



**FRAMINGHAM
PUBLIC SCHOOLS**



Framingham Public Schools Fiscal Year 2022 Budget

**March 31, 2021 – Unanimously Approved by Framingham School Committee
Framingham Public Schools
Framingham, Massachusetts**



Framingham School Committee

District 1: Beverly Hugo

District 2: Richard Finlay

District 3: Scott Wadland

District 4: Adam Freudberg

District 5: Priscila Sousa

District 6: Geoffrey Epstein

District 7: Tiffanie Maskell

District 8: Jessica Barnhill

District 9: William LaBarge

Dr. Yvonne Spicer, Mayor, *ex officio* member

Nick Small, Student Representative

Rose Bailey, Student Representative

Framingham School Administration

Dr. Robert A. Tremblay, Superintendent of Schools

Inna Kantor London, Assistant Superintendent for Human Resources

Anne Ludes, Assistant Superintendent for Secondary Education

Amy Bright, Assistant Superintendent for Elementary Education

Joseph Corazzini, Assistant Superintendent for Equity, Diversity, and Community Development

Lincoln Lynch IV, Executive Director of Finance and Operations



TABLE OF CONTENTS

FISCAL YEAR 2021-2022 BUDGET MESSAGES	6
BUDGET MESSAGE FROM THE SUPERINTENDENT OF SCHOOLS	6
BUDGET MESSAGE FROM THE FRAMINGHAM SCHOOL COMMITTEE	7
INTRODUCTION AND OVERVIEW	11
MISSION OF THE FRAMINGHAM PUBLIC SCHOOLS	11
VISION	12
CORE VALUES	12
2020-2023 STRATEGIC PLAN	12
FY22 BUDGET TIMELINE	15
FISCAL YEAR 2021-2022 BUDGET - A COLLABORATIVE EFFORT	16
FY22 PROPOSED BUDGET	16
BUDGET DRIVERS	17
INITIATIVES, INVESTMENTS AND EFFICIENCIES	21
EFFICIENCIES	22
FY22 BUDGET DETAILED SUMMARY	23
BUDGETS AND NARRATIVES BY DEPARTMENT	25
SUPERINTENDENT OF SCHOOLS	25
ASSISTANT SUPERINTENDENT FOR EQUITY, DIVERSITY AND COMMUNITY DEVELOPMENT	26
MULTILINGUAL EDUCATION	27
TEACHING AND LEARNING	28
HEALTH AND WELLNESS	30
HUMAN RESOURCES	32
SCHOOL COMMITTEE	33
GRANTS DEVELOPMENT	34
BUSINESS OPERATIONS	35
FOOD SERVICES	36
BUILDING AND GROUNDS	38
TRANSPORTATION	39
TECHNOLOGY	40
SPECIAL EDUCATION	40
COMMUNITY RESOURCE DEVELOPMENT	43
ADULT ENGLISH AS A SECOND LANGUAGE (ADULT ESL)	44
PHYSICAL EDUCATION	46
ATHLETICS	49



SAGE GIFTED AND TALENTED	50
PARENT INFORMATION CENTER	51
FINE AND PERFORMING ARTS	52
SAFETY AND SECURITY	54
EARLY EDUCATION	55
LIBRARY MEDIA	58
MEDIA AND COMMUNICATIONS	59
INDIVIDUAL BUDGETS AND NARRATIVES BY SCHOOL	61
FRAMINGHAM HIGH SCHOOL	61
THAYER CAMPUS OF FRAMINGHAM HIGH SCHOOL	63
CAMERON MIDDLE SCHOOL	64
FULLER MIDDLE SCHOOL	65
WALSH MIDDLE SCHOOL	67
BARBIERI ELEMENTARY SCHOOL	68
BROPHY ELEMENTARY SCHOOL	68
DUNNING ELEMENTARY SCHOOL	69
HEMENWAY ELEMENTARY SCHOOL	70
KING ELEMENTARY SCHOOL	72
MCCARTHY ELEMENTARY SCHOOL	74
POTTER ROAD ELEMENTARY SCHOOL	75
STAPLETON ELEMENTARY SCHOOL	76
WILSON ELEMENTARY SCHOOL	77
BLOCKS PRESCHOOL	78
FUNDING DATA	81
SCHOOL DEPARTMENT'S OPERATING BUDGET HISTORY	81
LOCAL CONTRIBUTION AND CHAPTER 70 STATE AID FUNDING SOURCES	82
CITY COSTS ASSOCIATED WITH THE SCHOOL DEPARTMENT	86
PER PUPIL SPENDING	87
GRANTS	90
REVOLVING ACCOUNTS	94
CIRCUIT BREAKER	98
CAPITAL	99
COVID-19	101
STUDENT DATA	105
ENROLLMENT	105



FRAMINGHAM PUBLIC SCHOOLS

GRADUATION	108
ADVANCED PLACEMENT AT FRAMINGHAM HIGH SCHOOL	109
STUDENT TURNOVER	110
STAFFING DATA	111
RETENTION DATA	111
ATTENDANCE DATA	111
FTE STAFFING BY UNIT	112
FISCAL YEAR 2021-2022 BUDGET DETAIL	Error! Bookmark not defined.



FISCAL YEAR 2021-2022 BUDGET MESSAGES

BUDGET MESSAGE FROM THE SUPERINTENDENT OF SCHOOLS



Framingham Public Schools
Robert A. Tremblay, Superintendent of Schools

31 Flagg Drive
Framingham, MA 01702
Telephone: 508-626-9121 Fax: 508-877-4240

Dear Framingham Community:

It is my honor to serve the City of Framingham as Superintendent of Schools. The district's Senior Leadership Team and I oversee the day-to-day operations of our City's complex and diverse school district of nearly 10,000 students and more than 2,000 employees. Together, district and school administrators, educators, and support staff strive to support the whole child academically, socially, and behaviorally, creating relationships between students, educators, families, and community. We are committed to providing educators with meaningful and relevant support and development and to implementing technology and facilities that allow teaching and learning to occur in environments that are healthy, welcoming, and safe.

Time and resources in FY21 were squarely focused on providing for the most basic needs of our students and families in the midst of a global pandemic. From food security to reliable and affordable internet access, to technology in-hand for students to access school from home, monies allocated to the school department could not have been used more intentionally and responsibly.

School department efficiencies were found in FY21 and continue to be explored in FY22 as there is always a need to evaluate the ways in which taxpayer dollars are spent to ensure the best return on investment and benefits to our children. The release of district office space by the Superintendent's decision to not renew the lease at the Perini building, for example, saved more than \$550,000 in the FY21 and subsequent budgets and preserved the teaching and support staff needed to manage the current remote and hybrid learning model. This was among the most significant budgetary and operational moves that could have been made in the current fiscal year and, like all of our decision-making, was driven by our district mission, vision, and core values.



The Framingham Public Schools leadership team makes decisions about educational programming and the operating budget that is necessary to support the vision of the multi-year Strategic Plan which is framed by the district's core values: Providing a safe, inclusive, culturally responsive teaching and learning environment; Engaging antiracist and responsible civic advocates; Respecting diversity of thoughts, learners, culture, and community; Fostering learning and healthy growth of all students and staff; Ensuring every school will be an active, participatory, equitable community.

Our theory of action is fairly simply, but extraordinarily important and undeniably mission-driven: We believe that if we create multiple pathways for learning and an inclusive environment of social-emotional wellness, and we strengthen our global educators and engage our families and community in collaborative partnership, and we ensure all students have equitable access to resources; then we will provide each student with personalized interventions and accelerations, and advance the achievement, success, and wellness of all students.

This mission-driven budget book illustrates precisely how taxpayer dollars are spent in the school department. How money is spent speaks directly to what the school department values and upon close inspection you will see that each and every expense ties back to the strategic goals and objectives that we have developed in concert with our administrators, teachers, community partners, community members, and our most valued stakeholders, our students.

Thank you for your confidence in us and for your unwavering commitment to Framingham students and families. Leading a school district in a community that so deeply values education is what makes this work so exciting and meaningful.

Very truly yours,

Robert A. Tremblay, Ed.D., Superintendent
Framingham Public Schools

BUDGET MESSAGE FROM THE FRAMINGHAM SCHOOL COMMITTEE



Framingham Public Schools

Robert A. Tremblay, Superintendent of Schools

SCHOOL COMMITTEE

Adam Freudberg, Chair • Tiffanie Maskell, Vice Chair • Priscila Sousa, Clerk
Jessica Barnhill • Richard Finlay • Geoffrey Epstein
Beverly Hugo • William LaBarge • Scott Wadland
Yvonne M. Spicer, Mayor
31 Flagg Drive, Framingham, MA 01702
Telephone: 508-626-9121 Fax: 508-877-4240

March 31, 2021

To the City of Framingham:

In partnership with our Superintendent of Schools, Dr. Robert Tremblay, we submit to you a responsibly crafted and on time Fiscal Year 2022 budget proposal for the Framingham Public Schools. As a School Committee, we are responsible for exercising co-leadership with the Superintendent in the vision, planning, policy making, evaluation, and advocacy for the mission of continuous improvement of student achievement in the district. We are all committed to providing the highest quality education for all students and strive to do so while presenting a fiscally responsible budget for our community.

Fully aligned with the Framingham Public Schools Strategic Plan 2020-2023, School Improvement Plans at all individual schools, and state standards, we submit to you a forward-looking budget focused on creating pathways to optimize student success. We are seeking support from the Mayor and City Council of the proposed funding of \$148,232,945 for next year's Operating Budget. This funding will allow us to continue to build a strong foundation of high quality instruction with a fully aligned and engaging curriculum. This budget request is built upon the philosophy of investing in academic achievement, supporting employees, establishing access and equity models, enhancing technology, improving safety and security, legal compliance, meeting contractual obligations, continued streamlining of operations, creating opportunities for innovation, and data-driven decision making - all during a time of pandemic recovery and renewal.

Throughout our district we are so proud to have recent current school year/FY21 success stories showing a strong return on previous investments and reflections that the previous and new Strategic Plans are both making tangible progress. This includes remote and hybrid learning adjustments, moving to a one-to-one model by providing chromebooks to all students, increased access to high quality instructional software, a focus on equity and culturally responsive practices in teaching and learning,



continued growth of our dual language programs, the launch of the new Civics project for all 8th graders and U.S. History 2 students at the high school, the near-completion of the new Fuller Middle School, and too many individual achievements by students, recent graduates, and staff to mention!

Last year's FY21 budget submission and the year since have been framed by the detrimental impacts of the COVID-19 pandemic to our community and economy. Long-term closures, quarantines, sickness, death, virtual meetings, multiple unforeseen education budget cuts, and more negative change throughout the year became part of our shared unfortunate realities. With crisis however comes continued pride. We are all so proud of our school community. Educators, custodians, nurses, food service employees, secretaries - in fact all FPS staff members, no matter what their roles - have stepped up this entire school year, along with parents, guardians, and students. Never before has the meaningful impact schools have on a community been made even more clear during these times. Now, as the promise of the vaccine provides for lower case numbers and provides us all with hope for a return to better days, we can begin a phase of renewal and recovery.

The COVID-19 crisis is not over at the time of writing. It still brings a whole new set of challenges to our important work, whether it be new mental health services, ongoing technology enhancements for remote and hybrid learning, food security, or long-term remediation to make up for lost in person time on learning. All of that comes with a price, yet also with high levels of return on investment. We also recognize the Chapter 70 enrollment formula's uncertainty and impact on FPS at the time of writing. Unless adjusted during the legislative process, the current legislation reduces the Student Opportunity's Act pre-pandemic allocation of \$4.3 million in new funding to only \$279K in FY22. The necessary and important work in line with the Act's goal to "invest in evidence based areas to improve student outcomes within subgroups who are not achieving at the same high levels as their peers" is still a priority of the District, yet currently remains a new unfunded mandate.

With any budget comes the need to plan for year-to-year drivers. This fiscal year, we have carefully planned for projected enrollment fluctuations with Kindergarten deferrals due to the pandemic expected to grow, the renewal of all six collective bargaining agreements, utility costs, new special education expenditures required by law, and, moreover, increased social, emotional, and behavioral health initiatives. With this budgetary approval, we also will meet our contractual obligations by investing in personnel to support student achievement and professional development.

Our Superintendent has built a first rate leadership team in our school district. For the third straight year, the district built the budget from scratch, requiring that every resource and every staff position be defended by principals and departments. Each new request for FY22 required an explanation and/or justification in order to be considered for budget inclusion. We credit Dr. Tremblay, Mr. Lynch, and the administration for building this budget with a zero-based mentality and process that analyzed each expense line and each individual position to ensure that the number of staff in the budget aligned with class sizes at each school. As you can see in Dr. Tremblay's letter and what follows, this budget clearly expresses what we, as a district, value and how we need to invest to achieve the goals, action steps, metrics, and outcomes expressed in our new 2020-2023 Strategic Plan for the District. The budget book



for FY22 has also been upgraded through the OpenGov Platform to better utilize interactive charts, graphs, and narratives. By doing so, we provided our community with a greater level of transparency and understanding on all school department operations, initiatives, and expenditures.

The team has put forth a responsible, forward-looking plan that is aimed at driving student achievement through strategic investments as well as personnel and program efficiencies. We are also pleased to highlight new initiatives such as methods to implement the recommendations from the equity audit, COVID-19 recovery, mental health supports, restoring library media specialist positions at schools currently with gaps, adding new opportunities for preschool experiences before Kindergarten, summer programming enhancements, and the renewed Parent Information Center now relaunching as The FPS Welcome Center. Many of these efforts use grants and will not have any or only minimal impact to the operating budget. During the next fiscal year we are also excited to see solar panels be added to roofs, students and staff back to in person learning, social-emotional behavioral health supports, and the excitement we cannot wait to share with the community as we open the new Fuller Middle School as the District's first new school building in 21 years!

The budget was also developed with transparency and community feedback in mind, with public outreach, meetings, additional public comment periods, and web-based communications from the fall of 2020 to the present. In full compliance with Article VI of the City Charter, the School Committee held a public hearing on the budget on March 17, 2021.

The School Committee appreciates the time and due diligence the Mayor and then the City Council will spend in reviewing and deliberating on the FY22 Budget for the Framingham Public Schools. Framingham Public Schools staff are enthusiastic and willing partners who remain ready to appear before the Mayor and City Council as we seek final authorization to enable the continuation of this important work and allow the residents from across our City to benefit from our collective investments.

As a committee we also submit this budget sadly one member short from when we started this important work. School Committee Member Karen Foran Dempsey left us all way too soon on December 24, 2020. We miss our friend and colleague. We will always remember her advocacy and impact to our community, and to each of us personally.

Sincerely,

Adam Freudberg
Chair

Tiffanie Maskell
Vice Chair

Priscila Sousa
Clerk

Jessica Barnhill

Geoffrey Epstein

Richard Finlay

Beverly Hugo

William LaBarge

Scott Wadland



INTRODUCTION AND OVERVIEW

MISSION OF THE FRAMINGHAM PUBLIC SCHOOLS

The mission of the Framingham Public Schools is to educate each student to learn and live productively as a critically-thinking, responsible citizen in a multicultural, democratic society by providing academically challenging instructional programs taught by highly-qualified staff and supported by comprehensive services in partnership with our entire community. We envision a school district in which every child is engaged as an active learner in high-quality educational experiences and is supported, at their level, to ensure growth over time. We believe that with effective effort, time, and practice, all of our students can and will reach high levels of achievement and demonstrate college and career readiness as a result of their course of study in the Framingham Public Schools.

Our city is enriched and strengthened by its diverse cultural heritage and multinational population. Within our classrooms and neighborhoods, and on our stages and athletic fields, we want learning to be relevant and connected to developing our students into value-centered citizens who are able to navigate a complex and inequitable world. We aim to address these inequities – including racism, socio-economic status and language barriers – to create an environment in which every child can and will succeed. We want our students to feel safe taking academic risks while mindfully respecting diversity of opinions. To do so, we must foster supportive and collaborative partnerships between families, the community, and the school district so that every child reaches a high level of achievement. The foundation of our work is collaboration, mutual respect, and high expectations, where all educators are reflective of their practice and feel supported as they continually adjust instruction to improve student performance.

We are committed to providing a safe and welcoming learning environment in order to increase achievement and access for all students irrespective of their immigration status, national origin, ethnicity, race, religion, sexual orientation, sex and gender identity, socioeconomic status, disability status, and/or beliefs. We are committed to hardening our facilities through ongoing security improvements and empowering our students and staff to be proactive in the face of crisis. Our preparedness in this area will set the stage for an increased focus on learning and teaching. We will continue to monitor enrollment trends and forecast school building needs as we work together with City officials to prioritize capital needs so that we always maintain a long-sighted view of the educational needs of the Framingham Public Schools.

We strive to afford all Framingham students the opportunity to learn in an educational environment where the diversity of our students is reflected in our professional staff. We are committed to respecting human differences and ensuring accountability of actions in an environment that provides needed resources to support the social-emotional, physical, and mental health needs of our students so that they are ready, willing and able to engage as learners in the Framingham Public Schools. The Framingham Public Schools strives to adapt instruction to meet the learning and developmental needs



of all students, including the gifted, through appropriately challenging, high quality, standards-based instruction. In our efforts to foster an entrepreneurial mindset among students, customize learning experiences and opportunities that engender equally high outcomes for every learner based on individual needs – our vision of personalized learning aimed at addressing achievement and opportunity gaps.

VISION

1. Support the whole child academically, socially, and behaviorally
2. Create relationships between students, educators, families, and community
3. Provide educators with meaningful and relevant support and development
4. Implement technology and facilities that allow teaching and learning to occur in environments that are healthy, welcoming and safe

CORE VALUES

FPS and the Community stand united in our Core Values:

1. Providing a safe, inclusive, culturally responsive teaching and learning environment
2. Engaging antiracist and responsible civic advocates
3. Respecting diversity of thoughts, learners, culture, and community
4. Fostering learning and healthy growth of all students and staff
5. Ensuring every school will be an active, participatory, equitable community

2020-2023 STRATEGIC PLAN

The Framingham Public Schools 2020-2023 Strategic Plan is framed by four standards that align directly with the educator evaluation standards developed by the Massachusetts Department of Elementary & Secondary Education (DESE). Driven by theories of action within each standard, the Strategic Plan strives to be a practical resource tool to **create** multiple pathways for learning and an inclusive environment of social-emotional wellness, and we **strengthen** our global educators and engage our families and community in collaborative partnership, and we **ensure** all students have equitable access to resources, then we will **provide** each student with personalized interventions and accelerations, and advance the achievement, success, and wellness of all students

Standards

Standard I: Student achievement, success and wellness

Standard II: Engaged, Valued and Safe School Community

Standard III: Strengthen Diversity

Standard IV: Building a Strong School Community

Standard V: Equity and Accessibility



Standard I: Student achievement, success and wellness - Create multiple pathways to student achievement, success, and wellness that address the diverse needs of Framingham students

- 1.1 Create culturally relevant, integrated, aligned PK-12 curriculum across all programs that is engaging and responsive to all students' needs
- 1.2 Strengthen instruction PK-12, identifying the district's instructional strengths and challenges, and identifying and implementing strategies for consistently delivering instruction that engages, challenges, and supports every student
- 1.3 Expand the assessment of student learning PK-12 and the culture and practices necessary to support all educators in using data to plan and adjust teaching practices to improve student learning
- 1.4 Ensure all educators provide each student with personalized academic interventions, accelerations, and supports so that all students receive the targeted instruction they need for academic growth and success
- 1.5 Design personalized learning pathways grades 6-12 that increase student agency, engagement, and connections to learning, and that provide all students with equitable access to resources and supports

Standard II: Engaged, Valued and Safe School Community - Create an inclusive environment of social-emotional wellness that allows students, staff, and families to feel engaged, valued, and safe

- 2.1 Develop consistent district-wide systems, practices, and protocols that are equitable, anti-racist, based in data, and promote all students' safety, self-management, and ownership of learning
- 2.2 Provide each student with the supports, interventions, and resources they need for social-emotional wellness, building educator capacity and establishing a Multi-Tiered System of Support (MTSS) team at every school to monitor progress
- 2.3 Design and implement, with students, families, and community partners, an evaluation of current district initiatives to improve student attendance, and develop a plan to strengthen support for students to stay in school
- 2.4 Strengthen educators' and out-of-time learning partners' capacity to respond to students in culturally and trauma sensitive ways, including hybrid safety care de-escalation, providing ongoing training and coaching
- 2.5 Engage families and the community in supporting students' social-emotional health, sharing students' experience and developing the community's capacity to support social-emotional goals and reinforce key skills and behaviors

Standard III: Strengthen Diversity - Create opportunities for student success by strengthening diverse, high-quality global educators who provide innovative learning environments

- 3.1 Create a culture of belonging and partnership, providing opportunities to build engagement and empowerment for all staff, particularly diverse staff



3.2 Strengthen educator development across the district, consistently implementing the evaluation system to ensure all teachers and administrators receive meaningful and equitable feedback, coaching, and support, and developing a leadership pipeline and mentoring program

3.3 Develop, implement, and monitor the outcomes of an equity-focused professional development plan, created by a joint committee, that provides diverse offerings differentiated by content and program (courses, webinars, online training)

3.4 Redesign district practices and recruit, support, and retain a linguistically, culturally, and ethnically diverse staff

Standard IV: Building a strong school community - Engage schools, families, and community in a systemic, collaborative partnership that results in students achieving productive lives

4.1 Develop a culturally responsive approach to family engagement in order to partner with families, meeting them where they are and expanding opportunities for families to engage both within and outside of school walls

4.2 Work with students, staff, families, and the community to develop and maintain a communication plan and protocols that strengthen access, provide a unified message, and that are culturally responsive, proactive, and transparent

4.3 Strengthen relationships between FPS, the city, community organizations, and higher education to build collaboration and trust and provide all stakeholders with opportunities to contribute

Standard V: Equity and Accessibility - Ensure equitable access to resources that foster academic and personal growth in the educational environment

5.1 Improve student, family, and educator access to technology and its use, providing stakeholders with training and technical support in multiple languages

5.2 Review and adjust the weighted student funding formula in order to remedy existing resource inequities for students and schools

5.3 Develop a five-year capital improvement plan with the city to equitably address increased enrollment and the creation of a school on the South side of the city; upgrade and maintain indoor and outdoor learning spaces; and review safety and security through an antiracist lens

5.4 Collaborate with the city on municipal expenditures for schools and align the FPS budget and allocation of resources with the district plan, ensuring equity and accessibility

5.5 Implement a unified data system and dashboard that will support FPS in providing an equitable education to all students and in communicating progress with students, families, educators, and the community



FY22 BUDGET TIMELINE

Action	Date, Deadline, Timeframe, etc.*
Budget Request Sheets sent to Schools and Departments	December 10, 2020
Budget Request Sheets due to Business Office	December 31, 2020
Department and School Budget meetings	December 10, 2020 - January 31, 2021
Budget Development and Revisions	December 10, 2020 - June 2021
First Draft Budget Workbook Completion	February 5, 2021
Budget Updates sent to Principals and Directors	February 22, 2021
School Committee Budget General Discussion	February 24, 2021
School Committee Budget Discussion	March 3, 2021
SC Finance Subcommittee and CC Finance Subcommittee Joint Meeting	March 15, 2021
School Committee Budget - Public Hearing	March 17, 2021
School Committee Budget Vote and Submission to Mayor	March 31, 2021
Legislative Delegation - Potential Joint SC and CC Meeting - SOA Conversation	April 2021
Budget Presentation by Mayor to City Council	By May 1, 2021 per Charter
City Council To Refer FY22 Budget to Finance Subcommittee Immediately upon its receipt of the proposed operating budget	May 2021
Finance Subcommittee shall hold a public hearing with presentation and recommendation on the budget	Within 21 days of the date City Council referred to the Finance Subcommittee
City Council Public Meetings	May and June 2021
The City Council shall adopt the budget, with or without amendments, within twenty (21) days after the day the proposed budget was reported out by its Finance subcommittee	June 2021
<i>*Dates are subject to change</i>	



FISCAL YEAR 2021-2022 BUDGET - A COLLABORATIVE EFFORT

FY22 PROPOSED BUDGET

SCHOOL DEPARTMENT REQUEST: \$148,232,945 - Increase of \$4,983,511 or 3.48%

	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	108,844,433	110,682,901	1,838,468	1.28%
New Salaries	0	952,919	952,919	0.67%
Additional Salaries	4,688,713	5,122,136	433,423	0.30%
Expenses	29,716,288	31,474,989	1,758,701	1.23%
TOTAL OPEATING BUDGET	143,249,434	148,232,945	4,983,511	3.48%

The Framingham Public Schools Fiscal Year 2022 (FY22) Budget is designed to reflect the Framingham Public Schools Strategic Plan and align with individual school improvement plans. Each individual school improvement plan is framed by four standards that align directly with the educator evaluation standards developed by the Massachusetts Department of Elementary & Secondary Education (DESE). The Strategic Plan strives to be a practical resource tool to guide individual school improvement planning and the development of a responsible, focused budget that is built upon clearly articulated investments aimed at meeting the needs of all Framingham students. The budget, while driven by the Strategic plan, strives to ensure access and equity across the District through a continued zero-based mindset. Many hours were invested in the development of the proposed FY22 budget mostly through online interactions due to the pandemic, in order to achieve this. The proposed budget is thorough and reflects a collaborative effort that could only have been completed with a significant amount of work put in by school principals and their staff, department heads and their staff, central office administrators and their staff, the Framingham School Committee, City Council, the City CFO, City Assistant CFO and Mayor Spicer. The team has put forth a responsible, forward-looking plan that is aimed at driving student achievement through strategic investments as well as personnel and program efficiencies.

The budget development schedule is included in a previous section of the budget book to show the amount of time that was dedicated to the process by all those involved. The budget process focused on the needs of all Framingham students as well as on moving the District forward. The effort to build the FY22 budget was tremendous as it occurred during a pandemic and began with a zero-based budget model that focused on class sizes, personnel analysis and an analysis of each expense line by line. Each new request for FY22 required an explanation and/or justification in order to be considered for budget inclusion. A strong effort was put forth to review and ensure that the current staffing levels are appropriate for FY22 services based on class sizes. From the beginning of the FY22 budget process, the entire team was made aware that due to the pandemic, City revenue may be limited for the 2021-2022 fiscal year which could affect every City department including the total approved School Department operating budget. Collectively, we put forth a fiscally reasonable FY22 budget to the Mayor that supports all Framingham students.



The remainder of the FY22 budget book includes but certainly not limited to the School Department's FY22 line by line budget, the individual budget and narrative of fifteen schools and twenty-three departments, budget history, Chapter 70 State Aid data, local contribution data, Circuit Breaker data, enrollment data, per pupil expenditures and other data points that support the following FY22 budget:

BUDGET DRIVERS

1. Six Union Collective Bargaining Contracts and Non-Bargaining Employees - The major budget driver of most, if not all School District budgets across the Commonwealth is personnel costs in the form of salaries and stipends. Framingham has six unions that each have a negotiated, collectively bargained contract that drives personnel costs from year to year. The cost of living adjustment percentages, or COLA, increases a union member's salary each year, along with potential step and lane increases within the salary grid included in the agreement:

Unit A - Teachers, Department Heads, Nurses and Support Staff

Unit B - School and Central Office Administrators

Unit C - Custodial and Maintenance Staff

Unit N - Food Services

Unit P - Principals

Unit S - Administrative Support

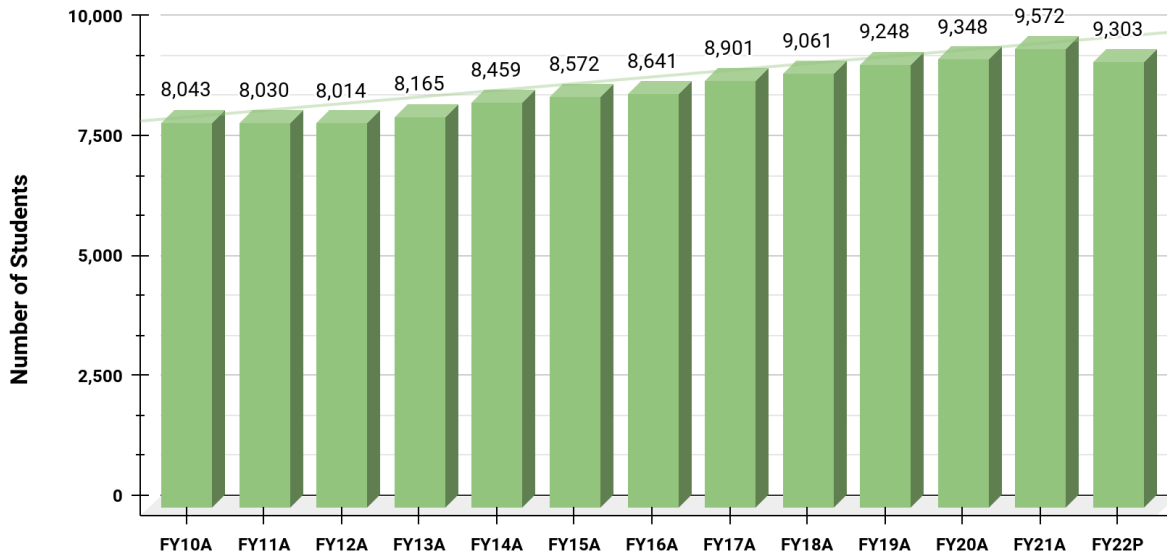
Unit T - Support Services

Unit V - Non-Bargaining: Increases vary based on individual contracts

2. Enrollment and Chapter 70 State Aid - Due to the COVID-19 pandemic, many districts across the Commonwealth have collectively seen a decrease in enrollment in the amount of approximately 37,000 students. We have seen a drop in foundation enrollment here in Framingham of 269 students which is the main driver of the Chapter 70 funding formula. With the decrease from October 1, 2019 to October 1, 2020 of 269 students, Framingham is only set to receive an additional \$279,090 in state aid for a total Chapter 70 amount of \$57,034,315. There is a significant push across the state to hold Districts harmless on enrollment just like the State does when they hold Districts harmless financially. If the formula factors in October 1, 2019 enrollment numbers, Framingham's Chapter 70 allocation will increase. Enrollment history is as follows:



FPS Foundation Enrollment History (DESE 10/1)



Fiscal Year July 1 - June 30

*Foundation Enrollment includes students that attend charter schools, other school districts or out of district special education schools in addition to our in-district students

3. FY21 Special Education Circuit Breaker Reimbursement - Circuit Breaker is the State’s Special Education tuition reimbursement program and with the implementation of the first year of the Student Opportunity Act, transportation reimbursement is now part of the program starting in FY22. The Circuit breaker reimbursement program provides state assistance to Districts with high cost special needs students and supports through tuition reimbursement and now transportation reimbursement. The FY22 budget includes \$6,521,672 of FY22 Circuit Breaker funding that directly offsets out-of-district special education tuition costs. The FY22 budget also includes \$3,000,000 of FY21 Circuit Breaker carryover* funds that also directly offset out-of-district special education tuition costs. Further, the FY22 budget includes \$512,000 of FY22 Circuit Breaker transportation reimbursement that will pay for out-of-district transportation costs.

**Per the Department of Elementary and Secondary Education, regulations allow communities and school districts to carry forward up to one year's worth of state reimbursement, the Massachusetts Division of Local Services advises communities build balances in their SPED circuit breaker accounts in years when actual costs compare favorably with the budget so that in years when SPED costs increase unexpectedly or the circuit breaker reimbursement drops, there will be some circuit breaker revenue to cover any unforeseen costs. Building a circuit breaker balance is a good management practice as it eliminates some of the risk associated with these unpredictable SPED costs.*



The Circuit Breaker special education reimbursement program was started in Fiscal Year 2003-2004 to provide additional state funding to districts for high-cost special education students. The threshold for eligibility is tied to four times the state average foundation budget per pupil as calculated under the Chapter 70 program, with the state paying up to 75 percent of the costs above that threshold. For Fiscal Year 2021-2022 the Act sets the threshold at a preliminary number of \$46,704 and, for the first time as mentioned earlier, includes out-of-district transportation costs required by individualized education programs for students with disabilities. The Act calls for the state paying 25 percent of eligible costs, which is 50 percent of the total out-of-district transportation costs.

The table below demonstrates how the Circuit Breaker formula for tuition reimbursements is applied:

A. Out of District Placement Tuition	100,000
B. FY22 State Preliminary Threshold (4 times foundation)	46,704
C. Claim Amount (A-B)	53,296
D. Projected Reimbursement at 73% x C	38,906.08

The table below demonstrates how the Circuit Breaker formula for transportation reimbursements is applied:

A. Out of District Transportation	4,096,000
B. Multiply by 50% to get to eligible costs	2,048,000
C. Multiply eligible costs by 25%	512,000

4. New Compliance and Other New Positions - The FY22 budget includes new positions to bring the District into legal and policy compliance based on student enrollment in the 2021-2022 school year. There are 9.0 Full Time Equivalent (FTE) Special Education positions that will add \$420,773 to the District’s operating budget. In addition to the compliance positions, there will be 6.80 FTE added to support the schools and departments that need it the most after a thorough review of all new requests. The 6.80 new positions will add \$532,146 to the District’s FY22 operating budget. All new and compliance positions to be added to FY22 staffing are as follows:

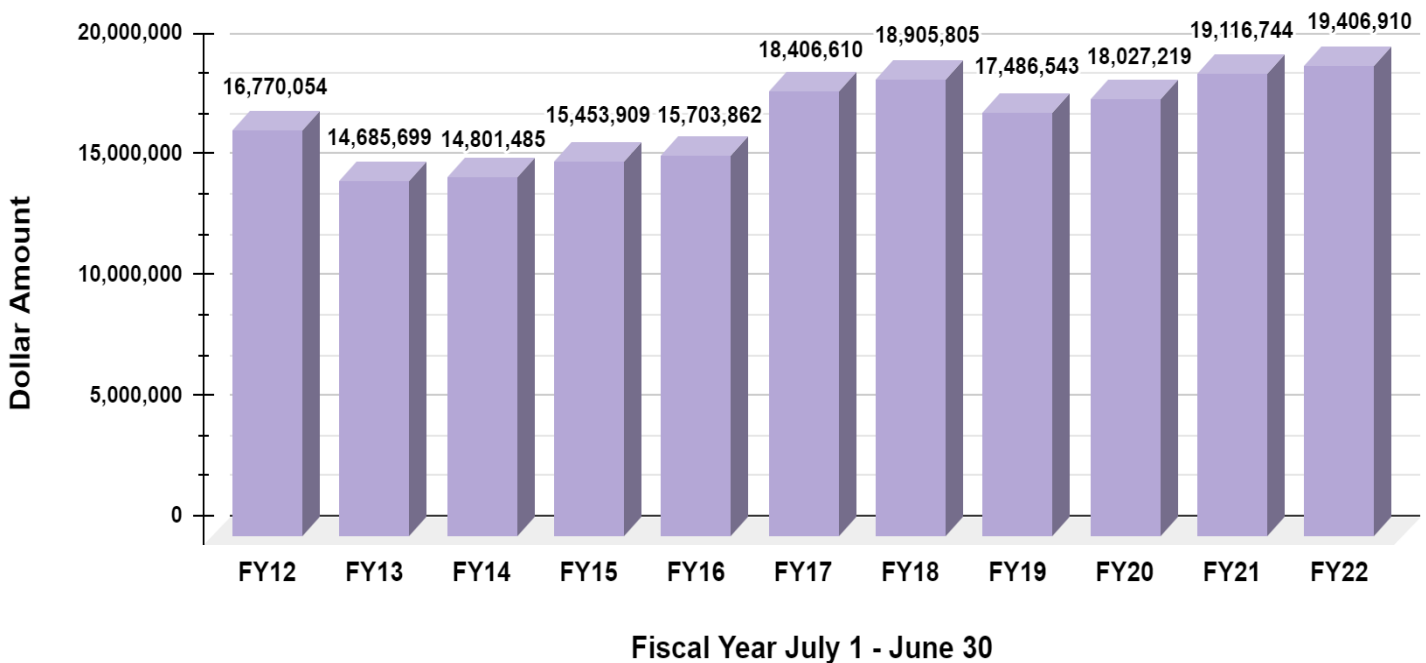
- District K-12 Fine and Performing Arts Coordinator - 1.0 FTE - \$102,439
- High School Academy Coordinator at Framingham High School - 1.0 FTE - \$30,152
- Library Media Center Personnel at Framingham High School - 0.2 FTE - \$20,768
- Special Education Science Teacher at Framingham High School - 1.0 FTE - \$59,836
- Special Education Teacher at Framingham High School - 1.0 FTE - \$59,836
- Special Education Assistant Teacher at Framingham High School - 1.0 FTE - \$33,656
- English as a Second Language Teacher at Hemenway Elementary School - 0.6 FTE - \$36,257



Associate Director of Human Resources and Talent Development - - \$23,641
 District Digital Communications Administrator - 1.0 FTE - \$75,000
 Support Staff at the Welcome Center at Farley Building - 1.0 FTE - \$40,440
 Speech and Language Pathologist at Blocks Preschool - 1.0 FTE - \$59,836
 Special Education Teacher at Brophy Elementary School - 1.0 FTE - \$59,836
 Special Education Assistant Teacher at Brophy Elementary School - 1.0 FTE - \$33,656
 Special Education Aides at Brophy Elementary School - 2.0 FTE - \$54,280
 Physical Therapist Districtwide - 1.0 FTE - \$59,836
 Director of Curriculum, Instruction and Assessment Districtwide - 1.0 FTE - \$143,612
 English and Humanities Teacher at FHS Thayer Campus - 1.0 FTE - \$59,836

5. Special Education Tuition and Transportation costs - The cost of Out-of-District tuition in the FY22 operating budget is \$10,150,796 and out of district transportation will make up \$1,392,650 of the District’s operating budget. Total costs across all funding sources for out-of-district tuition is \$19,672,469 and will support 210 out-of-district placements. The operating budget will cover \$9,885,238 of the tuition costs, the FY21 Circuit Breaker will cover \$3,000,000 of the total cost and the FY22 Circuit Breaker reimbursements will cover the remaining \$6,521,672. The total cost of Out-of-District transportation is \$4,104,650 with \$1,392,650 in the operating budget, \$2,200,000 to be covered with our 240 Special Education grant and \$512,000 to be covered through the new Circuit Breaker transportation reimbursement program funded through year 1 of the Student Opportunity Act.

FPS Out-of-District Tuition Costs





6. Yellow Bus Transportation - The District will enter into year one of a five year contract with NRT Bus starting July 1, 2021. NRT Bus is a new vendor to the District and will provide home to school transportation, transportation for athletic events, field trip transportation and any other extracurricular events. The total cost for year 1 of the contract totals \$6,006,100. This is a decrease of \$115,184 compared to the FY21 total transportation contracted amount.

7. Buildings & Grounds and Utilities - The Buildings and Grounds FY22 budget supports the maintenance of all buildings and utility costs to the District. In addition to the current school locations, FPS central office staff will be relocating to the Farley building in the summer of 2021. FPS will share the building with MassBay Community College students and staff. Projected utility costs for FY22 include \$279,236 in utility costs for the Farley building, \$16,000 of savings from the half year of planned operation of solar panels at Brophy Elementary and Fuller Middle Schools and \$10,000 to support electric car charging stations. The total utility amount is \$1,851,575 for electric costs and \$621,661 for gas costs.

8. Grants - The District's Grants Department managed \$19,338,897 in FY21 including \$10.4million in federal COVID-19 funding that supported the District through the COVID-19 pandemic. The estimated FY22 grant amount to be managed is projected at \$13.9million plus \$13million in potential ESSER III COVID-19 to support the District due to the pandemic.

9. Student Opportunity Act - Fiscal Year 2021-2022 will include the first year of the long anticipated Student Opportunity Act (SOA) which is an act relative to educational opportunities for students and focuses on student subgroups who are not achieving at the same high level as their peers. The intention is to provide funding to adopt, deepen or continue specific evidence based programs to close opportunity and achievement gaps. The funding for the SOA is included in the Chapter 70 funding and even with increases to the funding rates of benefits, special education tuition, english learners and a focus on low income students, Framingham will only see a total Chapter 70 increase of \$279,090 which as stated, includes the first year of the Student Opportunity Act. With the minimum aid increase, the District is unable to implement the many initiatives once planned back in 2020 when the SOA was initially planned to be rolled out. The COVID-19 pandemic delayed the implementation of the SOA and based on the Districts enrollment, we went from having significant funding to implement initiatives to support our students to a minimal Chapter 70 funding number. Fiscal Year 2021-2022 is year one of the seven year implementation and as our enrollment increases, the hope is that the District will see an increase in Chapter 70 aid and will allow us to allocate funds towards the SOA initiatives.

INITIATIVES, INVESTMENTS AND EFFICIENCIES

1. Safety and Security - The District continues to make the safety of our students, our staff, our volunteers, our visitors and all others that enter our buildings and grounds a top priority. An increase to the Safety and Security operating budget will allow for additional safety measures to be taken such as cameras, radios, access controls and additional professional development opportunities for students and staff.



2. Universal Preschool - The District will make a significant investment in Universal Preschool in fiscal year 2021-2022. FY22 will be a groundbreaking year for the Framingham Public Schools as we begin our first phase of implementing a Universal Pre-K program. Funds will be used to open up as many as 70-90 Universal Pre-K seats in partnership with local community partners. This effectively reduces the number of students who do not participate in Pre-K programming by nearly 50%.

3. Student Achievement - The FY22 budget includes an additional \$952,919 to fund 15.80 new positions which is an investment that will support students across the District. New positions are listed above.

EFFICIENCIES

1. Zero-based budgeting - The FY22 budget is based on a zero based budget mentality. Each principal and director were required to submit requests based on what their department or school actually needs, not submit a request that is a percentage point above and beyond the previous year. All requests must be justified and quotes must be obtained to justify requests.

2. Large Yellow School bus Transportation - The District will enter into year one of a five year contract with NRT Bus starting July 1, 2021. NRT Bus is a new vendor to the District after a formal invitation for bid process was conducted. The total contract cost of \$6,006,100 for FY22 is a decrease of \$115,184 compared to the FY21 total transportation contracted amount. The transportation revolving account will cover \$300,000 of the busing costs for FY22. Revenue in this account is from bus fees that families pay for a seat on the bus. Cost to families is \$250 per student with a \$500 family cap. Fees are waived for all families who qualify for free or reduced lunch.

3. Bulk Purchasing - The District procures materials and supplies through The Education Collaborative Cooperative Purchasing Program. The District also participates in programs through WB Mason, Staples and Home Depot that provide the District with competitive pricing.

4. Instructional Materials - To continue to allow for access and equity across the District, instructional supply requests for all K-5 schools are calculated using the number of staff members in each building.

5. Athletic, Field Trip and Out-of-School time Transportation - The District will continue to utilize three 15-passenger buses to transport students to athletic events, field trips and out of school time events. The District saves hundreds of dollars every time the 15-passenger is utilized as it avoids the need for a large school bus to support this need.



FY22 BUDGET DETAILED SUMMARY

	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	108,844,433	110,682,901	1,838,468	1.28%
New Salaries	0	952,919	952,919	0.67%
Additional Salaries	4,688,713	5,122,136	433,423	0.30%
Expenses	29,716,288	31,474,989	1,758,701	1.23%
TOTAL OPREATING BUDGET	143,249,434	148,232,945	4,983,511	3.48%
LEVEL SERVICES SALARIES PLUS TURNOVER SAVINGS	FY21 SALARY PROJECTED	FY22 SALARY PROPOSED	\$ INCREASE	% INCREASE TO TOTAL
SALARIES	110,344,433	112,432,901	2,088,468	1.46%
TURNOVER SAVINGS	-1,500,000	-1,750,000	-250,000	-1.22%
TOTAL LEVEL SERVICE SALARIES	108,844,433	110,682,901	1,838,468	1.28%
ADDITIONAL SALARIES	FY21 SALARY PROJECTED	FY22 SALARY PROPOSED	\$ INCREASE	% INCREASE TO TOTAL
ADDITIONAL SALARIES	4,688,713	5,122,136	433,423	0.30%
TOTAL LEVEL SERVICE SALARIES	4,688,713	5,122,136	433,423	0.30%
NEW POSITION REQUESTS	NEW FTE	NEW SALARY \$ PROPOSED	\$ INCREASE	% INCREASE TO TOAL
COMPLIANCE	9.00	420,773	420,773	0.29%
NEW POSITIONS	6.80	532,146	532,146	0.37%
TOTAL NEW SALARIES	15.80	952,919	952,919	0.67%
EXPENSE REQUEST BY LOCATION	FY21 PROJECTED	FY22 PROPOSED	\$ INCREASE	% INCREASE
FRAMINGHAM HIGH SCHOOL	344,241	315,337	-28,904	-8.40%
THAYER HIGH SCHOOL	8,000	5,000	-3,000	-37.50%
CAMERON MIDDLE SCHOOL	31,360	23,932	-7,428	-23.69%
FULLER MIDDLE SCHOOL	25,582	21,840	-3,742	-14.63%
WALSH MIDDLE SCHOOL	31,698	19,137	-12,561	-39.63%
BARBIERI ELEMENTARY SCHOOL	34,650	33,200	-1,450	-4.18%
BROPHY ELEMENTARY SCHOOL	26,350	28,950	2,600	9.87%
DUNNING ELEMENTARY SCHOOL	32,400	26,050	-6,350	-19.60%
HEMENWAY ELEMENTARY SCHOOL	27,600	28,950	1,350	4.89%



FRAMINGHAM PUBLIC SCHOOLS

KING ELEMENTARY SCHOOL	24,800	23,056	-1,744	-7.03%
MCCARTHY ELEMENTARY SCHOOL	31,700	31,628	-72	-0.23%
POTTER ROAD ELEMENTARY SCHOOL	29,950	28,000	-1,950	-6.51%
STAPLETON ELEMENTARY SCHOOL	24,100	24,350	250	1.04%
WILSON ELEMENTARY SCHOOL	83,800	65,270	-18,530	-22.11%
EARLY EDUCATION	16,015	16,015	0	0.00%
BLOCKS PRE SCHOOL	0	0	0	0.00%
SUPERINTENDENT'S OFFICE	53,100	42,345	-10,755	-20.25%
EQUITY, DIVERSITY & COMMUNITY DEVELOPMENT	130,361	623,150	492,789	378.02%
MULTILINGUAL	162,571	191,076	28,505	17.53%
TEACHING AND LEARNING	1,221,712	1,245,328	23,616	1.93%
HEALTH AND WELLNESS	347,572	354,872	7,300	2.10%
HUMAN RESOURCES	496,863	516,027	19,164	3.86%
SCHOOL COMMITTEE	25,500	20,413	-5,087	-19.95%
GRANTS	5,500	5,500	0	0.00%
BUSINESS OPERATIONS	1,321,855	1,183,028	-138,827	-10.50%
BUILDINGS AND GROUNDS	4,108,357	4,361,642	253,285	6.17%
TRANSPORTATION	6,366,580	6,379,675	13,095	0.21%
TECHNOLOGY	1,902,863	1,833,400	-69,463	-3.65%
SAFETY AND SECURITY	143,900	238,092	94,192	65.46%
LIBRARY MEDIA	106,653	106,527	-126	-0.12%
COMMUNICATION AND MEDIA	52,519	56,533	4,014	7.64%
SPECIAL EDUCATION	11,698,371	12,846,629	1,148,258	9.82%
COMMUNITY RESOURCE DEVELOPMENT	168,580	157,180	-11,400	-6.76%
PHYSICAL EDUCATION	38,730	40,280	1,550	4.00%
ATHLETICS	357,685	349,985	-7,700	-2.15%
GIFTED AND TALENTED (SAGE)	24,252	25,416	1,164	4.80%
PARENT INFORMATION CENTER	59,000	57,011	-1,989	-3.37%
FINE ARTS	151,518	150,168	-1,350	-0.89%
TOTALS	29,716,288	31,474,989	1,758,701	1.23%
	FY21	FY22		% INCREASE TO
	PROJECTED	PROPOSED	\$ INCREASE	TOTAL
FY22 OPERATING BUDGET REQUEST	FY21	FY22	\$ INCREASE	% INCREASE
Salaries	108,844,449	111,635,819	2,791,371	1.95%
Additional Salaries	4,688,713	5,122,136	433,423	0.30%
Expenses	29,716,288	31,474,989	1,758,701	1.23%
TOTAL OPREATING BUDGET	143,249,450	148,232,945	4,983,495	3.48%



BUDGETS AND NARRATIVES BY DEPARTMENT

The FY22 Budget aims to maintain excellence across the District. The budget maintains appropriate staffing and programming to allow all students every opportunity to grow and flourish. An overview by each school and each department is below and includes accomplishments from previous years, current FY21 initiatives and occurrences and FY22 plans:

SUPERINTENDENT OF SCHOOLS

The Superintendent of Schools and the Senior Leadership Team oversee the day-to-day operations of our City's complex and diverse school district of nearly 10,000 students and more than 2,000 employees. Together, district and school administrators, educators, and support staff strive to support the whole child academically, socially, and behaviorally, creating relationships between students, educators, families, and community. We are committed to providing educators with meaningful and relevant support and development and to implementing technology and facilities that allow teaching and learning to occur in environments that are healthy, welcoming, and safe.

Time and resources in FY21 were squarely focused on providing for the most basic needs of our students and families in the midst of a global pandemic. From food security to reliable and affordable internet access, to technology in-hand for students to access school from home, monies allocated to the school department could not have been used more intentionally and responsibly.

School department efficiencies were found in FY21 and continue to be explored in FY22 as there is always a need to evaluate the ways in which taxpayer dollars are spent to ensure the best return on investment and benefits to our children. The release of district office space by the Superintendent's decision to not renew the lease at the Perini building, for example, saved more than \$550,000 in the FY21 and subsequent budgets and preserved the teaching and support staff needed to manage the current remote and hybrid learning model. This was among the most significant budgetary and operational moves that could have been made in the current fiscal year and, like all of our decision-making, was driven by our district mission, vision, and core values.

The Framingham Public Schools leadership team makes decisions about educational programming and the operating budget that is necessary to support the vision of the multi-year Strategic Plan which is framed by the district's core values: Providing a safe, inclusive, culturally responsive teaching and learning environment; Engaging antiracist and responsible civic advocates; Respecting diversity of thoughts, learners, culture, and community; Fostering learning and healthy growth of all students and staff; Ensuring every school will be an active, participatory, equitable community.

The Superintendent reports to the Framingham School Committee and works in partnership with this board of elected officials and other elected officials, especially the Mayor, City Council, and State Legislators, as well as municipal departments and division heads. Decision-making, forward planning,



and partnerships all serve to ensure that all Framingham children have the best opportunities to meet high levels of achievement and life-long success.

In FY22, the school department is planning to restore critical positions that were lost in the previous fiscal year because of temporary leadership reassignments to cover building leadership gaps. Oversight of teaching and learning and professional development needs of our district, for example, have never been more important than right now as we work to address learning gaps that are symptomatic of more than a year of remote teaching and learning.

Our theory of action is fairly simply, but extraordinarily important and undeniably mission-driven: We believe that if we create multiple pathways for learning and an inclusive environment of social-emotional wellness, and we strengthen our global educators and engage our families and community in collaborative partnership, and we ensure all students have equitable access to resources; then we will provide each student with personalized interventions and accelerations, and advance the achievement, success, and wellness of all students.

SUPERINTENDENT	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	324,534	333,155	8,621	0.01%
Additional Salaries	0	0	0	0.00%
Expenses	53,100	42,345	-10,755	-0.01%
Total Budget	377,634	375,500	-2,134	-0.57%

ASSISTANT SUPERINTENDENT FOR EQUITY, DIVERSITY AND COMMUNITY DEVELOPMENT

The Office for Equity, Diversity, and Community Development (EDCD) advances the Framingham Public Schools commitment to equity, diversity and community engagement by working to ensure a safe education and work environment for all. It champions and values the diversity of our district and works to eliminate bias and discrimination from impeding success for all. It recognizes the crucial role families and community partners play in supporting our work. ED CD will work with community and business partners to develop and align resources aimed at eliminating barriers and expanding learning access for all students.

The upcoming fiscal year will be one of the most challenging as schools struggle to meet the needs of students and families attempting to rebound from a devastating epidemic. Many families have lost jobs, homes, businesses, loved ones and the sense of security however fragile that they felt prior to the COVID-19 crisis. This budget attempts to address some of these challenges by prioritizing resources for family engagement at the school level, training for staff district wide and additional resources to ensure we continue our efforts to implement recommendations from the equity audit. It should be noted that the budget does not include all the equity related efforts in the district as some funds have been assigned to other department budgets based on oversight.



Finally, FY22 is a groundbreaking year for the Framingham Public Schools as we begin our first phase of implementing a Universal Pre-K program. Within this budget funds are assigned to open up as many as 70-90 Universal Pre-K seats in partnership with local community partners. This effectively reduces the number of students who do not participate in Pre-K programming by nearly 50%. Also, as the district transitions back into the Farley Building we will be launching the FPS Welcome Center, a comprehensive community center that provides families with holistic services to meet their full scale of need.

ASSISTANT SUPERINTENDENT - EQUITY	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	383,366	380,035	-3,331	0.00%
Additional Salaries	76,258	17,950	-58,308	-0.04%
Expenses	130,361	623,150	492,789	0.34%
Total Budget	589,985	1,021,135	431,150	73.08%

MULTILINGUAL EDUCATION

The number of students who are learning English as an additional language (ESL) and require direct instruction, has increased at twice the rate as the general education population within the last three years in Massachusetts. Promoting the academic achievement of linguistically diverse students continues to be a priority for the Multilingual Education Department. Nearly 49% of all FPS students speak another language in addition to English at home, and 26% of FPS students are identified as English Learners and require instructional support in their acquisition of English. As per federal and state laws, initial identification, ESL instruction, and standardized assessment of language acquisition for ELs is a legal mandate and the district responsibility. Strengthening FPS successful program models for ELs and expanding Dual Language (DL) programs in Spanish and Portuguese will continue to be a priority for FY22 and beyond as our three new elementary programs will soon move into the middle and high schools. Budget requests and advocacy continue to be for teachers, coaches and paraprofessionals to provide direct service to students and for resources, both print and digital, for classrooms. As DL programs expand and gain momentum, additional funds in the expense budget are requested to support DL instruction and professional development. Becoming a multiliterate district is our mission.

The pandemic in late FY20 and FY21 required our department to stretch our already thin resources and extend additional support to our students and families. The challenges were many and inequities surfaced in regard to the appropriate access to technology and to the internet for many of our students and families. Translators and interpreters worked tirelessly to support district departments and school leaders to provide language access to families and weekly check-ins during the summer. Families reached out via the department’s Multilingual Connection initiative and requested assistance with technology, food needs, and general information regarding the status of the schools and what it meant for their children. All requests were forwarded to the appropriate departments as needed. Meetings were held with both the Bilingual and DL Parent Advisory Councils (PACs) to inform and support



families with technology training with the overall goals of sustaining EL student engagement and interest in learning. Remote learning has not been successful for all of our developing bilingual students and great efforts continue to be made by our very talented teachers to keep students engaged in their learning. As the high-needs students return to in-person instruction, we will assess children’s progress and provide families with robust summer programs in collaboration with district departments.

There is lots to be excited about FY22. We are looking forward to connecting with all of our students returning to school, including many newcomers to our district. There will be challenges, but also opportunities for growth and learning. Our department will continue to provide professional development for staff, support for schools and language programs, engage teachers in best instructional methodologies for all students and promote multilingualism across the district. Our overarching goal is to support the social and emotional needs of our students, ensure that students in all of our language programs have equal access to academics and extracurricular opportunities, and support students to reach their potential and aspirations.

MULTILINGUAL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	937,747	925,695	-12,052	-0.01%
Additional Salaries	165,277	146,786	-18,491	-0.01%
Expenses	162,571	191,076	28,505	0.02%
Total Budget	1,265,595	1,263,557	-2,038	-0.16%

TEACHING AND LEARNING

The Office of Teaching and Learning is focused on providing equitable access to high quality instruction for all students. The department is responsible for all aspects of instruction, curriculum, assessment, and professional development for grades Pre-Kindergarten through 12. This oversight is linked to the growth and achievement of over 200 preschoolers, over 4,200 elementary students, over 1,800 middle school students, and over 2,300 high school students. The Office of Teaching and Learning is also responsible for the training and support of more than 1,800 staff members within Framingham Public Schools. This support is provided in a wide array of areas in alignment with the District Strategic Plan and includes the review and development of curriculum, selection of instructional materials, monitoring of local and state assessments, analysis of data at the school and district level, and targeted professional development to meet curricular and instructional needs.

In 2019-2020, we continued classroom visit rounds and structured data meetings with administrative teams. This work proved to be invaluable in creating opportunities for school and district leaders to make decisions to improve outcomes for students. We continued to follow our 7-year curriculum review cycle, including ongoing revision based on feedback resulting from implementation. In elementary, we focused on the curriculum review of our History and Social Science curriculum to align to the 2018 History and Social Science standards. Additionally, we worked to strengthen the Science units of study in grades 3-5 to intentionally provide scaffolding of content through the various disciplines; Earth and



Space Science, Life Science, Physical Science and Technology/Engineering. In secondary, we began our comprehensive review of the English Language Arts curriculum for grades 6-12, which was informed by an audit of our existing curriculum by Johns Hopkins Institute for Education Policy. We also continued to roll out our new Technology Education curriculum at the middle school level, with robotics and coding for all students. As a continuation of our middle school mathematics curriculum review, we revised the 8th grade Algebra 1 curriculum in collaboration with high school math teachers to align the middle school and high school Algebra 1 Honors curriculum. Furthermore, we continued to support new courses at the high school including increased Advanced Placement offerings and the initial development of a Biotechnology course. The Office of Teaching and Learning expanded its support for professional development aligned with inclusive instructional practices, most specifically with training in Universal Design for Learning (UDL). While some of our work was paused in the spring due to the pandemic, our curriculum work and professional development progressed as much as possible remotely.

2020-2021 has been a year unlike any other. We began the year in a remote setting on the tail of engaging in crisis learning in the spring of 2020. The Department of Elementary and Secondary Education reduced the school year to 170 days to allow for ten additional days to prepare educators for school in the midst of the COVID-19 pandemic. In response to the pandemic, the Office of Teaching and Learning shifted its resources to support remote instruction and planned for a concurrent model of teaching when safety measures supported a shift to a hybrid schedule. Through the lens of Universal Design for Learning (UDL), we continued to build the District's capacity to remove barriers to learning by providing a 36-hour course on UDL to all staff through a partnership with Dr. Katie Novak. The Office of Teaching and Learning supported virtual instruction through the acquisition of carefully selected curriculum software including expanded use of RazKids, Newsela, IXL, and BrainPOP. To accommodate remote learning and physical distancing requirements, necessary adjustments were made to the curriculum. While this involves new approaches to conducting science experiments and physical education classes, it also includes a temporary shift of the middle school Technology Education curriculum. As it would not be equitable or sustainable to offer Robotics instruction to all students during a pandemic, the department shifted its focus for the 2020-2021 academic year to video production, utilizing the cloud-based WeVideo platform where students can create and edit videos on their Chromebooks. Curriculum review is ongoing, concentrating primarily on the development and implementation of Civics projects in grade 8 and at the high school, as well as finalizing the work from last year with implementation of pilot units this spring and the selection of high quality texts in alignment with each review. Additionally, the Office of Teaching and Learning continues its focus on providing consistent expectations for equitable, high-quality instruction for all students and monitoring the implementation of these expectations. Through progress monitoring, we regularly analyze various data points to understand the student experience. Such data includes attendance, usage and pass rates of identified programs, grades, common assessments, data from classroom visits, and results from online assessments including iReady, Imagine Learning, iStation and running records. The increased focus of the school-level Instructional Leadership Teams has led to the district's recommitment to a District Data Team to analyze data points aligned to the District Strategic Plan.



As we plan for the 2021-2022 school year, the impact of crisis learning in 2020 and the remote learning experience for the majority of the 2020-2021 school year will need to be considered and analyzed. Reviewing curriculum horizontally and vertically to find opportunities for the compacting of standards and identifying appropriate interventions and extensions based on student need will be a priority. Additionally, re-evaluating the curriculum review cycle and examining the usage and return on investment of the various programs used will also be of importance. These data points, among others, will strengthen the work of the District Data Team to measure our success in meeting the goals of the District Strategic Plan. Our priority continues to be the investment of our resources in providing high quality materials that will motivate, support, and challenge all of our students so that all children are engaged and feel connected to their learning and each other as we reacclimate students back to school and reinvest in the importance of peer to peer interactions.

TEACHING AND LEARNING	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	547,943	695,014	147,071	0.10%
Additional Salaries	164,495	153,825	-10,670	-0.01%
Expenses	1,221,712	1,245,328	23,616	0.02%
Total Budget	1,934,150	2,094,167	160,017	8.27%

HEALTH AND WELLNESS

FY19-20 The work of the Department of Health and Wellness (H&W) staff (nurses, social workers, school counselors, and school psychologists) promotes Framingham Public Schools’ academic mission by supporting the social, emotional, academic, and physical growth and development of our diverse student population and the greater school community. In Fall 2019, the department began the rollout of social emotional learning (SEL) programming at all elementary schools using three implementation strategies: SEL curricula (Second Step/Second Step Bullying Prevention, Zones of Regulation, Character Theme of the Month, and Responsive Classroom practices), building equitable and inclusive environments, and integrating SEL into all aspects of the school day. At the middle schools, teams began to plan for integration of youth development and restorative practices into their programming. Positive Behavioral Intervention & Supports (PBIS) continued in practice at both elementary and middle schools. The Social Emotional Mental Health Team (SEMH) expanded its consultation and clinical services with the inclusion of a district therapeutic coach.

FY 20-21. This past year has brought significant challenges related to the COVID-19 pandemic. Several H&W staff are active members of the district COVID Team and have been integral to planning and implementation of the district’s risk reduction strategies for reopening schools. School nurses have provided contact tracing for the district and the city. Other H&W staff have supported our students and families in need of medical/mental health services, food, housing, and insurance. H&W staff are leads in the implementation of the COVID attestation app, MyMedBot, the DESE sponsored weekly pooled testing program for students, and PCR testing for staff. The continuation of the SEL roll out was



interrupted by the pandemic. To continue to meet the social emotional needs of elementary students, elementary schools have focused on delivering the SEL curricula with fidelity during remote learning. Time was allocated in each teacher's schedule to have a morning meeting with students to connect, build inclusive virtual learning environments, and to check in all students socially and emotionally. This work is supported by the addition of a Social Emotional Behavioral coach at each of the elementary schools. In January 2020, the district carried out an assessment of district discipline data and practices in preparation for the development of a Code of Character, Conduct, and Support which began in earnest in January 2020 and has continued through the year in spite of the pandemic. The goals of the new Code are to significantly reduce disproportionality in student referrals and suspensions, introduce consequences and interventions that are aligned, respectful, equitable, viable and restorative, improve school climate and student/adult relationships, and increase student attachment to school.

FY21-22 As we enter the next school year, H&W staff will continue to be actively involved with leading the district's response to COVID-19. In addition, supporting our students' social, emotional and mental health needs will be a primary focus. SEL will be focused on the continued integration of the Learning and Life Competencies into all aspects of the school day through targeted social emotional behavioral teacher coaching. Implementation of the district Code of Character, Conduct, and Support will begin in August and continue throughout the year. The rollout will include multiple professional development offerings to prepare all staff, including administrators, educators, bus drivers, custodians, food services, and school resource officers to successfully transition from a punitive model of discipline to one that is supportive, respectful, and fair. The Code and our SEL work in combination will facilitate each school's efforts to create and deliver effective interventions that are targeted, data based, and support the success of the whole child.

Student Support Services Personnel FTE by School (2020-21)

	School Nurse	School Counselor	Social Worker	Adjustment Counselor	School Psychologist	Social Emotional Behavior Coach	Total
Barbieri	2		2	1	1	1	7
Brophy	1		3		1		5
Charlotte A Dunning	1	1	1		1	1	5
Hemenway	1		1	1	1	1	5
BLOCKS	1		0.5		1		2.5
King	1		2		1		4
Mary E Stapleton	1	1	2		1	1	6
Miriam F McCarthy	1	1	1		1	1	5
Potter Road	1	1	1		1		4
Woodrow Wilson	1		3		1	1	6
Cameron Middle	1	2	3		1		7
Fuller Middle	1	2	1		1		5
Walsh Middle	1	3	2		1		7



FRAMINGHAM PUBLIC SCHOOLS

Framingham High School	3	11	8		2		24
Thayer Alternative School	0.2		1				1.2
Total District	17.2	22	31.5	2	14	6	93.7

HEALTH AND WELLNESS	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	884,422	910,013	25,591	0.02%
Additional Salaries	138,400	138,400	0	0.00%
Expenses	347,572	354,872	7,300	0.01%
Total Budget	1,370,394	1,403,285	32,891	2.40%

HUMAN RESOURCES

The Office of Human Resources is responsible for coordinating the recruitment, selection, appointment, and promotion of all district employees with the goal of maintaining a dynamic and efficient staff who are committed to providing outstanding educational programs. The Office of Human Resource is dedicated to the goal of building a culturally diverse and pluralistic faculty committed to teaching and working in a multicultural environment and seeks to retain the diverse talent in our workforce and support our people to maintain a long and productive working career. The Office currently consists of an Assistant Superintendent for Human Resources, an Assistant Director of Human Resources, an HR Manager, three HR Generalists, and an Executive Assistant. The team in the Office of Human Resources processes all the HR-related needs of the District, including compliance with state and federal regulations and compliance with contractual requirements. The Office processes all hires, terminations, leaves, salary changes, stipends, reimbursements, retirements, longevity payments, etc. In addition, it collaborates with all departments, offers support and guidance to supervisors with the supervision and evaluation, establishes hiring practices and procedures, ascertains faculty qualifications, listens to staff concerns and contractual grievance hearing, conducts investigations, negotiates contracts, maintains personnel files, creates job descriptions, collaborates with and acts as a conduit to Payroll, etc. We aspire to be a friendly customer-focused staff, and our goal is to meet the needs of each of our customers, the employees of Framingham Public Schools.

Budgeted legal costs, besides Special Education legal costs, are in this department's budget. We utilize several different firms for District legal matters and are as follows: The City Solicitor (Petrini & Associates, P.C.), (open meeting law, policy review, municipal leases, payroll), Morgan, Brown & Joy, LLP (employment, human resources, collective bargaining) and Benjamin & White P.C. (Special Education and civil rights).

This past year, we have continued making advances in the management of the payroll process across all



schools and departments and have updated accruals. The Office of Human Resources was instrumental in establishing the District’s COVID-19 Plan and in participating as a leader of the District COVID Team. In addition to dealing with typical HR-related tasks noted above, we have spent considerable time addressing COVID-related staffing concerns and resultant District challenges. We continued modifying our hiring practices to reduce bias and promote inclusivity and diversity in FPS. The Office of Human Resources also expanded its scope by assuming significant work in developing the District’s professional development for all employees. This role will be increased even further next year as we seek the enrichments of all our staff.

Our goals for 2021-2022 will be to continue delivering high value work through both strategic and administrative expertise by increasing FPS leadership capacity, working to develop professional pathways for all employee groups, and implementing succession planning for key roles; perfecting system performance; attracting, hiring, retaining, and rewarding talent that echoes the demographics of our community by beginning to baseline employee engagement and attrition factors, augmenting recruiting efforts for all hard to fill and key positions, improving the substitute teacher program to ensure quality substitutes are in front of students, and enhancing new hire orientation experience for all employees; communicating essential information consistently and accurately; and further aligning our policies, systems, and processes and enhancing data integrity and fidelity.

HEALTH AND WELLNESS	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	884,422	910,013	25,591	0.02%
Additional Salaries	138,400	138,400	0	0.00%
Expenses	347,572	354,872	7,300	0.01%
Total Budget	1,370,394	1,403,285	32,891	2.40%

SCHOOL COMMITTEE

Policy, budget and hiring/supervision of the Superintendent are the three main functions of the School Committee. In the area of Policy, the School Committee reviews, revises or creates policies that support all stakeholders of Framingham Public Schools by engaging key members of the school community. This work is undertaken by the Policy Subcommittee on an on-going basis. As a committee, it needs to be aware of statutory changes, local, state and federal mandates and changes, to ensure its policies are up-to-date. In the budget area, the School Committee works through its Finance Subcommittee to create, monitor and propose an operating budget to the Mayor for the school district. Additional Subcommittees for the 2020-2021 term include: Buildings & Grounds; Teaching & Learning; Equity, Inclusion, and Diversity; Health and Wellness; and Climate Change, Environment, and Sustainability.

The School Committee works closely with the Framingham legislative delegation in advocating for more resources for Chapter 70 and Circuit Breaker funding as well as for legislation that could



improve the work of our district. Historically, the School Committee has been a strong advocate at the Massachusetts Association of School Committees in having many of their resolutions passed by the Delegate Assembly at the annual state convention. In the area of supervision/evaluation of the Superintendent, the School Committee establishes annual goals with the Superintendent and standards by which his evaluation will be conducted by the School Committee. This is a public process that unfolds over the course of the year and provides a public conversation about the goals and objectives of the school district as contained in policy, the operating budget, and the evaluation of the Superintendent.

The School Committee budget consists of stipends provided for each member in the City Charter, the Executive Assistant’s salary, and operational costs. While planning for the 2020 and 2021 budgets, the School Committee took a deeper look into their budget and rearranged some items, moving them to responsibility centers that seemed more accurate for the costs, and to be able to track the funds more accurately. Another consideration was upcoming terms ending and an election, which brought new members on who may need additional training or resources, leading to an increase in the funds for professional development. The School Committee also instituted additional transparency measures including the use of electronic recording devices for all subcommittee meetings, and transcription contracting services if requested by the Subcommittee Chairs to support meeting minutes. The School Committee continues to be a member of the Massachusetts Association of School Committees (MASC), which offers many trainings (including the ones by law members must take), services, resources, the comprehensive review and updates to all policies, and online management of the policy manual. For FY22, the School Committee is looking to reduce the department budget due to reforms in areas such as office supply reductions, utilizing free professional development versus paid whenever possible, and moving items relating to contract negotiations to the Human Resources account.

SCHOOL COMMITTEE	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	64,272	65,557	1,285	0.00%
Additional Salaries	48,500	47,500	-1,000	0.00%
Expenses	25,500	20,413	-5,087	0.00%
Total Budget	138,272	133,470	-4,802	-3.47%

GRANTS DEVELOPMENT

The Grants Development Office (GDO) is responsible for developing process, procedures and providing operational support to ensure best practice grant management and compliance for the district. The GDO’s goal is to develop and implement strategies for grants and partners funded resources for programs and services to promote student learning, teacher and curriculum development, health and wellness support and enrichment, Innovation and evidence-based practices, a deeper learning for all, and District capacity for teaching and learning innovation to improve its performance outcomes at all levels across the board. The team ensures collaboration cross-functionally, with mutual accountability, a



shared vision and responsibility with all partners, departments, programs, schools, and stakeholders to provide support to improve students' achievement and close the achievement gap in a culture of equity and proficiency. The GDO monitors, administers, and implements over \$3 million in Title I, Title II, and Title IV funds to ensure the operation and compliance of Federal and State guidelines in accordance with ESSA (Every Student Succeeds Act). The GDO oversees programmatic and financial review of all grants within the District totaling over \$20 million respectfully (carry-over funds inclusive).

GRANTS	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	96,886	154,261	57,375	0.04%
Additional Salaries	0	0	0	0.00%
Expenses	5,500	5,500	0	0.00%
Total Budget	102,386	159,761	57,375	56.04%

BUSINESS OPERATIONS

The Office of Business Operations is responsible for the budget, maintaining accounting and financial record-keeping for the District. The Office oversees Transportation, Grants, Food Services, Safety & Security and Buildings & Grounds. The staffing in the Business Operations Office includes the Executive Director of Finance and Operations, the Assistant Director of Finance, the Salary Accounts Manager, and four Accounts Payable Specialists. The Business Office provides financial reports to all Responsibility Centers (RCs) and is responsible for recommending budget transfers, as needed, to the School Committee for approval consistent with School Committee Policy. The Office is also responsible for developing and distributing financial information to the School Committee's Finance Subcommittee and may also develop financial reports on various budget items as needed by the administration or the City.

The Business Office maintains close communications with the City's Finance Department to ensure the exchange of all financial information on a timely basis. The Office also coordinates with City auditors and other auditors (i.e., the Massachusetts Department of Education) to comply with the needs of these auditors. The Office works closely with the Office of Human Resources on the reconciliation of information on staffing and payroll to ensure that all financial reporting is current and accurate. The Business Office's significant budget items include all copier leases across the District at \$475,000 and costs to send Framingham students to other vocational or technical schools at approximately \$380,850. This Office looks forward to the next fiscal year and will continue to work collaboratively with City and School departments to implement efficiencies and streamline processes including procurement and reporting.

BUSINESS OPERATIONS	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	582,204	660,412	78,208	0.05%



Additional Salaries	0	0	0	0.00%
Expenses	1,321,855	1,183,028	-138,827	-0.10%
Total Budget	1,904,059	1,843,440	-60,619	-3.18%

FOOD SERVICES

The Office of Food Services is a “self-funding” entity that operates financially independent from the school district’s budget and does not rely on any district funding to operate. It relies on revenue solely generated by the department and deposited into its revolving account as well as the receipt of state and federal funds under the School Lunch Program. In addition to providing a critical service to the students of the Framingham Public Schools, it also supports a number of after school snack programs and food pantries for the greater Framingham school community. The Office has had an aggressive mission in upgrading the culinary facilities to meet the demands set forth by the USDA to participate in the National School Lunch Program. With that, there has been a vast array of projects undertaken during the 2019-2021 school years.

Overview: 2021/2022 Department Initiatives- Due to the impact of COVID-19, the focus of the entire Department during school year 20/21 was in providing meals to the community. From the start of the pandemic in March of 2020, through the end of February 2021, the Food Services department has distributed 304,712 meals to those in need, and at no cost to the city budget.

- **New Fuller Middle School Opening-** The opening of this new location will be a major focus of the Department. Installing a complete new concept in Middle School dining. Following a more B&I college model of an open serving area concept. A departure for the 5-well steam table commercial look.
- **High School -** Upgrade Salad Station to offer more plant based options to the Students. The new Station will almost double the daily offering and be Board of Health compliant with the new Covid sneeze guard guidelines.
- **District Festive Meal & Cultural Events-** Roll out a special events meal calendar that will showcase certain ethnic foods, cultural events or moments in a country's history that is celebrated with food.
- **Harvest of the Month-** Updated concept working with the Massachusetts Farm to School collaborative. We will showcase more fruits & vegetables of the month, with tie in from our hydroponic farm and our Student based farm.

Community Eligibility Program (CEP) - We added two new schools for 20/21 and hope to increase in 21/22. So now there are four Schools in the District that are fully CEP and they are Brophy Elementary School, Fuller Elementary School, Thayer High School and Wilson Elementary School. To become a totally free CEP location the school must have a population that is 60% free directly certified via the virtual gateway. The Food Service Department is focused on growing the CEP profile of the District. The CEP process for 21/22 starts as of April 5th and the hope is to add a minimum of two more location



***Major discussion taking place at the USDA that may result in all school meals being Universal Free.

Student Employment and Intern Program - Despite the pandemic the Food Service Dept still managed to hire summer students working in concert with MassHire Metro South/West. Not only did the Students help with production of pandemic meals but we also held nutrition classes for them, taught by our summer interns from BYU, Marshall and Framingham State. We hope to expand in the summer of 20/21 depending on Student availability.

Summer Food Service Program - This program should be renamed as the pandemic life line to the community! It was the food service that on March 13th 2020, shut down all culinary locations, spun it's complete operating model around and within five days had multiple pandemic feeding sites open to the community. Those sites and the dedication of the Food Service Staff resulted in over 250,000 meals being served under COVID-19 Relief. For the summer of 2021, the Food Service Department is looking to maintain Open Feeding sites to aid all in the Framingham community still struggling from the pandemic's fallout.

Project Forecast for 2021-2022 - With a full return to in-person learning in the fall, we expect a huge surge in Student participation in the school meal program. The Food Service Department is in a semi-rebuilding stage with a return to in person dining after a year away. The impact to the culinary facilities has not been positive and has resulted in mass equipment failures across all formats. Commercial equipment does not hold up well after being shut down for prolonged periods of time and thus we expect to be dealing with higher than normal equipment failures during the 21/22 school year. School year 21/22 will be all about getting back to some level of "normal", revive all our Student participation and get federal funds coming in to stabilize the department.

Financial - The department's operating profile has been decimated during the pandemic with the revolving account being in an accelerated rate of decline. There was just no sound operating model to pursue that would have covered the cost of labor and food, while still maintaining the level of service to the community. The department will be assessing every operating profile in every location to ensure it's not operating at a loss.

In a typical year, the Food Service Department is fully self-funded and does not have an impact on the operating budget. In FY21, operating funds were needed to cover staff salaries as revenues significantly decreased due to the COVID-19 pandemic.

FOOD SERVICES	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	0	0	0	0.00%
Additional Salaries	0	0	0	0.00%
Expenses	401,220	0	-401,220	-0.28%
Total Budget	401,220	0	-401,220	-100.00%



BUILDING AND GROUNDS

The Office of Buildings and Grounds department employs 70 custodians, a custodial supervisor, 9 maintenance personnel, five office support staff, a maintenance foreman and a director. This department currently maintains 16 school-owned buildings comprising 1,655,076 square feet of building space and 265 acres of grounds, including athletic playing fields, paved driveways, walkways, parking lots and wooded areas. The department objectives are as follows: adhere to safety and health standards, provide cleaning and maintenance inside and outside of building structures, ensure security of buildings, plan for and monitor efficient use of buildings, and provide year-round maintenance of grounds and in addition to routine maintenance and cleaning of all buildings, the Office of Buildings and Grounds oversees and coordinates the following: All applicable federal, state, local and district inspections including City of Framingham building inspections, fire alarm inspections and elevator inspections, which are performed annually.

We are pleased to report we are working with the Massachusetts School Building Authority (MSBA) in building a new Fuller Middle School with a scheduled opening in 2021. We have contracted TBA Architects to perform a Pre-Feasibility study for the Hemenway School to determine if it would be more feasible to renovate or replace the school at its current location or to find another location for a new Hemenway School. We anticipate submitting a Statement of Interest to Massachusetts School Building Authority in 2021 for a new elementary school located south of Route 9.

In FY20, the schools have had significant repairs done that have prolonged their useful life. The district has a 20-year Capital Plan for all of its schools and we are guided by that plan as well as by the conditions that exist or emerge in our buildings. The district has been supported in its efforts to maintain and upgrade all of our buildings through the City's Capital Budget process. The Capital Budget for the schools has allowed the district to maintain our buildings. The majority of the buildings are 50 years old or older that have not been renovated.

In FY21, it is important to note that a long-term 20-year capital facilities plan is utilized in planning for the future needs in the District. However, nearing the end of the FY20, the COVID-19 pandemic arrived and made it difficult to maintain our buildings on an "as usual" daily schedule basis. We had to switch gears to a series of mandated state guidelines for special sanitizing spray cleaning for the buildings, PPE (protective personnel equipment) to make sure the spread of COVID-19 virus was prevented in all ways possible when staff and students arrived back into the buildings. Along with this added work, we will continue to follow the long range plan and request funding for Capital projects that require priority status such as exterior envelope, paving/stormwater, and roofs that will allow us to continue to maintain and upgrade our buildings. This year's FY21 Capital Budget request was appropriated for \$3,605,000. This allowed us to continue our efforts to keep our buildings safe, sound and functional.

In the beginning of FY22, we will be relocating the remaining staff out from Fuller Middle as the demolition of that building is due to begin in early July 2021. The New Fuller Middle School building



is in its final stages of completion and everyone is excited for its grand opening in the fall. Two new artificial turf fields have been requested and approved through the FY22 Capital Budget for installation behind the new school. This new facility will be a gem for the Southside of the City and for the entire community.

BUILDINGS AND GROUND	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	4,862,490	5,015,155	152,665	0.11%
Additional Salaries	376,820	377,750	930	0.00%
Expenses	4,108,357	4,361,642	253,285	0.18%
Total Budget	9,347,667	9,754,547	406,880	4.35%

TRANSPORTATION

In a typical year, the Transportation department operates, in collaboration with a bus vendor, seventy-seven school buses transporting approximately 6,500-7,000 students per day. Buses carry out over 360 runs that cover 3,400 live miles and operate on a three-tiered routing system (elementary then middle then high school). The District services twenty-three schools including public, private and parochial schools per state law. Estimated bus fees to be collected in a fiscal year are approximately \$300,000 and are used to offset transportation operating costs. Staffing consists of a Director, an Assistant Director, two dispatchers and two administrative assistants. The fleet consists of 77 buses with several buses parked at a CSX lot at a cost of \$38,265 for FY22. The department’s routing software includes the Edutracker package, which allows a parent/guardian access to the Edulog Parent Portal Lite to view the location of their child’s bus in real time on their smart phone. Edulog also assists the District in route data analysis to allow optimization for scheduling and routing buses.

School year 2020-2021 has been like no other due to the pandemic, and the transportation department has been hard at work to route the Districts cohort S, cohort B and cohort A students. The department intends to pivot to schedule bus routes for the in-person return of Elementary students on April 5th and Middle School students on April 28th.

The major cost for the FY22 school year in this department is the home to school transportation contract with NRT Bus Inc. that will be in year one of five in FY22. NRT Bus is a new large school bus vendor to Framingham and the District looks forward to a collaborative partnership. The first year of the contract will cost the District \$6,006,100, a decrease of \$115,184 compared to the FY21 school bus contracted amount.

TRANSPORTATION	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	372,194	342,546	-29,648	-0.02%
Additional Salaries	5,000	5,000	0	0.00%



Expenses	6,366,580	6,379,675	13,095	0.01%
Total Budget	6,743,774	6,727,221	-16,553	-0.25%

TECHNOLOGY

The Office of Technology is responsible for providing a technical foundation to support the District's Strategic Plan and maintain an advanced learning environment for the 21st century student and educator. Our focus is to provide seamless access to digital resources, to integrate technology into the curriculum of the Framingham Public School district, and to assist the learning community through efficient processes and training. The Office of Technology oversees and supports technology across 17 sites, supports 1,600 district staff members, 9,000 students, and many of the community and after-school programs. We provide a wide breadth of support for technical issues, security and networking, data and analytics, state reporting, digital curriculum support, staff professional development.

The focus of the department over the past year has been to support remote, hybrid and in person learning. The staff needed to be flexible and pivot to meet the needs of students and families across the district. This involved major changes to infrastructure, rolling out 1:1 chromebooks and developing professional development for new tools for teachers.

For Fiscal Year 2021-2022, the Office of Technology will continue to support the 1:1 chromebook initiative and more clearly define the policy and process to support this program. We will also continue our focus on data. Numerous data initiatives were needed this year to support our students. This work will need to continue to expand in the next year.

TECHNOLOGY	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	1,264,663	1,242,542	-22,121	-0.02%
Additional Salaries	25,000	20,000	-5,000	0.00%
Expenses	1,902,863	1,833,400	-69,463	-0.05%
Total Budget	3,192,526	3,095,942	-96,584	-3.03%

SPECIAL EDUCATION

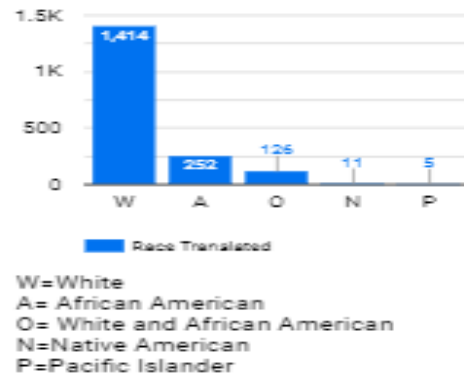
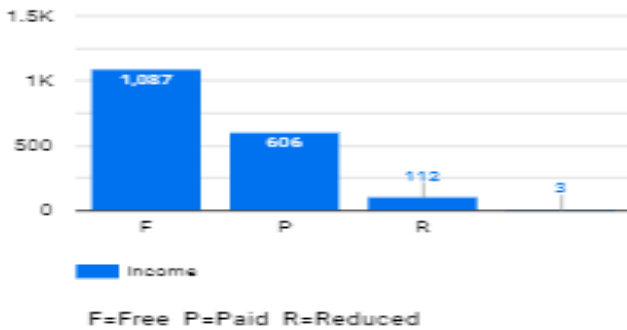
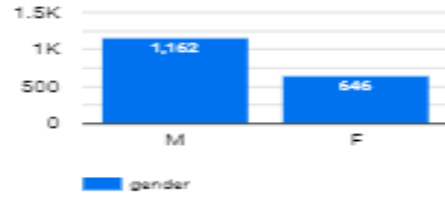
Currently there are 2,108 students receiving special education services, including therapy only, partial inclusion, full inclusion and substantially separate. In addition to services by special educators, we also provide speech and language therapy, occupational therapy, physical therapy, adaptive physical education, orientation and mobility, visual impairment support, applied behavior analyst support and audiological consultation. Below is a snapshot of our special education students as of March 2, 2021:



Number of Students with an IEP
2,108

Number of Students with an IEP and ELL
475

Number of Students who are Hispanic or Latino
840



In reflecting on FY21, preschool growth, compliance and program expansion were areas that lead to unanticipated costs. From 2016-2020, BLOCKS Preschool has added four half day sections of our Autism program and three half day sections of inclusion programs, along with staffing to support those classrooms. Specifically, FY20 was the third year in a row that an additional classroom needed to be added mid year. The number of preschool students requiring specialized programming for Autism Spectrum Disorders (ASD) is on the rise. We had twenty two students ready to enter Kindergarten in FY21 requiring a specialized ASD classroom. In order to support our incoming students, we identified that two additional classes needed to be added; one at King Elementary School and one at Brophy Elementary School. We also had a plan to expand our program for students with multiple disabilities and start a program at Framingham High school. Both our programs for students with Autism and our programs for students with multiple disabilities require a low teacher student ratio and specialized support from related service providers.

For Fiscal Year21, this year is very unique due to COVID-19. The guidance from the Department of Elementary and Secondary Education (DESE), required our department to hold COVID-19 Compensatory Meetings (starting with our “high needs” students) to evaluate the impact on the school closure from



March-June in FY20 and review the student’s individual progress towards attaining their goals. If it was determined that we owe COVID Compensatory Services (CCS), we should make every effort to provide them immediately. The DESE did provide some grant funds (approximately \$60,000) that we are able to use to provide these supports and, as a result, there is very little impact on the operating budget this year. It is unclear, however, if we will be directed to do the same process for CCS next year as a result of this current school year. It is also unclear if we will have access to the grant again next year to cover the cost of these CCS services. Therefore, there is potential for unanticipated costs next year as a result of COVID-19 and the limited in person learning that has occurred. Another challenge, as a result of the pandemic, is staffing. The Special Education Department has had openings all year that we can’t fill. In order to maintain compliance, we have had to reach out to agencies to contract services such as BCBA, ABA, SLP, and paraprofessionals.

For Fiscal Year 2021, Expanding our program for students with multiple disabilities has been a huge success and something we are very proud of. Up until five years ago, students who needed this level of support entering 6th grade were sent to an out of district placement. The students and families are benefiting from staying in our community and having access to the necessary services in the least restrictive environment. As a result of our program expansion, our physical therapy needs have increased. Many students in the program require direct physical therapy services and support. We currently have one Physical Therapist and one Physical Therapy Assistant servicing the district. In order to maintain compliance and provide the services, an additional Physical Therapist will be added.

Additional staffing will be required and a second ASD classroom at Brophy Elementary School will be added to manage the second year in a row of having more than 20 incoming Kindergartners requiring a specialized ASD classroom. As a district, we need to begin long term planning for our ASD programming, including looking at the current schools that house the program, reviewing the elementary to middle school feeder pattern, and considering expanding the program to an additional middle school. Our middle school ASD program is at Fuller Middle School and currently there is one classroom. When the new Fuller planning began, we projected a second classroom would be needed. If we have a third year in a row with twenty incoming Kindergarten students requiring an ASD classroom, Fuller will eventually need 6 classrooms for this program. The biggest barrier we have in program expansion continues to be the lack of additional space in our current school buildings. To note, Special Education legal costs are included in this budget and the District utilizes several different firms for District legal matters and are as follows: The City Solicitor (Petri & Associates, P.C.), (open meeting law, policy review, municipal leases, payroll), Morgan, Brown & Joy, LLP (employment, human resources, collective bargaining) and Benjamin & White P.C. (Special Education and civil rights).

SPECIAL EDUCATION	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	1,843,032	1,842,327	-705	0.00%
Additional Salaries	395,000	777,000	382,000	0.27%
Expenses	11,698,371	12,846,629	1,148,258	0.80%



Total Budget	13,936,403	15,465,956	1,529,553	10.98%
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COMMUNITY RESOURCE DEVELOPMENT

The Office of Community Resource Development (CRD) oversees before school, after school, non-school days, vacation weeks, summer programming, Framingham High School Daycare, and Flyers by Night. Additionally, the Office oversees over 35 community partnerships working within the schools and programs featured in the [Condition of Education Report](#).

Our Pre-K and Elementary program, called **Explorers**, is a robust before and after school program. The program is focused on Project Based Learning integrating STEAM and Social-Emotional Learning. Explorers is a fee-based program, accepting vouchers and scholarships. Explorers has been featured on [CBS Boston](#) and the [MetroWest Daily News](#).

Flyers After School (FAS), our Middle School programs, typically see over 800 students for in-person clubs such as Black Student Union, Dance, Dungeons and Dragons, Gender Sexuality Alliance, Key Club, Leadership Council, Robotics, Student Immigration Movement, and many more (clubs vary by school). This year we were successfully awarded a 21st Century Community Learning Center (21st CCLC) grant at Walsh Middle School. This model is our first ever to provide academic credit for successful participation. CRD will be applying for 21st CCLC funding for Fuller and Cameron Middle Schools in the Spring of 2021.

At the High School level, students sign up independently for a variety of clubs offered after school such as Yearbook, Robotics, Poetry and Literacy, Debate, Student Immigration Movement, Environmental Awareness, and more. During the summer, CRD oversees The Summer Institute, providing credit recovery and original credit opportunities for students.

The vision of Out of School Time (OST) expansion is to grow access and equity for students beyond the bell. Nationally, OST programs are shown to have efficacy with student attendance, discipline, family engagement, and more. The programs work tirelessly to ensure student accommodations for all behaviors by connecting with the school day staff, families, and community partners. As a department, we are projected to service approximately 3000 students during the 2021-2022 school year.

COMMUNITY RESOURCE DEVELOPMENT	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	631,201	243,128	-388,073	-0.27%
Additional Salaries	337,178	402,678	65,500	0.05%
Expenses	168,580	157,180	-11,400	-0.01%
Total Budget	1,136,959	802,986	-333,973	-29.37%



ADULT ENGLISH AS A SECOND LANGUAGE (ADULT ESL)

Framingham Adult ESL Plus (FAESL+) is one of the few adult education programs in the area to provide free and comprehensive programming for Limited English Speaking adults. The program provides AM and PM ESL, High School Equivalency, and Citizenship preparation classes, along with robust advising services. We offer 47 classes from beginner to transition to college. FAESL+ serves over 750 students each semester with countless more waiting. Due to safety concerns, we have not been able to hold an open public lottery over the last year, and we expect large turnout when we do our next open public lottery due to pent-up demand. 84% of our funding comes from the Massachusetts Department of Elementary and Secondary Education, Adult and Community Learning Services division. 8% comes from public grants and corporate and private donations, and 8% comes from Framingham Public Schools.

Our Spring 2021 students come from 40 countries and speak 28 different languages. Students range in age from 18 to 80 years old, with an average age of 41 years old. 68% of our students are female, and the majority work more than one job. Our adult learners are parents of 272 FPS students.

FAESL+ reinvented itself in 2020. On Thursday, March 12th 2020, we stopped in-person classes due to COVID-19; by the following Thursday we began instruction at a distance. We have used dozens of online tools and held over 1,000 hours of professional development to create the best possible online learning experience for our students. Many of the changes we have instituted during the pandemic add value and will continue. Our online learning allows us to meet our students' needs and fulfill our program's mission with greater flexibility than ever before. We wish we had not been forced to remake ourselves in the face of the pandemic, but we are discovering many silver linings.

Our student retention has been remarkable. As we start our Spring 2021 Semester, 11 months after we shutdown, 85% of our students have stayed with us (at a time when most programs in other communities have lost between 40 and 70% of their students). We have oriented students who were already on our Active Waiting List, and we begin the Spring 2021 semester fully enrolled. Our work is more crucial than ever. The pandemic has knocked everyone down, but some need more help in getting back up. Communities of color have been particularly impacted by this crisis, and these residents need fluency, literacy, numeracy, and technological skills to join the recovering economy. The need for free ESL classes is crucial to the economic recovery of these communities and of the City of Framingham. Through their participation in English as a Second Language classes, students will improve their skills while they develop a better understanding of U.S. culture and customs. These positive results bolster students' self-esteem, improve their job opportunities, increase their participation in their children's education, and their investment in our community.

In addition to free classes, we provide our students with access to as many wraparound services as possible. Our teachers and student advisors have experience helping students navigate systems that help their whole families to succeed and we reach out to our community partners to bring in resources



when needed. For example, we continue to provide our students with free consultations with an immigration attorney, thanks to Massa Viana Law. Through 2020, we provided counseling with licensed bilingual mental health professionals, thanks to a grant from MetroWest Health Foundation, and we have taken the lessons learned and resources uncovered during this project to create a training for all FAESL+ staff. We have an advisor stationed with the MassHire Metro Southwest Career Center to help align adult education and Career Services across the Metro Southwest region.

FAESL+ is a leader in adult education programs in Massachusetts and has built a reputation of providing high quality Adult Basic Education and ESL instruction over the past 37 years. The program consistently meets or exceeds the standards set by The Massachusetts Department of Education for Indicators of Program Quality. Special projects such as volunteer groups, student advisory councils, resource guides, and guest speakers create fresh and stimulating programming and keep students returning in large numbers. But the impact of FAESL+ extends far beyond the 750 students who attend our classes. Our adult students are parents of children in most of the Framingham Public Schools.

We know the value of community connections. FAESL+, along with the United Way of Tri-County, convenes Framingham Community Partners, pulling together dozens of local social service agencies on topics of interest and creating a valuable Network opportunity. The program also helps at a state level, with members of its administrative team sitting on the MassHire MSW Board, Framingham Housing Authority, Jewish Family Service, and providing PD through the SABES Network. The director is also the co-chair of the statewide Directors’ Council, keeping FAESL+ at the center of state policy for Adult Education. The program partnered in a research study with the Harvard Center for Education Policy Research on the public benefit of publicly-funded adult education. This research, presented on 2/24/2021 to the FPS School Committee, showed the robust and direct social and financial results of students being in an FAESL+ class. While the demand for classes vastly outstrips the supply, FAESL+ works hard to be available and accountable to the community. Our social media coordinator keeps a timely flow of information to thousands of followers on our Facebook, Instagram, and Twitter accounts, and we keep contact with our alumni to continually be of service.

All of our sites are accessible, and we believe that we are ethically responsible to serve all enrolled students qualified under our ABE charter from the Department of Education. For example, in response to COVID-19, we have begun offering remote instruction. Our services are scaffolded and have bilingual support staff to help get students online. But for those who lack technological literacy, we are establishing an alternate tutoring-at-a-distance program for those who lack the literacy or technical skills to participate in our online classes.

We thank the Framingham Public Schools School Committee for all of the support they provide our program and, in turn, to our students.

ADULT ESL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
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Salaries	125,198	109,151	-16,047	-0.01%
Additional Salaries	0	0	0	0.00%
Expenses	0	0	0	0.00%
Total Budget	125,198	109,151	-16,047	-12.82%

PHYSICAL EDUCATION

The Physical Education Department's goal is to educate minds, develop healthy bodies, promote positive attitudes towards fitness, physical activity and sports skills. The Department has developed a Peer Observation matrix that has been vetted by the Office of Teaching and Learning, which allows everyone in the department one professional day to visit and observe colleagues in other buildings. The department recently completed an update of the K-5 PE curriculum and is working on reorganizing and rewriting the grade 6-8 PE and health curriculums. The Physical Education Department has made significant strides and will continue to do so through this coming school year. The Department, through a collaboration with the Business, has streamlined the supply ordering process, learned and implemented Munis, and has established a basis of needs in terms of supplies and programming for K-8.

It was exciting to be able to create and be given the authority to manage the Health and PE budgets. There was a slight learning curve involved, but after working with the Business Office and learning Munis, supply ordering became even more efficient and streamlined. Also, this past year has been helpful in establishing a basis of need, in terms of supplies and programming, for the K-8 department. This assessment will be an ongoing process.

The Health and PE Department continues to operate in three tiers, elementary, middle, and high school. Grades K-8 is overseen by a Department Head and grades 9-12 is overseen by another Department Head however, we consider ourselves a K-12 department. Our vision remains the same, expose students to as many opportunities as possible, provide students with important health and fitness knowledge, and foster a positive culture within our classes that teaches life skills and perseverance.

Budgetarily, it has been a pleasure working with everyone in the Business Office, and we feel fully supported. The purchasing process has been much easier the second year going through the process. It is very helpful to have control of the supply budget specifically. As needs arise throughout the school year, they can be addressed fairly quickly. In regards to PD, it has been somewhat of a challenge to plan and access certain professional development opportunities based on two factors. First, the fact that most of the full day PD days were scheduled in the fall (2019), lining up and planning days so close together was challenging. Secondly and separately, the district procedure that disallows teachers to access PD opportunities on Mondays and Fridays severely limits the Health and PE department, as there are limited PD opportunities to begin with, and



many PD's for Health and PE teachers fall on Mondays and Fridays. The hope is that policy can be changed as subs become more readily available to the district.

Scheduling and staffing are a huge focus and constant concern. At the elementary level, working in conjunction with the Office of Teaching and Learning and Assistant Superintendent Amy Bright, scheduling changes were implemented. The intent was to create an equitable schedule across all nine elementary schools. This year was considered a pilot year. An SEL (social emotional learning) block was added to allow schools to pinpoint specific needs of higher risk students and provide targeted support during these SEL blocks.

As a result of the schedule changes, at this point, there are no itinerant teachers (teaching at more than one school). At the middle school level, scheduling is consistent across all three schools. An additional enrichment/connections/advisory block was added in the morning to each schedule. The challenge in regards to scheduling at both the elementary and middle school levels is equity in teaching load and class size across all schools. It is a consistent goal of the department to attract and retain quality teachers. The record will show, over the past five years, that we have been successful in achieving this goal.

A Health and PE Website has been added to the Department list on the Framingham District Homepage. Inter-departmental collaboration has been a goal of the department for many years. In the Fall, in collaboration with Sarah DeLuca, Stacey Cugini, Mynette Shifman, Cheryl Aglio-Girelli, and the Office of Health and Wellness, many Health and PE staff had the opportunity to attend a full day mindfulness professional development at Open Spirit in Framingham. Also, a partnership with the Food Services department has been developed, where Middle School Health classes have had Framingham State interns, who are overseen by Raquel Hammond, present tastings to 6th grade students at all three middle schools during the nutrition unit. At the same time, the Food Services "Harvest of the Month" program is being promoted through the tasting presentations. The two departments are working together to enhance the experience for all involved. We are excited to continue this partnership, and we are exploring opportunities to expand the relationship.

The purchase of 30 Polar GoFit OH1 Heart rate monitors has been approved and will be piloted at some schools (yet to be determined). It is a distinct possibility that more units will be purchased in the future. The Office of Technology has agreed to provide a compatible iPhone to aid in the facilitation of the Polar GoFit pilot.

Going forward the goal of the department is to continue to build positive relationships with students and continue to help build our students into responsible, accountable, young adults. We also will continue our goal and vision of remaining a unified K-12 department. As department heads, we plan to continue our collaboration with other district departments, in a variety of initiatives and collective interests. Two goals going forward include continued refinement and work with the Office of Teaching and Learning to ensure that any inequities and inconsistencies within



the elementary, middle, and high school schedules are addressed and improved upon. Also, in conjunction with this goal, class sizes (ever growing) are carefully monitored and assessed to ensure the best possible experience for all students at each school. Departmentally, for K-8, a goal moving forward is to find a way to have meaningful departmental meeting time implemented throughout the school year, other than full day PD days. Without departmental meetings throughout the year, it is difficult to ensure that certain messages are being heard and understood at all schools. Also, finding meaningful and engaging professional development opportunities is always a goal of the department heads. We look forward to the future and continue to put our collective best foot forward.

The 2019-2020 school year started like any other. We continued to explore curriculum options and partnerships we had started in previous school years (see above). However, the pandemic totally changed everything. From March to June, the Health and PE Department, like all other departments, tried to provide physical education and health education options and guidance for our students. The fact that we were not in school, nor had meaningful class meetings with students, severely limited what we could provide for students. We ended the school year hoping that we could get back to a sense of normalcy for the start of the 2020/2021 school year.

The start of the 2020-2021 school unfortunately did not usher in the normalcy we all had hoped for. We again were teaching remotely and we were having a hard time as a District and Department determining how to best instruct our students, as we now needed to figure out how to translate our curriculum to the virtual format. This was a huge chore and a cause of great concern and anxiety for all involved. Both the Health and Physical Education curriculums were a challenge to morph, and both curriculums suffered and continue to suffer during this time. The Physical Education curriculum was the most challenging to adapt, as this curriculum relies heavily on equipment and space. The hope was, that when students were allowed back into school, we could get back to a more “normal” and authentic teaching style. Again, this was not to be. Now, as I write this, we are still overcoming challenges, namely “simultaneous teaching,” where teachers need to teach students that are in person and remote at the same time. We are continuing to explore the best way to go about this nearly impossible task. We are continuing to adapt and overcome as a department. Throughout all of this I have been very impressed with the resilience and dedication my staff has shown. We are looking forward to a 2021/2022 school year that will allow us an opportunity to again teach Health and PE as it should be taught.

There will be a certain amount of “catch up” in the 2021-2022 school year that will have to play as we return next year. We as a department are looking forward to this opportunity. We will re-establish our baseline for student expectations, continue to develop positive relationships with students, and from there, move forward in advancing the Health and PE curriculums.

	FY21	FY22	FY21 to FY22 \$	% INCREASE TO
PHYSICAL EDUCATION	PROJECTED	PROPOSED	INCREASE	TOTAL



Salaries	16,500	16,500	0	0.00%
Additional Salaries	0	5,000	5,000	0.00%
Expenses	38,730	40,280	1,550	0.00%
Total Budget	55,230	61,780	6,550	11.86%

ATHLETICS

The Framingham Athletic Department is a continued source of pride for the people of the City of Framingham. Due to the volume of events and publicity we receive, athletics is often considered the most publicly recognized department in the school district. We are determined to provide our student athletes with a great experience representing the City. Our athletic teams reflect the positive values they have learned growing up in Framingham. Our athletes represent us with poise, class, and distinction throughout the school year. Our teams reflect the richness of diversity in Framingham and our athletes become better people with guidance from our teacher coaches. For many of our students, athletics is the central factor in better attendance, improved behavior, higher grades, and greater overall participation in their school community. Framingham is a well-recognized sports community, and many of our teams are recognized as perennial challengers for league and state wide accomplishments. The Department has four full time employees that manage and support roughly 150 part time coaches and roughly 1,500 athletes. Athletics works in close coordination with all other departments in the City of Framingham. Your Framingham Athletic Department has an excellent reputation both within the City and throughout the state.

The pandemic of this past year presented a variety of challenges and we were asked to redefine our roles while remaining at the ready for when we could safely return to play. Throughout the fall we were charged with a variety of responsibilities varying from delivering hotspots and Chromebooks to scanning books for academic departments. Our staff remained engaged with MIAA and League officials to be ready for return to play and had knowledge of all protocols. We had planned for a fall season and eventually had to cancel. We then planned a winter season only to have to cancel that as well. In the meantime we continued to help with anything we were asked to do, monitored all the virtual work our coaches were doing, and worked with district officials to keep our students as engaged as we could under the circumstances. We turned our efforts to a few long term projects and did a complete and full equipment inventory, had our gym floor restored, and planned for the Fall II season. At long last the Fall II season is underway and we are currently running 19 sports at this time. The level of effort the Athletic Department staff and coaches have put in to make this happen has been inspiring. Running 19 sports in a normal year would require a Herculean effort but add in all the required modifications, weather obstacles, transportation problems, and it makes it that much harder. Thanks to the offers of our coaches, cooperation of our parents, and support of central office administration, we are making it work.



Our vision moving forward is to continually improve and foster a positive culture within all of our programs projecting a positive image of our teams for the citizens of Framingham. We continue to work closely with our youth sports groups to create strong feeder programs that will keep our most talented young people wanting to play their sport at Framingham High School. We are working to enhance our current facilities and create awareness throughout the City for our needs such as additional turf fields, gym space, or a community athletic center.

Athletic Department Core Responsibilities

Process registrations for roughly 1,500 students through the course of the school year;

- Manage and support nearly 1,800 individual interscholastic and middle school competitions through the course of the school year;
- Manage social media accounts and website detailing the daily events of the Athletic Department;
- Manage and maintain calendar database for all sports;
- Arrange transportation for between 600-800 away events;
- Manage aspects as they relate to Bay State Conference and our responsibilities within our league;
- Create a presence in our statewide association and ensure that all MIAA rules and regulations are being followed;
- Provide that all federal and state laws and mandates such as: AED locations, concussion protocols, Coaches Education, CPR Certifications, Title IX, among others are being followed and addressed; and
- Promote athletics and improvement of facilities throughout the City.

ATHLETICS	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	291,572	296,007	4,435	0.00%
Additional Salaries	385,000	405,150	20,150	0.01%
Expenses	357,685	349,985	-7,700	-0.01%
Total Budget	1,034,257	1,051,142	16,885	1.63%

SAGE GIFTED AND TALENTED

The SAGE Department is composed of students in the 2nd-8th grades who have qualified through various screening measures. The Sage department has 8 staff members that service nine elementary schools and three middle schools. In grades 2-5, students go to pull-out classes once a week for 1 1/2 hours and work on activities and projects that include STEAM, ELA, and Social Studies. Students also benefit from the SAGE teacher pushing into the regular classroom to offer enrichment or other activities. Our middle school students have pull-out classes to work on projects or enrichment for



subjects such as Math and ELA. They also benefit from having the SAGE teachers pushing into their Math, Science, and ELA classes.

This year in SAGE we did a lot of awesome things, and as a team we stretched our minds and challenged our students. We have started an innovation project with all of our students, to make our schools and the City of Framingham more green. Each school has chosen projects that their SAGE students are interested in with the emphasis on “going green.” At the start of this project, the SAGE students at each of our elementary schools wrote letters to Mayor Spicer, Representative Robinson, and Mr. Shawn Luz and asked them what they think the biggest environmental need is in Framingham. From this we will be doing projects to find solutions to some of these problems. We are also purchasing robot kits for each elementary school so that they can use the robots to help solve these problems as well as get the students interested in robotics. Working with the robots will also develop the skills needed for robotics in middle and high school.

This year we are also starting a new screening process to be able to identify a larger demographic of students. Starting this Spring, we will be doing online testing using the CogAT cognitive test. Not only will this program be less biased, it will take our testing time from 2-3 months to 24 hours. We will also be able to test an entire class of students at the same time. Our teachers are receiving professional development on how to administer the test.

We sent out a SAGE newsletter to the entire community that will be published three times a year. We also had a Puzzle Night on January 29th to celebrate National Puzzle Day for the community and had well over 200 people. This will become an annual event. For the coming year we are going to be doing universal screening for all 1st grade students in the district. By doing this we can reach students that may never be identified using the previous tests. We would also like to be able to add more robots and other STEAM related materials so that our students can get a firm grasp of robotics and STEAM in general.

GIFTED AND TALENTED	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	101,753	52,761	-48,992	-0.03%
Additional Salaries	0	1,360	1,360	0.00%
Expenses	24,252	25,416	1,164	0.00%
Total Budget	126,005	79,537	-46,468	-36.88%

PARENT INFORMATION CENTER

Despite the COVID-19 pandemic which first affected Massachusetts in March 2020, the Parent Information Center (PIC) was able to quickly develop a plan to ensure remote registration for families. From March 13, 2020 to June 30, 2020 PIC registered 342 students, hosted virtual Kindergarten tours,



and shifted paper forms to online forms. Further access was created for families by providing PIC staff members with district cell phones so that parents could contact them during school business hours. From July 1, 2020 to March 2, 2021 951 students were registered.

In the summer of 2021, the Parent Information Center will be transitioning into the Farley Building. The building lies adjacent to the new Fuller Middle School across from McCarthy Elementary School. Located on the first floor of Farley, parents will be greeted by a receptionist who will guide them to the seated waiting area. The Parent Information Center (PIC), will expand student registration to include more services to serve the holistic needs of families. Families will meet with a case manager to assess each family's basic needs and connect them to appropriate services to ensure a smooth transition into Framingham. Families in need of emergency food, school supplies or clothing will be accompanied to our Welcome Center Resource Room. The room will be maintained by district staff and community partners. It will be fully stocked with new clothing, shoes and school supplies. Daniel's Table will keep it fully stocked with dry foods and frozen family size meals. The Welcome Center will house a community office where community partners such as Mass Hire, SMOC and the Edward Kennedy Center and more will be able to set up remote office hours to facilitate greater access for families.

As we look to FY22 we are preparing for life post COVID. That includes community hours for PIC that would allow for student registration during evening hours and on weekends in target areas within the community. These sessions will take place during high enrollment times throughout the year helping to ease access for families while lessening the number of families registering during the week.

PARENT INFORMATION CENTER	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	381,835	430,660	48,825	0.03%
Additional Salaries	25,400	25,400	0	0.00%
Expenses	59,000	57,011	-1,989	0.00%
Total Budget	466,235	513,071	46,836	10.05%

FINE AND PERFORMING ARTS

The Fine and Performing Arts in the Framingham Public Schools is a jewel in the crown of our educational programming for our kids. Framingham has shown that it values the arts as a part of a comprehensive education. Our theatre program, our instrumental music program, our brand new dance program and our visual arts programs are some of the best in the state. The theatre program is used as an exemplar in other communities. Even in our virtual year our students and teachers were recognized for excellence in several areas of arts education.

The request this year represents the need to continue with our Quaver curriculum subscription for K-5 music along with a subscription for a curriculum to address social emotional learning through the arts. Quaver is an online music curriculum resource which is the foundation of our K-5 curriculum. This



subscription and the accompanying technology ensures that all students in the district are receiving the same high quality music experience. The request also includes a request for a Coordinator of Fine and Performing Arts at Central office and additional funding to support our highly successful marching band which continues to grow and now rehearses throughout the school year.

Highlights:

- Equitable per student formula for elementary and middle school arts funding has provided a “like” arts experience for all students in Framingham.
- As a result of cost center ordering we have saved between 30% and 50% in discounts from at least two of our biggest vendors. This savings allowed us to outfit every music classroom with “standard” equipment and to provide art supplies at a per student allowance which insured equity at all schools and relieved the PTO’s from supporting curriculum related materials.
- The String program is now at three elementary schools and 30 string instruments were purchased to start this program and 20 more this past year. We now need at least 20 additional instruments as the program grows.
- An FHS student was selected for the Massachusetts Music Educators Association all state festival once again.
- An FHS student came in 1st place in the state wide Massachusetts Educational Theatre Guild’s monologue scholarship audition.
- Two FHS students took first place in the METG scene partner contest.
- An FHS student took a first place slot in the new Musical Theatre Contest sponsored by METG.
- Our Visual Arts students participated in Youth Art Month and the Globe Scholastic and were recognized with gold and silver keys in Photography and Visual Art.
- Our grade five band program serves 70% of all grade five students in the district.
- Our three middle schools and our high school have vibrant and successful after school theatre programs.
- In conjunction with Community Resource and Development, we will offer our third year of summer theatre programming for our students. The enrollment has grown from 23 to 33 and this year we are at 40 already.



Two of our FHS Scholastic Art award recipients



FINE ARTS AND PERFORMING ARTS	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	293,163	401,713	108,550	0.08%
Additional Salaries	181,100	181,100	0	0.00%
Expenses	151,518	150,168	-1,350	0.00%
Total Budget	625,781	732,981	107,200	17.13%

SAFETY AND SECURITY

The Office of Safety and Security primary goal is to provide a safe, secure, disruptive-free learning environment for all who attend Framingham Public Schools. The primary role of the Director of Safety and Security is to support students and staff with any safety-related issues, concerns, or problems. The Director provides a highly visible service by distributing information and assistance to the school community in order to sustain the integrity of Framingham Public Schools rules and regulations through necessary and appropriate enforcement actions. The Office has established communication and coordination with local, state, and federal agencies with respect to safety and security planning and training. The funding in this department does not fund the Framingham Police Department’s School Resource Officers in our buildings.

Core Responsibilities:

- District Wide Implementations
 - Evaluate current procedures and practices relative to security and safety and suggest alternative methods for security operation improvement.
 - Perform audits of security related performance and conduct physical surveys of lighting, security cameras, emergency communication system, including security equipment condition, communication, etc.
 - Prioritize the long-term plans/actions and the budgetary needs of the district
- Continue the Implementation of the Emergency Response Plan
 - Assist in preparation of Emergency Management and Contingency Planning with local authorities. Continue to work on interdepartmental communication and collaboration on the District plan
 - Security Training for students, faculty and staff. This will include a proactive approach to responding to a crisis
 - Provide education on preventive measures related to school and community safety. This will include suggestions to all Professional Development Day options
 -
- Respond to Emergency Incidents throughout the District.



- Proactively work with the City of Framingham Public Law Enforcement, Fire and other agencies as it relates to the Framingham Public Schools, FPS Offices of Building Grounds and Transportation’s Safety and Security
- Provide parking and traffic control recommendations when required or requested.

SAFETY AND SECURITY	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	113,757	198,597	84,840	0.06%
Additional Salaries	0	0	0	0.00%
Expenses	143,900	238,092	94,192	0.07%
Total Budget	257,657	436,688	179,031	69.48%

EARLY EDUCATION

The Early Childhood Alliance of Framingham (ECAF) is dedicated to promoting and supporting the healthy growth and development of young children prenatal through age 8 by strengthening families and advocating for high quality learning experiences.

The Alliance is made up of a host of community agencies in partnership with the district with a focus on ensuring access to early learning experiences for children prenatal through age 8, school readiness, early childhood resources, and professional development for early childhood educators.

The Early Childhood Alliance provides access to:

- Signature Play, Learn, and Grow Together Groups
- Internationally Recognized **ParentChild+** Home Visitation Program (For eligible families with children age 18 to 36 months old)
- Family Education & Support
- Ages & Stage Parent Questionnaire
- Resource & Referral Services
- Resource Guide for Early Education
- Transition Support
- Family & Community Leadership Opportunities
- And More!

Community Outreach, Resource and Referrals

- **Transition Support** – connecting your family to early intervention, preschool, kindergarten, special education, and out-of-school time.
- **KinderWait Entry** – assistance in accessing financial assistance for child care.



- **Resource Guide for Early Childhood** – inside this booklet you will find information on choosing child care, child care programs and preschools, preparing your child for Kindergarten, and helpful community resources.

Signature Play, Learn and Grow Together Groups, Family Education and Support, Home Visitation, and Ages and Stages Parent Questionnaire (ASQ)

- **PLAY, LEARN, AND GROW TOGETHER (PLGT):** This is play-based learning that has something for every young learner. We will imagine, create, sing, and read as we explore the different brain building zones. After all learning is not only fun, but it is the gift that keeps giving! The Passport to Kindergarten curriculum includes the following overarching themes: the three literacy areas- Early Literacy, Social Emotional Learning, and Financial Literacy; STREAM; Brain Building in Progress/School Readiness; and Summer Learning.
- **HOT TOPIC/BABY TALK/HEALTH SERIES/OUTDOOR EDUCATION:** These family education groups are perfect for the parent to have weekly discussions on common topics such as feeding, sleep, health, child development, and more.
- **LET'S GO TO KINDERGARTEN:** This group is geared toward the family with a 3-5 year old who wants to learn school readiness skills in a play-based environment.
- **DADS AND DISCOVERIES:** This group is a great way to connect with other dads and their families. We will sing songs, discover new learning activities, read a story and more. This group is open to all families, especially for children from birth to 6 years old.
- **PJ FAMILY STORY HOUR:** This evening monthly group is for the whole family that highlights the importance of bedtime routines.
- **PARENTCHILD + PLUS HOME VISITATION PROGRAM (formerly PCHP):** is a home-based early literacy program that provides families with weekly home visits by a trained home visitor who brings educational books and toys as gifts to the family. ParentChild + is open to eligible families with children 18-36 months.
- **AGES & STAGES PARENT QUESTIONNAIRE (ASQ)** - an opportunity to learn more about child development and how your child is growing and learning. Another tool to honor the parent as their child's first and most important advocate and teacher.

Leadership Opportunities

- ECAF Leadership Council - Parents, community organization representatives, and early childhood educators meet to discuss program initiatives and priorities, set the direction for ECAF activities, and networking opportunities.



- Action Team Involvement – Members participate in defining tasks for specific program activities such as community outreach, volunteer recruitment, events, marketing, and fundraising.

The work is led by Jane Cohen, the ECAF Program Coordinator. All positions are funded by the Massachusetts Department of Early Education and Care Coordinated Family and Community Engagement grant program, administered by the Framingham Public Schools, and kindly supported by community partners. As the district looks to expand access to early education, ECAF offers the perfect foundation to build off of. In FY20, Joseph Corazzini, Assistant Superintendent of Equity, Diversity and Community Development, requested that ECAF be established as a department. The department would provide support to help expand our Pre-K work. A modest first budget of \$10,041 to cover some supplies is the first step in our effort to expand our Pre-K work. The budget in FY21 was increased to \$16,015. We continue to be delighted to be an official department of the Framingham Public Schools to lend our early childhood parent child education programming both in group and in home settings, and, family and community engagement expertise that embeds authentic strengthening based practices at the earliest point in the families' introduction to early education and family support.

The 2019-2020 year went well given the pandemic. We rose to the challenges of the pandemic and nationally home visiting programs were the first to develop virtual best practices in response to the COVID-19 affecting every community. We gathered our community partners and worked together to support one another and listen to the pressing needs. We provided over 40 pre-recorded programs to families focused on early literacy and school readiness. We offered over 70 live Zoom parent child group programs with over 300 families with 425 children under the age of 5 fully engaged. The internationally recognized ParentChild+ early literacy and school readiness home visitation program serves 20 families impacting 37 children. These families tend to be more isolated, immigrants, live at the poverty level, and may have a special need.

During the current 2020-2021 school year we have consistently without pause continued programming and improved as we furthered providing the programs. Our Leadership Council stayed strong and together offered one another support and guidance. Outreach to families is the biggest challenge due to COVID-19 and no in person contact. However we rely on partners and the schools to refer families with young children to us. Outreach within the schools is critical as the students have young siblings that could benefit from our programs at the earliest point and prior to entering the schools formally. Prevention at its best! A shortfall was stable technology for staff, as Early Learning Specialists need reliable computers, laptops preferred. Turnover of families was common due to the transient times due to the pandemic. Yet we were able to continue recruiting families for our menu of programs especially the ParentChild+ program. Again having partner support is critical as well as having access to the centralized child care waitlist.

For the 2021-2022 school year, we look forward to continuing to build the early childhood division department and are ready to support any efforts, challenges, and achievements of the district and city. We are hopeful that the Department of Early Education and Care will continue the Coordinated Family and Community Engagement (CFCE) grant and the Governor will continue to recognize these essential proactive, prevention early identification programs as key to future learning successes for all students



and families. However, the budgets are extremely limited in these grants. Staff are underpaid compared to similar district positions and all staff are highly trained with early education and home visiting backgrounds, skills and abilities as well as social work. Sustainability is important and by embedding in the district plan recognizes this work as essential to the mission, vision, and goals of the Framingham Public Schools.

EARLY EDUCATION	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	0	0	0	0.00%
Additional Salaries	0	0	0	0.00%
Expenses	16,015	16,015	0	0.00%
Total Budget	16,015	16,015	0	0.00%

LIBRARY MEDIA

The mission of the FPS Libraries is to provide equitable resources and opportunities to all members of the FPS community by supporting learners in their journey toward their unique passions, becoming critically thinking, responsible and literate citizens in order to meet the information needs of their life and work. The FPS Libraries will modernize the print and digital library collections across the district in order to provide equitable access to all students, support content area instruction, nurture a culture of independent reading, build a program that ensures every student attains the Massachusetts Digital Literacy Standards essential for college and career readiness, and build a library culture of independent, student-led inquiry.

In 2019-2020, FPS Libraries circulated 91,787 books to FPS’s students and staff, until the March 2020 shutdown. The libraries also increased print materials in languages other than English; they are now available in every FPS Library, primarily in Spanish and Portuguese, with a dedicated budget line to fund the growth of these collections. High circulation in these collections demonstrated a continued strong need to supply this increasing demand. The district has made great strides toward building a program that ensures every student masters the Digital Literacy and Computer Science skills essential for college and career readiness. These skills largely overlap with the kind of Information Literacy skills that have long been the staple of Library Media Specialists’ curriculum and teaching. At the K-5 level, the Library Media teachers expanded the Digital Literacy Skills curriculum, including units in Media Balance, Online Safety, Digital Research Skills, and Coding. At FHS, the Library Media Specialist oversaw the creation of the AP Capstone program, a two-course series teaching research, information organization and presentation skills and promotes curiosity-driven independent learning and critical-thinking. At the middle schools the full staffing of libraries with media specialists allowed for more comprehensive instruction of research skills at all three schools. The librarians collaborated with core content area teachers to implement curriculum based inquiry projects and teach students critical skills like targeted searching and documenting sources. During the spring 2020 asynchronous learning period, Library Media Specialists quickly pivoted to create lessons that focused on accessing and using digital resources,



and Library Media Specialists provided remote professional development to grade level teams on digital resources and information literacy skills development.

In 2020-2021, the FPS Library Media Specialists helped the district to employ a digital curriculum model, including ebooks and digital resources for remote/hybrid learning. The increased use of digital tools and the need for digital citizenship among K-12 students has highlighted the crucial importance of Digital Literacy skills. The addition of Library/Media Specialist positions at three elementary schools mid-fall 2020 thanks to Chapter 70 funding has now provided all of our elementary students access to highly trained and certified Library Media Specialists. This year has posed some unique challenges. Our libraries are working on recovering books lent out to students in 2020, but some students may not return to buildings this year. It will be important to fully fund the libraries’ book budget line to replenish lost materials, without burdening families with this financial cost. Though our students have had access to ebooks during remote learning, they need to regain access to printed personal literacy resources in our libraries. The conditions of the current school year has necessitated the use of school libraries for teacher work and meeting spaces and other administrative needs; however, in the 2021-2022 school year, students will need access to their library spaces and materials again.

For many students, the school library is their sole source of independent reading materials. In 2021-2022, the FPS Libraries are greatly looking forward to helping kids return to a love of pleasure-reading. The print collections in the majority of the district’s libraries are out of date. The FPS Libraries must invest in contemporary, representative, linguistically diverse, and curriculum-supporting print and digital resources to update their collections. However, for the first time in two decades, all FPS K-12 schools will be staffed by a licensed, Library Media Specialist. We are very excited about this level of staffing, but there is work yet to be done. The Library Media Department has only recently been rebuilt from a group that was primarily staffed by Unit T members to a professional team of licensed Unit A specialists. The Department does not yet have a complete standardized Curriculum across the district’s schools, and does not have adequate staffing to ensure the implementation of these standards with fidelity.

LIBRARY MEDIA	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	21,000	21,000	0	0.00%
Additional Salaries	0	2,000	2,000	0.00%
Expenses	106,653	106,527	-126	0.00%
Total Budget	127,653	129,527	1,874	1.47%

MEDIA AND COMMUNICATIONS

The start of FY20 was like any other year. There were normal challenges and solutions and the Media and Communications Office was fortunate to have an FSU Intern to assist with the fun, public-facing social media support to highlight the amazing things happening in our schools. This shifted in March of 2020 and the Media and Communications Office provided more communication than ever to families,



staff, and the wider Framingham community. The pandemic forced the creation of a new COVID-19 Website, live video broadcasts, increased translation of information and documents, constant updates and district-to-home communication, a social media campaign soliciting photos of students learning in a remote setting, a series of trilingual virtual events, the rollout of new tools for teachers, a week-long celebration of our amazing teachers with several videos of student submitted photos and videos, and in general an expansion to capacity that was nearly impossible.

Fiscal Year 2020-2021 has continued to stretch the Media and Communications Manager in time and capacity to new levels. The amount and frequency of nuanced communication to various family groups has increased exponentially; the District fast-tracked the launch of a robust school-home communication tool (Remind) in the fall and expanded all-staff access to the District’s newsletter tool (Smore); the District shifted to 100% virtual means for special meetings and webinars - not just for sharing information to the public, but for special orientations, school choice meetings for incoming Kindergarteners, and school and grade-level presentations; an increase in video creation for how-to tutorials or presentations to accompany some of the live meetings; supporting the renaming of Woodrow Wilson Elementary School; providing several real-time and self-paced PD for all staff members; hosting virtual press conferences; launching the Return to Learn Hub for back to school information; fully supporting all department-owned operational messaging for the Kindergarten registration and choice process (PIC), bus information and denials (Transportation), MyMedBot and Pooled Testing Communication; and more. Almost all of the District events executed through a mix of Zoom and Smore were facilitated by the Media and Communications Manager on the back-end. While this expansion was happening, the fun and positive social media efforts slowed down - partially because the visual content for things normally celebrated wasn’t possible, but also fun and positive things have taken a backseat to the important communication happening on a daily or weekly basis; the website template update has been paused; inclusion and leadership in the Massachusetts K-12 PR Learning Network was halted; the opportunity to collaborate with city and community partners was not feasible; and there were several other things that just could not be accomplished.

The Media and Communications Office is very much looking forward to seeing and showcasing teachers and students in classes, on stages, and on fields. It is the hope of this office that the new tools will continue to serve an expanded purpose and deepen school-parent connection and engagement. It is the goal of this office to continue providing transparent, helpful, inspiring, timely, and relevant information through communication channels such as the Framingham Public Schools website and social media accounts, media relations, as well as, providing communications-related training opportunities for Teachers, Administration, and Staff. If afforded, it would be incredible to receive additional personnel support to help balance the all consuming day-to-day operation as well as the strategic growth as this office continues to support all Departments and Schools in addition to pursuing its own initiatives.

COMMUNICATIONS	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	91,800	170,509	78,709	0.05%



Additional Salaries	28,200	32,400	4,200	0.00%
Expenses	52,519	56,533	4,014	0.00%
Total Budget	172,519	259,442	86,923	50.38%

INDIVIDUAL BUDGETS AND NARRATIVES BY SCHOOL

FRAMINGHAM HIGH SCHOOL

School Year 2019-2020

- Course offerings during the school day and afterschool for early college credit in collaboration with both Mass Bay and Framingham State University.
- The launch of American Sign Language was very successful.
- The Framingham State University College Planning Center satellite office is established in the FHS library.
- The first cohort of Metrowest Early Scholars in the Class of 2024 was selected. The MWES parent advisory committee was established.
- The FHS schedule committee researched a new schedule that would include a Flyer Flex block for academic interventions, support, social/emotional learning, and student activities. The goal of the Flyer Flex period is to engage all members of our school in a wide range of learning opportunities while bolstering academic/personal achievement and advancing school culture.
- Teachers and support staff engaged in Universal Design for Learning professional development both in person and virtually.
- Engaging Schools spent four days at FHS observing social, emotional learning practices in classrooms. Administrators, teachers, support staff, and students were interviewed as part of the process.
- Air conditioning has been installed in all areas of FHS.
- ALICE training: ALICE training was implemented for the full staff during a professional development day prior to the start of the school year
- S2 Badge System: The district rolled out a district-wide implementation of an integrated security system for staff and visitor access to schools. Staff are able to access the building through any one of the eight card swipe stations located around the building. Scheduled reports of visitors are distributed every evening for the previous day. The S2 also enables school



administration to run reports of existing staff in the building during emergencies to maintain awareness of everyone in the building at any time.

- Raptor Visitor Management System: The Raptor visitor management system has been implemented district-wide since the fall of 2019. The system manages all non employee visitors and maintains the visitor information in a web-based application.
- Camera Expansion and Upgrade: Framingham High School has increased the number of cameras located throughout the school, which provide extensive internal and external coverage around the building and the campus with high quality cameras.
- Three new 15 passenger vans were purchased to extend learning outside of the classroom and create opportunities for civic involvement of co- and extra-curricular clubs.

School Year 2020-2021

- The Learning Center for the Deaf/Framingham High School: American Sign Language course: Expansion SY2021 ASL I and ASL II offered. ASL fulfills the World Language requirement for FHS and a majority of institutions of higher education.
- Framingham State University/Framingham High School: College Algebra, Quantitative Reasoning, and Sociology school day courses for both FHS and FSU credit.
- Framingham State University/Framingham High School MetroWest Early Scholars first cohort Class of 2024: Early Scholars had the opportunity to earn 4 college credits during the Summer of 2020 for enrolling in FSU Interdisciplinary Studies virtual course.
- MetroWest Virtual College: SY 2021 Partnership among Framingham State University, Massachusetts Bay Community College, the MetroWest College Planning Center and Framingham High School to provide college credit bearing Virtual Dual Enrollment classes in Expository Writing, Social Inequality, Reading Literature, and Biological Perspectives on Environmental Issues,
- National Foundation for Teaching Entrepreneurship/Framingham High School: FHS junior Laysa Mourao who went on to [compete at the national competition](#) and met Massachusetts Secretary of Education, James Peyser
- Advanced Placement Research course: This course is offered for the first time. This course gives students the opportunity for in depth exploration on a topic of the student's choice. Students plan, design and conduct a full year research study.
- Framingham High School
- FHS Diversity, Equity and Inclusion Committee: The mission of Framingham High School's Diversity, Equity and Inclusion (FHSDEI) Committee is to encourage the Framingham community to engage in self-reflection and education to address micro and macro aggressions in regard to diversity, equity, and inclusion. We aim to change the culture of our school by analyzing and improving school policy, curriculum, pedagogy, leveling, and hiring practices, while engaging in essential conversations with the



Framingham community. We do this for our students, ourselves, and for the higher goal of promoting the inherent worth and dignity of all human beings.

- FHS Evening Academy: This virtual evening high school is serving an immediate need for our English learners who are not able to attend school during the day because they must work or care for their children or siblings due to the COVID-19 pandemic. Students take courses to complete graduation requirements and receive personalized support services that minimize the risk of dropping out and increase fulfillment of graduation requirements. The goal is to expand the Evening Academy to more students beyond the COVID-19 pandemic.
- The Academic Development Center is staffed by teachers as a teaching assignment with a coordinator who is also a teacher. Prior to SY 2021, the ADC was an assigned duty and the program was coordinated by an administrator.
- Plan and execute NEASC 2020 Decennial Accreditation visit March 28-30, 2021.
- The Code of Conduct work with Engaging Schools moves forward district-wide to establish consistency and restorative practices for managing student behavior.
- Renovation of gymnasium floor.

Framingham High School SY 2021-2022

- Launch the FHS Welcome Academy to support the academic and social and emotional transition that will set them on a path of success after moving to Framingham and enrolling in a large urban high school.
- Plan academic supports and interventions as a result of COVID-19
- Expand the Evening Academy
- Expand the AP Seminar and Research offerings
- Increase the number of black students in Advanced coursework
- Resume the new schedule/[Flyer Flex block](#) planning committee
- Investigate change of school time transportation study
- Create action plans for NEASC Decennial Visit recommendations

FRAMINGHAM HIGH SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	20,424,834	21,258,655	833,821	0.58%
Additional Salaries	97,595	123,097	25,502	0.02%
Expenses	344,241	315,337	-28,904	-0.02%
Total Budget	20,866,670	21,697,089	830,419	3.98%

THAYER CAMPUS OF FRAMINGHAM HIGH SCHOOL

Thayer has focused on how to continue to move students forward in accomplishing their goals and how to support students in reaching graduation requirements during the challenge of remote learning



throughout the pandemic. We have worked with the office of Equity, Diversity, and Community Development to bring speakers and outside resources to the students of Thayer, and continue to support students in our work study program.

We have also worked with the Social Emotional and Mental Health district team to discuss challenges during the pandemic and strategies to best support students during this time and have connected with teachers in other alternative programs in the area to discuss best practices. We would like to continue the conversation on other outside supports that may benefit students at Thayer, especially in the areas of career training. Next year, we hope to provide students with targeted and regular MCAS tutoring and more support for ELL and special education students whose needs are not currently being met.

THAYER HIGH SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	734,309	792,639.67	58,331	0.04%
Additional Salaries	0	0	0	0.00%
Expenses	8,000	5,000	-3,000	0.00%
Total Budget	742,309	797,640	55,331	7.45%

CAMERON MIDDLE SCHOOL

The 2019-2020 school year ended abruptly in March of 2020. Prior to school closing our Instructional Leadership team was meeting on a regular basis, reviewing data and providing feedback for our Tier 1 support plan. Our Tier 1 support plan sets benchmarks for us to meet every few months in the areas of classroom visit rounds, discipline, iReady, and attendance. We regularly conducted classroom visit rounds to our content area teachers and used collected data to inform our professional development. The Universal Design for Learning team provided professional development on a monthly basis to all staff and staff were implementing Universal Design for Learning strategies in all classrooms.

The faculty and the administration of Cameron Middle School continued with our focus on working on the goals developed with the support of Assistant Superintendent Anne Ludes in our Tier 1 support plan during the 2020-2021 school year.

So far this year, we have increased our classroom visit rounds (CVR) so that we are visiting all content teacher classrooms, World Language teacher classrooms, and Specialist classrooms each week. Our Instructional Leadership Team analyzes the data from these visits to find themes where we can provide professional development or teacher support for our staff. We have increased student time on the iReady platform as well as increased iReady lesson pass rates for both ELA and Math. We have worked closely with our Tier 2 team to develop interventions to support students remotely and will transition to providing in school interventions. We have monitored student attendance each month and the support



staff is working closely with families and students to increase student engagement. As a school we continue to focus on Universal Design for Learning practices, which focuses on creating access to engaging and rigorous grade-level content for all students by eliminating barriers that may impede access to the curriculum. Our teachers are receiving bi-weekly Universal Design for Learning professional development and are implementing strategies learned in their instruction. Cameron staff are also participating in Engaging Schools professional development provided by teacher leaders and administrators and implementing strategies learned in their instruction. During three of our early release days staff will receive professional development around Culturally Responsive teaching. This professional development has aligned well with our after school anti racism group.

For the 2021-2022 school year, we will not request additional staff. Our staff and administration will continue to work on the goals in our Tier 1 support plan, with guidance from Assistant Superintendent Anne Ludes. This includes our focus on Classroom Visit Rounds, chronic absenteeism, iReady and major discipline referrals. Our Instructional Leadership Team will review data and develop action steps twice a month. Additionally, we will work closely with the support staff to increase our social emotional learning lesson plans to teach to students during our flex blocks. Our Tier 2 team will continue to meet weekly to review student concerns and place students in appropriate Tier 2 interventions. Through our continued Universal Design for Learning professional development we will continue to plan lessons using the Universal Design for Learning lens. Our work with Engaging Schools will help us plan lessons and use strategies to increase student engagement and student reflection.

CAMERON MIDDLE SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	6,657,553	6,853,427	195,874	0.14%
Additional Salaries	0	0	0	0.00%
Expenses	31,360	23,932	-7,428	-0.01%
Total Budget	6,688,913	6,877,358	188,445	2.82%

FULLER MIDDLE SCHOOL

During the 2019-2020 school year the faculty and administration of Fuller Middle School began the first year of implementation of their Sustainable Improvement Plan. It was a year that focused on creating internal structures and protocols in order to promote higher levels of efficacy. Consistent and equitable schedules for teachers were designed that focused on CTT (Collaborative Team Time), PLCs (Professional Learning Communities), data analysis meetings, and co-planning time. A meeting agenda template and universal meeting norms were established. These structures were created and then implemented at a high level of fidelity across the school; these structures continue to help support our work and have become an integral part of our school culture. During FY 2020 Fuller continued its professional development with Universal Design for Learning (UDL), which focuses on creating access to engaging and rigorous grade-level lessons for all students by eliminating barriers that may impede access to grade-level standard-based curriculum.



Teachers also participated in professional development with CCE (Center for Collaborative Education) to develop data analysis skills to inform teaching and awareness of protocols that may be used to support this work. A part-time ELD (English Language Development) coach worked with teachers to provide support in best SEI (Sheltered English Immersion) teaching practices. A new ILT (Instructional Leadership Team) and Intervention Team were created that consisted of highly-skilled educators representing programs and teams across the school. Even with the abrupt closing of the physical school building in March 2020, the ILT, CTTs, PLCs, and the Intervention Team continued to meet and make progress because of the structures that had been established earlier in the year.

During the 2020-2021 year, we have continued to focus on meeting and exceeding the goals we set in our Sustainable Improvement Plan. We have maintained with fidelity the structures we created during FY2020 regarding CTT (Collaborative Team Time), data analysis, meeting agendas and norms, and co-planning. We have continued our professional development focused on Tier I academic and SEL (Social and Emotional Learning) instruction through UDL (Universal Design for Learning) and PBIS (Positive Behavioral Interventions and Supports), and through our partnership with Engaging Schools. Teachers teams have continued working with a coach from CCE (Center for Collaborative Education) in order to strengthen their skills in effective protocols and data analysis to inform instruction. We added a full-time ELD (English Language Development) coach to our faculty this year in order to provide increased support in best SEI (Sheltered English Immersion) teaching practices for all of the faculty; this year we have focused on instructional practices that support robust academic discourse in the classroom. The Intervention Team has developed a comprehensive intervention plan that outlines the MTSS (Multi-Tiered Systems of Support) at Fuller.

Our administration, along with our ILT (Instructional Leadership Team) and School Council, have focused on student and family engagement. This is the second year that Fuller has surveyed its students on their connection to the school community and engagement in education, and this year a survey was designed to gauge family engagement in the school community and to identify barriers to engagement; we will be using the results of this family survey to inform our work during FY 2022. The faculty has also engaged in professional development in anti-racism and culturally responsive teaching. This year we have also worked with the Office of Equity, Diversity, and Community Development to create Affinity Groups for our students; we believe that the creation of these groups will create safe spaces in our school for all of our students and will improve school culture and student engagement.

At Fuller, we see the 2021-2022 year as an opportunity to grow our work as we move into the new Fuller school building. The new Fuller has been designed with our programming and educational philosophies in mind. The configuration of the classrooms, breakout spaces, cohort commons, and ample professional gathering spaces support our vision of collaborative learning for both students and faculty, which will help bolster student engagement and achievement. We will remain committed to our Sustainable Improvement Plan by maintaining the structures that were created in FY 2020, which will continue to support CTT (Collaborative Team Times), data analysis, meeting agendas and norms, and co-planning. We will continue to strengthen our Tier 1 instruction through our continued professional



development in UDL (Universal Design for Learning) and with Engaging Schools. Our ELD (English Language Development) coach will continue supporting teachers around SEI strategies for our English Language Learners in all classrooms.

Our Literacy Specialist will be able to offer Tier 2 interventions to our students who demonstrate a need for additional support outside of Tier 1 instruction. Our students will have access to Affinity Groups and a robust afterschool program focused on academic achievement and social and emotional well-being. We will be using the results of our parent survey from FY 2021 to inform the way we create opportunities for families to become active partners in our school community. The faculty will continue their commitment to anti-racism and culturally responsive teaching through continued professional development and PLCs (Professional Learning Communities). We will continue to monitor our progress through state and district supported Progress Monitoring Meetings held every thirty days. We will continue to strive to exceed our goals, so we are able to provide our students an engaging and rigorous education while supporting their academic and social and emotional needs.

FULLER MIDDLE SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	7,351,787	7,539,548.63	187,762	0.13%
Additional Salaries	0	0	0	0.00%
Expenses	25,582	21,840	-3,742	0.00%
Total Budget	7,377,369	7,561,388	184,019	2.49%

WALSH MIDDLE SCHOOL

This year, 2020-2021, we were able to hire an additional School Social Worker. This has allowed us to monitor additional students, reach out to families, and provide given time for the two Social Workers to attend more team meetings. The 2020-2021 budget stays relatively the same. We were able to hire one additional full-time Reading teacher. It was determined we were not in compliance to start the school year with the incoming 6th graders reading needs, so the school district has contracted with an outside agency to maintain compliance. We have also been able to hire five Classroom supervisors and three Campus Aides to assist with coverages, cafe duties, etc. It is my recommendation that we keep those in next year's budget. We reduced our budget for the upcoming school year significantly by eliminating monies for contract services, paper, and supplies.

WALSH MIDDLE SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	9,073,745	9,065,900	-7,845	-0.01%
Additional Salaries	0	0	0	0.00%
Expenses	31,698	19,137	-12,561	-0.01%
Total Budget	9,105,443	9,085,038	-20,405	-0.22%



BARBIERI ELEMENTARY SCHOOL

The 2020-2021 school year has been very productive for Barbieri School. With the strong support of the Department of Health and Wellness, all but one of our classroom teachers are now trained in Responsive Classroom, along with our administrative team and some support, ESL and special education staff. We have integrated this approach with our long-standing PBIS program (CARE) to strengthen the ways we are creating strong classroom communities and teaching and reinforcing common expectations throughout our school. Our new SEB coach has also been key in helping us implement a number of new Tier 2 interventions and providing coaching for teaching and paraprofessional staff. Together, these efforts have had a positive effect on behavior and school climate. We have also made substantial progress on completing the action steps outlined in our School Improvement Plan. We were pleased to see these efforts bear fruit as all but one of our sub-groups met or exceeded their MCAS targets. We expect to see continued progress on this year's results due to our focus on improving targeted small group instruction. The Leadership Team has also begun a close study of the Guiding Principles for Dual Language Education, which will guide our work for the coming year.

For the next school year, 2021-2022, we expect our work to continue strengthening our small group instruction including increasing the ESL services provided to our growing number of newcomers at the upper grade levels. We also plan to continue strengthening our implementation of Responsive Classroom, along with the new SEL programming (Zones of Regulation and Second Step) begun this year.

BARBIERI ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	6,712,588	6,613,506.52	-99,081	-0.07%
Additional Salaries	0	0	0	0.00%
Expenses	34,650	33,200	-1,450	0.00%
Total Budget	6,747,238	6,646,707	-100,531	-1.49%

BROPHY ELEMENTARY SCHOOL

The 2019-2020 year was challenging for everyone due to the pandemic. Facing many obstacles, the teachers, staff, students, and families in the Brophy and FPS community were forced to pivot and shift how we taught, how we learned, and how we worked together to help students meet their potential. In many respects, we exceeded expectations as we would have never imagined being able to teach and learn fully remotely.

Our school and district did an amazing job getting chromebooks and hotspots out to our families in an effort to have our students experience equitable learning experiences. Now in 2021, we continue to maintain those systems and to again make modifications as we are now welcoming back students. The



City and the District have been amazing in helping support our students and staff by buying furniture to allow for social distancing, providing PPE and signage, and writing and rewriting plans to make sure all efforts for mitigation are being utilized to keep everyone safe.

We are grateful that we have been supported with our efforts to support our families social and emotional needs throughout the pandemic with food, support, clothing, school materials, and access to SEMH resources in the community. Moving forward to 2022, we are keenly aware that as children transition back to school, we will continue to need to provide these supports so they may access the curricula. The District has continued their commitments to support the growth of our Dual Language program and we will grow our ASD program as well. We are excited for a remodeled "Specials" suite that will ease some of the space burdens in our school and give the Art and Music programs the space they deserve.

BROPHY ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	4,980,670	5,323,754.30	343,084	0.24%
Additional Salaries	0	0	0	0.00%
Expenses	26,350	28,950	2,600	0.00%
Total Budget	5,007,020	5,352,704	345,684	6.90%

DUNNING ELEMENTARY SCHOOL

The 2020-2021 year was a very different school year due to COVID-19, however the Dunning community worked tirelessly to make it the best it could possibly be. As a school, we shifted to the remote model, providing teachers with professional development as permitted to facilitate the extremely quick pivot. Teachers set up Google classrooms and connected to Securly to oversee all students, as well as utilizing Smore to facilitate two way communication with families. Staff maintained strong relationships with students and their families, which was evidenced by high attendance rates across the school.

During the current FY2021, our English Language Development staff, along with our Instructional Leadership Team, has focused on providing a school wide set of practices for both instruction and educator collaboration that would ensure the success of all of our students. We are looking forward to hiring a new English Language Development teacher to support the increasing number of ELs who attend Dunning. We are in the process of welcoming our new Social Emotional Behavioral Coach. We have continued to build upon last year's focus of providing social emotional learning intervention across the school. Our Tier II team has developed a process for identifying and monitoring students in need of Tier II interventions. We have also begun creating a data collection tool for gathering data before, during and after an intervention. This data has been helpful in matching students to interventions, planning targeted behavior goals, and determining if students should continue with an intervention. We are



excited to have the opportunity to hire a Library Media Specialist and have updated our library with new shelving and tables. We are also excited to add an additional 19.5 hour Interventionist to support the needs of our students. Lastly, we are very happy to welcome the Explorers Program to Dunning this year. In the short amount of time that they have physically been at Dunning, they have become a valuable addition to the Dunning Community, effectively partnering with the school day staff.

As we think about FY2022, we are looking forward to the new staffing in our building referenced above to support our social emotional curriculum, growing EL population and support of the Library/Media curriculum. We hope to continue to grow our STEAM initiative. As students are back in the building with less restrictions, we want to bring back technology buddies between grade levels, with some of our upper grade students teaching our staff members about coding and use of our programmable robots. Another important focus will be ensuring culturally responsive practices throughout the school. As part of that focus, we will be providing professional development for staff as well as looking for opportunities to provide parent education around Social Justice and Anti-Racism topics. Lastly, we hope to continue to build the capacity of staff, parents/guardians and students around technology knowledge and skills through professional development, workshops and teacher-parent partnerships.

DUNNING ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	5,100,065	5,258,192.50	158,128	0.11%
Additional Salaries	0	0	0	0.00%
Expenses	32,400	26,050	-6,350	0.00%
Total Budget	5,132,465	5,284,243	151,778	2.96%

HEMENWAY ELEMENTARY SCHOOL

Hemenway Elementary School strives to provide the highest quality education possible so that each student develops the necessary skills and habits of mind to become a critical thinker, to be respectful, knowledgeable, and a creative citizen, prepared for the middle school experience and life in the twenty-first century. Currently we serve 520 students in kindergarten through grade 5. We have 101 English language learners of which 17 are SEI beginners. We have 30 students in our substantially separate special education classrooms and 62 students requiring high levels of Inclusion support through special education. Hemenway School is committed to providing all students with high quality rigorous, and engaging standards based instruction across the curriculum. Hemenway staff engage in collaborative practices and has developed a shared responsibility for student learning across grade levels and specialties.

We are committed to the belief that all students can learn with high levels of achievement and growth. Our commitment to a growth mindset extends not only to our students but to our staff, as adult learners. As a staff, we continue to focus on developing a culture of thinking in our classrooms that includes teaching moves, routines, and strategies that promote “making student thinking visible.” By



creating this culture of thinking, we are working to ensure that all students are engaged in meaningful learning across the curriculum.

Emphasis on social-emotional learning: Our goal is to foster socially responsible decision making in our students. In addition to high academic standards, we have high standards for student behavior. Hemenway School’s PBIS team, in collaboration with staff and administration, has developed the HemenWAY Positive Behavior Matrix and implemented the Hemenway PAWSitive Behavioral Intervention Program. The PAWSitive Behavior Program is based upon a systemic approach to proactive, explicitly taught and practiced behavioral expectations for school-wide behavior and the Response to Intervention model. Furthermore, all classrooms, kindergarten through grade 5 have instituted components of Responsive Classroom, and are implementing the *Second Step* social competency program as well as *Zones of Regulation*, which fosters self-regulation and emotional control. Supporting students in developing their social and emotional skills is critical to their success in school and in life!

Over the past several years, Hemenway has been a host site for **The Teaching and Learning Alliance**. Administrators and teachers from public school systems across the United States have come to Hemenway School to take part in TLA’s Guided Observation Program, *Taking a Closer Look at Exemplary Literacy in K-5 Classrooms*.

Hemenway School’s school improvement plan goals include:

Goal 1: Adopt and implement culturally responsive practices in order to ensure the learning and growth of all with students including students of diverse socioeconomic, racial, ethnic, cultural, gender and language backgrounds.

Goal 2: Commit to academic excellence through the consistent implementation of universally-designed instructional practices that provide rigorous and engaging learning experiences for all students with multiple entry points while narrowing the achievement gaps of English Language Learners/Emerging Bilinguals and students with special needs. As a result of the commitment to these instructional practices, all students, no matter their entry point, will grow at least one year, every year.

Goal 3: Cultivate an inclusive school culture that addresses the social emotional wellness by strengthening relationships and incorporating [trauma-sensitive](#), evidence-based structures and supports that allow for all students, staff and families to feel engaged, safe, and valued.

Goal 4: Strengthen school, family, and organizational partnerships and engagement for all members of the school community. Create an inclusive environment and provide families with consistent and equal access to communications, activities, and decision-making opportunities.

HEMENWAY ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
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Salaries	5,318,858	5,514,584.39	195,726	0.14%
Additional Salaries	0	0	0	0.00%
Expenses	27,600	28,950	1,350	0.00%
Total Budget	5,346,458	5,543,534	197,076	3.69%

KING ELEMENTARY SCHOOL

The 2020-2021 school year has proven to be an exceptionally challenging one for all schools in the country, including King Elementary School. Despite the challenges caused by the pandemic, we are extremely proud of the extraordinary work our teachers and staff have done to meet the needs of our students by not only providing them with exceptional instruction but critical social emotional support as well. As we welcomed 370 students back to their virtual classrooms this fall, after an unprecedented 2020 spring term, our educators were prepared with essential tools and technology to deliver the highest quality education possible. Last spring, we knew we had educator positions to fill for the coming school year and were thrilled with the teachers selected to join our special school community. In August of 2020, we welcomed five new classroom teachers in grades 1, 2, and 4 whose first days as members of the King School community were in the virtual classroom and only recently entered the brick and mortar building for the first time.

This school year we have expanded our special education program by adding a second classroom to meet the needs of students on the Autism Spectrum who require specialized instruction. Those classrooms are staffed with highly trained educators and support personnel. With the addition of a new grade level each year we are now in our second year as a K-5 elementary school. With the growing number of students, the King Elementary School community has changed. To meet the demands of a changing population, this year the King School has shifted from having an identified School Counselor to a two-person Social Worker model. By creating the strongest connection possible between the school, home, and community, the Social Worker team is able to foster therapeutic relationships with students and families appropriate for a school setting. They work directly with parents and families by assisting them in accessing school and community services and resources, including providing and facilitating Family Workshops.

Along with administration, the team collaborates with and provides training and/or assistance to teachers to address concerns around student performance and behavior management as well as provide students with needed supports. As in previous years, FY21 continues to see King School and its staff fully invested in the social emotional well-being of our students. In our belief that SEL is paramount in a child’s overall education, teachers have not only provided our students with explicit SEL instruction using research-based curriculum provided by FPS, such as Second Step, Zones of Regulation, and PBIS, but they continue to integrate SEL into all academic and content areas. This year we have seen an increase in teachers taking on leadership roles, participating on committees both at King and within the district such as ILT, School Council, PBIS, and the Code of Conduct and Technology committees. Additionally, several staff members currently serve in leadership roles within King’s newly established



Anti-Racism Social Justice Committee with the goal of making King a more inclusive and socially just environment for all of our staff and students. In support of our STEAM program, King has continued its partnership with the Museum of Science (MoS). While some of our plans have been put on hold due to COVID-19 restrictions, we have been meeting with MoS staff to plan for upcoming focused teacher sabbaticals to learn about and create ways to increase opportunities for students to engage in the science and engineering practices within integrated curriculum lessons. Meanwhile, the District's STEAM Coach, whose home base is in King's STEAM Resource Center, has been working on aligning science curriculum content to the standards at the elementary level. She has been using King as a field site to implement initial lessons in order to iterate and adjust content before sharing with the district. An example of this in action was the Grade 4 "How Do We See" Coding Integration activity, 'Build a Light Museum'.

Looking ahead to FY2022, King Elementary School plans to continue to strengthen our systems for identifying students in need of Tier 2 supports and effectively providing appropriate interventions to support student social emotional, academic and behavioral competencies. Additionally, we will continue to strengthen the integration of STEAM into curriculum lessons as well as organize the existing STEAM Resource Center so that teachers are better able to access materials and technology in order to bring the makerspace into their own classrooms any time on any day, without limitations. We look forward to securing a new .5 ELD coach to support our increasing ELL population as well as the teachers who service them each day. Additionally, King will collaborate with the Office of Bilingual Education to develop systems and protocols as well as identify and acquire appropriate resources to more effectively welcome and serve our multilingual students and families. This would include training additional staff to conduct Home Visits. Furthermore, we plan to add to our current support staff team with a Social Emotional Behavioral Coach so that we are better able to provide support to meet the increasing social-emotional and behavioral needs of our student body.

Finally, we look forward to making some changes in the educational structure of our 5th grade team. We will be moving to a Departmentalization model, sometimes called Platooning, or subject specialization for our 5th grade classes only. Some key research-based reasons to make this shift include;

- Students will benefit from different teaching styles.
- Teachers will have more time to plan, set up, and implement creative, hands-on activities.
- Allows teachers to more quickly identify student needs and develop appropriate interventions to meet those needs.
- Departmentalization will help to better prepare students for middle school.

We at the King School are most appreciative of all that the School Committee does to support each school, each staff member, and most importantly, each student in Framingham. We look forward to that continued support in FY2022.



KING ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	3,625,549	3,796,020.58	170,472	0.12%
Additional Salaries	0	0	0	0.00%
Expenses	24,800	23,056	-1,744	0.00%
Total Budget	3,650,349	3,819,076	168,727	4.62%

MCCARTHY ELEMENTARY SCHOOL

The 2020-2021 school year has been one like we have never experienced before. Yet, despite the multiple, seemingly unending challenges of teaching and learning during a pandemic- teaching remotely, teaching synchronously, teaching asynchronously, teaching concurrently, working to build relationships through a computer, to name a few- we at McCarthy school have been successful at engaging students, tracking attendance, supporting families, and educating our students. At the start of our last school year we came together as a community to build a playground. This year, similarly, we came together as a community, not to build a playground, but to build a new type of **community** - a community where professionals, working together, supporting one another, drawing on resources and prior professional development, who despite the pandemic, collectively remain committed to providing all students with access to high quality instruction to ensure all students demonstrate at least a year’s growth.

As we continuously improve the ways we provide high quality learning opportunities for our students, we have been intentional and focused on connecting all of our work to the goals and benchmarks of our Turnaround Plan. Teaming structures across the school include agendas, norms, protocols, and various forms of data. We use data to inform instruction and practice at the whole school level (Instructional Leadership Team ILT), at the grade level (Grade Teams/Coaches/Admin) and at the student level (Teacher.) The classroom visit rounds tool (CVR) is a reference of research based best practices, used in planning, for data collection, and feedback. Our Instructional Leadership Team is using Data Inquiry Cycles to identify schoolwide patterns and trends and inform practice. Our staffing decisions, increasing our ESL teacher by 1.0 FTE and increasing our .5 English Language Development Coach to a full-time, has provided smaller instructional groupings for our language learners and coaching cycles for our teachers. The addition of our Social Emotional Behavior Coach has allowed us to solidify a tiered system of support, including a menu of Tier II interventions, centered around the Learning and Life Competencies, that are progress monitored weekly and collected in a school wide intervention spreadsheet. The team uses SWIS data to determine classroom support and small skill groups.

Next year, 2021-2022, it is our hope and expectation that the systems and structures that will be in place by the end of this school year, will yield strong evidence and data that is reflective of highly effective and functioning teams - across the school, at the grade levels, and in our classroom, as shown in our student data. A climate of collective ownership for improving student achievement will not only be the expectation, but the norm.



MCCARTHY ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	6,152,993	6,218,366.65	65,374	0.05%
Additional Salaries	0	0	0	0.00%
Expenses	31,700	31,628	-72	0.00%
Total Budget	6,184,693	6,249,995	65,302	1.06%

POTTER ROAD ELEMENTARY SCHOOL

The fiscal year 2020 was an exciting year for Potter Road. From infrastructure improvements to the hiring of new staff, we saw a lot of exciting changes. An asbestos abatement/tiling project was completed over the summer of 2019 and our new floors look beautiful. We spent the first year with our incredibly talented new mathematics instructional coach. She has proven to be a leader in both our school and across Framingham Public Schools. On another note, we worked incredibly hard on the expansion of our dual language program--now in grade 3. While it's hard to believe, just over half of our students are bilingual, bi-literate and bicultural. The Metrowest Daily News published a story in both English and Portuguese on our successes.

Despite the COVID-19 closure, Potter Road has a lot to be proud of in FY2021. Thanks to Chapter 70 money we hired an excellent library media specialist who is helping students learn about digital literacy and critical thinking skills. Our dual-language program has grown by a grade and for the third-grade addition, we welcomed two new staff members. We also welcomed a new ESL (English as a Second Language) teacher. In addition, as we work to support our students' social and emotional needs, we hope to hire a social-emotional behavioral coach by the end of the year. We appreciate all of the hard work of the School Committee and are looking forward to your continued support in the fiscal year 2022.

Next fiscal year, FY 2022 we're looking forward to being able to support the professional development of staff by offering up opportunities for learning from the renowned Teacher's College in New York City (albeit virtually). In addition, we hope to offer our new dual-language teachers professional development from Research for Better Teaching, (The Skillful Teacher course). Finally, in this post-COVID world, we'd like to support all educators by increasing their knowledge base on culturally responsive teaching practices to engage all students. We hope to be able to bring in presenters to discuss these topics.

POTTER ROAD ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	4,298,071	4,397,659.22	99,588	0.07%
Additional Salaries	0	0	0	0.00%
Expenses	29,950	28,000	-1,950	0.00%



Total Budget	4,328,021	4,425,659	97,638	2.26%
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STAPLETON ELEMENTARY SCHOOL

Fiscal year 2021 was an exciting year for Stapleton Elementary School. We embraced teaching and learning in a pandemic and prioritized engagement and access for all students in everything we did. Staff organized a variety of special interest groups focused on culturally responsive teaching, community mentorships, SEI Beginner practices and social-emotional wellness. Family workshops were arranged on topics of interest and importance, including navigating remote learning during a pandemic and return to learn updates.

FY2021 was the first year for students and staff to live the restructuring of support and structures for students in our Therapeutic Learning Center (right-side, currently 29 students enrolled) and all other students (left-side, currently 282 students). In addition to COVID-specific staffing that joined our team (classroom supervisor and campus aide), we added two positions:

- 1.0 Library Media Specialist: funded in the operational budget to assure equitable instruction in all elementary schools
- 1.0 Technology Integration Coach: funded through Title 1 in an effort to support the infusion of remote learning practices into concurrent teaching.

Stapleton now has approximately 73 students utilizing ESL support and receiving Sheltered English Immersion instruction in the classroom. Our students continue to benefit from the support of two language assistant teachers who joined our English as a Second Language (ESL) team in FY2020. Our ESL team consists of two ESL teachers 1.0 and a .2 ELD Coach. We recognize the need for additional coaching support in order to strengthen our SEI instructional practices. In addition, the remote and hybrid learning models utilized in the pandemic have also identified a need for additional outreach support for families.

It is essential that the FY2022 budget supports the staffing model created in FY2020 to support the behavioral health and safety needs of students and staff, including a Social Emotional Behavioral Coach and Student Support Specialist. In addition to the district-wide efforts to prioritize social-emotional learning (SEL) by providing an SEL curriculum and schedule that allows for SEL instruction in all classrooms daily, Stapleton staff are working in collaboration with district leaders to strengthen the structures and supports for all students. Short and long term action steps are outlined in [the 2020-21 school goals](#) and [the 2021-2021 School Improvement Plan](#) (SIP).

As outlined in the SIP, FY2022 will be a year for the Stapleton to continue to strengthen the social-emotional and academic support available for all students and meet our goals for the new design of Stapleton’s Therapeutic Learning Center (TLC) for students requiring this level of support. This will require continued support from District staff allocated to Stapleton this spring to coach and monitor progress. Stapleton also wants to assure our growing EL population has the support and instruction



required to acquire English Language Proficiency, which includes student-centered coaching from an ELD Coach. Currently, we have a 0.2 coach, and we hope to expand this support by 0.3 next year to allow for a .5 ELD coach. We appreciate that all FY2021 positions will continue to be funded in FY2022. Also, we look forward to another year of instructional supplies and funding expenses for our teachers and their classrooms. We appreciate all of the hard work of the School Committee and are looking forward to your continued support in fiscal year 2022.

STAPLETON ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	4,663,191	4,896,836.85	233,646	0.16%
Additional Salaries	0	0	0	0.00%
Expenses	24,100	24,350	250	0.00%
Total Budget	4,687,291	4,921,187	233,896	4.99%

WILSON ELEMENTARY SCHOOL

Woodrow Wilson Elementary School- An IB World School has achieved many accomplishments in FY20-21, particularly with data-driven instruction, Social Emotional Learning, Dual Language Education, and IB professional development and implementation. Standards-based lesson planning, data-driven instruction, and targeted interventions in math and reading have improved instructional practices and increased assessment results. The Instructional Leadership Team (ILT) and leadership team have developed a cycle of feedback on reflecting on data, implementing action steps and having shared ownership of all our students. In particular, we are closely monitoring sub-groups of students and how to address their academic and social emotional needs.

The Dual Language (50% English, 50% Portuguese) strand in Kindergarten, First, and Second Grades continue to make great strides this year and will expand to Third Grade in the 2021-2022 school year to include 40% of our students. The leadership team at Wilson is dedicated to working with our Dual Language Teachers to support and improve this program. Our IB site visit review team shared the feedback “You have something special with your language program,” stating, “It is apparent that the school community understands that all students are language learners and all teachers are language teachers.” Social Emotional Learning aligning the IB pedagogy with FPS curriculum resources created a shared understanding of social skills and provided individualized support for the whole child. With the use of the Universal Designs for Learning (UDL) Framework, multiple means of representation, action, expression, and engagement have been a focus of teaching and learning. Our 5th grade Student Council Ambassadors continue to serve as role models representing our school. Another area of improvement was the increase in local and global connections to enrich curriculum through meaningful learning experiences through field trips (virtual, in building or community-based). We continue to work alongside our local police department to build relationships through the Officer Read Aloud program.



Looking ahead to the 2021-2022 year, Woodrow Wilson School hopes to maintain the momentum of the accomplishments from the FY21 year and to continue to build a positive school climate for students and staff. To continue to support our diverse learners’ literacy development, Woodrow Wilson will need more Portuguese literacy materials for our book room, classrooms, and families. With the growth of our Dual Language classrooms, additional curriculum and materials in both Portuguese and English are essential for this unique program that is part of our district. In addition, with the continued needs of our English Language Learners in our school, native language program assistants are essential for these students’ needs. Based on the recommendations from the IB Program Evaluation as well as Wilson’s Collective Turnaround Plan, Woodrow Wilson School will implement a revised Sustainable Improvement Plan aligned with an updated IB Action Plan to outline their goals and hopes for FY22.

WILSON ELEMENTARY SCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	5,178,417	5,364,817.87	186,401	0.13%
Additional Salaries	0	14,500	14,500	0.01%
Expenses	83,800	65,270	-18,530	-0.01%
Total Budget	5,262,217	5,444,588	182,371	3.47%

BLOCKS PRESCHOOL

Once the repairs were completed for the library due to structural issues, we were able to move our staff back to this area for office and therapy use beginning January 2020. Our support staff, therapists and speech-language pathologists once again had offices where they had a more conducive environment to carry out evaluations, consult with families and professionals, and provide services to students. Our stage was once again available to be used for our family nights, presentations, and creative arts performance now that we were able to move back the furniture/materials back to the library. Children and staff enjoyed returning to a more appropriate learning and teaching environment.

During the 19-20 year BLOCKS Preschool received a \$6,900 grant through the Early Childhood Special Education Discretionary Federal Program Grant (298). The grant funding focused on social/emotional learning and included the following:

- Children’s literature focused on social skills, coping skills, feelings, and self-regulation;
- Curriculums/Resources focused on social/emotional learning; and
- Activity areas for less structured play times to enhance social integration.

Materials and equipment were purchased through the grant directly tied to these grant priorities including:

- 3 additional Second Step Kits for the preschool level that provide a social emotional curriculum that the district is using at the elementary level



- Children’s literature and teacher resources focused on Social Emotional Learning aligned to the topics in our Second Step Curriculum
- Augmentative communication devices to enhance social integration and provide peer modeling

Given the immediate change to remote teaching and learning in March 2020 due to COVID 19, the preschool staff worked collaboratively on providing home learning opportunities as well as google meets with children and families. Activities were provided in three languages facilitating communication with families who were now fully supporting their child’s learning at home.

During the FY21 school year and given the pandemic, our immediate goal was to improve on and expand our technology skills when working with the very young child and in particular, our special education students. Working in concert with the technology department, our students received brand new touch screen chromebooks to facilitate and support learning at home when our students were learning virtually. In addition, PD was provided for staff and has continued with various platforms/tools (Google classroom, Kami, Remind, SMORE, Pear Deck) being introduced and supported through the Office of Technology and the Office for Teaching and Learning. Technology also had our whole building rewired for internet access points in every instructional space at Juniper Hill during the December break 2020.

The preschool children are resilient and are incredibly flexible in being able to pivot from virtual to in person learning and vice versa. Teachers have developed amazing teaching and learning activities for children remotely however, we recognize that for the great majority of our students, in person instruction is the best mode of learning for the preschool child. Our young children have learned all the health and safety protocols and are doing incredibly well following these at school while truly enjoying their school experience albeit different from the past.

During this past year, many COVID-19 supports were instituted and purchased by the district such as air filters, screens on windows, individual bins for children’s coats/belongings, individual materials for each child, additional walkie talkies, signage/PPE/hygiene products, hiring of campus aide as well as technology supports (new chromebooks for students and paraprofessional staff, headphones, projectors, speakers). A committee of preschool staff worked voluntarily during the summer of 2020 to develop protocols and procedures for every area and aspect of our school day and how it applied to staff, children and families. As the first school in our district that brought all students back who wished to return to in person learning, we learned what worked best, what needed to change and ways to improve.

Once again, we submitted a \$6,900 grant through the Early Childhood Special Education Discretionary Federal Program Grant (298). This year’s grant funding focused on technology and supporting equipment to improve the learning experience for children learning in person, remotely, or hybrid which included the following:



- Technology - ordering of additional chromebooks allowing therapists to see children responding to instruction while presenting lessons and to replace outdated iPad that no longer are compatible with newer apps
- Projector screens allowing in person peers to be more connected to remote learners
- Webcams and speakers to improve audio and visual learning experiences
- Additional augmentative communication devices for families to use and keep at home.

Our goals and hopes for the future is to continue to support and expand preschool programs in order to allow all our students to have a preschool experience before entering kindergarten. To this end, we are working to expand universal pre-K experiences with community partners under the Office of Community Resource Development. In order to achieve this goal of Universal Pre-K, space within schools will also need to be made available for us to achieve this goal for all.

For the 21-22 school year, we look forward to welcoming every preschool student back as an in person learner. Topics that we feel are important and need to be addressed are:

- Providing quality preschool for students before entering kindergarten to close the present gap that exists where 26% of students entering K have no preschool experience.
- Space for increasing preschool enrollment (for both special education and general education students)
- Continuing education and training on social emotional learning as this is the foundation of all we do at the early childhood level
- Expand Music instruction at the preschool level allowing students to receive music on a weekly basis (presently children receive music instruction 20 minutes every other week)
- Continue to expand universal Pre-K opportunities in concert with community partners and eventually create Early Childhood Centers within FPS schools

During the 2019-2020 school year BLOCKS Preschool worked collaboratively to accomplish the following:

1. The completion of repairs in the library area was a significant accomplishment and was done in concert with the support of other FPS departments and the City of Framingham. Our support staff, therapists and speech-language pathologists once again have offices where they have a more conducive environment to carry out evaluations, consult with families and professionals, and provide services to students. Our stage is once again available to be used for our family nights, presentations, and creative arts performance now that we were able to move back the furniture/materials back to the library. Children and staff have already noticed the change and are enjoying returning to a more appropriate learning and teaching environment.

2. This year BLOCKS Preschool received a \$10,000 grant through the Early Childhood Special Education Discretionary Federal Program Grant (298). The grant funding is focused on social/emotional learning and includes the following:



- Children’s literature focused on social skills, coping skills, feelings, and self-regulation;
- Curriculums/Resources focused on social/emotional learning; and
- Activity areas for less structured play times to enhance social integration.

Our goals and hopes for the future at BLOCKS is to continue to support and expand preschool programs in order to allow all our students to have a preschool experience before entering kindergarten.

BLOCKS PRESCHOOL	FY21 PROJECTED	FY22 PROPOSED	FY21 to FY22 \$ INCREASE	% INCREASE TO TOTAL
Salaries	3,320,258	3,450,467	130,209	0.09%
Additional Salaries	0	0	0	0.00%
Expenses	0	0	0	0.00%
Total Budget	3,320,258	3,450,467	130,209	3.92%

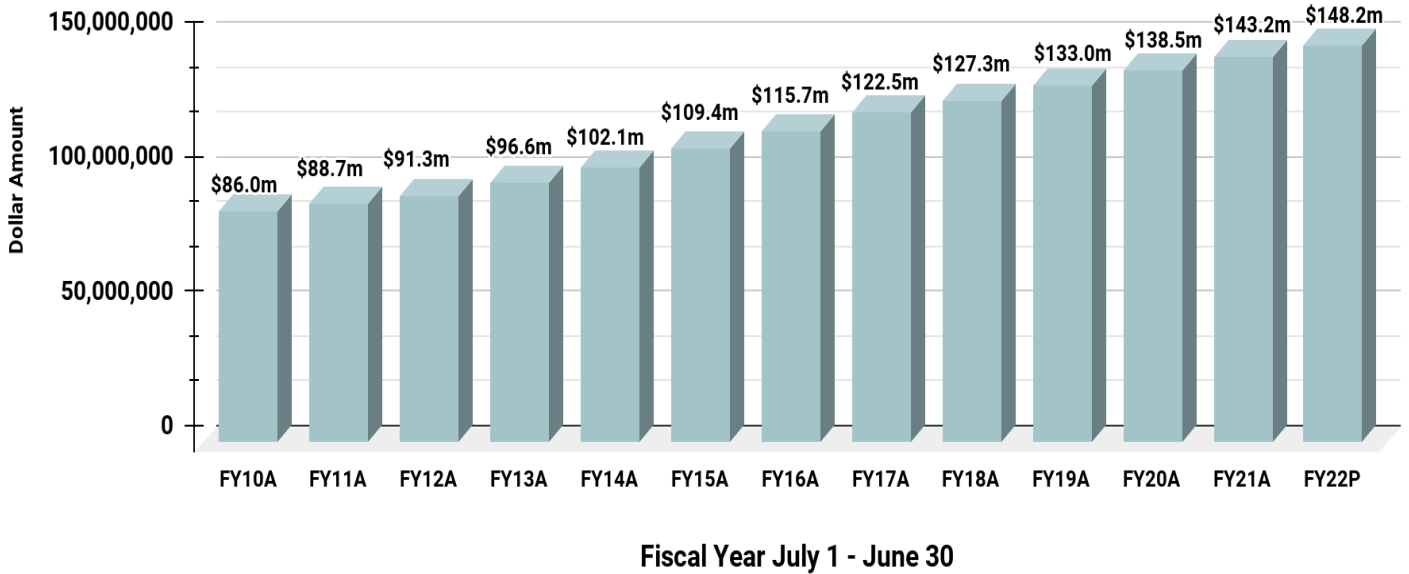
FUNDING DATA

SCHOOL DEPARTMENT’S OPERATING BUDGET HISTORY



FPS Operating Budget Funded Local Contribution 12-Year Actual and FY22 Projected

■ Operating Budget



FY22 Proposed: \$148,232,945 Increase of \$4,983,511 or 3.48% to the actual FY21 operating budget

FY21 Actual: \$143,249,434. Increase of \$4,764,448 or 3.44% to the previous fiscal year
 FY20 Actual: \$138,484,986. Increase of \$5,467,037 or 4.11% to the previous fiscal year
 FY19 Actual: \$133,017,949. Increase of \$5,702,478 or 4.48% to the previous fiscal year
 FY18 Actual: \$127,315,471. Increase of \$4,764,781 or 3.89% to the previous fiscal year
 FY17 Actual: \$122,550,690. Increase of \$6,818,737 or 5.89% to the previous fiscal year
 FY16 Actual: \$115,731,953 Increase of \$6,363,152 or 5.82% to the previous fiscal year
 FY15 Actual: \$109,368,801. Increase of \$7,253,374 or 7.10% to the previous fiscal year
 FY14 Actual: \$102,115,427. Increase of \$5,515,397 or 5.71% to the previous fiscal year
 FY13 Actual: \$96,600,030. Increase of \$5,279,687 or 5.78% to the previous fiscal year
 FY12 Actual: \$91,320,343. Increase of \$2,624,374 or 2.96% to the previous fiscal year
 FY11 Actual: \$88,695,969. Increase of \$2,449,140 or 2.84% to the previous fiscal year

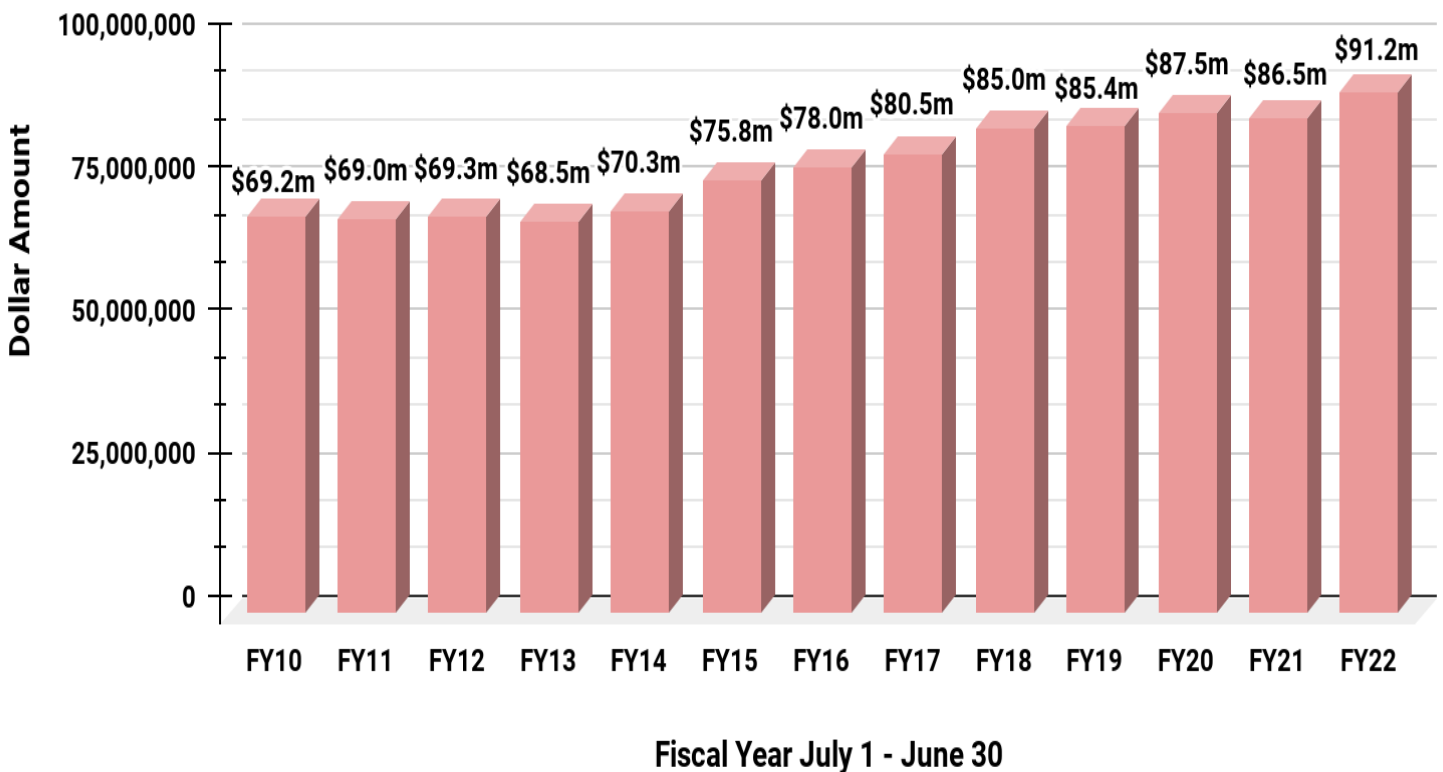
LOCAL CONTRIBUTION AND CHAPTER 70 STATE AID FUNDING SOURCES



Local Contribution: The required Local Contribution (sometimes referred to as Target Share) is the minimum amount each school district is expected to pay toward its Foundation Budget. It is designed to represent each community’s “ability to pay” or how much local tax revenue a city or town can reasonably raise and dedicate to the operation of its schools. The amount is set by formula and based on a town’s property values and aggregate resident income. Across the state there is a wide variation in each community’s required Local Contribution. The following reflects the last twelve years of Framingham’s actual Local Contribution to the School Department’s Operating budget and the FY22 projected contribution of \$91,198,630:

FPS Operating Budget Funded Local Contribution 12-Year Actual and FY22 Projected

Local Contribution



Chapter 70 State Aid: The Chapter 70 program is the major program of state aid to public elementary and secondary schools. In addition to providing state aid to support school operations, it also establishes

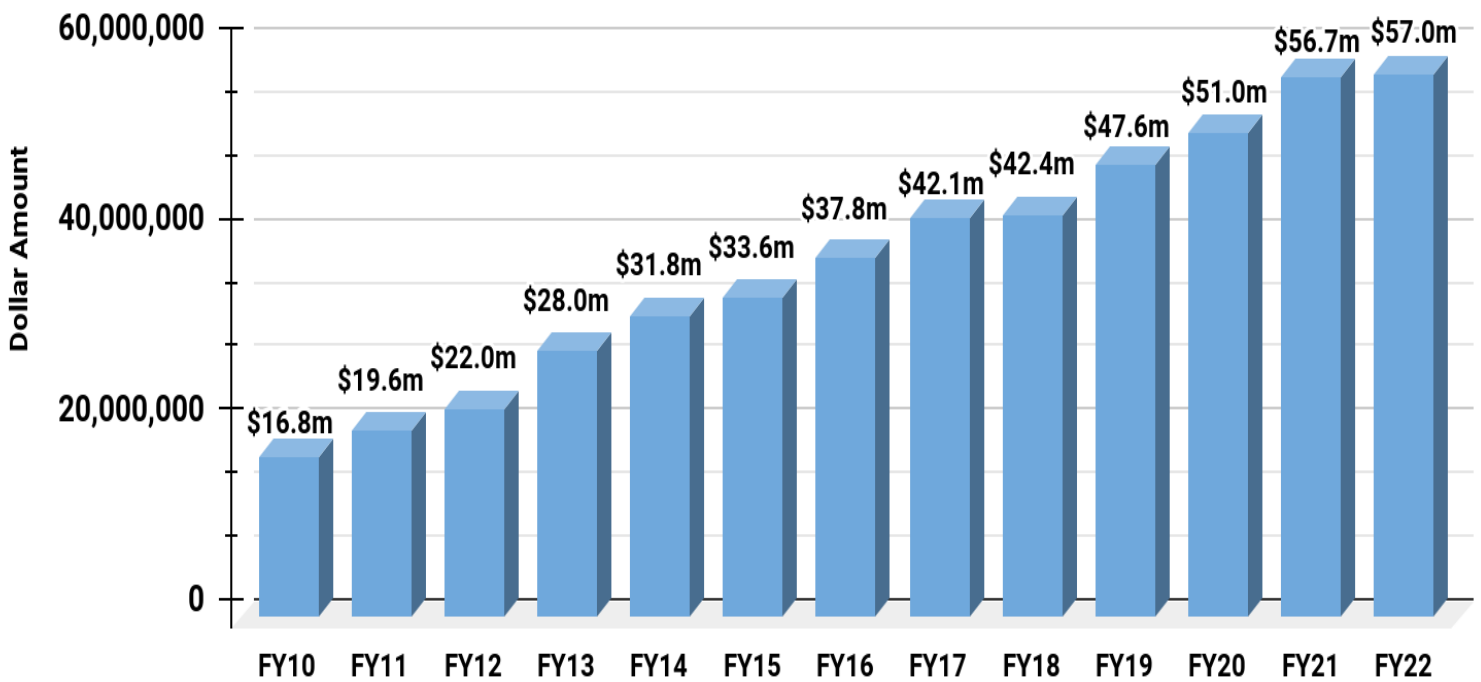


minimum spending requirements for each school district and minimum requirements for each municipality's share of school costs.

Framingham's FY22 Chapter 70 State Aid per the Governor's budget proposal provides the City with \$57,034,315, a \$279,090 increase to the City's FY21 Chapter 70 Aid of \$56,755,225. The following reflects the last twelve years of actual Chapter 70 funding Framingham has received and the FY22 projected Chapter 70 amount of \$57,034,315:

FPS Operating Budget Funded by Chapter 70 12-Year Actual and FY22 Projected

■ Chapter 70



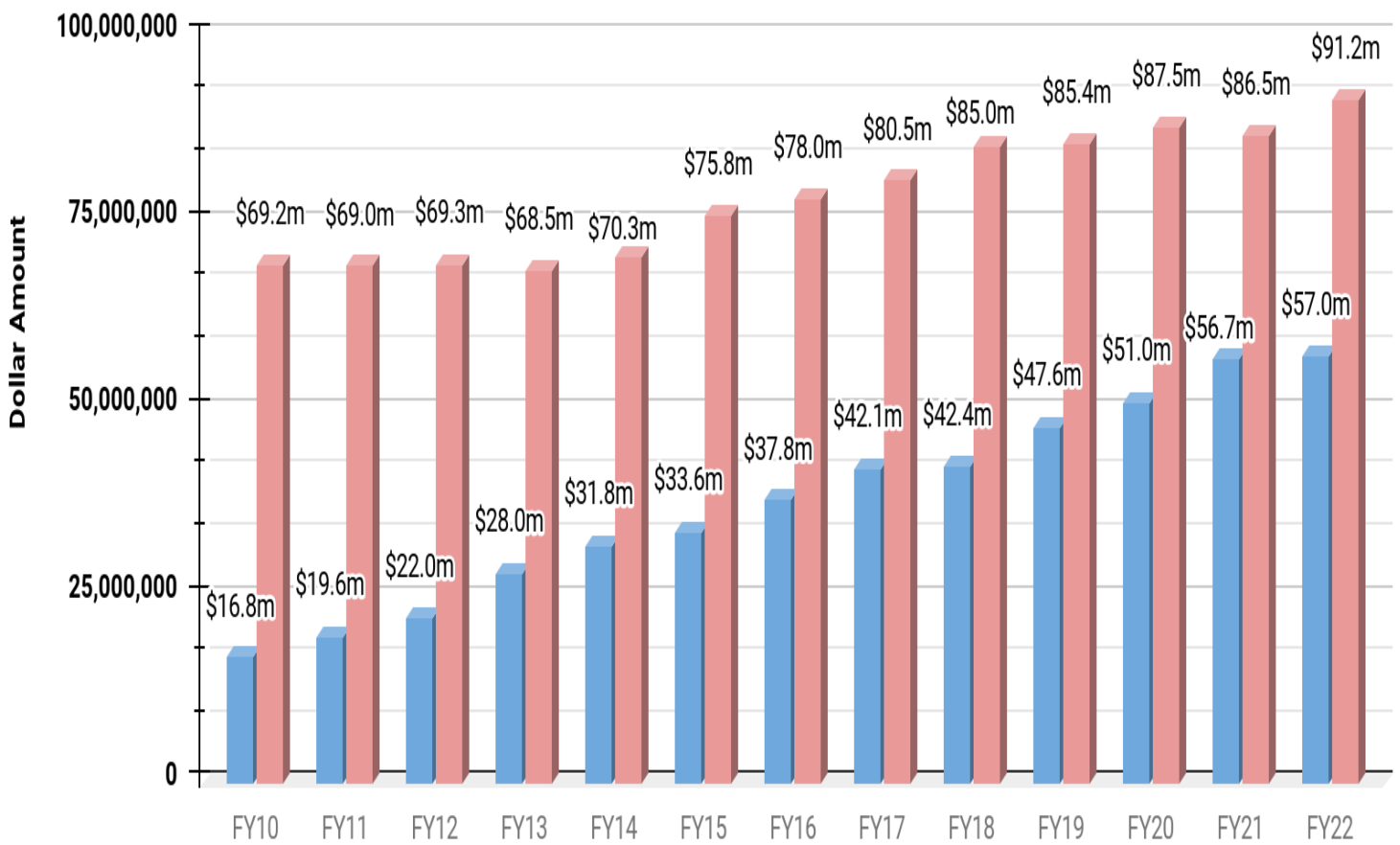
Fiscal Year July 1 - June 30

The following graph and table reflect the last twelve years of Chapter 70 funding and local contribution funding for the School Department's operating budgets and the FY22 projected amounts:



FPS Operating Budget Funded by Chapter 70 and Local Contribution

■ Chapter 70 ■ Local Contribution



Fiscal Year July 1 - June 30



Fiscal Year	Total Operating Budget	Chapter 70 Contribution	Chapter 70 Increase to Prior Year	Budget Percent funded by Chapter 70	Local Contribution	Local Contribution Increase to Prior Year	Budget Percent funded by Local Contribution
FY10	86,031,064	16,793,161		19.52%	69,237,903		80.48%
FY11	88,695,969	19,634,107	2,840,946	22.14%	69,061,862	-176,041	77.86%
FY12	91,320,343	22,024,861	2,390,754	24.12%	69,295,482	233,620	75.88%
FY13	96,600,030	28,083,629	6,058,768	29.07%	68,516,401	-779,081	70.93%
FY14	102,115,427	31,805,023	3,721,394	31.15%	70,310,404	1,794,003	68.85%
FY15	109,368,801	33,596,455	1,791,432	30.72%	75,772,346	5,461,942	69.28%
FY16	115,731,953	37,729,858	4,133,403	32.60%	78,002,095	2,229,749	67.40%
FY17	122,550,690	42,091,391	4,361,533	34.35%	80,459,299	2,457,204	65.65%
FY18	127,315,471	42,363,221	271,830	33.27%	84,952,250	4,492,951	66.73%
FY19	133,017,949	47,636,211	5,272,990	35.81%	85,381,738	429,488	64.19%
FY20	138,484,986	50,962,180	3,325,969	36.80%	87,522,806	2,141,068	63.20%
FY21	143,249,434	56,755,225	5,793,045	39.62%	86,494,209	-1,028,597	60.38%
FY22P	148,232,945	57,034,315	279,090	38.48%	91,198,630	4,704,421	61.52%

CITY COSTS ASSOCIATED WITH THE SCHOOL DEPARTMENT

The municipal budget contributes to the School’s operating budget as seen in the local contribution amount shown in the section above. The municipal budget also includes costs that are picked up by the



City that are not reflected in the School Departments individual budget. These costs are reflected in the District’s end of year report submitted to the Department of Elementary and Secondary Education (DESE) and are as follows:

Cost Description	FY21 Budgeted Amount
School Department Operating	143,249,434
Treasury Department	309,803
Accountant Department	268,489
CFO Office	338,143
Purchasing Department	92,877
Medicare reimb administration costs	57,950
Personnel -- Administrative Support and Benefits	406,017
Information Services	1,022,363
Water & Sewer	172,500
Park & Rec Maint of Fields Salaries	380,815
Snow & Ice	18,538
Park & Rec Maint of Fields Operations	130,140
Employer Retirement Contributions	5,542,241
Medicare	848,203
Workers Compensation	246,151
Unemployment	154,037
School Health Insurance	15,237,351
Insurance Retired School Employees	5,565,427
Other Insurance	1,323,878
BANS	141,681.00
Crossing Guards	148,336
School Resource Officers	241,477
Equipment	769,700
Long Term Debt - Construction	2,005,279
Long Term Interest - Construction	572,453
Long Term Debt - Education & Other	120,708
Total	179,363,992

PER PUPIL SPENDING



The Massachusetts Department of Elementary and Secondary Education (DESE) employs a comprehensive methodology of calculating per pupil expenditures that is designed to allow comparative analysis among districts. By using reporting methods that are consistent across all public school districts statewide, the DESE's data allows Framingham to compare its per pupil spending to surrounding communities. Per pupil expenditures are calculated by dividing a district's operating costs by its average pupil membership (FTEs), including in-district expenditures per pupil and total expenditures per pupil, which includes in-district and out-of-district spending and enrollment.

Historical per pupil spending is in graph form below. These calculations show all school operating expenditures including those outside the general fund such as grants, private donations, and revolving accounts. Expenditures are shown in categories reported by the school district within the annual DESE End-of-Year Financial Report.

The data submitted by districts to the State is subject to an annual independent audit, assuring that each school district accurately portrays revenues and expenditures and consistently reports expenses in appropriate functional categories. All expenditure groups include the following:

- school committee appropriations
- municipal appropriations outside the school committee budget that affect schools
- federal grants
- state grants
- circuit breaker funds
- private grants and gifts
- school choice and other tuition revolving funds
- athletic funds
- school lunch funds
- other local receipts such as rentals and insurance receipts

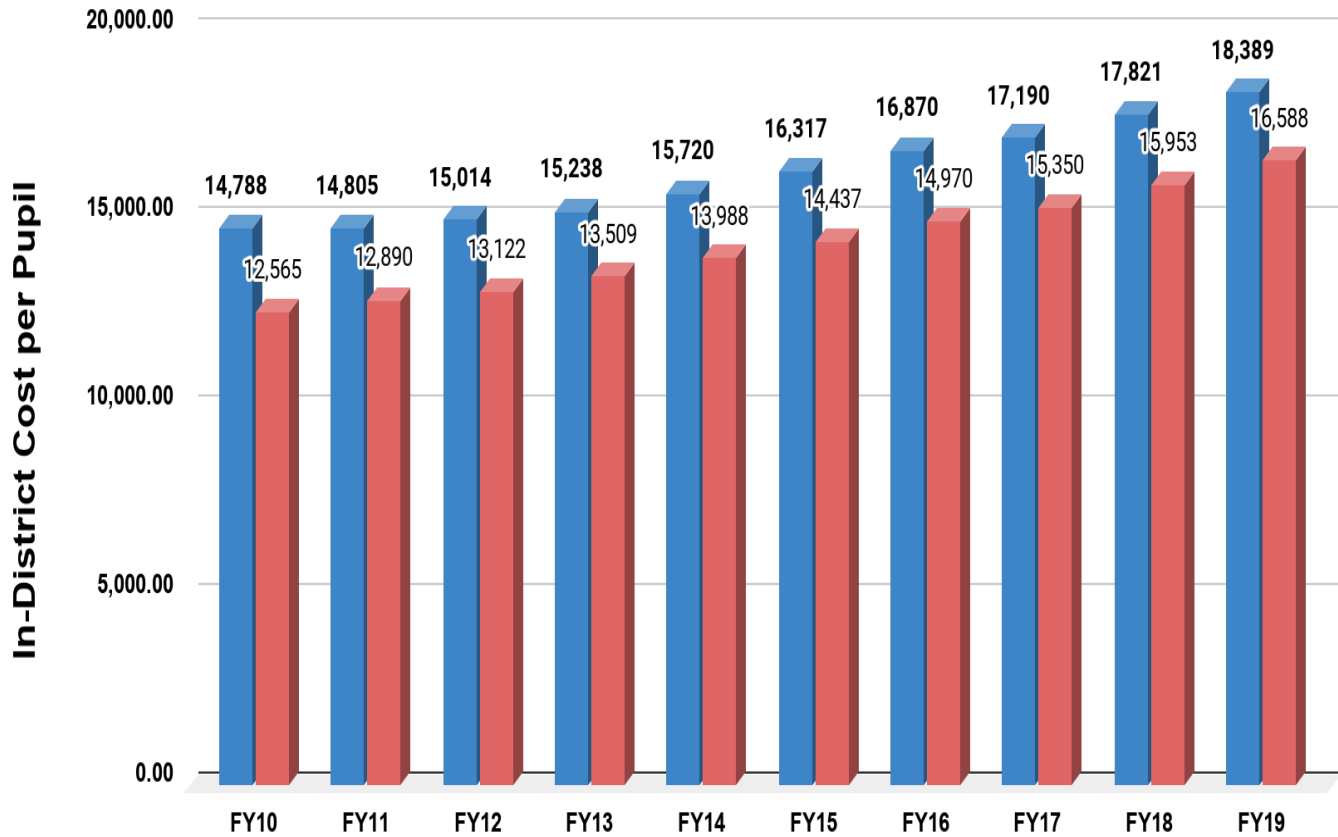
The following graphs show Framingham's In-District Expenditures per Pupil in FY19 and Framingham's Total District Expenditures per Pupil in FY19 compared to State per Pupil expenditures:

Framingham's In-District Expenditures per Pupil in FY19 (last FY audited) was \$18,389 and the total State Expenditure per pupil was \$16,588. Framingham and State In-District expenditure per pupil history is as follows:



In-District Expenditures Per Pupil: FPS vs State

■ Framingham In-District Expenditures Per Pupil ■ State In-District Expenditures Per Pupil

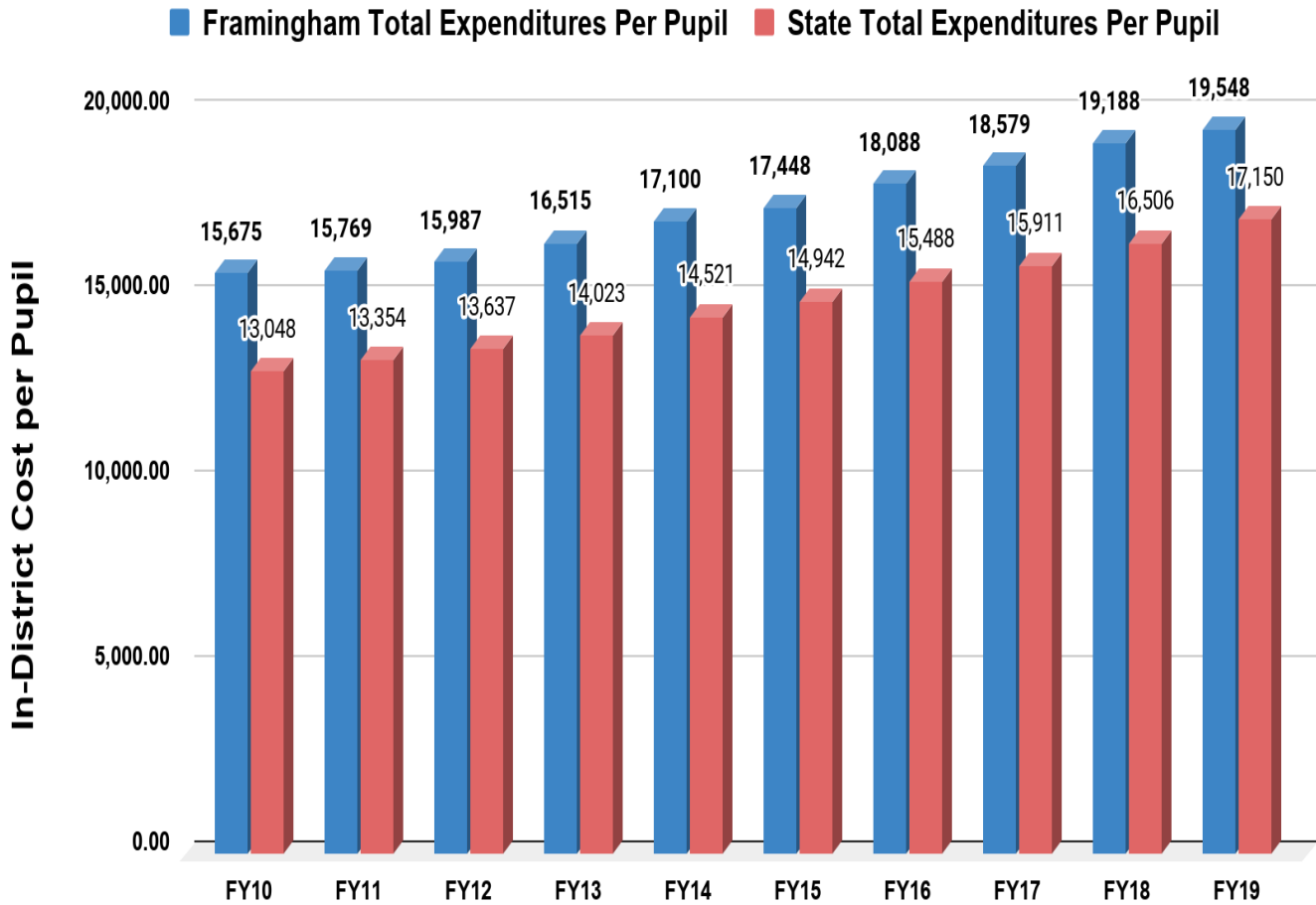


Fiscal Year July 1 - June 30

Framingham’s Total District Expenditures per Pupil in FY19 (last FY audited) was \$19,548 and the total State Expenditure per pupil was \$17,150. Framingham and State Total District expenditure per pupil history is as follows:



Total District Expenditures Per Pupil - FPS vs State



Fiscal Year July 1 - June 30

GRANTS

FISCAL YEAR 2020-2021 ACTUAL GRANT FUNDING AND 2021-2022 PROJECTIONS



GRANT DESCRIPTION	FY21 BUDGET
2102 CvRF Grant	2,070,225
2113 ESSER Grant	1,749,473
2115 ESSER-2 Grant	6,420,292
2118 Remote Learning Tech Essentials (RLTE) Grant	180,851
2140 Title II A Grant	276,567
2180 Title III Grant	401,326
2240 SPED Continuum Grant	2,481,318
2262 SPED Early Childhood Grant	56,557
2274 US-SPED Professional Development Grant	61,822
2298 EC SPED Program Improvement Grant	6,900
2305 Title I Grant	2,106,981
2309 Title IV, Part A Grant	154,903
2310 McKinney-Vento Grant	45,000
2340 Adult Ed Learning Center (FED) Grant	334,870
2400 Perkins Grant	58,620
2423 US-Secondary Virtual Course Access Grant	123,945
2645 21st Century Community Learning Centers - SUM Grant	65,462
2646 21st Century Community Learning Centers Exemplary Program - SCH Grant	118,130
4222 Turnaround Assistance Grant (TAG) - SUM & SCH Grant	31,836
4237 Coordinated Family & Community Engagement Grant	139,650
4239 MA-Comprehensive School Health Services (CSHS) Grant	120,000
4336 MA - Supporting Students' Behavioral & Mental Health & Wellness Grant	85,000
4345 MA-Adult Ed Learning Center (STATE) Grant	746,934
4460 MA Early College Support Grant	29,000
4794 MA Hate Crimes Prevention Grant	55,322
TOTAL FY21 GRANT AMOUNT	17,920,984

FISCAL YEAR 2021-2022 PROJECTED GRANT FUNDING



2140 US-Title II Teacher Quality: Provides supplemental resources to school districts to improve high quality systems of support for excellent teaching and leading.

FY22 Title II Teacher Quality Projected Funding: \$276,567 plus Year 2 of grant

2180 US-Title III LEP Support: Provides supplemental resources to local school districts to help ensure that English learners (ELs) and immigrant children and youth attain English proficiency and develop high levels of academic achievement in English; assist teachers and administrators to enhance their capacity to provide effective instructional programs designed to prepare ELs and immigrant children and youth to enter all-English instructional settings; and promote parental, family, and community participation in language instruction programs for parents, families, and communities.

FY22 Title III LEP Support Projected Funding: \$401,326 plus Year 2 of grant

2240 US-SPED 94-142 Continuum: Provides funds to ensure that eligible students with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs.

FY22 US-SPED 94-142 Projected Funding: \$2,481,318 plus Year 2 of grant

2262 US-SPED Early Childhood: Provides funds to ensure that eligible 3, 4, and 5 year-old children with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs in the least restrictive environment (LRE).

FY22 US-SPED Early Childhood Projected Funding: \$56,557

2298 Early Childhood Special Ed Improvement

FY22 Early Childhood Special Ed Improvement Projected Funding: \$6,900

2305 US-Title I Extra Chance: Provides supplemental resources to local school districts to help provide all children significant opportunity to receive a fair, equitable, and high-quality education and to close educational achievement gaps

FY22 US-Title I Projected Funding: \$2,106,981 plus Year 2 of grant

2309 US-Title IV, Part A: Provides supplemental resources to local school districts to build capacity to help ensure that all students have equitable access to high quality educational experiences.



FY22 US-Title IV Projected Funding: \$154,903 plus Year 2 of grant

2310 US-McKinney-After School Homeless: Provides funding for programs that ensure homeless students enroll in school, attend school, and have the opportunity to succeed in school.

FY22 US-McKinney Projected Funding: \$45,000

2340 Comm Adult Education Learning Center: Administer the Integrated English Literacy and Civics Education (IELCE) and Integrated Education and Training (IET) grant to Community Adult Learning Centers (CALCs, fund codes 340/345/359) consistent with Public Law 113-128, Sections 201 through 243, across six local workforce development areas for CALCs.

FY22 Comm Adult Education Projected Funding: \$334,870

2400 Perkins Occupational Education: To assist school districts in improving secondary-level programs that meet the definition of career and technical education as contained in the Strengthening Career and Technical Education for the 21st Century Act P.L. 115-224 (Perkins V).

FY22 Perkins Occupational Education Projected Funding: \$58,620

2646 21st Century Community Learning Centers Exemplary Program: To expand and enhance a statewide network of high quality 21st Century Community Learning Centers (CCLC) programs that will serve as mentors and resources to new and existing programs.

FY22 21st Century Community Learning Center Exemplary Program Projected Funding: \$118,130

4222 Turnaround Grant (TAG): To provide funding to the state's lowest performing schools and districts to support the development and implementation of turnaround plans that:

FY22 Turnaround Grant Projected Funding: \$31,836

4237 Coord Family/Comm Engagement: Provide families with access to locally-available comprehensive services and supports that strengthen families, promote optimal child development and bolster school readiness.

FY22 Coord Family/Comm Engagement Projected Funding: \$139,650

4239 Comprehensive School Health Services: Provide additional support to the existing required baseline of school health services through a multi-disciplinary approach that supports the delivery of quality, comprehensive health services in all school districts. This program will strengthen the capacity of schools to provide case management and support to students with more significant health needs, continuous quality improvement through data collection and analysis, and programs that provide access to care to address health disparities and racial inequities in the community in order to support student academic achievement and reduce chronic absenteeism.

FY22 Comprehensive School Health Services Projected Funding: \$120,000

4345 MA-Adult Ed Learning Center: To provide one year of transitional funding to those CALCs and AECI



programs currently receiving DESE funding for instructional services in FY 18 but not awarded funding as a result of the FY 19-FY 22 Open and Competitive RFP. In addition, these eligible programs must also be in fiscal and data compliance with DESE. With these funds, AE services must be used to continue to provide eligible individuals and those most in need with education services.

FY22 MA-Adult Ed Learning Center Projected Funding: \$746,934

REVOLVING ACCOUNTS

Framingham Public Schools collects revenue in connection with certain programs that are supported in full or in part by tuition and/or fees and accounted for in revolving accounts authorized by M.G.L Chapter 71. School revolving account revenue directly supports activities associated with the programmatic purpose of each account.



REVOLVING ACCOUNTS THAT OFFSET THE FY22 OPERATING BUDGET

Buildings Revolving: This account will offset the Building and Grounds FY22 operating budget by **\$150,000**. Revenues deposited in this account are from fees collected by permit holders that utilize school buildings for events, games, practices, meetings, and other uses of School owned buildings. The March 1, 2021 balance is \$989,569.

Transportation Revolving: This account will offset the Transportation Department’s FY22 operating budget by **\$300,000**. The March 1, 2021 balance is \$81,158. Revenues deposited in this account are from fees paid by families for students riding our large school buses to and from school. Students eligible for free or reduced lunch have all bus fees waived. Per School Committee Policy and allowable by Massachusetts General Law 71, Chapter 68, a student may be charged a fee if the student is deemed ineligible based on the following:

1. A Kindergarten thru Grade 6 student and lives under two miles from the student’s assigned school
2. Any grade 7 thru grade 12 student, no matter the distance from the student’s assigned school.

Athletic Revolving: This account will offset the Athletic Department’s FY22 operating budget by **\$50,000**. Funds in this account are carryover from previously collected gate receipts for athletic events and user fees from students. The March 1, 2021 balance is \$142,622.

Food Service Revolving: The food service department is fully funded by the food service revolving account. The March 1, 2021 balance is \$634,190.

FISCAL YEAR 2020-2021 REVOLVING ACCOUNTS: 3/1/21 BALANCES

DESCRIPTION	BALANCE
6100 FHS Parking Fees	24,353
6110 LO-Resiliency for Life	0
6125 LO - MW Youth Substance	0
6126 Adult ESL Plus	66
6127 MiddlesexSB Making it Happen	395
6128 Johnson Johnson School Health	742
6150 LO-Tenet HealthCare	0
6160 LO-Afta Special (Reimburse)	0
6170 Rev-Community Partnership	2,494
6190 LO-Career Connections	1,172
6200 LO-Starbucks Foundation	0
6220 LO-MWRA	0
6230 Rev-Sage (Modest)	159
6240 LO-Framingham Educ Foundation	0



6245 LO - Ropes Program	1,687
6250 LO-Framingham Teachers	0
6260 Rev-Lost Books	1,971
6270 Egan Early Childhood	630
6271 Commonwealth Corp Grant	1,295
6300 Insurance Reimbursement	0
6301 MW Defibrillation Program	0
6303 MetroWest CPR Grant	1,278
6304 MetroWest Health Foundation	18,822
6305 LO-Consumer Advocacy	0
6306 MW Stress of Immigration	0
6308 Lo-MW Brophy Health & Wellness	4,842
6310 LO-MetroW Health	2,487
6314 MW Teen Pregnancy Prevent	0
6316 Verizon Thinkfinity Grant	0
6318 MSW-Workforce Investment	0
6320 LO-MetroW School/Partners	0
6321 Sudbury Foundation Grant	113
6322 United Way of Tri County	0
6323 United Way FCP Grant	0
6324 Strengthening Youth/Unite	0
6325 LO-MetroW Tracker - Hemenway	0
6327 Metrowest Hlth Wellness	6
6328 M/W Health FHS Clinical	0
6330 Rev-Adult ESL	58,551
6331 ESL Verizon Grant	0
6332 MetroSW Adult ESL	3,563
6333 MSW Pathways to Success	5,516
6334 Partnership for Skilled W	-93
6335 Rev-Adult ESL-Kidde-Fenwa	0
6336 MWHF Invisible Link	10
6338 MWHF Adolescent Stress	0
6339 Center for Collaborative	4,994
6340 Rev-Adult Ed Curriculum	7,722
6345 LO-Carlisle Minority Achi	0
6352 LO-Carlisle Adult ESL	0
6353 LO-Carlisle Education Too	0
6355 LO-United Way Music Zone	0
6360 NIH/NEVUS Study	6,370
6363 Middlesex Svgs Foundation	0



6400 Rev-Elementary Summer School	-457
6410 Rev-Secondary Summer School	18,465
6420 Framingham Summer Theatre	5
6430 Rev-Adult Evening (High School)	0
6500 Rev-School Food Service	634,190
6600 B U Focus on Mathematics	0
6610 Citizenship Preparation G	0
6669 Notre Dame Education Century	0
6700 Rev-Civic Use - Buildings	989,569
6710 Rev-Civic Use - Other	25,097
6720 Rev-Civic Use - Printing	2,600
6740 Rev-Civic Use - Televisio	0
6750 Rev-Civic Use - Transport	81,158
6800 Rev-Tuition-Curriculum	0
6801 Rev-Tuition-Blocks	332,899
6802 Rev-Tuition-Wilson	2,129
6803 Tuition,Kindergarten Fees	0
6805 FPS-Out of School Time	411,254
6810 Rev-Tuition-Special Ed	45,226
6815 Student Activities-Guidance	62,210
6820 Student Activities-High School	0
6830 Rev-Day Care Center	76,166
6900 Gifts-Genzyme	0
6901 Gifts-Partners in Ed	3,146
6903 Gifts-School Link Service	4,881
6904 Minority Achievement Gift	429
6906 Gifts-Terry S Levin Memri	1,821
6908 Gifts-Early Childhood All	10,015
6910 Gifts-Framingham High School	14,841
6911 Gifts-Thayer Campus	1,182
6920 Gifts-Cameron Middle School	1,364
6921 Gifts-Fuller Middle School	7,935
6922 Gifts-Walsh Middle School	9,611
6928 Reading Support Program	0
6929 Family Learning Center	0
6930 Gifts-Barbieri School	4,583
6931 Gifts-Brophy School	4,200
6932 Gifts-Dunning School	4,481
6933 Gifts-Hemenway School	4,504
6935 Gifts-King School	2,128



6936 Gifts-McCarthy School	1,765
6937 Gifts-Potter Road School	9,689
6938 Gifts-Stapleton School	12,431
6939 Gifts-Wilson School	2,716
6940 Gifts, Blocks	7,970
6945 Gifts - Blocks JSO Foundation	2,124
6950 Gifts-System	2,408
6962 Gifts-Bilingual Education	652
6964 Gifts-Health Services Department	2,326
6974 Gifts-Technology Department	52,113
6990 Gifts-Guidance Department	3,803
6992 Gifts-Phys Ed/Health Department	0
6993 Rev-Athletic	142,622
6994 Wellness Center,FHS	143
6997 Rev-Fine Arts Gifts	43,760
TOTAL FY21	3,557,800

CIRCUIT BREAKER

As defined and explained in prior sections, Circuit Breaker is the State's Special Education tuition reimbursement program and with the implementation of the first year of the Student Opportunity Act, transportation reimbursement is now part of the program starting in FY22. The Circuit breaker

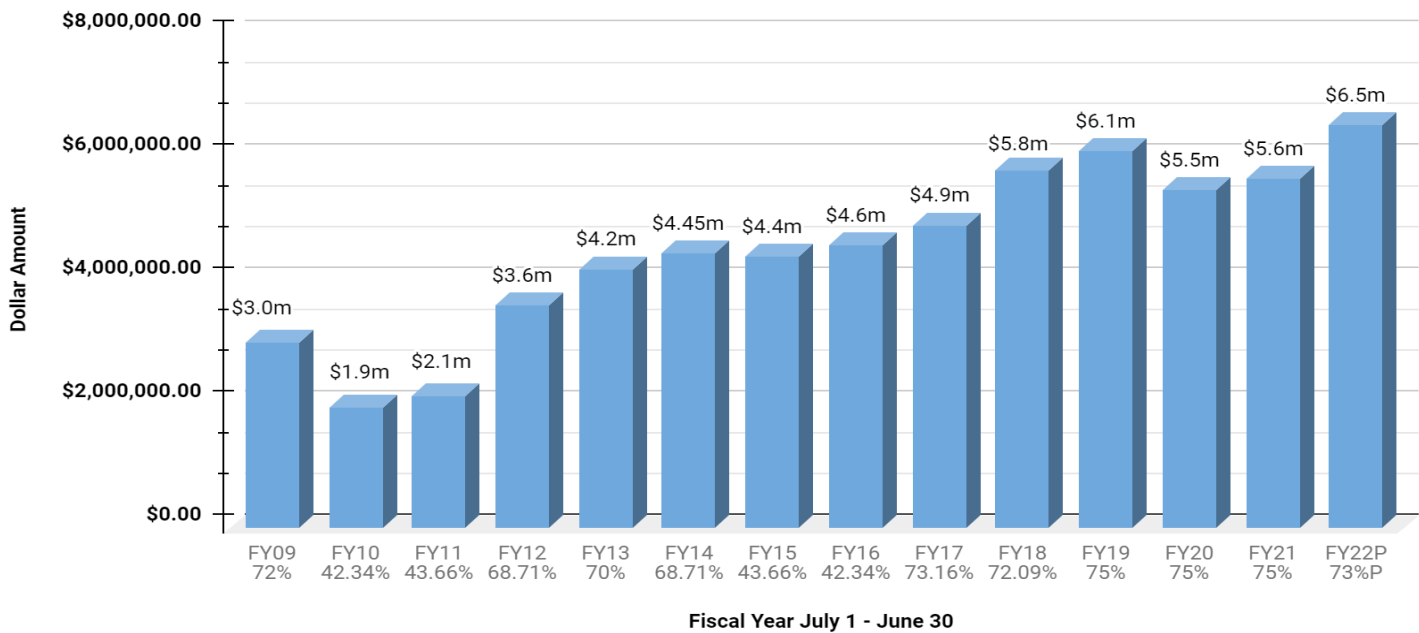


reimbursement program provides state assistance to districts with high cost special needs students. The FY22 budget includes \$6,521,672 of Circuit Breaker funding that directly offsets out-of-district special education tuition costs. The FY22 budget also includes \$3,000,000 of FY21 Circuit Breaker carryover* funds to also directly offset out-of-district special education tuition costs. Further, the FY22 budget includes \$512,000 of FY22 Circuit Breaker transportation reimbursement that will pay for out-of-district transportation costs.

The following reflects the last twelve years of Framingham’s actual Circuit Breaker reimbursement funding and the FY22 projected reimbursement:

FPS Circuit Breaker Reimbursement Percentage and Amounts

■ CB Reimbursement



**Per the Department of Elementary and Secondary Education, regulations allow communities and school districts to carry forward up to one year's worth of state reimbursement, Division of Local Services advises communities build balances in their SPED circuit breaker accounts in years when actual costs compare favorably with the budget so that in years when SPED costs increase unexpectedly or the circuit breaker reimbursement drops, there will be some circuit breaker revenue to cover any unforeseen costs. Building a circuit breaker balance is a good management practice as it eliminates some of the risk associated with these unpredictable SPED costs.*

CAPITAL

FY22 CAPITAL PROJECTS



PROJECT	LOCATION	PROJECT DESCRIPTION	FY22 BUDGET
1	New Elementary School	MSBA Feasibility Study	\$600,000
2	Walsh Middle School	Exterior Envelope	\$1,100,000
3	New Fuller Middle School	Turf Field	\$1,606,335*
4	Farley Building Roof	Roof Repairs	\$1,826,975
		Total Budget	\$5,133,310
		*Two total turf fields to be installed	

1. Massachusetts School Building Authority (MSBA) Feasibility Study for a Future Early Childhood Center and Elementary School - \$600,000

- A Pre-Feasibility Study for the renovation/replacement of an Elementary School was conducted by TBA Architects the summer and fall of 2019. This study included review of the Hemenway Elementary School site as well as property south of Route 9. Currently, the District has a limited number of schools south of Route 9. The District’s Long-Range Facility Plan calls for a periodic renovation/replacement of three elementary schools over the next 10-15 years. Developing a school south of Route 9 would serve the entire city well by improving school accessibility, addressing PreK access gaps, and reducing transportation costs by reducing the number of students who require busing across the district in the current school choice model. In multiple votes during the fall/winter of 2020 the School Committee voted to make the pursuit of this new school south of Route 9 a top priority. This included voting to enter into the MSBA Statement of Interest process, as well as seeking this funding through the capital budget allocations to prepare for the MSBA’s eventual invitation into their Capital Pipeline. Over the years the town, now the city, has also scheduled for their share of the new school as part of the long-term capital plan. In order to participate in the MSBA reimbursement program, the City must first appropriate \$600,000 for a Full Feasibility Study. This study is required to comply with MSBA guidelines in order for the City to receive an estimated reimbursement rate of approximately 57% for a school construction project.

2. Exterior Envelope Improvements to roofs, walls, windows, and doorways at Walsh Middle School - \$1,100,000 (reduced from initial request of \$2,156,095)

- The district’s five year capital plan includes estimates for the exterior envelopes of all buildings. Each year the top project(s) are identified as priorities where urgent work is needed to repair or replace exterior walls, windows and sealant systems and associated components. FY21 projects were previously funded and are now in the construction process at Hemenway and Wilson Elementary Schools, Cameron and Walsh Middle Schools, BLOCKS Preschool at Juniper Hill, and the Transportation Building. This new request is for the exterior walls, windows and sealant systems and associated components to be removed and replaced or repaired at Walsh Middle School.

3. Joint Athletic Field Project with the Division of Parks, Recreation & Cultural Affairs at the New Fuller Middle School - \$1,606,335 from FPS, remaining half from Parks



- The Framingham Public School Department and the City Division of Parks, Recreation & Cultural Affairs, in coordination with the Fuller School Building Committee, are submitting a joint budget capital request for \$3,212,670 to fund two artificial turf playing fields at the new Fuller school site. Currently, the City only has one turf field, located at Framingham High School, within its inventory of athletic facilities. This is below many other communities within the Baystate Conference. From a competitive standpoint, this has left the over 3,000 athletes participating in sports at Framingham High School, and all youth outdoor sports organizations, at a competitive disadvantage. Once this project is completed, it will provide the City with two fields that can provide use to a wide range of sports, including soccer; lacrosse; football; and field hockey. In addition, the field can be used for early season baseball and softball practices to allow those spring teams an opportunity to have equitable access to playing fields that athletes in other communities enjoy. An added benefit is that the students at the newly constructed Fuller Middle School will also have access to an outdoor recreational amenity for physical education classes and recesses for almost the entire calendar year. The School Department and Parks, Recreation & Cultural Affairs Division believes that this project will be a huge benefit for the City and a source of pride for all students involved in outdoor, active recreation. This project was also approved 3-0 by the City's Parks and Recreation Commission on September 30, 2020.

4. Roof Repairs at the Farley Building - \$1,826,975

- The Farley Middle School roof is in poor condition and moisture was observed at multiple roof test cuts. Additional roof deck repairs are necessary based on moisture on the deck, and areas of deterioration and rusting. The School Committee has prioritized it due to the large backlog of roof projects across the District. The Farley roof project has already been deferred. Continued deferral creates a public safety, financial, and operational challenge for the city and creates a domino effect of backlog and rising costs for other roof projects outlined on the spreadsheet.
-

COVID-19

The District has been very fortunate to receive funding through several federal, state, and local agencies since the COVID-19 pandemic began back on March 13, 2020 including the City Cares Act funding source. The COVID-19 funding does not have an effect on any operating budget. The funding is completely separate and is to be used to cover COVID-19 related costs.



The following shows a look at the funding by account and shows year to date spending, how the funds were used, time frame to spend the funds and allowable expenses. In total, when one factors in funds already covered by FEMA and City Cares Act, the District will have access to \$12,089,997 to cover COVID-19 related costs and have spent or encumbered \$5,356,579:

1. City of Framingham Federal Cares Act Funds

Framingham Public Schools Allocation: \$854,515

Year to date expenditures plus encumbrance: \$854,515 (City expenditures on behalf of FPS)

Use of funds: Chromebooks, Personal Protective Equipment (PPE), mailing supplies, chromebooks, translations

Funding Method: City CFO and School business official worked together to charge COVID-19 related expenses to City Cares Act. This allowed the District to incur no COVID-19 expenses in FY20.

Spending time frame: March 13, 2020 - June 30, 2021

Explanation and allowable expenses: The CARES Act requires that the payments from the Coronavirus Relief Fund only be used to cover expenses that are necessary expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19); were not accounted for in the budget most recently approved as of March 27, 2020 (the date of enactment of the CARES Act) for the State or government; and were incurred during the period that begins on March 1, 2020, and ends on December 31, 2021

2. Federal Emergency Management Agency (FEMA)

Framingham Public Schools Allocation: Estimated \$242,454.60

Year to date expenditures plus encumbrance: \$242,454.60

Use of funds: PPE, COVID posters, COVID signs, COVID decals

Spending time frame: January, 2020 - September 30, 2021

Funding Method: 100% reimbursement on allowable expenses

Explanation and allowable expenses: Under the COVID-19 Major Disaster Declaration, emergency protective measures (response costs) including, but not limited to, dissemination of materials and consumable medical supplies, may be eligible for reimbursement through FEMA or other federal agencies. Per the new administration, 100% of cost claimed will be reimbursed.

3. Coronavirus Relief Fund School Reopening Grant (CVRF) - Federal Funding Distributed by DESE

Framingham Public Schools Allocation: \$2,070,225

Year to date expenditures plus encumbrance: \$2,070,225

Use of funds: Food distribution staff, translations, PPE, hardware, software, air filters, air purifiers, water filling stations

Spending time frame: March 13, 2020 - June 30, 2021

Funding method: \$225 per student x 9,201 student enrollment. All school districts and Commonwealth charter schools are eligible for these grants with the exception of the Boston Public Schools, municipal school districts in Plymouth County, and students from Plymouth County communities attending regional school districts. The City of Boston and Plymouth County are administering CvRF funds separately. Enrollment is based on FY21 Chapter 70 foundation enrollment. Each school district's FY21



foundation enrollment is reduced by the number of students from the district that attend charter schools, and these students are assigned to the charter schools where they are enrolled.

Explanation and allowable expenses: This grant program is focused on providing schools and districts with funding needed in providing educational services and developing plans for the return to normal operations. Funds may be used for a wide variety of purposes, including but not limited to staff, student services, vendor services, building services/temporary facilities and other efforts to support the safe reopening of schools.

4. DESE's Remote Learning Technology Essentials (RLTE) Program

Framingham Public Schools Allocation: \$180,851

Year to date expenditures plus encumbrance: \$180,851

Use of funds: Chromebooks and hot spots

Spending time frame: March 13,2020 - June 30, 2021

Funding method: The funds in this program were to provide supplemental funds to support Local Education Agencies (LEAs) in addressing remaining remote learning technology needs and to ensure that every student has adequate access to technology for use in remote learning environments during the 2020-21 school year.

Explanation and allowable expenses: Funds may be used to support technology needs addressed following the March 13, 2020 COVID-19 emergency

5. Federal Elementary and Secondary School Emergency Relief (ESSER I) - Coronavirus Aid, Relief and Economic Security (CARES) Act

Framingham Public Schools Allocation: \$1,749,473

Year to date expenditures plus encumbrance: \$1,749,473

Use of funds: Storage space rental, classroom staff, Contract tracing staff, PPE, software, hardware

Spending time frame: July 1, 2020 - September 30, 2023

Funding Method: Funding amounts based on a district's share of the total FY21 Title I funds distributed to districts in the state.

Explanation and allowable expenses: The purpose of the ESSER fund was to provide districts with emergency relief funds to address the impact COVID-19 has had, and continues to have, on elementary and secondary schools that are providing educational services and developing plans for the return to normal operations. Funds may be used for the following but not limited to technology, supplies and services that enable remote learning, mental health services, assessing learning gaps, training/professional development and other necessary to maintain district operations and services.

6. Federal Coronavirus Relief Fund School Reopening Grant (CVRF) - School Meal Program

Framingham Public Schools Allocation: \$35,424.28

Year to date expenditures plus encumbrance: \$35,424.28

Use of funds: Food distribution staff

Spending time frame: March 1,2020 - December 30, 2020

Funding method: Based upon the number of meals served during the period April 1, 2020 to december 30, 2020.



Explanation and allowable expenses: The funds can only be used on expenses that are "necessary expenditures" incurred due to COVID-19, were not accounted for in the latest budget in effect as of March 27, 2020 and were incurred between March 1, 2020 and December 30, 2020. Among other ineligible uses, CvRF funds cannot be used to fund insurance damages, payroll or benefits for employees not substantially dedicated to mitigating or responding to COVID-19, expenses that have been or will be reimbursed under any federal program, reimbursement to donors, workforce bonuses other than hazard pay or overtime, severance pay, and legal settlements.

7. New Federal Elementary and Secondary School Emergency Relief (ESSER II) - Coronavirus Aid, Relief and Economic Security (CARES) Act - recently released

Framingham Public Schools Allocation: \$6,420,292

Year to date expenditures plus encumbrance: \$223,636.44

Use of Funds: Summer programming, mental health supports, COVID-19 testing, contact tracing and lunch distribution staff

Spending time frame: March 13, 2020 - September 30, 2023

Funding Method: Based on a district's share of the total FY21 Title I funds distributed to districts in the state.

Explanation and allowable expenses: Allowable expenses for ESSER II funds are the same as ESSER I funds and must relate to preventing, preparing for and responding to COVID-19. ESSER II funds can support any allowable activity under the Every Student Succeeds Act (ESSA). This includes allowable activities under Titles IA, IIA, III, and IVA. Like ESSER I, ESSER II funds may be used to pay for any allowable activity under the IDEA Act, the Perkins Career and Technical Education Act, the McKinney-Vento Homeless Assistance Act, and the Adult Education and Family Literacy Act. Note that ventilation upgrades, certain facilities improvements and learning loss remediation are now categorized as an allowable use of these funds. Also to note, DESE has provided an additional \$10,000 for each district to use for student mental health supports. We have gone above and beyond DESE's \$10,000 and have budgeted \$100,000 to support student's mental health.

8. New State Coronavirus Prevention Fund Program

Framingham Public Schools Allocation: \$536,762.50

Year to date expenditures plus encumbrance: \$0

Use of Funds: TBD

Spending time frame: July 1, 2020 - June 30, 2021

Funding Method: The budget provides for each district, charter school, and educational collaborative to receive funding equal to the sum of \$25 multiplied by their FY2021 foundation enrollment plus \$75 multiplied by their low-income enrollment

Explanation and allowable expenses: Eligible uses for the funds include, but are not limited to, personal protective equipment, hygienic supplies, costs associated with socially distanced onsite learning, remote learning, or hybrid approaches as determined by the district, charter school, or collaborative. Recipients can also use their funds for any expenses required to ensure that low-income and other vulnerable students receive assistance and support that provides them equal access to educational opportunities, including but not limited to, assistance overcoming technological hurdles to learning and access to social



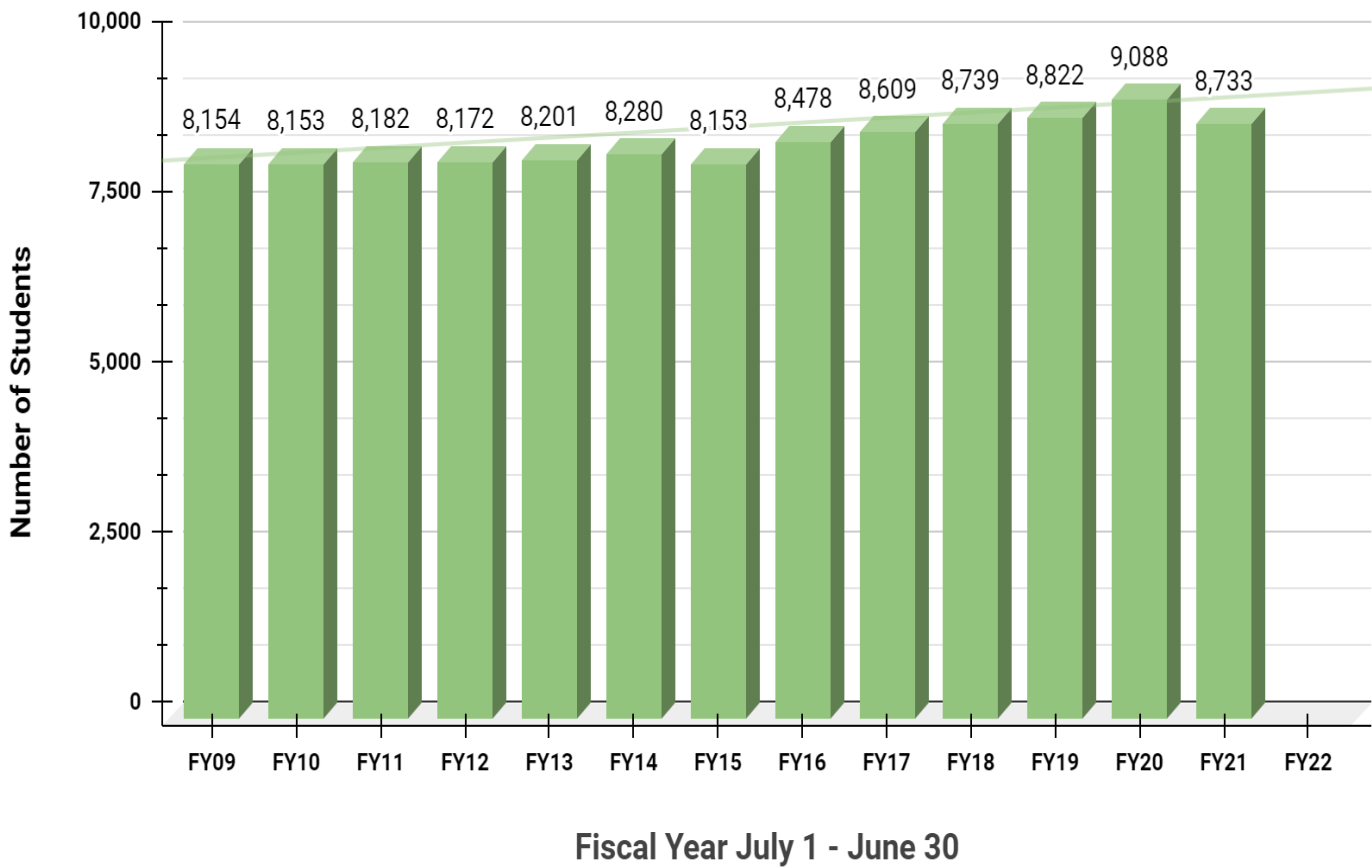
services, mental health, and behavioral health resources to address the potential trauma and other effects of the pandemic on students

9. New Federal Elementary and Secondary School Emergency Relief (ESSER III) - To be determined, as this was recently passed by Congress and signed into law by President Biden

STUDENT DATA

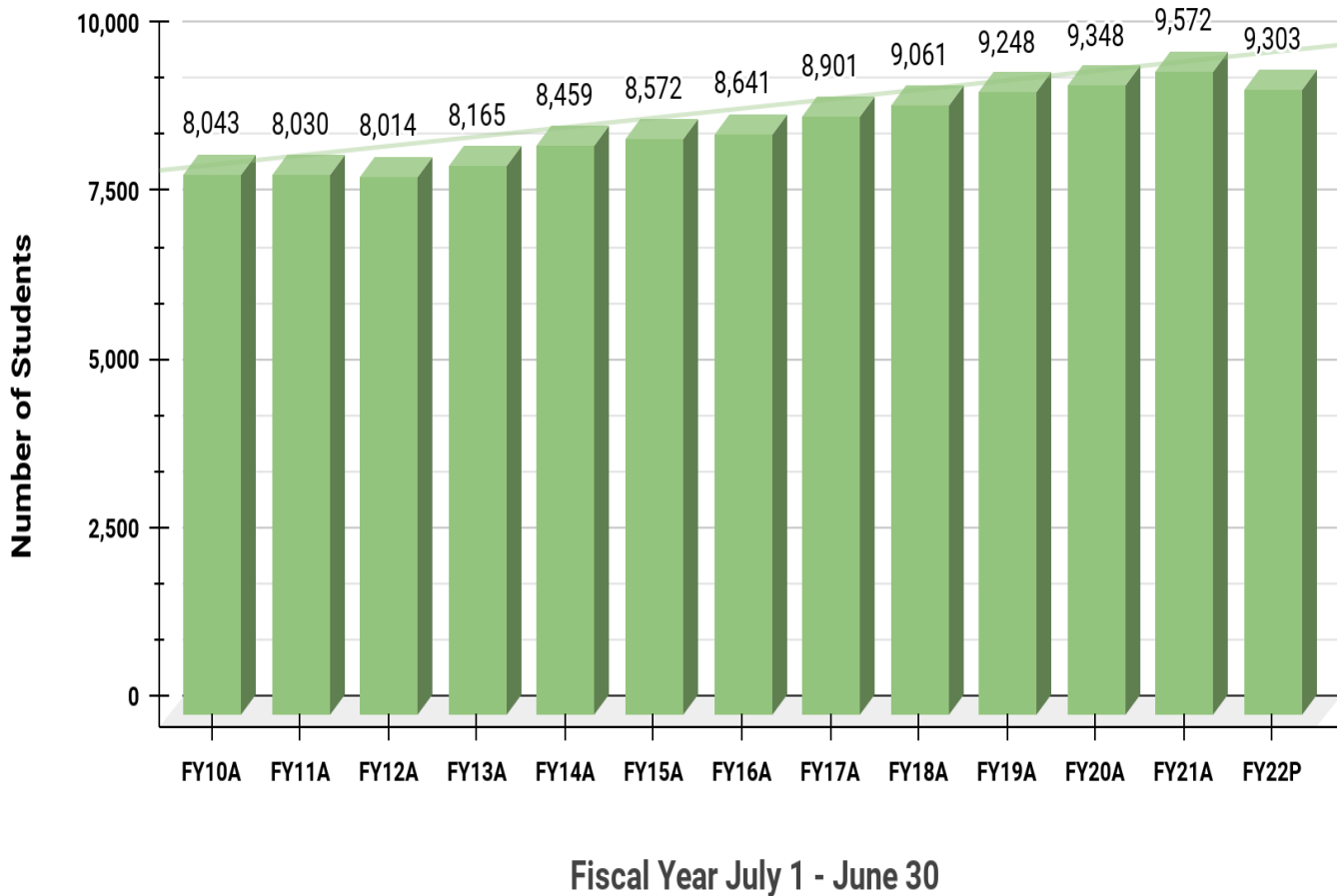
ENROLLMENT

Framingham Public Schools Enrollment History (DESE 10/1)





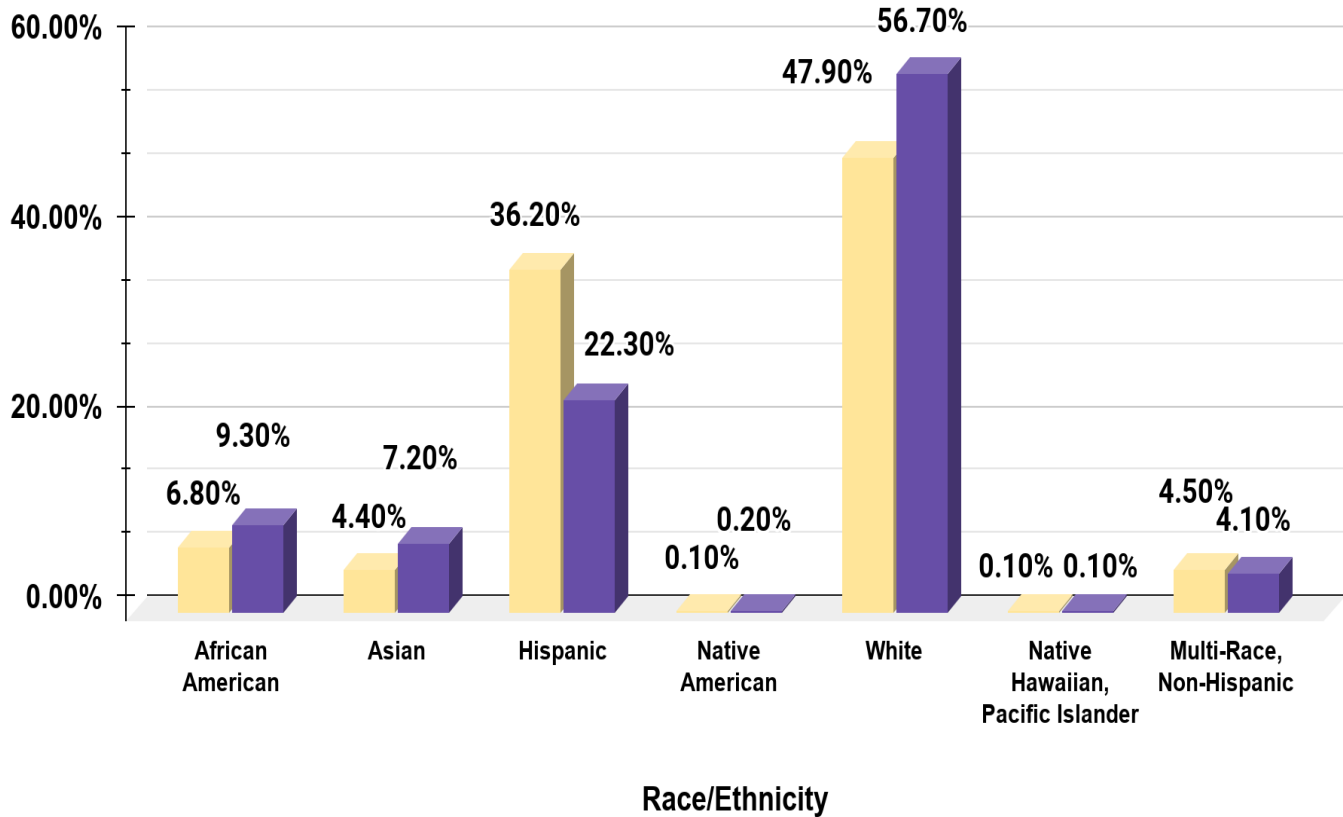
Framingham Public Schools Foundation Enrollment* History (DESE 10/1)





Enrollment by Race/Ethnicity 2020-2021

■ % of District ■ % of State





GRADUATION

Percent Graduated (4-Year Graduation Rate)											
	Year										
Student Group	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
All Students	84	81.1	85.3	83.2	84.6	83.9	84.8	82.6	81.9	83.3	82.6
Male	81.8	75.8	84.5	81.3	76.3	80.6	81.2	80.6	76.6	79.3	77.1
Female	86.4	85.5	86.1	85.1	92.1	87.8	88.3	84.7	87.2	88	88.7
English Learners	71.1	59.4	73.1	68.5	65.4	58.3	56.9	45.6	55.3	47.8	54.5
Students with Disabilities	73.5	59.6	73.9	63.4	59.7	63.1	62.4	65.9	64.5	78.8	64.3
Low Income*	74.5	72.7	76.7	73.1	75.4	74.6	74	75.1	73	77.8	--
Economically Disadvantaged*	--	--	--	--	--	--	--	--	--	--	76.2
High Needs	--	--	76.8	74.2	74.4	73.6	74.6	73.4	71	74.4	71.6
African American/Black	75.4	75.9	90.7	75	95.2	80	67.4	74.5	70.3	86.3	82.1
Asian	82.9	93.9	97.1	94.6	93.3	94.7	86.8	89.5	94.1	95	86.7
Hispanic/Latino	72.3	66	68.6	68	63	67.6	66.7	68	63.6	67.9	72.0
White	87.9	85.2	88.9	87.1	89.2	88.5	90.9	88.7	88.4	88.1	87.5

*Beginning with 2020, DESE changed from reporting graduation rates for the low income student group to economically disadvantaged. For definitions, please read [this](#).



ADVANCED PLACEMENT AT FRAMINGHAM HIGH SCHOOL

Description	# Students	Male	Female	Free Reduced	IEP Active	IEP Exited	504 Active	504 Exited	ELL (SEI)
AP Biology w/ Seminar	39	16	23	7/0	0	5	0	1	2
AP Calculus AB	58	32	26	9/2	0	7	0	1	1
AP Calculus BC	49	26	23	3/0	0	9	0	3	0
AP Chemistry w/ Seminar	12	7	5	2/1	1	2	0	0	0
AP Computer Science A	6	5	1	0/0	0	0	2	0	0
AP English Language CompositionJR	100	34	66	18/6	0	8	9	0	6
AP English Language CompositionSR	13	9	4	2/1	1	3	0	0	0
AP English Literature	48	7	41	5/1	0	2	0	1	1
AP Environmental Science w/ Seminar	27	10	17	4/2	0	1	1	1	0
AP European History	9	7	2	4/0	1	0	0	0	0
AP French 5	16	7	9	3/0	0	2	0	2	0
AP Government and Politics U.S.	100	46	54	15/2	2	11	1	1	1
AP Music Theory 2	7	4	3	3/0	0	0	0	0	0
AP Physics w/ Seminar	17	14	3	0/1	0	4	0	4	0
AP Psychology	75	18	57	14/6	2	10	3	4	4
AP Seminar	16	5	11	7/3	0	1	1	1	4
AP Spanish Language & Culture	86	20	66	31/8	2	7	1	3	3
AP Statistics	83	34	49	12/8	1	9	2	4	3
AP Studio Art	11	0	11	4/0	0	2	0	1	1
AP US History 1	94	43	51	15/5	2	8	5	1	2
AP US History 2	49	22	27	7/3	0	7	1	1	3



STUDENT TURNOVER

Framingham Public Schools Student Turnover					
	All students				
Year	Churn/Intake Enroll	% Churn	% Intake	Stability Enroll	% Stability
2009	8,580	12.5	8.2	8,204	91.8
2010	8,559	11.4	7.6	8,187	92.8
2011	8,542	10.6	6.1	8,248	92.8
2012	8,562	10.3	6.4	8,217	93.7
2013	8,571	10	6	8,236	93.8
2014	8,632	10	6.2	8,316	93.7
2015	8,762	12.3	8	8,240	93.6
2016	9,060	12.6	8.2	8,571	92.6
2017	9,126	11.5	7.3	8,674	93.5
2018	9,306	12.4	7.8	8,817	92.8
2019	9,517	13.2	8.6	8,934	92.8
2020	9,783	13.5	8.7	9,269	91.6



STAFFING DATA

RETENTION DATA

Retention by Unit (%)										
	Unit A	Unit B	Unit C	Unit N	Unit P	Unit S	Unit T	Unit V	Unit Y	Total
2019-2020	91	89	88	82	77	100	88	45	100	84
2018-2019	86	90	85	70	85	92	82	62	66	77
2017-2018	87	88	91	54	73	94	90	74	48	80
2016-2017	87	92	97	76	100	95	89	63	41	80

ATTENDANCE DATA

Attendance Rates: FY10 - FY20											
	School Year										
	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Attendance Rate	95.0%	95.0%	95.2%	95.0%	95.0%	95.0%	95.0%	94.5%	94.7%	94.4%	97.63%
Average # of days absent	8.5	8.6	8.3	8.5	8.6	8.5	8.5	9.4	9	9.5	2.87
Absent 10 or more days	30.7	31.5	29.2	30.4	29.8	29.8	29.6	34	32.2	33.6	21
Chronically Absent (10% or more)	13	12.8	12.2	11.3	11.5	12.1	12	14	13.4	14.4	13.6



FTE STAFFING BY UNIT

Full Time Equivalent (FTE) by Staffing Unit									
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Unit A Teachers, Dept Heads, Nurses	759.33	778.76	805.12	854.84	870.78	881.61	918.76	939.20	963.10
Unit B School and Central Office Administrators	32.31	38.65	39.45	43.56	43.80	45.74	53.24	52.44	52.44
Unit C Custodial and Maintenance	72.00	72.00	72.00	73.00	73.00	75.00	77.00	78.00	84.00
Unit P Principals	12.00	12.00	12.00	13.00	13.00	13.00	13.00	13.00	13.00
Unit S Administrative Support	54.66	61.54	59.10	60.18	60.02	64.44	67.24	66.77	70.31
Unit T Support Services	201.28	207.67	209.31	230.06	229.10	223.30	238.25	247.00	251.00
Unit V Non-Bargaining	50.57	52.97	73.63	72.41	72.28	82.98	87.16	90.61	104.50
Total Staff FTEs	1,182.15	1,223.59	1,270.61	1,347.05	1,361.98	1,386.07	1,454.65	1,487.02	1,538.35



FISCAL YEAR 2021-2022 BUDGET DETAIL REQUIRED BY CITY CHARTER

FRAMINGHAM SCHOOL DEPARTMENT					
FISCAL YEAR 2020-2021 BUDGET 4.1.2020					
	2018	2019	2020	2021	2022
	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROPOSED
FRAMINGHAM HIGH SCHOOL					
Salaries					
Sal, School Resource Officer	0	0	0	0	0
FHS, Sal, Coordinators	292,979	336,211	384,520	391,814	531,940
FHS, Sal, Associate Principal	131,771	130,316	135,887	137,547	141,632
Fhs, Sal, Principal	171,698	163,600	176,765	178,680	184,675
Fhs, Sal, Vice Principal	498,617	523,297	515,683	524,499	532,188
Fhs, Sal, Clerical	0	0	0	0	0
Fhs, Sal, Secretary	348,976	324,482	305,714	321,635	317,001
FHS, Dept Head, Supervisory	0	80,142	80,499	80,500	80,500
FHS, Bil Dept Head, Supervisor	0	8,000	8,000	8,000	8,000
FHS, Sped Dept Head, Superviso	0	8,500	8,500	8,500	8,500
Fhs, Prof Sal, F&CSci DeptHead	7,500	0	0	0	0
FHS, Student Data Manager	0	0	0	0	0
Fhs, Prof Sal, Music DeptHead	0	0	0	0	0
Fhs, Prof Sal, BusEd DeptHead	0	0	0	0	0
Fhs, Prof Sal, Math DeptHead	8,500	0	0	0	0
FHS, RFL Dept Head	0	0	0	0	0
Fhs, Prof Sal, Engl DeptHead	8,500	0	0	0	0
Fhs, Prof Sal. PhysEd DeptHead	8,000	0	0	0	0
Fhs, Prof Sal, Sci DeptHead	8,500	0	0	0	0
Fhs, Prof Sal, SocSt DeptHead	8,500	0	0	0	0
Fhs, Prof Sal, Sped DeptHead	8,500	0	0	0	0
Fhs, Prof Sal, TechEd DeptHead	7,500	0	0	0	0
Fhs, Prof Sal, W.Lang DeptHead	8,000	0	0	0	0
H/R, Sal Instructional Coord	278,335	0	0	0	0
Fhs, Sal, Art, Teacher	0	304,801	311,774	328,982	301,471
Fhs, Sal, BusEd, Teacher	0	0	0	0	0
FHS, STEM Teacher	0	0	0	0	0
Fhs, Sal, Engl, Teacher	1,660,145	1,705,956	1,805,142	1,876,672	1,928,349



FRAMINGHAM PUBLIC SCHOOLS

Fhs, Sal, F&Con Sci, Teacher	402,058	374,907	405,068	430,885	444,570
Fhs, Sal, Math, Teacher	1,787,798	1,750,618	1,890,131	1,851,466	1,598,263
Fhs, Sal, Music, Teacher	157,657	144,511	146,320	156,981	150,916
Fhs, Sal, PhysEd, Teacher	946,485	870,785	984,568	1,016,852	1,040,579
Fhs, Sal, RegEd, Teacher	0	0	0	0	65,387
Fhs, Sal, Sci, Teacher	1,585,631	1,568,547	1,738,312	1,817,219	1,841,540
Fhs, Sal, SocSt, Teacher	1,544,442	1,575,549	1,640,353	1,724,012	1,743,237
Fhs, Sal, TechEd, Teacher	339,381	369,319	411,777	430,113	404,258
Fhs, Sal, W.Lang, Teacher	1,157,078	1,257,258	1,247,718	1,295,746	1,281,413
Fhs, Prof Sal, RegEd	0	0	117,723	0	32,894
FHS,Sal,Sped Teacher Spec	1,179,684	1,516,312	1,512,320	1,926,535	2,406,328
FHS, Biling Dept Head	8,000	0	0	0	0
FHS,Sal,Biling,Teacher	1,049,427	1,110,026	1,357,770	1,500,271	1,481,428
Fhs, Sal, Admin Assistant	0	0	0	0	0
FHS Gifted & Talented Teacher	0	0	0	0	0
FHS, RFL Teacher	91,085	86,826	89,812	91,270	92,168
FHS, Sal, Bridge Teacher	68,609	77,183	79,884	85,665	90,668
Fhs, Prof Sal, Sped	285,907	296,026	304,831	300,920	314,550
Fhs, Sal, Biling, Aide	6,237	0	0	0	0
Fhs, Sal, Biling, Asst Teacher	75,670	78,914	76,850	75,997	82,327
FHS, Tech Resource Specialist	0	0	0	0	0
Fhs, Sal, RegEd, Aide	30,343	42,449	77,646	177,895	73,684
Fhs, Sal, RegEd, Asst Teacher	0	0	0	0	0
FHS Sal, Office Aide	52,052	42,123	67,013	94,230	115,965
FHS, Interventionist Aide	0	0	0	0	0
Fhs, Sal, RegEd, Tech Aide	0	0	0	0	0
Fhs, Sal, Sped, Aide	263,115	257,707	416,571	533,549	606,267
Fhs, Sal, Sped, Asst Teacher	292,045	337,611	371,441	417,478	512,644
FHS Sal Sped ABA Specialists	0	0	0	0	0
Fhs, Prof Sal, Library	110,529	93,947	97,986	99,590	124,341
FHS, Guidance Dept Head	8,000	0	0	0	0
Fhs, Prof Sal, Guidance	1,236,082	1,274,322	1,378,483	1,430,027	1,584,879
Fhs, Sal, Guidance, Supervisor	0	0	0	0	0
Fhs, Sal, Guidance, Work Study	0	0	0	0	0
Fhs, Prof Sal, PsychSvcs	261,269	267,747	277,314	281,865	287,880
Fhs, Prof Sal, Nurse	330,003	336,345	389,850	402,170	401,233
Fhs, Sal, Custodian	543,056	0	0	0	0
FPS Sal, Sped TEC Coordinator	106,435	87,450	110,952	222,848	216,742



FRAMINGHAM PUBLIC SCHOOLS

FHS, Drama Teacher	149,691	180,278	202,440	204,422	230,239
FHS, Literacy Specialist	0	0	0	0	0
FPS Sal Sped Teacher Classroom	0	0	0	0	0
FPS Sal Supervised Instr Time	0	0	0	0	0
Total Salaries	17,523,792	17,582,065	19,125,620	20,424,834	21,258,655
Additional Salaries					
FHS, DH Summer Per Diem	13,103	18,613	20,072	31,258	37,680
FHS, Addt'l Sal, Secr Vacation	0	0	0	0	0
Fhs, AddtSal, Secretary OT	0	0	0	0	0
Fhs, AddtSal, Secr PT/AddHrs	909	0	0	0	0
FHS, supervised Instruction	9,526	10,658	4,164	11,000	11,000
Fhs, AddtSal, Prep Time	0	0	0	0	0
Fhs, AddtSal, Subs Personal	0	0	1,390	0	0
Fhs, AddtSal, Subs Sick	0	0	0	0	0
Fhs, AddtSal, Subs System	0	0	0	0	0
Fhs, AddtSal, Subs Prof Dev	0	0	0	0	0
Fhs, AddtSal, FieldTrip Driver	0	0	0	0	0
Fhs, AddtSal, Student Act	59,712	10,323	9,800	9,600	23,100
FHS, A/S Webmaster Stipend	0	0	0	0	0
FHS, Addtl Sal, Custodian OT	0	0	0	0	0
Fhs, AddtSal, CustOT Sch Event	25,750	0	0	0	0
Fhs, AddtSal, Custodian Summer	0	0	0	0	0
Fhs, AddtSal, Cust W/E Watch	0	0	0	0	0
FHS,AddlSal,Wellness Center	0	0	0	0	0
FHS,A/S Ropes, Stipends	0	0	0	0	0
FHS,A/S Guidance Sumer PerDiem	38,182	28,329	41,408	45,737	51,317
FHS,A/S Sped Bus Monitors	0	0	0	0	0
FHS, A/S In-House Prof Dev	0	0	0	0	0
FHS, A/S Prof Development	0	0	0	0	0
Total Additional Salaries	147,182	67,924	76,833	97,595	123,097
Operating Expenses					
Fhs,Contr Svcs, General	10,545	11,741	2,070	31,650	25,150
FHS, Printing Expenses	1,522	45	100	8,000	15,000
Fhs, Exp, Supplies, Office	10,190	28,975	6,424	8,000	7,000
Fram High School, Exp, Dues	7,800	6,221	6,275	7,210	6,630
Fhs, Exp, Miscellaneous	0	78	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Fhs, Exp, Postage	8,295	0	0	0	0
FHS, Sped, Office Supplies	0	1,334	3,737	3,000	3,000
FHS, Copy Center Supplies	0	0	0	0	0
Fhs, Princ Tech Supplies	0	0	0	0	0
Fhs, Princ Tech Hardware	0	0	0	0	0
Fhs, Princ Tech Software	0	0	0	0	0
FHS Lease/Purchase Equipment	3,557	0	0	0	0
Fhs, Lease/Purch, Copier	0	0	0	0	0
Fhs, ContrSv Equip Repairs	1,820	3,020	4,633	8,125	8,125
Tech Ed, Lease/Purch Copier	0	0	0	0	0
Fhs, Supplies, Copier	22,038	21,586	473	23,000	23,000
Fhs, Instr, Supplies	0	0	5,690	7,000	0
Fhs, ContrPers, Prof Dev	7,025	0	0	0	0
Fhs, ContrSvcs, Prof Dev	0	0	0	0	0
Fhs, Travel, Prof Dev	9,624	2,081	410	5,000	2,000
FHS Translations/Interpreters	0	0	0	0	0
Fhs, Field Trips	0	0	0	0	0
Fram High School, Exp, Travel	0	0	0	0	0
Fhs, Tech Hardware	6,934	0	0	0	0
Fhs, Tech Hardware Library	0	0	0	0	0
Fhs, Tech Software	25,048	14,432	15,702	29,075	76,095
FHS, Student Act, Contr Svcs	620	0	0	0	0
Fhs, Student Act, Supplies	3,841	5,502	15,630	5,700	5,700
Fhs, ContrSvcs, Police Detail	2,659	1,867	0	5,500	0
FHS, School Resource Officer	0	0	0	0	0
Fhs, Building Security	0	0	0	0	0
Fhs, Art, Textbooks	0	0	0	0	0
Fhs, BusEd, Textbooks	0	0	0	0	0
Fhs, Engl, Textbooks	14,909	15,942	14,386	15,000	20,000
Fhs, Math, Textbooks	5,941	195	1,047	35,000	1,000
Fhs, Music, Textbooks	0	0	0	0	0
Fhs, Sci, Textbooks	15,647	15,348	23,139	21,381	15,500
Fhs, SocSt, Textbooks	4,881	13,024	4,023	14,000	4,000
Fhs, System, Textbooks	0	4,968	0	0	0
Fhs, TechEd, Textbooks	0	0	0	0	0
Fhs, W.Lang, Textbooks	2,527	1,194	1,351	2,000	2,000
Fhs, Library, Supplies	19,307	4,507	1,212	0	0
Fhs, Art, Supplies	13,095	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Fhs, BusEd, Supplies	0	0	0	0	0
Fhs, Drama, Supplies	5,783	0	0	0	0
Fhs, Engl, Supplies	4,652	3,465	4,880	3,000	4,173
FHS, ESL, Supplies	1,852	4,908	4,686	5,000	4,797
Fhs, Fam&Con Sci, Supplies	7,959	7,581	4,930	7,900	13,100
Fhs, Math, Supplies	11,235	12,956	7,623	10,000	8,812
Fhs, Music, Supplies	2,589	0	0	0	0
Fhs, Sci, Supplies	18,867	23,950	8,990	38,000	20,000
Fhs, SocSt, Supplies	3,575	4,659	3,538	5,200	4,099
FHS, Bilingual, Office Supplie	0	795	0	2,000	500
Fhs, TechEd, Supplies	8,479	7,886	7,709	8,500	7,797
Fhs, W.Lang, Supplies	3,410	2,602	2,716	4,000	4,000
FHS, WLang Contr Services	0	0	0	0	0
FHS, WLang Travel Prof Dev	0	0	0	0	0
FHS, Drama Transportation	2,000	0	0	0	0
FHS, Guidance Contr Svcs	0	0	0	0	0
FHS, Guidance Supplies	2,186	1,147	1,472	1,550	1,309
FHS, Guidance Test& Assessment	13,069	0	13,154	14,900	17,000
FHS, Psychology Expenses	0	0	0	0	0
FHS, Phys Ed Referees	0	0	0	0	0
FHS, Phys Ed Recondition	0	0	0	0	0
FHS, Phys Ed Transportation	0	0	0	0	0
FHS, Phys Ed Supplies	9,056	8,914	7,791	8,050	8,050
FHS, Drama Textbooks	0	0	0	0	0
FHS, Instr Equipment	0	0	0	0	0
FHS, Fam&Cons Sci Textbooks	0	0	0	0	0
FHS, Fam&Con Sci Instr Equip	0	0	0	0	0
FHS, Music Instr Equipment	0	0	0	0	0
FHS, PhysEd/Health Textbooks	0	0	0	0	0
FHS, PhysEd/Health Instr Equip	6,199	10,681	6,783	7,500	7,500
FHS, Science Instr Equipment	0	0	0	0	0
FHS Contr Svcs Bus Monitors	0	0	0	0	0
FHS, Biling Tutors	0	0	0	0	0
FHS,Transportation AfterSchool	9,626	0	0	0	0
FHS,Sped Transp AfterSchool	0	0	0	0	0
Total Operating Expenses	308,362	241,602	180,575	344,241	315,337
Framingham High School Totals	17,979,336	17,891,591	19,383,028	20,866,670	21,697,089



THAYER CAMPUS - FHS					
Salaries					
THA, Coordinator	120,975	121,858	110,845	113,063	116,409
Thayer HS, Sal, Principal	0	0	0	0	0
Thayer HS, Sal, Clerical	0	0	0	0	0
Thayer HS, Sal, Secretary	33,437	35,614	37,456	41,869	42,288
Thayer HS, Sal, Art, Teacher	0	0	0	0	0
Thayer HS, Sal, BusEd, Teacher	0	0	0	0	0
Thayer HS, Sal, Engl, Teacher	127,213	56,311	61,169	65,096	129,017
Thayer HS, Sal, F&CSci Teacher	0	0	0	0	0
Thayer HS, Sal, Math, Teacher	87,090	114,943	99,414	94,956	82,159
Thayer HS, Sal, Music, Teacher	0	0	0	0	0
Thayer HS, Sal, PhysEd Teacher	0	0	0	0	0
Thayer, School Dept Head	5,500	0	0	0	0
Thayer HS, Sal, RegEd, Teacher	0	0	0	0	0
Thayer HS, Sal, Sci, Teacher	83,656	85,326	89,062	90,520	91,418
Thayer HS, Sal, SocSt, Teacher	76,764	78,297	54,713	57,284	60,723
Thayer HS, Sal, TechEd Teacher	0	0	0	0	0
Thayer HS, Sal, WLang, Teacher	0	0	0	0	0
Thayer HS, Sal, Sped, Teacher	123,021	88,122	91,397	92,880	95,890
Thayer HS, Prof Sal, Guidance	85,156	88,357	91,397	92,880	94,294
Thayer HS, Prof Sal, Psych Svcs	0	0	0	0	0
Thayer HS, Sal, Nurse	0	0	0	0	0
Thayer HS, Sal, Custodian	0	0	0	0	0
Thayer HS, Sal, Nurse	15,353	15,659	12,436	17,133	17,304
Tha, Dept Head, Supervisory	0	0	0	0	0
Tha, Dept Head, Non-Supervisor	0	5,500	5,500	5,500	5,500
Tha, Sal, RegEd, Aide	0	11,157	50	28,530	0
Tha, Sal, RegEd, Asst Teacher	28,519	28,883	32,851	34,599	36,741
Tha, Sal, Sped, Aide	0	0	0	0	0
Tha, Sal, Sped, Asst Teacher	0	0	0	0	0
THA Sal, Sped ABA Specialists	0	0	0	0	0
THA Sal, Sped TEC Coordinator	0	0	0	0	20,897
THA Sal Sped Teacher Classroom	0	0	0	0	0
THA Sal Supervised Instr Time	0	0	0	0	0
Total Salaries	786,685	730,028	686,291	734,309	792,640
Additional Salaries					



FRAMINGHAM PUBLIC SCHOOLS

Tha, Addt'l Sal, Secr Vacation	0	0	0	0	0
Tha, AddtSal, Secretary OT	0	0	0	0	0
Tha, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Tha, AddtSal, Subs Personal	0	0	0	0	0
Tha, AddtSal, Subs Sick	0	0	0	0	0
Tha, AddtSal, Subs System	0	0	0	0	0
Thayer, AddtSal, Subs Prof Dev	0	0	0	0	0
Tha, AddtSal, FieldTrip Driver	0	0	0	0	0
Tha, AddtSal, Student Act	0	0	0	0	0
Tha, A/S Webmaster Stipend	0	0	0	0	0
Tha, Addt'l Sal, Custodian OT	0	0	0	0	0
Tha, AddtSal, CustOT Sch Event	0	0	0	0	0
Tha, AddtSal, Custodian Summer	0	0	0	0	0
Tha, AddtSal, Cust W/E Watch	0	0	0	0	0
THA,A/S Sped Bus Monitors	0	0	0	0	0
THA, A/S In-House Prof Dev	0	0	0	0	0
Total Additional Salaries	0	0	0	0	0
Operating Expenses					
Thayer HS,Contr Svcs	0	0	0	0	0
THA, Printing Expenses	0	0	0	0	0
Tha, Exp, Supplies, Office	2,756	1,927	1,623	2,000	2,000
Thayer, Exp, Dues	0	0	0	0	0
Thayer HS, Exp, Miscellaneous	0	0	0	0	0
Thayer HS, Exp, Postage	0	0	0	0	0
Tha, Princ Tech Supplies	0	0	0	0	0
Thayer HS, Princ Tech Hardware	0	0	0	0	0
Thayer HS, Princ Tech Software	0	0	0	0	0
Thayer HS, ContrPers, Prof Dev	0	0	0	0	0
Thayer HS, ContrSvcs, Prof Dev	0	0	0	0	0
Thayer HS, Travel, Prof Dev	0	0	160	0	0
Thayer HS, Art, Textbooks	0	0	0	0	0
Thayer HS, BusEd, Textbooks	0	0	0	0	0
Thayer HS, Drama, Textbooks	0	0	0	0	0
Thayer HS, Engl, Textbooks	906	0	0	0	0
Thayer HS, Math, Textbooks	503	0	0	0	0
Thayer HS, Music, Textbooks	0	0	0	0	0
Thayer HS, Sci, Textbooks	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Thayer HS, SocSt, Textbooks	958	0	0	0	0
Thayer HS, TechEd, Textbooks	0	0	0	0	0
Thayer HS, General, Textbooks	0	0	0	0	0
Thayer HS, W.Lang, Textbooks	0	0	0	0	0
Thayer HS, Library, Supplies	0	0	0	0	0
Thayer HS, ContrSvcs Equipment	549	0	0	0	0
Tha, Lease/Purch, Copier	0	0	0	0	0
Tha, ContrSv Equip Repairs	0	0	0	0	0
Thayer HS, Supplies, Copier	0	0	0	0	0
Tha, Instr Supplies	2,316	1,611	697	1,000	1,000
ThayerHS, Field Trips	0	0	0	0	0
Thayer HS, Exp, Travel	0	0	2,304	5,000	2,000
Thayer HS, Tech Hardware	0	0	0	0	0
Thayer, Tech Hardware Library	0	0	0	0	0
Thayer HS, Tech Software	0	0	0	0	0
Tha, Student Act, Supplies	0	0	0	0	0
Tha, ContrSvcs, Police Detail	0	0	0	0	0
Thayer HS, Building Security	0	0	0	0	0
THA Contr Svcs Bus Monitors	0	0	0	0	0
Operating Expenses	7,988	3,539	4,785	8,000	5,000
Alternative HS Thayer Totals	794,673	733,566	691,075	742,309	797,640
CAMERON MIDDLE SCHOOL					
Salaries					
CAM School Resource Officer	0	0	0	0	0
Cameron, Sal, Dean of Students	62,998	57,815	0	145,435	0
Cameron, Sal, Principal	135,000	135,300	140,071	251,514	150,608
Cameron, Sal, Vice Principal	116,482	117,356	248,479	0	256,532
Cameron, Sal, Clerical	0	0	0	0	0
Cameron, Sal, Secretary	147,109	151,381	155,722	159,875	161,382
Cameron, Sal, Art, Teacher	105,634	74,182	79,884	85,665	86,522
Cam, Dept Head, Supervisory	0	16,408	16,500	16,500	16,500
Cam, Dept Head, Non-Supervisor	0	10,941	11,000	11,000	11,000
CAM, STEM Teacher	0	0	0	0	0
Cameron, Sal, BusEd, Teacher	0	0	0	0	0
Cameron, Sal, Engl, Teacher	522,511	580,146	585,867	604,196	623,247
Cam,Engl,Curr Resource Spec	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Cam, Englis Dept Head	8,000	0	0	0	0
CAM Gifted & Talented Teacher	85,156	86,857	89,897	91,380	93,044
Cameron, Sal, F&CSci, Teacher	0	0	0	0	0
Cameron, Sal, Math, Teacher	481,333	506,488	565,484	473,494	554,545
Cam,Math,Curr Resource Spec	0	0	0	0	0
Cam, Math Dept. Head	8,500	0	0	0	0
Cameron, Sal, Music, Teacher	160,676	146,617	178,133	183,679	188,295
Cameron, Sal, PhysEd, Teacher	223,074	246,836	252,935	229,093	243,261
Cameron, Sal, Biling, Teacher	142,458	143,217	204,445	217,024	272,471
Cameron, Sal, RegEd, Teacher	0	0	0	0	0
Cam,Sal,SPED,Dept Head	0	0	0	0	0
Cameron, Sal, Sci, Teacher	407,676	439,082	540,059	558,297	577,349
Cam,Sci,Curr Resource Spec	0	0	0	0	0
Cameron, Sal, SocSt, Teacher	485,139	476,244	496,896	517,813	497,679
Cam,SocSt,Curr Resource Spec	0	0	0	0	0
Cameron, Sal, TechEd, Teacher	76,764	78,297	79,392	82,375	86,522
Cameron, Sal, W.Lang, Teacher	249,091	256,320	274,022	292,859	302,403
Cam,WLang,Curr Resource Spec	0	0	0	0	0
Cameron, Prof Sal, RegEd	0	39,025	0	0	0
Cameron, Sal, Sped, Teacher	1,123,153	1,064,699	1,014,610	1,170,686	1,150,973
Cameron,Sal,Team Leader	23,500	23,500	24,675	28,200	28,200
Cameron, Prof Sal, Sped	85,863	88,328	103,108	100,764	106,666
Cam,Prof Sal,Biling Dept Head	0	0	0	0	0
Cameron, Sal, Bil, Aide	0	0	0	0	0
Cameron, Sal, Bil, AsstTeacher	0	0	0	0	0
Cameron, Sal, RegEd, Aide	16,035	19,340	51,555	43,689	29,861
Cameron, Sal, RegEd, AsstTeach	0	0	0	0	0
CAM Sal, Office Aide	0	0	0	0	67,014
CAM, Interventionist Aide	0	0	0	0	0
Cameron, Sal, RegEd, Tech Aide	0	0	0	0	0
Cameron, Sal, Sped, Aide	106,494	100,399	107,171	181,320	123,291
Cameron, Sal, Sped, Asst Teach	279,964	284,844	325,624	329,864	300,549
CAM Sal Sped ABA Specialists	0	0	0	0	0
Cameron, Prof Sal, Library	88,237	91,145	96,860	98,840	99,828
Cameron, Prof Sal, Guidance	423,122	434,780	412,571	430,092	454,684
Cameron, Prof Sal, Psych Svcs	92,108	93,947	77,645	87,086	92,324
Cameron, Prof Sal, Nurse	57,481	66,688	75,974	84,457	92,324
Cameron, Sal, Custodian	281,378	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

CAM Sal, Sped TEC Coordinator	86,128	108,468	112,164	114,407	117,726
CAM, Drama Teacher	54,769	58,628	63,689	67,949	68,628
CAM, Literacy Specialist	0	0	0	0	0
CAM Sal Sped Teacher Classroom	0	0	0	0	0
CAM Sal Supervised Instr Time	0	0	28,333	0	0
Salaries	6,135,834	5,997,277	6,412,767	6,657,553	6,853,427
Additional Salaries					
Cam, Addt'l Sal, Secr Vacation	0	0	0	0	0
Cam, AddtSal, Secretary OT	0	0	0	0	0
Cam, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Cameron, AddtSal, Team Leader	0	0	0	0	0
CAM, A/S Prof Development	2,350	0	875	0	0
Cameron, AddtSal, Prep Time	0	0	0	0	0
Cam, AddtSal, Subs Personal	0	0	0	0	0
Cam, AddtSal, Subs Sick	0	0	0	0	0
Cam, AddtSal, Subs System	0	0	0	0	0
Cameron, AddtSal, Subs ProfDev	0	0	0	0	0
Cam, AddtSal, FieldTrip Driver	0	0	0	0	0
Cam, AddtSal, Student Act	0	0	0	0	0
Cam, A/S Webmaster Stipend	0	0	0	0	0
Cam, Addt'l Sal, Custodian OT	0	0	0	0	0
Cam, AddtSal, CustOT Sch Event	3,081	0	0	0	0
Cam, AddtSal, Custodian Summer	0	0	0	0	0
Cam, AddtSal, Cust W/E Watch	0	0	0	0	0
Cam, A/S Ropes, Stipends	0	0	0	0	0
CAM,A/S Sped Bus Monitors	0	0	0	0	0
Can, After School Stipend	0	0	68	0	0
CAM, A/S In-House Prof Dev	0	0	0	0	0
Cam, A/Sal Intramural Stipends	0	0	0	0	0
Cam, A/Sal Contractual Stipend	0	0	0	0	0
Additional Salaries	5,431	0	943	0	0
Operating Expenses					
CAM, Translations/Interpreters	0	0	0	0	0
Cameron,Contr Svcs	562	0	0	0	0
CAM, Printing Expenses	0	0	0	0	0
Cam, Exp, Supplies, Office	4,154	4,690	4,722	6,500	6,500



Cameron, Exp, Dues	663	0	0	0	0
Cameron, Exp, Miscellaneous	0	0	0	0	0
Cameron, Exp, Postage	1,325	0	0	0	0
Cam, AfterSchool, NonInstr Sup	0	0	0	0	0
Cam, After School Food	0	0	0	0	0
Cam, Princ Tech Supplies	0	0	0	0	0
Cameron, Princ Tech hardware	0	0	0	0	0
Cameron, Princ Tech Software	0	0	0	0	0
Cameron, ContrPers, Prof Dev	0	3,000	3,500	6,500	3,250
Cameron, ContrSvcs, Prof Dev	0	0	0	0	0
Cameron, Travel, Prof Dev	0	115	0	1,500	1,500
Cameron, Art, Textbooks	0	0	0	0	0
CAM, Fam&Con Sci Textbooks	0	0	0	0	0
Cameron, Engl, Textbooks	0	0	0	0	0
Cameron, Math, Textbooks	0	0	0	0	0
Cameron, Music, Textbooks	0	0	0	0	0
Cameron, Sci, Textbooks	0	0	0	0	0
Cameron, SocSt, Textbooks	0	0	0	0	0
Cameron, TechEd, Textbooks	0	0	0	0	0
Cameron, Undist, Textbooks	0	0	0	0	0
Cameron, W.Lang, Textbooks	0	0	0	0	0
Cameron, BusEd, Textbooks	0	0	0	0	0
Cameron, ContrSvcs Equipment	0	0	0	0	0
Cam, Lease/Purch, Copier	0	0	0	0	0
Cam, ContrSv Equip Repairs	0	0	0	0	0
Cameron, Art, Supplies	2,405	0	0	0	0
Cameron, BusEd, Supplies	0	0	0	0	0
Cameron, Drama, Supplies	447	0	0	0	0
Cameron, Engl, Supplies	0	0	0	0	0
Cameron, Fam&Con Sci, Supplies	0	0	0	0	0
Cameron, Supplies, Copier	5,682	4,975	5,185	6,000	5,080
Cameron, Instr, Supplies	2,451	6,312	4,022	7,360	5,690
Cameron, Math, Supplies	0	0	0	0	0
Cameron, Music, Supplies	1,596	0	0	0	0
Cameron, Sci, Supplies	0	0	0	0	0
Cameron, TechEd, Supplies	827	2,619	0	0	0
Cameron, SocSt, Supplies	0	0	0	0	0
Cameron, W.Lang, Supplies	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Cameron,Library,Supplies	2,137	0	0	0	0
Cameron, Field Trips	0	0	0	0	0
Cameron, Exp, Travel	0	0	0	0	0
Cameron, Tech Hardware	16,408	1,556	0	0	0
Cameron, Tech Hardware Library	0	0	0	0	0
Cameron, Tech Software	6,358	0	0	0	0
Cameron, Student Act, Supplies	2,416	0	0	0	0
Cam, ContrSvcs, Police Detail	183	207	456	2,500	912
Cameron, Building Security	0	0	0	0	0
CAM, Guidance Contr Svcs	0	0	0	0	0
CAM, Guidance Supplies	0	0	484	1,000	1,000
CAM, Guidance Test&Assessment	0	0	0	0	0
CAM, Psychology Expenses	0	0	0	0	0
CAM, Phys Ed Referees	0	0	0	0	0
CAM, Phys Ed Recondition	0	0	0	0	0
CAM, Phys Ed Transportation	0	0	0	0	0
CAM Phys Ed Supplies	0	0	0	0	0
CAM, Drama Textbooks	0	0	0	0	0
CAM, Fam&Con Sci Instr Equip	0	0	0	0	0
CAM, Music Instr Equipment	0	0	0	0	0
CAM, PhysEd/Health Textbooks	0	0	0	0	0
CAM, PhysEd/Health Instr Equip	0	0	0	0	0
CAM, Science Instr Equipment	0	0	0	0	0
CAM, Music Instr Equipment	500	0	0	0	0
CAM Contr Svcs Bus Monitors	0	0	0	0	0
CAM, Biling Tutors	0	0	0	0	0
CAM,Transportation AfterSchool	0	0	0	0	0
CAM,Sped Trans AfterSchool	0	0	0	0	0
	0				
Operating Expenses	48,114	23,474	18,369	31,360	23,932
Cameron Middle School Totals	6,189,378	6,020,751	6,432,078	6,688,913	6,877,359
FULLER MIDDLE SCHOOL					
Salaries					
Fuller, Sal, Principal	136,000	146,000	137,826	132,960	149,347
Fuller, Sal, Vice Principal	124,601	129,883	241,897	262,767	267,781
Fuller, Sal, Clerical	0	0	0	35,400	0
Fuller, Sal, Secretary	141,919	147,450	154,517	159,875	156,290



FRAMINGHAM PUBLIC SCHOOLS

Ful,Engl,Curr Resource Spec	0	0	0	0	0
Fuller , English, DeptHead	8,000	0	0	0	0
Ful,Math,Curr Resource Spec	0	0	0	0	0
Fuller , Sal, Math, Dept Head	8,000	0	0	0	0
Ful,SocSt,Curr Resource Spec	0	0	0	0	0
Fuller , SocSt, Dept Head	0	0	0	0	0
Ful,Sci,Curr Resource Sec	0	0	0	0	0
Fuller, Sal, Sci, Dept Head	0	0	0	0	0
Fuller, Sal, Sped, Dept Head	0	0	0	0	0
Ful,Bil Dept Head, & Non-Super	8,000	0	0	0	0
Ful,WLang,Curr Resource Spec	0	0	0	0	0
Fuller, Sal, Art, Teacher	51,829	54,449	59,146	63,098	66,952
Fuller, Sal, Biling, Teacher	1,057,248	1,058,382	1,200,304	1,331,539	1,235,119
Fuller, Sal, BusEd, Teacher	0	0	0	0	0
Fuller, Sal, Engl, Teacher	392,649	401,903	445,285	467,806	554,131
Fuller, Sal, F&ConSci, Teacher	0	0	0	0	0
Fuller, Sal, Math, Teacher	385,108	427,499	444,720	344,819	290,550
FUL, STEM Teacher	64,770	12,517	0	0	0
Fuller, Sal, Music, Teacher	68,918	70,451	126,273	158,138	146,598
Fuller, Sal, PhysEd, Teacher	271,205	277,737	289,156	353,736	468,060
Fuller, Sal, RegEd, Teacher	0	0	0	0	0
Fuller, Sal, Sci, Teacher	392,178	459,698	471,143	455,125	461,677
Fuller, Sal, SocSt, Teacher	324,002	298,212	287,208	362,214	317,961
Fuller, Sal, TechEd, Teacher	0	38,507	59,146	63,098	66,952
Fuller, Sal, W.Lang, Teacher	228,408	240,647	341,110	349,554	360,518
Fuller, Sal, Sped, Teacher	864,656	992,210	974,584	1,123,653	1,063,188
Fuller, Prof Sal, RegEd	158,164	182,290	188,670	191,784	254,902
Fuller,Sal,Team Leader	22,913	22,913	23,300	32,900	32,900
Fuller, Sal, Biling, Aide	0	0	0	0	0
Fuller, Sal, Biling, AsstTeach	25,377	31,509	50,787	51,995	34,257
Fuller, Sal, RegEd, Aide	0	0	0	43,689	67,014
Fuller, Sal, RegEd, Asst Teach	0	0	0	0	0
FUL Sal, Office Aide	0	0	55,429	90,200	89,688
FUL, Interventionist Aide	0	0	0	0	0
Fuller, Sal, RegEd, Tech Aide	0	0	0	0	0
Fuller, Sal, Sped, Aide	178,557	107,218	210,323	223,221	345,199
Fuller, Sal, Sped, AsstTeacher	280,706	294,424	314,021	323,255	378,200
FUL Sal Sped ABA Specialists	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Fuller, Prof Sal, Library	75,672	77,183	63,501	75,456	79,992
FUL Gifted & Talented Teacher	87,090	88,829	93,485	93,455	79,863
Fuller, Sal, Guidance, Coord	0	0	0	0	0
Fuller, Prof Sal, Guidanceance	75,672	77,183	79,884	85,665	86,522
Fuller, Prof Sal, Psychology	63,701	68,194	74,083	79,041	83,792
Fuller, Prof Sal, Nurse	52,111	60,501	68,376	72,956	73,686
Fuller, Sal, Custodian	314,642	0	0	0	0
Fuller, Prof Sal, Sped	109,277	112,283	108,284	119,188	121,222
Ful, Dept Head, Supervisory	0	16,000	7,385	8,000	8,000
Ful, Dept Head, Non-Supervisor	0	10,788	11,000	11,000	5,500
Ful, Bil Dept Head, Supervisor	0	13,500	13,500	13,500	14,000
Ful Sal, Sped TEC Coordinator	52,206	105,195	108,842	111,019	114,304
FUL, Drama Teacher	26,691	25,661	57,818	61,682	65,387
FUL, Literacy Specialist	0	0	0	0	0
FUL Sal Sped Teacher Classroom	0	0	0	0	0
FUL Sal Supervised Instr Time	0	0	28,333	0	0
Salaries	6,050,266	6,049,216	6,789,339	7,351,787	7,539,549
Additional Salaries					
Ful, Addt'l Sal, Secr Vacation	0	0	0	0	0
Ful, AddtSal, Secretary OT	0	0	0	0	0
Ful, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Fuller, AddtSal, Team Leader	0	0	0	0	0
FUL, A/S Prof Development	4,060	0	0	0	0
Fuller, AddtSal, PrepTime	0	0	0	0	0
Ful, AddtSal, Subs Personal	0	0	0	0	0
Ful, AddtSal, Subs Sick	0	0	0	0	0
Ful, AddtSal, Subs System	0	0	0	0	0
Fuller, AddtSal, Subs Prof Dev	0	0	0	0	0
Ful, AddtSal, FieldTrip Driver	0	0	0	0	0
Ful, AddtSal, Student Act	0	0	0	0	0
Ful, A/S Webmaster Stipend	0	0	0	0	0
Ful, Addt'l Sal, Custodian OT	0	0	0	0	0
Ful, AddtSal, CustOT Sch Event	2,792	0	0	0	0
Ful, AddtSal, Custodian Summer	0	0	0	0	0
Ful, AddtSal, Cust W/E Watch	0	0	0	0	0
Ful, A/S Ropes, Stipends	0	0	0	0	0
FUL,A/S Sped Bus Monitors	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

FUL, A/S In-House Prof Dev	0	0	0	0	0
Ful, A/Sal Intramural Stipends	0	0	0	0	0
Ful, A/Sal Contractual Stipend	0	0	0	0	0
Additional Salaries	6,852	0	0	0	0
Operating Expenses					
FUL, Translations/Interpreters	0	0	0	0	0
Fuller, Contr Svcs	1,080	0	0	0	0
FUL, Printing Expenses	290	180	120	125	125
Ful, Exp, Supplies, Office	8,883	3,576	1,990	4,400	4,400
Fuller, Exp, Dues	295	0	0	0	0
Fuller, Exp, Miscellaneous	0	0	0	0	0
Fuller, Exp, Postage	1,545	0	0	0	0
Ful, Princ Tech Supplies	0	0	0	0	0
Fuller, Princ Tech Hardware	0	0	0	0	0
Fuller, Princ Tech Software	0	0	0	0	0
Fuller, ContrPers, Prof Dev	0	0	0	0	0
Fuller, ContrSvcs, Prof Dev	0	0	0	0	1,000
Fuller, Travel, Prof Dev	855	0	0	1,500	1,500
Fuller, Art, Textbooks	0	0	0	0	0
Fuller, Bus Ed Textbooks	0	0	0	0	0
FUL, Fam&Con Sci Textbooks	0	0	0	0	0
Fuller, Engl, Textbooks	0	0	0	0	0
Fuller, Math, Textbooks	0	0	0	0	0
Fuller, Music, Textbooks	0	0	0	0	0
Fuller, Sci, Textbooks	0	0	0	0	0
Fuller, SocSt, Textbooks	0	0	0	0	0
Fuller, TechEd, Textbooks	0	0	0	0	0
Fuller, Undist, Textbooks	0	0	0	0	0
Fuller, W.Lang, Textbooks	0	0	0	0	0
Fuller, ContrSvcs Equipment	1,084	0	0	0	0
Ful, Lease/Purch, Copier	0	0	0	0	0
Ful, ContrSv Equip Repairs	0	0	0	500	0
Fuller, Art, Supplies	1,467	0	0	0	0
Fuller, BusEd, Supplies	0	0	0	0	0
Fuller, Drama, Supplies	0	0	0	0	0
Fuller, Engl, Supplies	0	0	0	0	0
Fuller, Fam&Con Sci, Supplies	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Fuller, Supplies, Copier	7,101	7,418	7,249	8,800	7,333
Fuller, Instr, Supplies	20,190	9,633	6,163	8,257	5,570
Fuller, Math, Supplies	0	0	0	0	0
Fuller, Music, Supplies	70	0	0	0	0
Fuller, Sci, Supplies	0	0	0	0	0
Fuller, TechEd, Supplies	0	0	0	0	0
Fuller, SocSt, Supplies	0	0	0	0	0
Fuller, W.Lang, Supplies	0	0	0	0	0
Fuller, Field Trips	0	0	0	0	0
Fuller, Exp, Travel	0	0	0	0	0
Fuller, Library, Supplies	3,861	0	0	0	0
Fuller, Tech Hardware	3,478	0	0	0	0
Fuller, Tech Hardware Library	0	0	0	0	0
Fuller, Tech Software	702	0	0	0	0
Fuller, Student Act, Supplies	0	0	0	0	0
Ful, ContrSvcs, Police Detail	550	415	228	1,000	912
Fuller, Building Security	0	0	0	0	0
FUL, Guidance Contr Svcs	0	0	0	0	0
FUL, Guidance Supplies	0	314	0	1,000	1,000
FUL, Guidance Test&Assessment	0	0	0	0	0
FUL, Psychology Expenses	0	0	0	0	0
FUL, Phys Ed Referees	0	0	0	0	0
FUL, Phys Ed Recondition	0	0	0	0	0
FUL, Phys Ed Transportation	0	0	0	0	0
FUL, Phys Ed Supplies	1,274	0	0	0	0
FUL, Math Dues	0	0	0	0	0
FUL, Drama Textbooks	0	0	0	0	0
FUL, Instr Equipment	0	0	0	0	0
FUL, Fam&Con Sci Instr Equip	0	0	0	0	0
FUL, Music Instr Equipment	0	0	0	0	0
FUL, PhysEd/Health Textbooks	0	0	0	0	0
FUL, PhysEd/Health Instr Equip	0	0	0	0	0
FUL, Science Instr Equipment	0	0	0	0	0
FUL, Music Instr Equipment	0	0	0	0	0
FUL, Contr Svcs Bus Monitors	0	0	0	0	0
FUL, Biling Tutors	0	0	0	0	0
FUL,Transportation AfterSchool	0	0	0	0	0
FUL,Sped Transp AfterSchool	0	0	0	0	0



Operating Expenses	52,725	21,535	15,750	25,582	21,840
Fuller Middle School Totals	6,109,844	6,070,751	6,805,089	7,377,369	7,561,389
WALSH MIDDLE SCHOOL					
Salaries					
WAL, STEM Teacher	0	0	0	0	0
Wal, Dept Head, Supervisory	0	16,000	8,000	8,000	8,000
Wal, Dept Head, Non-Supervisor	0	11,000	11,000	11,000	11,000
WAL Gifted & Talented Teacher	40,250	37,564	29,573	31,549	86,463
Walsh, Sal, Principal	134,885	134,833	139,689	141,314	144,031
Walsh, Sal, Vice Principal	234,461	254,888	263,150	268,892	274,134
Walsh, Sal, Clerical	0	0	0	0	0
Walsh, Sal, Secretary	150,908	140,951	145,225	153,864	143,453
Wal,Engl,Curr Resource Spec	0	0	0	0	0
Walsh, Sal, Engl, Dept Head	8,000	0	0	0	0
Wal,Math,Curr Resource Spec	0	0	0	0	0
Walsh, Sal, Math, Dept Head	8,000	0	8,000	8,000	8,000
Walsh, Sal, Music, Dept Head	0	0	0	0	0
Walsh, Sal, RegEd, Dept Head	0	0	0	0	0
Walsh, Sal, Science, Dept Head	0	0	0	0	0
Wal,SocSt,Curr Resource Spec	0	0	0	0	0
Walsh, Sal, SocSt, Dept Head	0	0	0	0	0
Walsh, Sal, Sped, Dept Head	0	0	0	0	0
Wal,Prof Sal,Biling DeptHead	5,500	0	0	0	0
Wal,WLang,Curr Resource Spec	0	0	0	0	0
Walsh, Sal, Art, Teacher	120,319	89,579	175,794	188,410	195,718
Walsh, Sal Teacher Biling	211,655	362,818	433,425	450,823	487,479
Walsh, Sal, BusEd, Teacher	0	0	0	0	0
Walsh, Sal, Engl, Teacher	779,489	777,863	815,989	838,108	873,005
Walsh, Sal, F&Con Sci, Teacher	0	0	0	0	0
Walsh, Sal, Math, Teacher	691,800	656,304	680,534	577,970	565,074
Walsh, Sal, Music, Teacher	145,682	151,225	159,051	165,069	151,656
Walsh, Sal, PhysEd, Teacher	273,575	325,738	468,468	485,393	397,210
Walsh, Sal, RegEd, Teacher	8	0	0	0	0
Walsh, Sal, Sci, Teacher	799,146	788,130	821,524	840,745	871,865
Walsh, Sal, SocSt, Teacher	675,811	825,564	947,100	929,040	933,558
Walsh, Sal, TechEd, Teacher	125,298	164,444	151,870	162,436	172,620



FRAMINGHAM PUBLIC SCHOOLS

Walsh, Sal, W.Lang, Teacher	554,586	445,446	360,893	461,592	399,392
Walsh, Prof Sal, RegEd	0	0	0	0	0
Walsh, Sal, Sped, Teacher	1,492,101	1,615,486	1,770,552	1,752,881	1,707,514
Walsh,Sal,Team Leader	28,592	30,550	32,113	37,600	37,600
Walsh, Prof Sal, Sped	157,780	221,369	226,801	231,915	307,734
Walsh,Sal,Biling,Aide	26,277	21,492	26,078	27,607	29,861
Sal, Assistant Teacher	0	0	41,626	42,442	43,291
Walsh, Sal, RegEd, Aide	36,531	36,811	0	43,689	67,014
Walsh, Sal, RegEd, AsstTeacher	0	0	0	0	0
Wal Sal, Office Aide	0	0	0	0	0
Wal, Interventionist Aide	0	0	0	0	0
Walsh, Sal, RegEd, Tech Aide	0	0	0	0	0
Walsh, Sal, Sped, Aide	198,119	243,411	229,583	243,404	163,092
Walsh, Sal, Sped, Asst Teacher	218,941	224,088	250,088	252,207	262,998
WAL Sal Sped ABA Specialists	0	0	0	0	0
Walsh, Prof Sal, Library	0	0	49,215	51,808	59,836
Walsh, Sal, Guidance, Coord	0	0	0	0	0
Walsh, Prof Sal, Guidance	322,023	297,204	420,864	402,555	396,232
Walsh, Prof Sal, PsychSvcs	88,237	92,645	95,835	97,392	98,351
Walsh, Prof Sal, Nurse	77,843	67,085	81,037	82,375	83,199
Walsh, Sal, Custodian	279,395	0	0	0	0
WAL Sal, Sped TEC Coordinator	0	0	0	0	0
WAL, Drama Teacher	75,672	77,183	79,884	85,665	86,522
WAL, Literacy Specialist	0	0	0	0	0
WAL Sal Sped Teacher Classroom	0	0	0	0	0
Wal Sal Supervised Instr time	0	0	28,333	0	0
Salaries	7,960,881	8,109,671	8,951,293	9,073,745	9,065,900
Additional Salaries					
WAL, A/S In-House Prof Dev	0	0	0	0	0
Wal, A/Sal Intramural Stipends	0	0	0	0	0
Wal, Contractual Stipend	0	0	0	0	0
Wal, Addtl Sal, Secr Vacation	0	0	0	0	0
Wal, AddtSal, Secretary OT	0	0	0	0	0
Wal, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Walsh, AddtSal, Team Leader	0	0	0	0	0
WAL, A/S Prof development	2,350	0	0	0	0
Walsh, AddtSal, Prep Time	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Wal, AddtSal, Subs Personal	0	0	0	0	0
Wal, AddtSal, Subs Sick	0	0	0	0	0
Wal, AddtSal, Subs System	0	0	0	0	0
Walsh, AddtSal, Subs Prof Dev	0	0	0	0	0
Wal, AddtSal, FieldTrip Driver	0	0	0	0	0
Wal, AddtSal, Student Act	0	0	0	0	0
Wal, A/S Webmaster Stipend	0	0	0	0	0
Wal, Addt'l Sal, Custodian OT	0	0	0	0	0
Wal, AddtSal, CustOT Sch Event	4,261	0	0	0	0
Wal, AddtSal, Custodian Summer	0	0	0	0	0
Wal, AddtSal, Cust W/E Watch	0	0	0	0	0
WAL,A/S Sped Bus Monitors	0	0	0	0	0
Wal, A/S Ropes, Stipends	0	0	0	0	0
Additional Salaries	6,611	0	0	0	0
Operating Expenses					
WAL Translations/Interpreters	0	0	0	0	0
Walsh,Contr Svcs	7,355	9,000	9,460	10,500	1,000
WAL, Printing Expenses	0	0	0	0	0
Wal, Exp, Supplies, Office	3,983	3,552	2,173	2,500	2,500
Walsh, Exp, Dues	200	0	0	0	0
Walsh, Exp, Miscellaneous	611	0	0	0	0
Walsh, Exp, Postage	0	0	0	0	0
Wal, Princ Tech Supplies	0	0	0	0	0
Walsh, Princ Tech Hardware	21,143	0	0	0	0
Walsh, Princ Tech Software	1,582	0	0	0	0
Walsh, ContrPers, Prof Dev	0	0	0	0	0
Walsh, ContrSvcs, Prof Dev	250	0	0	0	0
Walsh, Travel, Prof Dev	299	0	0	0	0
Walsh, Art, Textbooks	0	0	0	0	0
Walsh, Bus Ed Textbooks	0	0	0	0	0
Walsh, Engl, Textbooks	0	0	0	0	0
Walsh, Math, Textbooks	0	0	0	0	0
Walsh, Music, Textbooks	0	0	0	0	0
Walsh, Sci, Textbooks	0	0	0	0	0
Walsh, SocSt, Textbooks	0	0	0	0	0
Walsh, TechEd, Textbooks	0	0	0	0	0
Walsh, Undist, Textbooks	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Walsh, W.Lang, Textbooks	0	0	0	0	0
Walsh, Library, Supplies	0	0	0	0	0
Walsh, ContrSvcs Equipment	906	0	0	0	0
Wal, Lease/Purch, Copier	0	0	0	0	0
Wal, ContrSv Equip Repairs	0	0	0	0	0
Walsh, Art, Supplies	2,329	0	0	0	0
Walsh, BusEd, Supplies	0	0	0	0	0
Walsh, Drama, Supplies	0	0	0	0	0
Walsh, Engl, Supplies	1,486	0	0	0	0
Walsh, Fam&Con Sci, Supplies	0	0	0	0	0
Walsh, Supplies, Copier	5,728	5,696	4,921	7,000	5,308
Walsh, Instr, Supplies	0	8,117	5,981	8,798	7,650
Walsh, Math, Supplies	195	0	0	0	0
Walsh, Music, Supplies	643	0	0	0	0
Walsh, Sci, Supplies	4,462	0	0	0	0
Walsh, SocSt, Supplies	802	0	0	0	0
Walsh, TechEd, Supplies	0	1,800	0	0	0
Walsh, W.Lang, Supplies	1,313	0	0	0	0
Walsh, Field Trips	0	0	0	0	0
Walsh, Exp, Travel	0	0	0	0	0
Walsh, Tech Hardware Library	0	0	0	0	0
Walsh, Student Act, Supplies	478	0	0	0	0
Wal, ContrSvcs, Police Detail	367	830	912	2,500	2,279
Walsh, Building Security	0	0	0	0	0
WAL, Sped Inclusion Supplies	379	0	0	0	0
WAL, Guidance Contr Svcs	0	0	0	0	0
WAL, Guidance Supplies	0	0	181	400	400
WAL, Guidance Test&Assessment	0	0	0	0	0
WAL, Psychology Expenses	0	0	0	0	0
WAL, Phys Ed Referees	0	0	0	0	0
WAL, Phys Ed Recondition	0	0	0	0	0
WAL, Phys Ed Transportation	0	0	0	0	0
WAL, Phys Ed Supplies	1,468	0	0	0	0
WAL, Drama Textbooks	0	0	0	0	0
WAL, Instr Equipment	0	0	0	0	0
WAL, Fam&Con Sci Textbooks	0	0	0	0	0
Wal, Fam&Con Sci Instr Equip	0	0	0	0	0
WAL, Music Instr Equipment	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

WAL, PhysEd/Health Textbooks	0	0	0	0	0
Wal, PhysEd/Health Instr Equip	0	0	0	0	0
WAL, Science Instr Equipment	0	0	0	0	0
WAL, Music Instr Equipment	0	0	0	0	0
WAL, Contr Svcs Bus Monitors	0	0	0	0	0
WAL,Transportation AfterSchool	0	0	0	0	0
WAL,Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	55,979	28,994	23,628	31,698	19,137
Walsh Middle School Totals	8,023,471	8,138,664	8,974,921	9,105,443	9,085,037
BARBIERI ELEMENTARY SCHOOL					
Salaries					
Barbieri, Sal, Principal	124,266	124,289	121,898	127,134	127,300
Barbieri,Sal,Vice Principal	208,802	144,435	134,701	137,396	140,933
Barbieri, Sal, Clerical	0	0	0	0	0
Barbieri, Sal, Secretary	78,455	80,218	83,679	87,866	88,716
Barbieri, Sal, RegEd, DeptHead	0	0	0	0	0
Barbieri, Sal, Head Teacher	0	0	0	0	0
Barbieri, Sal, Art, Teacher	133,497	114,736	123,374	132,012	139,940
Barbieri, Sal, Biling, Teacher	2,651,075	2,752,044	2,997,322	3,004,626	2,995,306
Barbieri, Sal, BusEd, Teacher	0	0	0	0	0
Barbieri, Sal, Engl, Teacher	0	0	0	0	0
Barbieri, Sal, F&CSci, Teacher	0	0	0	0	0
Barbieri, Sal, Math, Teacher	42,008	88,829	91,938	93,455	94,390
Barbieri, Sal, Music, Teacher	143,516	154,417	163,199	169,844	175,014
Barbieri, Sal, PhysEd, Teacher	180,913	189,386	164,481	168,955	173,111
Barbieri, Sal, RegEd, Teacher	0	0	0	0	0
Barbieri, Sal, Sci, Teacher	0	0	0	0	0
BAR, STEM Teacher	0	0	0	0	0
Barbieri, Sal, SocSt, Teacher	0	0	0	0	0
Barbieri, Sal, TechEd, Teacher	0	0	0	0	0
Barbieri, Sal, W.Lang, Teacher	0	0	0	0	0
Barbieri,Prof Sal,SPED	269,705	276,987	289,181	294,322	300,252
Barbieri, Sal, Sped, Teacher	558,204	622,273	658,450	696,211	616,631
BAR, Sal, Psch Services	70,176	75,128	92,642	98,844	102,823
Barbieri, Sal, Bil, Aide	169,888	176,466	191,400	201,045	212,251
Barbieri, Sal, Bil, Asst Teach	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Barbieri,Sal,RegEd,Aide	57,508	86,254	73,984	89,160	58,716
Barbieri, Sal, Asst Teacher	0	0	0	0	0
BAR Sal, Office Aide	24,466	21,834	22,823	25,563	26,083
Bar, Interventionist Aide	0	24,655	26,124	26,652	22,045
Barbieri, Sal, Tech Aide	0	0	0	0	0
Barbieri, Sal, Sped, Aide	198,664	194,848	205,210	223,185	185,602
Barbieri, Sal, Sped, AsstTeach	249,962	219,926	226,855	243,198	215,153
BAR Sal Sped ABA Specialists	0	0	0	0	0
Barbieri, Prof Sal, Library	0	0	92,642	98,844	102,823
Barbieri, Prof Sal, Guidance	243,059	243,530	241,970	346,862	363,456
Barbieri, Prof Sal, Sped	0	0	0	0	0
Barbieri, Prof Sal, Nurse	83,656	53,040	77,920	142,487	158,801
Barbieri, Sal, Custodian	203,708	0	0	0	0
BAR Gifted & Talented Teacher	55,265	57,118	89,310	93,753	96,172
BAR Sal, Sped TEC Coordinator	42,100	48,983	32,841	50,712	52,930
BAR, Drama Teacher	0	0	0	0	0
BAR, Literacy Specialist	116,198	119,481	98,736	100,340	101,328
BAR Sal Sped Teacher Classroom	50,318	52,863	56,354	60,122	63,729
BAR Sal Supervised Instr Time	0	0	0	0	0
Salaries	5,955,408	5,921,741	6,357,033	6,712,588	6,613,507
Additional Salaries					
Bar, Addt'l Sal, Secr Vacation	0	0	0	0	0
Bar, AddtSal, Secretary OT	0	0	0	0	0
Bar, AddtSal, Secr PT/AddHrs	273	0	0	0	0
Barbieri, Addt'l Sal, Aide	0	0	0	0	0
Barbieri, AddtSal, PrepTime	0	0	0	0	0
Bar, AddtSal, Subs Personal	0	0	0	0	0
Bar, AddtSal, Subs Sick	0	0	0	0	0
Bar, AddtSal, Subs System	0	0	0	0	0
Barbieri, AddtSal, SubsProfDev	0	0	0	0	0
Bar, AddtSal, FieldTrip Driver	0	0	0	0	0
Bar, AddtSal, Student Act	0	0	0	0	0
Bar, A/S Webmaster Stipend	0	0	0	0	0
Bar, Addt'l Sal, Custodian OT	0	0	0	0	0
Bar, AddtSal, CustOT Sch Event	2,900	0	0	0	0
Bar, AddtSal, Custodian Summer	0	0	0	0	0
Bar, AddtSal, Cust W/E Watch	0	0	0	0	0



BAR,A/S Sped Bus Monitors	0	0	0	0	0
BAR, A/S In-House Prof Dev	0	0	0	0	0
BAR, A/S Prof Development	2,105	0	0	0	0
Additional Salaries	5,278	0	0	0	0
Operating Expenses					
Barbieri,Contr Svcs	428	290	0	0	0
BAR, Printing Expenses	0	0	0	0	0
Bar, Exp, Supplies, Office	9,084	751	1,785	2,000	1,750
Barbieri, Exp, Dues	783	0	0	0	0
Barbieri, Exp, Miscellaneous	0	0	0	0	0
Barbieri, Exp, Postage	441	450	0	0	0
Bar, Princ Tech Supplies	0	0	0	0	0
Barbieri, Princ Tech Hardware	0	0	0	0	0
Barbieri, Princ Tech Software	460	0	0	0	0
Barbieri, PrincPP\$, Contr Svcs	0	0	0	0	0
BAR, Translations/Interpreters	0	0	0	0	0
Barbieri, ContrPers, Prof Dev	3,000	2,000	200	2,000	1,000
Barbieri, ContrSvcs, Prof Dev	0	0	0	0	0
Barbieri, Travel, Prof Dev	0	0	0	1,500	1,500
Barbieri, Art, Textbooks	0	0	0	0	0
Barbieri, Music, Textbooks	0	0	0	0	0
Barbieri, Textbooks, General	0	0	0	0	0
Barbieri, Library, Supplies	1,880	0	0	0	0
Barbieri, ContrSvcs Equipment	0	0	0	0	0
Bar, Lease/Purch, Copier	0	0	0	0	0
Bar, ContrSv Equip Repairs	0	0	0	0	0
Barbieri, Art, Supplies	2,019	0	0	0	0
Barbieri, BusEd, Supplies	0	0	0	0	0
Barbieri, Drama, Supplies	0	0	0	0	0
Barbieri, Engl, Supplies	0	0	0	0	0
Barbieri, Fam&CSci, Supplies	0	0	0	0	0
Barbieri, Supplies, Copier	0	3,709	6,020	6,000	6,000
Barbieri, Instr, Supplies	48,179	21,787	21,428	22,150	21,950
Barbieri, Math, Supplies	0	0	0	0	0
Barbieri, Music, Supplies	960	0	0	0	0
Barbieri, Sci, Supplies	0	0	0	0	0
Barbieri, TechEd, Supplies	781	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Barbieri, SocSt, Supplies	0	0	0	0	0
Barbieri, W.Lang, Supplies	0	0	0	0	0
Barbieri, Field Trips	1,600	0	0	0	0
Barbieri, Exp, Travel	0	0	0	0	0
Barbieri, Tech Hardware	3,897	0	0	0	0
Bar, Tech Hardware Library	0	0	0	0	0
Barbieri, Tech Software	309	0	0	0	0
Barbieri, StudentAct, Supplies	0	0	0	0	0
Bar, ContrSvcs, Police Detail	0	0	0	0	0
Barbieri, Building Security	0	0	0	0	0
BAR, Guidance Contr Svcs	0	0	0	0	0
BAR, Guidance Supplies	0	0	1,505	1,000	1,000
BAR< Guidance Test&Assessment	2,644	2,806	0	0	0
BAR, Psychology Expenses	0	0	0	0	0
BAR, Phys Ed Referees	0	0	0	0	0
BAR, Phys Ed Recondition	0	0	0	0	0
BAR, Phys Ed Transportation	0	0	0	0	0
BAR, Phys Ed Supplies	0	0	0	0	0
BAR, Music Instr Equipment	0	0	0	0	0
BAR, PhysEd/Health Textbooks	0	0	0	0	0
BAR, PhysEd/Health Instr Equip	1,025	0	0	0	0
BAR, World Lang Textbooks	0	0	0	0	0
BAR, Math Textbooks	0	0	0	0	0
BAR, English Textbooks	0	0	0	0	0
BAR, Science Textbooks	0	0	0	0	0
BAR, Science Instr Equipment	0	0	0	0	0
BAR, Social Studies Textbooks	0	0	0	0	0
BAR, Music Instr Equipment	0	0	0	0	0
BAR, Contr Svcs Bus Monitors	0	0	0	0	0
BAR, Biling Tutors	0	0	0	0	0
BAR,Transportation AfterSchool	0	0	0	0	0
BAR,Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	77,490	31,792	30,936	34,650	33,200
Barbieri Elementary School Totals	6,038,176	5,953,533	6,387,969	6,747,238	6,646,707
BROPHY ELEMENTARY SCHOOL					
Salaries					
Brophy, Sal, Principal	126,320	130,885	130,792	131,331	138,671



FRAMINGHAM PUBLIC SCHOOLS

Brophy,Sal,Vice Principal	100,296	90,091	109,030	114,300	115,443
Brophy, Sal, Clerical	0	0	0	35,400	
Brophy, Sal, Secretary	68,004	72,307	76,741	83,824	79,354
Brophy, Sal, Head Teacher	0	0	0	0	0
Brophy, Sal, Art, Teacher	110,610	107,849	91,938	93,455	86,306
Brophy, Sal, Biling, Teacher	790,049	927,978	968,746	1,028,972	1,164,640
Brophy, Sal, BusEd, Teacher	0	0	0	0	0
Brophy, Sal, Engl, Teacher	0	0	0	0	0
Brophy, Sal, F&CSci, Teacher	0	0	0	0	0
Brophy, Sal, Math, Teacher	46,054	93,947	69,894	98,840	99,828
Brophy, Sal, Music, Teacher	95,391	102,047	68,376	72,956	140,637
Brophy, Sal, PhysEd, Teacher	121,885	125,658	104,526	109,929	111,013
Brophy, Sal, RegEd, Teacher	1,449,544	1,416,743	1,435,850	1,418,335	1,251,305
Brophy, Sal, Sci, Teacher	0	0	0	0	0
Brophy, Sal, SocSt, Teacher	0	0	0	0	0
BRO, STEM Teacher	0	0	0	0	0
Brophy, Sal, TechEd, Teacher	0	0	0	0	0
Brophy, Sal, W.Lang, Teacher	0	0	0	0	0
Brophy, Prof Sal, RegEd	0	0	49,868	101,340	166,523
Brophy, Prof Sal, Sped	166,311	256,917	270,918	192,385	186,818
Brophy,Teacher,SPED	114,827	175,787	224,311	214,281	279,471
Brophy, Sal, Sped, Teacher	104,109	199,604	206,961	287,532	309,235
Brophy, Sal, Biling, Aide	21,497	0	0	42,951	0
Brophy, Sal, Biling, AsstTeach	0	0	18,543	0	0
Brophy, Sal, RegEd, Aide	115,170	108,254	121,064	131,619	166,803
Brophy, Sal, RegEd, Asst Teach	0	0	0	0	0
BRO Sal, Office Aide	9,761	10,628	10,298	12,172	12,421
BRO, Interventionist Aide	0	52,843	27,779	28,273	28,839
Brophy, Sal, RegEd, Tech Aide	0	0	0	0	0
Brophy, Sal, Sped, Aide	35,422	76,682	48,178	110,782	120,373
Brophy, Sal, Sped, AsstTeacher	74,754	100,293	72,792	113,348	195,358
BRO Sal Sped ABA Specialists	0	0	0	0	0
Brophy, Prof Sal, Library	59,861	64,083	53,119	0	57,857
Brophy, Prof Sal, Guidance	258,760	172,630	182,441	287,738	252,333
Brophy, Prof Sal, PsychSvcs	65,942	70,597	76,695	81,829	86,747
Brophy, Prof Sal, Nurse	73,217	78,297	81,037	82,375	83,199
Brophy, Sal, Custodian	138,887	0	0	0	0
BRO Gifted & Talented Teacher	36,843	37,579	48,618	49,420	51,412



FRAMINGHAM PUBLIC SCHOOLS

BRO Sal, Sped TEC Coordinator	52,206	0	0	0	56,521
BRO, Drama Teacher	0	0	0	0	0
BRO, Literacy Specialist	88,093	79,910	70,419	57,284	82,647
BRO Sal Sped Teacher Classroom	0	0	0	0	0
BRO Sal Supervised Instr Time	0	0	0	0	0
Salaries	4,323,813	4,551,610	4,618,934	4,980,670	5,323,754
Additional Salaries					
Bro, Addt'l Sal, Secr Vacation	0	0	0	0	0
Bro, AddtSal, Secretary OT	0	0	0	0	0
Bro, AddtSal, Secr PT/AddHrs	378	0	0	0	0
Brophy, AddtSal, Prep Time	0	0	0	0	0
Bro, AddtSal, Subs Personal	0	0	0	0	0
Bro, AddtSal, Subs Sick	0	0	0	0	0
Bro, AddtSal, Subs System	0	0	0	0	0
Brophy, AddtSal, Subs Prof Dev	0	0	0	0	0
Bro, AddtSal, FieldTrip Driver	0	0	0	0	0
Bro, AddtSal, Student Act	0	0	0	0	0
Bro, A/S Webmaster Stipend	0	0	0	0	0
Bro, Addt'l Sal, Custodian OT	0	0	0	0	0
Bro, AddtSal, CustOT Sch Event	2,638	0	0	0	0
Bro, AddtSal, Custodian Summer	0	0	0	0	0
Bro, AddtSal, Cust W/E Watch	0	0	0	0	0
BRO,A/S Sped Bus Monitors	0	0	0	0	0
BRO, A/S In-House Prof Dev	0	0	0	0	0
BRO, A/S Prof Development	2,350	0	0	0	
Additional Salaries	5,366	0	0	0	0
Operating Expenses					
Brophy,Contr Svcs	617	207	0	0	0
BRO, Printing Expenses	0	0	0	0	0
Bro, Exp, Supplies, Office	759	2,230	342	1,000	1,350
Brophy, Exp, Dues	340	0	0	0	0
Brophy, Exp, Miscellaneous	0	0	0	0	0
Brophy, Exp, Postage	98	100	0	0	0
Bro, Princ Tech Supplies	0	0	0	0	0
Brophy, Princ Tech Hardware	0	0	0	0	0
Brophy, Princ Tech Software	0	0	0	0	0



Brophy, Princ PP\$, ContrSvcs	0	0	0	0	0
BRO, Translations/Interpreters	0	0	0	0	0
Brophy, ContrPers, Prof Dev	0	0	0	0	1,000
Brophy, Travel, Prof Dev	0	347	635	1,500	1,500
Brophy, Art, Textbooks	0	0	0	0	0
Brophy, Engl, Textbooks	0	0	0	0	0
Brophy, Music, Textbooks	0	0	0	0	0
Brophy, RegDay, Textbooks	0	0	0	0	0
Exp, Supplies, Library	0	0	0	0	0
Brophy, ContrSvcs Equipment	0	0	0	0	0
Bro, Lease/Purch, Copier	0	0	0	0	0
Bro, ContrSv Equip Repairs	0	0	0	0	0
Brophy, Art, Supplies	925	0	0	0	0
Brophy, BusEd, Supplies	0	0	0	0	0
Brophy, Drama, Supplies	0	0	0	0	0
Brophy, Engl, Supplies	0	0	0	0	0
Brophy, Fam&Con Sci, Supplies	0	0	0	0	0
Brophy, Supplies, Copier	0	6,562	5,986	6,000	6,000
Brophy, Instr, Supplies	57,660	14,060	15,025	16,850	18,100
Brophy, Math, Supplies	0	0	0	0	0
Brophy, Music, Supplies	965	0	0	0	0
Brophy, Sci, Supplies	0	0	0	0	0
Brophy, TechEd, Supplies	0	0	0	0	0
Brophy, SocSt, Supplies	0	0	0	0	0
Brophy, W.Lang, Supplies	0	0	0	0	0
Brophy, Field Trips	1,350	0	0	0	0
Brophy, Exp, Travel	0	0	0	0	0
Brophy, Tech Hardware	6,382	0	0	0	0
Brophy, Tech Hardware Library	0	0	0	0	0
Brophy, Tech Software	3,984	0	0	0	0
Brophy, Student Act, Supplies	0	0	0	0	0
Brophy, Building Security	0	0	0	0	0
BRO, Guidance Contr Svcs	0	0	0	0	0
BRO, Guidance Supplies	0	0	95	1,000	1,000
BRO, Guidance Test&Assessment	0	0	0	0	0
BRO, Psychology Expenses	0	0	0	0	0
BRO, Phys Ed Referees	0	0	0	0	0
BRO, Phys Ed Recondition	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

BRO, Phys Ed Transportation	0	0	0	0	0
BRO, Phys Ed Expenses	1,098	0	0	0	0
BRO, Music Instr Equipment	0	0	0	0	0
BRO, PhysEd/Health Textbooks	0	0	0	0	0
BRO, PhysEd/Health Instr Equip	0	0	0	0	0
BRO, World Lang Textbooks	0	0	0	0	0
BRO, Math Textbooks	0	0	0	0	0
BRO, Science Textbooks	0	0	0	0	0
BRO, Science Instr Equipment	0	0	0	0	0
BRO, Social Studies Textbooks	0	0	0	0	0
BRO, Music Instr Equipment	0	0	0	0	0
BRO, Contr Svcs Bus Monitors	0	0	0	0	0
BRO, Biling Tutors	0	0	0	0	0
BRO, Transportation AfterSchool	0	0	0	0	0
Bro, Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	74,178	23,506	22,082	26,350	28,950
Brophy Elementary School Totals	4,403,357	4,575,116	4,641,016	5,007,020	5,352,704
DUNNING ELEMENTARY SCHOOL					
Salaries					
Dunning, Sal, Principal	102,515	126,156	130,936	132,948	135,963
Dunning, Sal, Vice Principal	108,776	109,581	104,223	106,309	109,451
Dunning, Sal, Clerical	0	0	0	0	0
Dunning, Sal, Secretary	73,137	76,322	79,255	83,081	84,662
Dunning, Sal, Head Teacher	0	0	0	0	0
Dunning, Sal, Art, Teacher	116,490	145,831	132,746	136,998	141,936
Dunning, Sal, Biling, Teacher	255,892	255,453	271,011	322,401	361,426
Dunning, Sal, BusEd, Teacher	0	0	0	0	0
Dunning, Sal, Engl, Teacher	0	0	0	0	0
Dunning, Sal, F&CSci, Teacher	0	0	0	0	0
Dunning, Sal, Math, Teacher	46,804	69,345	76,360	83,133	88,581
Dunning, Sal, Music, Teacher	107,864	111,316	114,428	121,312	127,581
Dunning, Sal, PhysEd, Teacher	90,593	95,718	78,454	85,303	89,944
Dunning, Sal, RegEd, Teacher	1,712,181	1,682,746	1,712,674	1,653,316	1,657,893
Dunning, Sal, Sci, Teacher	0	0	0	0	0
Dunning, Sal, SocSt, Teacher	0	0	0	0	0
DUN, STEM Teacher	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Dunning, Sal, Sped, Teacher	471,744	630,358	656,618	693,653	694,215
Dunning, Sal, TechEd, Teacher	0	0	0	0	0
Dunning, Sal, W.Lang, Teacher	0	0	0	0	0
Dunning, Prof Sal, RegEd	0	0	0	0	0
Dunning, Prof Sal, Sped	201,980	214,486	211,249	208,809	213,763
Dunning, Sal, Biling Aide	29,566	31,417	34,836	36,369	38,096
Dunning, Sal, Biling AsstTeach	0	0	0	0	0
Dunning, Sal, RegEd, Aide	81,305	106,179	86,240	103,605	111,288
Dunning, Sal, RegEd, AsstTeach	0	0	0	0	0
DUN Sal, Office Aide	7,251	10,862	11,699	0	12,421
DUNl, Interventionist Aide	24,549	27,097	27,801	40,445	28,839
Dunning, Sal, RegEd, Tech Aide	0	0	0	0	0
Dunning, Sal, Sped, Aide	401,278	363,033	395,895	470,453	444,254
Dunning, Sal, Sped, Asst Teach	174,283	154,012	162,527	169,330	177,978
DUN Sal Sped ABA Specialists	0	0	0	0	0
Dunning, Prof Sal, Library	0	0	0	43,020	57,857
Dunning, Prof Sal, Guidance	180,264	183,804	190,633	235,232	292,473
Dunning, Prof Sal, Psych Svcs	74,616	76,106	98,463	101,805	102,823
Dunning, Prof Sal, Nurse	83,656	71,148	79,331	82,375	90,668
DUN Gifted & Talented Teacher	39,915	41,204	34,188	36,478	36,843
Dunning, Sal, Custodian	96,176	0	0	0	0
DUN Sal, Sped TEC Coordinator	0	54,118	53,039	54,100	55,665
Funning, Sal, Sped Dept. Head	5,500	0	0	0	0
DUN, Drama Teacher	0	0	0	0	0
DUN, Literacy Specialist	73,405	94,697	97,986	99,590	103,573
DUN Sal Sped Teacher Classroom	0	0	0	0	0
DUN Sal Supervised Instr Time	0	0	0	0	0
Salaries	4,559,740	4,730,989	4,840,592	5,100,065	5,258,193
Additional Salaries					
Dun, Addt'l Sal, Secr Vacation	0	0	0	0	0
Dun, AddtSal, Secretary OT	0	0	0	0	0
Dun, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Dunning, AddtSal, PrepTime	0	0	0	0	0
Dun, AddtSal, Subs Personal	0	0	0	0	0
Dun, AddtSal, Subs Sick	0	0	0	0	0
Dun, AddtSal, Subs System	0	0	0	0	0
Dunning, AddtSal, Subs ProfDev	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Dun, AddtSal, FieldTrip Driver	0	0	0	0	0
Dun, AddtSal, Student Act	0	0	0	0	0
Dun, A/S Webmaster Stipend	0	0	0	0	0
Dun, Addt'l Sal, Custodian OT	0	0	0	0	0
Dun, AddtSal, CustOT Sch Event	1,371	0	0	0	0
Dun, AddtSal, Custodian Summer	0	0	0	0	0
Dun, AddtSal, Cust W/E Watch	0	0	0	0	0
DUN,A/S Sped Bus Monitors	0	0	0	0	0
DUN, A/S In-House Prof Dev	0	0	0	0	0
DUN, A/S Prof Development	2,938	0	0	0	0
Additional Salaries	4,309	0	0	0	0
Operating Expenses					
Dunning,Contr Svcs	0	0	0	0	0
DUN, Printing Expenses	0	0	0	0	0
Dun, Exp, Supplies, Office	6,491	2,459	1,101	2,500	1,350
Dunning, Exp, Dues	0	0	0	0	0
DUN, Office Equip/Furniture	2,073	0	0	1,790	0
Dunning, Exp, Miscellaneous	0	0	0	0	0
Dunning, Exp, Postage	49	150	0	0	0
Dunning, Return of Funds	0	0	0	0	0
Exp, Contr Pers, Princ PP\$	0	0	0	0	0
DUN, Translations/Interpreters	0	0	0	0	0
DUN, Translations/Interpreters	0	0	0	0	0
Dun, Princ Tech Supplies	0	0	0	0	0
Dunning, Princ Tech Hardware	0	0	0	0	0
Dunning, Princ Tech Software	0	0	0	1,500	0
Dunning, ContrPers, Prof Dev	0	0	0	0	0
Dunning, ContrSvcs, Prof Dev	0	0	0	2,710	1,000
Dunning, Travel, Prof Dev	220	0	635	1,500	1,500
Dunning, Art, Textbooks	0	0	0	0	0
Dunning, Music, Textbooks	0	0	0	0	0
Exp, Textbooks	0	0	0	0	0
Dunning, Library, Supplies	2,000	0	64	0	0
Dunning, ContrSvcs Equipment	0	0	0	0	0
Dun, Lease/Purch, Copier	0	0	0	0	0
Dun, ContrSv Equip Repairs	334	312	0	0	0
Dunning, Art, Supplies	1,885	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Dunning, BusEd, Supplies	0	0	0	0	0
Dunning, Drama, Supplies	0	0	0	0	0
Dunning, Engl, Supplies	0	0	0	0	0
Dunning, Fam&ConSci, Supplies	0	0	0	0	0
Dunning, Supplies, Copier	0	4,078	3,592	6,000	6,000
Dunning, Instr, Supplies	17,197	13,102	11,304	15,400	15,200
Dunning, Math, Supplies	0	0	0	0	0
Dunning, Music, Supplies	670	0	0	0	0
Dunning, Sci, Supplies	0	0	0	0	0
Dunning, TechEd, Supplies	556	108	0	0	0
Dunning, SocSt, Supplies	0	0	0	0	0
Dunning, W.Lang, Supplies	0	0	0	0	0
Dunning, Field Trips	500	0	0	0	0
Dunning, Exp, Travel	0	0	0	0	0
Dunning, Tech Hardware	11,020	504	0	0	0
Dunning, Tech Hardware Library	0	0	0	0	0
Dunning, Tech Software	16,868	1,500	1,500	0	0
Dunning, Student Act, Supplies	0	0	0	0	0
Dun, ContrSvcs, Police Detail	0	0	0	0	0
Dunning, Building Security	0	0	0	0	0
DUN, Guidance Contr Svcs	0	0	0	0	0
DUN, Guidance Supplies	365	173	861	1,000	1,000
DUN, Guidance Test&Assessment	0	0	0	0	0
DUN, Psychology Expenses	0	0	0	0	0
DUN, Phys Ed Referees	0	0	0	0	0
DUN, Phys Ed Recondition	0	0	0	0	0
DUN, Phys Ed Transportation	0	0	0	0	0
DUN, Phys Ed ESupplies	855	0	0	0	0
DUN, Music Instr Equipment	0	0	0	0	0
DUN, PhysEd/Health Textbooks	0	0	0	0	0
DUN, PhysEd/Health Instr Equip	0	0	0	0	0
DUN, World Lang Textbooks	0	0	0	0	0
DUN, Math Textbooks	0	0	0	0	0
DUN, English Textbooks	0	0	0	0	0
DUN, Science Textbooks	0	0	0	0	0
DUN, Science Instr Equipment	0	0	0	0	0
DUN, Social Studies Textbooks	0	0	0	0	0
DUN, Music Instr Equipment	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

DUN, Contr Svcs Bus Monitors	0	0	0	0	0
DUN, Biling Tutors	0	0	0	0	0
DUN,Transportation AfterSchool	0	0	0	0	0
DUN,Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	61,083	22,387	19,056	32,400	26,050
Dunning Elementary School Totals	4,625,132	4,753,376	4,859,648	5,132,465	5,284,243
HEMENWAY ELEMENTARY SCHOOL					
Salaries					
Hemenway, Sal, Principal	106,409	127,157	131,124	132,556	138,812
Hemmenway,Sal, Vice Principal	103,893	104,672	108,300	110,467	111,571
Hemenway, Sal, Clerical	0	0	0	0	0
Hemenway, Sal, Secretary	82,411	85,100	87,422	90,279	93,757
Hemenway, Sal, Head Teacher	0	0	0	0	0
Hemenway, Sal, Art, Teacher	123,888	120,379	135,603	154,841	133,217
Hemenway, Sal, Biling, Teacher	141,317	217,524	197,551	227,611	283,332
Hemenway, Sal, BusEd, Teacher	0	0	0	0	0
Hemenway, Sal, Engl, Teacher	0	0	0	0	0
Hemenway, Sal, F&CSci, Teacher	0	0	0	0	0
Hemenway, Sal, Math, Teacher	53,616	93,319	97,461	99,590	103,573
Hemenway, Sal, Music, Teacher	110,795	118,602	131,696	140,905	142,314
Hemenway, Sal, PhysEd, Teacher	149,661	155,165	162,283	170,654	176,365
Hemenway, Sal, RegEd, Teacher	1,742,674	1,855,113	1,965,295	1,991,714	2,016,674
Hemenway, Sal, Sci, Teacher	0	0	0	0	0
Hemenway, Sal, SocSt, Teacher	0	0	0	0	0
HEM, STEM Teacher	0	0	0	0	0
Hemenway, Sal, TechEd, Teacher	0	0	0	0	0
Hemenway, Sal, W.Lang, Teacher	0	0	0	0	0
Hemenway, Prof Sal, RegEd	0	0	0	0	0
Hemenway, Sal, Sped, Teacher	491,058	620,366	597,224	655,502	791,104
Hemenway, Prof Sal, Sped	223,015	227,991	235,840	239,670	232,092
Hemenway, Sal, Bil, Aide	0	0	0	0	0
Hemenway, Sal, Bil, Asst Teach	0	0	0	0	0
Hemenway,Sal,RegEd,Aide	60,168	77,816	66,829	120,195	124,214
Hemenway, Sal, Asst Teacher	0	0	0	0	34,668
HEM Sal, Office Aide	36,654	8,944	9,221	9,738	12,421
HEM, Interventionist Aide	26,195	37,914	27,839	28,273	28,839



FRAMINGHAM PUBLIC SCHOOLS

Hemenway, Sal, Tech Aide	0	0	0	0	0
Hemenway, Sal, Sped, Aide	115,797	130,113	45,076	100,675	65,593
Hemenway, Sal, Sped, AsstTeach	277,360	303,194	334,421	389,311	358,810
HEM Sal Sped ABA Specialists	0	0	0	0	0
Hemenway, Prof Sal, Library	57,977	64,973	70,581	75,305	79,831
Hemenway, Prof Sal, Guidance	146,882	152,415	156,082	231,046	231,830
Hemenway, Prof Sal, Psych Svcs	53,762	56,480	60,210	64,236	70,280
Hemenway, Prof Sal, Nurse	64,770	68,729	73,969	78,569	72,029
Hemenway, Sal, Custodian	98,627	0	0	0	0
HEM Gifted & Talented Teacher	31,312	35,984	50,618	51,420	52,414
HEM Sal, Sped TEC Coordinator	30,842	53,073	53,869	55,961	56,521
HEM, Drama Teacher	0	0	0	0	0
HEM, Literacy Specialist	93,212	92,645	98,360	100,340	104,323
HEM Sal Sped Teacher Classroom	0	0	0	0	0
HEM Sal Supervised Instr Time	0	0	0	0	0
Salaries	4,422,295	4,807,668	4,896,874	5,318,858	5,514,584
Additional Salaries					
Hem, Addt'l Sal, Secr Vacation	0	0	0	0	0
Hem, AddtSal, Secretary OT	0	0	0	0	0
Hem, AddtSal, Secr PT/AddHrs	190	68	29	0	0
Hemenway, AddtSal, PrepTime	0	0	0	0	0
Hem, AddtSal, Subs Personal	0	0	0	0	0
Hem, AddtSal, Subs Sick	0	0	0	0	0
Hem, AddtSal, Subs System	0	0	0	0	0
Hemenway, AddtSal, SubsProfDev	0	0	0	0	0
Hem, AddtSal, FieldTrip Driver	0	0	0	0	0
Hem, AddtSal, Student Act	0	0	0	0	0
Hem, A/S Webmaster Stipend	0	0	0	0	0
Hem, Addt'l Sal, Custodian OT	0	0	0	0	0
Hem, AddtSal, CustOT Sch Event	2,850	0	0	0	0
Hem, AddtSal, Custodian Summer	0	0	0	0	0
Hem, AddtSal, Cust W/E Watch	0	0	0	0	0
HEM,A/S Sped Bus Monitors	0	0	0	0	0
HEM, A/S In-House Prof Dev	0	0	0	0	0
HEM, A/S Prof Development	1,763	855	0	0	0
Additional Salaries	4,802	923	29	0	0



Operating Expenses					
Hemenway,ContrSVCS	0	0	0	0	0
HEM, Printing Expenses	270	240	0	0	0
Hem, Exp, Supplies, Office	0	1,572	2,234	2,500	1,750
Hemenway, Exp, Dues	0	0	0	0	0
Hemenway, Exp, Miscellaneous	0	0	0	0	0
Hemenway, Exp, Postage	588	700	0	0	0
Hem, Princ Tech Supplies	0	0	0	0	0
Hemenway, Princ Tech Hardware	0	0	0	0	0
Hemenway, Princ Tech Software	0	0	0	0	0
Hemenway, Princ PP\$, ContrSvcs	0	0	0	0	0
HEM, Translations/Interpreters	0	0	0	0	0
Hemenway, ContrPers Prof Dev	0	0	0	0	0
Hemenway, ContrSvcs, Prof Dev	0	0	0	0	1,000
Hemenway, Travel, Prof Dev	0	0	670	1,500	1,500
Hemenway, Art, Textbooks	0	0	0	0	0
Hemenway, Music, Textbooks	0	0	0	0	0
Hemenway, Undist, Textbooks	0	0	0	0	0
Hemenway, Library, Supplies	1,986	0	0	0	0
Hemenway, ContrSvcs Equipment	0	0	0	0	0
Hem, Lease/Purch, Copier	0	0	0	0	0
Hem, ContrSv Equip Repairs	0	0	0	0	0
Hemenway, Supplies, Copier	0	4,338	3,592	4,800	4,800
Hemenway, Instr, Supplies	33,330	15,574	17,940	17,800	18,900
Hemenway, Art, Supplies	1,002	0	0	0	0
Hemenway, BusEd, Supplies	38	0	0	0	0
Hemenway, Drama, Supplies	0	0	0	0	0
Hemenway, Engl, Supplies	138	0	0	0	0
Hemenway, Fam&CSci, Supplies	0	0	0	0	0
Hemenway, Math, Supplies	1,438	0	0	0	0
Hemenway, Music, Supplies	866	0	0	0	0
Hemenway, Sci, Supplies	0	0	0	0	0
Hemenway, TechEd, Supplies	0	0	0	0	0
Hemenway, SocSt, Supplies	0	0	0	0	0
Hemenway, W.Lang, Supplies	340	0	0	0	0
Hemenway, Field Trips	812	0	0	0	0
Hemenway, Exp, Travel	0	0	0	0	0
Hemenway, Tech Hardware	12,125	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Hem, Tech Hardware Library	0	0	0	0	0
Hemenway, Tech Software	18,427	0	0	0	0
Hemenway, StudentAct, Supplies	0	0	0	0	0
Hem, ContrSvcs, Police Detail	0	0	0	0	0
Hemenway, Building Security	0	0	0	0	0
HEM, Guidance Contr Svc	0	0	0	0	0
HEM, Guidance Supplies	0	110	994	1,000	1,000
HEM, Guidance Test&Assessment	0	0	0	0	0
HEM, Psychology Expenses	0	0	0	0	0
HEM, Phys Ed Referees	0	0	0	0	0
HEM, Phys Ed Recondition	0	0	0	0	0
HEM, Phys Ed Transportation	0	0	0	0	0
HEM, Phys Ed Supplies	999	0	0	0	0
HEM, Music Instr Equipment	0	0	0	0	0
HEM, PhysEd/Health textbooks	0	0	0	0	0
HEM, PhysEd/Health Instr Equ	0	0	0	0	0
HEM, World Lang Textbooks	0	0	0	0	0
HEM, Math Textbooks	0	0	0	0	0
HEM, English Textbooks	0	0	0	0	0
HEM, Science Textbooks	0	0	0	0	0
HEM, Science Instr Equipment	0	0	0	0	0
HEM, Social Studies Textbooks	0	0	0	0	0
HEM, Music Instr Equipment	0	0	0	0	0
HEM Contr Svcs Bus Monitors	0	0	0	0	0
HEM, Biling Tutors	0	0	0	0	0
HEM,Transportation AfterSchool	0	0	0	0	0
HEM,Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	72,359	22,535	25,429	27,600	28,950
Hemenway Elementary School Totals	4,499,456	4,831,126	4,922,332	5,346,458	5,543,534
KING ELEMENTARY SCHOOL					
Salaries					
King, Sal, Principal	100,515	137,301	176,158	119,760	122,375
King, Sal, Vice Principal	64,820	104,750	85,447	102,922	110,368
King, Sal, Clerical	0	0	0	0	0
King, Sal, Secretary	55,099	77,282	71,209	75,627	74,479



FRAMINGHAM PUBLIC SCHOOLS

King, Sal, Art, Teacher	41,463	54,449	50,967	53,362	56,561
King, Sal, BusEd, Teacher	0	0	0	0	0
King, Sal, Engl, Teacher	0	0	0	0	0
King, Sal, F&Con Sci, Teacher	0	0	0	0	0
King, Sal, Math, Teacher	40,019	85,693	91,938	93,455	97,601
King, Sal, Music, Teacher	41,749	44,690	82,063	91,787	86,579
King, Sal, PhysEd, Teacher	43,301	59,974	67,102	71,890	81,269
King, Sal, Head Teacher	0	0	0	0	0
King, Sal, RegEd, Teacher	822,704	1,053,635	1,162,021	1,153,142	1,291,834
King, Sal, Sci, Teacher	0	0	0	0	0
King, Sal, SocSt, Teacher	0	0	0	0	0
King, Sal, TechEd, Teacher	0	0	0	0	0
King, Sal, W.Lang, Teacher	89,324	29,987	7,608	0	0
King, Sal, Biling, AsstTeacher	0	0	0	0	0
King, Sal, RegEd, Aide	63,314	49,257	51,254	62,645	107,029
King, Sal, RegEd, Asst Teacher	0	0	0	0	0
KING Sal, Office Aide	0	6,598	10,257	20,407	15,650
King,Sal, Interventionist Aide	18,248	23,614	38,953	41,166	20,031
King, Sal, Sped, Aide	32,989	119,588	177,649	302,505	224,334
King, Sal, Sped, Asst Teacher	33,895	75,440	108,022	118,893	169,007
King,Sal, Sped ABA Specialists	0	0	0	0	0
King, Sal, Custodian	98,319	0	0	0	0
King, Prof Sal, Library	73,686	77,183	85,451	91,380	92,294
King, Prof Sal, Nurse	92,108	93,947	100,236	100,340	104,323
King, Sal, Sped, Teacher	159,327	221,762	225,678	287,742	318,974
King, Sal, Biling, Teacher	231,026	237,975	255,441	264,276	239,011
King, Literacy Specialist	55,962	80,875	96,335	97,892	98,851
King, Speech Pathologist	15,353	104,788	97,236	98,840	99,828
King, Prof Sal, Guidance	120,064	182,447	223,687	278,727	286,697
King, Sal, Sped, TEC Coordinat	0	53,073	53,869	55,961	55,665
King, Sal, Gft & Tal, Teacher	18,422	32,963	39,942	42,833	43,261
Salaries	2,311,709	3,007,271	3,358,524	3,625,550	3,796,021
Additional Salaries					
King, Addtl Sal, Secr Vacation	0	0	0	0	0
King, AddtSal, Secretary OT	0	0	0	0	0
King, Addtl Sal, SecPT/AddlHr	157	0	0	0	0
King, AddtSal, Prep Time	0	0	0	0	0



King,AddtSal, Prof Development	2,350	0	0	0	0
King, AddtSal, Subs Personal	0	0	0	0	0
King, AddtSal, Subs Sick	0	0	0	0	0
King, AddtSal, Subs System	0	0	0	0	0
King, AddtSal, Subs Prof Dev	0	0	0	0	0
King, AddtSal, FieldTrip Driver	0	0	0	0	0
King, AddtSal, Student Act	0	0	0	0	0
King, A/S Webmaster Stipend	0	0	0	0	0
King, Addt'l Sal, Custodian OT	0	0	0	0	0
King, AddtSal, CustOT Sch Event	2,192	0	0	0	0
King, AddtSal, Custodian Summer	0	0	0	0	0
King, AddtSal, Cust W/E Watch	0	0	0	0	0
Additional Salaries	4,699	0	0	0	0
Operating Expenses					
King,Contr Svcs	1,831	0	0	0	0
King, Printing Expenses	0	0	0	0	0
King, Exp, Supplies, Office	9,899	2,006	1,371	3,000	1,350
King, Exp, Dues	535	0	0	0	0
King, Exp, Miscellaneous	0	0	0	0	0
King, Exp, Postage	0	150	0	0	0
King, Princ Tech Supplies	0	0	0	0	0
King, Princ Technology	15,777	0	0	0	0
King, Princ Tech Software	14,389	0	0	0	0
King, Princ PP\$, ContrSvcs	0	0	0	0	0
King, Translations/Interpreter	0	0	0	0	0
King, ContrPers, Prof Dev	2,036	0	0	0	0
King, ContrSvcs, Prof Dev	0	0	0	2,000	1,000
King, Travel, Prof Dev	0	196	0	1,500	1,500
King, Supplies, Copier	438	2,866	2,493	4,000	4,000
King, Instr, Supplies	29,261	8,796	7,298	12,800	12,850
King, Undistr, Textbooks	0	0	0	0	900
King,Library, Supplies	4,886	0	0	0	0
King, ContrSvcs Equipment	0	0	0	0	0
King, Lease/Purch, Copier	0	0	0	0	0
King, ContrSv Equip Repairs	0	0	0	0	0
King, Field Trips	468	0	0	0	0
King, Exp, Travel	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

King, Tech Hardware Library	264	0	0	0	0
King, Student Act, Supplies	0	0	0	0	0
King, ContrSvcs, Police Detail	0	0	0	500	456
King, Building Security	0	0	0	0	0
King, Art Supplies	1,230	0	0	0	0
King, Supplies Inst	508	0	0	0	0
King, Supplies Inst	943	0	0	0	0
King, Supplies Inst	549	149	1,340	1,000	1,000
Operating Expenses	83,014	14,162	12,502	24,800	23,056
King Elementary School Totals	2,399,421	3,021,433	3,371,026	3,650,350	3,819,077
MCCARTHY ELEMENTARY SCHOOL					
Salaries					
McCarthy, Sal, Principal	48,607	153,797	125,241	127,205	128,102
McCarthy, Sal, Vice Principal	109,154	112,041	113,722	120,381	121,362
McCarthy, Sal, Clerical	0	0	0	35,400	0
McCarthy, Sal, Secretary	72,949	72,980	76,904	81,210	82,772
McCarthy, Sal, Head Teacher	0	0	0	0	0
McCarthy, Sal, Art, Teacher	155,382	162,509	168,196	175,435	177,189
McCarthy, Sal, Biling, Teacher	329,728	316,241	268,712	323,978	401,644
McCarthy, Sal, BusEd, Teacher	0	0	0	0	0
McCarthy, Sal, Engl, Teacher	0	0	0	0	0
McCarthy, Sal, F&CSci, Teacher	0	0	0	0	0
McCarthy, Sal, Math, Teacher	46,054	71,721	71,027	85,888	93,985
McCarthy, Sal, Music, Teacher	146,095	96,317	120,979	129,626	137,415
McCarthy, Sal, PhysEd, Teacher	176,248	168,697	166,122	189,129	191,020
McCarthy, Sal, RegEd, Teacher	1,882,322	1,997,334	2,043,912	2,026,217	2,050,132
McCarthy, Sal, Sci, Teacher	92,108	0	0	0	0
McCarthy, Sal, SocSt, Teacher	0	0	0	0	0
MCC, STEM Teacher	0	0	0	0	0
McCarthy, Sal, TechEd, Teacher	0	0	0	0	0
McCarthy, Sal, W.Lang, Teacher	0	0	0	0	0
McCarthy, Prof Sal, RegEd	0	0	0	0	61,200
McCarthy, Sal, Sped, Teacher	1,041,930	1,031,138	1,049,963	1,097,478	1,071,792
McCarthy, Prof Sal, Sped	134,246	259,528	262,417	293,048	299,694
McCarthy, Sal, Bil, Aide	0	0	0	0	0
McCarthy, Sal, Bil, Asst Teach	0	0	15,492	33,988	35,577



FRAMINGHAM PUBLIC SCHOOLS

McCarthy,Sal,RegEd,Aide	151,123	147,153	125,568	140,302	174,845
McCarthy, Sal, Asst Teacher	0	0	0	0	0
MCC Sal, Office Aide	49,597	9,627	12,258	12,172	12,421
MCC, Interventionist Aide	0	26,246	26,844	27,451	20,031
McCarthy, Sal, Tech Aide	0	0	0	0	0
McCarthy, Sal, Sped, Aide	103,378	91,548	42,895	60,278	64,169
McCarthy, Sal, Sped, AsstTeach	362,299	371,462	366,049	376,599	271,360
MCC Sal Sped ABA Specialists	55,652	58,404	59,572	60,764	61,979
McCarthy, Prof Sal, Library	0	0	50,248	55,616	57,857
McCarthy, Prof Sal, Guidance	177,993	183,790	192,695	259,330	324,968
McCarthy, Prof Sal, PsychSvcs	89,361	91,145	94,335	95,892	96,851
McCarthy, Prof Sal, Nurse	49,727	46,662	87,368	89,770	90,668
McCarthy, Sal, Custodian	191,972	0	0	0	0
MCC Gifted & Talented Teacher	73,686	28,751	44,949	45,690	0
MCC Sal, Sped TEC Coordinator	105,274	104,104	105,666	109,807	90,007
MCC, Drama Teacher	0	0	0	0	0
MCC, Literacy Specialist	92,108	61,950	97,236	100,340	101,328
MCC Sal Sped Teacher Classroom	0	0	0	0	0
MCC Sal Supervised Instr Time	0	0	0	0	0
Salaries	5,736,990	5,663,145	5,788,369	6,152,993	6,218,367
Additional Salaries					
Mcc, Addt'l Sal, Secr Vacation	0	0	0	0	0
Mcc, AddtSal, Secretary OT	0	0	0	0	0
Mcc, AddtSal, Secr PT/AddHrs	0	0	0	0	0
McCarthy, AddtSal, Prep Time	0	0	0	0	0
Mcc, AddtSal, Subs Personal	0	0	0	0	0
Mcc, AddtSal, Subs Sick	0	0	0	0	0
Mcc, AddtSal, Subs System	0	0	0	0	0
McCarthy, AddtSal, SubsProfDev	0	0	0	0	0
Mcc, AddtSal, FieldTrip Driver	0	0	0	0	0
Mcc, AddtSal, Student Act	0	0	0	0	0
Mcc, A/S Webmaster Stipend	0	0	0	0	0
Mcc, Addt'l Sal, Custodian OT	0	0	0	0	0
Mcc, AddtSal, CustOT Sch Event	2,835	0	0	0	0
Mcc, AddtSal, Custodian Summer	0	0	0	0	0
Mcc, AddtSal, Cust W/E Watch	0	0	0	0	0
MCC,A/S Sped Bus Monitors	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

MCC, A/S In-House Prof Dev	0	0	0	0	0
MCC, A/S Prof Development	2,350	0	0	0	0
Additional Salaries	5,185	0	0	0	0
Operating Expenses					
McCarthy, Contr Svcs	0	0	228	300	228
MCC, Printing Expenses	0	0	0	0	0
Mcc, Exp, Supplies, Office	7,661	3,522	1,768	3,000	1,750
McCarthy, Exp, Dues	0	0	0	0	0
McCarthy, Exp, Miscellaneous	0	0	0	0	0
McCarthy, Exp, Postage	245	220	0	0	0
Mcc, Princ Tech Supplies	0	0	0	0	0
McCarthy, Princ Tech Hardware	0	0	0	0	0
McCarthy, Princ Tech Software	0	0	0	0	0
McCarthy, Princ PP\$, ContrSvcs	0	0	0	0	0
MCC Translations/Interpreters	0	0	0	0	0
McCarthy, ContrPers, Prof Dev	0	0	0	0	0
McCarthy, ContrSvcs, Prof Dev	0	0	0	0	1,000
McCarthy, Travel, Prof Dev	0	0	0	1,500	1,500
McCarthy, Art, Textbooks	0	0	0	0	0
McCarthy, Music, Textbooks	0	0	0	0	0
McCarthy, Undist, Textbooks	0	0	0	0	0
McCarthy, Library, Supplies	1,948	0	0	0	0
McCarthy, ContrSvcs Equipment	0	0	0	0	0
Mcc, Lease/Purch, Copier	0	0	0	0	0
Mcc, ContrSv Equip Repairs	0	0	0	0	0
McCarthy, Art, Supplies	1,697	0	0	0	0
McCarthy, BusEd, Supplies	0	0	0	0	0
McCarthy, Drama, Supplies	0	0	0	0	0
McCarthy, Literacy Supplies	4,353	0	0	0	0
McCarthy, Fam&CSci, Supplies	0	0	0	0	0
McCarthy, Supplies, Copier	0	5,813	7,384	6,500	6,500
McCarthy, Instr, Supplies	39,013	15,347	14,949	19,400	19,650
McCarthy, Math, Supplies	1,004	0	0	0	0
McCarthy, Music, Supplies	2,055	0	0	0	0
McCarthy, Sci, Supplies	670	0	0	0	0
McCarthy, TechEd, Supplies	0	0	0	0	0
McCarthy, SocSt, Supplies	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

McCarthy, W.Lang, Supplies	0	0	0	0	0
McCarthy, Field Trips	1,008	0	0	0	0
McCarthy, Exp, Travel	0	0	0	0	0
McCarthy, Tech Hardware	7,001	0	0	0	0
MCC, Tech Hardware Library	0	0	0	0	0
McCarthy, Tech Software	134	0	0	0	0
McCarthy, StudentAct, Supplies	0	0	0	0	0
McCarthy, Building Security	0	0	0	0	0
MCC, Guidance Contr Svcs	0	0	0	0	0
MCC, Guidance Supplies	0	105	10	1,000	1,000
MCC, Guidance Test&Assessment	0	0	0	0	0
MCC, Psychology Expenses	0	0	0	0	0
MCC, Phys Ed Referees	0	0	0	0	0
MCC, Phys Ed Recondition	0	0	0	0	0
MCC, Phys Ed Transportation	0	0	0	0	0
MCC, Phys Ed Supplies	1,760	0	0	0	0
MCC, Music Instr Equipment	0	0	0	0	0
MCC, PhysEd/Health Textbooks	0	0	0	0	0
MCC, PhysEd/Health Instr Equip	0	0	0	0	0
MCC, World Lang Textbooks	0	0	0	0	0
MCC, Math Textbooks	0	0	0	0	0
MCC, English Textbooks	0	0	0	0	0
MCC, Science Textbooks	0	0	0	0	0
MCC, Science Instr Equipment	0	0	0	0	0
MCC, Social Studies Textbooks	0	0	0	0	0
MCC, Music Instr Equipment	0	0	0	0	0
MCC Contr Svcs Bus Monitors	0	0	0	0	0
MCC, Biling Tutors	0	0	0	0	0
MCC,Transportation AfterSchool	0	0	0	0	0
MCC,Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	68,549	25,007	24,339	31,700	31,628
McCarthy Elementary School Totals	5,810,724	5,688,151	5,812,708	6,184,693	6,249,995
POTTER ROAD ELEMENTARY					
Salaries					
Potter, Sal, Principal	118,615	144,707	120,479	122,436	126,483
Potter,Sal, Vice Principal	124,322	109,972	113,722	115,996	117,156



FRAMINGHAM PUBLIC SCHOOLS

Potter, Sal, Clerical	0	0	0	0	0
Potter, Sal, Secretary	91,336	72,948	78,041	83,081	84,662
Potter, Sal, Head Teacher	0	0	0	0	0
Potter, Sal, Biling, Teacher	434,702	613,660	749,208	735,960	828,099
Potter, Sal, Art, Teacher	114,557	87,630	82,510	72,956	79,992
Potter, Sal, BusEd, Teacher	0	0	0	0	0
Potter, Sal, Engl, Teacher	0	0	0	0	0
Potter, Sal, F&ConSci, Teacher	0	0	0	0	0
Potter, Sal, Math, Teacher	46,804	95,447	66,326	70,762	79,831
Potter, Sal, Music, Teacher	104,579	112,584	143,110	148,664	153,398
Potter, Sal, PhysEd, Teacher	89,933	95,410	70,114	74,329	67,542
Potter, Sal, RegEd, Teacher	1,663,691	1,579,372	1,515,591	1,534,058	1,419,896
Potter, Sal, Sci, Teacher	0	0	0	0	0
Potter, Sal, SocSt, Teacher	0	0	0	0	0
POTT, STEM Teacher	0	0	0	0	0
Potter, Sal, TechEd, Teacher	0	0	0	0	0
Potter, Sal, W.Lang, Teacher	0	0	0	0	0
Potter, Prof Sal, RegEd	0	0	0	0	0
Potter, Prof Sal, SPED	0	41,890	53,119	0	56,172
Potter, Sal, Sped, Teacher	265,301	283,600	277,298	379,060	344,131
Potter, Prof Sal, Sped	0	0	0	0	0
Potter, Sal, Biling, Aide	29,566	30,917	6,452	27,938	0
Potter, Sal, Biling, AsstTeach	0	10,932	0	0	0
POT Sal Biling Interventionist	25,211	26,018	26,794	28,273	28,839
Potter, Sal, RegEd, Aide	82,881	87,429	97,635	116,650	133,001
Potter, Sal, RegEd, Asst Teach	0	0	0	0	0
POTT Sal, Office Aide	14,844	16,640	17,806	18,258	18,631
POT, Interventionist Aide	0	0	0	0	0
Potter, Sal, RegEd, Tech Aide	0	0	0	0	0
Potter, Sal, Sped, Aide	47,457	54,030	61,694	66,886	60,791
Potter, Sal, Sped, AsstTeacher	59,869	65,417	68,181	42,951	44,310
POT Sal Sped ABA Specialists	0	0	0	0	0
Potter, Prof Sal, Library	0	0	0	42,012	63,729
Potter, Prof Sal, Guidance	170,745	175,686	181,835	229,625	246,520
Potter, Prof Sal, PsychSvcs	92,016	95,133	98,463	101,805	102,823
Potter, Prof Sal, Nurse	92,108	94,189	97,986	100,340	102,823
Potter, Sal, Custodian	116,678	0	0	0	0
POT Gifted & Talented Teacher	29,400	31,504	34,188	36,478	86,757



FRAMINGHAM PUBLIC SCHOOLS

POT Sal, Sped TEC Coordinator	0	48,983	49,718	50,712	52,244
POT, Drama Teacher	0	0	0	0	0
POT, Literacy Specialist	87,090	88,829	93,485	98,840	99,828
POT Sal Sped Teacher Classroom	0	0	0	0	0
POT Sal Supervised Instr Time	0	0	0	0	0
Salaries	3,901,705	4,062,928	4,103,753	4,298,071	4,397,659
Additional Salaries					
Pot, Addt'l Sal, Secr Vacation	0	0	0	0	0
Potter, AddtSal, Secretary OT	0	0	0	0	0
Pot, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Potter, AddtSal, Prep Time	0	0	0	0	0
Pot, AddtSal, Subs Personal	0	0	0	0	0
Potter, AddtSal, Subs Sick	0	0	0	0	0
Potter, AddtSal, Subs System	0	0	0	0	0
Potter, AddtSal, Subs Prof Dev	0	0	0	0	0
Pot, AddtSal, FieldTrip Driver	0	0	0	0	0
Pot, AddtSal, Student Act	0	0	0	0	0
Pot, A/S Webmaster Stipend	0	0	0	0	0
Pot, Addt'l Sal, Custodian OT	0	0	0	0	0
Pot, AddtSal, CustOT Sch Event	2,258	0	0	0	0
Pot, AddtSal, Custodian Summer	0	0	0	0	0
Pot, AddtSal, Cust W/E Watch	0	0	0	0	0
POTRD,A/S Sped Bus Monitors	0	0	0	0	0
POTT, A/S In-House Prof Dev	0	0	0	0	0
POT, A/S Prof Development	2,350	0	0	0	0
Additional Salaries	4,608	0	0	0	0
Operating Expenses					
Potter,Contr Svcs	0	0	0	0	0
POT, Printing Expenses	0	0	0	0	0
Pot, Exp, Supplies, Office	4,637	2,489	5,049	4,800	1,750
Potter, Exp, Dues	1,302	0	0	0	0
Potter, Exp, Miscellaneous	0	0	0	0	0
Potter, Exp, Postage	519	500	0	0	0
Potter, Princ Tech Supplies	0	0	0	0	0
Potter, Princ Tech Hardware	0	0	0	0	0
Potter, Princ Tech Software	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Potter, Princ PP\$, ContrSvcs	0	0	0	0	0
POT Translations/Interpreters	0	0	0	0	0
Potter, ContrPers, Prof Dev	0	0	0	0	0
Potter, ContrSvcs, Prof Dev	0	0	0	0	1,000
Potter, Travel, Prof Dev	339	205	1,674	1,500	1,500
Potter, Art, Textbooks	0	0	0	0	0
Potter, Music, Textbooks	0	0	0	0	0
Potter, Undist, Textbooks	0	0	0	0	0
Potter, Library, Supplies	594	0	0	0	0
Potter, ContrSvcs Equipment	327	0	0	0	0
pot, Lease/Purch, Copier	0	0	0	0	0
Pot, ContrSv Equip Repairs	0	0	0	0	0
Potter, Art, Supplies	917	0	0	0	0
Potter, BusEd, Supplies	0	0	0	0	0
Potter, Drama, Supplies	0	0	0	0	0
Potter, Engl, Supplies	8,942	0	0	0	0
Potter, Fam&Con Sci, Supplies	0	0	0	0	0
Potter, Supplies, Copier	4,379	4,153	3,113	7,000	7,000
Potter, Instr, Supplies	23,390	13,848	16,864	15,650	15,750
Potter, Math, Supplies	0	0	0	0	0
Potter, Music, Supplies	0	0	0	0	0
Potter, Sci, Supplies	77	0	0	0	0
Potter, TechEd, Supplies	0	0	0	0	0
Potter, SocSt, Supplies	0	0	0	0	0
Potter, W.Lang, Supplies	0	0	0	0	0
Potter, Field Trips	528	0	0	0	0
Potter, Exp, Travel	0	0	0	0	0
Potter, Tech Hardware	6,280	0	0	0	0
Potter, Tech Hardware Library	0	0	0	0	0
Potter, Tech Software	17,999	0	0	0	0
Potter, Student Act, Supplies	0	0	0	0	0
Pot, ContrSvcs, Police Detail	0	0	0	0	0
Potter, Building Security	0	0	0	0	0
POT, Guidance Contr Svcs	0	0	0	0	0
POT, Guidance Supplies	0	965	917	1,000	1,000
POT, Guidance Test&Assessment	0	0	0	0	0
POT, Psychology Expenses	0	0	0	0	0
POT, Phys Ed Referees	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

POT, Phys Ed Recondition	0	0	0	0	0
POT, Phys Ed Transportation	0	0	0	0	0
POT, Phys Ed Supplies	0	0	0	0	0
POT, Music Instr Equipment	0	0	0	0	0
POT, PhysEd/Health Textbooks	0	0	0	0	0
POT, PhysEd/Health Instr Equip	0	0	0	0	0
POT, World Lang Textbooks	0	0	0	0	0
POT, Math Textbooks	0	0	0	0	0
POT, English Textbooks	0	0	0	0	0
POT, Science Textbooks	0	0	0	0	0
POT, Science Instr Equipment	0	0	0	0	0
POT, Social Studies Textbooks	0	0	0	0	0
POT, Music Instr Equipment	857	0	0	0	0
POTRD, Contr Svcs Bus Monitors	0	0	0	0	0
POT, Biling Tutors	0	0	0	0	0
POT,Transportation AfterSchool	0	0	0	0	0
POT,Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	71,087	22,160	27,616	29,950	28,000
Potter Road Elementary Totals	3,977,400	4,085,088	4,131,369	4,328,021	4,425,659
STAPLETON ELEMENTARY SCHOOL					
Salaries					
Stapleton, Sal, Principal	29,712	142,559	211,563	129,310	123,300
Stapleton,Sal, Vice Principal	185,476	105,550	62,273	102,922	105,662
Stapleton, Sal, Clerical	0	0	0	0	0
Stapleton, Sal, Secretary	84,902	76,471	68,866	74,827	77,609
Stapleton, Sal, Head Teacher	0	0	0	0	0
Stapleton, Sal, Art, Teacher	66,392	59,974	59,146	63,098	66,952
Stapleton, Sal, Bil, Teacher	53,383	98,803	184,044	188,996	194,372
Stapleton, Sal, BusEd, Teacher	0	0	0	0	0
Stapleton, Sal, Engl, Teacher	0	0	0	0	0
Stapleton, Sal, F&CSci Teacher	0	0	0	0	0
Stapleton, Sal, Math, Teacher	38,735	79,018	69,491	91,380	92,294
Stapleton, Sal, Music, Teacher	76,901	82,319	89,876	96,551	74,123
Stapleton, Sal, PhysEd Teacher	83,664	75,110	77,440	82,545	83,371
Stapleton, Sal, RegEd, Teacher	1,437,088	1,385,453	1,282,512	1,222,548	1,304,884
Stapleton, Sal, Sci, Teacher	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Stapleton, Sal, SocSt, Teacher	0	0	0	0	0
STA, STEM Teacher	0	0	0	0	0
Stapleton, Sal, TechEd Teacher	0	0	0	0	0
Stapleton, Sal, WLang, Teacher	0	0	0	0	0
Stapleton, Prof Sal, RegEd	0	0	45,969	93,455	96,851
Stapleton, Sal, Sped, Teacher	752,478	859,473	803,020	836,679	860,112
Stapleton, Prof Sal, Sped	218,246	214,139	192,987	245,719	172,726
Stapleton, Sal, Bil, Aide	0	0	0	0	33,491
Stapleton, Sal, Bil, AsstTeach	0	0	0	0	0
Stapleton, Sal, RegEd, Aide	82,312	118,139	117,655	147,076	143,921
Stapleton, Sal, Asst Teacher	0	0	0	0	33,651
STA Sal, Office Aide	12,011	5,661	3,161	0	13,663
STAI, Interventionist Aide	15,661	17,486	18,200	21,612	28,000
Stapleton, Sal, Tech Aide	0	0	0	0	0
Stapleton, Sal, Sped Aide	92,098	73,343	82,331	89,160	96,314
Stapleton, Sal, Sped AsstTeach	375,486	354,283	395,233	472,540	491,206
STA Sal Sped ABA Specialists	0	0	0	0	0
Stapleton, Prof Sal, Library	0	0	0	42,012	59,836
Stapleton, Prof Sal, Guidance	177,264	180,804	267,442	325,180	382,376
Stapleton, Prof Sal, PsychSvcs	92,108	95,447	98,736	100,340	104,323
Stapleton, Prof Sal, Nurse	61,740	45,569	63,689	67,949	83,199
Stapleton, Sal, Custodian	94,870	0	0	0	0
STA Gifted & Talented Teacher	39,915	42,663	44,949	45,690	46,147
STA Sal, Sped TEC Coordinator	43,064	54,371	53,039	54,100	52,244
STA, Drama Teacher	0	0	0	0	0
STA, Literacy Specialist	53,449	59,974	65,213	69,504	76,211
STA Sal Sped Teacher Classroom	0	0	0	0	0
STA Sal Supervised Instr Time	0	0	0	0	0
Salaries	4,166,957	4,226,611	4,356,836	4,663,192	4,896,837
Additional Salaries					
Sta, Addt'l Sal, Secr Vacation	0	0	0	0	0
Sta, AddtSal, Secretary OT	0	0	0	0	0
Sta, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Stapleton, AddtSal, Prep Time	0	0	0	0	0
Sta, AddtSal, Subs Personal	0	0	0	0	0
Sta, AddtSal, Subs Sick	0	0	0	0	0
Sta, AddtSal, Subs System	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Stapleton, AddtSal SubsProfDev	0	0	0	0	0
Sta, AddtSal, FieldTrip Driver	0	0	0	0	0
Sta, AddtSal, Student Act	0	0	0	0	0
Sta, A/S Webmaster Stipend	0	0	0	0	0
Sta, Addt'l Sal, Custodian OT	0	0	0	0	0
Sta, AddtSal, CustOT Sch Event	1,885	0	0	0	0
Sta, AddtSal, Custodian Summer	0	0	0	0	0
Sta, AddtSal, Cust W/E Watch	0	0	0	0	0
STA,A/S Sped Bus Monitors	0	0	0	0	0
STA, A/S In-House Prof Dev	0	0	0	0	0
STA, A/S Prof Development	1,763	0	0	0	0
Additional Salaries	3,647	0	0	0	0
Operating Expenses					
Stapleton,Contr Svcs	927	0	0	0	0
STA, Printing Expenses	0	0	0	0	0
Sta, Exp, Supplies, Office	4,497	2,791	3,829	2,900	1,350
Stapleton, Exp, Dues	0	0	0	0	0
Stapleton, Exp, Miscellaneous	0	0	0	0	0
Stapleton, Exp, Postage	343	300	0	0	0
Sta, Princ Tech Supplies	0	0	0	0	0
Stapleton, Princ Tech Hardware	0	0	0	0	0
Stapleton, Princ Tech Software	0	0	0	0	0
Stapleton, PrincPP\$, ContrSvcs	0	0	0	0	0
STA, translations/Interpreters	0	0	0	0	0
Stapleton, ContrPers, Prof Dev	0	0	0	0	0
Stapleton, ContrSvcs, Prof Dev	0	735	0	0	1,000
Stapleton, Travel, Prof Dev	0	0	635	1,500	1,500
Stapleton, Art, Textbooks	0	0	0	0	0
Stapleton, Music, Textbooks	0	0	0	0	0
Stapleton, Undist, Textbooks	0	0	0	0	0
Stapleton, Library, Supplies	1,928	0	0	0	0
Stapleton, ContrSvcs Equipment	0	0	0	0	0
Sta, Lease/Purch, Copier	0	0	0	0	0
Sta, ContrSv Equip Repairs	0	0	0	0	0
Stapleton, Supplies, Copier	1,763	3,975	2,718	4,000	4,000
Sta,General Supplies Instr	20,711	11,351	11,723	14,700	15,500
Sta, Art Supplies Instr	467	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Sta, Music Supplies Instr	0	0	0	0	0
Stapleton, FieldTrips	383	0	0	0	0
Stapleton, Exp, Travel	0	0	0	0	0
Stapleton, Tech Hardware	6,388	1,779	0	0	0
Sta, Tech Hardware Library	0	0	0	0	0
Stapleton, Tech Software	7,264	0	0	0	0
Stapleton, StudentAct Supplies	0	0	0	0	0
Stapleton, Building Security	0	0	0	0	0
STA, Guidance Contr Svcs	0	0	0	0	0
STA, Guidance Supplies	3,821	75	0	1,000	1,000
STA, Guidance Test&Assessment	0	0	0	0	0
STA, Psychology Expenses	0	0	0	0	0
STA, Phys Ed Referees	0	0	0	0	0
STA, Phys Ed Recondition	0	0	0	0	0
STA, Phys Ed Transportation	0	0	0	0	0
STA, Phys Ed Supplies	1,526	0	0	0	0
STA, Music Instr Equipment	1,294	0	0	0	0
STA, PhysEd/Health Textbooks	0	0	0	0	0
STA, PhysEd/Health Instr Equip	0	0	0	0	0
STA, World Lang Textbooks	0	0	0	0	0
STA, Math Textbooks	3,333	0	0	0	0
STA, English Textbooks	7,109	0	0	0	0
STA, Science Textbooks	0	0	0	0	0
STA, Science Instr Equipment	0	0	0	0	0
STA, Social Studies Textbooks	0	0	0	0	0
STA, Music Instr Equipment	0	0	0	0	0
STA Contr Svcs Bus Monitors	0	0	0	0	0
STA, Biling Tutors	0	0	0	0	0
STA,Transportation AfterSchool	0	0	0	0	0
STA,Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	61,754	21,006	18,905	24,100	24,350
Stapleton Elementary School Totals	4,232,358	4,247,618	4,375,740	4,687,292	4,921,187
WILSON ELEMENTARY SCHOOL					
Salaries					
W.Wilson, Sal, Principal	106,515	120,859	123,502	125,436	133,064
W.Wilson,Sal, Vice Principal	109,154	100,129	107,545	111,755	112,873



FRAMINGHAM PUBLIC SCHOOLS

W.Wilson, Sal, Clerical	0	0	0	35,400	0
W.Wilson, Sal, Secretary	80,002	84,058	87,678	90,679	91,557
W.Wilson, Sal, Coordinator	0	0	0	0	0
W.Wilson, Sal, Head Teacher	0	0	0	0	0
W.Wilson, Sal, Art, Teacher	87,361	89,733	143,573	153,614	73,686
W.Wilson, Sal, Biling, Teacher	851,699	962,361	1,178,698	1,234,535	1,428,850
W.Wilson, Sal, BusEd, Teacher	0	0	0	0	0
W.Wilson, Sal, Engl, Teacher	0	0	0	0	0
W.Wilson, Sal, F&CSci, Teacher	0	0	0	0	0
W.Wilson, Sal, Math, Teacher	44,708	93,947	89,897	91,380	92,294
W.Wilson, Sal, Music, Teacher	135,481	127,511	132,004	113,485	135,480
W.Wilson, Sal, PhysEd, Teacher	189,382	201,167	137,862	145,739	155,778
W.Wilson, Sal, RegEd, Teacher	1,498,036	1,277,263	1,191,161	1,199,635	1,272,424
W.Wilson, Sal, Sci, Teacher	0	0	0	0	0
W.Wilson, Sal, SocSt, Teacher	0	0	0	0	0
WIL, STEM Teacher	0	0	0	0	0
W.Wilson, Sal, TechEd, Teacher	0	0	0	0	0
W.Wilson, Sal, W.Lang, Teacher	92,108	91,925	24,435	60,123	57,857
W.Wilson, Prof Sal, RegEd	0	96,447	99,210	101,340	166,523
W.Wilson, Sal, Sped, Teacher	560,154	500,864	315,902	334,698	357,869
W.Wilson, Prof Sal, Sped	117,372	182,182	178,781	189,806	120,270
W.Wilson, Sal, Bil, Aide	29,566	10,045	26,366	29,627	71,208
W.Wilson, Sal, Bil, Asst Teach	28,694	10,932	0	0	0
W.Wilson, Sal, RegEd, Aide	171,751	197,706	124,565	163,134	133,732
W.Wilson, Sal, Asst Teacher	0	0	0	0	0
WIL Sal, Office Aide	10,257	9,113	11,218	6,695	12,421
WIL, Interventionist Aide	0	23,763	24,237	24,816	25,312
W.Wilson, Sal, Tech Aide	0	0	0	0	0
W.Wilson, Sal, Sped, Aide	0	1,764	0	0	0
W.Wilson, Sal, Sped, AsstTeach	146,198	135,132	165,249	171,804	90,120
WIL Sal Sped ABA Specialists	0	0	0	0	0
W Wilson, Sal, IB PYP Resource T	0	0	94,463	95,892	96,851
W.Wilson, Prof Sal, Guidance	231,404	159,477	163,041	267,491	366,148
W.Wilson, Prof Sal, Psych Svcs	76,256	59,532	74,083	79,041	0
W.Wilson, Prof Sal, Nurse	83,206	85,326	88,312	89,770	90,668
W.Wilson, Sal, Custodian	192,982	0	0	0	0
WIL Gifted & Talented Teacher	20,875	23,990	39,942	42,833	43,261
W.Wilson, Prof Sal, Library	0	0	63,458	70,762	77,424



FRAMINGHAM PUBLIC SCHOOLS

WIL Sal, Sped TEC Coordinator	64,596	0	0	0	0
WIL, Drama Teacher	0	0	0	0	0
WIL, Literacy Specialist	67,987	75,280	139,234	148,928	159,150
W Wilson PYP IB Res Dept. Head	0	0	0	0	0
WIL Sal Sped Teacher Classroom	0	0	0	0	0
WIL Sal Supervised Instr Time	0	0	0	0	0
Salaries	4,995,743	4,720,505	4,824,416	5,178,417	5,364,818
Additional Salaries					
Wil, Addt'l Sal, Secr Vacation	0	0	0	0	0
Wil, AddtSal, Secretary OT	0	0	0	0	0
Wil, AddtSal, Secr PT/AddHrs	0	0	0	0	0
W.Wilson, AddtSal, PrepTime	0	0	0	0	0
Wil, AddSal, Stipend	0	11,232	3,527	0	14,500
Wil, AddtSal, Subs Personal	0	0	0	0	0
Wil, AddtSal, Subs Sick	0	0	0	0	0
Wil, AddtSal, Subs System	0	0	0	0	0
W.Wilson, AddtSal, SubsProfDev	0	0	0	0	0
Wil, AddtSal, FieldTrip Driver	0	0	0	0	0
Wil, AddtSal, Student Act	0	5,500	0	0	0
Wil, A/S Webmaster Stipend	0	0	0	0	0
Wil, Addtl Sal, Custodian OT	0	0	0	0	0
Wil, AddtSal, CustOT Sch Event	2,228	0	0	0	0
Wil, AddtSal, Custodian Summer	0	0	0	0	0
Wil, AddtSal, Cust W/E Watch	0	0	0	0	0
WIL,A/S Sped Bus Monitors	0	0	0	0	0
WIL, A/S Prof Development	2,350	0	0	0	0
Additional Salaries	4,578	16,732	3,527	0	14,500
Operating Expenses					
W.Wilson,Contr Pers, Prof Dev	0	0	0	0	0
W.Wilson,Contr Svcs	0	0	0	0	0
Wil, Exp, Supplies, Office	19,414	5,767	5,524	3,500	1,750
W.Wilson, Exp, Dues	9,590	8,870	8,870	9,100	8,870
W.Wilson, Exp, Miscellaneous	0	0	0	0	0
W.Wilson, Exp, Postage	0	300	0	0	0
Wil, Princ Tech Supplies	0	0	0	0	0
W.Wilson, Princ Tech Hardware	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

W.Wilson, Princ Tech Software	0	0	0	0	0
W.Wilson, Princ PP\$, ContrSvcs	0	0	0	0	0
WIL Translations/Interpreters	0	0	0	0	0
W.Wilson, ContrPers, Prof Dev	0	0	0	0	0
W.Wilson, ContrSvcs, Prof Dev	1,650	15,150	22,907	42,400	20,700
W.Wilson, Travel, Prof Dev	16,155	3,611	990	1,500	1,500
W.Wilson, Art, Textbooks	0	0	0	0	0
W.Wilson, Music, Textbooks	0	0	0	0	0
W.Wilson, Undist, Textbooks	0	0	0	0	0
W.Wilson, Library, Supplies	3,055	0	0	0	0
W.Wilson, Art, Supplies	2,785	0	0	0	0
W.Wilson, BusEd, Supplies	0	0	0	0	0
W.Wilson, Drama, Supplies	0	0	0	0	0
W.Wilson, Engl, Supplies	0	0	0	0	0
W.Wilson, Fam&CSci, Supplies	0	0	0	0	0
W.Wilson, Supplies, Copier	0	6,675	8,975	7,500	7,500
W.Wilson, Instr, Supplies	12,822	20,019	18,417	18,800	23,950
W.Wilson, Math, Supplies	0	0	0	0	0
W.Wilson, Music, Supplies	1,453	0	0	0	0
W.Wilson, Sci, Supplies	0	0	0	0	0
W.Wilson, TechEd, Supplies	0	0	0	0	0
W.Wilson, SocSt, Supplies	0	0	0	0	0
W.Wilson, W.Lang, Supplies	0	0	0	0	0
W.Wilson, Field Trips	977	0	0	0	0
W.Wilson, Exp, Travel	0	0	0	0	0
W.Wilson, Tech Hardware	2,207	0	0	0	0
Wilson, Tech Hardware Library	0	0	0	0	0
W.Wilson, Tech Software	72	0	0	0	0
W.Wilson, StudentAct, Supplies	0	0	0	0	0
W.Wilson, Building Security	0	0	0	0	0
W.Wilson, ContrSvcs Equipment	0	0	694	0	0
Wil, Lease/Purch, Copier	0	0	0	0	0
Wil, ContrSv Equip Repairs	0	0	0	0	0
WIL, Guidance Contr Svcs	0	0	0	0	0
WIL, Guidance Supplies	294	508	305	1,000	1,000
WIL, Guidance Test&Assessment	0	0	0	0	0
WIL, Psychology Expenses	0	0	0	0	0
WIL, Phys Ed Referees	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

WIL, Phys Ed Recondition	0	0	0	0	0
WIL, Phys Ed Transportation	0	0	0	0	0
WIL, Phys Ed Supplies	2,365	0	0	0	0
WIL, Music Instr Equipment	0	0	0	0	0
WIL, PhysEd/Health Textbooks	0	0	0	0	0
WIL, PhysEd/Health Instr Equip	0	0	0	0	0
WIL, World Lang Textbooks	0	0	0	0	0
WIL, Math Textbooks	0	0	0	0	0
WIL, English Textbooks	0	0	0	0	0
WIL, Science Textbooks	0	0	0	0	0
WIL, Science Instr Equipment	0	0	0	0	0
WIL, Social Studies Textbooks	0	0	0	0	0
WIL, Music Instr Equipment	0	0	0	0	0
WIL, Contr Svcs Bus Monitors	0	0	0	0	0
WIL, Biling Tutors	0	0	0	0	0
WIL,Transportation AfterSchool	0	0	0	0	0
WIL,Sped Transp AfterSchool	0	0	0	0	0
Operating Expenses	72,839	60,900	66,683	83,800	65,270
W. Wilson Elementary School Totals	5,073,161	4,798,137	4,894,625	5,262,217	5,444,588
EARLY EDUCATION					
Salaries					
EarlyEd, Sal, Coordinator	0	0	0	0	0
Salaries	0	0	0	0	0
Operating Expenses					
EarlyEd, Exp, Contr Svcs, Gen	0	0	0	0	0
EarlyEd, Exp, Printing	0	0	1,395	3,205	3,205
EarlyEd, Exp, Supplies, Office	0	0	7,322	500	500
EarlyEd, Exp, Dues	0	0	0	260	260
EarlyEd, Exp, Miscellaneous	0	0	0	0	0
EarlyEd, Exp, Inst Supplies	0	0	842	7,500	7,500
EarlyEd, Exp, Travel, General	0	0	0	0	0
EarlyEd, Exp, Travel, Prof Dev	0	0	155	4,250	4,250
EarlyEd, Exp, Transportation	0	0	0	300	300



**FRAMINGHAM
PUBLIC SCHOOLS**

Operating Expenses	0	0	9,714	16,015	16,015
Early Education Totals	0	0	9,714	16,015	8,515
BLOCKS PRESCHOOL					
Salaries					
Blocks, Dept Head	7,133	0	0	0	0
PreSch, Sal, Professional	493,268	766,057	827,569	857,645	1,034,595
PreSch, Sal, Teacher	859,213	953,444	1,320,284	1,205,521	1,259,937
PreSch, Sal, Sped, Aide	139,595	199,663	197,516	330,039	268,822
PreSch, Sal, Asst Teacher	470,832	447,067	515,412	621,403	577,219
BLK Sal Sped ABA Specialists	113,510	119,130	110,640	123,943	126,422
PreSch, Sal, Office Aide	3,234	4,919	7,101	7,867	7,949
PreSch, Sal, Tech Aide	0	0	0	0	0
PreSchl, Prof Sal, Nurse	64,417	71,148	124,575	168,339	170,022
BLOCKS, Dept Head, Supervisory	0	0	0	0	0
BLOCKS, Dept Head, Non-Supervi	0	3,867	5,500	5,500	5,500
BLK Sal, Sped TEC Coordinator	0	0	0	0	0
BLK Sal Sped Teacher Classroom	0	0	0	0	
Salaries	2,151,202	2,565,295	3,108,596	3,320,258	3,450,467
Additional Salaries					
PreSch, Addt Sal, Prof Dev		0	0	0	0
PrSch, AddtSal, Subs Personal		0	0	0	0
PreSch, AddtSal, Subs Sick		0	0	0	0
PreSch, AddtSal, Subs System		0	0	0	0
Presch, AddtSal, Subs Prof Dev		0	0	0	0
BLOCKS, A/S, Custodian OT		0	0	0	0
Blocks,AS,CustOT Sch Events		0	0	0	0
BLO,A/S Sped Bus Monitors		0	0	0	0
BLOCKS, A/S Webmaster		0	0	0	0
Additional Salaries		0	0	0	0
Operating Expenses					
BLO, Contr Svcs Bus Monitors		0	0	0	0
Operating Expenses		0	0	0	0
Preschool/BLOCKS Totals	2,151,202	2,565,295	3,108,596	3,320,258	3,450,467



SUPERINTENDENT'S OFFICE					
Salaries					
Supt, Sal, Admin Assistant	0	0	0	0	0
Supt, Sal, School Resource Off	0	0	0	0	0
Supt, Sal, Director	115,000	115,000	19,904	0	0
Supt, Data research Specialist	0	0	0	0	0
Supt, Sal, Superintendent	221,000	221,000	222,654	231,000	237,750
Supt, Sal, Clerical	73,587	84,177	92,405	93,534	95,405
Supt, Secretary	0	0	11,058	0	0
Supt, Sal, Other	40,480	90,000	0	0	0
Super, Translation Coordinator	0	0	0	0	0
Salaries	450,068	510,177	346,021	324,534	333,155
Additional Salaries		0	0	0	
Supt, A/S Contingency Funds	0	0	0	0	0
Supt, Addtl Sal, Secr Vacation	0	0	0	0	0
Supt, AddtSal, Secretary OT	0	0	0	0	0
Supt, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Supt, A/S Stipends	0	0	0	0	0
Supt, A/S Travel Allowance	0	0	0	0	0
Supt, A/S Contr Personnel	0	0	0	0	0
Supt, A/S, Custodian OT	0	0	0	0	0
Supt, AS, CustOT Sch Events	3,948	0	0	0	0
Supt,A/S Driver O/T	132	0	0	0	0
Additional Salaries	4,080	0	0	0	0
Operating Expenses					
Superintendent, Exp, Contracts	28,403	1,266	42,037	5,000	0
Supt, ContrSvcs, Equipment	765	0	0	0	0
Supt, Lease/Purch, Copier	0	0	0	0	0
Supt, Printing Expenses	1,825	2,303	0	500	250
Supt, Exp, Supplies, Office	2,346	1,184	776	1,500	1,000
Supt, Supplies, Copier	682	0	0	0	0
Supt, Exp, Dues	17,945	23,680	29,705	26,000	30,995
Supt, Non-Instr Equip	1,080	0	809	0	0
Supt, ContrSv Equip Repairs	0	0	0	0	0
Supt, Exp, Miscellaneous	5,888	3,412	1,565	5,000	2,500
Superintendent, Exp, Postage	1,000	0	0	0	0



Superintendent, Tech Hardware	2,264	0	0	0	0
Superintendent, Tech Software	197	0	0	0	0
Superintendent, Exp, Travel	0	0	0	0	0
Supt, Travel, Prof Dev	16,048	10,746	12,971	15,000	7,500
Supt,Vehicle Gas	0	0	0	0	0
Supt, ContrSvcs, Insurance	0	0	0	0	0
Supt,Instr Supplies,System	47	175	1,850	100	100
Supt, Instr Textbooks	0	0	0	0	0
Supt,Instr Equipment,System	0	0	0	0	0
Supt,Sped Tuition/Occ Ed/Voc	0	0	0	0	0
Superint,ContrSvcs, Workshop	2,000	1,800	0	0	0
Supt, Transportation Field Tri	0	0	2,700	0	0
Supt, Transporation Agendas	0	0	0	0	0
Supt, Transportation OCC Ed	0	0	0	0	0
Supt, Occ Ed/Vocational	0	0	0	0	0
Operating Expenses	80,490	44,568	92,413	53,100	42,345
Superintendent Totals	534,638	554,745	438,434	377,634	375,500
OFFICE OF EQUITY, DIVERSITY AND COMMUNITY DEVELOPMENT					
Salaries					
Asst Supt, Sal, Asst Supt	181,202	166,962	173,065	176,580	181,887
Asst Supt, Sal, Resource Coord	0	0	0	0	0
Asst Supt, Sal, Coordinator	0	0	0	121,962	0
Asst Supt, Sal, Director	135,000	56,758	0	0	0
Asst Supt, Sal, Public Info Of	0	0	0	0	142,800
Asst Supt, Clerical	0	0	23,692	30,909	0
Asst Supt, Sal, Secretary	33,620	35,888	49,959	53,915	0
Asst Supt, Sal, Copy Center	0	0	0	0	55,348
Asst Super,Sal Tutors	0	2,597		0	0
			0		0
Salaries	349,822	262,204	246,716	383,366	380,035
Additional Salaries	0	0	0	0	
AsstSupt,AddSal, Secr Vacation	0	0	0	0	0
Asst Supt, AddtSal, Secr OT	0	9,150	6,337	0	11,250
Asst Super, AddSal, Stipend	0	0	0	76,258	1,500
Asst Supt, A/S Webmaster	0	0	0		0



FRAMINGHAM PUBLIC SCHOOLS

Asst Supt Translation/Interpre	317	855	0	0	5,200
AsstSupt, FieldTrip Driver	0	0	0	0	0
Additional Salaries	317	10,005	6,337	76,258	17,950
Operating Expenses		0	0	0	
AsstSupt, ContrPers, Prof Dev	0	800	0	13,500	10,000
AsstSupt, Translation/Interpret	0	0	0	0	0
AsstSupt, Advertising	0	0	499	18,385	15,000
AsstSupt, Exp, Contracts	33,001	30,708	88,991	0	0
AsstSupt, ContrSvcs, Equipment	0	0	0	0	0
AsstSupt, Contracted Services	0	0	1,900	60,500	560,500
AsstSupt, Lease/Purch, Copier	0	0	0	0	0
AsstSupt, Lease/Purch/Maint	0	0	0	0	0
AsstSupt, Exp, Printing	0	910	307	4,000	4,000
AsstSupt, Exp, Supplies Office	504	3,719	6,794	3,500	3,500
AsstSupt, Supplies, Copier	620	0	0	0	0
AsstSupt, Media Supplies	0	0	2,080	0	0
Asst Supt, Exp, Dues	6,339	3,089	3,526	4,126	4,000
AsstSupt, Non-Instr Equip	0	183	0	0	0
AsstSupt, ContrSv Equ Repairs	0	0	0	0	0
AsstSupt, Exp, Miscellaneous	0	1,033	1,539	4,700	4,500
AsstSupt, Exp, Postage	500	0	0	0	0
AsstSupt, Tech Hardware	0	19,928	0	0	0
AsstSupt, Tech Software	8,500	0	0	0	0
AsstSupt, Exp, Travel	0	0	0	750	750
AsstSupt, Travel, Prof Dev	2,781	5,661	10,204	15,900	15,900
AsstSupt, Instr Supplies System	0	0	330	5,000	5,000
AsstSupt, Field Trips	0	992		0	0
			0		
Operating Expenses	52,245	67,023	116,170	130,361	623,150
Assistant Superintendent Totals	402,384	339,232	369,223	589,985	1,021,135
BILINGUAL DEPARTMENT					
Salaries					
Bilingual, Sal, Asst Director	107,652	208,449	227,353	233,597	237,821
Bilingual, Sal, Director	145,042	148,853	152,210	154,019	141,901
Bilingual, Sal, Secretary	95,753	101,590	106,035	109,200	114,140
Bilingual, Translation Coordin	46,130	112,780	115,920	136,200	125,076



FRAMINGHAM PUBLIC SCHOOLS

Bilingual, Prof Sal, Dept Head	0	0	0	0	0
Biling, Sal Testing&Assessment	0	7,144	92,333	100,731	102,757
Bilingual, Sal, Teacher	81,917	0	0	0	0
Bilingual, Sal, Tutors	191,471	143,663	203,320	204,000	204,000
Bilingual, Sal, Bil/ESL Instr	0	0	0	0	0
Salaries	667,966	722,479	897,172	937,747	925,695
Additional Salaries					
Bilingual,A/S Secr Vacation	0	0	0	0	0
Biling, AddtSal, Secr PT/AddHr	163	0	0	0	0
Biling, AddtISal, PD	0	13,032	14,546	10,000	10,000
Biling,AddtISal, Translations	60,956	78,388	79,356	90,000	90,000
Bil, AddtSal, Summer Per Diem	8,858	3,813	12,033	15,000	5,000
Bilingual, A/S ESL Stipend	3,696	30,721	12,215	50,277	41,786
Bil, AddtSal, FieldTrip Driver	0	0	0	0	0
Bilingual, A/S, Custodian OT	0	0	0	0	0
Biling,AS,CustOT Sch Events	781	0	0	0	0
Additional Salaries	74,454	125,954	118,150	165,277	146,786
Operating Expenses					
Bilingual,Contr Svcs	3,637	11,575	6,019	10,000	15,544
Bilingual, Printing Expenses	310	0	1,390	1,200	1,200
Biling, Exp, Supplies, Office	2,966	2,238	1,820	3,500	2,029
Bilingual, Exp, Dues	699	0	1,830	2,500	2,500
Bilingual, Non-Instr Equip	0	0	0	0	0
Bilingual, Exp, Miscellaneous	0	0	296	1,500	1,500
Bilingual, Exp, Postage	0	389	290	0	0
Bilingual, Exp, Travel	2,753	1,607	1,809	2,000	2,000
Bilingual, Contr Pers, ProfDev	10,850	0	0	0	0
Bilingual, Travel, Prof Dev	9,912	5,985	2,064	9,000	3,000
Bilingual, Fhs&Tha, Textbooks	4,189	6,232	5,950	0	0
Bilingual, Cameron, Textbooks	0	1,059	1,637	0	0
Bilingual, Fuller, Textbooks	175	1,862	192	0	0
Bilingual, Walsh, Textbooks	543	1,326	2,989	0	0
Bilingual, Barbieri, Textbooks	700	5,966	2,752	0	0
Bilingual, Brophy, Textbooks	285	6,695	3,566	0	0
Bilingual, Dunning, Textbooks	796	0	0	0	0
Bilingual, Hemenway, Textbooks	0	613	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Bilingual, Juniper, Textbooks	0	0	0	0	0
Bilingual, King, Textbooks	48	0	0	0	0
Bilingual, McCarthy, Textbooks	202	0	547	0	0
Bilingual, Potter, Textbooks	792	6,543	3,515	0	0
Bilingual, Stapleton, Textbook	0	0	934	0	0
Bilingual, W.Wilson, Textbooks	569	6,575	239	0	0
Bilingual, Blocks, Textbooks	389	0	0	0	0
Bilingual, System, Textbooks	976	175	9,478	72,274	85,000
Biling, ContrSvcs Equipment	765	0	0	0	0
Biling, Lease/Purch, Copier	0	0	0	0	0
Bil, ContrSv Equip Repairs	0	0	0	0	0
Bilingual, Fhs&Tha, Supplies	178	986	708	0	0
Bilingual, Cameron, Supplies	2,024	789	549	0	0
Bilingual, Fuller, Supplies	2,958	4,813	6,874	0	0
Bilingual, Walsh, Supplies	2,178	2,076	1,299	0	0
Bilingual, Barbieri, Supplies	7,189	3,207	5,681	0	0
Bilingual, Brophy, Supplies	2,576	725	3,904	0	0
Bilingual, Dunning, Supplies	1,701	2,644	2,998	0	0
Bilingual, Hemenway, Supplies	2,513	3,003	2,500	0	0
Bilingual, Juniper, Supplies	293	0	0	0	0
Bilingual, King, Supplies	1,888	2,460	2,274	0	0
Bilingual, McCarthy, Supplies	3,927	3,015	345	0	0
Bilingual, Potter, Supplies	5,584	2,532	5,488	0	0
Bilingual, Stapleton, Supplies	1,666	1,538	1,107	0	0
Bilingual, W.Wilson, Supplies	3,154	386	10,467	0	0
Bilingual, Blocks, Supplies	0	0	0	0	0
Bilingual, Supplies, Copier	682	0	0	0	0
Bilingual, Supplies, General	0	0	0	21,000	21,000
Bilingual, Field Trips	0	388	97	500	0
Bilingual, Tech Hardware	1,574	945	4,134	3,000	0
Bilingual, Tech Software	8,098	2,170	147	3,000	3,000
Bilingual, Fhs&Tha, Testing	0	0	0	0	0
Bilingual, Cameron, Testing	0	0	0	0	0
Bilingual, Fuller, Testing	0	0	0	0	0
Bilingual, Walsh, Testing	0	0	0	0	0
Bilingual, Barbieri, Testing	0	0	0	0	0
Bilingual, Brophy, Testing	0	0	0	0	0
Bilingual, Dunning, Testing	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Bilingual, Hemenway, Testing	0	0	0	0	0
Bilingual, Juniper, Testing	0	0	0	0	0
Bilingual, King, Testing	0	0	0	0	0
Bilingual, McCarthy, Testing	0	0	0	0	0
Bilingual, Potter, Testing	0	0	0	0	0
Bilingual, Stapleton, Testing	0	0	0	0	0
Bilingual, W.Wilson, Testing	0	0	0	0	0
Bilingual, Blaocks, Testing	0	0	0	0	0
Bilingual, System, Testing	1,537	0	3,383	33,097	54,303
Operating Expenses	91,276	90,518	99,273	162,571	191,076
Bilingual Education Totals	833,696	938,951	1,114,595	1,265,595	1,263,557
OFFICE OF TEACHING AND LEARNING					
Salaries					
Curriculum, Sal, Director	3,343	0	0	0	143,612
Curriculum, Sal, Secretary	54,587	161,997	172,167	178,422	181,128
Curriculum, Sal, Asst Superint	0	340,423	352,679	360,028	370,274
Curr, Tech Aide	0	0	0	0	0
Curriculum, Sal, Asst Director	0	203,664	152,086	9,493	0
Curriculum, Sal, Coordinator	14,887	0	0	0	0
Curr, Sal, K-5 P/E/Health DH	16,500	0	0	0	0
Salaries	89,316	706,084	676,933	547,943	695,014
Additional Salaries					
Curr, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Curr, AddtSal, Subs Prof Dev	0	0	0	0	0
Curr, AddtSal, FldTrpDriver	0	0	0	0	0
Curr, A/S, Contr Pers	0	0	0	0	0
Curr, AddtSal, PD Stipend	114,092	89,529	99,380	164,495	153,825
Curriculum, A/S, Custodian OT	0	0		0	0
Curr, AS, CustOT Sch Events	1,804	0	0	0	0
ESL Stipend	0	0	0	0	0
			0		0
Additional Salaries	115,896	89,529	99,380	164,495	153,825
Operating Expenses					
Curriculum, Field Trips	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Curr, Reg Ed Tutors	0	0	0	0	0
Curriculum, ContrSvcs, Equip	765	0	0	0	0
Curr, Lease/Purch, Copier	0	0	0	0	0
Curr, Lease/Purch/Maint	0	0	0	0	0
Curr, Exp, Supplies, Office	0	2,980	1,378	3,000	2,000
Curriculum, Supplies, Copier	806	0	0	0	0
Curr, Instr Supplies	622,003	363,444	372,607	444,175	458,972
Curriculum, Exp, Dues	900	18,008	15,583	15,991	16,300
Curriculum, Non-Instr Equip	0	0	0	0	0
Curr, ContrSv Equip Repairs	0	0	0	0	0
Curriculum, Exp, Miscellaneous	0	2,098	2,475	0	0
Curriculum, Exp, Postage	0	0	0	0	0
Curriculum, Tech Hardware	0	0	0	0	0
Curriculum, Tech Software	223,009	411,923	544,939	576,808	633,037
Curriculum, Exp, Travel	0	1,509	1,513	4,000	1,500
Curr, ContrPers ProfDev	80,740	60,460	65,140	133,617	106,897
Curr,Translations/Interpreters	0	0	0	0	0
Curriculum, Exp, Contracts	69	0	0	0	0
Curr, ContrSvcs Creative Arts	0	0	0	0	0
Curr, ContrSvcs ProfDev WorkSh	0	0	0	0	0
Curr, Exp, Printing, Prof Dev	48	485	0	300	300
Curr, Travel, ProfDev	7,563	33,546	26,585	43,821	26,322
Curr, Libraries, Supplies	0	0	0	0	0
Curr, Library Equip Repairs	0	0	0	0	0
Curr, F&CSci Equip Repairs	0	0	0	0	0
Curr, Music Equip Repairs	0	0	0	0	0
Curr, W.Lang Equip Repairs	0	0	0	0	0
Curr, TechEd Equip Repairs	0	0	0	0	0
Curr, Textbooks, System	0	0	0	0	0
Curr, Exp, Instr Equip	0	0	0	0	0
Operating Expenses	935,903	894,453	1,030,219	1,221,712	1,245,328
Office of Teaching and Learning Totals	1,141,116	1,690,066	1,806,532	1,934,150	2,094,167
HEALTH AND WELLNESS DEPARTMENT					
Salaries					
HealthSvcs, Sal, Asst Director	66,666	116,640	119,300	123,003	124,233



FRAMINGHAM PUBLIC SCHOOLS

HealthSvcs, Sal, Director	136,047	139,809	142,998	177,616	146,192
HealthSvcs, Sal, Doctor	15,200	15,600	16,400	18,200	18,000
HealthSvcs, Prof Sal, Nurse	0	0	77,629	83,133	83,199
HealthSvcs, Sal, Secretary	48,597	58,156	62,234	79,562	92,087
HealthSvcs, Sal, Other	0	295,874	287,311	402,908	446,303
HlthSvcs, Clothing Allowance	0	0	0	0	0
Health Svcs, ContPers, Tutors	8,495	16,673	2,715	0	0
Salaries	275,005	642,752	708,588	884,422	910,013
Additional Salaries					
HealthSvcs, AddtSal, Sub Nurse	42,250	111,330	27,647	72,500	72,500
HlthSvcs, AddtSal, SummPerDiem	0	0	0	0	0
HealthSvcs, A/S, Med/Therapy	0	0	0	0	0
HlthSvcs, AddtSal, Secr Vac	0	0	0	0	0
HlthSvcs, AddtSal, Secr OT	0	0	0	0	0
HlthSvcs, AddtSal, Secr PT/Add	0	0	0	0	0
Hlth Svcs, A/S 504 Stipend	8,425	40,220	42,474	49,900	49,900
Hlth Svcs, A/S Tutoring			0	16,000	16,000
Health Svcs, A/S, Custodian OT	0	0	0	0	0
Hlth Sv, AS, CustOT Sch Events	0	0	0	0	0
Additional Salaries	50,675	151,550	70,121	138,400	138,400
Operating Expenses					
HealthSvcs, Barbieri, Supplies	1,689	1,668	1,003	0	7,500
HealthSvcs, Brophy, Supplies	699	685	775	0	0
Exp, Supplies, Cameron	1,588	824	1,343	0	0
HealthSvcs, Dunning, Supplies	1,363	1,134	1,036	0	0
Exp, Supplies, Fuller	824	915	1,306	0	0
HealthSvcs, Hemenway, Supplies	1,021	1,131	1,104	0	0
Exp, Supplies, FHS & Thayer	2,917	3,587	4,609	0	0
HealthSvcs, Juniper, Supplies	511	0	0	0	0
HealthSvcs, King, Supplies	893	770	768	0	0
HealthSvcs, McCarthy, Supplies	1,142	1,167	1,698	0	0
HealthSvcs, Potter, Supplies	1,754	1,399	1,641	0	0
HealthSvcs, Sta, Supplies	1,668	1,227	1,072	0	0
Exp, Supplies, Walsh	1,820	957	1,514	0	0
HealthSvcs, W.Wilson, Supplies	701	1,046	834	0	0
Exp, Supplies, Instr, Blocks	969	764	949	0	0



FRAMINGHAM PUBLIC SCHOOLS

HealthSvcs, System, Supplies	0	20,514	5,280	20,992	25,000
HealthSvcs, ContrPers, ProfDev	0	1,000	1,500	6,000	7,000
Hlth,ContrSvc,Tutors Reg Ed	5,639	4,199	23,348	9,000	20,000
HealthSvcs, Exp, Contracts	6,500	0	0	0	0
HlthSvcs, ContrSvcs, Equipment	765	0	0	0	0
HealthSvcs,Contr Svcs	22,113	17,783	13,074	179,450	205,450
HlthSvcs, Lease/Purch, Copier	0	0	0	0	
Hlth Svcs, Printing Expenses	231	949	1,297	5,000	2,000
HlthSvcs, Exp, Supplies Office	1,279	4,025	2,918	6,000	3,472
HlthSvcs, Supplies, Copier	588	0	0	0	
HlthSvcs, Exp, Dues	39	0	210	510	550
HealthSvcs, Non-Instr Equip	1,896	707	3,085	8,000	8,000
Hlth, ContrSv Equip Repairs	6,860	6,860	6,860	7,200	7,400
HealthSvcs, Exp, Miscellaneous	0	0	0	0	0
HealthSvcs, Exp, Postage	0	0	0	0	0
HealthSvcs, Tech Hardware	0	0	0	0	0
HealthSvcs, Tech Software	0	37,371	16,431	55,920	22,000
HealthSvcs, Exp, Travel	1,317	1,846	1,357	2,000	2,000
HealthSvcs, Travel, Prof Dev	875	5,055	12,176	12,000	14,500
Operating Expenses	67,661	117,583	107,185	312,072	324,872
Health Services Totals	393,341	911,885	885,894	1,334,894	1,373,285
HUMAN RESOURCES DEPARTMENT					
Salaries					
H/R, Sal, Asst Director	79,273	95,356	101,172	102,338	255,166
H/R, Sal, Admin Assistant	0	0	9,600	0	0
HR, Sal, Chief HR Officer	170,481	0	0	0	0
H/R, Sal, Director	5,538	0	0	0	0
H/R, Sal, Generalist	184,396	245,432	263,940	266,598	272,530
H/R, Comptroller Analyst	0	0	0	0	0
H/R, Sal, Clerical	0	0	0	0	0
H/R, Sal, Secretary	73,296	66,707	63,701	59,160	60,343
H/R, Sal, Substitute Caller	8,173	0	0	0	0
H/R, Sal, Asst Superintendent	0	180,790	187,144	190,697	196,664
H/R,Sal Student Advisors	0	0	0	0	0
H/R, Prof Dev, Stipend	0	0	0	0	0



Salaries	521,157	588,286	625,558	618,793	784,702
Additional Salaries					
H/R, AddtSal, Secr Vacation	0	0	47	0	0
H/R, AddtSal, Secretary OT	0	3,822	26,172	50,000	35,000
H/R, AddtSal, Secr PT/AddHrs	0	0	270	0	0
A/S, Unit B Vacation Buyout	40,851	0	19,868	20,000	10,000
H/R, A/S Drivers Summer Tours	0	0	0	0	0
H/R, A/S Secretary PD	25,754	26,214	24,505	24,505	24,505
H/R A/S Orderly Retire Unit A	82,853	101,818	87,991	100,000	100,000
A/S Orderly Retirement Admin	3,368	10,701	7,192	10,000	10,000
A/S Orderly Retirement Cust	22,513	15,825	6,250	19,000	19,000
A/S Orderly Retirement Secr	11,902	13,177	4,250	13,000	26,435
A/S Orderly Retirement Unit T	2,046	5,179	4,667	7,500	7,500
A/S Orderly Retirement Driver	0	0	0	0	0
A/S Orderly Retirement Unit N	0	0	0	0	0
H/R, AddtSal, Prof Dev Over180	0	0	0	0	0
H/R AddSal Stipends Mentors	0	0	0	0	0
H/R,AddSal,Recert Reimb Unit A	8,883	11,514	11,475	11,500	11,500
H/R AddSal RecertReimb Admin	0	25	0	500	500
H/R A/S, Recert Reimb Unit T	0	100	0	1,500	1,500
H/R A/S Recert Reimb Unit C	0	0	0	0	3,000
H/R AddSal Tuition Reimb UnitA	92,999	131,718	114,777	110,000	110,000
H/R,AddSal Tuition Reimb Admin	4,775	1,349	1,465	5,000	5,000
H/R AddSal Tuition Reimb UnitT	1,252	2,290	600	7,500	7,500
H/R AddSal Tuition Reimb Nurse	0	0	0	0	0
H/R A/S Tuition Reimb Unit P	0	360	3,164	10,000	10,000
H/R A/S Secretary ReimbProfDe	0	0	0	1,000	1,000
H/R AddSal Stipends Subs UnitT	65,115	61,388	78,218	65,000	65,000
A/S Lic/BA Stipend Unit T	88,018	90,363	93,920	115,000	115,000
Addt'l Sal, Orderly Retirement	0	0	0	0	0
H/R, AddtSal, Prep Time	8,260	16,140	9,860	16,000	16,000
Addt'l Sal, Student Advisors	0	0	0	0	0
H/R, A/S Unit A Per Diem	0	0	0	0	0
H/R Add Sal,Stipend Unit A	0	0	0	0	0
H/R AddSal Web Masters System	0	0	0	0	0
H/R AddSal Tuition Reimb UnitA	0	0	0	0	10,000
A/S Supply Stipend, Unit A	16,686	10,152	15,538	20,000	20,000
H/R A/S Fingerprinting Unit A	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

H/R A/S Fingerprinting Unit B	0	0	0	0	0
H/R A/S Fingerprinting Unit T	0	0	0	0	0
H/R A/S Fingerprinting Unit N	0	0	0	0	0
HR A/S Fingerprinting Unit P	0	0	0	0	0
H/R A/S Fingerprinting Unit S	0	0	0	0	0
H/R,AddSal Tuition Reimb Admin	0	0	0	0	0
H/R, AddtSal, Subs Personal	113,860	107,515	11,615	0	0
H/R, AddtSal, Subs Sick	257,016	299,695	57,230	0	0
H/R, AddtSal, Subs System	776,831	962,027	1,155,278	1,620,000	1,620,000
H/R, AddtSal, Subs Prof Dev	56,618	36,890	5,405	0	0
H/R, A/S, Custodian OT	0	0	0	0	0
H/R, AS, CustOT Sch Events	985	0	0	0	0
H/R A/S Cust Sick Incentive	2,000	2,300	2,450	3,000	6,800
H/R A/S Custodian Longevity	8,265	7,575	8,415	9,485	10,000
				0	
Additional Salaries	1,690,850	1,918,137	1,750,620	2,239,490	2,245,240
Operating Expenses					
H/R, ContrSvcs Advertising	1,547	3,095	2,922	9,015	9,015
H/R, ContrSvcs, Equipment,	765	0	0	0	0
H/R Contracted Services Subs	0	0	0	0	0
H/R Contracted Services	22,843	4,602	703	12,250	12,250
H/R, Lease/Purch, Copier	0	0	0	0	0
H/R, Exp, Printing	132	0	499	0	0
H/R, Transportation Bus Costs	0	0	0	0	0
H/R, Exp, Supplies, Office	3,073	6,789	3,087	4,000	4,000
H/R, Supplies, Copier	682	0	0	0	0
H/R, Exp, Dues	2,135	442	2,104	12,085	24,024
H/R, Non-Instr Equip	0	0	0	0	0
H/R, ContrSv Equip Repairs	0	0	0	0	0
H/R, Exp, Miscellaneous	6,701	3,892	5,768	7,400	7,400
H/R, Exp, Postage	0	0	0	0	0
H/R, Tech Hardware	668	10,725	4,125	10,000	10,000
H/R, Tech Software	88,336	92,474	117,129	93,613	154,338
H/R, Exp, Travel	0	17	0	0	0
H/R, Travel, Prof Dev	7,331	14,301	15,877	8,500	5,000
H/R, Exp, Arbitration	0	0	0	0	0
H/R,Contr Pers, Negotiating	0	0	0	100,000	50,000
H/R, Contr Svcs, Legal Svcs	0	0	260,196	240,000	240,000



Operating Expenses	134,213	136,336	412,410	496,863	516,027
Human Resources Department Totals	2,346,220	2,642,758	2,788,588	3,355,146	3,545,969
SCHOOL COMMITTEE					
Salaries					
SchComm, Sal, Admin Assistant	45,041	60,000	53,257	64,272	65,557
Salaries	45,041	60,000	53,257	64,272	65,557
Additional Salaries					
SchComm, AddSal, Secr Vacation	0	0	0	0	0
SchComm, AddtSal, Secretary OT	0	0	0	0	0
Sch Comm, A/S Stipend Videos	24,444	47,499	47,499	48,500	47,500
SchComm A/S Media Facilitator	0	0	0	0	0
SchComm,A/S WebMaster Stipend	0	0	0	0	0
Sch Comm, A/S, Custodian OT	0	0	0	0	0
SchComm,AS,CustOT Sch Events	2,988	0	0	0	0
SchComm, Custodian OT	0	0	0	0	0
Additional Salaries	27,432	47,499	47,499	48,500	47,500
Operating Expenses					
School Comm, Consultants	4,856	2,642	850	5,000	3,000
SchComm, ContrSvcs, Equipment	765	0	0	0	0
SchComm, ContrSvcs, General	0	0	5,152	0	0
SchComm, Lease/Purch, Copier	0	0	0	0	0
Sch Comm, Printing Expenses	291	624	0	0	783
SchComm, Exp, Supplies, Office	542	888	95	500	300
SchComm, Supplies, Copier	434	0	0	0	0
School Comm, Exp, Dues	21,286	22,421	8,230	10,000	8,330
School Comm, Non-Instr Equip	0	0	0	0	0
SchComm, ContrSv Equip Repairs	0	0	0	0	0
School Comm, Exp, Misc	1,493	1,801	0	0	0
School Comm, Exp, Postage	0	0	0	0	0
School Comm, Tech Hardware	0	0	0	0	0
School Comm, Tech Software	950	0	0	0	0
School Comm, Exp, Travel	60	0	0	0	0
School Comm, Travel, Prof Dev	2,484	6,088	6,636	10,000	8,000



FRAMINGHAM PUBLIC SCHOOLS

RFL, Sal, Teacher	0	0	0	0	0
SchComm, Creative Arts Wrkshp	0	0	0	0	0
School Comm, Negotiating	4,857	3,308	0	0	0
School Comm, Legal Services	242,464	264,748	0	0	0
SC, Supt Search Consulting Cst	0	0	0	0	0
SC, Supt Search Translations	0	0	0	0	0
SC, Supt Search Advertising Co	0	0	0	0	0
SC, Supt Search Misc Costs	0	0	0	0	0
SC, Supt Search Travel Reimb	0	0	0	0	0
School Comm, CollaborativeFees	0	0	0	0	0
			0		
Operating Expenses	280,482	302,520	20,963	25,500	20,413
School Committee Totals	352,955	410,019	121,720	138,272	133,470
EDUCATION OPERATIONS					
Salaries					
EdOps ,Sal, Chief Academic Off	173,005	52,257	0	0	0
EdOps, Sal, Corrdinator	0	0	0	0	0
EdOps, Sal,Dir of Acad Support	312,927	0	0	0	0
EdOps, Sal, Data Research Spec	0	0	0	0	0
EdOps, Sal, Secretary	65,104	0	0	0	0
Salaries	551,036	52,257	0	0	0
Operating Expenses					
EdOps, Exp, Office Supplies	3,897	0	0	0	0
EdOps, Exp, Miscellaneous	1,685	0	0	0	0
EdOps, Exp, Hardware	0	0	0	0	0
EdOps, Exp, Dues/Membership	824	0	0	0	0
EdOps, Exp, Mileage	0	0	0	0	0
EdOps, Exp, Travel	845	0	0	0	0
Operating Expenses	7,251	0	0	0	0
Education Operations Totals	558,287	52,257	0	0	0
GRANTS DEVELOPMENT OFFICE					
Salaries					
GrantsDev, Sal, Director	5,191	5,440	5,498	5,676	5,733
GrantsDev, Sal, Secretary	5,127	5,230	5,272	5,462	61,065



FRAMINGHAM PUBLIC SCHOOLS

GrantsDev, Grants Fin Mgr	79,595	82,418	84,713	85,748	87,463
Salaries	89,913	93,089	95,482	96,886	154,261
Operating Expenses					
GrantsDev, Printing	0	48	243	300	500
GrantsDev, Office Supplies	767	2,893	1,062	500	1,400
GrantsDev, Dues	0	0	0	0	300
GrantsDev, Miscellaneous	0	0	0	0	0
GrantsDev, Tech Hardware	0	0	0	0	0
GrantsDev, Tech Software	199	0	0	1,500	0
GrantsDev, Travel Prof Dev	0	805	2,130	3,200	3,300
Operating Expenses	966	3,747	3,436	5,500	5,500
Grants Development Totals	90,879	96,835	98,918	102,386	159,761
BUSINESS OPERATIONS					
Salaries					
BusOps, Assistant Director	96,012	97,305	93,970	95,118	97,021
BusOps, Sal, Chief Oper Office	192,200	153,200	157,401	159,260	166,924
BusOPS,Sal Coordinator	83,785	85,385	84,765	85,878	87,596
BusinessOps, Grants Fin Mgr	854	0	0	0	0
BusinessOps, Sal, Director	47,327	62,192	0	0	0
BusOps, Sal Specialists	0	0	0	0	132,252
BusinessOps, Sal, Secretary	204,252	229,412	237,012	241,948	176,620
Salaries	624,430	627,494	573,149	582,204	660,412
Additional Salaries					
BusOps, AddSal, Secr Vacation	0	0	0	0	0
BusOps, AddtSal, Secretary OT	0	0	0	0	0
BusOps, AddtSal, Secr PT/AddHr	0	0	0	0	0
A/S, Contr Personnel	0	6,500	2,177	0	0
BusOps, AS, Contr Svcs	0	0	0	0	0
Bus Ops, A/S, Custodian OT	0	0	0	0	0
BusOps, AS, CustOT Sch Events	0	0	0	0	0
BusOps, A/S, Subs System	0	0	0	0	0
Additional Salaries	0	6,500	2,177	0	0
Operating Expenses					



FRAMINGHAM PUBLIC SCHOOLS

BusOps, ContrPers, ProfDev	0	0	0	0	0
BusinessOps, Exp, Contracts	0	9,500	105	0	0
BusOps, ContrSvcs, Equipment	765	14,947	17,828	18,736	18,000
BusinessOps,ContrSVCS	358,554	408,311	449,003	17,000	16,300
BusOps, Lease/Purch, Copier	0	0	0	0	0
Bus Ops, Printing Expenses	0	48	0	0	0
BusOps, Exp, Supplies, Office	2,329	3,301	5,195	1,000	750
BusOps, Princ Tech Supplies	0	0	0	0	0
BusOps, Supplies, Copier	688	5,276	4,789	8,000	7,000
BusOps, Exp, Dues	650	1,855	1,900	2,000	2,000
BusinessOps, Non-Instr Equip	1,444	0	0	0	0
BusOps, ContrSv Equip Repairs	0	0	0	0	0
BusinessOps, Exp, Misc	110	0	5,634	4,000	0
BusinessOps, Exp, Networking	0	0	0	0	0
BusinessOps, Exp, Postage	1,295	40,561	41,195	40,000	40,000
BusinessOps, Tech Hardware	0	0	0	0	0
BusinessOps, Tech Software	0	2,220	24,602	26,500	26,500
BusinessOps, Exp, Travel	0	0	0	0	0
BusinessOps, Travel, Prof Dev	0	2,366	591	2,600	1,000
BusOps, ContrSvcs, Insurance	4,411	4,411	4,411	4,411	4,411
Operating Expenses	370,246	492,796	555,253	124,247	115,961
Business Administration Totals	994,676	1,126,790	1,130,579	706,451	776,373
BUILDINGS AND GROUNDS DEPARTMENT					
Salaries					
B&G Civic Use Field Trips	0	0	0	0	0
B&G, Sal, Asst Director	0	0	4,914	0	0
B&G, Sal, Director	146,126	147,126	151,797	153,135	155,837
B&G, Sal, Professional	0	111,579	214,765	220,472	221,064
B&G, Sal, Secretary	202,847	172,673	107,602	111,189	120,615
B&G, Sal, Custodian	49,829	2,733,579	2,926,454	3,016,283	3,031,896
Sal, B&G, Custodian Rotator	259,833	287,085	243,019	504,412	676,689
B&G, 1156&1164 Pensions	78,809	90,800	100,021	106,894	25,000
B&G, Sal, Maintenance	688,910	708,506	772,889	750,105	784,054
Salaries	1,426,354	4,251,346	4,521,461	4,862,490	5,015,155



FRAMINGHAM PUBLIC SCHOOLS

Additional Salaries					
B&G, AddtSal, Cust Civic Use	0	0	0	0	
B&G, AddtSal, Custodian OT	188,538	273,019	101,739	185,000	227,550
AdSal,Custodian OT Walsh Roof	0	0	0	0	0
B&G, AS, CustOT Sch Events	0	0	90	0	0
B&G, AddtSal, Cust Park&Rec	32,420	29,473	22,174	30,160	25,000
B&G, A/S Summer Custodian	57,102	61,647	39,998	63,400	40,000
Addt'l Sal, Stipend	8,594	9,722	3,203	15,000	10,000
B&G, AddtSal, Cust W/E Watch	0	0	0	0	0
A/S Custodian Clothing Stipend	29,200	28,523	29,677	31,200	34,400
Addt'l Sal, Maintenance OT	24,001	28,475	18,700	30,160	20,000
B&G,AddtSal,Maintenance Summer	0	0	0	0	0
B&G, Addt'l Sal, Maint DPW	15,405	16,167	11,143	20,800	20,800
A/S Maint Clothing Stipend	0	0	0	0	0
B&G, A/S Maint Tool Allowance	1,002	918	1,000	1,100	0
B&G, Addt'l Sal, Secr Vacation	0	0	0	0	0
B&G, AddtSal, Secretary OT	0	0	0	0	0
B&G, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Additional Salaries	356,262	447,943	227,724	376,820	377,750
Operating Expenses					
B&G, ContrSvcs Equipment	0	0	0	0	0
B&G, Lease/Purch, Copier	0	0	0	0	0
B&G, ContrSv Equip Repairs	0	0	0	0	0
B&G, ContrSvcs, Police Detail	0	0	0	0	0
B&G, ContrSvcs, Laundry	0	0	0	0	0
B&G, Exp&ContrSvcs	0	0	0	0	0
B&G, Exp, Natural Gas	584,017	587,611	543,898	600,000	621,661
B&G, Exp, Rubbish Removal	0	0	0	0	0
B&G, Exp, Telephone	117,117	121,937	129,791	125,000	125,000
B&G, Regular Gasoline	0	0	0	0	0
B&G, Unleaded Gasoline	18,920	24,100	22,214	30,000	30,000
Exp, Supplies, Custodial	10,174	9,848	0	0	0
B&G, Fhs&Tha Supplies Cust	0	0	0	0	0
B&G, Cam Supplies Custodial	0	0	0	0	0
B&G, Fuller, Supplies Cust	0	0	0	0	0
B&G, Walsh, Supplies Custodial	0	0	0	0	0
B&G, Bar Supplies Custodial	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

B&G, Bro, Supplies Custodial	0	0	0	0	0
B&G, Dun, Supplies Custodial	0	0	0	0	0
B&G, Hem, Supplies Custodial	0	0	0	0	0
B&G, Jun, Supplies Custodial	0	0	0	0	0
B&G, King, Supplies Custodial	0	0	0	0	0
B&G, Mcc, Supplies Custodial	0	0	0	0	0
B&G, Pot, Supplies Custodial	0	0	0	0	0
B&G, Sta, Supplies Custodial	0	0	0	0	0
B&G, Wil, Supplies Custodial	0	0	0	0	0
B&G, System, Fuel, Oil	0	0	0	0	0
B&G, Exp&ContrSvcs Heat	0	0	0	0	0
Exp, Electric	1,481,583	1,561,150	1,261,001	1,600,000	1,851,575
Exp, Electric 4/05 A14 PY Bill	0	0	0	0	0
Exp, ESCO Lease	100,161	100,161	100,161	100,161	100,161
B&G, Fhs&Tha, Electric	0	0	0	0	0
B&G, Cameron, Electric	0	0	0	0	0
B&G, Fuller, Electric	0	0	0	0	0
B&G, Walsh, Electric	0	0	0	0	0
B&G, Barbieri, Electric	0	0	0	0	0
B&G, Brophy, Electric	0	0	0	0	0
B&G, Dunning, Electric	0	0	0	0	0
B&G, Hemenway, Electric	0	0	0	0	0
B&G, Juniper, Electric	0	0	0	0	0
B&G, King, Electric	0	0	0	0	0
B&G, McCarthy, Electric	0	0	0	0	0
B&G, Potter, Electric	0	0	0	0	0
B&G, Sta, Electric	0	0	0	0	0
B&G, W.Wilson, Electric	0	0	0	0	0
B&G, Fhs&Tha, Fuel, Oil	0	0	0	0	0
B&G, Fhs&Tha, Heat Expense	0	0	0	0	0
B&G, Cam, Fuel, Oil	0	0	0	0	0
B&G, Cameron, Heat Expense	0	0	0	0	0
B&G, Ful, Fuel, Oil	0	0	0	0	0
B&G, Fuller, Heat Expense	0	0	0	0	0
B&G, Wal, Fuel, Oil	0	0	0	0	0
B&G, Walsh, Heat Expense	0	0	0	0	0
B&G, Bar, Fuel, Oil	0	0	0	0	0
B&G, Barbieri, Heat Expense	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

B&G, Bro, Fuel, Oil	0	0	0	0	0
B&G, Brophy, Heat Expense	0	0	0	0	0
B&G, Dun, Fuel, Oil	0	0	0	0	0
B&G, Dunning, Heat Expense	0	0	0	0	0
B&G, Hem, Fuel, Oil	0	0	0	0	0
B&G, Hemenway, Heat Expense	0	0	0	0	0
B&G, Jun, Fuel, Oil	0	0	0	0	0
B&G, Juniper, Heat Expense	0	0	0	0	0
B&G, , Fuel, Oil	0	0	0	0	0
B&G, King, Heat Expense	0	0	0	0	0
B&G, Mcc, Fuel, Oil	0	0	0	0	0
B&G, McCarthy, Heat Expense	0	0	0	0	0
B&G, Potter, Fuel, Oil	0	0	0	0	0
B&G, Potter, Heat Expense	0	0	0	0	0
B&G, Sta, Fuel, Oil	0	0	0	0	0
B&G, Sta, Heat Expense	0	0	0	0	0
B&G, Wil, Fuel, Oil	0	0	0	0	0
B&G, W.Wilson, Heat Expense	0	0	0	0	0
B&G Grounds Maint Supply/Tools	23,567	35,209	2,839	0	0
B&G Grounds Maint Equip Repair	45,129	18,928	20,888	75,000	75,000
B&G, Undistr, Maint of Grounds	12,270	0	0	0	0
B&G, Contr Service Calls	192,324	194,645	26,450	0	0
B&G Contr Personnel	0	0	0	0	0
B&G, ContrPers, Prof Dev	2,500	0	140	3,000	10,000
B&G, ContrSvcs, Bldg Maint	49,640	7,342	0	0	0
B&G Build Maint Serv Contracts	173,920	173,714	399,175	500,000	430,000
B&G,Contr Svcs	9,411	7,304	9,518	200,000	100,000
B&G Printing Expenses	341	12	0	2,251	1,250
B&G, Exp, Supplies, Office	80,189	101,906	292	10,000	10,000
B&G, Supplies, Copier	0	150	5,005	0	0
B&G, Undistr, Supplies, Cust	173,580	289,935	230,183	100,000	100,000
B&G Build Maint Sup/Tools	244,461	249,717	167,161	150,000	150,000
B&G, Exp, Dues	275	275	0	275	325
B&G, Undistr, Non-Instr Equip	29,560	155,019	237,726	365,670	365,670
B&G Build Maint Communications	0	0	0	0	0
B&G, Undistr, Maint of Bldgs	0	0	0	0	0
B&G, Undistr, Exp, Postage	125	0	0	0	0
B&G, Rehab Special Projects	201,846	260,366	388,086	126,500	276,500



FRAMINGHAM PUBLIC SCHOOLS

B&G, Undistr, Tech Hardware	125	0	0	0	0
B&G, Undistr, Tech Software	3,416	3,774	9,405	13,000	13,000
B&G, Undistr, Exp, Travel	0	0	0	0	0
B&G, Undistr, Travel, Prof Dev	269	12,090	700	7,500	1,500
B&G Equip Maint Contr Svcs	43,367	22,542	107,570	10,000	10,000
B&G Equip Maint Parts/Tools	54,785	75,082	49,272	70,000	70,000
B&G Equip Maint Plant Repairs	0	0	0	0	0
B&G, Undistr, Vehicle Maint	16,025	15,377	3,891	20,000	20,000
B&G, Fhs&Tha, Extraord Maint	0	0	0	0	0
B&G, Cameron, Extraord Maint	0	0	0	0	0
B&G, Fuller, Extraord Maint	0	0	0	0	0
B&G, Walsh, Extraord Maint	0	0	0	0	0
Walsh Roof Fire Repairs	0	0	0	0	0
B&G, Barbieri, Extraord Maint	0	0	0	0	0
B&G, Brophy, Extraord Maint	0	0	0	0	0
B&G, Hemenway, Extraord Maint	0	0	0	0	0
B&G, Juniper, Extraord Maint	0	0	0	0	0
B&G, King, Extraord Maint	0	0	0	0	0
B&G, McCarthy, Extraord Maint	0	0	0	0	0
B&G, Potter, Extraord Maint	0	0	0	0	0
B&G, Sta, Extraord Maint	0	0	0	0	0
B&G, W.Wilson, Extraord Maint	0	0	0	0	0
B&G, System, Extraord Maint	269,384	27,985	3,900	0	0
B&G, Dunning, Extraord Maint	0	0	0	0	0
Operating Expenses	3,938,481	4,056,178	3,719,267	4,108,357	4,361,642
Buildings & Grounds Department Totals	5,721,098	8,755,467	8,468,453	9,347,667	9,754,547
FOOD SERVICES DEPARTMENT					
Salaries					
Sal, Assistant Manager	0	0	0	0	0
Sal, Cafeteria Worker	0	0	0	0	0
Sal, Manager	0	0	0	0	0
Sal, Assistant Manager	0	0	0	0	0
Sal, Cafeteria Worker	0	0	94,561	0	0
Sal, Manager	0	0	92,481	0	0
Sal, Director	0	0	0	0	0
Sal, Clerical	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Sal, Secretary	0	0	0	0	0
Sal, Other	0	0	0	401,220	0
Salaries	0	0	187,042	401,220	0
Additional Salaries					
Food Svcs, A/S, Custodian OT	0	0	0	0	0
Transp, AS, CustOT Sch Events	0	0	0	0	0
Sal, Cafeteria Overtime	0	0	0	0	0
Addt'l Sal, Secretary, OT	0	0	0	0	0
FoodSvcs,Add'l Sal,Cafe OT	0	0	0	0	0
Addt'l Sal, Bus Driver	0	0	12,537	0	0
Addt'l Sal, Bus Driver OT	0	0	0	0	0
Addt'l Sal, Bus Driver Sub	0	0	0	0	0
Exp, Undistr, Supply	0	0	0	0	0
Additional Salaries	0	0	12,537	0	0
Operating Expenses					
Exp, Equip, Repairs	0	0	0	0	0
Exp, Other	42,945	81,466	68,189	0	0
Operating Expenses	42,945	81,466	68,189	0	0
School Food Services Totals	42,945	81,466	267,769	401,220	0
TRANSPORTATION DEPARTMENT					
Salaries					
Transportation, Asst Director	64,978	112,081	71,137	67,626	68,979
Transportation, Coordinator	0	0	0	0	0
Transportation Director	100,500	101,394	86,365	91,800	93,636
Trans,Sal,Homeless Svcs	0	0	0	0	0
Transportation, Prof Sal	0	0	0	0	0
Transportation, Supervisor	0	0	0	0	0
Transp,Sal,Secretary	50,287	51,288	53,029	99,681	179,932
Trans, Sal, Bus Driver	164,986	96,666	99,063	113,087	0
Salaries	380,750	361,429	309,595	372,194	342,546
Additional Salaries					
Transp, AddtSal System, Driver	5,189	6,060	1,488	5,000	5,000
Transport, AddtSal Driver OT	377	635	153	0	0



FRAMINGHAM PUBLIC SCHOOLS

Transp, AddtSal, Driver Sub	1,930	2,711	1,017	0	0
Transp, System, Driver Vac	0	0	0	0	0
Transp, System FldTrp Driver	0	0	0	0	0
Transp,A/S,Homeless Svcs	0	0	0	0	0
Transp, AddtSal Custodian	0	0	0	0	0
Trans,Addt'l Sal, Summer Drive	3,569	200	0	0	0
Transp,AddSal,Secr Vacation	0	0	0	0	0
Transp,AddSal,Secr OT	0	0	0	0	0
Transp,AddSal,Secr PT/AddHrs	732	0	0	0	0
Transp, A/S Sick Leave Incent	0	0	0	0	0
Transp,A/S Safe Driver Awards	0	0	0	0	0
Transp, A/S Drug Testing Stip	0	0	0	0	0
Trans A/S Driver License Reimb	105	0	0	0	0
Transp, AddtSal Bil, BusDriver	0	0	0	0	0
Transp, Sped, Driver Sub	0	0	0	0	0
Transp, Sped, FldTrpDriver	0	0	0	0	0
Transp,A/S,Sped,Summer Driver	0	0	0	0	0
Trans,A/S FieldTrip Driver	0	0	0	0	0
Trans,A/S Sped FieldTrip Driv	0	0	0	0	0
					0
Additional Salaries	11,902	9,606	2,658	5,000	5,000
Operating Expenses					
Transport, ContrPers, Prof Dev	0	0	0	0	1,500
Transportation, Exp, Contracts	35,780	49,430	51,989	39,223	38,265
Transp, ContrSvcs, Equipment	0	0	0	0	0
Trans,Ctr Svcs,Homeless Svcs	0	0	0	0	0
Transport,ContrSvcs General	0	0	0	0	0
Transp, Lease/Purch, Copier	0	0	0	0	0
Transp, Printing Expenses	0	985	0	0	0
Exp, Transp, Mini-Buses	1,636,916	1,716,275	1,804,747	1,892,720	1,925,600
Transportation, Reg Day	2,962,314	3,194,197	3,342,745	3,357,237	3,363,360
Transportatn,Exp,Homeless Svcs	893,680	1,047,808	651,560	900,000	900,000
Transp, Gas Escalation	35,165	68,421	0	50,000	25,000
Transp, Exp, Supplies, Office	499	825	775	750	500
Transp, Supplies, Copier	0	0	0	0	0
Transportation, Exp, Dues	450	450	225	450	450
Transp, Non-Instr Equip	596	2,151	296	0	0
Transp, ContrSv Equip Repairs	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Transp, Exp, Miscellaneous	0	0	0	0	0
Transportation, Exp, Postage	0	0	0	0	0
Transportation, Tech Hardware	3,670	0	0	0	0
Transportation, Tech Software	7,190	6,640	14,273	50,000	50,000
Transportation, Exp, Travel	0	0	0	0	0
Transport, Travel, Prof Dev	1,995	150	0	0	0
Transp, Vehicle Gas	1,061	1,165	769	1,200	0
Transp,Return of Funds	0	0	0	0	0
Transp, Sped ContrPers ProfDev	0	0	0	0	0
Transp,Translations/Interpret	0	0	0	0	0
Transp, Sped Homeless Svcs	0	0	0	0	0
Transp, Sped, ACCEPT/Sped	0	0	0	0	0
Transportation, Bilingual	0	0	0	0	0
Exp, Transp, Sped Summer	0	0	0	0	0
Trans,FieldTrips System	0	67,192	9,973	75,000	75,000
Operating Expenses	5,579,316	6,155,689	5,877,352	6,366,580	6,379,675
Transportation Department Totals	5,971,969	6,526,723	6,189,604	6,743,774	6,727,221
TECHNOLOGY DEPARTMENT					
Salaries					
TechSvcs, Sal, Assist Director	107,652	122,629	6,478	0	117,993
TechSvcs, Sal, Director	130,764	134,380	180,069	250,546	135,059
Technology,Profsonal Salaries	632,395	735,158	764,946	839,145	842,637
TechSvcs, Sal, Stipend	0	0	0	0	0
TechSvcs, Sal, Secretary	119,229	120,652	124,310	126,131	92,890
TechSvcs, Sal, Tech Aide	45,824	46,429	47,646	48,841	53,964
Salaries	1,035,866	1,159,248	1,123,450	1,264,663	1,242,542
Additional Salaries					
Tech, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Technology, A/S Tech Aide	15,725	12,084	8,423	25,000	20,000
Tech, A/S, Contr Personnel	0	0	0	0	0
Tech Dept, A/S, WebMasters	25,750	25,650	27,675	0	0
Tech Dept, A/S, Custodian OT	0	0	0	0	0
Tech, AS,CustOT Sch Events	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Additional Salaries	41,475	37,734	36,098	25,000	20,000
Operating Expenses					
Tech Svcs, ContrPers, ProfDev	0	0	0	5,000	5,000
Techn, ContrSvcs, Equipment	0	0	0	3,000	3,000
TechnologySvcs, Contr SVCS	172,926	159,630	172,845	250,000	250,000
Tech, Lease/Purch, Copier	0	0	0	0	0
Technology, Printing Expenses	0	0	0	0	0
TechnologySvcs, Exp, Telephone	0	0	0	0	0
Tech Svcs, Office Supplies	5,440	72,443	2,380	4,000	3,500
Technology, Exp, Dues	100	40	100	600	400
TechSvcs, Non-Instr Equip	0	0	0	0	0
Tech, ContrSv Equip Repairs	8,445	9,000	6,899	9,000	15,000
Techn, Exp, Miscellaneous	0	0	0	0	0
TechSvcs, Exp, Networking	18,071	21,650	39,353	50,000	50,000
TechnologySvcs, Exp, Postage	0	0	0	0	
TechnologySvcs, Tech Hardware	78,642	639,590	594,166	1,350,263	1,200,000
Tech, Tech Hardware Library	0	0	0	0	0
TechnologySvcs, Tech Software	202,080	282,996	295,658	225,000	301,500
Technology, Exp, Travel	0	0	0	0	0
TechSvcs, Travel, Prof Dev	3,566	3,910	1,891	6,000	5,000
FHS, Copier Lease/Maint	0	0	0	0	0
DAM, Copier Lease/Maint	0	0	0	0	0
FUL, Copier Lease/Maint	0	0	0	0	0
WAL, Copier Lease/Maint	0	0	0	0	0
BAR, Copier Lease/Maint	0	0	0	0	0
BRO, Copier Lease/Maint	0	0	0	0	0
DUN, Copier Lease/Maint	0	0	0	0	0
HEM, copier Lease/Maint	0	0	0	0	0
MCC, Copier Lease/Maint	0	0		0	0
POT, Copier Lease/Maint	0	0		0	0
STA, Copier Lease/Maint	0	0	0	0	0
WIL, Copier Lease/Maint	0	0	0	0	0
Tech, Distr Copier Lease/Maint	0	0	0	0	0
Operating Expenses	489,270	1,189,259	1,113,291	1,902,863	1,833,400
Technology Department Totals	1,566,611	2,386,241	2,272,839	3,192,526	3,095,942
			0		



COPIERS AND PRINTERS					
Salaries					
ComputerEd Sal,Computer Operat	0	0	0	0	0
ComputerEd, Sal, Director	0	0	0	0	0
Sal, Professional, Instr Tech	0	0	0	0	0
ComputerEd, Sal, Secretary	0	0	0	0	0
ComputerEd, Sal, Tech Aide	0	0	0	0	0
Salaries	0	0	0	0	0
Additional Salaries					
CompEd, AddSal, Secr Vacation	0	0	0	0	0
CompEd, AddtSal, Secretary OT	0	0	0	0	0
CompEd AddSal Tech Aide Summer	0	0	0	0	0
Comp Ed, A/S, Custodian OT	0	0	0	0	0
CompEd,As,CustOT Sch Events	0	0	0	0	0
Additional Salaries	0	0	0	0	0
Operating Expenses					
Computer Ed Sal, Professional,	0	0	0	0	0
CompEd, ContrPers, Prof Dev	0	0	0	0	0
ComputerEd, Exp, Contracts	0	0	0	0	0
CompEd, ContrSvcs, Equipment	0	0	0	0	0
ComputerEd,Contr Svcs	0	0	0	0	0
CompEd, Lease/Purch/Maint	0	0	0	0	0
CompEd, Exp, Supplies, Office	0	0	0	0	0
CompEd, Supplies, Copier	0	0	0	0	0
ComputerEd, Exp, Dues	0	0	0	0	0
ComputerEd, Non-Instr Equip	0	0	0	0	0
CompEd, ContrSv Equip Repairs	0	0	0	0	0
CompEd, Exp, Miscellaneous	0	0	0	0	0
ComputerEd, Exp, Postage	0	0	0	0	0
ComputerEd, Tech Hardware	0	0	0	0	0
ComputerEd, Tech Software	0	11,217	0	12,000	11,217
ComputerEd, Exp, Travel	0	0	0	0	0
ComputerEd, Travel, Prof Dev	0	0	0	0	0
Copier, FHS Lease/Maint	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Copier, CAM Lease/Maint	0	0	0	0	0
Copier, FUL Lease/Maint	0	0	0	0	0
Copier, WAL Lease/Maint	0	0	0	0	0
Copier, BAR Lease/Maint	0	0	0	0	0
Copier, BRO Lease/Maint	0	0	0	0	0
Copier, DUN Lease/Maint	0	0	0	0	0
Copier, HEM Lease/Maint	0	0	0	0	0
Copier, MCC Lease/Maint	0	0	0	0	0
Copier, POT Lease/Maint	0	0	0	0	0
Copier, STA Lease/Maint	0	0	0	0	0
Copier, WIL Lease/Maint	560,025	0	0	0	0
Copier, District Lease/Maint	0	561,973	557,335	482,000	475,000
FHS, Printing Services	0	0	0	0	0
CAM, Printing Services	0	0	0	0	0
FUL, Printing Services	0	0	0	0	0
WAL, Printing Services	0	0	0	0	0
BAR, Printing Services	0	0	0	0	0
BRO, Printing Services	0	0	0	0	0
DUN, Printing Services	0	0	0	0	0
HEM, Printing Services	0	0	0	0	0
MCC, Printing Services	0	0	0	0	0
POT, Printing Services	0	0	0	0	0
STA, Printing Services	0	0	0	0	0
WIL, Printing Services	0	0	0	0	0
Supt, Printing Services	0	0	0	0	0
Asst Supt, Printing Services	0	0	0	0	0
Curr, Printing Services	0	0	0	0	0
Biling, Printing Services	0	0	0	0	0
Health Svcs, Printing Svcs	0	0	0	0	0
H/R, Printing Services	0	0	0	0	0
Sch Comm, Printing Services	0	0	0	0	0
Bus Ops, Printing Services	0	0	12,885	0	0
Copier, District Supplies	0	0	0	0	0
B&G, Printing Services	0	0	0	0	0
Transp, Printing Services	0	0	0	0	0
Sped, Printing Services	0	0	0	0	0
CRD, Printing Services	0	0	0	0	0
Psych, Printing Services	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Athletics, Printing Services	0	0	0	0	0
Fine Arts, Printing Services	0	0	0	0	0
PIC, Printing Services	0	0	0	0	0
G&Tal, Printing Services	0	0	0	0	0
Operating Expenses	560,025	573,190	570,220	494,000	486,217
Copiers & Printers Totals	560,025	573,190	570,220	494,000	486,217
SAFETY AND SECURITY DEPARTMENT					
Salaries					
Safety&Security, Sal, Director	0	0	112,721	113,757	115,692
Safety&Security, Sal, Secretar	0	0	0	0	36,494
Safety&Security, Sal, Other	0	0	0	0	46,410
Salaries	0	0	100,790	113,757	198,597
Operating Expenses					
Safety&Security, Con Svcs, Gen	0	0	63,843	0	92,244
Safety&Security, Supplies, Off	0	0	0	500	500
Safety&Security, NonInstr Supp	0	0	21,172	14,700	17,000
Safety&Security, Dues	0	0	697	500	1,000
Safety&Security, Non-Instr Equ	0	0	11,032	90,000	40,000
Safety&Security, Tech Hardware	0	0	13,411	0	25,000
Safety&Security, Tech Software	0	0	11,778	36,200	60,348
Safety&Security, Travel, Pr Dv	0	0	1,800	2,000	2,000
Operating Expenses	0	0	123,734	143,900	238,092
Safety & Security Totals	0	0	236,454	257,657	436,689
LIBRARY MEDIA DEPARTMENT					
Salaries					
LibraryMedia, Dept Head, Supervisory	0	0	0	13,500	13,500
LibraryMedia, Dept Head, Non- Supervisory	0	0	0	7,500	7,500
Salaries	0	0	0	21,000	21,000



FRAMINGHAM PUBLIC SCHOOLS

Additional Salaries					
LibraryMedia,AddtSal,PD	0	0	0	0	2,000
Additional Salaries	0	0	0	0	2,000
Operating Expenses					
LibraryMedia, Contr Pers, PrDv		0	0	0	0
LibraryMedia, Contr Svcs, Equip		0	0	0	0
LibraryMedia, Contr Svcs		0	0	0	2,000
LibraryMedia, Supplies, Office		0	3,723	0	0
LibraryMedia, Supplies,Library		0	68,282	85,760	93,413
LibraryMedia, Exp, Dues		0	0	0	0
LibraryMedia, Non Instr Equip	0	0	0	0	0
LibraryMedia, CSvcs Equip Rep	0	0	0	0	0
LibraryMedia, Exp, Networking	0	0	0	0	0
LibraryMedia, Hardware Library	0	0	0	0	0
LibraryMedia, Exp, Software	0	0	6,113	18,393	10,614
LibraryMedia, Exp, Travel	0	0	0	0	0
LibraryMedia, Exp, Travel, PD	0	0	50	2,500	500
Operating Expenses	0	0	78,168	106,653	108,527
Library Media Totals			78,168	127,653	129,527
COMMUNICATION AND MEDIA DEPARTMENT					
Salaries					
Communication, Sal, Manager	0	0	92,506	91,800	170,509
Salaries	0	0	92,506	91,800	170,509
Additional Salaries					
Communication, A/S, Webmstr St	0	0	0	28,200	32,400
Additional Salaries	0	0	0	28,200	32,400
Operating Expenses					
Communication, Contr Svcs, Gen	0	0	0	0	0
Communication, Supplies,Office	0	0	141	500	500
Communication, Dues	0	0	285	285	285
Communication, Tech Software	0	0	40,314	44,357	52,748
Communication, Travel, Prof De	0	0	2,563	7,377	3,000



Operating Expenses	0	0	43,303	52,519	56,533
Communication and Media Totals	0	0	135,809	172,519	259,442
MEDIA SERVICES					
Salaries					
MediaServices,Sal,Coordinator	0	0	0	0	0
MediaServices,Sal,StudioDirect	0	0	0	0	0
MediaServices,Sal,StudioSalary	0	0	0	0	0
MediaServices,Sal,Stipend	0	0	323	0	0
Salaries		0	323	0	0
Operating Expenses					
MediaServices,Exp,Contr Pers	0	0	0	0	0
MediaServices,Exp,Contr Svcs	0	258,300	258,300	300,000	200,000
MediaServices,Exp,Supplies	0	0	0	0	0
MediaServices,Exp,TechSupplies	0	0	0	0	0
MediaServices,Exp,TechHardware	0	0	0	0	0
MediaServices,Exp,TechSoftware	0	0	0	0	0
Operating Expenses	0	258,300	258,300	300,000	200,000
Media Services - School Totals	0	258,300	258,623	300,000	200,000
SPECIAL EDUCATION DEPARTMENT					
Salaries					
SPED, Asst Director	136,491	0	143,297	145,047	148,498
Sped, Sal, Coordinator	209,897	174,105	181,890	186,869	190,994
Sped, Sal, Director	137,671	141,445	144,671	146,438	149,903
Sped, Sal, Secretary	290,277	334,742	371,776	382,323	387,488
Sped, Prof Sal, Dept Head	0	0	0	0	0
Sped, Sal, Professional	151,057	167,126	244,747	414,792	380,775
Sped, Sal, Aide	18,785	50,634	40,339	58,662	59,105
Sped, District ABA Specialist	415,964	431,209	440,099	508,901	525,565
Salaries	1,360,143	1,299,261	1,566,820	1,843,032	1,842,327
Additional Salaries					
Sped, AddSal, Secr Vacation	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Sped, AddtSal, Secretary OT	0	0	0	0	0
Sped, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Sped, AddtSal, Summer Per Diem	418,998	466,037	472,175	100,000	475,000
Sped,AddlSal,Summer Med/Ther	0	0	0	0	0
Sped, ABA Stipend	54	0	0	0	0
Sped, AddtlSal,Transl/Interpr	97,763	120,163	142,261	125,000	130,000
SPED,Addl Sal,Summer Teacher	0	0	0	0	0
Sped, AddtSal FieldTripDriver	0	0	0	0	0
Sped,A/S Transport In District	0	0	0	0	0
Sped,A/S Bus Monitors	0	0	0	0	0
Sped Svcs, A/S, Custodian OT	0	0	0	0	0
Sped,AS,CustOT Sch Events	207	0	0	0	
Additional Salaries	517,022	586,200	614,436	225,000	605,000
Operating Expenses					
Sped,IEP Translation/Interpret	91,691	85,749	76,205	85,000	85,000
Sped, ContrPers, Prof Dev	0	0	0	0	0
Sped, ContrSvcs, Equipment	765	0	0	0	0
Sped, Exp&ContrSvcs	110,646	121,849	7,570	23,500	23,500
Sped, Lease/Purch, Copier	0	0	0	0	0
Sped, Printing Expenses	640	0	692	0	0
Sped, Exp, Supplies, Office	7,300	5,154	3,211	5,000	4,183
Sped, Supplies, Copier	1,050	0	0	0	0
Sped, Exp, Dues	0	0	0	0	0
Sped, Non-Instr Equip	0	0	0	0	0
Sped, ContrSv Equip Repairs	0	0	0	0	0
Sped, Exp, Miscellaneous	299	765	288	1,000	1,000
Sped, Exp, Postage	10,000	0	0	0	0
Sped, Tech Hardware	11,534	13,046	10,138	15,000	15,000
Sped, Tech Software	4,765	9,079	41,460	53,000	50,000
Sped, Exp, Travel	10,492	11,035	6,592	14,000	12,000
Sped, Travel, Prof Dev	4,065	445	333	10,081	2,000
Sped, Fhs&Tha, Textbooks	0	0	0	0	0
Sped, Cameron, Textbooks	0	0	0	0	0
Sped, Fuller, Textbooks	0	0	0	0	0
Sped, Walsh, Textbooks	0	0	0	0	0
Sped, Barbieri, Textbooks	0	0	0	0	0
Sped, Brophy, Textbooks	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Sped, Dunning, Textbooks	167	0	0	0	0
Sped, Hemenway, Textbooks	0	0	0	0	0
Sped, Juniper, Textbooks	0	0	0	0	0
Sped, King, Textbooks	0	0	0	0	0
Sped, McCarthy, Textbooks	0	0	0	0	0
Sped, Potter, Textbooks	0	0	0	0	0
Sped, Stapleton, Textbooks	0	0	0	0	0
Sped, W.Wilson, Textbooks	0	0	0	0	0
Sped, System, Textbooks	0	0	0	0	0
Exp,Sped,Blocks,Textbooks	0	0	0	0	0
Sped, Fhs&Tha,Supplies	6,910	4,709	5,107	47,000	8,000
Sped, Cameron, Supplies	20,599	3,594	2,698	4,000	4,000
Sped, Fuller, Supplies	4,848	3,293	4,685	5,250	5,250
Sped, Walsh, Supplies	5,639	3,426	3,162	5,250	5,500
Sped, Barbieri, Supplies	2,214	3,211	3,524	3,500	3,250
Sped, Brophy, Supplies	1,867	2,266	2,002	6,500	3,000
Sped, Dunning, Supplies	2,869	1,918	4,688	3,000	3,000
Sped, Hemenway, Supplies	4,813	4,968	5,316	3,500	3,750
Sped, Juniper, Supplies	0	0	0	0	0
Sped, King, Supplies	962	3,618	1,440	6,750	3,000
Sped, McCarthy, Supplies	6,783	3,344	3,672	4,000	4,000
Sped, Potter, Supplies	1,177	947	1,245	1,500	1,500
Sped, Stapleton, Supplies	2,366	2,595	2,358	3,500	3,500
Sped, W.Wilson, Supplies	4,604	1,069	1,628	1,750	1,750
Sped, System, Supplies	19,243	45,399	28,810	25,000	25,000
Exp, Sped, Blocks, Supplies	4,745	5,052	5,021	5,500	6,000
Sped, Field Trips	0	0	0	0	0
Sped, Transp ACCEPT	3,644,226	2,091,524	1,652,585	1,292,650	1,392,650
Sped, Transp Contr Services	48,679	100,232	10,068	85,000	85,000
Sped, Homeless Transportation	19,676	202,108	195,682	0	0
Sped,Transport in District	75,239	67,280	65,472	0	0
Sped, Bus Monitors	153,677	164,495	100,394	175,000	175,000
Operating Expenses	4,284,550	2,962,168	2,246,046	1,885,231	1,925,833
Special Education Department Totals	6,161,715	4,847,629	4,427,302	3,953,263	4,373,160
TUITION OUT OF DISTRICT PLACEMENTS					



FRAMINGHAM PUBLIC SCHOOLS

Salaries					
SpedTit,Sal Contingency Funds		0	0	0	0
SpedTuition, Tutors	33,852	49,688	17,872	0	0
Salaries	33,852	49,688	17,872	0	0
Operating Expenses	0	0	0	0	
SpedTuition, MASS Schools	348,429	179,062	192,076	144,426	58,361
SpedTuition, OccEd	8,660	12,066	5,612	0	0
Sped, Tuition, Reg Ed	0	0	0	0	0
SpedTuition, Out-of-State	182,256	157,457	99,797	102,512	242,841
SpedTuition, Sped Tutors	0	0	0	0	0
SpedTuit,Exp Contingency Funds	0	0	0	0	0
SpedTuition, ContrSvcs	0	0	0	0	0
SPEDTuition, Tutoring Services	4,741	10,053	28,007	15,000	25,000
SpedTuition, NonPublicSchools	11,205,581	9,749,992	11,083,527	4,979,856	4,823,771
Exp, Tuition, Collab Fees	0	0	0	0	0
SpedTuition, Collab	1,765,074	2,665,301	2,474,476	3,836,346	5,025,823
SpedTuition, Summer Pupil	0	0	0	0	0
Operating Expenses	13,514,741	12,773,931	13,883,495	9,078,140	10,175,796
Tuition-Out of District Placements Totals	13,548,593	12,823,619	13,901,367	9,078,140	10,175,796
SPECIAL EDUCATION SERVICES					
Salaries					
Sal, Tutors	0	0	0	0	0
Salaries	0	0	0	0	0
Additional Salaries					
Sped A/S, Tutoring	0	0	0	40,000	40,000
Sped A/S,Med/Therapy	130,164	117,872	94,484.68	120,000	120,000
Sped Addl Sal, Eval	10,279	9,253	11,330.00	10,000	12,000
Additional Salaries	140,443	127,124	105,815	170,000	172,000
Operating Expenses					
SpedSvcs, ContrSvcs, Legal	98,720	112,772	98,516.00	105,000	115,000



FRAMINGHAM PUBLIC SCHOOLS

SpedSvcs, Legal Settlements	56,794	177,999	165,370.00	175,000	175,000
Exp, Legal Settlements, A14 PY	0	0	0	0	0
SpedSvcs, RegEd Tutors	0	0	0	0	0
Sped, Contr Svcs NECC Program	68,751	0	0	0	0
SpedSvcs, Evaluations	16,081	29,309	18,209.60	30,000	30,000
Sped, Medical/Therapy Services	465,003	402,351	343,492.08	425,000	425,000
Operating Expenses	705,348	722,430	625,588	735,000	745,000
SPED Services Totals	845,791	849,554	731,402	905,000	917,000
OCCUPATIONAL EDUCATION					
Operating Expenses					
OccEducation Transportation	86,589	104,015	37,256	100,000	100,000
OccEducation Tuition	174,099	166,336	212,736	303,608	280,850
Operating Expenses					
Occupational Education Totals	260,688	270,351	249,991	403,608	380,850
COMMUNITY RESOURCE DEPARTMENT					
Salaries					
Comm Reso,Sal,Asst Director	0	0	0	0	0
Comm Reso,Sal,Admin Assistant	0	0	0	0	0
Comm Reso,Sal,Director	221,780	114,147	118,081.04	119,508	130,043
Comm Reso,Sal,Secretary		0	0	0	0
Comm Reso,Sal,Clerical	50,818	75,131	101,831.93	511,693	113,085
Salaries	272,598	189,277	219,913	631,201	243,128
Additional Salaries					
Comm Rsc, A/S, Custodian OT	26,014	25,000	10,508.03	0	0
CommRes,As,CustOT Sch Events	24,363	0	0	0	0
Comm Reso, AS, Stud Activities	144,846	233,749	379,914.47	337,178	402,678
Comm Reso,AS,Secr Vacation	0	0	0	0	0
Comm Reso,As Secretary,OT	0	0	0	0	0
Comm Reso,AS,Secr PT/AddHrs	3,224	0	0	0	0
Additional Salaries	198,447	258,749	390,423	337,178	402,678
Operating Expenses					



FRAMINGHAM PUBLIC SCHOOLS

Comm Reso,Contr Svcs	0	0	11,695	0	9,600
CRD, Printing Expenses	0	144	0	1,000	1,000
Comm Reso,Supplies,Office	1,538	9,070	3,652	3,500	3,500
CRD, Misc/Food	0	0	0	0	0
Comm Reso,Postage	250	0	0	0	0
Comm Reso,Tech Hardware	1,355	0	0	0	0
Comm Reso, Tech Software	4,318	4,412	0	500	500
Comm Reso,ContrPers Prof Dev	0	0	0	0	5,000
Comm Reso,Travel,General	2,005	1,036	435	3,000	3,000
CommReso, Travel, PD	0	1,416	0	4,000	4,000
Comm Reso,Contr Svcs,Equip	0	0	0	0	0
Comm Reso,Lease/Purch,Copier	0	0	0	0	0
Comm Reso,Supplies,Copier	0	0	0	0	0
Comm Reso,Supplies,Instr	0	3,628	0	1,500	8,000
CommReso,TransAfterSchool	97,642	111,557	90,230	155,080	122,580
CommRes, SpedTransAftSchool	7,725	19,462	0	0	0
Operating Expenses	114,833	150,724	106,012	168,580	157,180
Community Resources Totals	585,878	598,750	716,348	1,136,959	802,986
ADULT ESL					
Salaries					
Adult ESL, Director	0	0	0	0	0
Adult ESL, Teacher	51,199	60,989	64,307	64,505	65,795
Adult ESL Secretary	58,466	60,013	60,548	60,693	43,356
Adult ESL, Custodian	0	0	0	0	0
Salaries	109,665	121,002	124,855	125,198	109,151
Additional Salaries					
Adult ESL Secretary Vacation	0	0	0	0	0
Adult ESL, Secretary Addt'l Hr	0	0	0	0	0
Additional Salaries					0
Operating Expenses					
Adult ESL, Contr Services	0	0	0	0	0
Adult ESL, Office Supplies	0	0	0	0	0
Adult ESL, Tech Hardware	0	0	0	0	0
Adult ESL, Tech Software	0	0	0	0	0



Operating Expenses	0	0	0	0	0
Adult ESL Totals	109,665	121,002	124,855	125,198	109,151
PSYCHOLOGY SERVICES					
Salaries					
Psychology, Sal, Social Worker	0	0	0	0	0
Psychology, Sal, Coordinator	0	0	0	0	0
Psychology, Sal, Director	0	0	0	0	0
Psychology, Sal, Professional	0	0	0	0	0
Psychology, Sal, Secretary	0	0	0	0	0
Psychology, Sal, Other	0	0	0	0	0
Salaries	0	0	0	0	0
Additional Salaries					
Psych, AddtSal, Secr Vacation	0	0	0	0	0
Psych, AddtSal, Secretary OT	0	0	0	0	0
Psych, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Phychology, A/S, Custodian OT	0	0	0	0	0
Guid,AS,CustOT Sch Events	0	0	0	0	0
Additional Salaries	0	0	0	0	0
Operating Expenses					
Psychology, Fhs&Tha, Supplies	0	0	0	0	0
Psych,FHS&Tha,Testing&Assess	0	0	0	0	0
Psychology, Cameron, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Fuller, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Walsh, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Barbieri, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Brophy, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Dunning, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Hemenway, Supplies	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Juniper, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, King, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, McCarthy, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Potter, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, Stapleton Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, W.Wilson, Supplies	0	0	0	0	0
Exp, Supplies, Testing&Assess	0	0	0	0	0
Psychology, System, Supplies	12	0	0	0	0
Exp, Supplies, Testing&Assess	20,414	23,911	24,304	30,000	32,000
Psychology, ContrPers, ProfDev	3,105	1,500	0	2,500	2,500
Psych,Translations/Interpreter	0	0	0	0	0
Psych, ContrSvcs, Equipment	0	0	0	0	0
Psychology, Exp&ContrSvcs	2,829	0	0	0	0
Psych, Lease/Purch, Copier	0	0	0	0	0
Psych, Exp, Supplies, Office	0	0	0	0	0
Psych, Supplies, Copier	0	0	0	0	0
Psychology, Exp, Dues	0	0	0	0	0
Psychology, Non-Instr Equip	0	0	0	0	0
Psych, ContrSv Equip Repairs	0	0	0	0	0
Psychology, Exp, Postage	0	0	0	0	0
Psychology, Tech Hardware	0	0	0	0	0
Psychology, Tech Software	0	5,060	0	0	0
Psychology, Exp, Travel	207	355	359	500	500
Psychology, Travel, Prof Dev	1,963	1,950	2,757	2,500	2,500
Operating Expenses	28,530	32,776	27,419	35,500	37,500
Psychology Services Totals	28,530	32,776	27,419	35,500	37,500
PHYSICAL EDUCATION DEPARTMENT					
Salaries					
PhysEd, Sal, Director	0	0	0	0	0
PhysEd, Sal, Secretary	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

PhysEd, Dept Head, Supervisory	0	16,500	16,500	0	8,500
PhysEd, Dept Head, Non-Supervi	0	0	0	16,500	8,000
Salaries	0	16,500	16,500	16,500	16,500
Additional Salaries					
PhysEd, AddtlSal, Intramurals	0	0	0	0	0
PhysEd,AddtlSal,Secr Vacation	0	0	0	0	0
PhysEd, AddtlSal, Secr PT/AddHr	0	0	0	0	0
PhysEd, AddtlSal, Bus Driver	0	0	0	0	0
PhysEd, AddtlSal, Driver OT	0	0	0	0	0
PhysEd,AddtlSal,PD					5,000
Phys Ed, A/S, Custodian OT	0	0	0	0	0
PhysEd, AS,CustOT Sch Events	0	0	0	0	0
Additional Salaries	0	0	0	0	5,000
Operating Expenses					
PhysEd, Health Supplies	0	0	954	1,500	1,500
PhysEd, Fhs&Tha, Supplies	0	0	0	0	0
PhysEd, Cameron, Supplies	0	2,093	3,061	2,959	2,959
PhysEd, Fuller, Supplies	0	3,445	2,556	2,800	2,800
PhysEd, Walsh, Supplies	0	4,292	4,511	4,197	4,197
PhysEd, Barbieri, Supplies	0	2,539	2,596	2,614	2,614
PhysEd, Brophy, Supplies	0	1,453	1,724	1,845	1,845
PhysEd, Dunning, Supplies	0	2,144	1,747	1,826	1,826
PhysEd, Hemenway, Supplies	0	2,223	2,428	2,178	2,178
PhysEd, Juniper, Supplies	0	0	0	0	0
PhysEd, King, Supplies	0	1,578	1,790	1,791	1,791
PhysEd, McCarthy, Supplies	0	2,000	2,251	2,172	2,172
PhysEd, Potter, Supplies	0	1,839	2,064	1,972	1,972
PhysEd, Sta, Supplies	0	1,706	1,674	1,450	1,700
PhysEd, W.Wilson, Supplies	0	1,894	2,363	2,181	2,181
PhysEd, Adaptive PE Supplies	0	0	655	1,000	1,000
PhysEd, Referees	0	0	0	0	0
PhysEd, ContrSvcs, Prof Dev	0	4,575	4,713	5,000	5,000
PhysEd, ContrSvcs, Equipment	0	0	0	0	0
PhysEd, Field Trips	0	0	0	0	0
PhysEd, Contr Svcs	0	0	0	0	0
PhysEd, Lease/Purch, Copier	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

PhysEd,Recondition Equipment	0	0	0	0	0
PhysEd, Transportation	0	0	0	0	0
PhysEd, Exp, Supplies, Office	0	0	0	500	500
PhysEd, Supplies, Copier	0	0	0	0	0
PhysEd, System, Supplies	0	0	224	0	0
PhysEd, Exp, Dues	0	0	745	745	745
PhysEd, Non-Instr Equip	0	0	363	0	0
PhysEd, ContrSv Equip Repairs	0	0	950	2,000	2,000
PhysEd, Exp, Miscellaneous	0	0	0	0	0
PhysEd, Exp, Postage	0	0	0	0	0
PhysEd, Tech Hardware	0	0	0	0	0
PhysEd, Tech Software	0	0	0	0	0
PhysEd, Exp, Travel	0	55	0	0	800
PhysEd, Travel, Prof Dev	0	355	429	0	500
Operating Expenses	0	32,190	37,797	38,730	40,280
Physical Education Totals	0	48,690	54,297	55,230	61,780
ATHLETIC DEPARTMENT					
Salaries					
Athletics, Sal, Asst Dir	60,000	60,450	53,397	62,584	64,474
Athletics, Sal, Director	107,307	110,274	112,789	116,450	117,615
Athletics, Sal, Professional	28,000	28,000	39,135	51,000	52,020
Athletics, Sal, Secretary	56,646	58,156	60,025	61,538	61,898
Salaries	251,953	256,880	265,346	291,572	296,007
Additional Salaries					
Athletics, AddtSal, Secr Vac	0	0	0	0	0
Athletics, AddtSal, Secr OT	0	0	0	0	0
Athl, AddtSal, Secr PT/AddHrs	0	0	0	0	0
Athletics,Addt'l Sal,Coaches	372,593	377,915	381,792	385,000	405,150
Athletics, AddtSal, Bus Driver	0	0	0	0	0
Athletics, AddtSal, Driver OT	0	0	0	0	0
Ath, AddtSal, Custodian Summer	0	0	0	0	0
Athletics, A/S, Custodian OT	0	0	0	0	0
Athl,AS,CustOT Sch Events	17,124	0	0	0	0
Additional Salaries	389,717	377,915	381,792	385,000	405,150



Operating Expenses					
Athletics, Police Detail	0	9,981	10,369	7,000	0
Athletics, Exp, Officials	54,424	63,172	41,011	65,000	65,000
Athletics, Exp, Coaches	5,426	7,426	0	0	0
Athl, Contingency Workers	10,223	16,392	12,508	10,000	10,000
Athletics, ContrSvcs, Prof Dev	224	0	0	0	0
Athletics, Exp, Contracts	0	0	352	0	0
Athl, ContrSvcs, Equipment	24,055	0	0	0	0
Athletics, ContrSvcs Insurance	9,185	9,185	9,185	9,185	9,185
Athletics,Contr Svcs	92,638	84,291	110,350	105,000	105,000
Athletics, Lease/Purch, Copier	0	0	0	0	0
Athletics, Printing Expenses	0	0	0	0	0
Athl,Recondition&TrainerSuppl	0	1,565	7,136	2,000	2,000
Athletics, Transportation	118,214	113,042	50,216	50,000	50,000
Athl, Exp, Supplies, Office	1,457	1,008	1,055	1,500	800
Athletics, Supplies, Copier	0	0	0	0	0
Athletics,Instr Supplies	87,775	103,885	108,902	70,000	70,000
Athletics,Dues and Fees	17,388	18,771	15,910	20,000	20,000
Athletics, Non-Instr Equip	5,345	1,495	62,551	0	0
Athl, ContrSv Equip Repairs	0	0	0	0	0
Athletics, Exp, Miscellaneous	0	1,225	0	0	0
Athletics, Exp, Postage	0	0	0	0	0
Athletics, Tech Hardware	0	0	0	0	0
Athletics, Tech Software	7,465	6,499	16,987	15,000	15,000
Athletics, Exp, Travel	1,958	2,149	2,731	3,000	3,000
Athletics, Travel, Prof Dev	0	0	0	0	0
Athletics,Prof/Tech Contr Sv	0	0	0	0	0
Operating Expenses	435,776	440,087	449,261	357,685	349,985
Athletics Totals	1,077,447	1,074,882	1,096,398	1,034,257	1,051,142
SAGE DEPARTMENT					
Salaries					
G&Tal, Prof Sal, DeptHead	2,727	0	0	0	0
G&Tal, Secretary	38,277	0	0	0	0
G&Tal,Addt'l Sal,Secr Vacation	0	0	0	0	0
G&Tal, Dept Head, Supervisory	0	0	9,500	9,500	9,500
G&Tal, Dept Head, Non-Supervis	0	7,500	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

G&T, Sal Teacher	0	0	88,560	92,253	43,261
Gifted & Talented, Director	0	0	0	0	0
Salaries	41,004	7,500	98,060	101,753	52,761
Additional Salaries					
G&Tal, AddtSal, FldTrp Driver	0	0	0	0	0
G&T, AddSal, Stipend Screening	11,802	0	0	0	0
G&T,AddtSal, PD					1,360
G&T Webmaster Stipend	0	0	0	0	0
Gift & Tal, A/S, Custodian OT	0	0	0	0	0
G&T,AS,CustOT Sch Events	82	0	0	0	0
G& Tal, A/S Substitutes	0	0	0	0	0
Additional Salaries	11,884	0	0	0	1,360
Operating Expenses					
G&Tal, ContrSvcs, Equipment	0	0	0	0	0
G&T, Contr Svcs Police Detail	183	207	0	216	228
G&Tal, Exp&ContrSvcs	6,143	0	0	0	0
G&Tal Printing Expenses	0	0	0	0	0
G&Tal, Exp, Supplies, Office	1,109	176	697.25	2,200	1,200
G&Tal, Exp, Dues	1,169	680	720	1,100	1,100
G&Tal, Exp, Postage	500	0	0	0	0
G&Tal, ContrPers, ProfDev	0	0	0	675	675
G&Tal, Travel, ProfDev	300	0	0	325	0
G&T, Lease/Purch, Copier	0	0	0	0	0
G&Tal, Lease/Purch/Maint	0	0	0	0	0
G&Tal, Non-Instr Equip	0	0	0	0	0
G&Tal, ContrSv Equip Repairs	0	0	0	0	0
G&Tal, Supplies, Copier	0	0	0	0	0
G&T, Instr Supplies General	3,508	4,069	17,659.34	4,618	3,600
G&Tal, Exp, Travel	0	0	0	515	515
G&Tal, Tech Hardware	641	0	0	0	0
G&Tal, Tech Software	0	0	6,598.72	14,603	18,098
G&Tal, HS, Math, Textbooks	0	0	0	0	0
G&Tal, Middle, Math, Textbooks	0	0	0	0	0
G&Tal, Elem, Math, Textbooks	0	0	0	0	0
G&Tal, HS, Engl, Textbooks	0	0	0	0	0
G&Tal, Middle, Engl, Textbooks	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

G&Tal, Elem, Engl, Textbooks	0	0	0	0	0
G&Tal, HS, Sci, Textbooks	0	0	0	0	0
G&Tal, Middle, Sci, Textbooks	0	0	0	0	0
G&Tal, Elem, Sci, Textbooks	0	0	0	0	0
G&Tal, HS, Math, Supplies	0	0	0	0	0
G&Tal, Middle, Math, Supplies	0	0	0	0	0
G&Tal, Elem, Math, Supplies	0	0	0	0	0
G&Tal, HS, Engl, Supplies	0	0	0	0	0
G&Tal, Middle, Engl, Supplies	0	0	0	0	0
G&Tal, Elem, Engl, Supplies	0	0	0	0	0
G&Tal, HS, Sci, Supplies	0	0	0	0	0
G&Tal, Middle, Sci, Supplies	0	0	0	0	0
G&Tal, Elem, Sci, Supplies	0	0	0	0	0
Operating Expenses	13,553	5,133	25,675	24,252	25,416
Gifted & Talented Totals	66,440	12,633	123,735	126,005	79,537
PARENT INFORMATION CENTER					
Salaries					
PIC, Attendance Coordinator	77,039	0	0	0	0
Parent Center, Director	116,430	117,303	122,377.83	123,873	127,613
Parent Center, Clerical	0	0	0	0	0
Parent Center, Secretary	249,888	259,814	274,852.52	257,962	303,047
Salaries	443,356	377,116	397,230	381,834	430,660
Additional Salaries					
PIC, Addt'l Sal, Secr Vacation	0	0	0	0	0
PIC, AddtSal, Secretary OT	0	0	0	0	0
PIC, AddtSal, Secr PT/AddHrs	3,673	8,393	5,475.79	25,400	25,400
PIC, Addt Sal Bus Driver F/T	0	0	0	0	0
PIC, Add'lSal, Contr Personnel	0	0	0	0	0
PIC,A/S Webmaster Stipend	0	0	0	0	0
PIC, A/S, Custodian OT	0	0	0	0	0
PIC,AS,CustOT Sch Events	144	0	0	0	0
Additional Salaries	3,817	8,393	5,476	25,400	25,400
Operating Expenses					
Parent Center, ContrSvcs Equip	0	0	0	0	0



FRAMINGHAM PUBLIC SCHOOLS

PIC, Lease/Purch, Copier	0	0	0	0	0
PIC, Non-Instr Equip	600	247	0	0	0
PIC, ContrSv Equip Repairs	0	0	0	0	0
PIC, Contr Svcs, Police detail	183	207	227.88	200	228
Exp, Contr Pers, Prof Dev	0	0	0	0	0
PIC, Translations/Interpreters	0	0	0	0	0
Exp, Contr Svcs, General	576	0	0	0	0
PIC, Printing Expenses	3,961	4,443	6,614.00	10,000	10,000
PIC, Exp, Supplies, Office	2,910	2,383	2,434.34	2,700	4,000
PIC, Supplies, Copier	874	0	35.93	1,000	1,000
PIC, Exp, Dues	0	0	1,406.18	0	0
Parent Center, Exp, Misc	0	0	0	400	0
Parent Center, Exp, Postage	500	0	0	0	0
Parent Center, Tech Hardware	1,400	0	0	0	3,000
Parent Center, Tech Software	61,454	21,950	0	41,700	35,783
Parent Center, Exp, Travel	0	0	40,878.07	0	0
Parent Center, Travel, ProfDev	0	0	0	3,000	3,000
			0		
Operating Expenses	72,459	29,231	51,596	59,000	57,011
Parent Information Center Totals	519,631	414,741	454,303	466,234	513,071
FINE ARTS DEPARTMENT					
Salaries					
Fine Arts, Sal Coordinator	90,092	99,500	101,489.96	103,520	208,029
Fine Arts, Sal Director	118,562	123,185	125,126.74	128,950	130,119
Fine Arts, Sal Stipend	0	0	0	0	0
Fine Arts, Sal Secretary	0	55,852	59,715.04	60,693	63,565
Fine Arts, Dept Head, Supervis	0	0	0	0	0
Fine Arts, Dept Head, Non-Supe	0	0	0	0	0
Fine Arts, Sal Teacher Art	0	0	0	0	0
Fine Arts, Sal Teacher Music	0	0	0	0	0
Fine Arts, Sal Teacher Drama	0	0	0	0	0
Fine Arts, Sal Dept Head Art	0	0	0	0	0
Fine Arts, Sal Dept Head Music	0	0	0	0	0
Fine Arts, Sal Dept Head Drama	0	0	0	0	0
Salaries	208,654	278,537	286,332	293,163	401,713
Additional Salaries					



FRAMINGHAM PUBLIC SCHOOLS

Fine Arts, A/S Driver Art	0	216	0	0	0
Fine Arts, A/S Driver Music	0	0	0	0	0
Fine Arts, A/S Driver Drama	0	0	0	0	0
Fine Arts,AS, Student Activ	146,918	152,550	161,540.00	181,100	181,100
Fine Arts A/S Summer PerDiem	0	0	0	0	0
Fine Arts,A/S Secr O/T	0	0	0	0	0
Fine Arts,A/S Secr P/T Add Hrs	0	0	0	0	0
FineArt,As,CustOT Sch Events	0	0	0	0	0
Additional Salaries	146,918	152,766	161,540	181,100	181,100
Operating Expenses					
FA Printing	3,711	5,000	2,807.27	5,000	5,000
FA Miscellaneous	0	0	0	250	250
Fine Arts,Contr Svcs	3,460	3,599	0	4,000	4,000
Fine Arts,Supplies	540	477	572.84	500	250
Fine Arts,Travel	0	0	0	500	0
FineArts, Dues	1,185	2,806	3,705.00	4,000	4,000
Fine Arts,Travel,PD	1,097	612	325	2,000	2,000
Fine Arts, Supplies Art	1,026	46,363	35,673.69	34,193	34,193
Fine Arts, Supplies Music	7,686	33,470	16,263.86	26,500	26,500
Fine Arts,Supplies Drama	1,535	7,755	4,764.34	6,730	6,730
Fine Arts, Supplies Dance	0	0	0	500	500
Fine Arts,Equip Repairs Art	0	0	0	250	0
Fine Arts,Equip Repairs Music	3,604	9,133	6,215.50	9,500	9,500
Fine Arts,Equip Repairs Drama	0	844	0	350	0
Fine Arts, Equipment	0	34,853	18,823.93	20,225	20,225
Fine Arts, Tech Hardware	2,516	39	0	0	0
Fine Arts, Tech Software	0	669	1,879.00	27,020	27,020
Fine Arts, Bus Art	0	0	0	0	0
Fine Arts, Bus Music	0	0	0	0	0
Fine Arts, Bus Drama	7,500	2,551	5,310.47	10,000	10,000
Operating Expenses	33,860	148,171	96,341	151,518	150,168
Fine Arts Department Totals	389,433	579,474	544,213	625,781	732,981
UNDISTRIBUTED COSTS					
Salaries					
Sal, Undistr, Standard Pay		0	0	0	0



**FRAMINGHAM
PUBLIC SCHOOLS**

Salary Contingency Funds		0	0	0	
Total Salaries		0	0	0	0
Operating Expenses					
Exp,Undistributed Reserve		0	0	0	0
Operating Expenses		0	0	0	0
Undistributed School Totals		0	0	0	0
GRAND TOTAL	127,411,737	132,533,323	138,484,986	143,249,434	148,232,945
	2018	2019	2020	2021	2022
	ACTUAL	ACTUAL	ACTUAL	ESTIMATED	PROPOSED