

## Hull Public Schools School Budget Questions and Answers

The following provides answers to frequently asked questions about the Hull school budget. Answers are based on information gathered from the Hull Schools, Hull School Committee, Town officials, and secondary data sources including DESE (Department of Elementary and Secondary Education) and the town census. Massachusetts schools and towns are not required to report their data in a fully standardized manner. Therefore, it is possible that the comparative data used here may reflect inconsistent reporting methods.

1. **How much is our school budget and what percent of the total town budget does it represent? How does this compare to neighboring communities?** The FY11 school budget was approved at town meeting for \$12,500,000. This represents about 35% of our total town budget, which is \$36,008,046. In neighboring districts the school budget represents a greater proportion of the total town budget. It is important to note that school budget numbers do not reflect health insurance which is carried separately in each town's budget.

Schools' Percentage of Total Town Expenditures – FY11			
Town	Town Budget	School Budget	Schools % of Total Budget
Marshfield	\$71,361,744	\$40,216,264	56%
Scituate	\$53,706,142	\$27,863,448	52%
Norwell	\$39,804,847	\$19,145,749	48%
Cohasset	\$32,518,785	\$15,138,668	47%
Hingham	\$80,454,008	\$35,786,176	44%
Hull	\$36,008,046	\$12,500,000	35%

(Source: Town Meeting Warrants)

2. **What are the sources of money for the town budget?** There are three basic sources of revenue for any town budget. The majority comes from property taxes. The other primary source is state aid. The third source is local receipts, which include beach stickers, excise taxes, parking tickets, fees, etc.
3. **How is the school budget allocated?** The school department is a service oriented, labor intensive organization. Approximately 70% of the budget pays for direct salaries to staff. Much of the remaining 30% of the expense budget pays for contracted labor for services such as out of district special and vocational education placements, school bus transportation, services for most maintenance activities, etc. Considering this, over 90% of the school budget pays for direct and contracted labor costs.
4. **How much state aid do we receive for schools and how has this changed in the last 10 years?** State aid for education (Ch. 70 funds) peaked in FY02 at \$4,516,679. In FY11 our Ch. 70 aid is \$3,591,102 or approximately 21% less than we received during the peak year of FY02. Currently, our Ch. 70 aid is slightly more than the amount we received thirteen years ago during FY98.
5. **What has been the trend for Hull's school budget?** The School Department's FY11 Town Meeting appropriation is \$12,500,000, which is 6.5% higher than our FY04 (\$11,736,601) Town Meeting appropriation, or an average annual increase of .9%.

**6. What have the school budgets been since FY01?**

SCHOOL DEPARTMENT BUDGET	
FY01 THROUGH FY11	
FISCAL YEAR	SCHOOL DEPARTMENT BUDGET
FY01	10,220,776
FY02	10,820,776
FY03	11,420,776
FY04	11,736,601
FY05	12,204,347
FY06	12,647,251
FY07	13,105,919
FY08	13,105,919
FY09	12,770,000
FY10	11,876,872
FY11	12,500,000
<i>Since FY08 the schools have eliminated 40 positions.</i>	

- 7. What does a level-service or maintenance budget mean?** Level-service or maintenance budget means budgeting the dollars necessary to keep the same level of service and programs from the previous year, taking into account inflation, contractual obligations, enrollment, etc. A level-funded budget means the same dollar amount as the previous year – no provisions are made for inflation and cost increases – so services and programs may need to be reduced.
- 8. How do we ensure level-service funding for the schools every year?** The simplest answer is to find ways to increase revenue to the town and to control the costs that cause the greatest increases, such as health insurance costs. Every town and school budget is subject to the ups and downs of the economy. It is difficult to provide consistent, quality education when more and more dollars have to be spent to cover higher costs. This is a question to debate as a community, as well as with local and state elected officials.
- 9. Why is Hull experiencing a budget crunch?** On the expense side, the primary reason is skyrocketing health insurance costs. Other reasons include increased costs for transportation, special education, energy, and general inflation. On the revenue side, Hull is receiving inadequate state aid and reduced growth in local receipts.
- 10. What is the Massachusetts Proposition 2½ law and what does it mean?** Proposition 2½ refers to limitations on the amount of property tax a Massachusetts town can levy. The property tax ceiling cannot exceed 2½ % of the value of all taxable property in the town; and the property tax levy limit cannot increase from year to year by more than 2½ %, except to allow for new growth.
- 11. Is there a documented correlation between lower funding for education and school performance? At what levels?** This question has been studied often. In the 60’s, the “Coleman Report” concluded that factors other than the quality of the school (funding)

were more important to academic achievement (such as characteristics of the student and his/her family). In the 80's, economist Eric Hanushek used a statistical approach to determine "no systemic" relationship between funding and performance (Hanushek, 1989). More recently, University of Chicago researchers concluded that moderate increases in spending may be associated with significant increases in achievement." (Greenwald, Hedges, & Laine, 1996).

12. **What is the difference between an operating budget and a capital budget?** The operating budget reflects the day-to-day services and costs required to operate the schools. The operating budget is what is being discussed here. A capital budget generally covers anything that has a lifespan of greater than five years such as buildings and renovations, major repairs, technology investments, etc.
13. **Who is involved in building the school operating budget? How does it begin and what is the approval process?** Hull uses a combination of "zero based" budgeting and program budgeting. The school budget process begins in the fall of the previous year when principals prepare their respective budgets for the Superintendent. The administrative team reviews the preliminary budgets. The Superintendent communicates with the Town Manager about anticipated revenues for the town. The administration presents the budget to the School Committee. The School Committee votes a preliminary budget, which is presented to the Advisory Committee. The School Committee holds a public hearing on the proposed budget and then votes the final budget that goes to the voters for approval at Town Meeting in May. At any time in this process, the state aid projections can and do change.
14. **What does "Administrative Costs" mean?** The Hull Public Schools are administratively organized similar to other public schools of comparable size. Our Central Office structure includes: Superintendent, Director of Curriculum, Instruction & Professional Development, Business Manager (part-time), 1 secretary and 3 staff responsible for payroll, accounting, clerical services, human resources, student registrars, Department of Elementary and Secondary Education (DESE) and federal reporting requirements, teacher licensure, grants management, accounts payable and receivable, Massachusetts Teachers Retirement Board (MTRB) requirements, and bidding, legal expenses and settlements are also included in Hull's reporting of Administrative costs.

At Hull High School there is one principal, one assistant principal, and two secretaries. At Memorial Middle School there is one principal and one secretary. At Jacobs Elementary School there is one principal and one assistant principal and 1.5 secretaries. As mandated by federal and state regulations, there is one Director of Student Services who oversees special education and other student support services. One secretary supports the department.

There are 2.6 employees who support and maintain all of the technology and the student and educator information management systems.

When comparing school districts, it generally is best to look at actual positions rather than some of the detailed analytical data produced by the DESE, which may be misleading since data are not reported consistently across school districts. For example, some districts include legal settlements in administrative costs; others do not. Also,

administrative costs for legal expenses may vary significantly from year to year based on specific issues related to collective bargaining and special education. This may have a tendency to distort the data on expended funds for administration.

15. **How does the Department of Elementary and Secondary Education compute the average “Per Pupil Cost” for school districts in Massachusetts?** Costs included in the per pupil expenditure vary widely from town to town. Some districts include retired teachers’ health insurance; others do not. Some examples of the costs charged to Hull’s per pupil expenditure are: employee benefits including health insurance for current staff and retired teachers; administrative costs of a portion of the time Town staff support school operations such as the Town Accountant, Treasurer, Collector; and tuition for students/residents of Hull who attend charter schools. In FY10, \$3,589,942 in the Town’s expenses were allocated to the school department and included in the per pupil expenditure. Many towns have a 50/50 health care split. Hull’s previous 90/10 health care split contributed to Hull’s higher per pupil expenditure cost.
16. **How may an individual make his/her opinions known?** The school budget procedure is an open process. One may voice opinions and provide input at any point through communication with School Committee members, at School Council meetings, School Committee meetings, and the Public Hearing. One may also provide input through written surveys conducted periodically by the School Councils. Finally, thoughts and values may be shared by participating in Town Meeting and voting on the budget every May.
17. **Where may I obtain information on the school budget?** The school website <http://www.town.hull.ma.us> includes information for the current budget year and for the upcoming budget year as it becomes available. School newsletters are a resource as well. The town also publishes a comprehensive Annual Report each year.
18. **How much does student transportation cost?** We spend approximately \$897,918 on regular and special education transportation.
19. **How much money are we reimbursed by the State for transportation?** Hull does not receive any reimbursement for regular or special education transportation.
20. **What is an FTE? Does this factor in insurance?** An FTE in the school budget stands for one Full Time Equivalence and does not factor in insurance until employees are eligible for benefits. The Hull Public Schools has reduced its staff by 40 FTE’s in the past four years.
21. **What is the average cost of a new teacher? How much does insurance add to that?** Currently, the average cost of hiring a teacher in Hull is approximately \$54,096. Depending on individuals’ previous experience and educational background the salary range of a new teacher could be as low as \$42,125 for a Bachelors step 1 or as high as \$88,595 for a Doctorate step 12. All town and school employees are eligible for the same insurance benefits. Network HMO Blue, which the majority of school personnel are enrolled in, costs the town approximately \$5,337 for a single plan and \$14,238 for a family plan. Insurance for all town and school employees is carried in the town budget.

22. **How do our insurance costs compare to other towns?** Hull previously had a 90/10 insurance plan with the town paying 90% of the premium. Hull currently has a 75/25 insurance plan with the town paying 75% of the premium. Hingham and Marshfield have a 50/50 plan with the town paying 50% of insurance costs. In Cohasset and Scituate, the town pays between 50% and 89% depending on the plan.
23. **What have the Hull Public Schools done to reduce costs?**
- By implementing Voice Over Internet Protocol (VOIP), the Hull Public Schools saves over \$18,000 per year in telecommunications costs.
  - In 2007-2008 the school lunch program cost the Hull Public Schools \$23,000. By increasing the lunch prices by \$.50, we eliminated that cost.
  - Housing six Collaborative classrooms in the Hull Public Schools saves \$24,000 in tuition and over \$35,000 in transportation costs.
  - Reduced one bus saves more than \$44,000 yearly.
  - In FY10 started charging student fees for participation in all sports.
  - In FY10 started charging student fees for participation in drama.
  - Employing a part-time Business Manager saves approximately \$20,000 to \$25,000 annually.
24. **If the schools only provided free transportation to students in grades K–6 who live more than 2 miles from school, (which is a state mandate), how much money would HPS save?** Approximately 64% of our K-6 students live beyond two miles from the schools. Most likely, we could reduce the number of buses to 7, which would result in a \$90,000 savings for the school department. We have estimated that N Street is 2 miles from the Jacobs School.
25. **What is being done to help control increasing maintenance and energy costs in the schools?** The school department has made great strides in the area of energy efficiency. The district is a member of the South Shore Educational Collaborative and we purchase our natural gas in the open market. As a member of the collaborative, our purchasing power has increased resulting in a cost savings for the school department. New mechanical equipment has been installed in all three schools resulting in better energy efficiency. Mechanical equipment has been programmed to shut down at night, on weekends, and vacations resulting in decreased gas and electrical use. As part of the school building construction, motion sensors have been installed in all classrooms throughout the district to shut lights off when rooms are vacant.

The school department has hired an HVAC Technician/Energy Manager to work one day a week, at 30% less than the contracted rate. In addition, he has made modifications to supplement the Energy Management System that have resulted in energy savings. Energy management is an ongoing effort to control and reduce energy costs through best practices and staff training.

The school department has worked with Aquarion Water Company and Waterwise Technologies to reduce the amount of water used in the schools. Waterwise Technologies conducted a water audit at the Memorial Middle School and Hull High School. Through the water balancing program instituted by Aquarion Water Company, local developers have purchased and we have installed high efficiency aerators, showerheads, and new kitchen sprayers.

The town and school department became a member of Energy Star and the Community Energy Challenge program. The town utilized an intern from the University of New Hampshire Pollution Prevention Internship Program to gather data on electrical, gas, and water usage for our buildings. The data was entered in the EPA Portfolio Manager (software), which will create scores for each building.

26. **Is Special Education mandated?** Yes. Nationally, more and more children are diagnosed with special needs every year and children with severe handicaps are living longer. Regardless of budget constraints, we are required by the Commonwealth of Massachusetts and Individual with Disabilities Education Act (IDEA) to educate all students in the least restrictive environment possible, from the ages of 3 to 22. These are mandated and important services.
27. **How much do we spend on special education?** In FY11 we budgeted \$3,542,795, which is 28% of the total appropriated budget.
28. **What percent of dollars do we spend on special needs out-of-district placement; how many students does this involve; what is the transportation cost?** In FY11 we budgeted approximately \$1,028,708 for out-of-district placements for 23 children. We work hard to keep as many students as possible within the system. For FY11 we budgeted \$325,096 to transport these students to outside placements.
29. **How much did the school buildings cost?** The total project cost of rebuilding the three schools was \$58,709,192. The Massachusetts School Building Authority (MSBA) reimbursement to the town was \$36,866,413. The cost to the Town of Hull was \$21,842,779.
30. **Why can't the school department live within its budget?** We do, but due to decreasing budgets and increasing costs we have to keep cutting to do so. We had to cut 40 positions and eliminate athletics, drama and many other co-curricular activities from the town appropriated budget.
31. **How were athletics funded in FY10 and FY11 since it was eliminated from the school budget?** The Athletic Directors salary was the only portion of the athletic budget that was paid for through the school budget. Student athletes were charged a participation fee of \$250 – 1<sup>st</sup> sport, \$175 – 2<sup>nd</sup> sport, \$150 – 3<sup>rd</sup> sport and \$25 extra for football and hockey. The rest of the money was raised by the Hull Boosters Club and donated to the schools. The club had many fundraisers and also received donations from individuals and companies. This is above and beyond the regular fundraising events that occur yearly to defray costs of awards, jackets, scholarships, etc. For FY11 we received a federal stimulus grant and were able to use \$31,290 to reduce the impact on fundraising and fees.
33. **How was drama funded in FY10 and FY11 since it was eliminated from the school budget?** Students who participated in drama were charged a participation fee of \$125 – 1<sup>st</sup> play, \$100 - 2<sup>nd</sup> play, \$75 - 3<sup>rd</sup> play. A group of parents formed an organization called “The Friends of Hull High School Theatre Arts.” This group raised enough money to pay the stipends for the theatre director, music director, crew manager, choreographer, orchestra members and is still raising funds for the children’s play in May. This is above and beyond the regular fundraising events that occur yearly to pay

for costumes, sets, scripts, etc. that keep the program running. For FY11 we received a federal stimulus grant and were able to use \$10,000 to reduce the impact on fundraising and fees.

34. **What programs or courses were eliminated due to faculty reductions in FY04-FY09?** There were 21 courses eliminated from FY04 to FY09 at Hull High School. At Memorial Middle School the following programs were eliminated: world language in 7<sup>th</sup> grade, reading support for struggling students, 1 special education teacher, school-wide technology, and MCAS math lab. At Jacobs Elementary School class sizes increased.
35. **How many FTE faculty reductions in FY10? What programs or courses were eliminated due to faculty reductions in FY10?**

<b>FY10 Reductions</b>				
	<b>Jacobs</b>	<b>Memorial</b>	<b>Hull High</b>	<b>TOTAL</b>
Paraprofessionals	3.2		1.0	4.2
Assistant Principal		1.0		1.0
Secretary	0.5			0.5
Physical Therapist	0.2			0.2
Librarian	0.8	0.3		1.1
Guidance	0.7	0.3		1.0
Classroom Teachers	4.2			4.2
Curriculum Coach	1.0			1.0
Social Studies Teacher		3.0	0.4	3.4
World Language		1.0		1.0
Business			1.6	1.6
Art		0.4		0.4
Music		0.4		0.4
Physical Education		0.4		0.4
Math teacher			1.0	1.0
<b>Total Position Reductions</b>	<b>10.6</b>	<b>6.8</b>	<b>4.0</b>	<b>21.4</b>
<b>Additions</b>				
Math teacher		1.0		1.0
Technology	0.7	1.0		1.7
<b>Total Position Additions</b>	<b>0.7</b>	<b>2.0</b>		<b>2.7</b>
<b>Net Position Reductions</b>	<b>9.9</b>	<b>4.8</b>	<b>4.0</b>	<b>18.7</b>

There were 21 additional courses eliminated in FY10 at the Hull High School including all courses in the business department.

At Memorial Middle School the following programs were eliminated: assistant principal, library, foreign language, and the Second Step program in grade 6. In addition, social studies teachers were eliminated and social studies is being taught by all other content area teachers. One mathematics position was transferred from the high school to the middle school.

At Jacobs Elementary School, the following programs were eliminated: library, technology in kindergarten and grade 4, health in grades 4 and 5 (now implemented as part of P.E. but no longer a separate program), Second Steps Anti-bullying program, math coach, free full-day kindergarten, grade level meetings. In addition, guidance programs were reduced.

36. **How were class sizes affected due to faculty reductions?** Average class sizes changed as follows:

Grade Level	Class Size FY07	Class Size FY11
Kindergarten	17.2	26
Grade One	16.5	18.5
Grade Two	17.4	19.5
Grade Three	16.2	24
Grade Four	16.8	25.25
Grade Five	21	24.66
Grade Six	18.2	21.25
Grade Seven	17.4	30
Grade Eight	21.4	29

37. **Will the FY12 requested level service school budget restore any staff, programs or courses previously eliminated?** No.
38. **How is Hull Family Network funded?** Hull Family Network is funded by a state grant.
39. **What is the enrollment of Hull students in the charter school?** There were 173 Hull students attending the charter school in 2003-2004 and there are currently 38 Hull students attending the charter school in 2010-2011, a decrease of 78%.
40. **What are the responsibilities of the Director of Curriculum, Instruction & Professional Development?** The Director of Curriculum, Instruction & Professional Development is responsible for curriculum and instruction, grants, professional development, English Language Education, and assisting the Superintendent. Curriculum and instruction includes developing and updating district curriculum, improving the quality of the instruction, and analysis of all district-wide testing K-12. Grants management consists of finding and writing the grants, developing and managing the budgets, writing any necessary amendments and updates, completing all final reports, and preparing for all audits. Currently Hull Public Schools receives \$1,249,129 in grants, which fund 5.5 teacher salaries; 11.9 paraprofessional salaries; 1 secretary salary, occupational, physical, and speech and language services; and money for teacher stipends for after-school and summer programs. Professional development involves long-term vision and planning, development, procurement, and funding for all professional development. Providing quality professional development for our teachers and staff leads to high-quality instruction, the most significant factor in student achievement. English Language Education is a state-mandated program, which necessitates identifying, testing, and providing appropriate services to all English language learners. In addition, translations of meetings, Handbooks, and announcements must be provided if requested by parents. All general education teachers who teach English language learners must receive specific training mandated by the state. Finally, the Director of Curriculum, Instruction & Professional Development assists the Superintendent with such responsibilities as budget, personnel, evaluations, negotiations, and parent communication.
41. **What are the responsibilities of the Assistant Principal at each school?** The Assistant Principal is responsible for assisting the principal in all aspects of leadership.

Daily responsibilities include attendance issues, discipline/student behavior issues, scheduling, grade reporting, teacher/staff evaluations, attendance at Student Intervention Team and Student Assistant Team meetings, writing weekly blue notes, and parent communication. The Assistant Principal also coordinates substitute coverage, after school detention, lunch and bus duty, and assists with planning professional development.

42. **What are the responsibilities of the Athletic Director/Community Outreach Coordinator?** The Athletic Director is responsible for organizing, scheduling, and administering the overall interscholastic athletic programs and sports activities. He implements and upholds MIAA mandates; recruits, interviews, screens, recommends and supervises qualified athletic coaches and supervisors; hires officials, EMT's, trainers and police as required; arranges and schedules transportation to athletic events; and prepares and administers the athletic budget, including processing payroll and equipment. Without an Athletic Director, the district would be out of MIAA compliance and could not participate in sports competitions.

The general duties of the Community Outreach Coordinator include developing and overseeing the various out-of-building student internships for the district. These programs provide experiences outside of school and help students recover credits preventing them from dropping out of school. The coordinator provides vocational experiences for those students interested in the trades. He is responsible for the professional supervision, evaluation and development of internship sponsors who provide students with an overview of businesses and business behaviors. Satisfying students' vocational interest is key in saving the district expensive vocational placement tuitions. The coordinator also works with guidance staff to identify students who would benefit from in-house occupational education, developing valuable skills to make them more readily employable after high school. He also works to develop relationships in the community and provide information about the schools to local media outlets.

49. **What are the responsibilities of the literacy coach?** The responsibilities of a literacy coach include working with administration in crafting an overall vision of literacy excellence in the schools. The coach analyzes the data collected from formal and informal assessments; monitors student, class, grade and school progress; assists teachers in differentiating instruction; designs and implements professional development trainings; organizes and develops after-school support and enrichment programs; and works with families to develop strong links between home and school.
50. **What are the responsibilities of the Information Technology Director?** The Information Technology Director administers and supervises work in the development, installation, and maintenance of all information technology systems and networking infrastructures. The director manages all technical aspects of Hull Public Schools including data and voice IP networks, backup, storage, and retrieval functions; development and maintenance of WEB applications; HPS Community Television; digital phone systems, voice mail system, PA systems and clock systems; and LANs and WANs. The director negotiates and contracts with consultants, technical personnel, and vendors for services and products, and with management to analyze computer system needs for school and town administrative operations. The Information Technology Director supervises all HPS IT staff, and reviews all budgets, hardware and software purchases. The director develops, maintains, and tests disaster recovery plans.

51. **What are the responsibilities of the Assistant to the IT Director?** The assistant to the IT Director assists the IT Director and provides technical support for the Hull Public Schools. The assistant develops and maintains computer and network services, administrative databases, LANs and WANs and WEB applications. He documents existing and future network operations and recommends and develops plans for systems development and operations. The assistant to the IT Director also provides training and documentation for systems and computer programs to staff.
52. **What are the responsibilities of the technology specialist?** The technology specialist provides hardware and software technical support including digital systems design, audio systems, and video systems maintenance and repair. The specialist maintains computer and network services on a day-to-day basis including digital phone systems, clock systems, and public address and bell systems for the district. The specialist monitors network backup, storage and retrieval, Internet, and the schools' security systems. He services and repairs all hardware (computers, printers, routers, etc.) and provides technical support for HPS staff.
53. **What are the responsibilities of the bookkeeper?** The bookkeeper is responsible for the district accounting, which includes accounts payable, accounts receivable, student activity accounts, school lunch program account, and special funds. The bookkeeper trains and supervises users of the accounting system and interacts with the town accountant. The bookkeeper also receives and processes staff travel-on-school-time forms and course reimbursement forms. The bookkeeper assists with budget implementation and year-end processes, sorts and distributes incoming mail for Central Office, maintains a current list of office equipment, and is the state agent for issuing working papers.
54. **What are the responsibilities of the Payroll/Human Resources Coordinator?** The payroll/human resources coordinator is responsible for the districts payroll, including updating the payroll system with changes and additions, which include stipends, union dues, retirement, and ensure accuracy of medical, life insurance and county retirement withholdings. Human resources includes all aspects of setting up new hires, working with personnel enroll in medical coverage, verification for mortgages, loans, etc., complete MTRS credible service requests and longevity stipends. The payroll/human resources coordinator also maintains the district-wide attendance database, collects data for (EPIMS) Education Personnel Information Management System), works with maintenance repair specialist and custodians to create purchase orders for custodial supplies and process all custodial, maintenance, operations and technology invoices for payment. The payroll/human resources coordinator is also the School Building Committee secretary, which includes scheduling, posting and attending all SBC meetings, taking minutes, creating warrants, managing and tracking all building project budgets.
55. **What are the responsibilities of the Finance Coordinator?** The finance coordinator works with administrators to develop the fiscal budget. She also reviews, updates and monitors the budget throughout the year. The finance coordinator gathers data and completes the End of Year report (EOY) and the Student Information Management System (SIMS) for the Department of Elementary and Secondary Educations (DESE). The finance coordinator monitors, balances, requests funds and does the final reports

for all Federal and State grants. The finance director collects, updates and monitors staff evaluations/observations, student migration, home schooling, staff professional development points and school attending children reports. She also is responsible for all aspects of Connect-Ed, including updating staff names and numbers, monitoring call list of bad numbers and making Connect-Ed calls to staff and students on a regular basis, informing them of upcoming events. The finance coordinator designs, updates, creates and monitors the school website. The finance coordinator is also the school committee policy coordinator who manages all aspects of the School Committee Policy Manual.

56. **How many secretaries work in the Superintendent's Office?** There is one full-time secretary in the Superintendent's Office.
57. **How many secretaries work in the Special Education/Pupil Services Department?** There is one secretary in the Special Education/Pupil Services Department. It should be noted that this secretary also provides services to the curriculum department.
58. **What is HFN?** Hull Family Network (HFN) is a state funded grant program that funds free playgroups for parents and children. This program is available to all Hull residents with children ages birth through 3 years old. The family network program hosts special events that include storytellers and musicians.

Greenwald, R., Hedges, L. V., & Laine, R. D. (1996). The effect of school resources on school achievement. *Review of Educational Research*, 66(3), 361-396.

Hanushek, E. (1989). The Impact of Differential Expenditures on School Performance. *Educational Researcher*, 18, 45-62

We appreciated permission granted by Duxbury Public Schools to copy some of their materials in preparing this report for Hull.