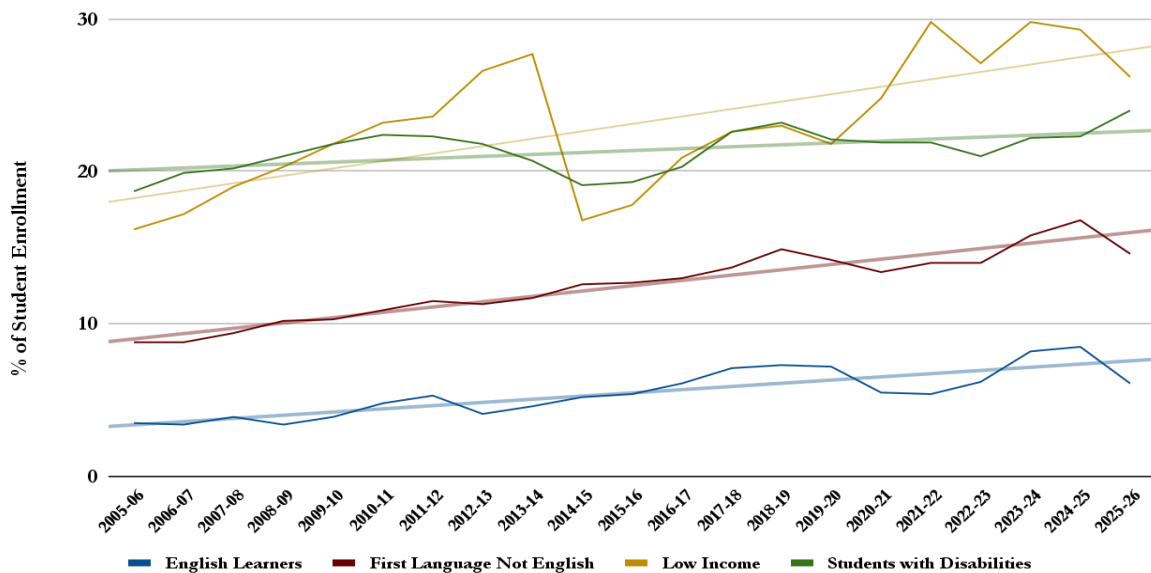
### HIGH NEEDS ENROLLMENT TRENDS

The Massachusetts Department of Elementary and Secondary Education (DESE) defines “high needs students” as an unduplicated subgroup of students who fall into at least one of several categories associated with increased educational need. Specifically, a student is considered high needs if they are economically disadvantaged, an English learner (including current or former English language learners), or a student with disabilities. The designation is used in state accountability and reporting systems to track achievement gaps and target resources and support to students who may require additional academic, linguistic, or social-emotional support to succeed in school. Because the measure is unduplicated, a student who belongs to multiple categories is counted only once within the overall high-needs subgroup.

The District has experienced a significant shift in selected high needs populations over the last two decades. Since the 2005-06 school year, the percentage of English Learners has grown from 3.5% to 6.1%, while the Low Income (formerly Economically Disadvantaged) population has risen from 16.2% to 26.2%. This trend suggests a diversifying student body that requires increasing resources to provide appropriate educational, social, and emotional support.

The most prominent trend is the sustained and above-average percentage of Students with Disabilities. In 2005-06, this population accounted for 18.7% of the district, already exceeding the state average of 16.4%. By 2025-26, this figure climbed to 24.0%, significantly outpacing the state average of 21.1%. This long-term upward trajectory indicates that Dedham serves an increasingly high number of students with specialized educational needs compared to its peers across Massachusetts. Consequently, the High Needs category—which aggregates students who are low income, English learners, or have disabilities—remains high at 42.4%, reflecting a complex student profile that necessitates robust funding for special education staffing, specialized instructional materials, and inclusive programming.

### Dedham Public Schools - High Needs Populations 2006 - 2026



For the FY27 budget, these data points underscore the necessity of maintaining or expanding investments in student support services. While some metrics, like English Learners and Low Income, saw slight dips in the most recent 2025-26 data compared to their peaks in 2024-25, the overall twenty-year trend is one of expansion. The persistent growth in the enrollment of students with complex educational needs represents a fixed and increasing demand for district resources that must be prioritized to ensure compliance with individualized education programs and to maintain the high standard of equitable education for all Dedham students.

# Per Pupil Expenditures

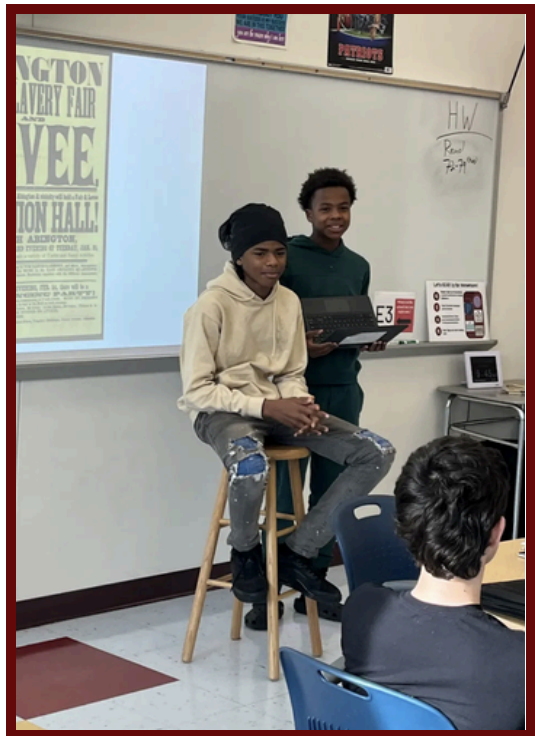
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## PER PUPIL EXPENDITURES OVERVIEW

Per-pupil expenditure is a commonly used measure for understanding the overall cost of educating students in a school district. The figure is calculated by dividing the district's total operating expenditures by the number of students enrolled, expressed as full-time equivalent (FTE) students. The resulting number represents the average amount spent per student to operate the school system.

Operating expenditures include the costs necessary to run the district's educational programs and services. These typically include salaries and benefits for teachers and staff, instructional materials, transportation, student support services, building operations and maintenance, and administrative functions.

Per-pupil expenditures can change from year to year for a variety of reasons. Increases in staffing costs, contractual salary adjustments, health insurance costs, and inflation in operational expenses can raise total expenditures. Changes in student enrollment also affect the calculation. If enrollment decreases while expenditures remain stable or increase, the per-pupil amount will rise. Conversely, enrollment growth can spread costs across more students and moderate the per-pupil figure.



Per-pupil expenditure is a descriptive measure that reflects the relationship between the district's overall spending and the number of students served. Differences in per-pupil spending between districts can reflect a variety of factors, including enrollment levels, program offerings, staffing patterns, class sizes, facility configurations, and local community priorities.

As a result, per-pupil expenditure is most useful when considered alongside other indicators such as enrollment trends, staffing levels, program offerings, and the educational services provided to students. Together, these factors provide a more complete picture of how resources are used to support teaching and learning in the District.

## **DEDHAM'S PER PUPIL EXPENDITURES**

Dedham's per-pupil expenditures are among the highest in Norfolk County spending \$27,128.50 per-pupil. These costs are driven primarily by:

- **High Needs Enrollment Growth**

The Massachusetts Department of Elementary and Secondary Education (DESE) defines “high needs students” as an unduplicated group of students who are economically disadvantaged, English learners (current or former), or students with disabilities. Over the past two decades, the district has experienced notable growth in several of these populations, including increases in English learners and low-income students, reflecting a more diverse student body with expanding support needs.

- **Student-Teacher Ratio and Class Size**

Dedham maintains a ratio of 11.0:1. This is notably lower than many communities in Norfolk County. This ratio indicates a higher investment in staffing relative to the student population. Dedham maintains average class sizes of ~18 students in all grades and courses K-12.

- **Competitive Compensation and Veteran Workforce**

Dedham’s compensation for educators is highly competitive in the region and our students benefit from highly experienced educators.

- **Underutilized and Aging Facilities**

The 2025 Massachusetts School Building Authority (MSBA) School Survey Report indicates that Dedham’s current utilization rate is 63%. The MSBA calculates utilization as a ratio comparing current enrollment to the total enrollment capacity of the District’s existing facilities. The average age of Dedham's school buildings is 58.6 years. Older facilities require more significant capital and maintenance investments than newer buildings.

Dedham’s per-pupil expenditures reflect the District’s overall educational model and infrastructure rather than any single budgetary decision. A lower student-teacher ratio and consistently small class sizes require a greater number of educators relative to enrollment, increasing the level of staffing needed to operate the district’s instructional program. At the same time, competitive compensation and a highly experienced workforce represent a continued and significant investment in attracting and retaining high-quality educators.

Facilities also play an important role in the District’s overall cost structure. With current enrollment utilizing approximately 63% of available building capacity and an average building age of nearly six decades, Dedham must maintain and operate a larger and older facility footprint relative to the number of students served. This creates operational and maintenance costs that do not decrease proportionally when enrollment fluctuates.

Taken together, staffing intensity, competitive educator compensation, and the District's facility configuration combine to produce a higher per-pupil expenditure compared to many peer districts, reflecting the resources required to sustain the District's educational programs, staffing model, and school infrastructure.

# FY2027 FACILITIES PROPOSED OPERATING BUDGET

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The Dedham School Department operates seven school facilities that provide dedicated space for the teaching and learning needs of approximately 535 employees and 2,670 children in grades PK-12. These school facilities account for over 725,000 sq ft of space, with an average age of 62.5 years. The operation and maintenance of the District's facilities requires careful and thorough monitoring of structures, mechanical systems, and grounds. These responsibilities are managed by the Director of Facilities and carried out by 27 full time maintenance and custodial employees.

**The proposed FY27 Facilities Operating Budget includes a \$222,659 or 3.93% increase over FY26.** This increase is driven primarily by (1) utility costs, (2) wages & salaries, and (3) the rising costs of supplies and materials necessary for cleaning and maintaining the facilities and grounds.

## **UTILITIES**

The cost escalation of gas and electric still hovers in the 3%-5% range year over year. Costs associated with utilities are established via contracts with providers and, as a result, are relatively predictable. While these costs are governed by contract, the school department is working to further control utilities by installing solar infrastructure at the ECEC, DMS, and DHS.

## **CUSTODIAL AND BUILDING MAINTENANCE SUPPLIES**

Consumables such as paper products and cleaning supplies are averaging 6% - 10% increases year over year. To control and reduce spending, the school department is evaluating the costs, quality, and sustainability of all custodial supplies. Many products are being replaced to use more efficient, lower-cost, and environmentally friendly products.

## **CONTRACTED SERVICES**

Massachusetts has established prevailing wages and the District is required to compensate vendors for contracted services under the prevailing wage law. These wages apply to all maintenance and service contracts not governed or fulfilled by collective bargaining agreements.

	Schools (#)	Schools Average Age	Square Feet Total	Square Feet per Student	Difference from Mean (197 sq ft) per Student
<b>Dedham</b>	<b>7</b>	<b>63</b>	<b>711,187</b>	<b>274.77</b>	<b>77.77</b>
Milton	6	69	678,500	154.7	-42.3
Canton	6	57	619,097	190.89	-6.11
Northampton	6	76	616,014	230.69	33.69
Needham	8	67	610,806	109.83	-87.17
Norwood	8	77	562,400	160.03	-36.97
Foxborough	5	66	554,000	222.82	25.82
Stoneham	6	37	551,742	245.29	48.29
Bellingham	7	47	529,539	265.95	68.95
Westwood	7	74	474,500	163.28	-33.72
Norton	5	53	466,884	195.92	-1.08
Medfield	5	69	456,212	180.14	-16.86
Amesbury	4	56	428,000	160.28	-36.72
Ayer-Shirley	4	60	330,836	205.35	8.35

# CAPITAL BUDGET OVERVIEW

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## CAPITAL BUDGET OVERVIEW

The School Department's annual Capital Budget aims to ensure that the community has access to and enjoys school facilities that are clean, safe, and welcoming environments for learning, gathering, and recreation. The capital budget targets projects that preserve and extend the useful life of existing facilities. Each year the School Department develops a capital budget request that prioritizes capital investment needs which are then vetted by the School Committee, the Town Manager's office, the Finance and Warrant Committee, and the Capital Expenditures Committee. The final recommended School Department capital budget is approved by the annual Town Meeting in May.



## FACILITIES OVERVIEW

The School Department maintains and operates seven buildings that equate to roughly 725,000 square feet of occupied space. The average age of our school facilities is 61.5 years. The District's buildings are occupied and used by approximately 3,200 students and faculty members 10 months of the year. DHS, DMS, and Avery are occupied for 12 months to accommodate summer programming for Dedham's youth.

Location	Year	Age	Size (Sq. Ft.)	Enrollment (#)	Staff (#)
Oakdale	1902	124	48,909.00	243	41
Riverdale	1920	106	37,299.00	194	36
Greenlodge	1950	76	51,048.00	297	55
DHS	1950	76	307,323.00	675	111.4
DMS	2008	18	169,681.00	561	97.5
Avery	2011	15	61,044.00	312	58
ECEC	2017	9	51,000.00	279	69

## CAPITAL INVESTMENT

Between 2020 and 2026 the District, with the support of the Town, has invested approximately \$9.8 million in capital repairs, rehabilitation, and facility enhancement. These investments improved all School Department properties and focused on critical mechanical and structural needs, school safety, and enhancing the communities experience in their use of the District's facilities. A detailed list of Capital projects summarized here can be found in *Appendix A*.

Investment by Type	
Type	Cost
Mechanical - Critical Need	\$1,005,000.00
School Safety	\$1,665,000.00
Structural - Critical Need	\$5,088,000.00
User Experience	\$2,075,000.00
<b>Grand Total</b>	<b>\$9,833,000.00</b>

Investment by Location	
Location	Cost
Avery	\$110,000.00
DHS	\$4,729,000.00
DMS	\$1,080,000.00
Greenlodge	\$492,000.00
Oakdale	\$472,000.00
Riverdale	\$485,000.00
Systemwide	\$2,465,000.00
<b>Grand Total</b>	<b>\$9,833,000.00</b>

## CAPITAL BUDGET PROPOSAL FY27

The proposed FY27 capital budget represents a strategic investment of approximately \$5.8 million across all seven of the School Department's active facilities. If approved, these projects will ensure that the District is able to continue much needed repairs, rehabilitation, and enhancements to support access to invaluable spaces for teaching, learning, and recreation for all students, faculty, and community members.

Project Description	Cost
Facility Access and Usability - District - ADA Compliance Upgrades	\$ 100,000.00
Athletic/Play/Recreation Maintenance and Repair - Avery - Playground - Replace Poured in Place Surface	\$ 250,000.00
Communications Infrastructure - District - Phone System Update	\$ 400,000.00
Controlled Entry - Oakdale - Reconfigure main entrance controlled access - Phase II Construction	\$ 250,000.00
Controlled Entry/Access and Front Office Reconfiguration - Greenlodge - Phase III - Construction	\$ 1,800,000.00
Electrical Infrastructure Modernization - Systemwide - Riverdale, Oakdale, Greenlodge, DHS - Phase II & III- Design & Construction	\$ 750,000.00
Emergency Egress/Fire Alarm Control Panel - DHS - Phase IIIA- Installation - Year 1	\$ 300,000.00
Interior security camera systems - Avery - Phase III - System expansion	\$ 60,000.00
Interior security camera systems - Oakdale - Phase III - System expansion	\$ 40,000.00
Interior security camera systems - Riverdale - Phase III - System expansion	\$ 30,000.00
Interior security camera systems - Greenlodge - Phase III - System expansion	\$ 40,000.00
Exterior Rehabilitation - Oakdale - Addition Walls/Windows - Phase III - Construction	\$ 900,000.00
Exterior Rehabilitation - Riverdale - Addition Walls/Windows - Phase III - Construction	\$ 900,000.00
<b>Total</b>	<b>\$5,820,000.00</b>

# Appendix A - Capital Investment History



<b>Project</b>	<b>Type</b>	<b>Location</b>	<b>Year</b>	<b>Cost</b>
Roof Replacement - Riverdale/Greenlodge/Oakdale - Phase I - Design	Structural - Critical Need	Systemwide	2025-2026	\$ 350,000.00
Electrical Infrastructure Modernization - Systemwide - Riverdale, Oakdale, Greenlodge, DHS - Phase I - Study	Mechanical - Critical Need	Systemwide	2025-2026	\$ 125,000.00
Controlled Entry/Access and Front Office Reconfiguration - Greenlodge - Phase I & II - Design & Bid	School Safety	Greenlodge	2025-2026	\$ 200,000.00
Emergency Egress/Fire Alarm Control Panel - DHS - Phase I - Design	Mechanical - Critical Need	DHS	2025-2026	\$ 125,000.00
Exterior Door Replacement and Electronic Access Control - Greenlodge	Structural - Critical Need	Greenlodge	2025-2026	\$ 182,000.00
Envelope Repair - Systemwide - Existing Roof System Repairs	Structural - Critical Need	Systemwide	2025-2026	\$ 600,000.00
Exterior Door Replacement and Electronic Access Control - Oakdale	Structural - Critical Need	Oakdale	2025-2026	\$ 247,000.00
Exterior Rehabilitation - DHS - Exterior Facade - Scrape, prep, paint - Phase III - Construction	Structural - Critical Need	DHS	2025-2026	\$ 225,000.00
Exterior Rehabilitation - Oakdale - Addition Walls/Windows - Phase I - Design	Structural - Critical Need	Oakdale	2025-2026	\$ 100,000.00
Exterior Rehabilitation - Riverdale - Addition Walls/Windows - Phase I - Design	Structural - Critical Need	Riverdale	2025-2026	\$ 100,000.00
Exterior Window Caulking and Weather Seal - DMS	Structural - Critical Need	DMS	2025-2026	\$ 130,000.00
Grey Water System Mechanical System Update/Repair - DMS	Mechanical - Critical Need	DMS	2025-2026	\$ 75,000.00
Interior Ceiling/Light Fixture Replacement - Riverdale - Addition - Phase I - Design & Phase III - Installation	User Experience	Riverdale	2025-2026	\$ 165,000.00
Interior security camera systems - Avery - Phase I - System design and infrastructure install	School Safety	Avery	2025-2026	\$ 50,000.00
Interior security camera systems - Greenlodge - Phase I - System design and infrastructure install	School Safety	Greenlodge	2025-2026	\$ 50,000.00
Interior security camera systems - Oakdale - Phase I - System design and infrastructure install	School Safety	Oakdale	2025-2026	\$ 50,000.00
Interior security camera systems - Riverdale - Phase I - System design and infrastructure install	School Safety	Riverdale	2025-2026	\$ 50,000.00
Dedham High School C-Wing Update	Structural - Critical Need	DHS	2024-2025	\$ 1,470,000.00
Rubber Membrane Roof Section Replacement	Structural - Critical Need	DHS	2024-2025	\$ 324,000.00
Security Cameras	School Safety	DMS	2024-2025	\$ 125,000.00
Athletic Training Facility	User Experience	DHS	2024-2025	\$ 25,000.00
Exterior Facade Rehabilitation	User Experience	DHS	2024-2025	\$ 50,000.00

Exterior Door Replacement	Structural - Critical Need	Riverdale	2023-2024	\$ 30,000.00
Exterior Door Replacement	Structural - Critical Need	Oakdale	2023-2024	\$ 30,000.00
Exterior wall/window repair	User Experience	DHS	2023-2024	\$ 60,000.00
Electrical and communications infrastructure updates	Mechanical - Critical Need	Systemwide	2023-2024	\$ 435,000.00
Emergency egress/fire alarm panels	School Safety	Oakdale	2023-2024	\$ 45,000.00
Emergency egress/fire alarm panels	School Safety	Riverdale	2023-2025	\$ 40,000.00
ADA Improvements - DHS Elevator	User Experience	DHS	2023-2024	\$ 250,000.00
Safety Vestibule	School Safety	DMS	2023-2024	\$ 400,000.00
Kitchen roof repair	Structural - Critical Need	DHS	2023-2024	\$ 450,000.00
Roof repairs	Structural - Critical Need	Systemwide	2023-2024	\$ 550,000.00
Roof repairs	Structural - Critical Need	Systemwide	2022-2023	\$ 100,000.00
Safety Vestibue	School Safety	DMS	2022-2023	\$ 300,000.00
Emergency egress/fire alarm panels	School Safety	Systemwide	2022-2023	\$ 30,000.00
ADA Improvements	User Experience	DHS	2022-2023	\$ 700,000.00
HVAC system improvements	Mechanical - Critical Need	Greenlodge	2022-2023	\$ 60,000.00
HVAC system improvements	Mechanical - Critical Need	Avery	2022-2024	\$ 60,000.00
Security Cameras	School Safety	DHS	2022-2023	\$ 125,000.00
Kitchen/Cafeteria improvements	User Experience	DHS	2022-2023	\$ 250,000.00
Asbestos Abatement	School Safety	Systemwide	2021-2022	\$ 75,000.00
ADA Renovations	User Experience	DHS	2021-2022	\$ 150,000.00
Special Education Program Needs	User Experience	Systemwide	2021-2022	\$ 25,000.00
Roof repairs	Structural - Critical Need	Systemwide	2021-2022	\$ 100,000.00
Electrical and communications infrastructure updates	Mechanical - Critical Need	DHS	2021-2022	\$ 125,000.00
Modernize library	User Experience	DHS	2021-2022	\$ 400,000.00
Safety vestibule	School Safety	DMS	2021-2022	\$ 50,000.00
Asbestos Abatement	School Safety	Systemwide	2020-2021	\$ 75,000.00
Roof repairs	Structural - Critical Need	Riverdale	2020-2021	\$ 100,000.00

# Appendix B - DPS Compensation Comparables

The tables on the following pages provide a comparison of teacher salaries across a group of peer school districts at three common points on the salary schedule: Step 1, Step 5, and Top Step. Each table represents a “lane” in the educator salary schedule. Lanes reflect wage increases for educators that are tied to graduate coursework and advanced training. The steps represent key stages in a teacher’s career and are often used to benchmark the competitiveness of a district’s salary structure.

- **Step 1** represents the starting salary for a newly hired teacher with a bachelor’s degree and no prior experience.
- **Step 5** represents the salary for an educator who has accumulated several years of experience.
- **Top Step** represents the maximum salary available on the salary schedule, typically reached after many years of service.

For each of these salary points, districts are listed along with their salary amount and rank within the comparison group. A lower rank indicates a higher relative salary compared to the other districts included in the analysis. The comparison basis column identifies the method used to determine whether the district is considered a peer for comparison purposes. Districts may be included because they compete for similar teaching talent (“Talent Competitive”) or because they share similar demographic or economic characteristics (“RADAR – Economic” or “RADAR – Demographic”).

Dedham is highlighted in the table to illustrate how its salary schedule compares with the peer group at each career stage. This type of comparison helps provide context for understanding how the district’s compensation structure aligns with neighboring and similar districts, which can be an important consideration in recruiting and retaining high-quality educators.

While individual salary levels provide a snapshot of competitiveness at specific points in the salary schedule, they should be interpreted alongside other factors such as the full salary schedule progression, benefits, working conditions, and overall labor market conditions for educators.

Bachelor Degree											
Step 1				Step 5				Top Step			
District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary
Dedham	-	1	\$ 61,613.00	Brookline	Talent Competitive	1	\$ 72,881.00	Wellesley	Talent Competitive	1	\$ 103,628.00
Brookline	Talent Competitive	2	\$ 60,514.00	Dedham	-	2	\$ 72,650.00	Brookline	Talent Competitive	2	\$ 103,556.00
Randolph	Talent Competitive	3	\$ 60,477.00	Randolph	Talent Competitive	3	\$ 72,420.00	Duxbury	RADAR - Economic	3	\$ 101,895.00
Medford	RADAR - Economic	4	\$ 60,160.00	Quincy	Talent Competitive	4	\$ 71,382.00	Newton	Talent Competitive	4	\$ 101,234.00
Newton	Talent Competitive	5	\$ 59,822.00	Lynnfield	RADAR - Economic	5	\$ 70,594.00	Milton	Talent Competitive	5	\$ 99,031.00
Quincy	Talent Competitive	6	\$ 59,199.00	Braintree	Talent Competitive	6	\$ 70,128.00	Westwood	Talent Competitive	6	\$ 98,525.00
Lynnfield	RADAR - Economic	7	\$ 58,869.00	Medford	RADAR - Economic	7	\$ 70,075.00	Dedham	-	7	\$ 97,621.00
Canton	Talent Competitive	8	\$ 58,862.00	Newton	Talent Competitive	8	\$ 70,018.00	Medford	RADAR - Economic	8	\$ 97,266.00
Hamilton-Wenham	RADAR - Economic	9	\$ 57,500.00	Abington	RADAR - Demographic	9	\$ 69,958.00	Dover-Sherborn	Talent Competitive	9	\$ 96,168.00
Westwood	Talent Competitive	10	\$ 57,327.00	Milton	Talent Competitive	10	\$ 69,363.00	Dover	Talent Competitive	10	\$ 96,168.00
Dover-Sherborn	Talent Competitive	11	\$ 57,136.00	Danvers	RADAR - Demographic	11	\$ 69,157.00	Canton	Talent Competitive	11	\$ 95,167.00
Dover	Talent Competitive	12	\$ 57,136.00	Canton	Talent Competitive	12	\$ 69,091.00	Scituate	RADAR - Economic	12	\$ 95,123.00
Needham	Talent Competitive	13	\$ 57,129.00	Needham	Talent Competitive	13	\$ 68,643.00	Medfield	Talent Competitive	13	\$ 94,429.00
Milton	Talent Competitive	14	\$ 57,122.00	Millbury	RADAR - Demographic	14	\$ 68,382.00	Natick	Talent Competitive	14	\$ 93,674.00
Arlington	RADAR - Economic	15	\$ 56,788.00	Scituate	RADAR - Economic	15	\$ 67,858.00	Walpole	Talent Competitive	15	\$ 93,089.00
Abington	RADAR - Demographic	16	\$ 56,578.00	Arlington	RADAR - Economic	16	\$ 67,567.00	Danvers	RADAR - Demographic	16	\$ 92,582.00
Walpole	Talent Competitive	17	\$ 56,418.00	Norwood	Talent Competitive	17	\$ 67,510.00	Stoughton	Talent Competitive	17	\$ 92,092.00
Scituate	RADAR - Economic	18	\$ 56,285.00	Beverly	RADAR - Demographic	18	\$ 67,399.00	Quincy	Talent Competitive	18	\$ 92,037.00
Wellesley	Talent Competitive	19	\$ 56,245.00	Hamilton-Wenham	RADAR - Economic	19	\$ 67,267.00	Falmouth	RADAR - Demographic	19	\$ 91,021.00
Beverly	RADAR - Demographic	20	\$ 56,166.00	Walpole	Talent Competitive	20	\$ 67,250.00	Hudson	RADAR - Demographic	20	\$ 90,597.00
Danvers	RADAR - Demographic	21	\$ 55,722.00	Dover-Sherborn	Talent Competitive	21	\$ 67,178.00	Arlington	RADAR - Economic	21	\$ 90,573.00
Norwood	Talent Competitive	22	\$ 55,563.00	Dover	Talent Competitive	22	\$ 67,178.00	Sharon	Talent Competitive	22	\$ 90,375.00
Braintree	Talent Competitive	23	\$ 55,132.00	Westwood	Talent Competitive	23	\$ 67,065.00	Newburyport	RADAR - Economic	23	\$ 90,364.00
Duxbury	RADAR - Economic	24	\$ 55,110.00	Wellesley	Talent Competitive	24	\$ 66,222.00	Braintree	Talent Competitive	24	\$ 89,760.00
Stoughton	Talent Competitive	25	\$ 54,459.00	Stoughton	Talent Competitive	25	\$ 66,200.00	Norwood	Talent Competitive	25	\$ 89,615.00
Sharon	Talent Competitive	26	\$ 54,278.00	Duxbury	RADAR - Economic	26	\$ 66,074.00	Lynnfield	RADAR - Economic	26	\$ 89,289.00
Millbury	RADAR - Demographic	27	\$ 54,147.00	Whitman-Hanson	RADAR - Demographic	27	\$ 65,884.00	Abington	RADAR - Demographic	27	\$ 88,686.00
Natick	Talent Competitive	28	\$ 54,046.00	Sharon	Talent Competitive	28	\$ 65,721.00	Hamilton-Wenham	RADAR - Economic	28	\$ 88,519.00
Medfield	Talent Competitive	29	\$ 53,887.00	Medfield	Talent Competitive	29	\$ 64,439.00	Avon	Talent Competitive	29	\$ 87,505.00
Newburyport	RADAR - Economic	30	\$ 53,542.00	Hudson	RADAR - Demographic	30	\$ 64,431.00	Randolph	Talent Competitive	30	\$ 86,954.00
Triton	RADAR - Economic	31	\$ 53,511.00	Bellingham	RADAR - Demographic	31	\$ 63,980.00	Whitman-Hanson	RADAR - Demographic	31	\$ 85,452.00
Plymouth	DART	32	\$ 52,880.00	Newburyport	RADAR - Economic	32	\$ 63,693.00	Needham	Talent Competitive	32	\$ 85,215.00
Whitman-Hanson	RADAR - Demographic	33	\$ 52,647.00	Triton	RADAR - Economic	33	\$ 63,447.00	Triton	RADAR - Economic	33	\$ 84,617.00
Bellingham	RADAR - Demographic	34	\$ 52,637.00	Norton	Talent Competitive	34	\$ 63,394.00	Plymouth	DART	34	\$ 84,254.00
Avon	Talent Competitive	35	\$ 52,248.00	Plymouth	DART	35	\$ 63,311.00	Beverly	RADAR - Demographic	35	\$ 84,249.00
Northampton	RADAR - Demographic	36	\$ 51,066.00	Natick	Talent Competitive	36	\$ 63,225.00	Northampton	DART	36	\$ 82,808.00
Hudson	RADAR - Demographic	37	\$ 50,723.00	Avon	Talent Competitive	37	\$ 62,296.00	Norton	Talent Competitive	37	\$ 82,501.00
Stoneham	DART	38	\$ 50,654.00	Northampton	DART	38	\$ 60,882.00	Bellingham	RADAR - Demographic	38	\$ 81,656.00
Falmouth	RADAR - Demographic	39	\$ 50,567.00	Falmouth	RADAR - Demographic	39	\$ 60,680.00	Millbury	RADAR - Demographic	39	\$ 80,940.00
Norton	Talent Competitive	40	\$ 48,775.00	Stoneham	DART	40	\$ 59,348.00	Stoneham	DART	40	\$ 79,565.00
Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -
Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -
Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -

Masters

Masters											
Step 1				Step 5				Top Step			
District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary
Dedham	-	1	\$ 68,095.00	Dedham	-	1	\$ 80,574.00	Wellesley	Talent Competitive	1	\$ 114,248.00
Brookline	Talent Competitive	2	\$ 67,438.00	Brookline	Talent Competitive	2	\$ 80,198.00	Brookline	Talent Competitive	2	\$ 112,544.00
Medford	RADAR - Economic	3	\$ 66,200.00	Braintree	Talent Competitive	3	\$ 76,665.00	Milton	Talent Competitive	3	\$ 112,507.00
Newton	Talent Competitive	4	\$ 65,032.00	Abington	RADAR - Demographic	4	\$ 76,539.00	Newton	Talent Competitive	4	\$ 112,055.00
Randolph	Talent Competitive	5	\$ 64,115.00	Newton	Talent Competitive	5	\$ 76,229.00	Dover	Talent Competitive	5	\$ 110,722.00
Lynnfield	RADAR - Economic	6	\$ 62,778.00	Medford	RADAR - Economic	6	\$ 75,628.00	Dover-Sherborn	Talent Competitive	6	\$ 110,722.00
Canton	Talent Competitive	7	\$ 62,289.00	Randolph	Talent Competitive	7	\$ 75,449.00	Westwood	Talent Competitive	7	\$ 109,191.00
Hamilton-Wenham	RADAR - Economic	8	\$ 62,100.00	Milton	Talent Competitive	8	\$ 74,363.00	Needham	Talent Competitive	8	\$ 107,606.00
Wellesley	Talent Competitive	9	\$ 62,008.00	Lynnfield	RADAR - Economic	9	\$ 74,237.00	Dedham	-	9	\$ 106,740.00
Quincy	Talent Competitive	10	\$ 61,852.00	Scituate	RADAR - Economic	10	\$ 74,137.00	Duxbury	RADAR - Economic	10	\$ 106,580.00
Milton	Talent Competitive	11	\$ 61,755.00	Quincy	Talent Competitive	11	\$ 74,029.00	Medfield	Talent Competitive	11	\$ 105,323.00
Abington	RADAR - Demographic	12	\$ 61,697.00	Needham	Talent Competitive	12	\$ 73,828.00	Scituate	RADAR - Economic	12	\$ 104,489.00
Dover	Talent Competitive	13	\$ 61,695.00	Danvers	RADAR - Demographic	13	\$ 73,620.00	Medford	RADAR - Economic	13	\$ 104,031.00
Dover-Sherborn	Talent Competitive	14	\$ 61,695.00	Dover	Talent Competitive	14	\$ 73,405.00	Stoughton	Talent Competitive	14	\$ 103,395.00
Needham	Talent Competitive	15	\$ 61,412.00	Dover-Sherborn	Talent Competitive	15	\$ 73,405.00	Arlington	RADAR - Economic	15	\$ 103,392.00
Arlington	RADAR - Economic	16	\$ 61,282.00	Canton	Talent Competitive	16	\$ 73,337.00	Natick	Talent Competitive	16	\$ 103,044.00
Westwood	Talent Competitive	17	\$ 61,219.00	Wellesley	Talent Competitive	17	\$ 73,007.00	Sharon	Talent Competitive	17	\$ 101,219.00
Scituate	RADAR - Economic	18	\$ 61,216.00	Norwood	Talent Competitive	18	\$ 72,879.00	Canton	Talent Competitive	18	\$ 101,018.00
Walpole	Talent Competitive	19	\$ 61,020.00	Stoughton	Talent Competitive	19	\$ 72,820.00	Randolph	Talent Competitive	19	\$ 101,006.00
Norwood	Talent Competitive	20	\$ 60,932.00	Beverly	RADAR - Demographic	20	\$ 72,790.00	Walpole	Talent Competitive	20	\$ 100,686.00
Sharon	Talent Competitive	21	\$ 60,695.00	Walpole	Talent Competitive	21	\$ 72,739.00	Norwood	Talent Competitive	21	\$ 100,640.00
Beverly	RADAR - Demographic	22	\$ 60,569.00	Hamilton-Wenham	RADAR - Economic	22	\$ 72,648.00	Danvers	RADAR - Demographic	22	\$ 100,389.00
Danvers	RADAR - Demographic	23	\$ 60,234.00	Arlington	RADAR - Economic	23	\$ 72,202.00	Braintree	Talent Competitive	23	\$ 99,248.00
Duxbury	RADAR - Economic	24	\$ 59,726.00	Sharon	Talent Competitive	24	\$ 72,004.00	Whitman-Hanson	RADAR - Demographic	24	\$ 99,245.00
Stoughton	Talent Competitive	25	\$ 59,573.00	Whitman-Hanson	RADAR - Demographic	25	\$ 71,990.00	Lynnfield	RADAR - Economic	25	\$ 98,676.00
Natick	Talent Competitive	26	\$ 59,449.00	Westwood	Talent Competitive	26	\$ 71,617.00	Falmouth	RADAR - Demographic	26	\$ 98,606.00
Braintree	Talent Competitive	27	\$ 59,389.00	Millbury	RADAR - Demographic	27	\$ 71,175.00	Quincy	Talent Competitive	27	\$ 98,392.00
Medfield	Talent Competitive	28	\$ 58,836.00	Duxbury	RADAR - Economic	28	\$ 70,692.00	Abington	RADAR - Demographic	28	\$ 97,168.00
Whitman-Hanson	RADAR - Demographic	29	\$ 58,753.00	Medfield	Talent Competitive	29	\$ 69,811.00	Hudson	RADAR - Demographic	29	\$ 97,090.00
Newburyport	RADAR - Economic	30	\$ 57,508.00	Natick	Talent Competitive	30	\$ 69,548.00	Newburyport	RADAR - Economic	30	\$ 97,021.00
Millbury	RADAR - Demographic	31	\$ 56,940.00	Hudson	RADAR - Demographic	31	\$ 69,405.00	Hamilton-Wenham	RADAR - Economic	31	\$ 95,600.00
Triton	RADAR - Economic	32	\$ 56,556.00	Newburyport	RADAR - Economic	32	\$ 68,412.00	Beverly	RADAR - Demographic	32	\$ 94,021.00
Bellingham	RADAR - Demographic	33	\$ 56,474.00	Plymouth	DART	33	\$ 68,368.00	Avon	Talent Competitive	33	\$ 93,315.00
Plymouth	DART	34	\$ 56,447.00	Bellingham	RADAR - Demographic	34	\$ 67,818.00	Norton	Talent Competitive	34	\$ 92,540.00
Avon	Talent Competitive	35	\$ 56,379.00	Triton	DART	35	\$ 67,396.00	Plymouth	DART	35	\$ 91,195.00
Falmouth	RADAR - Demographic	36	\$ 55,624.00	Avon	Talent Competitive	36	\$ 66,711.00	Triton	RADAR - Economic	36	\$ 90,196.00
Hudson	RADAR - Demographic	37	\$ 55,558.00	Norton	Talent Competitive	37	\$ 66,388.00	Bellingham	RADAR - Demographic	37	\$ 89,591.00
Northampton	DART	38	\$ 55,158.00	Northampton	DART	38	\$ 65,762.00	Northampton	DART	38	\$ 89,444.00
Stoneham	DART	39	\$ 54,616.00	Falmouth	RADAR - Demographic	39	\$ 65,737.00	Stoneham	DART	39	\$ 89,283.00
Norton	Talent Competitive	40	\$ 51,634.00	Stoneham	DART	40	\$ 63,310.00	Millbury	RADAR - Demographic	40	\$ 85,406.00
Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -
Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -
Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -

## Masters +30

Step 1				Step 5				Top Step			
District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary
Brookline	Talent Competitive	1	\$ 71,397.00	Brookline	Talent Competitive	1	\$ 84,531.00	Wellesley	Talent Competitive	1	\$ 123,065.00
Dedham	-	2	\$ 71,348.00	Dedham	-	2	\$ 83,886.00	Brookline	Talent Competitive	2	\$ 120,829.00
Medford	RADAR - Economic	3	\$ 70,377.00	Braintree	Talent Competitive	3	\$ 83,399.00	Dover	Talent Competitive	3	\$ 118,925.00
Newton	Talent Competitive	4	\$ 69,881.00	Newton	Talent Competitive	4	\$ 81,912.00	Dover-Sherborn	Talent Competitive	4	\$ 118,925.00
Canton	Talent Competitive	5	\$ 67,857.00	Scituate	RADAR - Economic	5	\$ 80,341.00	Newton	Talent Competitive	5	\$ 118,662.00
Randolph	Talent Competitive	6	\$ 67,557.00	Abington	RADAR - Demographic	6	\$ 80,162.00	Milton	Talent Competitive	6	\$ 116,392.00
Lynnfield	RADAR - Economic	7	\$ 67,204.00	Medford	RADAR - Economic	7	\$ 79,824.00	Westwood	Talent Competitive	7	\$ 114,681.00
Hamilton-Wenham	RADAR - Economic	8	\$ 67,167.00	Quincy	Talent Competitive	8	\$ 79,325.00	Medfield	Talent Competitive	8	\$ 114,119.00
Quincy	Talent Competitive	9	\$ 67,147.00	Canton	Talent Competitive	9	\$ 79,024.00	Dedham	-	9	\$ 114,038.00
Wellesley	Talent Competitive	10	\$ 66,796.00	Needham	Talent Competitive	10	\$ 79,023.00	Scituate	RADAR - Economic	10	\$ 113,845.00
Needham	Talent Competitive	11	\$ 66,151.00	Lynnfield	RADAR - Economic	11	\$ 78,922.00	Needham	Talent Competitive	11	\$ 113,503.00
Scituate	RADAR - Economic	12	\$ 66,072.00	Randolph	Talent Competitive	12	\$ 78,867.00	Natick	Talent Competitive	12	\$ 113,346.00
Walpole	Talent Competitive	13	\$ 66,000.00	Walpole	Talent Competitive	13	\$ 78,675.00	Duxbury	RADAR - Economic	13	\$ 110,094.00
Abington	RADAR - Demographic	14	\$ 65,605.00	Hamilton-Wenham	RADAR - Economic	14	\$ 78,567.00	Braintree	Talent Competitive	14	\$ 109,067.00
Milton	Talent Competitive	15	\$ 65,403.00	Milton	Talent Competitive	15	\$ 78,340.00	Walpole	Talent Competitive	15	\$ 108,903.00
Natick	Talent Competitive	16	\$ 65,395.00	Beverly	RADAR - Demographic	16	\$ 78,183.00	Medford	RADAR - Economic	16	\$ 108,344.00
Westwood	Talent Competitive	17	\$ 65,392.00	Danvers	RADAR - Demographic	17	\$ 78,081.00	Danvers	RADAR - Demographic	17	\$ 108,198.00
Beverly	RADAR - Demographic	18	\$ 65,153.00	Dover	Talent Competitive	18	\$ 77,199.00	Quincy	Talent Competitive	18	\$ 107,398.00
Norwood	Talent Competitive	19	\$ 65,127.00	Dover-Sherborn	Talent Competitive	19	\$ 77,199.00	Sharon	Talent Competitive	19	\$ 107,384.00
Dover	Talent Competitive	20	\$ 64,989.00	Norwood	Talent Competitive	20	\$ 77,076.00	Stoughton	Talent Competitive	20	\$ 107,116.00
Dover-Sherborn	Talent Competitive	21	\$ 64,989.00	Stoughton	Talent Competitive	21	\$ 76,694.00	Arlington	RADAR - Economic	21	\$ 106,913.00
Danvers	RADAR - Demographic	22	\$ 64,695.00	Natick	Talent Competitive	22	\$ 76,501.00	Canton	Talent Competitive	22	\$ 106,881.00
Sharon	Talent Competitive	23	\$ 64,391.00	Westwood	Talent Competitive	23	\$ 76,500.00	Norwood	Talent Competitive	23	\$ 104,888.00
Braintree	Talent Competitive	24	\$ 63,734.00	Sharon	Talent Competitive	24	\$ 76,389.00	Randolph	Talent Competitive	24	\$ 104,656.00
Arlington	RADAR - Economic	25	\$ 63,218.00	Wellesley	Talent Competitive	25	\$ 75,642.00	Whitman-Hanson	RADAR - Demographic	25	\$ 103,590.00
Duxbury	RADAR - Economic	26	\$ 63,189.00	Hudson	RADAR - Demographic	26	\$ 74,372.00	Hamilton-Wenham	RADAR - Economic	26	\$ 103,401.00
Stoughton	Talent Competitive	27	\$ 62,884.00	Duxbury	RADAR - Economic	27	\$ 74,153.00	Lynnfield	RADAR - Economic	27	\$ 103,260.00
Whitman-Hanson	RADAR - Demographic	28	\$ 62,825.00	Arlington	RADAR - Economic	28	\$ 74,137.00	Hudson	RADAR - Demographic	28	\$ 102,660.00
Medfield	Talent Competitive	29	\$ 62,811.00	Millbury	RADAR - Demographic	29	\$ 73,966.00	Newburyport	RADAR - Economic	29	\$ 101,458.00
Hudson	RADAR - Demographic	30	\$ 60,419.00	Medfield	Talent Competitive	30	\$ 73,906.00	Falmouth	RADAR - Demographic	30	\$ 101,134.00
Newburyport	RADAR - Economic	31	\$ 60,153.00	Plymouth	DART	31	\$ 72,448.00	Beverly	RADAR - Demographic	31	\$ 100,987.00
Bellingham	RADAR - Demographic	32	\$ 59,923.00	Whitman-Hanson	RADAR - Demographic	32	\$ 71,990.00	Abington	RADAR - Demographic	32	\$ 100,854.00
Avon	Talent Competitive	33	\$ 59,823.00	Newburyport	RADAR - Economic	33	\$ 71,557.00	Avon	Talent Competitive	33	\$ 98,442.00
Plymouth	DART	34	\$ 59,787.00	Avon	Talent Competitive	34	\$ 71,494.00	Norton	Talent Competitive	34	\$ 98,234.00
Millbury	RADAR - Demographic	35	\$ 59,732.00	Bellingham	RADAR - Demographic	35	\$ 71,266.00	Plymouth	DART	35	\$ 97,365.00
Triton	RADAR - Economic	36	\$ 59,198.00	Triton	RADAR - Economic	36	\$ 70,595.00	Triton	RADAR - Economic	36	\$ 96,261.00
Falmouth	RADAR - Demographic	37	\$ 58,152.00	Norton	Talent Competitive	37	\$ 68,598.00	Bellingham	RADAR - Demographic	37	\$ 93,041.00
Stoneham	DART	38	\$ 57,471.00	Falmouth	RADAR - Demographic	38	\$ 68,266.00	Millbury	RADAR - Demographic	38	\$ 92,667.00
Northampton	DART	39	\$ 56,861.00	Northampton	DART	39	\$ 67,791.00	Stoneham	DART	39	\$ 92,215.00
Norton	Talent Competitive	40	\$ 53,854.00	Stoneham	DART	40	\$ 66,166.00	Northampton	DART	40	\$ 92,204.00
Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -
Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -
Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -

Masters +60

Step 1				Step 5				Top Step			
District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary
Dedham	-	1	\$ 74,593.00	Braintree	Talent Competitive	1	\$ 89,533.00	Wellesley	Talent Competitive	1	\$ 131,676.00
Newton	Talent Competitive	2	\$ 74,352.00	Dedham	-	2	\$ 87,189.00	Dover	Talent Competitive	2	\$ 127,553.00
Medford	RADAR - Economic	3	\$ 73,850.00	Newton	Talent Competitive	3	\$ 87,153.00	Dover-Sherborn	Talent Competitive	3	\$ 127,553.00
Wellesley	Talent Competitive	4	\$ 71,465.00	Wellesley	Talent Competitive	4	\$ 84,144.00	Newton	Talent Competitive	4	\$ 126,256.00
Canton	Talent Competitive	5	\$ 70,807.00	Scituate	RADAR - Economic	5	\$ 84,035.00	Medfield	Talent Competitive	5	\$ 121,322.00
Hamilton-Wenham	RADAR - Economic	6	\$ 70,568.00	Beverly	RADAR - Demographic	6	\$ 83,573.00	Dedham	-	6	\$ 121,314.00
Westwood	Talent Competitive	7	\$ 70,261.00	Medford	RADAR - Economic	7	\$ 83,276.00	Westwood	Talent Competitive	7	\$ 121,094.00
Norwood	Talent Competitive	8	\$ 69,983.00	Hamilton-Wenham	RADAR - Economic	8	\$ 82,554.00	Natick	Talent Competitive	8	\$ 119,014.00
Braintree	Talent Competitive	9	\$ 69,869.00	Danvers	RADAR - Demographic	9	\$ 82,543.00	Needham	Talent Competitive	9	\$ 118,577.00
Beverly	RADAR - Demographic	10	\$ 69,645.00	Needham	Talent Competitive	10	\$ 82,321.00	Scituate	RADAR - Economic	10	\$ 117,949.00
Scituate	RADAR - Economic	11	\$ 69,604.00	Westwood	Talent Competitive	11	\$ 82,195.00	Danvers	RADAR - Demographic	11	\$ 116,006.00
Needham	Talent Competitive	12	\$ 69,557.00	Norwood	Talent Competitive	12	\$ 81,931.00	Braintree	Talent Competitive	12	\$ 115,262.00
Randolph	Talent Competitive	13	\$ 69,228.00	Canton	Talent Competitive	13	\$ 81,837.00	Canton	Talent Competitive	13	\$ 112,726.00
Danvers	RADAR - Demographic	14	\$ 69,157.00	Lynnfield	RADAR - Economic	14	\$ 80,752.00	Medford	RADAR - Economic	14	\$ 111,932.00
Lynnfield	RADAR - Economic	15	\$ 69,026.00	Randolph	Talent Competitive	15	\$ 80,552.00	Duxbury	RADAR - Economic	15	\$ 111,851.00
Natick	Talent Competitive	16	\$ 68,665.00	Dover	Talent Competitive	16	\$ 80,543.00	Stoughton	Talent Competitive	16	\$ 111,177.00
Dover	Talent Competitive	17	\$ 68,340.00	Dover-Sherborn	Talent Competitive	17	\$ 80,543.00	Norwood	Talent Competitive	17	\$ 109,816.00
Dover-Sherborn	Talent Competitive	18	\$ 68,340.00	Natick	Talent Competitive	18	\$ 80,326.00	Hamilton-Wenham	RADAR - Economic	18	\$ 108,636.00
Medfield	Talent Competitive	19	\$ 67,889.00	Stoughton	Talent Competitive	19	\$ 79,649.00	Beverly	RADAR - Demographic	19	\$ 107,950.00
Whitman-Hanson	RADAR - Demographic	20	\$ 65,288.00	Medfield	Talent Competitive	20	\$ 78,569.00	Randolph	Talent Competitive	20	\$ 106,532.00
Stoughton	Talent Competitive	21	\$ 65,280.00	Whitman-Hanson	RADAR - Demographic	21	\$ 78,524.00	Newburyport	RADAR - Economic	21	\$ 106,340.00
Duxbury	RADAR - Economic	22	\$ 64,921.00	Plymouth	DART	22	\$ 77,205.00	Whitman-Hanson	RADAR - Demographic	22	\$ 106,206.00
Triton	RADAR - Economic	23	\$ 64,004.00	Millbury	RADAR - Demographic	23	\$ 76,753.00	Lynnfield	RADAR - Economic	23	\$ 105,153.00
Plymouth	DART	24	\$ 63,388.00	Triton	RADAR - Economic	24	\$ 76,431.00	Plymouth	DART	24	\$ 104,957.00
Newburyport	RADAR - Economic	25	\$ 63,061.00	Duxbury	RADAR - Economic	25	\$ 75,885.00	Norton	Talent Competitive	25	\$ 104,092.00
Bellingham	RADAR - Demographic	26	\$ 62,774.00	Newburyport	RADAR - Economic	26	\$ 75,016.00	Triton	RADAR - Economic	26	\$ 101,961.00
Millbury	RADAR - Demographic	27	\$ 62,519.00	Bellingham	RADAR - Demographic	27	\$ 74,117.00	Northampton	DART	27	\$ 97,447.00
Stoneham	DART	28	\$ 60,333.00	Norton	Talent Competitive	28	\$ 72,713.00	Bellingham	RADAR - Demographic	28	\$ 95,893.00
Northampton	DART	29	\$ 60,095.00	Northampton	DART	29	\$ 71,644.00	Millbury	RADAR - Demographic	29	\$ 95,456.00
Norton	Talent Competitive	30	\$ 57,086.00	Stoneham	DART	30	\$ 69,018.00	Stoneham	DART	30	\$ 95,148.00
Brookline	Talent Competitive	31	\$ -	Brookline	Talent Competitive	31	\$ -	Brookline	Talent Competitive	31	\$ -
Milton	Talent Competitive	32	\$ -	Milton	Talent Competitive	32	\$ -	Milton	Talent Competitive	32	\$ -
Walpole	Talent Competitive	33	\$ -	Walpole	Talent Competitive	33	\$ -	Walpole	Talent Competitive	33	\$ -
Hudson	RADAR - Demographic	34	\$ -	Hudson	RADAR - Demographic	34	\$ -	Hudson	RADAR - Demographic	34	\$ -
Falmouth	RADAR - Demographic	35	\$ -	Falmouth	RADAR - Demographic	35	\$ -	Falmouth	RADAR - Demographic	35	\$ -
Abington	RADAR - Demographic	36	\$ -	Abington	RADAR - Demographic	36	\$ -	Abington	RADAR - Demographic	36	\$ -
Arlington	RADAR - Economic	37	\$ -	Arlington	RADAR - Economic	37	\$ -	Arlington	RADAR - Economic	37	\$ -
Sharon	Talent Competitive	38	\$ -	Sharon	Talent Competitive	38	\$ -	Sharon	Talent Competitive	38	\$ -
Quincy	Talent Competitive	39	\$ -	Quincy	Talent Competitive	39	\$ -	Quincy	Talent Competitive	39	\$ -
Avon	Talent Competitive	40	\$ -	Avon	Talent Competitive	40	\$ -	Avon	Talent Competitive	40	\$ -
Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -
Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -
Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -

**Doctorate/Highest Lane**

Step 1				Step 5				Top Step			
District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary	District	Comparison Basis	Rank	Salary
Medford	RADAR - Economic	1	\$ 81,773.00	Braintree	Talent Competitive	1	\$ 94,010.00	Wellesley	Talent Competitive	1	\$ 131,676.00
Westwood	Talent Competitive	2	\$ 79,797.00	Westwood	Talent Competitive	2	\$ 93,350.00	Westwood	Talent Competitive	2	\$ 131,039.00
Dedham	-	3	\$ 77,830.00	Medford	RADAR - Economic	3	\$ 92,021.00	Brookline	Talent Competitive	3	\$ 128,596.00
Brookline	Talent Competitive	4	\$ 75,277.00	Dedham	-	4	\$ 90,495.00	Brookline	Talent Competitive	4	\$ 127,553.00
Newton	Talent Competitive	5	\$ 74,352.00	Brookline	Talent Competitive	5	\$ 88,903.00	Dover-Sherborn	Talent Competitive	5	\$ 127,553.00
Randolph	Talent Competitive	6	\$ 74,283.00	Scituate	RADAR - Economic	6	\$ 88,670.00	Newton	Talent Competitive	6	\$ 126,256.00
Canton	Talent Competitive	7	\$ 73,874.00	Beverly	RADAR - Demographic	7	\$ 87,618.00	Dedham	-	7	\$ 124,969.00
Danvers	RADAR - Demographic	8	\$ 73,614.00	Newton	Talent Competitive	8	\$ 87,153.00	Natick	Talent Competitive	8	\$ 124,966.00
Braintree	Talent Competitive	9	\$ 73,363.00	Danvers	RADAR - Demographic	9	\$ 86,999.00	Medfield	Talent Competitive	9	\$ 122,505.00
Beverly	RADAR - Demographic	10	\$ 73,015.00	Randolph	Talent Competitive	10	\$ 86,491.00	Braintree	Talent Competitive	10	\$ 122,236.00
Norwood	Talent Competitive	11	\$ 72,722.00	Canton	Talent Competitive	11	\$ 86,082.00	Needham	Talent Competitive	11	\$ 120,560.00
Hamilton-Wenham	RADAR - Economic	12	\$ 72,332.00	Norwood	Talent Competitive	12	\$ 84,670.00	Danvers	RADAR - Demographic	12	\$ 120,463.00
Natick	Talent Competitive	13	\$ 72,097.00	Hamilton-Wenham	RADAR - Economic	13	\$ 84,618.00	Scituate	RADAR - Economic	13	\$ 119,115.00
Wellesley	Talent Competitive	14	\$ 71,465.00	Natick	Talent Competitive	14	\$ 84,341.00	Canton	Talent Competitive	14	\$ 118,573.00
Medfield	Talent Competitive	15	\$ 71,389.00	Wellesley	Talent Competitive	15	\$ 84,144.00	Milton	Talent Competitive	15	\$ 118,346.00
Lynnfield	RADAR - Economic	16	\$ 71,375.00	Abington	RADAR - Demographic	16	\$ 83,937.00	Sharon	Talent Competitive	16	\$ 117,245.00
Needham	Talent Competitive	17	\$ 70,565.00	Needham	Talent Competitive	17	\$ 83,681.00	Medford	RADAR - Economic	17	\$ 113,362.00
Scituate	RADAR - Economic	18	\$ 70,553.00	Sharon	Talent Competitive	18	\$ 83,402.00	Walpole	Talent Competitive	18	\$ 113,258.00
Sharon	Talent Competitive	19	\$ 70,302.00	Lynnfield	RADAR - Economic	19	\$ 83,089.00	Beverly	RADAR - Demographic	19	\$ 113,174.00
Quincy	Talent Competitive	20	\$ 69,793.00	Quincy	Talent Competitive	20	\$ 81,976.00	Duxbury	RADAR - Economic	20	\$ 113,067.00
Abington	RADAR - Demographic	21	\$ 69,381.00	Walpole	Talent Competitive	21	\$ 81,821.00	Arlington	RADAR - Economic	21	\$ 113,015.00
Walpole	Talent Competitive	22	\$ 68,640.00	Medfield	Talent Competitive	22	\$ 81,667.00	Newburyport	RADAR - Economic	22	\$ 112,996.00
Dover	Talent Competitive	23	\$ 68,340.00	Whitman-Hanson	RADAR - Demographic	23	\$ 80,557.00	Norwood	Talent Competitive	23	\$ 112,595.00
Dover-Sherborn	Talent Competitive	24	\$ 68,340.00	Dover	Talent Competitive	24	\$ 80,543.00	Randolph	Talent Competitive	24	\$ 112,175.00
Milton	Talent Competitive	25	\$ 67,221.00	Dover-Sherborn	Talent Competitive	25	\$ 80,543.00	Stoughton	Talent Competitive	25	\$ 111,805.00
Newburyport	RADAR - Economic	26	\$ 67,027.00	Milton	Talent Competitive	26	\$ 80,361.00	Hamilton-Wenham	RADAR - Economic	26	\$ 111,352.00
Duxbury	RADAR - Economic	27	\$ 66,652.00	Stoughton	Talent Competitive	27	\$ 80,258.00	Quincy	Talent Competitive	27	\$ 110,045.00
Triton	RADAR - Economic	28	\$ 66,465.00	Newburyport	RADAR - Economic	28	\$ 79,735.00	Whitman-Hanson	RADAR - Demographic	28	\$ 108,375.00
Arlington	RADAR - Economic	29	\$ 66,416.00	Triton	RADAR - Economic	29	\$ 78,893.00	Norton	Talent Competitive	29	\$ 107,735.00
Stoughton	Talent Competitive	30	\$ 65,887.00	Arlington	RADAR - Economic	30	\$ 77,987.00	Lynnfield	RADAR - Economic	30	\$ 107,574.00
Whitman-Hanson	RADAR - Demographic	31	\$ 65,481.00	Millbury	RADAR - Demographic	31	\$ 77,905.00	Hudson	RADAR - Demographic	31	\$ 107,161.00
Bellingham	RADAR - Demographic	32	\$ 63,971.00	Duxbury	RADAR - Economic	32	\$ 77,615.00	Abington	RADAR - Demographic	32	\$ 104,630.00
Northampton	DART	33	\$ 63,750.00	Hudson	RADAR - Demographic	33	\$ 76,859.00	Triton	RADAR - Economic	33	\$ 104,423.00
Millbury	RADAR - Demographic	34	\$ 63,475.00	Northampton	DART	34	\$ 75,683.00	Avon	Talent Competitive	34	\$ 103,570.00
Avon	Talent Competitive	35	\$ 63,271.00	Bellingham	RADAR - Demographic	35	\$ 75,315.00	Northampton	DART	35	\$ 102,185.00
Hudson	RADAR - Demographic	36	\$ 62,873.00	Norton	Talent Competitive	36	\$ 75,258.00	Stoneham	DART	36	\$ 97,368.00
Stoneham	DART	37	\$ 62,555.00	Avon	Talent Competitive	37	\$ 73,946.00	Bellingham	RADAR - Demographic	37	\$ 97,090.00
Norton	Talent Competitive	38	\$ 59,084.00	Stoneham	DART	38	\$ 71,239.00	Millbury	RADAR - Demographic	38	\$ 96,888.00
Plymouth	DART	39	\$ -	Plymouth	DART	39	\$ -	Plymouth	DART	39	\$ -
Falmouth	RADAR - Demographic	40	\$ -	Falmouth	RADAR - Demographic	40	\$ -	Falmouth	RADAR - Demographic	40	\$ -
Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -	Ipswich	RADAR - Economic	41	\$ -
Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -	Norfolk	Talent Competitive	42	\$ -
Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -	Holbrook	Talent Competitive	43	\$ -