



**BUDGET WORKING SESSION  
OF THE NEW BEDFORD SCHOOL COMMITTEE  
~MINUTES~**

**PRESENT:** MAYOR MITCHELL (arr. 6:26 p.m.), MR. BRUCE OLIVEIRA, MR. JOSHUA AMARAL, MS. COLLEEN DAWICKI, MR. JACK LIVRAMENTO, MR. JOHN OLIVEIRA

**ABSENT:** MR. CHRISTOPHER COTTER

**IN ATTENDANCE:** MR. ANDERSON, MR. O’LEARY, MS. TREADUP, MS. WALMSLEY, MS. BETTENCOURT, MS. FERREIRA (Recording Secretary)

On a motion by Joshua Amaral and seconded by Jack Livramento, the Committee voted to take agenda item 4, *FY20 Budget Update*, out of order.

Mr. Anderson addressed the Committee by reviewing the process that the district has followed to determine the investments for FY20 budget. He stated that the graduation rate increased from 72% to 76% and the English Language Learners (ELL) improved by 23% from last year, suggesting that it is a direct correlation in funding on staff that was implemented last year.

**PROCESS FOR INVESTMENT**

**The PROCESS:**

- ✓ Set priorities
- ✓ **Communicate** with stakeholders (review priorities)
- ✓ **Assess** available funds
- ✓ **Evaluate** current budget impact on teaching and learning

**Build / Test / Input** NOVEMBER - DECEMBER

**Analyze / Prioritize** JANUARY - FEBRUARY

**Approval** MARCH - APRIL - MAY

**SUPERINTENDENT FY20 BUDGET INVESTMENT PRIORITIES**

**Focus: Leverage Points for FY20 Investment:**

- ✓ Eliminate the Opportunity Gap
- ✓ Increase Professional Learning Development
- ✓ Enhance Student Services
- ✓ Upgrade Learning Spaces
- ✓ Make Compensation Competitive



At this time, Andrew O’Leary, Assistant Superintendent for Finance and Operation, gave a presentation to analyze the Foundation Budget Review. He pointed out that there is a relative stable prospect for the FY20 budget and recommended that this is a good year to invest. He continued that the district is looking to take advantage of the additional state funding by investing in the areas of Facilities and Safe and Supporting Schools.

Mr. O’Leary explained that the education formula is improving given that the government and legislation are making adjustments to the foundation budget in the categories of Special Education, Benefits/Health

Insurance, English Language Learners, and Low-Income Students; the aforementioned categories determine the state aid that New Bedford receives each year.

Mr. O'Leary went over the various bills that are being proposed in the state and explained what it means for the district's budget:

## Special Education

- Special Education: Assumed In-District Rate 3.75% and 4.75% for Vocational Students. Bills increase to 4.0% and 5.0%
- Special Education: Out-of-District Rate Assumed at 1% of enrollment at \$28,428.66/student. Bills change assumed rate at 1% of enrollment at 3 times the average per pupil rate

House 1 - FY2020	Governor's Bill H.70	Senate Promise Act S.101	Bill H.576
Special Education: Assumed In-District Rate: 3.75% and 4.75% for Vocational Students	4.0% and 4.75% for Vocational Students (From FY20) <u>New Bedford Increase \$1 million</u>	4.0% and 5.0% for Vocational Students <u>New Bedford Increase \$1 million</u>	4.0% and 5.0% for Vocational Students <u>New Bedford Increase \$1 million</u>
Special Education: Out-of-District Rate Assumed at 1% of enrollment at \$28,428.66/student	Assumed at 1% of enrollment at 3 times the average per pupil rate (beginning in FY21) (\$35,632.95) <u>New Bedford Increase \$0.8 million</u>	Assumed at 1% of enrollment at 3 times the average per pupil rate (\$35,632.95) <u>New Bedford Increase \$0.8 million</u>	Assumed at 1% of enrollment at 3 times the average per pupil rate (\$35,632.95) <u>New Bedford Increase \$0.8 million</u>

## Employee Benefits

- New goal rates derived from Group Insurance Commission (GIC) data. Goal rates account for GIC premium rates for both active and retired municipal employees.
- The legislation specifies that the goal rates will be updated annually to reflect changes in GIC's premium costs.

House 1 - FY2020	Governor's Bill H.70	Senate Promise Act S.101	Bill H.576
Year 1 of a planned 6-year phase-in of increases to reach GIC rates. 148% increase	One-fifth of the remaining GIC employer premium gap to be closed in each of the next 5 years. Estimate: 17% increase per year. <u>New Bedford Increase \$2.5 million</u>	Per pupil rate increase 2016-2019 above FY20 Rate. <u>New Bedford Increase \$4.2 million</u>	Age when employer premiums for all GIC plans for the previous 3 fiscal years. Retired employees (Health Insurance Plan) weighted average of GIC plans for 40 years. Foundation Benefit. Also must equal to 5.25 x (employee headcount) x Rate x # of Active employees + Retired employees (Health Insurance Rate) x # of discontinued employees.
<u>New Bedford Increase \$2 million</u>	<u>New Bedford Increase \$2.5 million</u>	<u>New Bedford Increase \$4.2 million</u>	

## English Language Learners

- ELL enrollment no longer counted from SIMS. Students with low English language proficiency, measured by ACCESS for ELLs test, who have already met / exceeded state exit requirements, are no longer counted to EL students in the foundation budget calculation. Claim: "This reduced headcount is mitigated by the increased rates."
- English Learners (EL) incremental rates by grade level. Increases the increment for high school students, reflecting the additional challenges of learning a new language at an older age.

House 1 - FY2020	Governor's Bill H.70	Senate Promise Act S.101	Bill H.576
Formerly calculated as base rate. Now increment above base: PK-5: \$2,177.17; 6-8: \$2,721.46; 9-12: \$3,265.74	Increment above base: PK-5: \$2,177.17; 6-8: \$2,721.46; 9-12: \$3,265.74	Increment above base: \$2,537.49	Increment above base: PK \$1,177.18 (50%) All other grades: \$2,354.36
(Former base rates: Elem: \$1,986 MS: \$7,351.07 HS: \$609) <u>New Bedford Increase: \$7.4 million</u>	Eliminates "students who have already met or exceeded state exit requirements" <u>New Bedford Increase: less than \$2.6 million</u>	<u>New Bedford Increase: \$2.5 million</u>	<u>New Bedford Increase: approx. \$2 million</u>

## Low Income Students/ Economically Disadvantaged

- For economically disadvantaged students, Gov Baker's proposal introduces a more progressive decile rate structures. Expands the foundation budget over 7 years
- New, targeted high needs concentration increment has been added for districts serving the highest concentrations of both economically disadvantaged and EL students.

House 1 - FY2020	Governor's Bill H.70	Senate Promise Act S.101	Bill H.576
Decile 10 \$4,198.19 per student + \$26 per student high needs concentration	Decile 10 \$4,782 per student + TBD per student high needs concentration	Deciles 1-10 at 50-100% of the statewide per pupil amount approx. \$8,251 per student (decile 10)	"Amount shall not be less than 80% of the average per pupil expenditure for the decile with the lowest percentage of U students & shall increase with each subsequent decile." (Ties to higher PPS districts)
(Compared to FY19 decile 10 increment of \$8,980) <u>New Bedford Increase: \$2.2 million</u>	<u>New Bedford Increase: \$8.1 million</u>	<u>New Bedford Increase: \$43.4 million</u>	

Mr. O'Leary stated that each bill will have an increase, however, the governor's Bill H.70 will eliminate funding for ELL students who have already met or exceeded state exit requirements. Students that graduate through ACCESS test are no longer considered ELL and the district has to go through the process of recategorization of students.

He highlighted that the Career Vocational Technical Education (CVTE) Manager position that the district added last year, has been an investment. As the state is very interested to introduce a foundation budget increment to support early college and innovation pathways programs, the district should look at opportunities to continue to invest in this area. The Governor's proposal has also an increase in guidance and physiological services.

- **Governor's H70 Proposals**

- Governor's proposal also introduces a new foundation budget rate for high school students in approved high quality early college and innovation pathways programs
- Starting in FY21 and proceeding over the next 6 years, the Governor's proposal phases in new goal rates for the guidance and psychological services .

- **Promise Act S101 Proposals**

- Determines a Student Aid Floor based on the district's foundation budget for district students only (New Bedford PS = \$169 million) multiplied by the target aid share (79.1%) = \$151 million.
- Guarantees a floor of state funding for districts after accounting for charter school costs. NBPS increment: \$6m
- Student Aid Increment (state aid to meet the district student aid floor) : Student Aid Floor less the sum of (Prior Year Aid, Foundation Aid Increase, Minimum Aid, Other Aid Adjustments, Charter Reimbursement less charter school tuition)

Mr. O'Leary stated that the Promise Act tackles the Charter School funding issue. The charter school cost would be represented in the formula and the per pupil amount, for the in-district students, would be restored.

To a question by Jack Livramento regarding the Promise Act Proposal, Mr. O'Leary responded that the Governor's proposal is more likely to get approved than the Promise Act. However, if the Promise Act is fully implemented next year, the city contribution would double up to \$47M which will be difficult to reach. He explained that Net School Spending is a partnership between the City and State where the city makes up the 15%, if the state increases the contribution then the city would have a difficult time to match.

Mr. O'Leary said that the Governor's H70 proposal puts the district in a position where it is a good year to invest. For FY20 the district is also looking to invest in Special Education, Wraparound Services and Health Services.

He continued with his presentation by breaking down the Special Education cost trends. Mr. O'Leary noted that out of district placement cost increases year by year regardless of district's capacity to pay. NBPS has implemented the Circuit Breaker funds to offset Special education cost. Currently, the Circuit Breaker has a balance of \$1.3 M, the plan is to transfer the salary balances for this year into Circuit Breaker to match the \$6M projection cost for Special Education (SPED). Mr. O'Leary also highlighted that SPED transportation is a major cost for the district and continues to increase; therefore, the FY20 budget includes a \$300K increase for this line.

Mr. Anderson commented that the funding that leaves the district through out of district services, limits our ability to invest in-district programming. He spoke about the importance to house programs in the city and be able to put the initial funds to invest in the district.

To a question by John Oliveira regarding Medicaid, Mr. O'Leary explained that Medicaid is a federal program where organizations and districts get reimbursement for services that are offered. The revenue (around \$2.2M-\$2.5M) comes to the City's General Fund; then the city and NBPS identify the amount that will be reimburse to the district (around \$300K). Mr. Oliveira questioned why the city is keeping reimbursement for Medicaid and would like the City Council and the Mayor to provide answers to the Community.

Joshua Amaral agreed that it would be ideal if the district can keep all the reimbursement. He suggested to look at how other districts are managing the Medicaid reimbursement.

Mr. O’Leary stated that the Health grant is disappearing, and the district is looking at ways to invest in the programs that were supported through this grant. He revealed that the district is working to create a School-based Health Center in the future. The Nursing additions for FY2020 were reviewed (\$315K).

To a question by John Oliveira, Mr. O’Leary explained that the proposed 3 additional nurses would meet the goal to ensure that all schools are covered. Mr. O’Leary further explained that through the process of contract negotiation, the district is working on ways to attract nurses and filled the positions.

To a question by Colleen Dawicki, it was explained that the Health Representatives refer to the additional clerical support needed in the department.

Mr. O’Leary reviewed the Wraparound and Family Engagement additions for FY2020 Budget (\$215K). The district has implemented different pilots and initiatives based on grants, and a foundation to sustain these programs is needed.

Jack Livramento mentioned the importance to built capacity to support families that do not speak English. Ms. Walmsley stated that there are currently 20 staff members that are acting as translators for the district. She pointed out that one of the things we can improve as a district is in the area of communication, so that school staff are aware of where to access the services. Mr. Anderson commented that it is the district’s priority to ensure there is a plan for internal communication.

John Oliveira suggested reaching out outside agencies or community partners to help absorb the cost for the Community Resource Center.

Joshua Amaral noted the importance to ensure we are investing on programs that will be sustainable in the next few years.

Mr. O’Leary reviewed the Social Emotional Learning Additions for FY2020 Budget. John Oliveira questioned the \$20K for Positive Behavior Intervention and Supports (PBIS). Mr. Anderson responded that if the program is well implemented, it is a good investment that allows staff to be trained and be able to spread the training without seeking outside support.

To a question by Colleen Dawicki with regard to how much PBIS and trauma sensitive schools would cover. Ms. Bettencourt explained that the district has a cohort model, this will allow training to different cohorts across the district so that every school can receive trauma sensitive training.

Mr. O’Leary stated that the total preliminary FY20 Budget with the investment request is at \$147M. The next budget workshop would focus on Teaching and Learning investments.

**SUPERINTENDENT FY20 BUDGET INVESTMENT PRIORITIES**

Total Preliminary FY20 Budget Investment	
	TOTAL
Eligible Net School Spending	\$130,954,950
Non-Net School Spending	\$11,891,434
<b>Total Operating Budget</b>	<b>\$142,846,384</b>
Investments (right sizing, staff, etc.)	\$4,097,073
<b>Total Request</b>	<b>\$146,943,457</b>

At this time, Mayor Mitchell stated that the School Committee received the following Open Meeting Law complaints:

- Filed by Jose Soler on March 11, 2019 on behalf of New Bedford Coalition to Save Our Schools
- Filed by Ricardo Rosa on March 11, 2019 on behalf of New Bedford Coalition to Save Our Schools
- Filed by Merrie Najimy on March 20, 2019 on behalf of the Massachusetts Teachers Association

Mayor Mitchell noted that the aforementioned complaints were already distributed to the Committee members for their review and the Committee has 14 days to respond. He stated that the School Committee can delegate the matter to counsel in order to prepare and file a response on time. The Committee is also scheduled to review the Executive Session minutes to determine if they can be released.

On a motion by Bruce Oliveira and seconded by Jack Livramento, the Committee voted to delegate responsibility for responding to the complaints to the School Committee counsel.

The roll call vote was as follows:

John Oliveira – No	Joshua Amaral– Yes
Christopher Cotter – Absent	Colleen Dawicki - Yes
Jack Livramento – Yes	Mayor Mitchell –Yes
Bruce Oliveira - Yes	

5 – Yeas      1 – Nays      1 – Absent

At 6:57 P.M., on a motion by Bruce Oliveira and seconded by Jack Livramento, the Committee voted to adjourn the budget meeting and enter into executive session for the following purpose:

To review Executive Session Minutes: January 7, 2019; February 11, 2019; and March 11, 2019  
(Executive Session Purpose #7)

The roll call vote was as follows:

John Oliveira – No	Joshua Amaral– Yes
Christopher Cotter – Absent	Colleen Dawicki - Yes
Jack Livramento – Yes	Mayor Mitchell –Yes
Bruce Oliveira - Yes	

5 – Yeas      1 – Nays      1 – Absent

Respectfully Submitted by,



Adlybeiry Ferreira  
Recording Secretary

Reviewed by,



Thomas Anderson  
Superintendent, Secretary/School Committee

# New Bedford Public Schools

FY2020 Budget Workshop  
March 27, 2019  
Safe & Supportive Schools

## Agenda

FBRC Bills analysis

Special Education forecast

Nursing/ Wraparound Services

### FOUNDATION BUDGET REVIEW COMMISSION FINDINGS AND RECOMMENDATIONS

- Special Education
- Benefits/Health Insurance
- English Language Learners
- Low Income Students



**Bill H.720**  
Governor Baker - An Act to promote equity and excellence in education.  
Adopted the major recommendations of the Foundation Budget Review Commission (FBRC).  
Integrates other recommendations to the Commission's 2019-2020 finding framework, and includes the various changes that have previously been recommended through several bills passed in the past 3 years. The proposed legislation sets targets for changes to the Foundation Budget allocations to be fully granted in the FY20.

**House 3, Governor Baker's proposed state budget for the coming fiscal year FY2020**

**Senate Promise Act 101 or Bill S.238**  
An Act providing rich, full opportunities and meaningful investment for successful and equitable education.  
By Ms. Chang-Diaz

**Bill H.376**  
1943a (Current)  
An Act relative to updating the education foundation budget.  
By Mr. Kocik of Salem

### Special Education

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Special Education: Out of-District Rate Assumed at 1% of enrollment at \$28,428.66/student	Assumed at 1% of enrollment at 3 times the average per pupil rate (beginning in FY19) (\$35,622.99) <b>New Bedford Increase \$6.8 million</b>	Assumed at 1% of enrollment at 3 times the average per pupil rate (\$35,622.99) <b>New Bedford Increase \$6.8 million</b>	Assumed at 1% of enrollment at 3 times the average per pupil rate (\$35,622.99) <b>New Bedford Increase \$6.8 million</b>

### Employee Benefits

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- The legislation specifies that the goal rates will be updated annually to reflect changes in GIC's premium costs.

House 1 - FY2020	Governor's Bill H.70	Senate Promise Act 101	Bill H.376
Year 1 of a planned 6-year phase-in of increases to reach GIC rates. 24% increase	One-fifth of the remaining GIC employer premium gap to be closed in each of the next 5 years. Estimate: 17% increase per year.	Per pupil goal declines 20% (9% above FY20 goal)	Any active employees without current GIC plans for the previous 3 fiscal years, should fund their Year 1 insurance goal. Unfunded amounts of GIC plans should come from the previous 3 fiscal years. Foundation. Results: Allocation should be 2.2% of employees that do not have GIC plans. Employees + 100% of employees match previous plan cost district level employees
<b>New Bedford Increase \$5 million</b>	<b>New Bedford Increase \$7.5 million</b>	<b>New Bedford Increase \$4.2 million</b>	

### English Language Learners

- ELL enrollment no longer is based from SIVS. Students with little English language proficiency, measured by ACCESS for ELLs test, who have already met / exceeded state exit requirements, are no longer counted as ELL students in the foundation budget calculation. Claim: "This reduced enrollment is mitigated by the increased rates."
- English learner (EL) incremental rates by grade level, increases enrollment for high school students, reflecting the additional challenges of learning a new language at an older age.

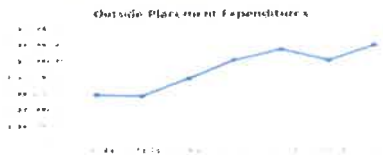
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Formerly calculated as base rate. Now increments above base: PK-5: \$2,177.17, 6-8: \$2,721.46, 9-12: \$3,265.74	Increments above base: PK-5: \$2,177.17, 6-8: \$2,721.46, 9-12: \$3,265.74	Increments above base: \$2,537.49	Increments above base: PK: \$1,177.16 (50%) All other grades: \$2,354.66
Former base rate: Com: \$1,886.46; FY19: \$2,214.07; FY19: \$6.07; <b>New Bedford Increase \$2.4 million</b>	Eliminate "students who have already met exit requirements"	<b>New Bedford Increase \$2.3 million</b>	<b>New Bedford Increase approx. \$2 million</b>
	<b>New Bedford Increase less than \$2.4 million</b>		<b>New Bedford Increase approx. \$2 million</b>

### Low Income Students/ Economically Disadvantaged

- For economically disadvantaged students, Gov Baker's proposal introduces a more progressive decile rate structures. Expands the foundation budget over 7 years.
- New, targeted high needs concentration increment has been added for districts serving the highest concentrations of both economically disadvantaged and EL students.

House 1 - FY2020	Governor's Bill H.70	Senate Promise Act 101	Bill H.376
Decile 10 \$4,196.16 per student + \$26 per student high needs concentration	Decile 10 \$4,762 per student + 780 per student high needs concentration	Decile 1-10 at 90-600% of the statewide per pupil amount approx. \$6,254 per student (decile 10)	"Amount shall not be less than 50% of the average per pupil expenditure for the decile with the lowest percentage of L students & shall increase with each subsequent decile." (Ties to higher PPS districts)
[Compared to FY18 decile 10 increment of \$3,980]	<b>New Bedford Increase: \$8.4 million</b>	<b>New Bedford Increase: \$43.4 million</b>	
<b>New Bedford Increase: \$2.2 million</b>			

**Special Education Out of District Trends**



School Year	Outside Placement Expenditures
2012-13	\$ 2,367,000.00
2013-14	\$ 2,369,361.25
2014-15	\$ 2,399,491.46
2015-16	\$ 2,823,281.25
2016-17	\$ 3,809,500.00
2016-18	\$ 5,200,451.00

**Special Education FY2020**

	FY19	FY20
Anticipated CB carryover		\$ 2,242,000
Local budget spend/tuition	\$ 3,810,000	\$ 3,809,500
Total FY20 OOD Tuitions	\$ 6,151,500	
Special Ed transportation	\$ 7,817,000	\$ 7,878,330
Physiological Services	\$ 5,235,000	\$ 5,235,000
Tutorial Services	\$ 237,000	\$ 237,000
Instructional supplies, equipment & services	\$ 78,500	\$ 80,000
Aspen Software	\$ 48,668	\$ 55,000
Office	\$ 42,632	\$ 43,807
Salaries	\$ 3,543,033	\$ 3,643,603

**BPS Promise Projection : New Bedford**

FY20 Promise Act		
Total Foundation Budget	Required Local Contribution	Final Chapter 70
241,007,536	47,299,616	193,707,920
Foundation Growth	67,175,102	
Required Local Contribution	18,776,643	
Chapter 70 Growth	48,398,459	

**FY2020  
Special Education Trends**

**Special Education Circuit Breaker**

**Circuit Breaker**

The Massachusetts Special Education Circuit Breaker program reimburses the school district for a portion of costs for educating severely high-needs special education students. In addition, districts are permitted to carryover a portion of unutilized Circuit Breaker funds to the following fiscal year. The Circuit Breaker funding is based on the state budget and the number of claims submitted by districts. The threshold for eligibility is reached when districts spend four times the state average foundation budget on a student as calculated under the Chapter 70 education funding formula. The Circuit Breaker program aims to pay 75 percent of the costs above that threshold.

2016 Circuit Breaker				
	Starting Balance/Carryover	Revenue	Expenses	Balance
FY16	985,102.55	2,267,204.00	1,117,432.10	2,137,874.45
FY17	2,137,874.45	1,715,106.50	2,315,406.37	1,537,574.58
FY18	1,537,574.58	2,442,576.20	1,237,594.30	2,742,556.48
FY19	2,442,556.63	2,598,609.20	3,741,522.67	1,299,643.16

**Appendices / Links**

- <http://www.doe.mass.edu/charter/finance/tuition/fy20/projection.html>
- <https://malegislature.gov/Bills/191/H70>
- <https://www.mma.org/advocacy/mma-urges-joint-committee-on-education-to-make-substantial-changes-to-school-finance-law/>
- <http://www.doe.mass.edu/finance/chapter70/fy2020/prelim.html>

**FOUNDATION BUDGET REVIEW COMMISSION FINDINGS AND RECOMMENDATIONS**

- Special Education
- Benefits/Health Insurance
- English Language Learners
- Low Income Student



**Special Education Out of District Trends**

School Year	Total # K-6 Outside Placements	Total # 7-12 Outside Placements
2012-13	22	30
2013-14	8	31
2014-15	17	31
2015-16	26	41
2016-17	25	41
2017-18	20	31
2018-19	18	42

School Year	# of PE 6 "Collaborative" Placements	# of PE 12 "Collaborative" Placements
2012-13	2	15
2013-14	2	15
2014-15	2	16
2015-16	3	19
2016-17	10	31
2017-18	12	25
2018-19	10	24

## FY2020 Nursing/ Wraparound Services

**Nursing Additions FY2020 Budget**

Item Description	Total Cost
Hathaway/Rodman, Winslow, Whiting City, Congdon--need sinks, and bathrooms/privacy, many of the nurses offices are located in Closets with no sink, privacy, or appropriate space to work	\$20,000.00
Health Services office VOIP system, headset, and fax/printer	\$1,200.00
Three additional staff Nurses to have all schools covered	\$162,000.00
Two staff Health Representatives	\$62,000.00
SHAR electronic health records (EHR)	\$15,000.00
IN-Demand Medical Interpreter Services	\$10,000.00
	<b>\$315,200.00</b>

**Family Engagement Additions FY2020 Budget**

Item Description	Total Cost
Funding to support the Community Resource Centers at 7 schools need support for supplies and ordering of furniture and support	\$120,000.00
Family Eng initiatives that we were pushing at district level between supplies, PD for district, FELT team PD, agendas, and misc.	\$20,000.00
FELT Team (Family Engagement Leadership Team) Facilitator - assigned who helped run meetings, agendas, build PD and capacity building of our FELT team - also helped with organizational pieces that I couldn't always get to	\$45,000.00
Gloms App will be used as a parent communication APP this year as a Family Eng tool and if successful we may want to grow it could be up to \$30,000	\$30,000.00
	<b>\$215,000</b>

**Social Emotional Learning Additions FY2020 Budget**

Item Description	Total Cost
Positive Behavior Interventions and Supports (PBIS)	\$20,000
Staff stipends to present at community events. Mindfulness coaches stipend	\$11,000
Trauma Sensitive Schools - Professional development, consultation and coaching for new schools, and continuing the support being given to current Trauma Sensitive schools	\$0,000.00
Supply, paper, technology	\$15,000
	<b>\$54,000</b>