

January 21, 2020

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ROLE OF THE SCHOOL COMMITTEE

Education Reform Act of 1993

- M.G.L. Chapter 71, Section 37 is clear that the school committee shall “... review and approve budgets for public education in the district.” Moreover, Section 34 adds that “the vote of the legislative body of a city or town shall establish the total appropriation for support of the public schools, but may not limit the authority of the school committee to determine expenditures within the total appropriation.”

- School Committee does not raise tax revenues or set tax rates
- School Committee recommends one line item that is approved by the voters at Town Meeting



Source: Government Finance Officers Association



BUDGET TIMELINES

From FY20 Presentation to Fincom – 3/12/19	➡	FY21 Funding with JFK Middle Opened.....6.7%
Preliminary Presentation to FPC – 9/13/19	➡	Potential Increase*5.6% (*before any submitted budgets and discussions with administrators)
Preliminary Presentation to School Committee –12/16/19	➡	Proposed Budget with School Committee.....6.1% before sending to Town Administrator (3 school committee members absent due to illness)

Natick Town Charter Section 5-2

School Department Budget

Submission to Town Administrator

- The superintendent of schools' proposed budget shall be submitted to the town administrator in sufficient time to enable him to consider its effect on the total town budget he is required to submit under this article.

Proposed Budget Submitted to Town Administrator –12/19/19



BUDGET TIMELINES/MEETINGS

December 19 – Town Administrator shares funding guideline of 5% increase over FY20 appropriation

January 13 – School Committee reviews of 12/16/19 initial budget presentation

January 27 – School Committee reviews of department requests (Special Education, TLI, Technology, etc.)

January 30 - Education Subcommittee - Review Scope of Meeting, Overview, SPED and Technology

February 3 – School Committee continued review of proposed budget (including any potential reductions/cuts)

February 6 - Education Sub Committee Teaching and Learning Budget

February 11- Education Sub Committee Operating and Transportation

February 24 – School Committee Public Hearing #1

March 9 – School Committee Public Hearing #2 and vote on FY21 Budget

March 12 – Finance Committee Meeting

March 18 – School Committee Possible Extra Budget Meeting (to address any possible funding updates)

March 19 – Finance Committee Meeting

March 26 – Finance Committee Meeting





UPDATES FROM LAST YEAR

- Fundraising Policy
- Food Policy
- Merit Policy
- Transparency Center – Cleargov
- MUNIS Assessment
- Purchase Requisition Process
- Space and Enrollment Study
- Meritorious Budget Format





CHALLENGES FOR THE FY21 BUDGET

- Chapter 70 funding
- Circuit Breaker (transportation)
- Medicaid Billing
- Title I Funding
- New Kennedy Middle School Opens





FY21 BUDGET

✓Union Contracts

- Title I (negotiated yearly)
- Administrative Assistants
- Unit B (administrators)
- Unit A (teachers, nurses, counselors, etc.)
- Paraprofessionals (pending)
- Food Services (pending – not part of the general fund)



✓Fees and Fundraising



RECENT CONTRACT NEGOTIATIONS

Healthcare Premiums in Surrounding Towns				Surrounding Town Teacher Colas							
	Dedham	80%			TOWN	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	Belmont	80%									
	Newton	75-80%			Boston			2.00%	2.00%	2.00%	
	Needham	63-76%			Cambridge		2.50%	2.50%	2.50%		
	Wayland	62-72%			Dedham	3.50%	2.50%	2.40%*	2.80%*	3.50%*	2.50%*
	Milton	78%			Holliston		1.25%	2.50%	2.25%		
	Hopkington	75%			Hopkington		2.00%	2.00%	2.00%		
	Ashland	75%			Medfield			1.75%	2.00%		
	Dover-Sherborn	70%			Natick	2.00%	2.00%	2.00%	2.00%	1.00%	3.00%
	Medway	70%			Newton**				3.00%	3.00%	3.00%
	Millis	68%			Norwood		2.00%	2.50%	2.50%		
	Holliston	68%			Randolph		1.75%	1.75%	1.75%		
	Medfield	65%			Walpole	2.00%	2.00%	2.00%			
	Wellesley	60%			Waltham	2.25%	2.50%	2.75%	2.00%	2.00%	2.00%
	Westwood	60%			Weston	2.00%	2.00%	2.00%	2.25%	2.25%	2.00%
	Natick	60%									
	Walpole	60%									
	Norwood	60%									

*Recent School Committee Offer

**Top step contract



FY21 BUDGET THEMES

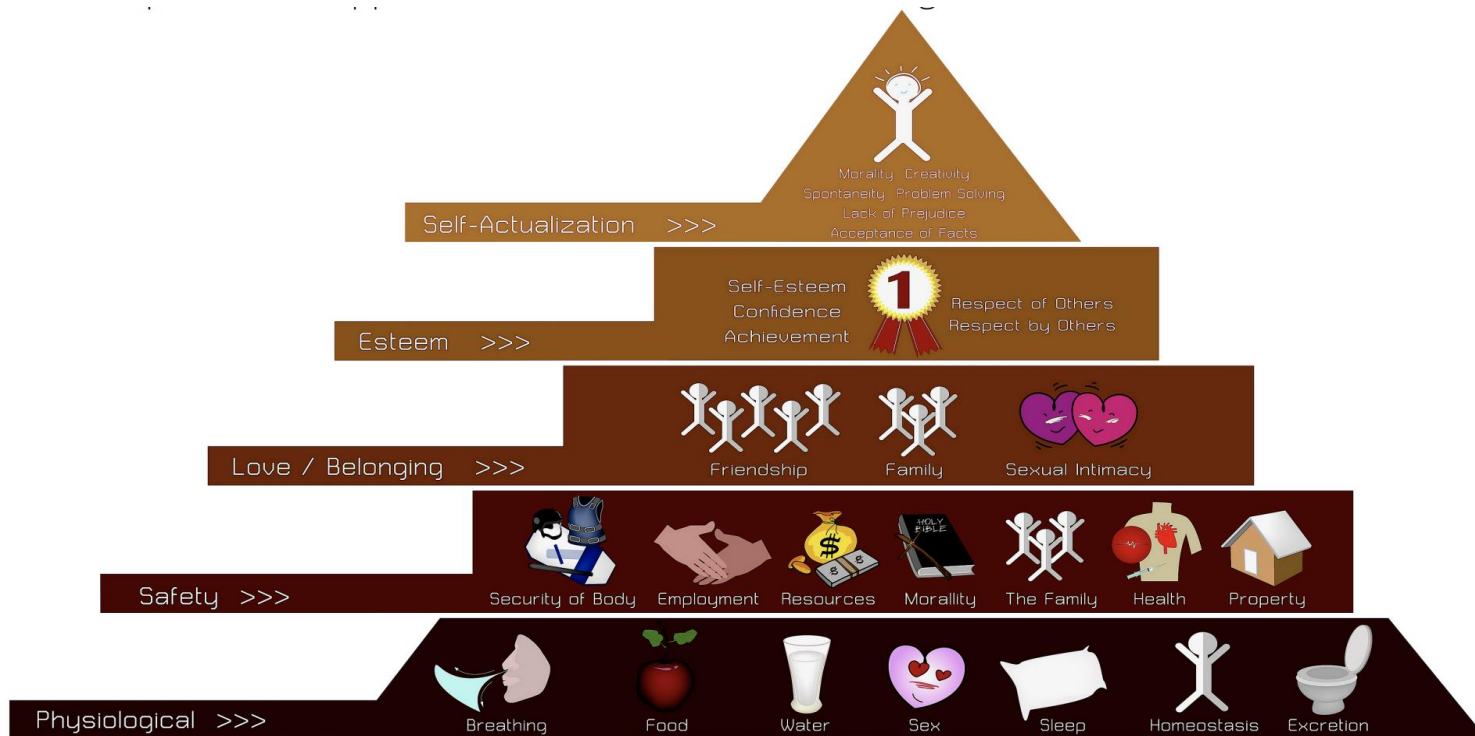
MANAGING
COMPLEXITY



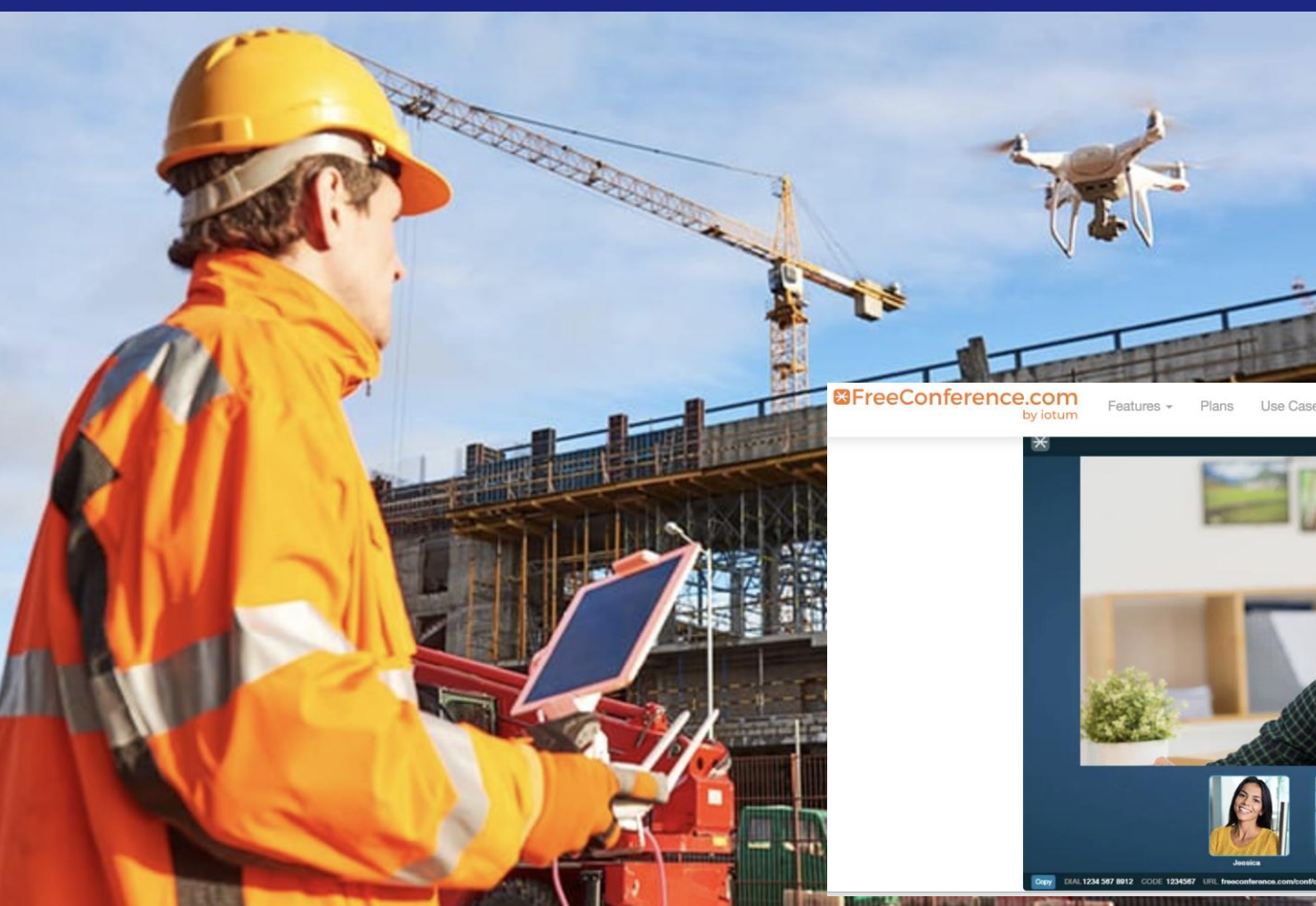
ROI
RETURN
ON
INVESTMENT



HIERARCHY OF NEEDS: SCHOOLS SUPPORT ALL LEVELS



- Maslow, Abraham (1943), A Theory of Human Motivation



FreeConference.com
by Iotum

Features ▾

Plans

Use Cases ▾

Resources ▾





COMPLEXITY

ENGLISH LANGUAGE LEARNERS

Selected Populations (2009-10)

Title	% of District	% of State
First Language not English	4.4	15.6
English Language Learner	0.8	6.2
Low-income	8.2	32.9
Students With Disabilities	15.1	17.0
Free Lunch	6.5	27.4
Reduced Lunch	1.8	5.6
High Needs	-	-

Selected Populations (2018-19)

Title	% of District	% of State
First Language not English	11.0	21.9
English Language Learner	3.6	10.5
Students With Disabilities	14.2	18.1
High Needs	24.2	47.6
Economically Disadvantaged	9.1	31.2



COMPLEXITY

56 + Languages spoken by students

Here are the languages spoken by students in Natick based on Ipass data

Albanian	Hakka Dialect	Portuguese
American Sign Language	Hebrew	Pushtu
Amharic	Hindi	Russian
Arabic	Hungarian	Sinhala
Armenian	Indian	Slovak
Bahasa Indonesian	Italian	Spanish
Bambara	Japanese	Tagalog
Bengali	Kinyanwandu	Taiwan
Bulgarian	Korean	Tamil
Canton Dialect	Luganda	Telugu
Cape Verdean	Malay	Thai
Chinese	Malayalam	Turkish
Creole (Haitian)	Mandarin Chinese	Twi
Czech	Marathi	Ukranian
Danish	Nepali	Urdu
Farsi	OTHER	Uzbek
French	Patois	Vietnamese
German	Persian	
Greek	Pilipino	



COMPLEXITY K-12

- Incoming Preschool class profile: 30% English not first language, 25% born prior to 26 weeks' gestation, more complex needs, earlier births, more support needed for typical development (speech language/OT/PT), severe hearing and blindness
- More students with ADD/ADHD, anxiety and depression diagnosis as young as Kindergarten,
- Large increase in the depression, anxiety and related issues for middle school girls
- Psychiatric Emergency Services (from 3 per year to 2 per week at NHS)
- Parents delegate more to schools in terms of sensitive topics, healthcare needs, counseling needs.
- Saved 300 hours of suspension by offering diversion programs for substance abuse and violent/bullying behavior
- Volume of students who are non-verbal, or need assistive technology and staff trained to use it (hearing, text to speech, augmentative communication devices)



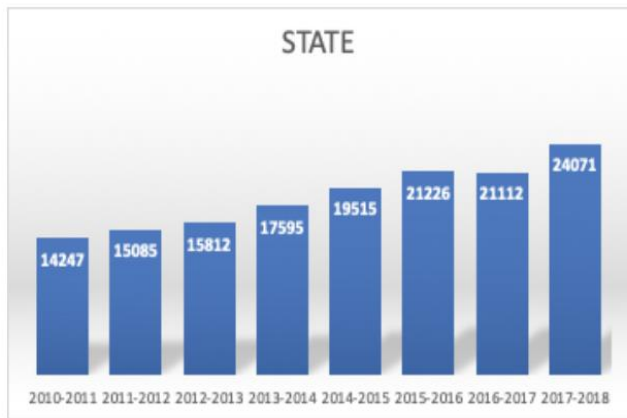
ADVANCED MEDICAL CARE & CLOSURE OF YOUTH FACILITIES: WE CANNOT OUTSOURCE EDUCATION

- Advances in medical care mean more children are living through disease, disability and premature birth resulting in school attendance but with additional needed supports that are just now becoming the norm for NPS
- Students can no longer be excluded from school unless danger to others.
- Youth mental hospitals and behavior facilities for delinquent youth are closed or have become private tuition schools/facilities (special outplacements).
- More students attend public school and are able to do so despite major challenges.



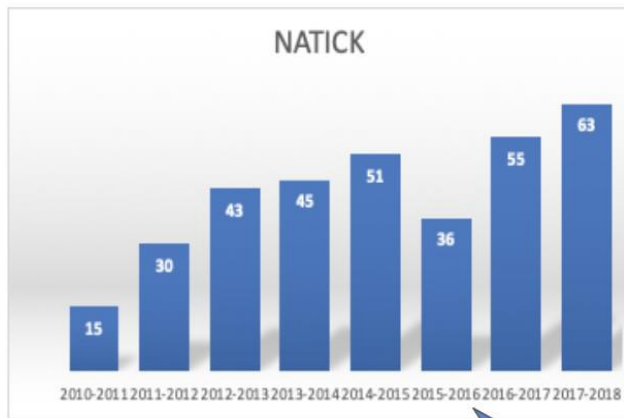
HOMELESSNESS

of Homeless children enrolled in schools statewide



****Homeless students have the right to remain enrolled in their school of origin and receive transportation or immediately enroll in the school district where they are temporarily residing.**

of Homeless/Foster Children enrolled in Natick Schools



Hotel Closures



MEDICAL

- 5 students at **one elementary school** are in active cancer treatment or remission across K-4
- in and out of school transitions and isolation, tutoring and teachers must prepare learning plans in compliance with health care plan
- 8 Type I diabetes patients at NHS this year (vs. 1 in 2015)
- 2-4 checks per day, digital panel monitoring, sports, PE, classes
- ACCESS students are more medically involved (platelet disorders, cognitive, shunt monitoring 2-4 times per day, toileting needs 2-4 times per day)
- Triage for mental health issues, link to gastro-intestinal issues
- Need for traveling nurses for some students with medical conditions
- Daily meds, at NHS alone, now 10 students who receive 2x ritalin a day b/c parent cannot do it at home (working, management of student)

View the full NPS complexity analysis here: https://docs.google.com/presentation/d/1BEbGD2x2lqJhqYSmvsS1-l5JVAIxN88YMLB1JGUvhOQ/edit#slide=id.g7b5ed73a91_0_51



RETURN ON INVESTMENT

NHS GROWTH IN ENROLLMENT, SAT, AP & HIGHER ED

YOG	# School	# Class	SAT CR	SAT M	SAT W	# AP courses offered	# AP exams	# AP students	% to further education
2007	1221	289	525	537		11	302	142	87.81
2008	1263	319	551	547		11	332	140	89.49
2009	1260	305	546	555		11	283	125	89.26
2010	1278	327	536	547	531	13	315	141	92.39
2011	1299	331	544	549	527	14	381	177	91.90
2012	1304	318	535	563	531	16	393	190	95.68
2013	1380	324	549	556	537	17	426	206	91.03
2014	1440	338	543	557	533	19	572	270	90.21
2015	1501	351	540	561	531	19	678	319	92.38
2016	1548	378	555	564	536	20	734	358	92.06%
2017*	1606	364	593	593		21	888	417	96.15%
2018	1602	387	593	600		22	964	503	96.39%
2019	1602	369	594	595		24	955	531	94.59%

* SAT scores were recentered in 1995 and 2016.

WR - Writing section added in 2010. Writing section became optional in 2016.

Note: Data comes from the NHS School Profiles

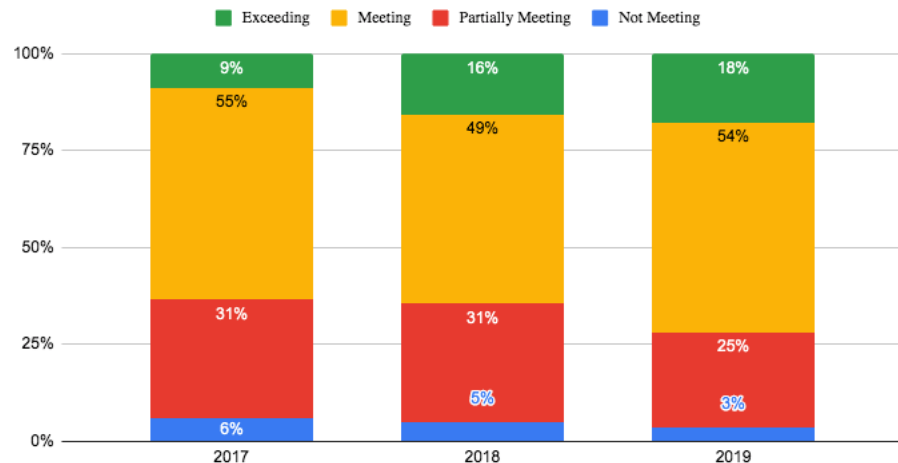
67 point rise in
Reading scores
and 58 point rise
in Math SAT

6.78% rise in %
furthering
education after
high school

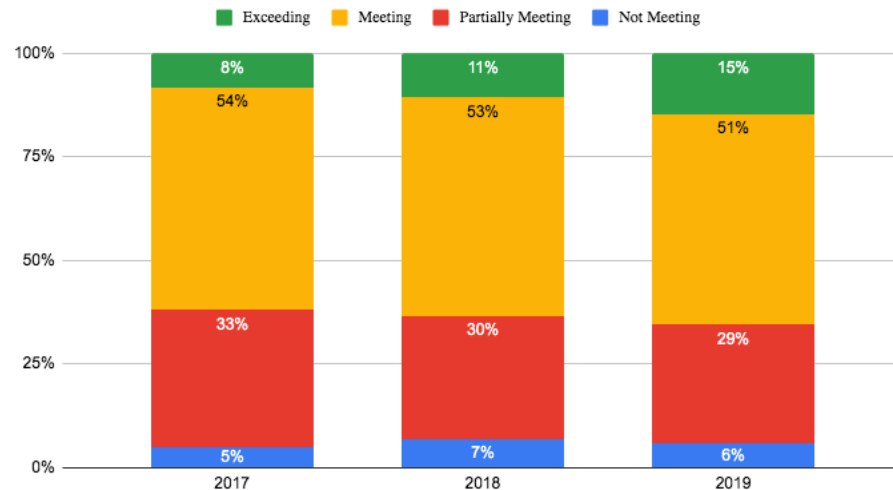


RETURN ON INVESTMENTS: ELA K-8

MCAS English Language Arts Performance 2017-2019: Natick Elementary Schools



MCAS English Language Arts Performance 2017-2019: Natick Middle Schools



- Strategic investments in RTI (Response to Intervention) and Elementary Reading Curriculum and Instruction, have yielded promising results.



RETURN ON INVESTMENT



Natick Public Schools Rankings

Niche ranks nearly 100,000 schools and districts based on statistics and millions of opinions from students and parents.



Best School Districts for Athletes in Massachusetts

#1 of 216



Safest School Districts in Massachusetts

#17 of 237



Best School Districts in Massachusetts

#24 of 218



Best Places to Teach in Massachusetts

#25 of 236



Districts with the Best Teachers in Massachusetts

#31 of 238



10TH ANNUAL

AP[®] District Honor Roll

10

FUTURISTIC FALL FASHION / A&E PREVIEW / BILL WELLS' LAST HURRAH

Boston

We rank them
**THE TOP 50
PUBLIC
HIGH SCHOOLS**



THE GREAT
CHARTER DEBATE:
ARE THEY WORTH
FOR YOUR KID?

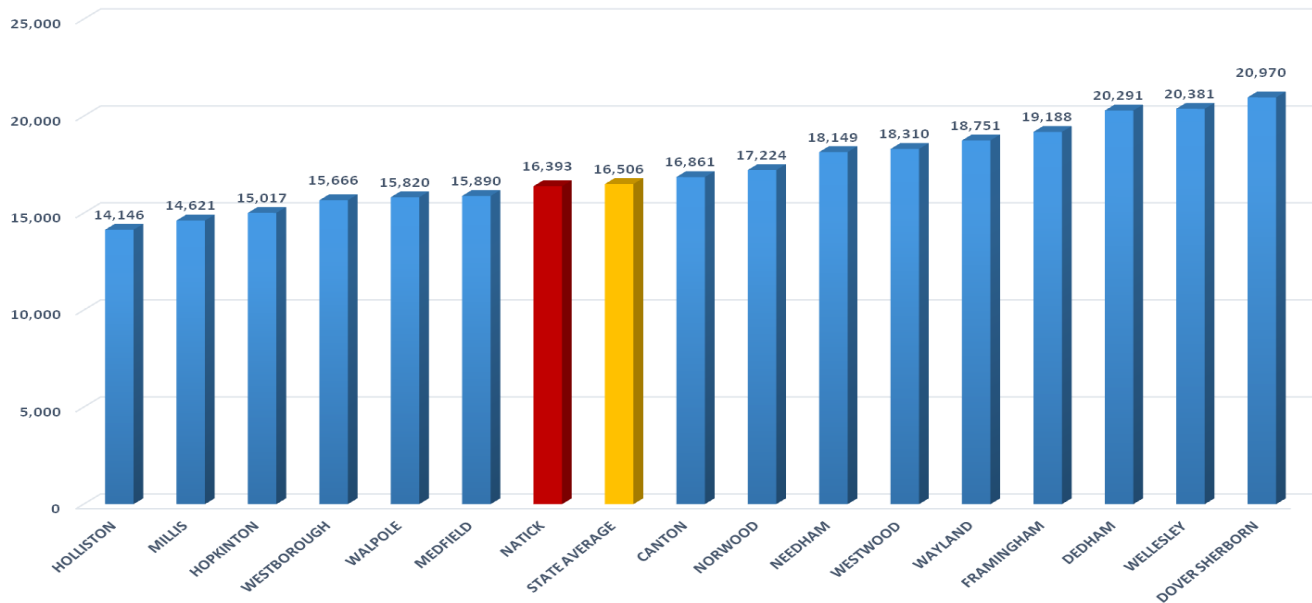


**MODEL PLC
DISTRICT**



RETURN ON INVESTMENT

FY18 Per Pupil Expenditure Comparison



In this comparison Natick's average cost per pupil consistently ranks below the statewide average and seventh among the sixteen peer districts.

Source: MA Department of Elementary and Secondary Education



RETURN ON INVESTMENT

Municipality	Year	Single Family Values	Single Family Parcels	Average Single Family Value	Single Family Tax Bill*	Rank**
Sherborn	2019	1,080,539,000	1,329	813,047	15,952	3
Dover	2019	2,219,823,200	1,829	1,213,681	15,693	4
Wellesley	2019	9,721,651,000	7,301	1,331,551	15,406	5
Wayland	2019	3,051,406,000	4,066	750,469	13,719	8
Medfield	2019	2,320,287,900	3,524	658,424	11,766	15
Needham	2019	7,729,230,600	8,399	920,256	11,402	16
Hopkinton	2019	2,660,433,100	4,437	599,602	10,295	25
Westborough	2019	2,011,073,700	3,881	518,184	9,498	33
Westford	2019	3,420,081,700	6,421	532,640	8,821	39
Holliston	2019	2,005,858,000	4,445	451,262	8,497	44
Natick	2019	5,223,895,400	8,520	613,133	7,793	53
Walpole	2019	3,351,399,900	6,559	510,962	7,716	56
Millis	2019	869,482,500	2,211	393,253	7,354	64
Dedham	2019	3,305,847,600	6,613	499,901	7,074	68
Canton	2019	2,934,609,400	5,425	540,942	6,708	80
Framingham	2019	5,623,443,775	13,497	416,644	6,408	95
Norwood	2019	2,647,081,200	5,847	452,725	4,930	181

Listed in the chart are all the communities that belong to Department of Elementary and Secondary Education (DESE) group of peer or cohort districts. DESE identifies cohort districts through their Data Analysis and Review Tools (DART) and provides districts with comparable information. Among this group Natick ranks eleventh out of seventeen districts in average tax bill for a single family residence.

Source: MA Department of Revenue



RETURN ON INVESTMENT

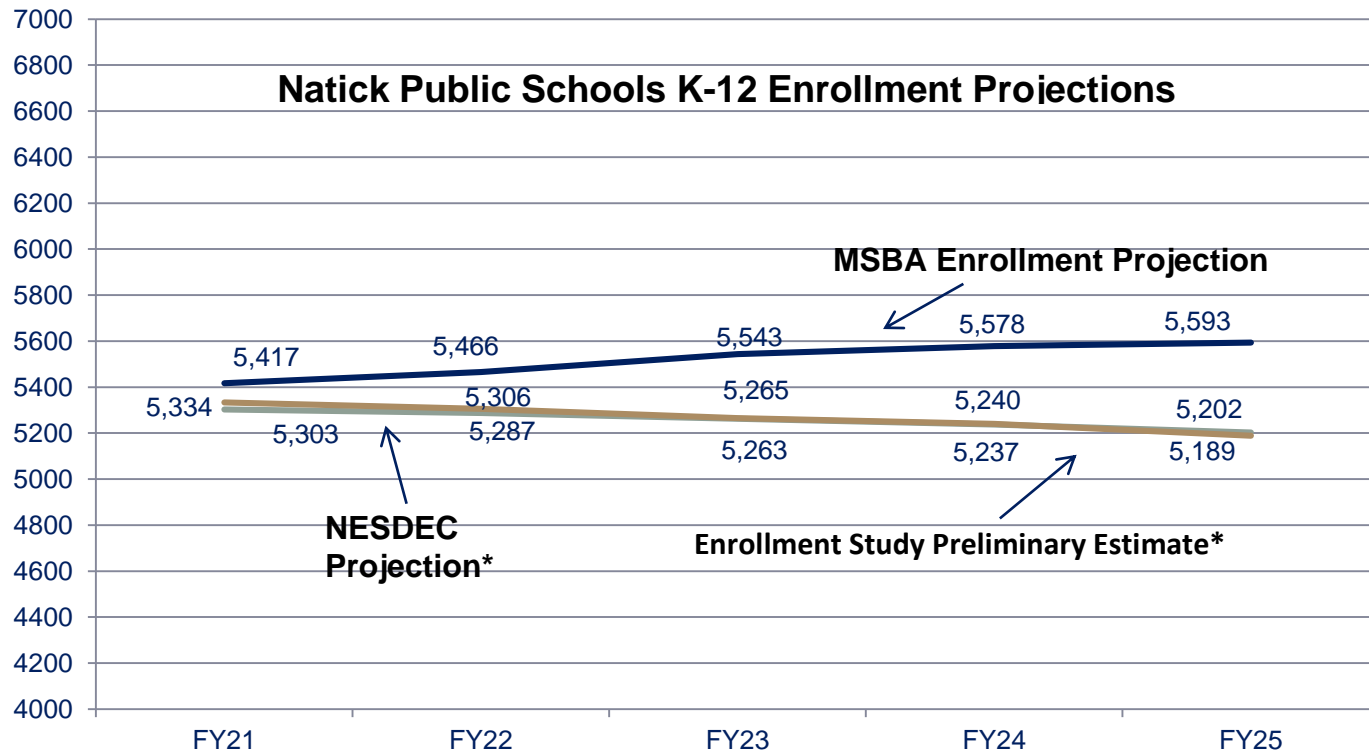
Municipality	Year	Single Family Values	Single Family Parcels	Average Single Family Value	Single Family Tax Bill*	Rank **
Natick	2011	3,735,204,600	8,463	441,357	5,561	62
Natick	2012	3,665,889,700	8,478	432,400	6,015	57
Natick	2013	3,676,320,700	8,481	433,477	6,216	58
Natick	2014	3,862,863,400	8,481	455,473	6,459	56
Natick	2015	4,067,880,400	8,479	479,759	6,630	59
Natick	2016	4,305,760,000	8,508	506,084	6,868	61
Natick	2017	4,510,662,800	8,517	529,607	7,144	61
Natick	2018	4,864,923,700	8,524	570,732	7,448	58
Natick	2019	5,223,895,400	8,520	613,133	7,793	53
Natick	2020	5,274,909,200	8,536	617,960	8,410	

In Natick, the Average Single Family Value since 2011 has risen \$176,603 or 40.0%.

Source: MA Department of Revenue



ENROLLMENT



*NESDC and Enrollment Study projections do not include in/out migration, real estate sales, residential construction and other similar factors.

Current enrollment (K-12) = 5,388



FY21 BUDGET ASSUMPTIONS

- ✓ Met with all Principals/Administrators and reviewed past and future spending requests and reduced overall spending by \$379,792 or a 2.6% decrease
- ✓ Limited spending requests to prior year spending or demonstrated increase
- ✓ Current personnel salaries were adjusted per contractual obligations (COLA, steps, lanes)
- ✓ Contracts with several unions (food services, paraprofessionals, administrative assistants) included adjustments due to the Massachusetts Equal Pay Act (MEPA)
- ✓ Requested new positions were prioritized based on:

LGL	Legal - Compliance
CP	Complexity
SP/E	Strategic Plan/Enrollment
AUD	Audit Recommendation
KMS	New Kennedy Middle School



FY21 BUDGET ASSUMPTIONS

- ✓ Provides additional funding for the opening of the new Kennedy Middle School (\$250,000 utilities)
- ✓ Provides additional funding for elementary technology/teacher laptop refresh (\$200,000)
- ✓ Increased offsets of the following revolving accounts:
 - Circuit Breaker – additional \$500,000 (from \$2.2 million to \$2.7 million)
 - School Bus Fees – additional \$100,000 (from \$330,000 to \$430,000)
- ✓ All other estimates based on current projected spending and/or contractual obligations that may change as the budget season progresses



FY21 BUDGET SUMMARY

		<u>FY20</u>	<u>FY21</u>	<u>% chg</u>
<u>Compensation</u>				
Salary Base	\$	50,548,056	\$ 54,206,222	
Steps, COLA, & Merit Adjustments	\$	2,690,164	\$ 3,127,124	
Lanes	\$	385,000	\$ 400,000	
Staff Additions		\$925,260	\$1,277,343	
Retirements and Turnover	\$	(320,000)	\$ (200,000)	
Compensation	\$	54,228,480	\$ 58,810,689	8.4%
<u>Expenses</u>				
Admin	\$	438,205	\$ 459,440	
Technology	\$	1,588,848	\$ 1,786,779	
Curriculum	\$	805,387	\$ 872,548	
Online Learning	\$	214,645	\$ 167,000	
Pupil Services	\$	5,070,552	\$ 4,343,091	
Transportation	\$	2,940,056	\$ 2,894,157	
Building Op & Maint	\$	2,004,267	\$ 2,249,395	
NPS Schools	\$	1,270,218	\$ 1,179,982	
<u>Athletics & Activities</u>	\$	79,685	\$ 79,679	
Total Exp	\$	14,411,863	\$ 14,032,071	-2.6%
Total Budget Request	\$	68,640,343	\$ 72,842,760	6.1%



FY21 PERSONNEL REQUEST

New Kennedy Middle School

School	Position	FTE (new)	FTE (Transfer)	FY21 Salary	Rationale	Details
KENNEDY	BCBA	1.00		\$63,010	KMS	.75 BCBA/29% (39 students) of Adam Kohrman's caseload is KMS, he is only here 1 day a cycle/several staff are struggling with incoming 5th grade behaviors (ones with formalized behavior plans already) and move in's over the summer
KENNEDY	SPED Teachers	0.00	2.0		KMS	2.0 special education teachers/1- 7th grade: current 6th grade team added a special educator due to numbers from 5th-they will rise to 7th next year/2 - Communication Program teacher to support the addition of 3 more 5th graders next year and two new recommendations this year, next year and potential return of ODD student (will be a 7grader next year)
KENNEDY	PARA	2.00		\$50,846	KMS	additional support for 5th grade and 7th
KENNEDY	Psychologist	0.50		\$44,617	KMS	.5 school psychologist to support a therapeutic program school wide increase to 1.0*
KENNEDY	Vice Principal		1.0		KMS	New Kennedy (Judy Coleman retirement)
KENNEDY	Gr 7 Math/Science teacher	1.0		\$63,010	KMS	Additional Students
KENNEDY	Gr 7 L&L/Social Studies	1.0		\$63,010	KMS	Additional Students
KENNEDY	Spanish Teacher	0.50		\$31,505	KMS	Additional Enrollment/New School
KENNEDY	French Teacher	0.50		\$31,505	KMS	Additional Enrollment/New School
KENNEDY	Music Teacher	1.0		\$63,010	KMS	Additional Enrollment/New School
KENNEDY	ELL Teacher	1.00		\$63,010	KMS	Compliance with audit expectations
	Kennedy Middle School	8.50	3.00	\$473,523		



FY21 PERSONNEL REQUEST

School	Position	FTE (new)	FTE (Transfer)	FY21 Salary	Rationale	Details
HIGH SCHOOL	Math Teacher	0.40		\$25,204	AUD	class size increase due to offering classes in computer science
HIGH SCHOOL	Performing Arts Chair	0.20		\$12,602	AUD	
BROWN	Full Year Admin Assistant	0.2		\$6,608	CP	1.0 School year, add 2 months
DISTRICT	Social Worker	0.40		\$25,204	CP	
HIGH SCHOOL	ELL Dept. Head Stipend	1.00		\$9,265	CP	
LILJA	Behavior Tech	1.0		\$26,196	CP	Additional Support to subseparate classroom to implement discrete training hours
WILSON	.2 admin assistant	0.20		\$6,608	CP	More support needed for the summer for PO requests, new enrollments, and needs to get ready for the school year position to 1.0
CENTRAL OFFICE	Data / Parent Engagement Assistant	1.00		\$50,486	CP	
CENTRAL OFFICE	Assistant HR Director/Powerschool Assistant Administrator	1.00		\$102,000	CP	
BEN-HEM	Program Paras	1.0		\$25,682	LGL	Program support Paraprofessionals to support inclusion efforts of students in our substantially seperate programs
DISTRICT	Assistive Tech/Augmentative ASST	0.5		\$26,620	LGL	
DISTRICT	Librarian	2.50		\$157,525	SP/E	

LGL	Legal - Compliance		
CP	Complexity		
SP/E	Strategic Plan/Enrollment		
AUD	Audit Recommendation		
KMS	New Kennedy Middle School		



FY21 PERSONNEL REQUEST

School	Position	FTE (new)	FTE (Transfer)	FY21 Salary	Rationale	Details
HIGH SCHOOL	Auditorium Manager / Technical Theater Teacher	1.0		\$63,010	SP/E	Auditorium Manager would manage space, book and manage outside rentals, and maintain technical theatre equipment (bulbs, gels, lights, inspections, repairs) as well as possibly dining hall and gym. We also need an auditorium manager to manage the Distance Learning Center at NHS. The Auditorium Manager would teach two sections of Technical Theater (0.4 Technical Theater).
HIGH SCHOOL	Profile of a Graduate Administrator/Capstone/Civics Project	0.40		\$25,204	SP/E	
ELEMENTARY SCHOOLS	Math Specialist	3.0	2.0	\$189,030	SP/E	
BROWN/LILJA	Vice Principal	0.50		\$52,575	SP/E	
	Subtotals	14.30	2.0	\$803,819		

LGL	Legal - Compliance	
CP	Complexity	
SP/E	Strategic Plan/Enrollment	
AUD	Audit Recommendation	
KMS	New Kennedy Middle School	



FY21 PERSONNEL REQUEST

Total Request

School	Position	FTE (new)	FTE (Transfer)	FY21 Salary	Rationale	Details
	Total Request	22.80	5.00	\$1,277,343		



3.0 positions will be transferred to the New Kennedy Middle School



FY21 PERSONNEL (NOT FUNDED)

Non-Funded Positions FY21				
School	Position	FTE	FY21 Salary	Rationale
High School	Early Childhood Education Teacher	1.00	\$ 63,010	SP/E
District	Math Early Intervention (MEIPS)	5.00	\$ 128,410	SP/E
District	Middle School Department Heads	4.00	\$ 37,060	SP/E
District	Director of Computer Science	1.00	\$ 95,000	SP/E
District	Alumni/Development Assistant	1.00	\$ 63,010	SP/E
District	7-12 Director of World Language	1.00	\$ 63,010	SP/E
		13.00	\$ 449,500	

LGL	Legal - Compliance
CP	Complexity
SP/E	Strategic Plan/Enrollment
AUD	Audit Recommendation
KMS	New Kenndy Middle School



REVOLVING ACCOUNTS

**Natick Public Schools have 34 revolving accounts and 30 donation/grant accounts.
Donation/grant accounts have specific limitations for usage.**

Revolving Accounts Analysis

⇒ 8 have balances greater than \$100,000

⇒ 3 of these are Business Accounts: (maintain 3 months operating reserves)

Food Services - After School Activities Program (ASAP) -Summer School

⇒ 22 of these accounts have balance less than \$20,000

⇒ School Bus Revenues have already been used to offset expenses



REVOLVING ACCOUNTS

	Projected Balances FY20	Projected Balances FY21
Circuit Breaker		
Opening Balance	\$1,386,446	\$1,386,446
Revenues	\$2,200,000	\$2,200,000
Salaries	\$0	\$0
Operating Expense	-\$2,200,000	-\$2,700,000
Balance	\$1,386,446	\$886,446
School Choice		
Opening Balance	\$522,055	\$438,215
Revenues	\$271,370	\$170,000
Salaries	-\$103,125	-\$266,145
Operating Expense	-\$252,085	\$0
Balance	\$438,215	\$342,070
Foreign Student Tuition		
Opening Balance	\$138,074	\$142,746
Revenues	\$130,000	\$100,000
Salaries	-\$124,728	-\$128,470
Operating Expense	-\$600	-\$1,000
Balance	\$142,746	\$113,276
Laptop Fees		
Opening Balance	\$264,298	\$148,298
Revenues	\$238,000	\$200,000
Salaries		
Operating Expense	-\$354,000	-\$225,000
Balance	\$148,298	\$123,298



TOWN ADMINISTRATOR'S PROPOSAL

FY 20 Town Administrator's Funding

FY20 Town Appropriation	\$67,810,346
FY21 Town Appropriation	\$71,203,231
FY21 Bus Subsidy	<u>\$ 421,416</u>
Total	\$71,624,647

FY 20 NPS Requested Funding

FY20 NPS Appropriation	\$67,810,346
FY20 Use of Revolving Funds*	<u>\$ 829,997</u>
FY20 NPS Budget	\$68,640,343
FY21 NPS Budget Request	\$72,842,760

Difference = (\$1,218,113)

(*One time use of these funds)



INTERNAL ADJUSTMENTS TO FY21 BUDGET REQUEST

Variance (Town Proposal versus School Request = **(\$1,218,113)**)

The proposed FY 21 NPS operating budget request already reflects the following reductions/offsets:

Preliminary bus subsidy from Town Meeting	\$ 421,416
Bus fees charged to families	\$ 430,000
Circuit Breaker (FY18 claims)	\$2,500,000
Reduction in digital learning, transportation expense and principal's budgets	\$ 270,240
Reallocation of 5 staff positions; avoided the need to request new staff	<u>\$ 315,050</u>
Total NPS internal funding to reduce proposed budget request	<u>\$3,936,706</u>



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