



Curves, Stills and Edges by CPS Student Naomi Miller



Nishi Waters by CPS Student Clara Lewis

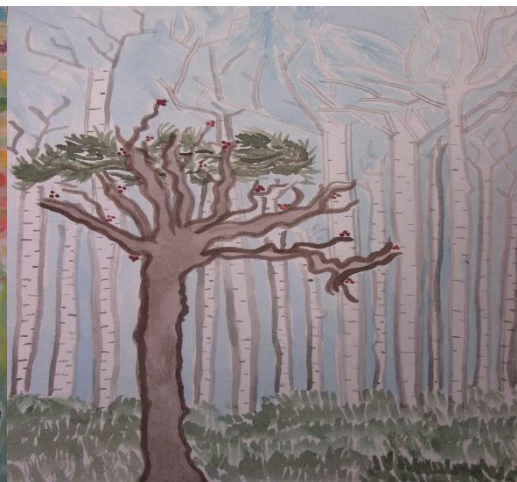
Superintendent and School Committee's FY20 Adopted Budget



Concord Public Schools
Concord, Massachusetts



Fall Life by CPS Student Nehemiah Taylor



Grounded by CPS Student Anna Sweeney

January 2019

www.concordps.org

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Mission

Educate all students in becoming lifelong learners, creative thinkers, caring citizens, and responsible contributors in a global society.



Core Values and Beliefs

Academic Excellence

Respectful and Empathic Community

Educational Equity

Continuous Improvement

Professional Collaboration

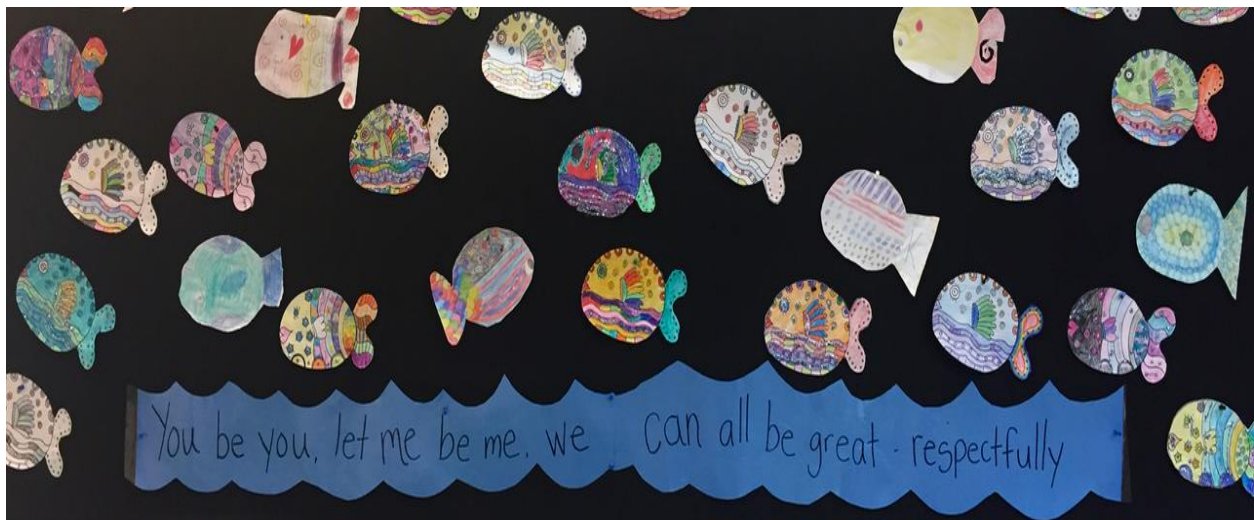


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Section I: Introduction



Executive Summary

The Concord Public Schools (CPS) completed the FY2020 budget development process with a vote of the School Committee on December 11, 2018. The district administration began the budget process working with internal stakeholders and the School Committee to develop the budget, and carried the process through finalizing a budget that was adopted by the School Committee. The core budgeting principles include the following:

- Students and their learning are at the center of decisions;
- Teaching and learning conditions matter for student success;
- Requested resources for programs, services, and activities reflect the District's core values of academic excellence, respectful and empathic community, professional collaboration, educational equity, and continuous improvement;
- The balance between responsive and reasonable operating budgets and the impact on taxpayers is maintained.

Zero-Based Budgeting

CPS implemented a zero-based budgeting process as part of the 2018-2019 Superintendent's Goals and Action Plan. Zero-based budgeting requires staff to begin budget development at \$0.00. Every Department Head and every Principal analyzed their internal operations to identify all anticipated costs. Costs were documented and reviewed to ensure alignment with the core budgeting principals and district goals. Other budget methodologies emphasize cost drivers, focusing documentation and analysis on identified financial pressures. The zero-based process extends the same analysis traditionally reserved for identified cost drivers to all costs, no matter how large or small.

Budget Overview

Since 2007, the Concord Public School district has been able to develop budgets that do not require an override request to the Concord voters. The FY20 request continues this trend by providing sustainable growth to the taxpayers and sufficient funding for educational programs. As a result of the FY20 zero-base budget process, district administration and School Committee have recommended an operating budget increase of 2.99%. The FY20 recommended budget is \$39,390,163, an increase of \$1,143,268 from the FY19 approved budget. See CPS School Committee Approved Line Item Budget in appendix item (F). The request is above the Concord Finance Committee's guideline of 2.61%.

Restructuring and Reporting Changes

Administrative reorganization efforts and anticipated financial reporting changes include:

- I. Elimination of 1 district wide administrative position and 1.5 support positions (2.5 FTE) in FY18. The total savings to both the Concord-Carlisle Regional School District and the Concord Public School District, is \$257,157. Further, reorganization of the Human Resources Director position to Human Resources Manager, and savings from attrition at the Deputy Superintendent of Finance position will save CPS and CCRSD \$85,000.
- II. Over the summer the District advertised an RFP for a new School Committee and Special Education lawyer. By doing so the rate went from \$1,100 to \$210 per hour in FY19. We anticipate the cost savings to be significant.
- III. IT cost classifications have been revamped by the Department of Elementary and Secondary Education (DESE) in an attempt to standardize statewide reporting. Before the changes, there was significant ambiguity regarding how certain IT expenditures should be reported. In the past, CPS included many school focus support positions, including help desk type activities, as District Wide IT. The new DESE IT cost classifications eliminate much of the ambiguity by moving many support positions to the operations and maintenance cost category. The District anticipates new DESE reporting standards will improve efforts to benchmark IT expenditures. See DESE chart of accounts in appendix item (A) for additional details and effective dates.

Special Education

The district continues to experience fiscal challenges in meeting the growing needs of the special education population. The district conducted a comprehensive review of K-8 special education services during the 2017-2018 school year. For the Concord Public Schools, the review included a thorough review of the fiscal aspects of special education. The full report is available on the district web page. The preschool program will undergo a review in the winter of 2019.

Thoreau is the first of the K-8 schools to move forward with changes geared toward less reliance on tutors to deliver service. Thoreau demonstrated savings in staff from FY18 to FY19 of \$78,000 by reconfiguring its service model. The other schools will conduct similar reviews during the 2018-2019 year.

District administration is developing programs to reduce the number of students needing out of district placements. Thoreau opened the first of these programs, where 7 kindergarten and first grade students from the three elementary schools remained in district. The average cost of out of district placements for students with similar needs is \$70,000 or more. Plans are emerging for other K-8 programs.

Education Reform and Mandates

State and federal requirements can evolve and change. Pending legislation is constantly monitored. No new dramatic initiatives seem imminent. Prior mandates, however, require ongoing monitoring to ensure implementation and effectiveness:

- English Language Learners: Services are mandated and can require additional staffing at any time.
- Teacher Evaluation: The evaluation process is rigorous and time consuming task. Currently, the elementary principals are the sole evaluators giving them extraordinary evaluation caseloads. A plan to remedy this is currently under discussion.
- Grants and Reimbursements: Federal grant rates can fluctuate quickly depending on the decisions made at the federal level. Recent changes in Massachusetts provided us unexpected additional support in special education and METCO. The state legislation continues to debate changes to the Chapter 70 formula. We stay connected and aware of these discussions in addition to lobbying through organizations and local legislators.

Enrollment

Enrollment at CPS declined slightly from 2,088 students to 2,074 on October 1, 2018. The 5-year outlook based upon the historical actuals is stable for the district. There are no anticipated policies or DESE changes that would affect student enrollment. See appendix (B) for the most recent NESDEC Enrollment Report.

Capital Planning

District administration presented the CPS 5-year capital plan to School Committee on November 27, 2018. The plan is divided into two sections. The first outlines critical capital needs necessary to ensure safety is maintained and CPS facilities continue to support the learning and operational needs of students and staff. The second includes a list of energy saving green initiatives. While still critical to support the learning and operational environment of the district, the green initiatives listed represent significant energy and financial savings over the long term. In addition, projects in the green initiative list may be eligible for grants. A summary by location is included below. The full lists can be found as appendix items (C) and (D).

District Wide

The most pressing need District wide is replacement of the outdated telephone system. New hardware and wiring is required in order to convert from the outdated analog public switched telephone network (PSTN) to a digital voice over IP (VOIP) system.

Elementary Schools

The Alcott and Thoreau Energy Recovery Units (ERUs) require replacement. ERUs are critical components of energy efficient buildings. The replacement of outdated, retrofitted, and failing ERU's at the Alcott and Thoreau schools will increase energy efficiencies substantially. Boiler replacements in Alcott and Willard are anticipated in FY24-25 to further increase energy efficiencies. The District anticipates the need for VCT vinyl flooring replacement at Alcott in FY23.

Middle School

The Concord Public Schools largest capital need is the renovation or replacement of the outdated Peabody and Sanborn Middle School buildings. School Committee and CPS administration continue to assess options for construction of a new middle school. The District anticipates increasing demand for repairs and maintenance of the Peabody and Sanborn buildings over the next 5 years. Contingencies for extraordinary maintenance will be included in the FY20 operating budget. Additionally, the Sanborn building requires conversion of room 106 to a science lab to facilitate 2019-2020 middle school class configuration changes. A motion to fund a middle school feasibility study has been prepared for the 2019 Annual Town Meeting.

Ripley

Major capital needs of the Ripley administrative building include the replacement of the outdated heating system. The current system relies on a centralized boiler to deliver hot water to the entire Ripley facility, including detached pods housing the District pre-school program and the Concord Children's Center. The centralized design requires heating water to travel outside the building in order to reach the detached pods. Decentralizing the Ripley heating system will increase energy efficiency through improved thermal load balancing.

Transportation

CPS has 22 buses, 2 of which are wheelchair buses. The oldest of the fleet are from 2007. The District is developing a 10-year replacement cycle to address bus replacements. The District is conducting a comprehensive transportation review in FY19. As part of the FY19 budget, CPS has completed the procurement process of two new vehicles for delivery in Fiscal 2019. The chart on the next page is a listing of the fleet. The two bolded vehicles are scheduled for replacement in Fiscal 2019.

Transportation (Continued)

YEAR	MAKE	TYPE	MILEAGE
2007	Thomas	Bus	184,347
2007	Thomas	Bus	152,556
2007	Thomas	Bus	167,357
2008	Thomas	Bus	179,747
2009	Thomas	Bus	121,550
2010	Thomas	Bus	144,382
2010	Thomas	Bus	185,732
2010	Thomas	Bus	141,292
2011	Thomas	Bus	123,991
2011	Thomas	Bus	122,574
2012	Thomas	Bus	98,544
2017	T-1218S	Bus	50,743
2017	T-1218S	Bus	40,043
2017	T-1218S	Bus	62,643
2017	T-1218S	Bus	57,110
2017	T-1218S	Bus	52,838
2017	T-1048S	Whlchr	36,692
2017	Blue Bird	Bus	30,325
2017	Blue Bird	Bus	25,550
2017	Lion	Whlchr	6,339
2018	Blue Bird	Bus	14,576
2018	Blue Bird	Bus	14,500

Collective Bargaining

The current Concord Teachers Association contract extends through FY19. A key objective for this contract was to re-establish parity in teacher pay between the Concord K-8 teachers and the teachers at the Concord-Carlisle High School. Before this contract, a disparity between the Concord K-8 teacher pay scale and the Concord-Carlisle High School pay scale required a new K8 teacher to work three years before reaching the starting pay level of a high school teacher. The School Committee and the CTA agreed to make the adjustments necessary to create parity in the pay scales and agreed to do so over a four-year contract to help mitigate the impact to any one year of the budget. Creating parity in teacher pay required two adjustments; advancing teachers on the current pay scale, and modifying the K-8 pay scale to match the high school scale. A mid-year step advance achieved these adjustments for eligible teachers in FY18, followed by the end of year step advance for eligible teachers on the last day of FY19. CTA contractually obligated salary escalations represent the most significant cost driver to the FY20 budget, accounting for \$1,101,036 of the requested \$1,143,268 budget increase.

The following chart represents Concord Public School's contractually obligated step escalations outside of the teachers' union. This chart only includes step escalations. Other obligations including changes to longevity, shift differentials, etc. are accounted for in the zero-based budget.

Bargaining Unit	FY19	FY20	FY21	Contract Expiration
Secretaries Unit	2.75%	2.75%	TBD	June, 2020
CPS Building Service Workers	2.75%	2.75%	2.75%	June, 2021
Bus Drivers Unit	2.75%	2.75%	2.75%	June, 2021
Maintenance	2.75%	2.75%	2.75%	June, 2021

External Funding

CPS receives additional revenue other than the general fund amount. Below is a chart of the additional revenue received in FY18 and what CPS is projected to receive in FY19 and FY20. FY18 operating performance of other special revenue funds can be found in appendix (E). An accompanying glossary can be found in appendix (G).

EXTERNAL FUNDING SOURCE	FY18 ACTUAL	FY19 PROJECTED	FY20 PROJECTED
Federal Grants	666,275	660,095	599,648
METCO Grant	490,253	512,045	490,253
Special Ed Circuit Breaker	797,644	842,667	637,571
TOTALS:	1,954,172	2,014,807	1,727,472

District Goals

District goals are developed annually in accordance with the strategic plan for the district and include objectives and action plans for student achievement, district improvements, and professional practice.

Key objectives for student achievement are to close performance gaps and provide students with effective interventions and special education settings. For district improvements there will be a focus on fostering learning environments that support student wellness, a safe school environment, creating a budget recommendation that supports student learning while being sensitive to impacts on citizens and taxpayers. Priorities for professional practice are creating a shared definition of cultural proficiency and improving the inclusivity of all students.

Superintendent Goals and Action Plans

Self-Assessment and Targeted Standards, Elements and Indicators

Upon review of the evaluation rubric, a number of focus areas emerge for my professional growth and the growth of the district this year. Evidence relative to each of these areas will be shared with the School Committee both mid and end of school year. Most of them are further developed within my goals for the year.

Standard I Instructional Leadership	Standard II Management and Operations	Standard III Family and Community Engagement	Standard IV Professional Culture
B. Instruction Indicator 1. Instructional Practices 2. Quality of Effort and Work 3. Diverse Learners' Needs D. Evaluation Indicator 1. Educator Goals 2. Observations and Feedback 3. Ratings 4. Alignment Review	A. Environment Indicator 3. Student Safety, Health and Social and Emotional Needs E. Fiscal Systems Indicator 1. Fiscal Systems	A. Engagement Indicator 1. Family Engagement 2. Community and Business Engagement C. Communication Indicator 2. Culturally Proficient Communication	B. Cultural Proficiency Indicator 1. Policies and Practices D. Continuous Learning 1. Continuous Learning of Staff 2. Continuous Learning of Administration E. Shared Vision Indicator 1. Shared Vision Development

Goals and Planning

Student Achievement Goals

Based on plans for research-based intervention and the findings of the 2017-2018 special education reviews, students will receive support targeted to their needs as identified through data.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To close performance gaps and provide effective interventions and special education settings	<ul style="list-style-type: none">• K-12 review of special education reports by leadership and staff• Reorganization of special education programs horizontally and vertically• Identify needs in research-based services and interventions• Support secondary leaders in collecting screening data and providing interventions	Strategic Plan: 1.1, 1.2 Evaluation Rubric: Standard I	Fall 2018 Winter 2018 Fall 2018 Ongoing	Reduce special education referrals Increase the number of students receiving intense special education support within the district Close MCAS performance gaps in subgroups identified as partially meeting targets

Goals and Planning (Continued)

Student Achievement Goals (Continued)

During the 2018-2019 school year, evaluators will collaborate with teachers to enhance the effectiveness of the teacher evaluation system.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To foster a growth mindset through strong partnerships with evaluators and teachers	<ul style="list-style-type: none">• Review evaluation process with leadership team• Review the evaluation process collaboratively with CTA/CCTA representation and administration• Partner with evaluators to share observations during a case study• Review evaluation documents for consistency and cohesion vertically and horizontally• Review elementary evaluator structure	Strategic Plan: 1.1, 1.2, 1.3 Evaluation Rubric: Standard I	Fall 2018 Fall/ Winter 2018/19 Winter/ Spring 2019 November 2018 February 2019 May 2019 Fall/ Winter 2018/19	Increased number of evaluator/ teacher conferences Document the number of meetings devoted to evaluation (leadership, CTA/CCTA, individual) Documentation of strengths and areas of growth

Goals and Planning (Continued)

District Improvement Goals

Students will engage in strategies to promote wellness including mindfulness, an awareness of technology and a balanced approach to time outside of school.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To create a learning environment that supports the wellness of students	<ul style="list-style-type: none">• Implement K-12 mindfulness resources and professional development as outlined in CEF grant• Develop supports to foster student awareness of a balanced approach to technology• Review 2018 YRBS data• Support secondary schools in review of homework practices and use of Challenge Success	Strategic Plan 2.1, 2.2, 2.3 Evaluation Rubric: Standard II	Ongoing Winter 2019 Fall 2018 Ongoing	Document frequency of mindfulness curriculum K-12 Student and Parent Surveys Re: Technology, Homework and Stress

Goals and Planning (Continued)

District Improvement Goals (Continued)

In collaboration with safety officials and members of the school community, school safety plans will be reviewed and updated.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To promote a safe school environment	<ul style="list-style-type: none">• Reconvene School Safety Committee• Review and update 2010 safety plan document• Research and implement technology to enhance communication• Support the integration of a second School Resource Officer• Continue discussions of improvements and consistency of student safety drills	Strategic Plan 4.3 Evaluation Rubric: Standard II	Fall 2018, Winter 2019, Spring 2019 Winter/ Spring 2018/2019 Fall 2018 Fall 2018 Ongoing	Committee agendas and minutes Communication of new technical applications Updated 2019 PreK-12 safety plan

Goals and Planning (Continued)

District Improvement Goals (Continued)

Through a zero-based budget approach and review of all cost drivers, the FY20 budget will reflect cost effectiveness and efficiency while providing high quality service. Throughout the operational and capital planning processes, the needs of Concord Middle School will be a priority.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To create a sound FY20 budget that supports student learning	<ul style="list-style-type: none"> Implement a zero-based budget approach in conjunction with Director of Finance and Operations and leadership team Review all cost drivers for possible reorganization and reallocation Plan for reconfiguration of CMS including all operational, facility and instructional needs Communicate with MSBA as to status of CMS Statement of Interest Collaborate with the Concord School Committee as to next steps for CMS upon MSBA notification 	Strategic Plan 4.1 Evaluation Rubric: Standard II	Fall 2018	FY20 Budget
To develop a plan for CMS short and long term facility improvements			Fall 2018	List of areas reorganized and potential savings
			Ongoing	Reconfiguration Plan CMS
			Fall 2018	CPS Warrant Articles
			Winter 2019	Annual Town Meeting Outcomes

Goals and Planning (Continued)

Professional Practice Goals

The leadership team will further its learning as to instructional engagement, innovation and integration while maximizing district opportunities currently available.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To create a common understanding among district leaders as to engagement, innovation and integration	<ul style="list-style-type: none">• Support the completion and full implementation of Ripley STEAM lab• Further exposure, growth and learning opportunities for CCHS Rivers and Revolutions program• Provide leadership team access to professional development during administrator meetings• Prepare professional development plan for 2019-2020 including a review of structural needs (i.e. calendar, schedules, etc.)	Strategic Plan: 1.3 Evaluation Rubric: Standard I	Fall 2018 Winter/ Spring 2019 Ongoing Spring 2019	Full usage of STEAM Lab Professional Development Plan 2019-2020 List of leadership professional development experiences and identified areas of growth

Goals and Planning (Continued)

Professional Practice Goals (Continued)

The district will develop a school culture where practices and procedures reflect culturally proficient knowledge and skills.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To develop a shared definition of cultural proficiency and improve the inclusivity of all students	<ul style="list-style-type: none"> • Implement professional development for staff as reflected in the 2018 CEF grant • Maximize the expertise of the newly hired METCO Director • Provide a School Committee forum in Boston • Monitor and assess the impact of the Religious Holiday Accommodation Policy • Identify, recruit and hire candidates of diverse backgrounds while supporting those hired in the spring of 2018 	Strategic Plan: 3.1-3.4 Evaluation Rubric: Standard III and IV	Ongoing Ongoing Winter 2019 Winter 2019 Survey Ongoing Spring 2019 Hiring Season	Professional Development Calendar 2018-2019 Parent and Student Survey Results Agenda and Attendance at Boston Forum

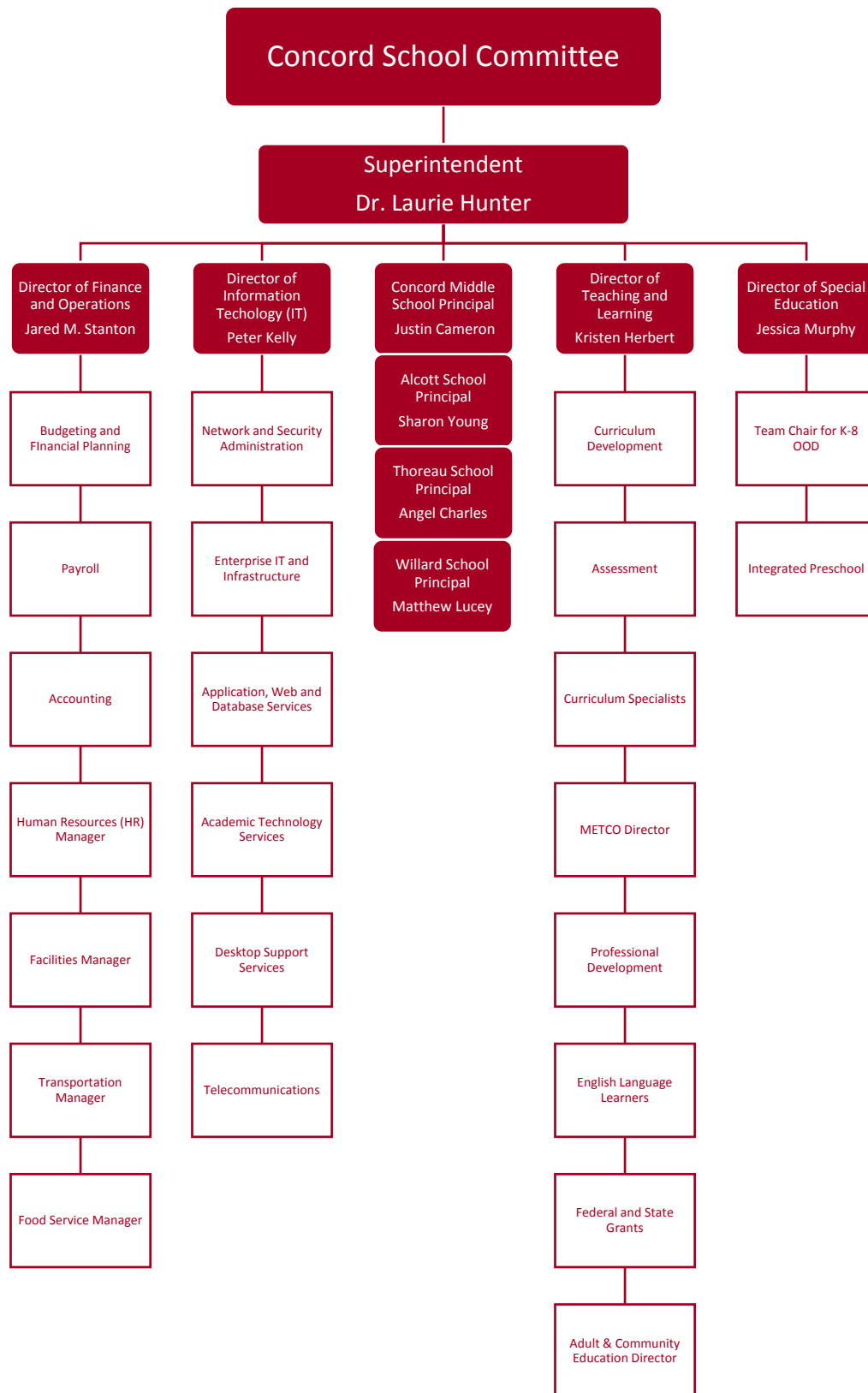
Goals and Planning (Continued)

Professional Practice Goals (Continued)

Established relationships with staff, parents and students will be maintained while connections with community members will increase.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To enhance the partnership between the schools and communities they serve	<ul style="list-style-type: none">• Create relationships and ongoing communication structures with Carlisle Town Officials• Create opportunities to connect with stakeholders without children in school through community organizations• Provide opportunities for community members to participate and experience the schools• Implement School Committee email list	Evaluation Rubric: Standard III and IV	Ongoing Winter/ Spring 2019 Winter/ Spring 2019 Fall 2018	Meeting date and communications with Carlisle officials Documentation of events where community partnerships were fostered Email distributions

Organization Chart



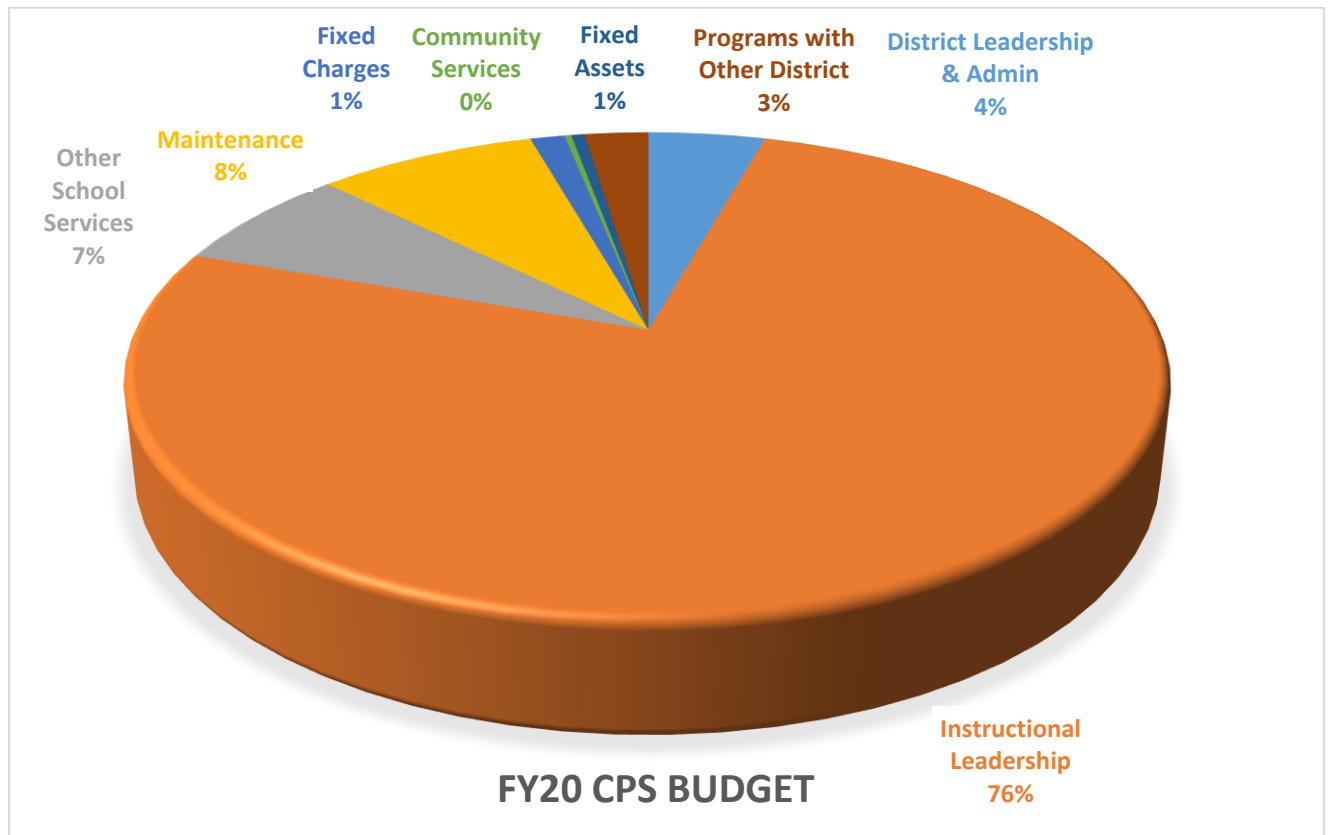
Section II: FY20 Budget Summaries



DESE 1000 Function Table

Function	Function Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Requested	FY20 Requested Budget vs FY19 Budget Difference	FY19/ FY20 % Difference
1000	District Leadership & Admin	1,927,643	1,916,843	1,761,728	155,115	1,830,095	1,706,580	(123,515)	-6.75%
2000	Instructional Leadership	27,954,856	27,634,953	27,263,586	371,367	28,986,801	29,993,009	1,006,208	3.47%
3000	Other School Services	2,365,545	2,595,401	2,422,488	172,913	2,453,904	2,742,563	288,659	11.76%
4000	Maintenance	2,725,465	2,830,812	2,907,201	(76,389)	2,883,905	3,218,031	334,126	11.59%
5000	Fixed Charges	186,090	221,930	205,549	16,381	209,010	503,850	294,840	141.07%
6000	Community Services	90,087	56,391	109,876	(53,485)	84,893	97,953	13,060	15.38%
7000	Fixed Assets	120,493	113,849	53,763	60,086	147,729	194,134	46,405	31.41%
9000	Programs With Other Districts	1,439,932	1,439,932	2,085,919	(645,987)	1,650,558	934,043	(716,515)	-43.41%
	Totals:	36,810,111	36,810,111	36,810,111	0	38,246,895	39,390,163	1,143,268	2.99%

DESE 1000 Function Pie Chart



DESE 100 Function Table

DESE	DESE Function Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Requested	FY20 Requested Budget vs FY19 Budget Difference	FY19/FY20 % Difference
1110	SCHOOL COMMITTEE	12,307	13,826	14,182	-356	9,114	13,400	4,286	47.03%
1210	SUPERINTENDENT	145,296	150,669	150,441	228	126,666	135,869	9,203	7.27%
1220	DIRECTOR OF TEACHING AND LEARNING	61,932	48,280	47,554	726	60,424	70,188	9,764	16.16%
1230	DISTRICT WIDE ADMINISTRATION	107,864	73,656	73,656	0	87,202	76,570	-10,632	-12.19%
1410	BUSINESS & FINANCE	316,328	336,686	324,160	12,526	322,797	304,375	-18,422	-5.71%
1420	PERSONNEL & BENEFITS MGT.	156,127	144,861	120,798	24,063	153,301	111,568	-41,733	-27.22%
1430	ADMIN. SERVICES - LEGAL	30,000	95,898	103,652	-7,754	50,000	40,000	-10,000	-20.00%
1435	LEGAL SETTLEMENTS	40,000	31,186	0	31,186	0	0	0	0.00%
1450	ADMINISTRATIVE TECHNOLOGY-DISTRICT WIDE	821,130	869,406	764,217	105,189	783,291	768,241	-15,050	-1.92%
2110	CURRICULUM DIRECTORS	130,197	159,920	161,588	-1,668	146,589	158,371	11,782	8.04%
2210	SCHOOL LEADERSHIP	756,600	731,766	773,428	-41,662	767,319	799,409	32,090	4.18%
*2220	ACADEMIC DEPT. HEADS	534,347	577,319	579,908	-2,589	543,479	601,636	58,157	10.70%
2250	BUILDING TECHNOLOGY	15,000	15,000	0	15,000	15,000	0	-15,000	-100.00%
2305	CLASSROOM TEACHERS	10,195,019	10,197,447	10,193,338	4,109	10,766,861	11,249,908	483,047	4.49%
*2315	TEAM LEADERS/DEPT. CHAIRS	166,925	162,925	161,306	1,619	63,933	62,698	-1,235	-1.93%
2320	MED. THERAPUTIC SERV.	462,202	450,481	380,747	69,734	397,202	458,915	61,713	15.54%
2325	SUBSTITUTES	90,000	90,000	118,055	-28,055	88,500	143,500	55,000	62.15%
2330	INSTR. ASSISTANTS	975,746	1,056,003	1,090,590	-34,587	1,065,975	1,001,473	-64,502	-6.05%
2340	LIBRARIANS	251,268	204,473	189,872	14,601	179,723	179,314	-409	-0.23%
*2353	PROF. DEV. - TEACHERS	81,011	61,011	89,227	-28,216	80,988	69,000	-11,988	-14.80%
*2355	PROF. DEV. - SUBSTITUTES	24,303	9,303	9,600	-297	16,000	16,000	0	0.00%
*2357	PROF. DEV. - PROVIDERS	169,595	139,538	140,242	-704	157,272	144,000	-13,272	-8.44%
2410	TEXTBOOKS	62,009	57,720	50,662	7,058	61,607	134,434	72,827	118.21%
2415	OTHER BOOKS	27,816	27,316	24,804	2,512	27,575	29,862	2,287	8.30%
2420	INSTR. EQUIPMENT	63,340	50,620	36,545	14,075	43,293	29,462	-13,831	-31.95%
2430	INSTR. SUPPLIES	148,750	160,766	140,783	19,983	124,695	185,461	60,766	48.73%
2440	OTHER INSTR. SERVICES	209,878	168,786	140,816	27,970	139,828	110,660	-29,168	-20.86%
2451	CLASSROOM INSTR. TECH.	361,500	276,465	327,015	-50,550	390,143	520,500	130,357	33.41%
2453	OTHER TECH. EQUIP.	4,148	148	0	148	0	533	533	100.00%
2455	INSTR. SOFTWARE	1,590	1,590	13,984	-12,394	0	0	0	0.00%
2710	GUIDANCE COUNSELORS	1,018,337	1,112,663	1,113,411	-748	1,096,467	1,201,130	104,663	9.55%
2720	TESTING MATERIALS	8,155	4,924	5,702	-778	4,441	5,500	1,059	23.85%
2800	PSYCHOLOGICAL SERVICES	235,231	349,691	349,691	0	347,210	362,439	15,229	4.39%
3200	HEALTH SERVICES	137,891	163,168	160,395	2,773	156,550	194,003	37,453	23.92%
3300	PUPIL TRANSPORTATION	1,666,769	1,622,472	1,332,436	290,036	1,422,829	1,328,162	-94,667	-6.65%
3510	ATHLETICS	632,683	623,890	728,776	-104,886	676,245	792,143	115,898	17.14%
3520	OTHER STUDENT BODY ACTIVITIES	326,297	313,331	360,897	-47,566	354,679	364,306	9,627	2.71%
3600	SCHOOL SECURITY	55,000	96,706	46,924	49,782	49,025	55,175	6,150	12.54%
4110	CUSTODIAL SERVICES	607,502	616,295	629,654	-13,359	629,886	640,642	10,756	1.71%
4120	HEATING OF BUILDINGS	79,784	92,921	87,526	5,396	82,499	86,043	3,544	4.30%

DESE	DESE Function Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Requested	FY20 Requested Budget vs FY19 Budget Difference	FY19/FY20 % Difference
1110	SCHOOL COMMITTEE	9,177	9,177	3,651	5,526	7,177	7,177	-	0.00%
1210	SUPERINTENDENT	209,658	191,549	198,906	(7,357)	215,129	215,525	396	0.18%
1220	DIRECTOR OF TEACHING AND LEARNING	90,246	77,167	74,470	2,697	92,760	188,814	96,054	103.55%
1230	DISTRICT WIDE ADMINISTRATION	149,296	150,484	110,484	40,001	137,050	-	(137,050)	-100.00%
1410	BUSINESS & FINANCE	399,753	389,924	394,840	(4,916)	400,409	393,401	(7,008)	-1.75%
1420	PERSONNEL & BENEFITS MGT.	233,179	212,841	180,597	32,244	233,161	148,064	(85,097)	-36.50%
1430	ADMIN. SERVICES - LEGAL	56,108	67,614	66,884	730	78,218	67,000	(11,218)	-14.34%
1435	LEGAL SETTLEMENTS	25,000	25,000	-	25,000	-	-	-	0.00%
1450	ADMINISTRATIVE TECHNOLOGY-DISTRICT WIDE	755,226	793,087	731,896	61,191	666,191	686,599	20,408	3.06%
2110	CURRICULUM DIRECTORS	270,664	195,556	228,935	(33,379)	252,228	192,706	(59,522)	-23.60%
2120	DEPARTMENT HEADS (NON SUPERVISORY)	77,782	22,867	15,792	7,075	26,000	10,907	(15,093)	-58.05%
2210	SCHOOL LEADERSHIP	1,335,745	1,349,724	1,355,336	(5,612)	1,376,032	1,379,700	3,668	0.27%
*2220	ACADEMIC DEPT. HEADS	261,198	313,855	307,693	6,162	259,519	265,830	6,311	2.43%
2250	BUILDING TECHNOLOGY	25,000	25,000	-	25,000	10,000	-	(10,000)	-100.00%
*2300	CLASSROOM TEACHERS	16,084	16,276	16,276	0	16,782	118,034	101,252	603.34%
2305	CLASSROOM TEACHERS	16,687,094	16,397,191	16,322,470	74,721	17,487,242	18,545,581	1,058,339	6.05%
*2310	SPECIALIST TEACHERS	458,432	372,465	354,646	17,819	424,671	290,703	(133,968)	-31.55%
*2315	TEAM LEADERS/DEPT. CHAIRS	108,420	139,995	108,415	31,580	103,861	98,739	(5,122)	-4.93%
2320	MED. THERAPUTIC SERV.	1,385,602	1,547,067	1,386,616	160,451	1,561,230	1,681,788	120,558	7.72%
2325	SUBSTITUTES	201,454	306,879	294,668	12,211	178,926	355,787	176,861	98.85%
2330	INSTR. ASSISTANTS	3,421,717	3,608,890	3,668,088	(59,198)	4,089,798	3,610,239	(479,559)	-11.73%
2340	LIBRARIANS	482,735	548,448	550,253	(1,805)	398,721	469,657	70,936	17.79%
*2353	PROF. DEV. - TEACHERS	166,795	159,249	126,839	32,410	167,893	193,298	25,405	15.13%
*2355	PROF. DEV. - SUBSTITUTES	16,500	13,500	9,050	4,450	16,500	16,500	-	0.00%
*2357	PROF. DEV. - PROVIDERS	301,830	312,376	318,148	(5,772)	311,707	316,573	4,866	1.56%
2410	TEXTBOOKS	91,626	70,742	97,913	(27,171)	57,706	124,668	66,962	116.04%
2415	OTHER BOOKS	46,954	47,788	41,250	6,538	28,750	43,025	14,275	49.65%
2420	INSTR. EQUIPMENT	89,847	85,184	49,754	35,430	51,922	30,716	(21,206)	-40.84%
2430	INSTR. SUPPLIES	408,454	389,710	396,337	(6,627)	282,519	403,574	121,055	42.85%
2440	OTHER INSTR. SERVICES	246,262	170,758	162,196	8,562	180,058	150,423	(29,635)	-16.46%
2451	CLASSROOM INSTR. TECH.	640,541	404,501	278,132	126,369	458,000	430,000	(28,000)	-6.11%
2453	OTHER TECH. EQUIP.	25,000	16,632	5,797	10,835	5,000	5,700	700	14.00%
2455	INSTR. SOFTWARE	10,500	10,500	70,755	(60,255)	15,000	5,000	(10,000)	-66.67%
*2700	GUIDANCE COUNSELORS	3,500	3,500	593	2,907	1,000	-	(1,000)	-100.00%
2710	GUIDANCE COUNSELORS	813,661	725,792	724,521	1,271	807,676	814,116	6,440	0.80%
2720	TESTING MATERIALS	19,000	21,311	14,121	7,190	20,000	25,000	5,000	25.00%
2800	PSYCHOLOGICAL SERVICES	342,459	359,197	358,991	206	398,060	414,745	16,685	4.19%
3200	HEALTH SERVICES	550,550	571,960	573,680	(1,720)	555,500	592,394	36,894	6.64%
3300	PUPIL TRANSPORTATION	1,619,861	1,847,646	1,707,376	140,270	1,707,530	1,975,967	268,437	15.72%

DESE	DESE Function Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Requested	FY20 Requested Budget vs FY19 Budget Difference	FY19/FY20 % Difference
3510	ATHLETICS	85,134	85,134	52,697	32,437	88,374	71,702	(16,672)	-18.87%
3520	OTHER STUDENT BODY ACTIVITIES	110,000	90,661	88,735	1,926	102,500	102,500	-	0.00%
4110	CUSTODIAL SERVICES	947,962	950,436	960,020	(9,584)	1,005,744	1,072,551	66,807	6.64%
4120	HEATING OF BUILDINGS	247,057	247,057	236,462	10,595	242,174	262,038	19,864	8.20%
4130	UTILITIES/OTHER	731,387	757,394	685,759	71,635	739,542	748,488	8,946	1.21%
*4200	MAINTENANCE/BUILDINGS&GROUNDS	280,148	280,148	299,000	(18,852)	293,330	363,199	69,869	23.82%
4210	OPERATIONS/GROUNDS	127,911	111,498	111,921	(423)	157,731	116,500	(41,231)	-26.14%
4220	OPERATIONS/BUILDINGS	260,000	276,413	341,223	(64,810)	165,554	449,550	283,996	171.54%
4230	MAINTENANCE/EQUIPMENT&VEHICLES	69,000	145,866	102,406	43,460	169,830	94,091	(75,739)	-44.60%
4400	NETWORKING/TELECOMMUNICATIONS	62,000	62,000	170,411	(108,411)	110,000	111,614	1,614	1.47%
5100	RETIREMENT BENEFITS	122,634	149,504	149,504	0	144,091	430,093	286,002	198.49%
5260	NON-EMPLOYEE INSURANCE	51,096	60,066	51,750	8,316	52,559	61,397	8,838	16.82%
5500	OTHER FIXED CHARGES	12,360	12,360	4,295	8,065	12,360	12,360	-	0.00%
6900	NON-PUBLIC TRANSPORTATION	90,087	56,391	109,876	(53,485)	84,893	97,953	13,060	15.38%
7100	PURCHASE OF LANDS AND BUILDINGS	5,000	5,000	1,668	3,332	-	-	-	0.00%
7200	ASSETS/BUILDINGS	9,425	9,425	2,500	6,925	15,000	-	(15,000)	-100.00%
7300	ASSETS/NEW EQUIPMENT	21,594	36,357	34,791	1,566	12,729	24,100	11,371	89.33%
7400	ASSETS/REPLACEMENT EQUIPMENT	41,974	20,567	14,804	5,763	37,500	12,500	(25,000)	-66.67%
7600	VEHICLE REPLACEMENT	42,500	42,500	-	42,500	82,500	157,534	75,034	90.95%
9100	MASSACHUSETTS TUITIONS	55,000	55,000	108,566	(53,566)	115,568	-	(115,568)	-100.00%
9200	OUT-OF-STATE TUITIONS	85,000	85,000	-	85,000	85,000	-	(85,000)	-100.00%
9300	NON-PUBLIC TUITIONS	440,000	440,000	536,421	(96,421)	590,058	965,077	375,019	63.56%
9400	COLLABORATIVE TUITIONS	859,932	859,932	1,440,933	(581,001)	859,932	918,966	59,034	6.86%
*9900	SPECIAL CIRCUIT BREAKER OFFSET	-	-	-	-	-	(950,000)	(950,000)	-100.00%
	Totals:	36,810,111	36,810,111	36,810,111	-	38,246,895	39,390,163	1,143,268	2.99%

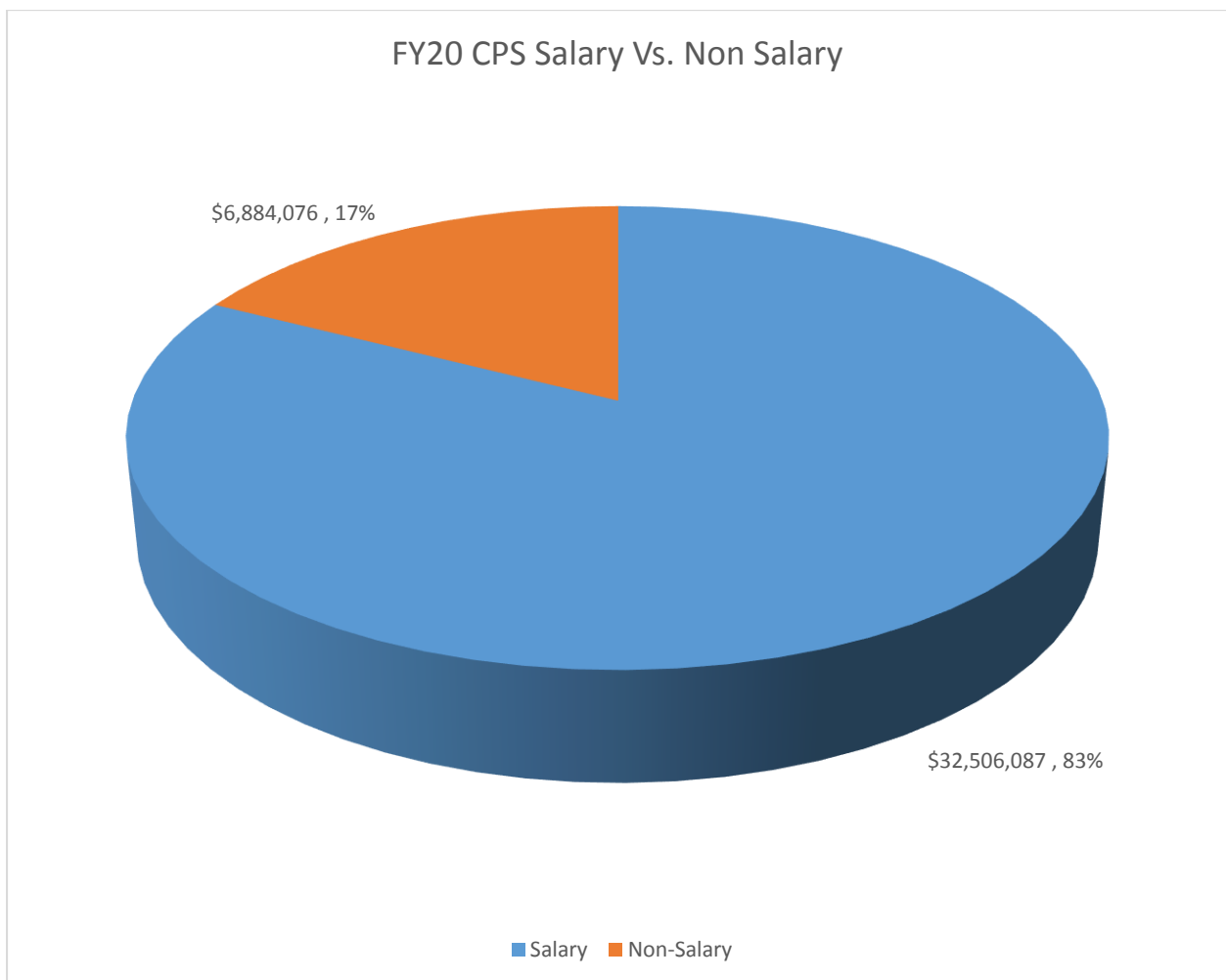
*Currently not a DESE function

Expense Category Table

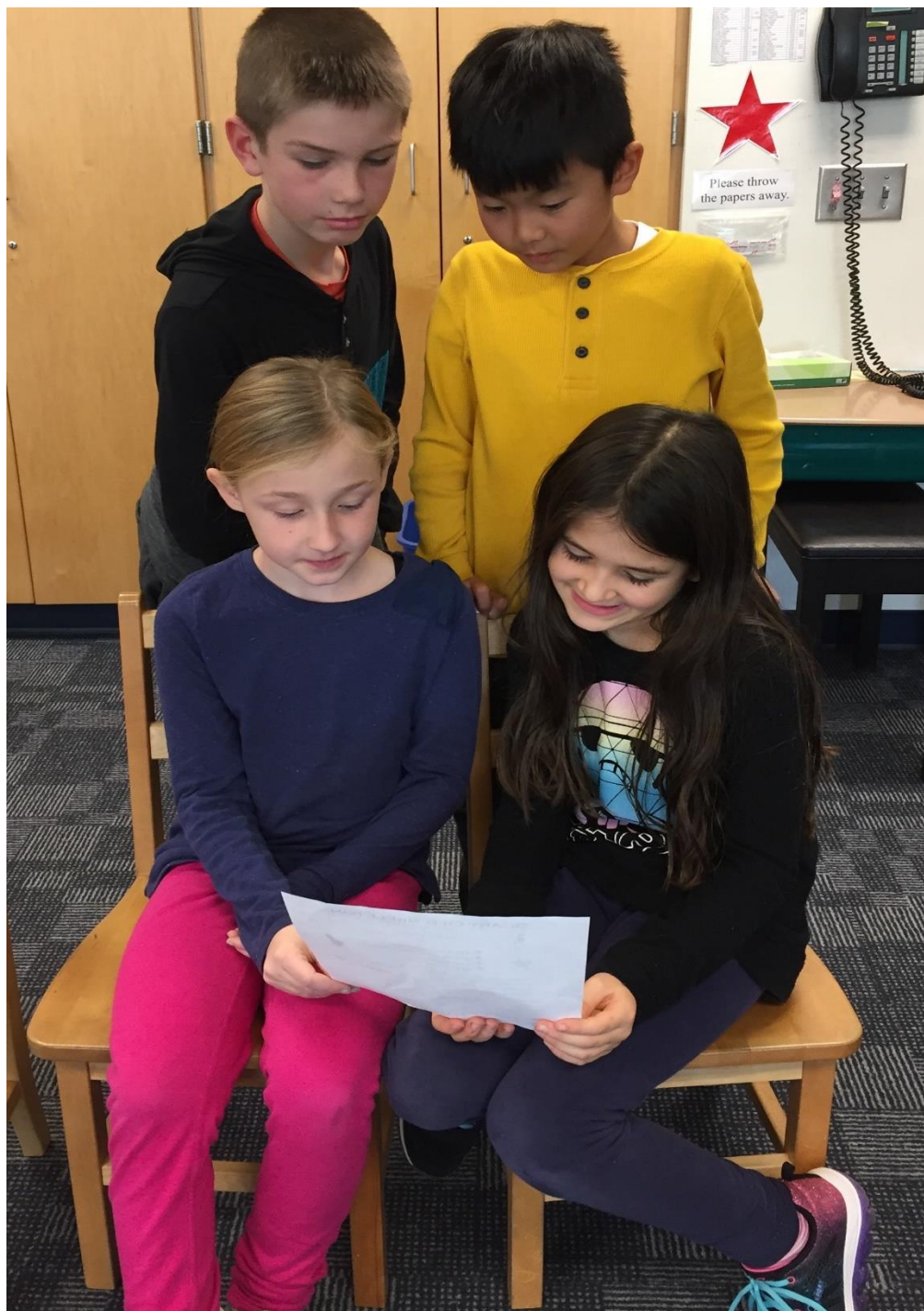
Expense Category	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Requested	FY20 Requested Budget vs FY19 Budget Difference	FY19/ FY20 % Difference
Contingency Total	83,417	83,417	-	83,417	63,417	125,000	61,583	97.11%
Contract Services Total	1,746,736	1,887,354	1,715,766	171,588	1,849,910	2,137,241	287,331	15.53%
Employee Separation Total	122,634	149,504	149,504	0	144,091	430,093	286,002	198.49%
Equipment Total	937,800	670,336	580,125	90,211	829,838	855,039	25,201	3.04%
Field Trips Total	11,418	10,387	12,181	(1,794)	11,418	9,125	(2,293)	-20.08%
Legal Total	84,227	95,733	67,367	28,366	81,337	67,000	(14,337)	-17.63%
Longevity-Teachers Total	147,918	155,432	140,834	14,598	154,595	143,572	(11,023)	-7.13%
Memberships Total	2,015	2,544	1,927	617	12,515	15,453	2,938	23.48%
Misc. Total	103	103	-	103	-	-	-	0.00%
Professional Dev Total	359,734	356,734	282,790	73,944	366,709	355,718	(10,991)	-3.00%
Salary-Admin/Manager Total	847,027	841,675	836,274	5,401	740,782	716,703	(24,079)	-3.25%
Salary-Aids Total	1,232,638	1,361,501	1,362,476	(975)	1,267,672	1,417,333	149,661	11.81%
Salary-Athletics Total	62,469	62,469	47,927	14,542	66,065	66,054	(11)	-0.02%
Salary-Clerical Total	602,366	633,428	647,924	(14,496)	583,603	654,496	70,893	12.15%
Salary-Custodian Total	939,926	913,987	925,673	(11,686)	943,969	1,014,551	70,582	7.48%
Salary-Drivers Total	770,006	798,071	773,815	24,256	784,879	795,314	10,435	1.33%
Salary-Maintenance Total	190,136	190,093	206,288	(16,195)	201,605	276,292	74,687	37.05%
Salary-Non Union Total	479,410	491,517	493,798	(2,281)	529,231	526,173	(3,058)	-0.58%
Salary-Principal Total	864,204	864,019	864,076	(57)	893,815	882,452	(11,363)	-1.27%
Salary-Substitute Total	200,725	306,150	290,763	15,387	178,197	355,058	176,861	99.25%
Salary-Support Staff Total	687,610	601,232	607,228	(5,996)	645,275	563,237	(82,038)	-12.71%
Salary-Teachers Total	20,384,921	20,274,625	20,137,506	137,119	21,436,706	22,537,742	1,101,036	5.14%
Salary-Tutor Total	2,325,176	2,168,677	2,216,290	(47,613)	2,742,882	1,994,613	(748,269)	-27.28%
School Committee Total	9,177	9,177	3,651	5,526	7,177	7,177	-	0.00%
Software Total	135,000	148,713	171,174	(22,461)	115,000	106,500	(8,500)	-7.39%
Stipend-Teacher Total	149,234	133,671	116,593	17,078	133,403	126,175	(7,228)	-5.42%
Substitutes Total	6,229	6,229	6,755	(526)	6,229	6,229	-	0.00%
Supply Total	1,006,306	1,137,441	1,125,315	12,126	816,619	1,236,954	420,335	51.47%

Expense Category	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Requested	FY20 Requested Budget vs FY19 Budget Difference	FY19/ FY20 % Difference
Textbooks Total	500	-	-	-	250	-	(250)	-100.00%
Travel Total	4,884	4,884	4,907	(23)	3,896	10,000	6,104	156.67%
Tuitions Total	1,439,932	1,439,932	2,085,919	(645,987)	1,650,558	934,043	(716,515)	-43.41%
Utilities Total	959,944	985,951	922,220	63,731	971,716	1,010,526	38,810	3.99%
Vehicles Total	16,289	25,125	13,043	12,082	13,536	14,300	764	5.64%
Total:	36,810,111	36,810,111	36,810,111	(0)	38,246,895	39,390,163	1,143,268	2.99%

CPS Salary vs Non Salary Pie Chart



Section III: FY20 Budget Detail



Integrated Preschool

Integrated Preschool Budget Accounts

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS58	101.2320.240.001.2.1250.12552.1	Pre-School Contracted Services	60,000	133,145	134,036	(891)	90,941	129,695	38,754	42.61%
NS59	101.2430.250.001.2.1250.12551.1	Pre-School S/M	14,000	18,503	19,623	(1,120)	25,556	20,000	(5,556)	-21.74%
S75	101.2325.130.001.2.1210.12114.1	Integrated Preschool Sub. Salary	1,349	1,600	2,650	(1,050)	1,349	3,210	1,861	137.95%
S76	101.2305.110.001.2.1250.12501.1	Pre-School Teaching Salary	615,088	630,058	630,057	1	682,130	796,439	114,309	16.76%
S77	101.2305.110.001.2.1250.12503.1	Summer Pre-School Tch. Sal.	9,000	64,951	64,950	1	11,264	9,000	(2,264)	-20.10%
S78	101.2330.130.001.2.1250.12502.1	Pre-School Aides	253,614	331,823	329,269	2,554	332,544	421,706	89,162	26.81%
S79	101.2330.130.001.2.1250.12504.1	Summer Pre-School Aides Sal.	5,365	5,365	4,379	986	7,657	8,770	1,113	14.54%
S80	101.3200.110.001.9.2390.13906.1	Pre-School Nurses Salary	36,562	63,467	63,467	0	61,849	77,299	15,450	24.98%
		INTEGRATED PRESCHOOL TOTAL:	994,978	1,248,912	1,248,431	481	1,213,290	1,466,119	252,829	20.84%

Integrated Preschool by DESE 1000 Function

FUNCTION	FUNCTION DESCRIPTION	FY18 APPROVED BUDGET	FY18 TRANSFERRED BUDGET	FY18 ACTUAL	FY18 TRANSFERRED BUDGET DIFFERENCE vs FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 BUDGET vs FY19 BUDGET DIFFERENCE	FY19/FY20 % DIFFERENCE
2000	INSTRUCTIONAL LEADERSHIP	958,416	1,185,445	1,184,964	(481)	1,151,441	1,388,820	237,379	20.62%
3000	OTHER SCHOOL SERVICES	36,562	63,467	63,467	(0)	61,849	77,299	15,450	24.98%
	INTEGRATED PRESCHOOL TOTAL:	994,978	1,248,912	1,248,431	(481)	1,213,290	1,466,119	252,829	20.84%

2000: Instructional Services, DW Academic Leadership, School Building Leadership, Building Tech, Teaching Services, Classroom Teachers, Specialists, Subs, Para's, Stipends, Coordinators, Guidance, Supplies, Instructional Equipment, Textbooks, Software

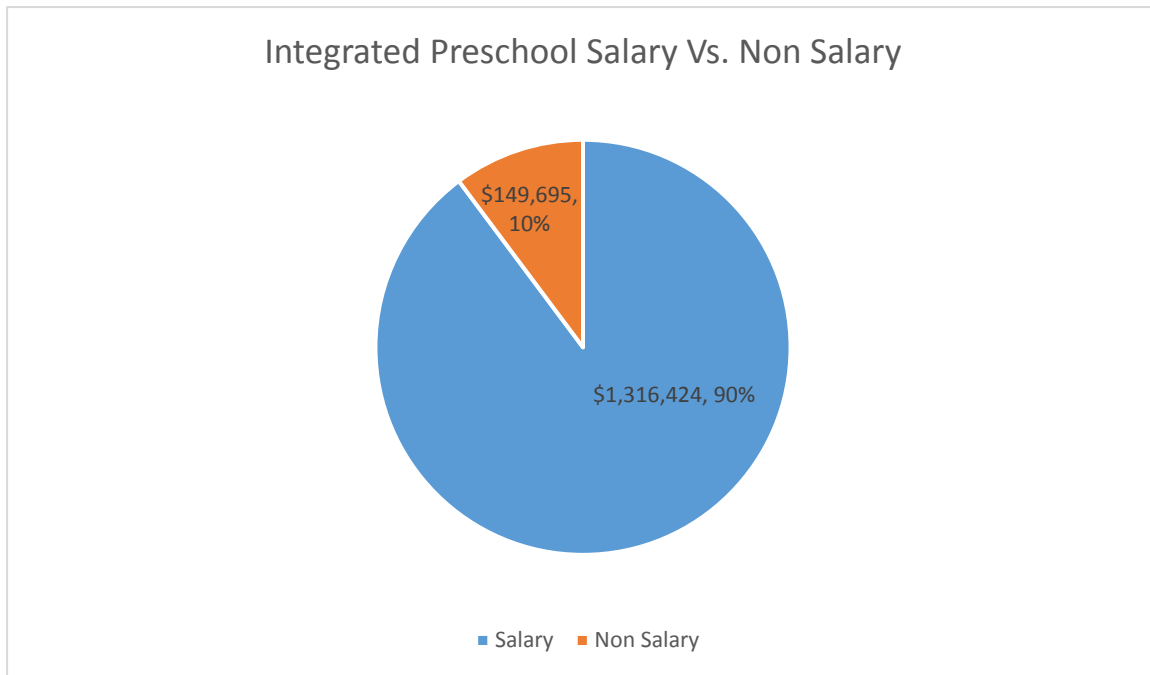
3000: Attendance and Parent Liaison Services, Health Services, Transportation, Athletics, Other Student Activities

Integrated Preschool by DESE 100 Function Chart

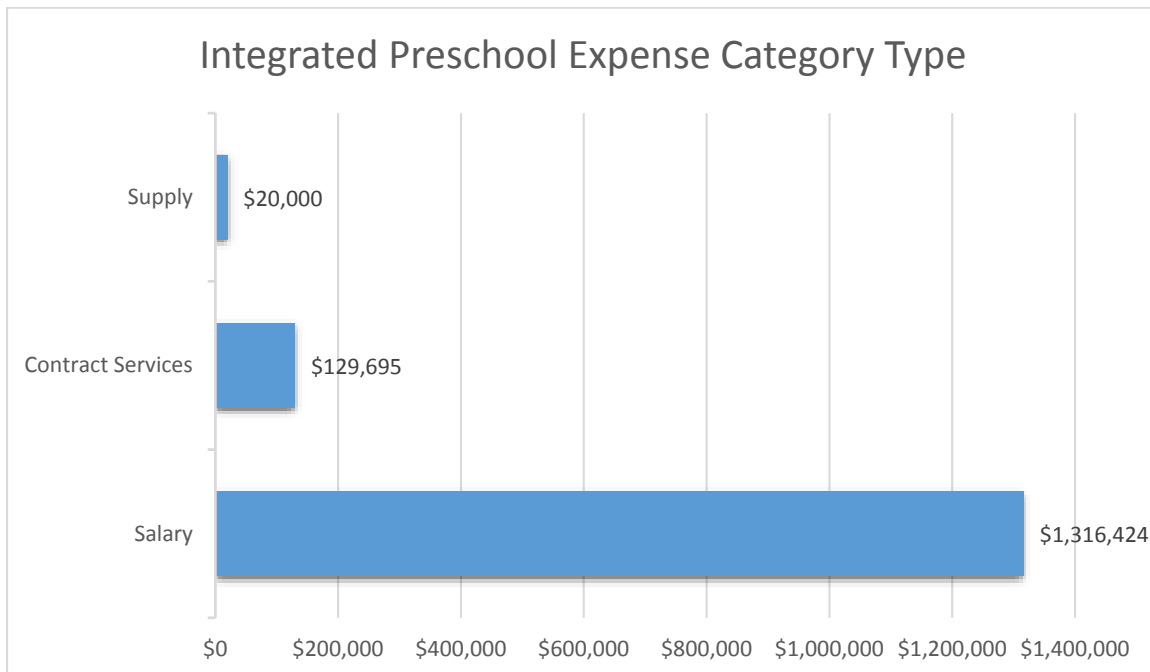
FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
2320	MED. THERAPUTIC SERV.	60,000	133,145	134,036	(891)	90,941	129,695	38,754	42.61%
2430	LIBRARIANS	14,000	18,503	19,623	(1,120)	25,556	20,000	(5,556)	-21.74%
2325	SUBSTITUTES	1,349	1,600	2,650	(1,050)	1,349	3,210	1,861	137.95%
2305	CLASSROOM TEACHERS	624,088	695,009	695,007	2	693,394	805,439	112,045	16.16%
2330	INSTR. ASSISTANTS	258,979	337,188	333,648	3,540	340,201	430,476	90,275	26.54%
3200	HEALTH SERVICES	36,562	63,467	63,467	0	61,849	77,299	15,450	24.98%
	INTEGRATED PRESCHOOL TOTAL:	994,978	1,248,912	1,248,431	481	1,213,290	1,466,119	252,829	20.84%

Integrated Preschool

Integrated Preschool Salary Vs. Non Salary



Integrated Preschool Expense Category Type



Alcott

Alcott Budget Accounts

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS12	101.2420.240.110.1.1041.10464.1	Alcott Copier Maintenance	6,500	5,500	474	5,026	1,250	1,474	224	17.92%
NS26	101.2320.240.110.2.1200.12056.1	Alcott SPED Contr. Services	80,000	73,724	48,070	25,654	88,333	88,333	-	0.00%
NS23	101.2420.250.110.1.1150.11555.1	Alcott P.E. Equipment	-	1,719	1,718	1	-	-	-	0.00%
NS28	101.7400.260.110.1.2360.13651.1	Alcott Replacement Equipment	7,500	500	118	382	7,500	2,500	(5,000)	-66.67%
NS3	101.2451.250.110.1.1020.10259.1	Alcott Computer Hardware	120,000	66,428	40,903	25,525	60,000	60,000	-	0.00%
NS6	101.2420.250.110.1.1030.10363.1	Alcott Science Equipment	7,500	5,893	4,758	1,135	6,000	-	(6,000)	-100.00%
L1	101.2305.110.110.1.1041.10417.1	Alcott Elem. Longevity	9,600	9,949	9,949	0	10,400	12,210	1,810	17.40%
L10	101.2305.110.010.1.1041.10416.1	Alcott K Longevity	3,500	4,500	4,500	-	4,000	4,635	635	15.88%
S83	101.2305.110.010.1.1041.10418.1	Alcott K Registration	103	103	-	103	-	-	-	0.00%
NS25	101.2357.260.110.9.1160.11654.1	Alcott Conference Reimbursement	4,800	4,800	1,397	3,403	4,800	-	(4,800)	-100.00%
S13	101.2353.110.110.9.1160.11608.1	Alcott Prof. Dev.	6,500	6,500	1,794	4,706	6,500	11,300	4,800	73.85%
S10	101.2340.130.110.1.1110.11103.1	Alcott Library Aide Salary	26,748	22,421	22,935	(514)	-	-	-	0.00%
S20	101.2330.130.110.2.1200.12008.1	Alcott SPED Aides Salary	76,550	105,558	108,369	(2,811)	136,747	121,847	(14,900)	-10.90%
S4	101.2330.130.110.1.1041.10414.1	Alcott Elem. Aides Salary	25,212	21,212	18,046	3,166	25,212	48,391	23,179	91.94%
S84	101.2330.130.010.1.1041.10412.1	Alcott Kindergarten Aides Salary	134,315	126,170	124,399	1,771	135,143	125,866	(9,277)	-6.86%
S28	101.2210.120.110.9.3520.15207.1	Alcott Prin. Clerical Salary	96,043	97,544	99,554	(2,010)	99,756	102,570	2,814	2.82%
S27	101.2210.110.110.9.3520.15201.1	Alcott Principal Salary	166,707	166,707	166,688	19	170,912	150,000	(20,912)	-12.24%
S14	101.2355.130.110.9.1160.11613.1	Alcott Prof. Dev. Substitute Sal.	2,750	2,750	800	1,950	2,750	2,750	-	0.00%
S22	101.2325.130.110.1.1210.12106.1	Alcott Substitute Salary	34,684	34,684	23,570	11,114	32,000	32,000	-	0.00%
S23	101.2325.130.110.1.1210.12115.1	Long Term Subs Alcott	-	75,002	72,177	2,825	-	35,000	35,000	100.00%
S25	101.2325.130.110.2.1210.12110.1	Alcott SPED Substitute Salary	3,389	3,389	4,715	(1,326)	3,389	3,389	-	0.00%
S85	101.2325.130.010.1.1210.12103.1	Alcott Kindergarten Sub. Salary	1,822	1,822	1,800	22	1,822	1,822	-	0.00%
S1	101.2305.110.110.1.1010.10101.1	Alcott Art Teaching Salary	109,142	114,465	114,465	-	113,877	120,257	6,380	5.60%
S11	101.2305.110.110.1.1140.11401.1	Alcott Music Teaching Salary	161,991	166,807	166,806	1	174,019	180,125	6,106	3.51%
S12	101.2305.110.110.1.1150.11501.1	Alcott P.E. Teaching Salary	117,806	119,176	119,175	1	121,107	127,156	6,049	4.99%
S15	101.2310.110.110.1.1170.11701.1	Alcott Reading Tch. Salary	123,447	117,326	117,326	-	123,447	92,700	(30,747)	-24.91%
S16	101.2305.110.110.2.1200.12002.1	Alcott SPED Teaching Salary	467,831	397,744	397,322	423	488,129	455,175	(32,954)	-6.75%
S17	101.2320.110.110.2.1200.12014.1	Alcott Occ. Therapist Salary	87,354	104,487	104,487	-	111,327	110,313	(1,014)	-0.91%
S18	101.2320.110.110.2.1200.12030.1	Alcott S/L Pathologist	146,945	157,316	157,315	1	153,321	177,308	23,987	15.64%
S2	101.2305.110.110.1.1020.10201.1	Alcott Instr. Tech. Specialist	107,750	109,188	109,187	1	111,323	116,357	5,034	4.52%
S21	101.2800.110.110.2.1200.12011.1	Alcott Psychologist Salary	72,802	72,903	72,903	0	122,085	86,595	(35,490)	-29.07%
S3	101.2305.110.110.1.1041.10413.1	Alcott Elem. Teaching Salary	1,858,959	1,988,715	1,986,144	2,571	1,917,115	2,295,092	377,977	19.72%
S6	101.2330.110.110.1.1070.10701.1	Alcott ELL Tch. Salary	80,935	121,958	122,806	(848)	105,548	115,423	9,875	9.36%
S7	101.2305.110.110.1.1080.10808.1	World Lang. Alcott Tch. Salary	-	106,358	106,358	0	114,096	62,659	(51,437)	-45.08%
S8	101.2710.110.110.1.1090.10901.1	Alcott Social Worker Salary	110,254	114,335	114,335	0	115,038	124,807	9,769	8.49%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S82	101.2305.110.010.1.1041.10411.1	Alcott Kindergarten Tch. Salary	371,392	414,681	414,681	0	421,262	464,783	43,521	10.33%
S9	101.2340.110.110.1.1110.11102.1	Alcott Media Specialist Salary	65,964	83,413	83,412	1	86,573	100,455	13,882	16.04%
S19	101.2330.130.110.2.1200.12005.1	Alcott SPED Tutor Salary	266,336	287,465	300,897	(13,432)	317,365	332,267	14,902	4.70%
S5	101.2330.130.110.1.1041.10415.1	Alcott Reg Ed Tutor Salary	186,455	102,920	149,130	(46,210)	386,233	126,069	(260,164)	-67.36%
S26	101.2315.110.110.1.1240.12411.1	Alcott K-5 L/A Curr. Specialist	3,000	3,000	-	3,000	-	7,499	7,499	100.00%
NS1	101.2430.250.110.1.1010.10152.1	Alcott Art Teaching S/M	4,750	4,750	4,795	(45)	4,250	4,400	150	3.53%
NS10	101.2210.250.110.9.1041.10463.1	Alcott Principal S/M	4,500	3,723	1,343	2,380	2,125	3,538	1,413	66.49%
NS11	101.2410.260.110.1.1041.10465.1	Alcott Elementary Textbooks/Curriculum	8,500	8,500	7,373	1,127	3,500	18,910	15,410	440.29%
NS13	101.2430.250.110.1.1041.10462.1	Alcott Elem. Teaching S/M	21,000	16,000	20,605	(4,605)	13,500	21,000	7,500	55.56%
NS14	101.2710.250.110.1.1090.10951.1	Alcott Social Wkr. S/M	500	500	-	500	300	500	200	66.67%
NS15	101.2410.250.110.9.1110.11153.1	Alcott Media Elem. AV S/M	3,091	3,091	3,076	15	591	2,791	2,200	372.25%
NS16	101.2410.250.110.9.1110.11175.1	Alcott Media Elem AV S/M	-	-	-	-	2,200	-	(2,200)	-100.00%
NS17	101.2415.250.110.9.1110.11151.1	Alcott Library/Media Office S/M	2,500	2,500	1,298	1,202	1,750	1,750	-	0.00%
NS19	101.2415.260.110.1.1110.11157.1	Alcott Library Books and E-books	3,500	4,334	4,334	0	3,000	3,000	-	0.00%
NS2	101.2430.250.110.1.1020.10251.1	Alcott Computer S/M	10,000	12,832	12,972	(140)	10,000	11,500	1,500	15.00%
NS20	101.2415.260.110.1.1110.11161.1	Alcott Lib/Med Office Periodicals	2,500	2,500	1,520	980	2,200	2,600	400	18.18%
NS22	101.2415.260.110.1.1140.11457.1	Alcott Sheet Music/Other Music Resources	750	750	510	240	500	500	-	0.00%
NS24	101.2430.250.110.1.1150.11551.1	Alcott P.E. S/M	1,761	1,505	-	1,505	1,000	1,000	-	0.00%
NS27	101.2430.250.110.2.1200.12052.1	Alcott SPED Teaching S/M	2,750	2,750	648	2,102	2,750	2,768	18	0.65%
NS4	101.2451.250.110.1.1020.10263.1	Alcott Comp. Accessory Equip.	1,500	1,500	-	1,500	1,500	-	(1,500)	-100.00%
NS5	101.2451.260.110.1.1020.10255.1	Alcott Computer Software	15,000	15,000	6,940	8,060	15,000	15,000	-	0.00%
NS62	101.2430.250.010.1.1041.10461.1	Alcott Kindergarten S/M	5,000	5,000	4,560	440	2,125	4,500	2,375	111.76%
NS7	101.2430.250.110.1.1030.10352.1	Alcott Science S/M	5,250	5,250	4,964	286	5,250	11,598	6,348	120.91%
NS8	101.2430.250.110.1.1030.10355.1	Alcott Math S/M	28,500	8,040	7,583	457	-	31,127	31,127	100.00%
NS9	101.2430.250.110.1.1030.10358.1	Alcott Social Studies S/M	4,250	4,913	4,900	13	2,750	4,800	2,050	74.55%
NS29	101.4120.260.110.9.4680.16851.1	Alcott Heating	42,000	42,000	41,958	42	35,000	46,154	11,154	31.87%
NS30	101.4130.260.110.9.4690.16951.1	Alcott Electricity	105,348	105,348	95,625	9,723	108,138	105,187	(2,951)	-2.73%
		Alcott Total:	5,425,536	5,669,918	5,618,486	51,432	5,995,808	6,191,750	195,942	3.27%

Alcott

Alcott by DESE 1000 Function Chart

FUNCTION	FUNCTION DESCRIPTION	FY18 APPROVED BUDGET	FY18 TRANSFERRED BUDGET	FY18 ACTUAL	FY18 TRANSFERRED BUDGET DIFFERENCE vs FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 BUDGET vs FY19 BUDGET DIFFERENCE	FY19/FY20 % DIFFERENCE
2000	INSTRUCTIONAL LEADERSHIP	5,270,688	5,522,070	5,480,785	41,285	5,845,170	6,037,909	192,739	3.30%
4000	MAINTENANCE	147,348	147,348	137,583	9,765	143,138	151,341	8,203	5.73%
7000	FIXED ASSETS	7,500	500	118	382	7,500	2,500	(5,000)	-66.67%
	ALCOTT TOTAL:	5,425,536	5,669,918	5,618,486	51,432	5,995,808	6,191,750	195,942	3.27%

2000: Instructional Services, DW Academic Leadership, School Building Leadership, Building Tech, Teaching Services, Classroom Teachers, Specialists, Subs, Para's, Stipends, Coordinators, Guidance, Supplies, Instructional Equipment, Textbooks, Software

4000: Custodians, Heating, Utility Services, Maintenance of Grounds/Buildings/Equipment, Security, Networking and Telecommunications

7000: Acquisition and Improvement of Equipment, Capital, Replacement of Equipment, Acquisition of Motor Vehicles, Replacement of Motor Vehicles

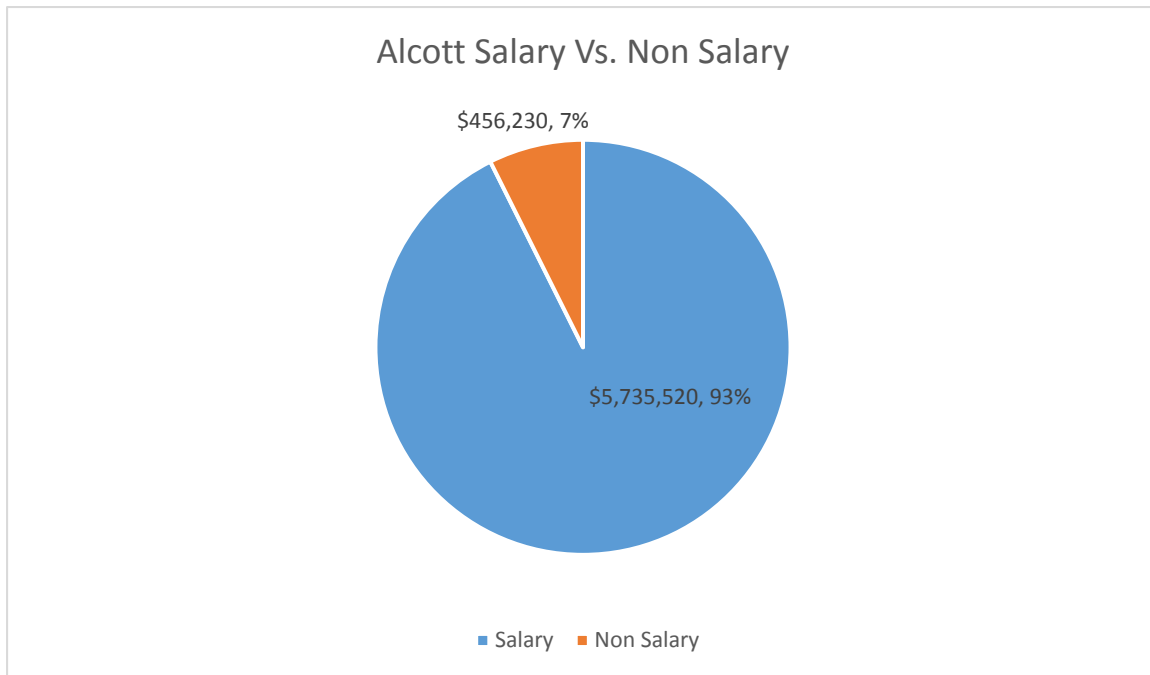
Alcott

Alcott by DESE 100 Function Chart

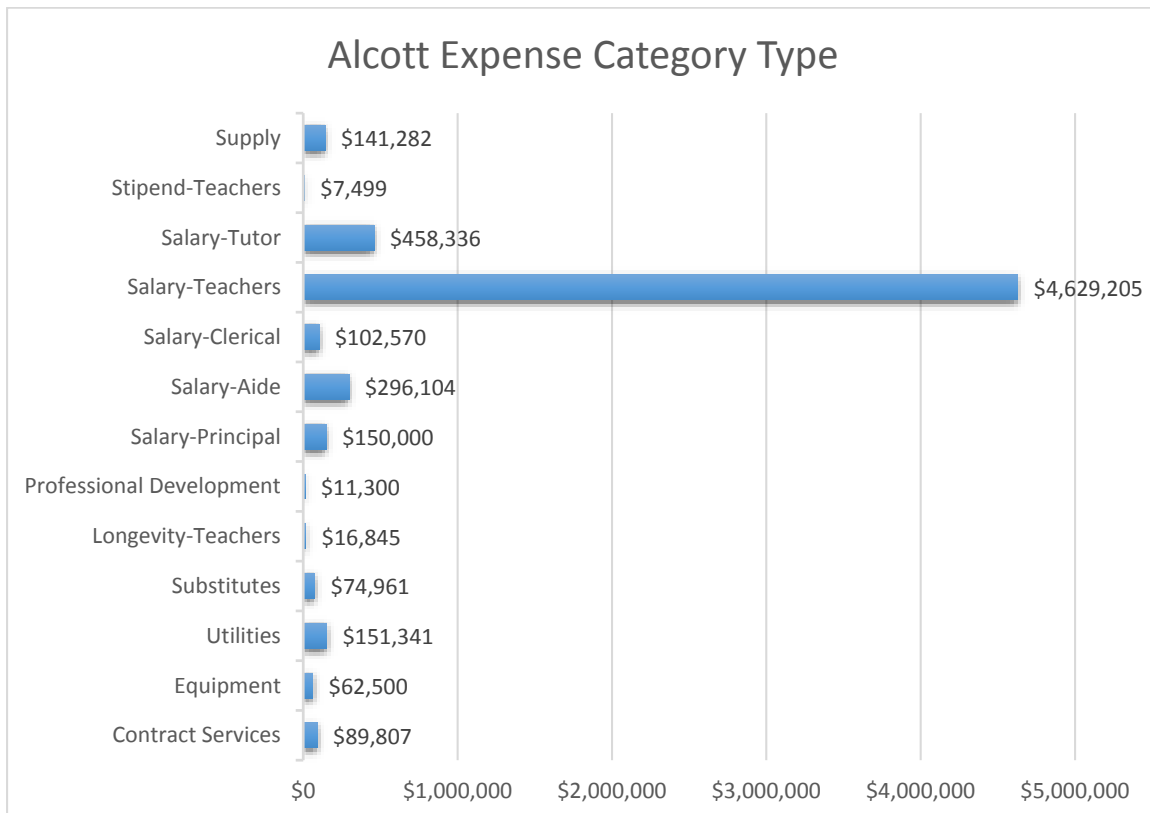
FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
2210	PRINCIPALS	267,250	267,974	267,585	389	272,793	256,108	(16,685)	-6.12%
2305	CLASSROOM TEACHERS	3,208,074	3,431,686	3,428,586	3,100	3,475,328	3,838,449	363,121	10.45%
2310	SPECIALIST TEACHERS	123,447	117,326	117,326	-	123,447	92,700	(30,747)	-24.91%
2315	TEAM LEADERS/DEPT. CHAIRS	3,000	3,000	-	3,000	-	7,499	7,499	100.00%
2320	MED. THERAPUTIC SERV.	314,299	335,527	309,872	25,655	352,981	375,954	22,973	6.51%
2325	SUBSTITUTES	39,895	114,897	102,262	12,635	37,211	72,211	35,000	94.06%
2330	INSTR. ASSISTANTS	769,803	765,283	823,647	(58,364)	1,106,248	869,863	(236,385)	-21.37%
2340	LIBRARIANS	92,712	105,834	106,347	(513)	86,573	100,455	13,882	16.04%
2353	PROF. DEV. - TEACHERS	6,500	6,500	1,794	4,706	6,500	11,300	4,800	73.85%
2355	PROF. DEV. - SUBSTITUTES	2,750	2,750	800	1,950	2,750	2,750	-	0.00%
2357	PROF. DEV. - PROVIDERS	4,800	4,800	1,397	3,403	4,800	-	(4,800)	-100.00%
2410	TEXTBOOKS	11,591	11,591	10,449	1,142	6,291	21,701	15,410	244.95%
2415	OTHER BOOKS	9,250	10,084	7,661	2,423	7,450	7,850	400	5.37%
2420	INSTR. EQUIPMENT	14,000	13,112	6,951	6,161	7,250	1,474	(5,776)	-79.67%
2430	INSTR. SUPPLIES	83,261	61,040	61,027	13	41,625	92,693	51,068	122.69%
2451	CLASSROOM INSTR. TECH.	136,500	82,928	47,843	35,085	76,500	75,000	(1,500)	-1.96%
2710	GUIDANCE COUNSELORS	110,754	114,835	114,335	500	115,338	125,307	9,969	8.64%
2800	PSYCHOLOGICAL SERVICES	72,802	72,903	72,903	0	122,085	86,595	(35,490)	-29.07%
4120	HEATING OF BUILDINGS	42,000	42,000	41,958	42	35,000	46,154	11,154	31.87%
4130	UTILITIES/OTHER	105,348	105,348	95,625	9,723	108,138	105,187	(2,951)	-2.73%
7400	ASSETS/REPLACEMENT EQUIPMENT	7,500	500	118	382	7,500	2,500	(5,000)	-66.67%
	ALCOTT TOTALS:	5,425,536	5,669,918	5,618,486	51,432	5,995,808	6,191,750	195,942	3.27%

Alcott

Alcott Salary Vs. Non Salary



Alcott Expense Category Type



Thoreau

Thoreau Budget Accounts

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
L11	101.2305.110.020.1.1042.10426.1	Thoreau K Longevity	3,114	3,114	3,000	114	3,249	5,060	1,811	55.74%
L26	101.2305.110.120.1.1042.10427.1	Thoreau Elem. Longevity	24,500	24,500	21,900	2,600	23,000	30,470	7,470	32.48%
NS137	101.2430.250.120.1.1010.10153.1	Thoreau Art Teaching S/M	4,750	4,750	4,671	79	4,250	4,250	-	0.00%
NS138	101.2430.250.120.1.1020.10252.1	Thoreau Computer S/M	10,000	10,000	7,287	2,713	10,000	11,500	1,500	15.00%
NS139	101.2451.250.120.1.1020.10260.1	Thoreau Computer Hardware	120,000	69,143	40,903	28,240	60,000	60,000	-	0.00%
NS140	101.2451.250.120.1.1020.10264.1	Thoreau Comp. Accessory Equip.	1,500	1,617	1,617	-	1,500	-	(1,500)	-100.00%
NS141	101.2451.260.120.1.1020.10256.1	Thoreau Computer Software	15,000	15,000	-	15,000	15,000	15,000	-	0.00%
NS142	101.2420.250.120.1.1030.10364.1	Thoreau Science Equipment	7,500	5,893	3,620	2,273	6,000	-	(6,000)	-100.00%
NS143	101.2430.250.120.1.1030.10353.1	Thoreau Science S/M	5,250	5,250	4,703	547	5,250	10,123	4,873	92.82%
NS143B	101.2430.250.120.1.1030.10356.1	Thoreau Math S/M	28,500	10,861	7,929	2,932	-	28,976	28,976	100.00%
NS144	101.2430.250.120.1.1030.10359.1	Thoreau Social Studies S/M	4,250	4,250	1,266	2,984	2,750	4,800	2,050	74.55%
NS145	101.2210.250.120.9.1042.10473.1	Thoreau Principal S/M	4,500	4,500	4,183	317	2,125	2,125	-	0.00%
NS146	101.2410.260.120.1.1042.10475.1	Thoreau Elementary Textbooks/Curriculum	8,500	8,525	8,524	1	3,500	16,000	12,500	357.14%
NS147	101.2420.240.120.1.1042.10474.1	Thoreau Copier Maintenance	6,500	6,500	1,693	4,807	1,250	2,693	1,443	115.44%
NS148	101.2430.250.120.1.1042.10472.1	Thoreau Elem. Teaching S/M	21,000	14,975	19,902	(4,927)	13,500	13,500	-	0.00%
NS149	101.2710.250.120.1.1090.10952.1	Thoreau Soc. Wkr. S/M	500	500	161	339	300	300	-	0.00%
NS150	101.2410.250.120.9.1110.11175.1	Thoreau Media Elem AV S/M	2,500	2,500	2,305	195	2,200	2,200	-	0.00%
NS151	101.2415.250.120.9.1110.11170.1	Thoreau Lib/Med Office S/M	2,500	2,500	2,317	183	1,750	2,350	600	34.29%
NS152	101.2415.260.120.1.1110.11158.1	Thoreau Library Books and E-books	3,500	3,500	3,353	147	3,000	3,000	-	0.00%
NS153	101.2415.260.120.1.1110.11180.1	Thoreau Lib/Med Office Periodicals	2,500	2,500	2,479	21	2,200	2,200	-	0.00%
NS154	101.2415.260.120.1.1140.11458.1	Thoreau Sheet Music/Other Music Resources	750	750	-	750	500	500	-	0.00%
NS155	101.2420.250.120.1.1150.11556.1	Thoreau P.E. Equipment	2,730	2,714	-	2,714	1,200	-	(1,200)	-100.00%
NS156	101.2430.250.120.1.1150.11552.1	Thoreau P.E. S/M	1,597	1,341	-	1,341	1,000	2,200	1,200	120.00%
NS157	101.2357.260.120.9.1160.11655.1	Thoreau Conference Reimbursement	4,800	9,209	9,209	0	4,800	-	(4,800)	-100.00%
NS158	101.2320.240.120.2.1200.12057.1	Thoreau SPED Contr. Services	80,000	66,408	46,525	19,883	88,333	98,720	10,387	11.76%
NS159	101.2430.250.120.2.1200.12053.1	Thoreau SPED Teaching S/M	2,750	4,447	4,402	45	2,750	2,750	-	0.00%
NS160	101.7400.260.120.1.2360.13652.1	Thoreau Replacement Equipment	7,500	7,500	5,150	2,350	7,500	2,500	(5,000)	-66.67%
NS161	101.4120.260.120.9.4680.16852.1	Thoreau Heating	38,000	38,000	31,434	6,566	32,500	34,577	2,077	6.39%
NS162	101.4130.260.120.9.4690.16952.1	Thoreau Electricity	113,433	113,433	99,573	13,860	113,426	109,530	(3,896)	-3.43%
NS63	101.2430.250.020.1.1042.10471.1	Thoreau Kindergarten S/M	5,000	5,000	1,672	3,328	2,125	2,125	-	0.00%
S164	101.2305.110.120.1.1010.10102.1	Thoreau Art Teaching Salary	98,527	108,951	108,951	0	102,802	117,457	14,655	14.26%
S165	101.2305.110.120.1.1020.10202.1	Thoreau Instr. Tech. Specialist	118,943	118,896	118,896	(0)	116,754	121,357	4,603	3.94%
S166	101.2305.110.120.1.1042.10423.1	Thoreau Elem. Teaching Salary	2,181,753	1,955,337	1,947,557	7,780	2,276,414	2,147,550	(128,864)	-5.66%
S167	101.2330.130.120.1.1042.10424.1	Thoreau Elem. Aides Salary	3,500	5,113	6,766	(1,653)	750	37,123	36,373	4849.73%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S168	101.2330.130.120.1.1042.10425.1	Thoreau Reg. Ed. Tutor Sal.	145,430	160,923	165,484	(4,561)	154,939	75,358	(79,581)	-51.36%
S169	101.2330.110.120.1.1070.10702.1	Thoreau ELL Tch. Salary	58,366	53,289	47,606	5,683	44,400	76,444	32,044	72.17%
S170	101.2305.110.120.1.1080.10807.1	World Lang. Thoreau Tch. Salary	-	70,536	70,536	0	76,251	84,948	8,697	11.41%
S171	101.2710.110.120.1.1090.10902.1	Thoreau Social Worker Salary	110,254	107,032	106,480	552	115,038	111,867	(3,171)	-2.76%
S172	101.2340.110.120.1.1110.11104.1	Thoreau Media Specialist Salary	109,234	107,375	105,820	1,555	91,473	60,249	(31,224)	-34.13%
S173	101.2340.130.120.1.1110.11105.1	Thoreau Library Aide Salary	30,000	21,983	20,921	1,063	-	-	-	0.00%
S174	101.2305.110.120.1.1140.11402.1	Thoreau Music Tch. Salary	150,876	155,388	155,387	1	156,088	168,128	12,040	7.71%
S175	101.2305.110.120.1.1150.11502.1	Thoreau P.E. Tch. Salary	125,791	127,161	127,160	1	131,362	136,645	5,283	4.02%
S176	101.2353.110.120.9.1160.11609.1	Thoreau Prof. Dev.	6,500	6,500	-	6,500	6,500	11,300	4,800	73.85%
S177	101.2355.130.120.9.1160.11614.1	Thoreau Prof. Dev. Substitute Salary	2,750	2,750	2,050	700	2,750	2,750	-	0.00%
S178	101.2310.110.120.1.1170.11705.1	Thoreau Reading Tch. Salary	112,584	112,348	111,800	548	117,469	117,457	(12)	-0.01%
S179	101.2305.110.120.2.1200.12003.1	Thoreau SPED Teaching Salary	486,641	486,641	486,604	37	577,755	948,667	370,912	64.20%
S180	101.2320.110.120.2.1200.12015.1	Thoreau Occ. Therapist Salary	108,084	108,084	104,487	3,597	111,327	110,313	(1,014)	-0.91%
S181	101.2320.110.120.2.1200.12031.1	Thoreau S/L Pathologist	140,242	140,242	139,896	346	140,242	153,288	13,046	9.30%
S182	101.2330.130.120.2.1200.12006.1	Thoreau SPED Tutor Salary	300,393	243,976	252,250	(8,274)	448,487	255,060	(193,427)	-43.13%
S183	101.2330.130.120.2.1200.12009.1	Thoreau SPED Aides Salary	85,076	111,750	115,713	(3,963)	15,000	90,206	75,206	501.37%
S184	101.2800.110.120.2.1200.12012.1	Thoreau Psychologist Salary	124,042	92,624	92,419	205	124,042	111,303	(12,739)	-10.27%
S185	101.2325.130.120.1.1210.12107.1	Thoreau Substitute Salary	58,447	42,293	20,625	21,668	35,000	35,000	-	0.00%
S186	101.2325.130.120.1.1210.12117.1	Long Term Subs Thoreau	-	-	10,199	(10,199)	-	35,000	35,000	100.00%
S187	101.2325.130.120.2.1210.12111.1	Thoreau SPED Substitute Salary	5,735	4,035	3,925	110	5,735	5,735	-	0.00%
S188	101.2315.110.120.1.1240.12412.1	Thoreau K-5 L/A Curr. Specialist	4,669	4,911	4,911	-	5,122	2,647	(2,475)	-48.32%
S189	101.2210.110.120.9.3520.15202.1	Thoreau Principal Salary	157,579	159,183	159,183	0	161,553	165,593	4,040	2.50%
S190	101.2210.120.120.9.3520.15208.1	Thoreau Prin. Clerical Salary	100,069	106,196	110,487	(4,291)	103,138	103,884	746	0.72%
S86	101.2305.110.020.1.1042.10421.1	Thoreau Kindergarten Tch. Salary	379,472	439,582	440,590	(1,008)	357,441	420,494	63,053	17.64%
S88	101.2330.130.020.1.1042.10422.1	Thoreau Kindergarten Aides Salary	123,672	127,319	138,963	(11,644)	157,038	128,171	(28,867)	-18.38%
S89	101.2325.130.020.1.1210.12104.1	Thoreau Kindergarten Sub. Salary	3,296	3,296	3,450	(154)	3,296	3,296	-	0.00%
		THOREAU TOTALS:	5,864,849	5,632,894	5,518,893	114,001	6,053,124	6,304,739	251,615	4.16%

Thoreau by DESE 1000 Function

FUNCTION	FUNCTION DESCRIPTION	FY18 APPROVED BUDGET	FY18 TRANSFERRED BUDGET	FY18 ACTUAL	FY18 TRANSFERRED BUDGET DIFFERENCE vs FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 BUDGET vs FY19 BUDGET DIFFERENCE	FY19/FY20 % DIFFERENCE
2000	INSTRUCTIONAL LEADERSHIP	5,705,916	5,473,961	5,382,736	91,225	5,899,698	6,158,132	258,434	4.38%
4000	MAINTENANCE	151,433	151,433	131,006	20,427	145,926	144,107	(1,819)	-1.25%
7000	FIXED ASSETS	7,500	7,500	5,150	2,350	7,500	2,500	(5,000)	-66.67%
	THOREAU TOTALS:	5,864,849	5,632,894	5,518,893	114,001	6,053,124	6,304,739	251,615	4.16%

Thoreau

Thoreau by DESE 1000 Function (Continued)

2000: Instructional Services, DW Academic Leadership, School Building Leadership, Building Tech, Teaching Services, Classroom Teachers, Specialists, Subs, Para's, Stipends, Coordinators, Guidance, Supplies, Instructional Equipment, Textbooks, Software

4000: Custodians, Heating, Utility Services, Maintenance of Grounds/Buildings/Equipment, Security, Networking and Telecommunications

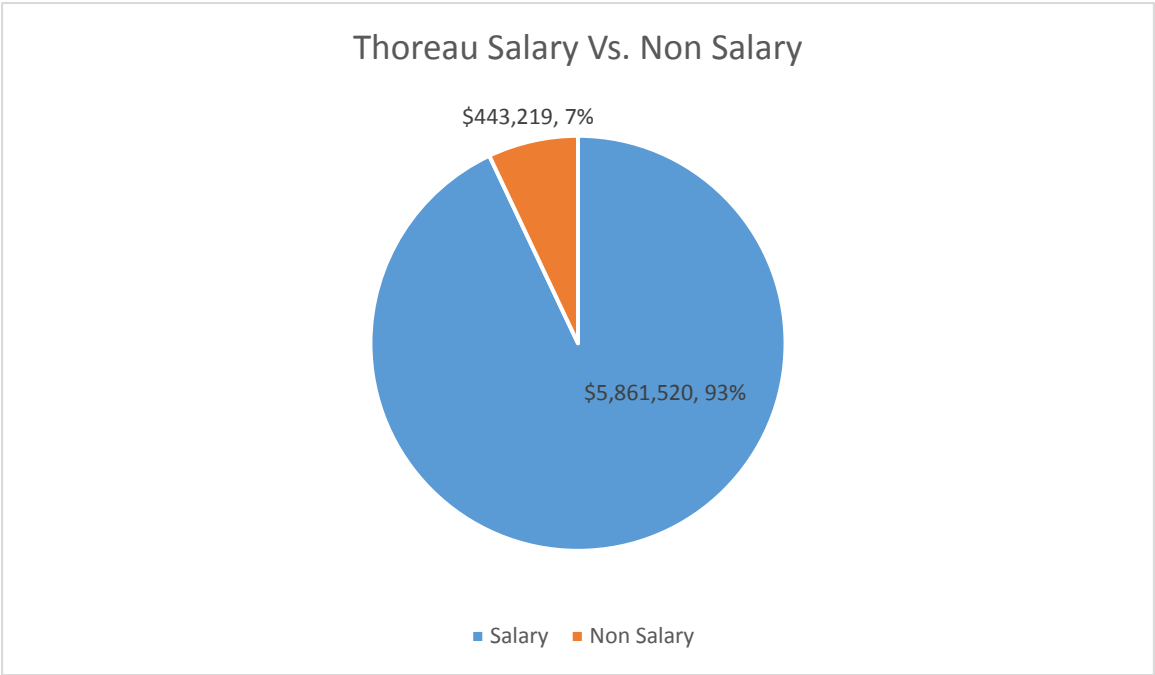
7000: Acquisition and Improvement of Equipment, Capital, Replacement of Equipment, Acquisition of Motor Vehicles, Replacement of Motor Vehicles

Thoreau by DESE 100 Function Chart

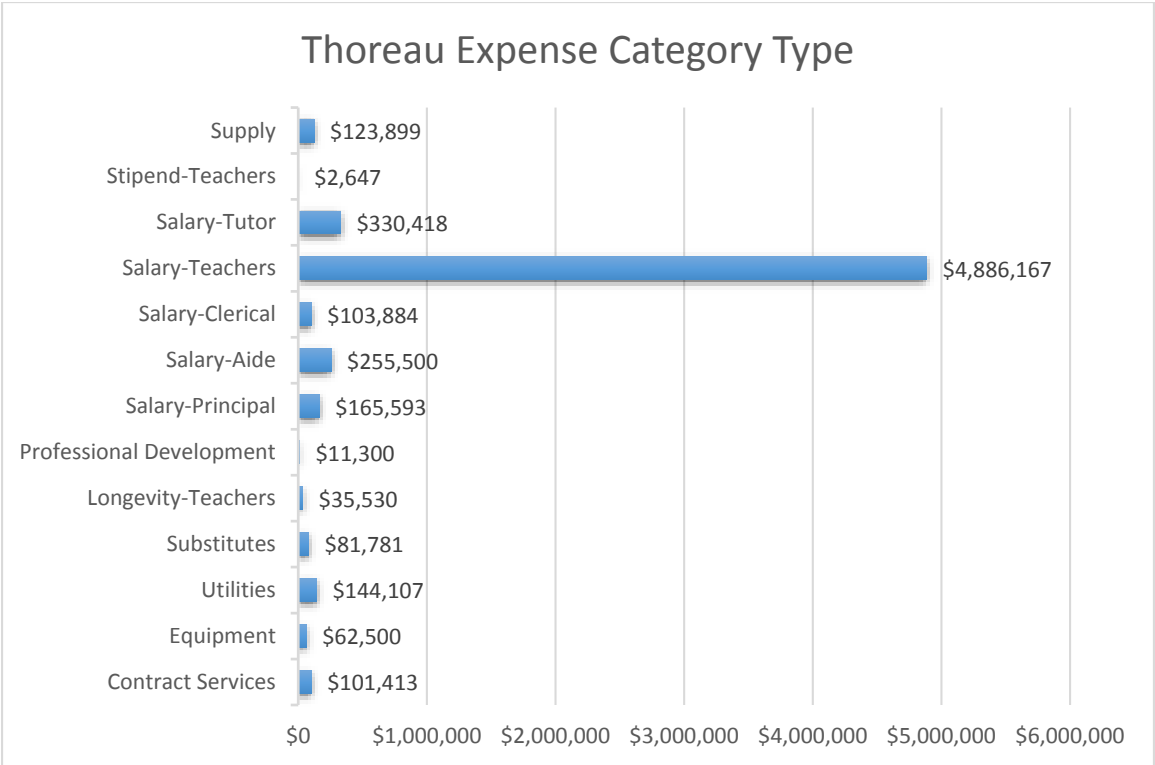
FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
2210	PRINCIPALS	262,148	269,879	273,853	(3,974)	266,816	271,602	4,786	1.79%
2305	CLASSROOM TEACHERS	3,569,617	3,490,106	3,480,582	9,524	3,821,116	4,180,776	359,660	9.41%
2310	SPECIALIST TEACHERS	112,584	112,348	111,800	548	117,469	117,457	(12)	-0.01%
2315	TEAM LEADERS/DEPT. CHAIRS	4,669	4,911	4,911	-	5,122	2,647	(2,475)	-48.32%
2320	MED. THERAPUTIC SERV.	328,326	314,734	290,908	23,826	339,902	362,321	22,419	6.60%
2325	SUBSTITUTES	67,478	49,624	38,199	11,425	44,031	79,031	35,000	79.49%
2330	INSTR. ASSISTANTS	716,437	702,370	726,783	(24,413)	820,614	662,362	(158,252)	-19.28%
2340	INSTR. SUPPLIES	139,234	129,358	126,741	2,618	91,473	60,249	(31,224)	-34.13%
2353	PROF. DEV. - TEACHERS	6,500	6,500	-	6,500	6,500	11,300	4,800	73.85%
2355	PROF. DEV. - SUBSTITUTES	2,750	2,750	2,050	700	2,750	2,750	-	0.00%
2357	PROF. DEV. - PROVIDERS	4,800	9,209	9,209	0	4,800	-	(4,800)	-100.00%
2410	TEXTBOOKS	11,000	11,025	10,829	196	5,700	18,200	12,500	219.30%
2415	OTHER BOOKS	9,250	9,250	8,149	1,101	7,450	8,050	600	8.05%
2420	INSTR. EQUIPMENT	16,730	15,107	5,313	9,794	8,450	2,693	(5,757)	-68.13%
2430	INSTR. SUPPLIES	83,097	60,874	51,831	9,043	41,625	80,224	38,599	92.73%
2451	CLASSROOM INSTR. TECH.	136,500	85,760	42,520	43,240	76,500	75,000	(1,500)	-1.96%
2710	GUIDANCE COUNSELORS	110,754	107,532	106,641	891	115,338	112,167	(3,171)	-2.75%
2800	PSYCHOLOGICAL SERVICES	124,042	92,624	92,419	205	124,042	111,303	(12,739)	-10.27%
4120	HEATING OF BUILDINGS	38,000	38,000	31,434	6,566	32,500	34,577	2,077	6.39%
4130	UTILITIES/OTHER	113,433	113,433	99,573	13,860	113,426	109,530	(3,896)	-3.43%
7400	ASSETS/REPLACEMENT EQUIPMENT	7,500	7,500	5,150	2,350	7,500	2,500	(5,000)	-66.67%
THOREAU TOTALS:		5,864,849	5,632,894	5,518,893	114,001	6,053,124	6,304,739	251,615	4.16%

Thoreau

Thoreau Salary Vs. Non Salary



Thoreau Expense Category Type



Willard

Willard Budget Accounts

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
L12	101.2305.110.030.1.1043.10436.1	Willard K Longevity	3,000	3,000	2,000	1,000	3,000	575	(2,425)	-80.83%
L28	101.2305.110.130.1.1043.10437.1	Willard Elem. Longevity	24,500	24,500	19,514	4,986	24,500	11,536	(12,964)	-52.91%
NS311	101.2430.250.130.1.1010.10154.1	Willard Art Teaching S/M	4,750	4,606	3,793	813	4,250	4,250	-	0.00%
NS312	101.2430.250.130.1.1020.10253.1	Willard Computer S/M	10,000	10,000	397	9,603	10,000	11,500	1,500	15.00%
NS313	101.2451.250.130.1.1020.10261.1	Willard Computer Hardware	120,000	69,260	40,903	28,357	60,000	60,000	-	0.00%
NS314	101.2451.250.130.1.1020.10265.1	Willard Comp. Accessory Equip.	1,500	1,500	-	1,500	1,500	-	(1,500)	-100.00%
NS315	101.2451.260.130.1.1020.10257.1	Willard Computer Software	15,000	15,000	920	14,080	15,000	15,000	-	0.00%
NS316	101.2420.250.130.1.1030.10365.1	Willard Science Equipment	7,500	5,892	2,549	3,343	6,000	-	(6,000)	-100.00%
NS317	101.2430.250.130.1.1030.10354.1	Willard Science S/M	5,250	5,457	5,446	11	5,250	10,123	4,873	92.82%
NS318	101.2430.250.130.1.1030.10357.1	Willard Math S/M	28,500	4,364	4,362	2	-	30,425	30,425	100.00%
NS319	101.2430.250.130.1.1030.10360.1	Willard Social Studies S/M	4,250	4,250	1,330	2,920	2,750	4,800	2,050	74.55%
NS320	101.2210.250.130.9.1043.10483.1	Willard Principal S/M	4,500	4,500	1,509	2,991	2,125	2,125	-	0.00%
NS321	101.2410.260.130.1.1043.10485.1	Willard Elem. Textbooks/Curriculum	8,500	9,390	9,389	1	3,500	18,910	15,410	440.29%
NS322	101.2420.240.130.1.1043.10484.1	Willard Copier Maintenance	6,500	6,500	4,324	2,176	1,250	5,175	3,925	314.00%
NS323	101.2430.250.130.1.1043.10482.1	Willard Elem. Teaching S/M	21,000	20,110	23,106	(2,996)	13,500	21,000	7,500	55.56%
NS324	101.2710.250.130.1.1090.10953.1	Willard Soc. Wkr. S/M	500	500	-	500	300	300	-	0.00%
NS325	101.2410.250.130.9.1110.11176.1	Willard Media Elem AV S/M	2,500	2,500	2,445	55	2,200	2,200	-	0.00%
NS326	101.2415.250.130.9.1110.11171.1	Willard Lib/Med Office S/M	2,500	2,500	1,606	894	1,750	1,750	-	0.00%
NS327	101.2415.260.130.1.1110.11159.1	Willard Library Books and E-books	3,500	3,500	3,216	284	3,000	3,000	-	0.00%
NS328	101.2415.260.130.1.1110.11181.1	Willard Lib/Med Office Periodicals	2,500	2,500	2,411	89	2,200	2,200	-	0.00%
NS329	101.2415.260.130.1.1140.11459.1	Willard Sheet Music/Other Music Resources	750	750	330	420	500	500	-	0.00%
NS330	101.2420.250.130.1.1150.11557.1	Willard P.E. Equipment	1,099	843	-	843	1,200	-	(1,200)	-100.00%
NS331	101.2430.250.130.1.1150.11553.1	Willard P.E. S/M	1,968	1,968	1,916	52	1,000	2,200	1,200	120.00%
NS332	101.2357.260.130.9.1160.11656.1	Willard Conference Reimbursement	4,800	4,800	2,209	2,591	4,800	-	(4,800)	-100.00%
NS333	101.2320.240.130.2.1200.12058.1	Willard SPED Contr. Services	80,000	93,592	85,971	7,621	88,333	140,201	51,868	58.72%
NS334	101.2430.250.130.2.1200.12054.1	Willard SPED Teaching S/M	2,750	1,053	888	165	2,750	12,750	10,000	363.64%
NS335	101.7400.260.130.1.2360.13653.1	Willard Replacement Equipment	7,500	500	1,650	(1,150)	7,500	2,500	(5,000)	-66.67%
NS336	101.4120.260.130.9.4680.16853.1	Willard Heating	20,000	20,000	19,926	74	22,000	21,919	(81)	-0.37%
NS337	101.4130.260.130.9.4690.16953.1	Willard Electricity	93,434	93,434	89,567	3,867	97,586	98,524	938	0.96%
NS64	101.2430.250.030.1.1043.10481.1	Willard Kindergarten S/M	5,000	5,000	3,483	1,517	2,125	4,500	2,375	111.76%
S259	101.2305.110.130.1.1010.10103.1	Willard Art Teaching Salary	97,056	103,764	103,764	(0)	101,267	111,867	10,600	10.47%
S260	101.2305.110.130.1.1020.10203.1	Willard Instr. Tech. Specialist	108,101	114,228	114,228	0	114,036	117,457	3,421	3.00%
S261	101.2305.110.130.1.1043.10433.1	Willard Elem. Teaching Salary	2,118,775	2,069,098	2,080,475	(11,377)	2,130,704	2,201,404	70,700	3.32%
S262	101.2330.130.130.1.1043.10434.1	Willard Elem. Aides Salary	58,544	59,544	58,176	1,368	66,157	30,264	(35,893)	-54.25%
S263	101.2330.130.130.1.1043.10435.1	Willard Reg. Ed. Tutor Sal.	290,647	329,354	319,604	9,750	300,299	309,062	8,763	2.92%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S264	101.2330.110.130.1.1070.10703.1	Willard ELL Tch. Salary	63,515	86,750	86,750	0	90,248	104,472	14,224	15.76%
S265	101.2305.110.130.1.1080.10806.1	World Lang. Willard Tch. Salary	-	56,275	56,275	0	60,835	67,774	6,939	11.41%
S266	101.2710.110.130.1.1090.10903.1	Willard Social Worker Salary	115,910	109,856	109,141	715	120,939	114,663	(6,276)	-5.19%
S267	101.2340.110.130.1.1110.11106.1	Willard Media Specialist Salary	72,049	77,121	77,120	1	75,175	92,878	17,703	23.55%
S268	101.2340.130.130.1.1110.11107.1	Willard Library Aide Salary	24,076	25,058	26,339	(1,281)	-	-	-	0.00%
S269	101.2305.110.130.1.1140.11403.1	Willard Music Tch. Salary	158,863	163,373	163,372	1	141,752	150,495	8,743	6.17%
S270	101.2305.110.130.1.1150.11503.1	Willard P.E. Tch. Salary	100,058	101,428	101,427	1	104,399	108,510	4,111	3.94%
S271	101.2353.110.130.9.1160.11610.1	Willard Prof. Dev.	6,500	6,500	-	6,500	6,500	31,300	24,800	381.54%
S272	101.2355.130.130.9.1160.11615.1	Willard Prof. Dev. Substitute Salary	2,750	2,750	1,300	1,450	2,750	2,750	-	0.00%
S273	101.2310.110.130.1.1170.11706.1	Willard Reading Tch. Salary	120,437	117,541	116,470	1,071	125,662	77,250	(48,412)	-38.53%
S274	101.2305.110.130.2.1200.12004.1	Willard SPED Teaching Salary	471,208	473,759	461,114	12,645	470,776	563,083	92,307	19.61%
S275	101.2320.110.130.2.1200.12016.1	Willard Occ. Therapist Salary	108,084	108,084	104,487	3,597	111,327	113,347	2,020	1.81%
S276	101.2320.110.130.2.1200.12032.1	Willard S/L Pathologist	234,701	247,911	205,424	42,487	244,884	109,799	(135,085)	-55.16%
S277	101.2330.130.130.2.1200.12007.1	Willard SPED Tutor Salary	344,939	350,370	351,895	(1,525)	363,473	404,549	41,076	11.30%
S278	101.2330.130.130.2.1200.12010.1	Willard SPED Aides Salary	46,145	136,247	133,318	2,929	136,747	95,879	(40,868)	-29.89%
S279	101.2800.110.130.2.1200.12013.1	Willard Psychologist Salary	76,055	80,205	80,204	1	79,355	96,590	17,235	21.72%
S280	101.2325.130.130.1.1210.12108.1	Willard Substitute Salary	30,959	30,959	16,525	14,434	32,000	32,000	-	0.00%
S281	101.2325.130.130.1.1210.12116.1	Long Term Subs Willard	-	42,242	69,604	(27,362)	-	35,000	35,000	100.00%
S282	101.2325.130.130.2.1210.12112.1	Willard SPED Substitute Salary	8,278	6,327	6,600	(273)	8,278	8,278	-	0.00%
S283	101.2315.110.130.1.1240.12413.1	Willard K-5 L/A Curr. Specialist	4,669	11,033	11,033	-	6,292	4,852	(1,440)	-22.89%
S284	101.2210.110.130.9.3520.15203.1	Willard Principal Salary	172,493	150,606	150,682	(76)	154,500	158,363	3,863	2.50%
S285	101.2210.120.130.9.3520.15209.1	Willard Prin. Clerical Salary	96,431	97,914	100,350	(2,436)	100,019	104,195	4,176	4.18%
S90	101.2305.110.030.1.1043.10431.1	Willard Kindergarten Salary	458,929	326,444	325,919	525	397,501	267,770	(129,731)	-32.64%
S92	101.2330.130.030.1.1043.10432.1	Willard Kindergarten Aides Salary	131,663	126,663	129,678	(3,015)	137,376	96,378	(40,998)	-29.84%
S93	101.2325.130.030.1.1210.12105.1	Willard Kindergarten Sub. Salary	2,933	2,933	3,305	(372)	2,933	2,933	-	0.00%
		WILLARD TOTAL:	6,018,319	6,036,106	5,899,741	136,365	6,076,053	6,101,125	25,072	0.41%

Willard by DESE 1000 Function

FUNCTION	FUNCTION DESCRIPTION	FY18 APPROVED BUDGET	FY18 TRANSFERRED BUDGET	FY18 ACTUAL	FY18 TRANSFERRED BUDGET DIFFERENCE vs FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 BUDGET vs FY19 BUDGET DIFFERENCE	FY19/FY20 % DIFFERENCE
2000	INSTRUCTIONAL LEADERSHIP	5,897,385	5,922,172	5,788,598	133,574	5,948,967	5,978,182	29,215	0.49%
4000	MAINTENANCE	113,434	113,434	109,493	3,941	119,586	120,443	857	0.72%
7000	FIXED ASSETS	7,500	500	1,650	(1,150)	7,500	2,500	(5,000)	-66.67%
	WILLARD TOTAL:	6,018,319	6,036,106	5,899,741	136,365	6,076,053	6,101,125	25,072	0.41%

Willard

Willard by DESE 1000 Function (Continued)

2000: Instructional Services, DW Academic Leadership, School Building Leadership, Building Tech, Teaching Services, Classroom Teachers, Specialists, Subs, Para's, Stipends, Coordinators, Guidance, Supplies, Instructional Equipment, Textbooks, Software

4000: Custodians, Heating, Utility Services, Maintenance of Grounds/Buildings/Equipment, Security, Networking and Telecommunications

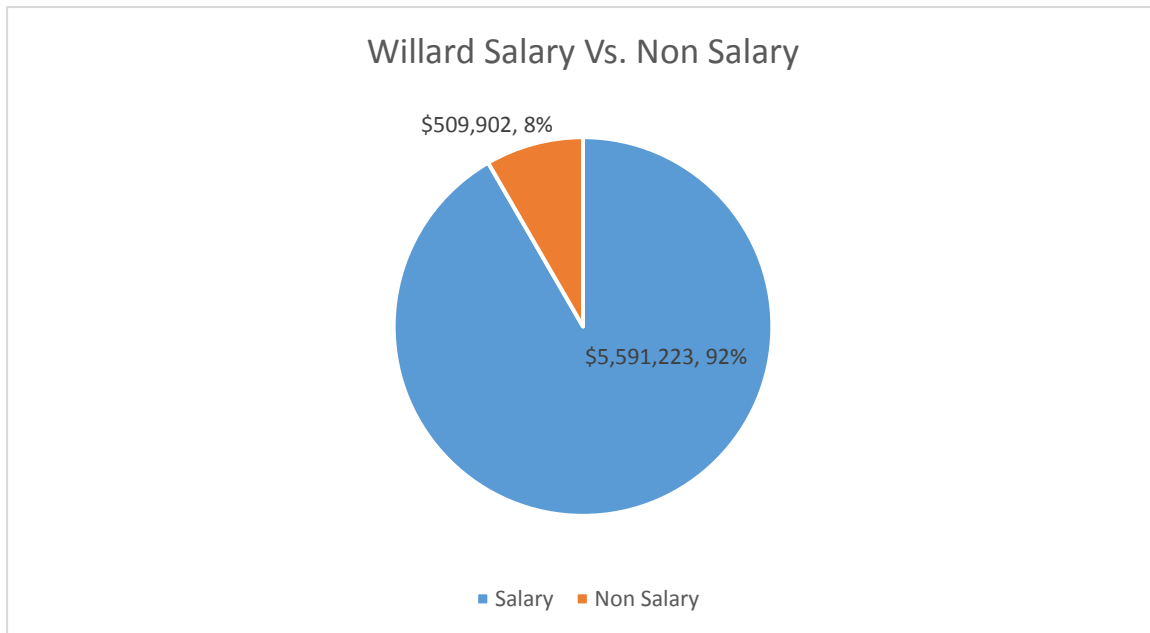
7000: Acquisition and Improvement of Equipment, Capital, Replacement of Equipment, Acquisition of Motor Vehicles, Replacement of Motor Vehicles

Willard by DESE 100 Function Chart

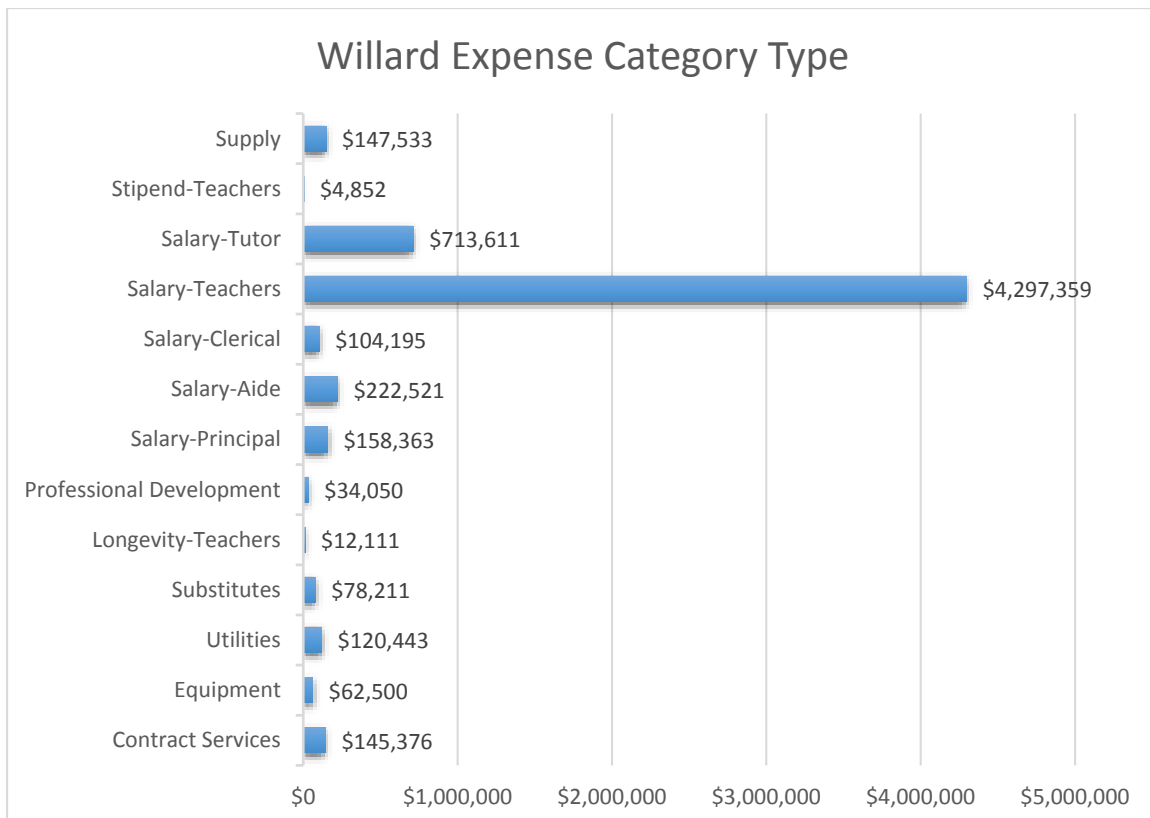
FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
2210	PRINCIPALS	273,424	253,020	252,541	479	256,644	264,683	8,039	3.13%
2305	CLASSROOM TEACHERS	3,540,490	3,435,869	3,428,087	7,782	3,548,770	3,600,471	51,701	1.46%
2310	SPECIALIST TEACHERS	120,437	117,541	116,470	1,071	125,662	77,250	(48,412)	-38.53%
2315	TEAM LEADERS/DEPT. CHAIRS	4,669	11,033	11,033	-	6,292	4,852	(1,440)	-22.89%
2320	MED. THERAPUTIC SERV.	422,785	449,587	395,882	53,705	444,544	363,347	(81,197)	-18.27%
2325	SUBSTITUTES	42,170	82,461	96,034	(13,573)	43,211	78,211	35,000	81.00%
2330	INSTR. ASSISTANTS	935,453	1,088,928	1,079,421	9,507	1,094,300	1,040,604	(53,696)	-4.91%
2340	LIBRARIANS	96,125	102,179	103,460	(1,281)	75,175	92,878	17,703	23.55%
2353	PROF. DEV. - TEACHERS	6,500	6,500	-	6,500	6,500	31,300	24,800	381.54%
2355	PROF. DEV. - SUBSTITUTES	2,750	2,750	1,300	1,450	2,750	2,750	-	0.00%
2357	PROF. DEV. - PROVIDERS	4,800	4,800	2,209	2,591	4,800	-	(4,800)	-100.00%
2410	TEXTBOOKS	11,000	11,890	11,834	56	5,700	21,110	15,410	270.35%
2415	OTHER BOOKS	9,250	9,250	7,563	1,687	7,450	7,450	-	0.00%
2420	INSTR. EQUIPMENT	15,099	13,235	6,873	6,362	8,450	5,175	(3,275)	-38.76%
2430	INSTR. SUPPLIES	83,468	56,808	44,722	12,086	41,625	101,548	59,923	143.96%
2451	CLASSROOM INSTR. TECH.	136,500	85,760	41,823	43,937	76,500	75,000	(1,500)	-1.96%
2710	GUIDANCE COUNSELORS	116,410	110,356	109,141	1,215	121,239	114,963	(6,276)	-5.18%
2800	PSYCHOLOGICAL SERVICES	76,055	80,205	80,204	1	79,355	96,590	17,235	21.72%
4120	HEATING OF BUILDINGS	20,000	20,000	19,926	74	22,000	21,919	(81)	-0.37%
4130	UTILITIES/OTHER	93,434	93,434	89,567	3,867	97,586	98,524	938	0.96%
7400	ASSETS/REPLACEMENT EQUIPMENT	7,500	500	1,650	(1,150)	7,500	2,500	(5,000)	-66.67%
WILLARD TOTAL:		6,018,319	6,036,106	5,899,741	136,365	6,076,053	6,101,125	25,072	0.41%

Willard

Willard Salary Vs. Non Salary



Willard Expense Category Type



Middle School

Middle School Budget Accounts

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
L13	101.2305.110.200.1.1010.10110.1	M.S. Art Longevity	1,700	2,000	2,000	-	1,774	4,950	3,176	179.03%
L14	101.2305.110.200.1.1020.10206.1	M.S. Comp. Instr. Longevity	2,000	2,000	2,000	-	2,000	660	(1,340)	-67.00%
L15	101.2305.110.200.1.1050.10503.1	English Longevity	9,150	9,150	8,600	550	9,600	4,180	(5,420)	-56.46%
L16	101.2305.110.200.1.1080.10805.1	M.S. For. Lang. Longevity	5,000	5,200	5,200	-	5,217	5,500	283	5.42%
L17	101.2710.110.200.1.1090.10908.1	M.S. Guide. Longevity	4,750	5,500	5,500	-	5,200	6,710	1,510	29.04%
L18	101.2305.110.200.1.1130.11304.1	Math Longevity	8,408	8,408	6,500	1,908	9,400	8,470	(930)	-9.89%
L19	101.2305.110.200.1.1140.11411.1	M.S. Music Longevity	-	999	1,000	(1)	-	1,650	1,650	100.00%
L19A	101.2305.110.200.1.1150.11506.1	M.S. P.E. Longevity	6,457	7,800	7,800	-	7,400	9,130	1,730	23.38%
L21	101.2305.110.200.1.1180.11803.1	Sci. Longevity	5,345	6,700	6,700	-	5,800	9,570	3,770	65.00%
L22	101.2305.110.200.1.1190.11903.1	Soc. Studies Longevity	2,250	2,250	2,000	250	2,250	5,500	3,250	144.44%
L23	101.2305.110.200.2.1201.12036.1	M.S. SPED Longevity	5,709	3,704	2,354	1,350	5,709	2,200	(3,509)	-61.46%
L24	101.2305.110.200.1.1220.12202.1	Appl. Tech Longevity	-	500	500	-	522	-	(522)	-100.00%
NS100	101.2110.260.200.2.1201.12086.1	M.S. SPED Director Travel	-	-	-	-	250	250	-	0.00%
NS101	101.2320.240.200.2.1201.12074.1	Middle Sch. SPED Contr. Services	110,000	107,211	85,050	22,161	100,000	112,829	12,829	12.83%
NS102	101.2320.240.200.2.1201.12075.1	Middle Sch. SPED Evaluation Services	13,766	13,766	21,235	(7,469)	8,000	-	(8,000)	-100.00%
NS103	101.2410.260.200.2.1201.12085.1	M.S. SPED Equip. Repair	-	-	-	-	500	500	-	0.00%
NS104	101.2430.250.200.2.1201.12072.1	Middle Sch. SPED Teaching S/M	-	361	451	(90)	1,750	1,750	-	0.00%
NS106	101.2720.250.200.2.1201.12073.1	Middle Sch. Testing S/M	-	2,311	2,310	1	5,000	7,000	2,000	40.00%
NS107	101.7300.260.200.2.1201.12077.1	Middle Sch. SPED New Equipment	2,500	2,500	-	2,500	2,500	2,500	-	0.00%
NS108	101.9100.260.200.2.1201.12078.1	M.S. SPED Massachusetts Tuition	55,000	55,000	19,220	35,780	55,000	-	(55,000)	-100.00%
NS109	101.9200.260.200.2.1201.12079.1	M.S. SPED Out-of-State Tuition	85,000	85,000	-	85,000	85,000	-	(85,000)	-100.00%
NS110	101.9300.260.200.2.1201.12080.1	M.S. SPED Non-Public Tuition	285,000	285,000	381,421	(96,421)	315,000	483,394	168,394	53.46%
NS111	101.9400.260.200.2.1201.12081.1	M.S. SPED Collaborative Tuition	343,571	343,571	378,425	(34,854)	343,571	450,596	107,025	31.15%
NS112	101.9400.260.200.2.1201.12099.1	M.S. Sped Prepaid Tuition	-	-	297,732	(297,732)	-	-	-	0.00%
NS114	101.2430.250.200.1.1220.12251.1	Tech Ed: Applied Tech. Tch. S/M	6,987	6,987	5,212	1,775	6,987	5,608	(1,379)	-19.74%
NS116	101.2430.250.200.1.1230.12351.1	Tech Ed: Family & Cons. Tch. S/M	7,200	5,889	7,627	(1,738)	7,200	9,000	1,800	25.00%
NS118	101.3510.250.200.9.2310.13151.1	Athletics S/M	1,881	1,881	1,276	605	1,881	1,881	-	0.00%
NS120	101.3510.260.200.9.2310.13153.1	Officials	4,717	4,717	4,597	120	5,409	5,409	-	0.00%
NS121	101.7400.260.200.1.2360.13654.1	Middle Sch. Replacement Equipment	13,908	6,767	5,185	1,582	12,750	5,000	(7,750)	-60.78%
NS123	101.2210.250.200.9.3520.15251.1	Middle Sch. Principals S/M	4,500	4,500	3,770	730	4,500	18,000	13,500	300.00%
NS124	101.2210.260.200.9.3520.15253.1	Middle Sch. Prin. Prof. Development	2,326	2,326	2,549	(223)	1,250	1,250	-	0.00%
NS125	101.2420.240.200.1.3520.15254.1	Middle Sch. Copier Maintenance	15,000	15,000	9,175	5,825	10,000	10,375	375	3.75%
NS126	101.4120.260.250.9.4680.16854.1	Peabody Heating	35,000	35,000	30,168	4,832	30,000	33,184	3,184	10.61%
NS127	101.4130.260.250.9.4690.16954.1	Peabody Electricity	56,116	56,116	48,520	7,596	54,579	53,327	(1,252)	-2.29%
NS135	101.4120.260.260.9.4680.16855.1	Sanborn Heating	65,000	65,000	86,759	(21,759)	73,500	95,435	21,935	29.84%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS136	101.4130.260.260.9.4690.16955.1	Sanborn Electricity	82,063	82,063	81,101	962	81,840	89,211	7,371	9.01%
NS65	101.2430.250.200.1.1010.10155.1	Middle Sch. Art Tch. S/M	15,000	14,200	14,125	75	13,425	16,331	2,906	21.65%
NS66	101.2430.250.200.1.1020.10254.1	Middle Sch. Computer S/M	20,000	20,000	20,939	(939)	20,000	20,000	-	0.00%
NS67	101.2451.250.200.1.1020.10262.1	Middle Sch. Computer Hardware	205,000	124,861	146,699	(21,838)	205,000	205,000	-	0.00%
NS68	101.2451.250.200.1.1020.10266.1	Middle Sch. Comp. Accessory Equip.	3,000	3,000	(1,872)	4,872	3,000	-	(3,000)	-100.00%
NS69	101.2451.260.200.1.1020.10258.1	Middle Sch. Computer Software	20,000	20,000	149	19,851	20,000	-	(20,000)	-100.00%
NS70	101.2410.260.200.1.1050.10552.1	English Textbooks/Curric	6,775	4,908	4,365	543	6,775	15,645	8,870	130.92%
NS71	101.2430.250.200.1.1050.10551.1	English Teaching S/M	5,500	11,315	13,115	(1,800)	5,500	-	(5,500)	-100.00%
NS72	101.2430.250.200.1.1070.10752.1	Middle Sch. ELL S/M	7,500	3,481	1,296	2,186	4,500	4,500	-	0.00%
NS73	101.2410.260.200.1.1080.10854.1	World Lang. Middle Sch. Textbooks/Curriculum	15,000	2,391	2,207	184	7,500	8,138	638	8.51%
NS74	101.2430.250.200.1.1080.10852.1	World Lang. Middle Sch. Tch. S/M	1,000	2,067	2,486	(419)	1,500	2,856	1,356	90.40%
NS75	101.2700.240.200.1.1090.10957.1	M.S. Guidance Contractual	1,750	1,750	593	1,157	500	-	(500)	-100.00%
NS76	101.2710.250.200.1.1090.10954.1	Middle Sch. Guidance S/M	3,500	3,500	3,858	(358)	2,100	5,600	3,500	166.67%
NS77	101.2410.250.200.9.1110.11154.1	Media Middle Sch. AV S/M	1,000	1,000	880	120	750	-	(750)	-100.00%
NS78	101.2415.250.200.9.1110.11172.1	Middle Sch. Lib/Med Office S/M	2,500	2,500	2,188	312	-	-	-	0.00%
NS79	101.2415.260.200.1.1110.11160.1	Middle Sch. Library Books and E-books	11,626	11,626	11,112	514	2,450	10,000	7,550	308.16%
NS80	101.2415.260.200.1.1110.11182.1	Middle Sch. Lib/Med Office Periodicals	2,500	2,500	2,433	67	2,200	1,375	(825)	-37.50%
NS81	101.2453.260.200.1.1110.11162.1	Library/Media M.S. On-Line Search	25,000	16,632	5,797	10,835	5,000	5,700	700	14.00%
NS82	101.2410.260.200.1.1130.11352.1	Math Textbooks/Curriculum	2,349	9,374	9,081	293	2,349	15,837	13,488	574.20%
NS83	101.2430.250.200.1.1130.11351.1	Math. Teaching S/M	3,358	3,337	6,249	(2,912)	3,358	3,358	-	0.00%
NS84	101.2415.260.200.1.1140.11460.1	Middle Sch. Sheet Music/Other Music Resources	2,578	2,578	2,144	434	1,750	8,300	6,550	374.29%
NS85	101.2430.250.200.1.1140.11452.1	Middle Sch. Music Tch. S/M	1,922	2,035	1,998	37	2,922	5,150	2,228	76.25%
NS86	101.7300.260.200.1.1140.11463.1	Middle Sch. Music New Equip.	-	-	-	-	-	10,000	10,000	100.00%
NS87	101.2420.250.200.1.1150.11558.1	Middle Sch. P.E. Equipment	616	632	631	1	1,200	-	(1,200)	-100.00%
NS88	101.2430.250.200.1.1150.11554.1	Middle Sch. P.E. S/M	2,689	5,368	5,367	1	2,689	2,689	-	0.00%
NS89	101.2357.260.200.9.1160.11657.1	Middle Sch. Conference Reimbursement	9,600	9,600	6,568	3,032	9,600	9,600	-	0.00%
NS90	101.2430.250.200.1.1170.11752.1	Middle Sch. Reading S/M	2,500	2,070	694	1,376	2,500	-	(2,500)	-100.00%
NS91	101.2410.260.200.1.1180.11852.1	Science Textbooks/Curriculum	10,000	388	-	388	5,000	3,225	(1,775)	-35.50%
NS92	101.2420.250.200.1.1180.11853.1	Science Equipment	1,612	2,042	2,145	(103)	1,612	-	(1,612)	-100.00%
NS93	101.2430.250.200.1.1180.11851.1	Science Teaching S/M	4,428	37,430	37,641	(211)	5,000	8,382	3,382	67.64%
NS94	101.2410.260.200.1.1190.11952.1	Social Studies Textbooks/Curriculum	4,500	4,500	36,902	(32,402)	4,500	7,846	3,346	74.36%
NS95	101.2430.250.200.1.1190.11951.1	Soc. Studies Teaching S/M	3,451	4,235	16,509	(12,274)	3,451	2,949	(502)	-14.55%
NS96	101.1430.260.200.2.1201.12083.1	Middle Sch. SPED Legal Services	3,494	15,000	15,000	-	12,000	12,000	-	0.00%
NS98	101.2110.240.200.2.1201.12082.1	Middle Sch. SPED Consultant Contract	-	-	17,500	(17,500)	-	-	-	0.00%
NS99	101.2110.250.200.2.1201.12071.1	Middle Sch. SPED Administrator S/M	-	117	732	(615)	250	250	-	0.00%
S101	101.2220.110.200.1.1080.10803.1	World Languages Dept. Chair Sal.	52,557	45,786	45,786	-	54,837	53,396	(1,441)	-2.63%
S102	101.2305.110.200.1.1080.10802.1	World Lang. Middle Sch. Tch. Salary	581,474	548,399	548,399	0	606,703	629,085	22,382	3.69%
S103	101.2440.130.200.1.1090.10905.1	M. S. Guid.Home Tutor Salary	4,000	1,197	550	647	4,000	-	(4,000)	-100.00%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S104	101.2710.110.200.1.1090.10904.1	Middle Sch. Guidance Salary	402,811	350,549	351,218	(669)	440,249	410,921	(29,328)	-6.66%
S105	101.2710.120.200.1.1090.10906.1	M. S Guidance Cl. Salary	64,682	33,520	33,829	(309)	8,212	38,448	30,236	368.19%
S106	101.2300.110.200.1.1100.11052.1	Middle Sch. Health Ed. Teaching	16,084	16,276	16,276	0	16,782	118,034	101,252	603.34%
S107	101.2340.110.200.1.1110.11108.1	M.S. Media Specialist Salary	82,957	87,981	87,980	1	86,556	105,906	19,350	22.36%
S108	101.2340.130.200.1.1110.11109.1	Middle Sch. Library Aide Salary	71,566	74,559	77,188	(2,629)	41,566	61,225	19,659	47.30%
S108A	101.2305.110.200.1.1120.11204.1	Summer School MS Teaching	-	22,950	22,950	-	-	-	-	0.00%
S108B	101.2330.130.200.1.1120.11206.1	Summer School MS Tutor	-	7,994	7,993	1	-	-	-	0.00%
S109	101.2220.110.200.1.1130.11303.1	Math Dept. Chair Salary	53,679	53,679	50,598	3,081	51,834	53,396	1,562	3.01%
S110	101.2305.110.200.1.1130.11301.1	Mathematics Teaching Salary	729,875	654,785	656,586	(1,801)	741,543	764,400	22,857	3.08%
S111	101.2330.130.200.1.1130.11305.1	Math Reg. Ed. Tutor	21,000	-	-	-	10,000	-	(10,000)	-100.00%
S112	101.2440.130.200.1.1130.11302.1	Math. Shuttle Salary	1,138	1,138	945	193	1,138	1,138	-	0.00%
S115	101.2305.110.200.1.1140.11404.1	Middle Sch. Music Tch. Salary	302,843	308,430	308,429	1	303,917	345,521	41,604	13.69%
S116	101.2305.110.200.1.1150.11504.1	Middle Sch. P.E. Tch. Salary	357,189	361,752	361,751	1	372,687	288,677	(84,010)	-22.54%
S118	101.2353.110.200.9.1160.11611.1	M.S. Prof. Dev.	13,000	13,000	1,950	11,050	13,000	13,000	-	0.00%
S119	101.2355.130.200.9.1160.11616.1	M.S. Prof. Dev. Substitute Salary	8,250	5,250	4,900	350	8,250	8,250	-	0.00%
S121	101.2220.110.200.1.1180.11802.1	Science Dept. Chair Salary	53,679	42,893	42,893	0	42,000	50,040	8,040	19.14%
S122	101.2305.110.200.1.1180.11801.1	Science Teaching Salary	608,042	637,574	637,573	1	674,424	711,027	36,603	5.43%
S123	101.2220.110.200.1.1190.11902.1	Social Studies Dept. Chair Salary	47,604	115,813	115,813	-	54,669	53,396	(1,273)	-2.33%
S124	101.2305.110.200.1.1190.11901.1	Social Studies Teaching Salary	629,069	524,905	521,594	3,311	672,363	668,684	(3,679)	-0.55%
S125	101.2110.110.200.2.1201.12018.1	SPED Middle Sch. Admin. Salary	49,611	49,611	49,605	6	49,845	52,134	2,289	4.59%
S126	101.2110.120.200.2.1201.12027.1	Middle Sch. SPED Clerical Salary	68,821	2,916	1,000	1,916	50,518	-	(50,518)	-100.00%
S127	101.2220.110.200.2.1201.12034.1	Special Ed. Dept. Chair Salary	-	2,005	2,005	-	2,500	-	(2,500)	-100.00%
S128	101.2305.110.200.2.1201.12019.1	Middle Sch. SPED Teaching Salary	817,626	694,291	695,290	(999)	817,626	873,872	56,246	6.88%
S129	101.2305.110.200.2.1201.12024.1	M. S. SPED Summer Teachers	51,736	9,932	-	9,932	25,000	7,050	(17,950)	-71.80%
S131	101.2320.110.200.2.1201.12033.1	Middle School S/L Pathologist	123,926	123,926	79,005	44,921	129,303	115,677	(13,626)	-10.54%
S132	101.2330.130.200.2.1201.12020.1	Middle Sch. SPED Tutor Salary	589,149	567,866	577,253	(9,387)	624,093	483,255	(140,838)	-22.57%
S133	101.2330.130.200.2.1201.12021.1	Middle Sch. SPED Aides Salary	29,100	56,142	35,885	20,257	19,914	64,535	44,621	224.07%
S134	101.2330.130.200.2.1201.12025.1	M. S. SPED Summer Aides	8,858	3,816	3,243	573	8,858	3,150	(5,708)	-64.44%
S135	101.2440.130.200.2.1201.12022.1	Middle Sch. SPED Home Tutor Sal.	1,077	1,077	501	576	743	4,743	4,000	538.36%
S136	101.2800.110.200.2.1201.12026.1	Middle Sch. SPED Psychologist Salary	69,560	113,465	113,465	-	72,578	120,257	47,679	65.69%
S138	101.2325.130.200.1.1210.12109.1	Middle Sch. Substitute Salary	44,438	44,438	42,175	2,263	47,000	47,000	-	0.00%
S138A	101.2325.130.200.1.1210.12118.1	Long Term Subs M.S	-	9,548	9,548	-	-	70,000	70,000	100.00%
S139	101.2325.130.200.2.1210.12113.1	Middle Sch. SPED Substitute Sal.	6,124	4,311	3,800	511	6,124	6,124	-	0.00%
S140	101.2305.110.200.1.1220.12201.1	Tech Ed: Applied Tech. Tch. Salary	114,466	114,466	112,609	1,857	122,432	75,000	(47,432)	-38.74%
S141	101.2305.110.200.1.1230.12301.1	Tech Ed: Family & Consumer Tch. Salary	59,864	65,103	65,103	0	64,461	78,954	14,493	22.48%
S143	101.3510.110.200.9.2310.13101.1	Athletics Nurses Salary	1,636	1,636	-	1,636	1,636	-	(1,636)	-100.00%
S144	101.3510.110.200.9.2310.13102.1	Coaches Salary	33,602	33,602	24,582	9,020	36,506	36,506	-	0.00%
S145	101.3510.110.200.9.2310.13104.1	Intramural Coaching Stipends	18,650	18,650	13,758	4,892	18,650	18,650	-	0.00%
S146	101.3510.110.200.9.2310.13105.1	Faculty Athletic Manager	5,500	5,500	4,990	510	5,500	5,489	(11)	-0.20%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S148	101.3510.130.200.9.2310.13103.1	Athletics Drivers Salary	4,123	4,123	3,416	707	3,767	3,767	-	0.00%
S150	101.2440.130.200.1.2370.13701.1	Middle Sch. Field Trips Salary	10,500	10,500	11,871	(1,371)	12,263	12,263	-	0.00%
S151	101.3200.110.200.9.2390.13902.1	Middle Sch. Nurses Salary	171,114	160,270	165,650	(5,380)	127,746	206,951	79,205	62.00%
S152	101.3200.110.200.9.2390.13904.1	Middle Sch. Nurse Chair	41,526	41,526	41,526	(0)	42,461	-	(42,461)	-100.00%
S153	101.2440.130.200.1.2400.14002.1	Middle Sch. Paraprofessional Salary	68,000	758	8,888	(8,130)	15,000	61,904	46,904	312.69%
S154	101.2210.110.200.9.3520.15204.1	Middle Sch. Principal Salary	139,725	151,250	151,250	-	154,500	158,363	3,863	2.50%
S155	101.2210.110.200.9.3520.15205.1	Middle Sch. Asst Prin Salary	227,700	236,273	236,273	0	252,350	250,133	(2,217)	-0.88%
S156	101.2210.120.200.9.3520.15210.1	Middle Sch. Prin. Clerical Salary	154,044	159,874	165,174	(5,300)	163,429	159,561	(3,868)	-2.37%
S157	101.4110.130.200.9.4620.16203.1	Middle Sch. Bldg. Serv. Wkr. Sal.	308,337	266,070	298,266	(32,196)	334,078	365,771	31,693	9.49%
S158	101.4110.130.200.9.4620.16204.1	M.S. Bldg. Serv. Wkr. Overtime	30,401	24,975	29,472	(4,497)	26,403	26,403	-	0.00%
S94	101.2110.110.200.1.1010.10108.1	M.S. Art Dept. Chair Salary	2,122	-	-	-	2,214	-	(2,214)	-100.00%
S96	101.2305.110.200.1.1010.10104.1	Middle Sch. Art Tch. Salary	278,910	265,037	265,561	(524)	291,011	326,792	35,781	12.30%
S97	101.2305.110.200.1.1020.10204.1	Middle Sch. Instr. Tech. Specialist	231,899	231,356	231,356	(0)	231,899	200,597	(31,302)	-13.50%
S98	101.2220.110.200.1.1050.10502.1	English Dept. Chair Salary	53,679	53,679	50,598	3,081	53,679	53,396	(283)	-0.53%
S99	101.2305.110.200.1.1050.10501.1	English Teaching Salary	825,818	709,403	716,183	(6,780)	839,148	862,743	23,595	2.81%
		MIDDLE SCHOOL TOTAL:	10,383,193	9,725,439	10,015,971	(290,532)	10,477,685	10,955,334	477,649	4.56%

Middle School

Middle School by DESE 1000 Function

FUNCTION	FUNCTION DESCRIPTION	FY18 APPROVED BUDGET	FY18 TRANSFERRED BUDGET	FY18 ACTUAL	FY18 TRANSFERRED BUDGET DIFFERENCE vs FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 BUDGET vs FY19 BUDGET DIFFERENCE	FY19/FY20 % DIFFERENCE
1000	DISTRICT LEADERSHIP & ADMINISTRATION	3,494	15,000	15,000	-	12,000	12,000	-	0.00%
2000	INSTRUCTIONAL LEADERSHIP	8,735,054	8,131,472	8,084,908	46,564	8,807,908	9,049,860	241,952	2.75%
3000	OTHER SCHOOL SERVICES	282,749	271,905	259,795	12,110	243,556	278,653	35,097	14.41%
4000	MAINTENANCE	576,917	529,224	574,286	(45,062)	600,400	663,331	62,931	10.48%
7000	FIXED ASSETS	16,408	9,267	5,185	4,082	15,250	17,500	2,250	14.75%
9000	PROGRAMS WITH OTHER DISTRICTS	768,571	768,571	1,076,797	(308,226)	798,571	933,990	135,419	16.96%
	MIDDLE SCHOOL TOTAL:	10,383,193	9,725,439	10,015,971	(290,532)	10,477,685	10,955,334	477,649	4.56%

1000: School Committee, Superintendent, Finance and Business, HR, Benefits, Personal, Legal, DW Management and Tech

2000: Instructional Services, DW Academic Leadership, School Building Leadership, Building Tech, Teaching Services, Classroom Teachers, Specialists, Subs, Para's, Stipends, Coordinators, Guidance, Supplies, Instructional Equipment, Textbooks, Software

3000: Attendance and Parent Liaison Services, Health Services, Transportation, Athletics, Other Student Activities

4000: Custodians, Heating, Utility Services, Maintenance of Grounds/Buildings/Equipment, Security, Networking and Telecommunications

7000: Acquisition and Improvement of Equipment, Capital, Replacement of Equipment, Acquisition of Motor Vehicles, Replacement of Motor Vehicles

9000: School Choice Tuition, Charter Schools, Special Ed Tuitions

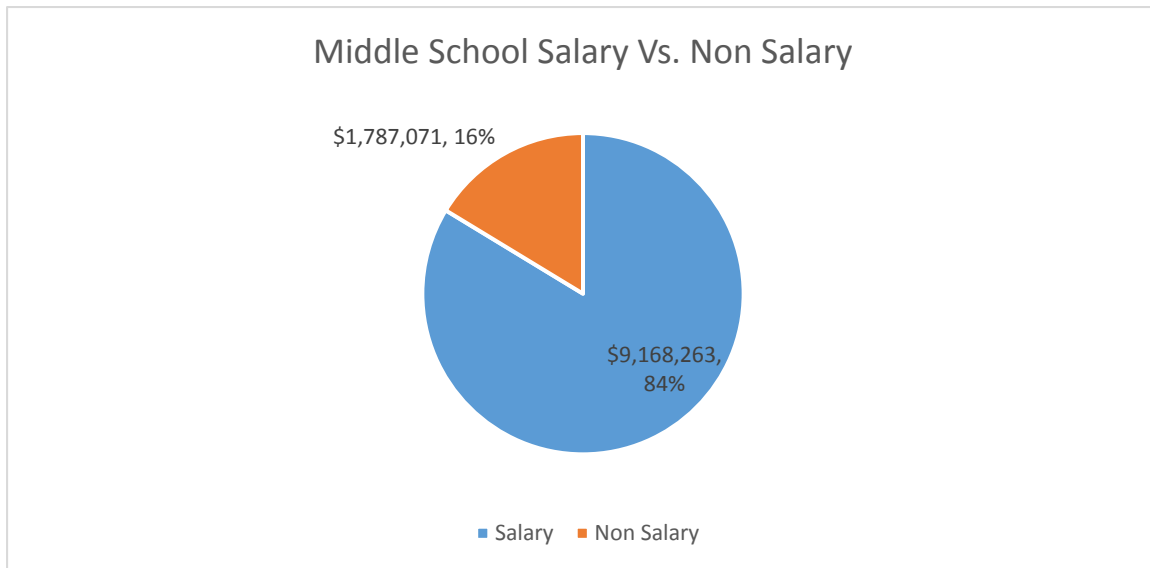
Middle School

Middle School by DESE 100 Function Chart

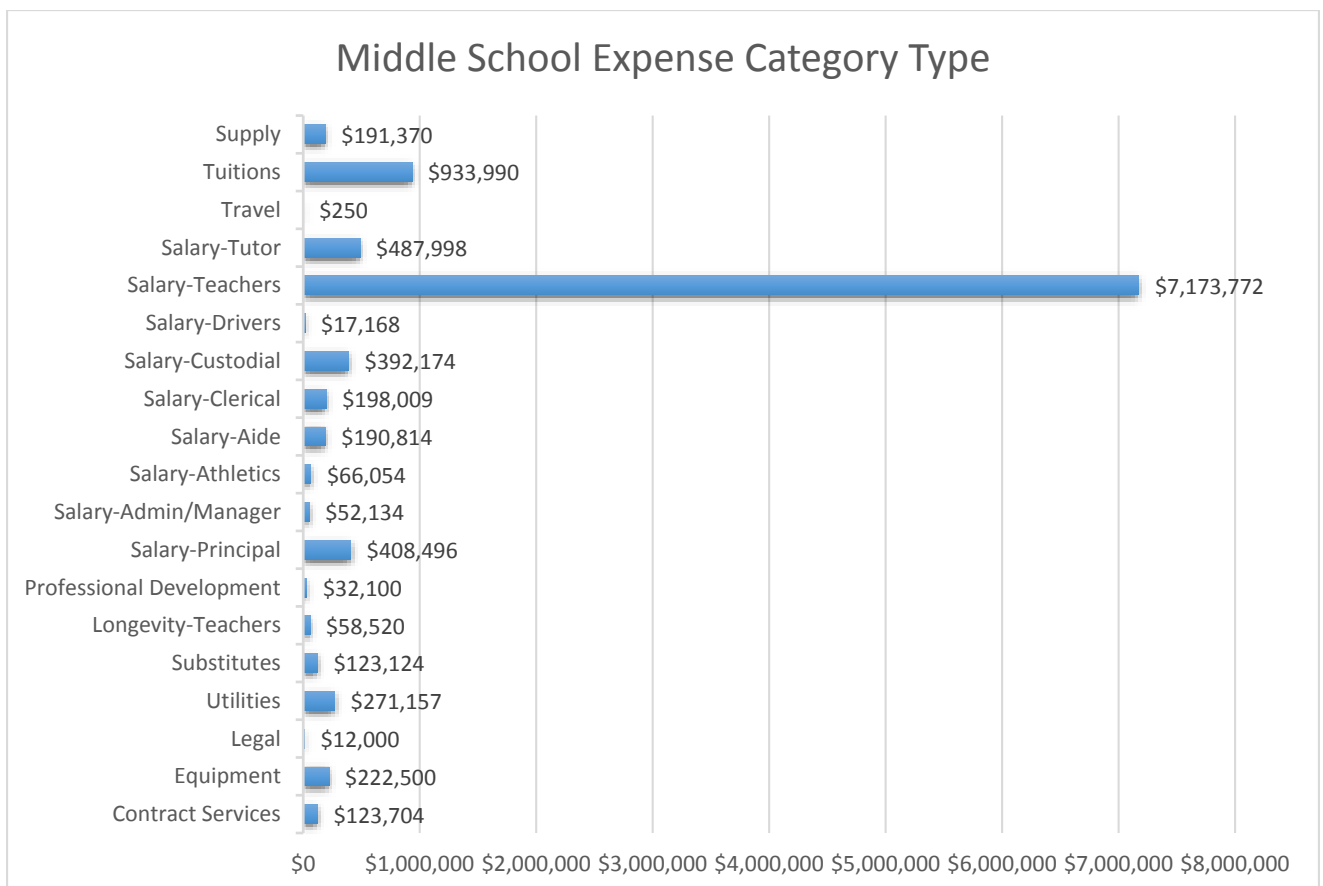
FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
1430	ADMIN. SERVICES - LEGAL	3,494	15,000	15,000	-	12,000	12,000	-	0.00%
2110	CURRICULUM DIRECTORS	120,554	52,644	68,837	(16,193)	103,077	52,634	(50,443)	-48.94%
2210	PRINCIPALS	528,295	554,223	559,015	(4,792)	576,029	587,307	11,278	1.96%
2220	ACADEMIC DEPT. HEADS	261,198	313,855	307,693	6,162	259,519	263,624	4,105	1.58%
2300	TEACHING/INSTRUCTION	16,084	16,276	16,276	0	16,782	118,034	101,252	603.34%
2305	CLASSROOM TEACHERS	5,634,830	5,197,094	5,188,038	9,056	5,812,886	5,884,212	71,326	1.23%
2320	MED. THERAPUTIC SERV.	247,692	244,903	185,290	59,613	237,303	228,506	(8,797)	-3.71%
2325	SUBSTITUTES	50,562	58,297	55,523	2,774	53,124	123,124	70,000	131.77%
2330	INSTR. ASSISTANTS	648,107	635,818	624,375	11,443	662,865	550,940	(111,925)	-16.89%
2340	LIBRARIANS	154,523	162,540	165,169	(2,629)	128,122	167,131	39,009	30.45%
2353	PROF. DEV. - TEACHERS	13,000	13,000	1,950	11,050	13,000	13,000	-	0.00%
2355	PROF. DEV. - SUBSTITUTES	8,250	5,250	4,900	350	8,250	8,250	-	0.00%
2357	PROF. DEV. - PROVIDERS	9,600	9,600	6,568	3,032	9,600	9,600	-	0.00%
2410	TEXTBOOKS	39,624	22,561	53,434	(30,873)	27,374	51,191	23,817	87.01%
2415	OTHER BOOKS	19,204	19,204	17,877	1,327	6,400	19,675	13,275	207.42%
2420	INSTR. EQUIPMENT	17,228	17,674	11,952	5,722	12,812	10,375	(2,437)	-19.02%
2430	INSTR. SUPPLIES	81,535	118,775	133,710	(14,935)	80,782	82,573	1,791	2.22%
2440	OTHER INSTR. SERVICES	84,715	14,670	22,755	(8,085)	33,144	80,048	46,904	141.52%
2451	CLASSROOM INSTR. TECH.	228,000	147,861	144,976	2,885	228,000	205,000	(23,000)	-10.09%
2453	OTHER TECH. EQUIP.	25,000	16,632	5,797	10,835	5,000	5,700	700	14.00%
2700	GUIDANCE	1,750	1,750	593	1,157	500	-	(500)	-100.00%
2710	GUIDANCE COUNSELORS	475,743	393,069	394,405	(1,336)	455,761	461,679	5,918	1.30%
2720	TESTING MATERIALS	-	2,311	2,310	1	5,000	7,000	2,000	40.00%
2800	PSYCHOLOGICAL SERVICES	69,560	113,465	113,465	-	72,578	120,257	47,679	65.69%
3200	HEALTH SERVICES	212,640	201,796	207,176	(5,380)	170,207	206,951	36,744	21.59%
3510	ATHLETICS	70,109	70,109	52,619	17,490	73,349	71,702	(1,647)	-2.25%
4110	CUSTODIAL SERVICES	338,738	291,045	327,738	(36,693)	360,481	392,174	31,693	8.79%
4120	HEATING OF BUILDINGS	100,000	100,000	116,927	(16,927)	103,500	128,619	25,119	24.27%
4130	UTILITIES/OTHER	138,179	138,179	129,621	8,558	136,419	142,538	6,119	4.49%
7300	ASSETS/NEW EQUIPMENT	2,500	2,500	-	2,500	2,500	12,500	10,000	400.00%
7400	ASSETS/REPLACEMENT EQUIPMENT	13,908	6,767	5,185	1,582	12,750	5,000	(7,750)	-60.78%
9100	MASSACHUSETTS TUITIONS	55,000	55,000	19,220	35,780	55,000	-	(55,000)	-100.00%
9200	OUT-OF-STATE TUITIONS	85,000	85,000	-	85,000	85,000	-	(85,000)	-100.00%
9300	NON-PUBLIC TUITIONS	285,000	285,000	381,421	(96,421)	315,000	483,394	168,394	53.46%
9400	COLLABORATIVE TUITIONS	343,571	343,571	676,157	(332,586)	343,571	450,596	107,025	31.15%
	MIDDLE SCHOOL TOTAL:	10,383,193	9,725,439	10,015,971	(290,532)	10,477,685	10,955,334	477,649	4.56%

Middle School

Middle School Salary Vs. Non Salary



Middle School Expense Category Type



District Wide Kindergarten

District Wide Kindergarten Budget Accounts

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS60	101.3510.240.040.9.2310.13107.1	Kindergarten Athletics Contracted Services	12,748	12,748	78	12,670	12,748	-	(12,748)	-100.00%
NS61	101.3520.240.040.9.2420.14252.1	Student Activities Contractual - Kindergarten	22,500	22,500	15,000	7,500	20,000	20,000	-	0.00%
S81	101.2315.110.040.1.1240.12401.1	K Grade Level Chair	2,123	2,123	2,005	118	2,091	6,617	4,526	216.45%
		Kindergarten Total:	37,371	37,371	17,083	20,288	34,839	26,617	(8,222)	-23.60%

District Wide Kindergarten by DESE 1000 Function

FUNCTION	FUNCTION DESCRIPTION	FY18 APPROVED BUDGET	FY18 TRANSFERRED BUDGET	FY18 ACTUAL	FY18 TRANSFERRED BUDGET DIFFERENCE vs FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 BUDGET vs FY19 BUDGET DIFFERENCE	FY19/FY20 % DIFFERENCE
2000	INSTRUCTIONAL LEADERSHIP	2,123	2,123	2,005	118	2,091	6,617	4,526	216.45%
3000	OTHER SCHOOL SERVICES	35,248	35,248	15,078	20,170	32,748	20,000	(12,748)	-38.93%
	KINDERGARTEN TOTAL:	37,371	37,371	17,083	20,288	34,839	26,617	(8,222)	-23.60%

2000: Instructional Services, DW Academic Leadership, School Building Leadership, Building Tech, Teaching Services, Classroom Teachers, Specialists, Subs, Para's, Stipends, Coordinators, Guidance, Supplies, Instructional Equipment, Textbooks, Software

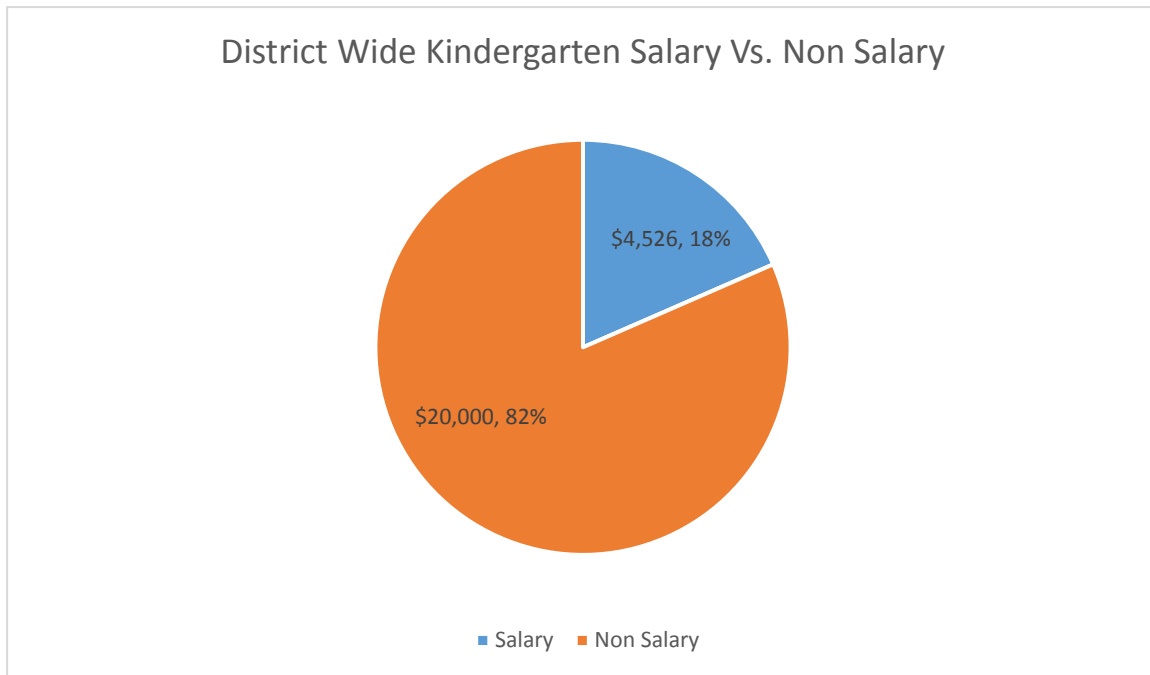
3000: Attendance and Parent Liaison Services, Health Services, Transportation, Athletics, Other Student Activities

District Wide Kindergarten by DESE 100 Function Chart

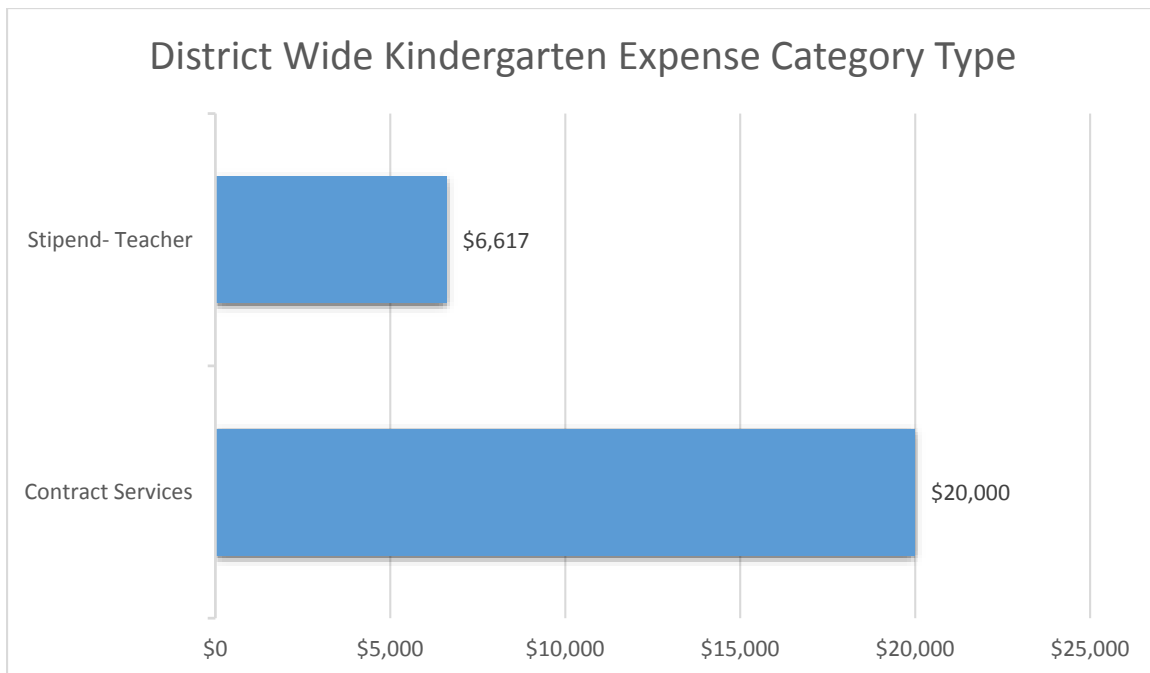
FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
2315	TEAM LEADERS/DEPT. CHAIRS	2,123	2,123	2,005	118	2,091	6,617	4,526	216.45%
3510	ATHLETICS	12,748	12,748	78	12,670	12,748	-	(12,748)	-100.00%
3520	OTHER STUDENT BODY ACTIVITIES	22,500	22,500	15,000	7,500	20,000	20,000	-	0.00%
	KINDERGARTEN TOTAL:	37,371	37,371	17,083	20,288	34,839	26,617	(8,222)	-23.60%

District Wide Kindergarten

District Wide Kindergarten Salary Vs. Non Salary



District Wide Kindergarten Expense Category Type



District Wide Elementary

District Wide Elementary Budget Accounts

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
L2	101.2305.110.100.1.1010.10109.1	Elem. Art Longevity	1,588	1,500	1,500	-	1,657	-	(1,657)	-100.00%
L2A	101.2305.110.100.1.1020.10205.1	Elem. Comp. Instr. Longevity	3,500	5,542	5,542	(0)	3,500	2,200	(1,300)	-37.14%
L3	101.2315.110.100.1.1030.10305.1	Curr. Ctr. Longevity	-	500	500	-	521	550	29	5.57%
L6	101.2305.110.100.1.1140.11410.1	Elem. Music Longevity	6,140	5,800	5,800	-	6,406	3,520	(2,886)	-45.05%
L7	101.2305.110.100.1.1150.11505.1	Elem. P.E. Longevity	3,176	4,000	4,000	-	4,200	4,400	200	4.76%
L8	101.2310.110.100.1.1170.11703.1	Elem. Reading Longevity	2,964	3,200	3,200	-	3,093	3,296	203	6.56%
L9	101.2305.110.100.2.1200.12035.1	Elem. SPED Longevity	6,616	6,616	4,775	1,841	5,300	5,500	200	3.77%
NS31	101.2451.250.100.1.1020.10267.1	Instr. Computer Equipment	500	500	35	465	500	-	(500)	-100.00%
NS32	101.2410.260.100.1.1030.10362.1	Curriculum Center Textbooks	6,500	6,629	10,827	(4,198)	5,000	10,926	5,926	118.52%
NS33	101.2430.250.100.1.1030.10351.1	Curr. Center Teaching S/M	8,700	8,700	8,446	254	8,700	8,700	-	0.00%
NS34	101.2440.260.100.1.1030.10361.1	Field Trip Admission Fees	65,000	60,030	50,929	9,101	50,000	50,000	-	0.00%
NS35	101.2430.250.100.1.1070.10751.1	Elem. ELL S/M	11,552	3,552	1,637	1,915	5,000	5,000	-	0.00%
NS37	101.2430.250.100.1.1080.10851.1	For. Lang. Elem. Teaching S/M	-	9,713	9,309	404	-	6,836	6,836	100.00%
NS38	101.2700.240.100.1.1090.10956.1	Elem. Guidance Contractual	1,750	1,750	-	1,750	500	-	(500)	-100.00%
NS39	101.2430.250.100.1.1140.11451.1	Elementary Music Tch. S/M	1,702	1,702	1,082	620	1,702	-	(1,702)	-100.00%
NS40	101.7300.260.100.1.1140.11462.1	Elem. Music New Equip.	3,000	1,054	-	1,054	1,750	-	(1,750)	-100.00%
NS41	101.2430.250.100.1.1170.11751.1	Elem. Reading S/M	35,000	24,120	62,304	(38,184)	30,000	-	(30,000)	-100.00%
NS42	101.1430.260.100.2.1200.12067.1	Elem. SPED Legal Services	17,614	17,614	8,077	9,537	21,218	20,000	(1,218)	-5.74%
NS44	101.2110.240.100.2.1200.12066.1	Elem. SPED Consultant Contract	-	-	17,500	(17,500)	-	-	-	0.00%
NS45	101.2110.250.100.2.1200.12051.1	Elem. SPED Administrator S/M	4,676	5,256	5,427	(171)	6,047	5,700	(347)	-5.74%
NS46	101.2110.260.100.2.1200.12070.1	Elem. SPED Director Travel	1,000	1,000	1,000	-	1,262	1,000	(262)	-20.76%
NS47	101.2320.240.100.2.1200.12059.1	Elem. SPED Evaluation Services	12,500	6,478	7,936	(1,458)	29,474	25,500	(3,974)	-13.48%
NS48	101.2410.260.100.2.1200.12069.1	Elem. SPED Equip. Repair	1,661	1,661	540	1,121	391	1,540	1,149	293.86%
NS50	101.2720.250.100.2.1200.12055.1	Elem. SPED Testing S/M	19,000	19,000	11,811	7,189	15,000	18,000	3,000	20.00%
NS51	101.7300.260.100.2.1200.12061.1	Elem. SPED New Equipment	5,004	11,026	12,681	(1,655)	7,804	11,600	3,796	48.64%
NS52	101.9100.260.100.2.1200.12062.1	Elem. SPED Massachusetts Tuition	-	-	89,346	(89,346)	60,568	-	(60,568)	-100.00%
NS54	101.9300.260.100.2.1200.12064.1	Elem. SPED Non-Public Tuition	155,000	155,000	155,000	-	275,058	481,683	206,625	75.12%
NS55	101.9400.260.100.2.1200.12065.1	Elem. SPED Collaborative Tuition	516,361	516,361	516,361	-	516,361	468,370	(47,991)	-9.29%
NS56	101.9400.260.100.2.1200.12098.1	Elem Sped Prepaid Tuition	-	-	248,415	(248,415)	-	-	-	0.00%
NS57	101.2210.260.100.9.3520.15252.1	Elem. Prin. Prof. Development	4,628	4,628	2,342	2,286	3,750	-	(3,750)	-100.00%
S29	101.2110.110.100.1.1010.10107.1	Elem. Art Dept. Chair Salary	1	2,005	2,005	-	-	-	-	0.00%
S33	101.2315.110.100.1.1030.10301.1	Curr. Center Specialist Salary	51,103	80,000	71,073	8,927	59,545	58,926	(619)	-1.04%
S34	101.2315.120.100.1.1030.10304.1	Curr. Center Clerical Salary	2,453	2,453	285	2,168	2,559	-	(2,559)	-100.00%
S36	101.2440.130.100.1.1030.10303.1	Curr. Center Field Trips Salary	11,418	10,387	12,181	(1,794)	11,418	9,125	(2,293)	-20.08%
S38	101.2440.130.100.1.1090.10909.1	Elem. Guide. Home Tutor Salary	2,750	786	-	786	2,750	2,750	-	0.00%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S39	101.2340.120.100.1.1110.11110.1	Elementary Clerical Salary	-	46,537	46,537	(0)	15,291	48,944	33,653	220.08%
S40	101.2305.110.100.1.1120.11203.1	Summer School Elem Teaching	-	80,552	80,552	0	20,000	34,898	14,898	74.49%
S41	101.2305.110.100.1.1120.11204.1	Summer School MS Teaching	-	-	-	-	3,268	-	(3,268)	-100.00%
S44	101.2110.110.100.1.1140.11408.1	Elem. Music Dept. Chair Salary	2,294	2,005	2,005	-	2,394	2,206	(188)	-7.85%
S46	101.2357.110.100.9.1160.11603.1	Curr. Ctr. Prof. Dev. Providers	50,832	58,378	58,377	1	60,709	61,331	622	1.02%
S47	101.2110.110.100.2.1200.12001.1	SPED Elem. Administrator Salary	49,611	49,611	49,605	6	51,880	52,134	254	0.49%
S48	101.2110.120.100.2.1200.12017.1	Elem. SPED Clerical Salary	57,228	59,320	60,359	(1,039)	59,711	62,332	2,621	4.39%
S49	101.2120.110.100.2.1200.12038.1	Elem. Out of District Coordinator Salary	77,782	22,867	15,792	7,075	26,000	10,907	(15,093)	-58.05%
S50	101.2305.110.100.2.1200.12037.1	Elem. SPED Summer Teachers	45,558	-	-	-	53,000	60,716	7,716	14.56%
S51	101.2330.130.100.2.1200.12039.1	Elem. SPED Summer Aides	30,634	-	-	-	31,963	21,918	(10,045)	-31.43%
S52	101.2440.130.100.2.1200.12029.1	Elem. Sped Home Tutor Salary	-	729	728	1	1,500	1,500	-	0.00%
S54	101.2315.110.100.1.1240.12402.1	Gr. 1 Grade level Chair Salary	2,122	2,122	2,005	117	2,091	2,206	115	5.50%
S55	101.2315.110.100.1.1240.12403.1	Gr. 2 Grade Level Chair Salary	3,875	3,875	2,005	1,870	2,091	2,206	115	5.50%
S56	101.2315.110.100.1.1240.12404.1	Gr 3 Grade level Chair Salary	4,245	4,245	2,005	2,240	3,475	2,206	(1,269)	-36.52%
S57	101.2315.110.100.1.1240.12405.1	Gr 4 Grade Level Chair Salary	2,123	2,123	2,005	118	2,091	2,206	115	5.50%
S58	101.2315.110.100.1.1240.12406.1	Gr. 5 Grade Level Chair Salary	2,123	2,123	2,005	118	4,182	2,206	(1,976)	-47.25%
S59	101.2315.110.100.1.1240.12407.1	K-5 Science Curr. Chair Salary	4,669	4,669	4,411	258	4,600	-	(4,600)	-100.00%
S60	101.2315.110.100.1.1240.12408.1	K-5 Math Curr. Chair Salary	14,500	10,072	4,173	5,899	9,201	2,206	(6,995)	-76.02%
S68	101.2440.130.100.1.2370.13702.1	Elem. Field Trips Salary	3,250	3,250	256	2,994	625	-	(625)	-100.00%
S69	101.3200.110.100.9.2390.13901.1	Elementary Nurses Salary	283,583	294,265	294,265	0	308,929	300,589	(8,340)	-2.70%
S71	101.2440.130.100.1.2400.14001.1	Elem. Paraprofessional Salary	74,000	75,964	68,149	7,815	74,000	-	(74,000)	-100.00%
S72	101.4110.130.100.9.4620.16201.1	Elem. Bldg. Serv. Wkr. Sal.	457,685	514,398	514,553	(155)	513,177	529,771	16,594	3.23%
S73	101.4110.130.100.9.4620.16202.1	Elem. Bldg. Serv. Wkr. Overtime	101,717	67,697	42,938	24,759	35,555	50,000	14,445	40.63%
S74	101.2330.130.100.1.1120.11205.1	Summer School Elem Tutor	-	16,006	16,005	1	-	-	-	0.00%
		District Wide Elementary Total	2,230,688	2,299,371	2,600,596	(301,225)	2,426,767	2,455,604	28,837	1.19%

District Wide Elementary

District Wide by DESE 1000 Function

FUNCTION	FUNCTION DESCRIPTION	FY18 APPROVED BUDGET	FY18 TRANSFERRED BUDGET	FY18 ACTUAL	FY18 TRANSFERRED BUDGET DIFFERENCE vs FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 BUDGET vs FY19 BUDGET DIFFERENCE	FY19/FY20 % DIFFERENCE
1000	DISTRICT LEADERSHIP & ADMINISTRATION	17,614	17,614	8,077	(9,537)	21,218	20,000	(1,218)	-5.74%
2000	INSTRUCTIONAL LEADERSHIP	690,724	721,956	718,961	(2,995)	686,347	593,591	(92,756)	-13.51%
3000	OTHER SCHOOL SERVICES	283,583	294,265	294,265	(0)	308,929	300,589	(8,340)	-2.70%
4000	MAINTENANCE	559,402	582,095	557,491	(24,604)	548,732	579,771	31,039	5.66%
7000	FIXED ASSETS	8,004	12,080	12,681	601	9,554	11,600	2,046	21.42%
9000	PROGRAMS WITH OTHER DISTRICTS	671,361	671,361	1,009,122	337,761	851,987	950,053	98,066	11.51%
	District Wide Elementary Total:	2,230,688	2,299,371	2,600,596	301,225	2,426,767	2,455,604	28,837	1.19%

1000: School Committee, Superintendent, Finance and Business, HR, Benefits, Personal, Legal, DW Management and Tech

2000: Instructional Services, DW Academic Leadership, School Building Leadership, Building Tech, Teaching Services, Classroom Teachers, Specialists, Subs, Para's, Stipends, Coordinators, Guidance, Supplies, Instructional Equipment, Textbooks, Software

3000: Attendance and Parent Liaison Services, Health Services, Transportation, Athletics, Other Student Activities

4000: Custodians, Heating, Utility Services, Maintenance of Grounds/Buildings/Equipment, Security, Networking and Telecommunications

7000: Acquisition and Improvement of Equipment, Capital, Replacement of Equipment, Acquisition of Motor Vehicles, Replacement of Motor Vehicles

9000: School Choice Tuition, Charter Schools, Special Ed Tuitions

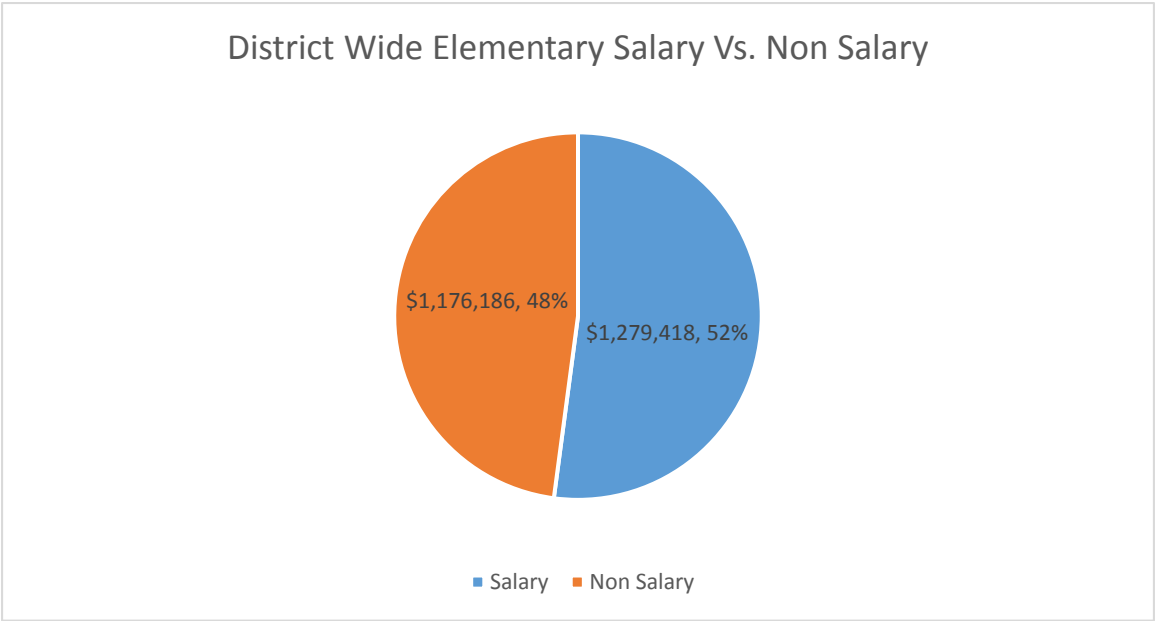
District Wide by DESE 100 Function Chart

FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
1430	ADMIN. SERVICES - LEGAL	17,614	17,614	8,077	9,537	21,218	20,000	(1,218)	-5.74%
2110	CURRICULUM DIRECTORS	114,810	119,197	137,902	(18,705)	121,294	123,372	2,078	1.71%
2120	DEPARTMENT HEADS	77,782	22,867	15,792	7,075	26,000	10,907	(15,093)	-58.05%
2210	PRINCIPALS	4,628	4,628	2,342	2,286	3,750	-	(3,750)	-100.00%
2305	CLASSROOM TEACHERS	66,578	104,010	102,169	1,841	97,331	111,234	13,903	14.28%
2310	SPECIALIST TEACHERS	2,964	3,200	3,200	-	3,093	3,296	203	6.56%

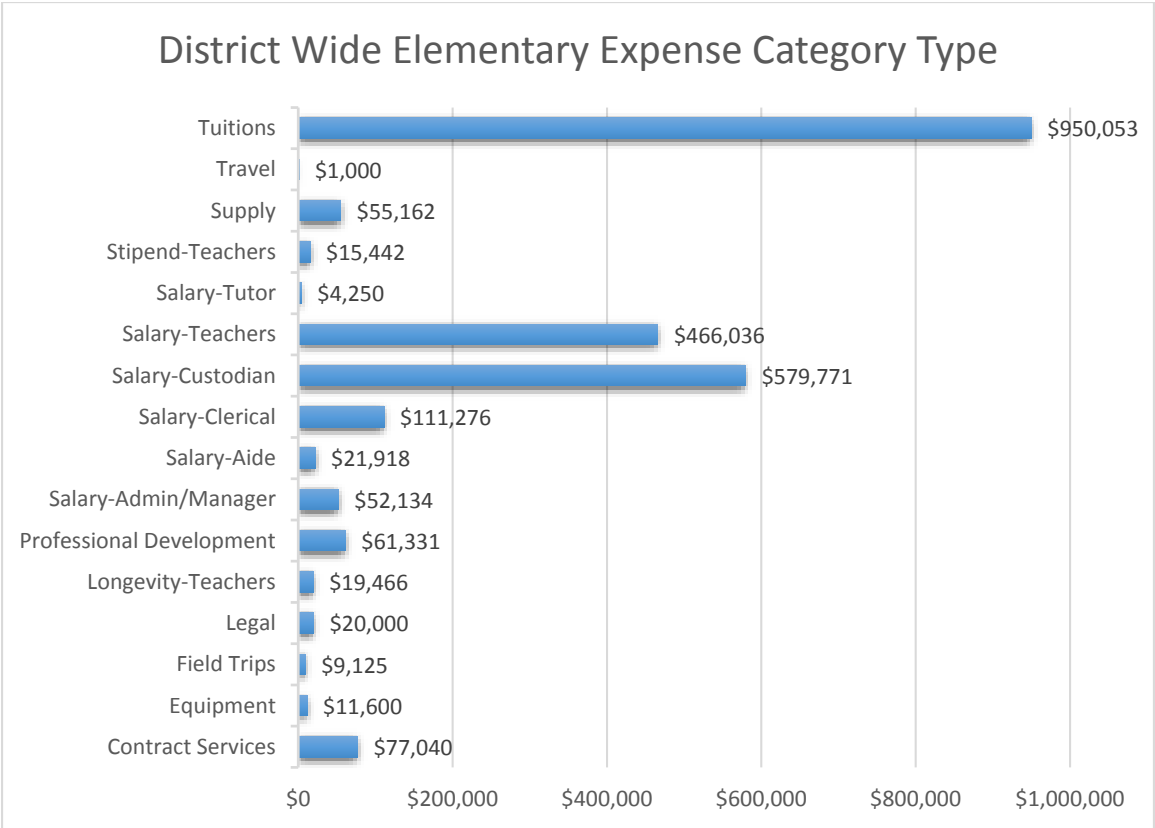
FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
2315	TEAM LEADERS/DEPT. CHAIRS	87,213	112,182	90,466	21,716	90,356	72,712	(17,644)	-19.53%
2320	MED. THERAPUTIC SERV.	12,500	6,478	7,936	(1,458)	29,474	25,500	(3,974)	-13.48%
2330	INSTR. ASSISTANTS	30,634	16,006	16,005	1	31,963	21,918	(10,045)	-31.43%
2340	LIBRARIANS	-	46,537	46,537	(0)	15,291	48,944	33,653	220.08%
2357	PROF. DEV. - PROVIDERS	50,832	58,378	58,377	1	60,709	61,331	622	1.02%
2410	TEXTBOOKS	8,161	8,290	11,367	(3,077)	5,391	12,466	7,075	131.24%
2430	INSTR. SUPPLIES	56,954	47,787	82,777	(34,990)	45,402	20,536	(24,866)	-54.77%
2440	OTHER INSTR. SERVICES	156,418	151,146	132,244	18,902	140,293	63,375	(76,918)	-54.83%
2451	CLASSROOM INSTR. TECH.	500	500	35	465	500	-	(500)	-100.00%
2700	GUIDANCE	1,750	1,750	-	1,750	500	-	(500)	-100.00%
2720	TESTING MATERIALS	19,000	19,000	11,811	7,189	15,000	18,000	3,000	20.00%
3200	HEALTH SERVICES	283,583	294,265	294,265	0	308,929	300,589	(8,340)	-2.70%
4110	CUSTODIAL SERVICES	559,402	582,095	557,491	24,604	548,732	579,771	31,039	5.66%
7300	ASSETS/NEW EQUIPMENT	8,004	12,080	12,681	(601)	9,554	11,600	2,046	21.42%
9100	MASSACHUSETTS TUITIONS	-	-	89,346	(89,346)	60,568	-	(60,568)	-100.00%
9300	NON-PUBLIC TUITIONS	155,000	155,000	155,000	-	275,058	481,683	206,625	75.12%
9400	COLLABORATIVE TUITIONS	516,361	516,361	764,776	(248,415)	516,361	468,370	(47,991)	-9.29%
	DISTRICT WIDE ELEMENTARY TOTALS:	2,230,688	2,299,371	2,600,596	(301,225)	2,426,767	2,455,604	28,837	1.19%

District Wide Elementary

District Wide Salary Vs. Non Salary



District Wide Expense Category Type



District Wide

District Wide Budget Accounts

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
L27A	101.3200.110.900.9.2390.13905.1	Nurse Longevity	4,810	2,500	2,500	-	4,810	1,100	(3,710)	-77.13%
NS163	101.2410.260.900.1.1010.10157.1	Art Textbooks	500	-	-	-	250	-	(250)	-100.00%
NS164	101.2420.240.900.1.1010.10156.1	Art Maintenance Contracts	250	-	-	-	250	-	(250)	-100.00%
NS166	101.7300.260.900.1.1010.10158.1	Art New Equipment	750	3,444	3,404	40	250	-	(250)	-100.00%
NS167	101.7400.260.900.1.1010.10159.1	Art Replacement Equipment	1,000	-	-	-	500	-	(500)	-100.00%
NS172	101.2110.250.900.1.1100.11051.1	Health Ed. S/M	12,000	12,000	8,316	3,684	6,000	10,000	4,000	66.67%
NS173	101.2410.240.900.9.1110.11163.1	Media AV Maint. Contracts	1,750	1,750	-	1,750	1,750	-	(1,750)	-100.00%
NS174	101.2410.250.900.9.1110.11155.1	Media Common AV S/M	1,000	1,000	-	1,000	750	-	(750)	-100.00%
NS175	101.2410.250.900.9.1110.11156.1	Media Repair S/M	7,000	2,635	-	2,635	4,500	-	(4,500)	-100.00%
NS176	101.2455.250.900.9.1110.11152.1	Library/Media Software S/M	500	500	-	500	10,000	-	(10,000)	-100.00%
NS180	101.2110.250.900.9.1120.11251.1	Summer School S/M	7,800	-	496	(496)	750	700	(50)	-6.67%
NS181	101.2430.250.900.1.1120.11252.1	MCAS Remedial S/M	61	61	-	61	61	-	(61)	-100.00%
NS183	101.2420.240.900.1.1140.11454.1	Music Maintenance Contracts	2,984	3,700	2,370	1,330	1,000	-	(1,000)	-100.00%
NS184	101.2420.260.900.1.1140.11464.1	Music Equip. Repair	1,200	-	-	-	1,000	-	(1,000)	-100.00%
NS185	101.2440.260.900.1.1140.11453.1	Music Registration Fees	570	1,150	250	900	570	-	(570)	-100.00%
NS186	101.2440.260.900.1.1140.11456.1	Music Accompanist	1,008	292	700	(408)	1,500	-	(1,500)	-100.00%
NS187	101.2440.260.900.1.1140.11465.1	Music Contracted Services	-	-	2,340	(2,340)	2,500	-	(2,500)	-100.00%
NS188	101.7400.260.900.1.1140.11461.1	Music Replacement Equip.	2,066	2,800	2,700	100	1,750	-	(1,750)	-100.00%
NS189	101.2357.240.900.9.1160.11653.1	Staff Dev. Contracted Services	137,785	140,785	150,891	(10,106)	137,785	145,635	7,850	5.70%
NS190	101.2357.250.900.9.1160.11651.1	Curriculum Development S/M	512	512	469	43	512	512	-	0.00%
NS191	101.2357.250.900.9.1160.11652.1	Staff Development S/M	2,788	2,788	27,008	(24,220)	2,788	27,036	24,248	869.73%
NS192	101.2357.260.900.2.1160.11659.1	SPED Conference Reimbursement	1,870	1,870	250	1,620	1,870	2,500	630	33.69%
NS193	101.2357.260.900.2.1160.11660.1	SPED Prof. Dev. Memberships	463	463	200	263	463	-	(463)	-100.00%
NS194	101.2357.260.900.9.1160.11658.1	Ripley Conference Reimbursement	8,500	10,479	7,879	2,600	8,500	9,379	879	10.34%
NS195	101.2357.260.900.9.1160.11663.1	District Prof. Dev. Memberships	7,500	5,521	402	5,119	7,500	-	(7,500)	-100.00%
NS196	101.2357.260.900.9.1160.11664.1	District Memberships	7,500	3,091	-	3,091	7,500	500	(7,000)	-93.33%
NS198	101.3510.260.900.9.2310.13155.1	Athletic Insurance	2,277	2,277	-	2,277	2,277	-	(2,277)	-100.00%
NS199	101.2430.250.900.1.2320.13251.1	Central Supply S/M	-	20,777	(1,823)	22,600	-	-	-	0.00%
NS200	101.2420.240.900.1.2350.13552.1	Copier Maint/Purchase	22,356	22,356	16,295	6,061	12,710	10,999	(1,711)	-13.46%
NS201	101.2430.250.900.1.2350.13551.1	Copy Service S/M	6,078	5,085	4,470	615	5,843	6,000	157	2.69%
NS202	101.4230.260.900.9.2350.13553.1	Copier Maintenance	197	197	-	197	383	500	117	30.55%
NS203	101.4230.260.900.9.2350.13554.1	Copier Maintenance	14	14	-	14	14	-	(14)	-100.00%
NS204	101.7600.260.900.1.2350.13555.1	Copy Center Transportation	2,500	2,500	-	2,500	2,500	-	(2,500)	-100.00%
NS205	101.3200.240.900.9.2390.13952.1	Hlth. Serv. Contr. Services	5,500	2,459	-	2,459	2,750	-	(2,750)	-100.00%
NS206	101.3200.250.900.9.2390.13951.1	Health Services S/M	6,455	6,455	5,334	1,121	6,455	6,455	-	0.00%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS207	101.3200.260.900.9.2390.13953.1	Hlth. Serv. Equipment Maintenance	500	518	938	(420)	250	-	(250)	-100.00%
NS208	101.3200.260.900.9.2390.13954.1	Hlth. Serv. Staff Development	500	500	-	500	250	-	(250)	-100.00%
NS209	101.2440.260.900.1.2410.14151.1	School District Travel	3,500	3,500	3,907	(407)	2,000	7,000	5,000	250.00%
NS211	101.1210.240.900.9.3510.15152.1	Supt. Consultant Contract	7,500	7,500	18,060	(10,560)	7,500	12,500	5,000	66.67%
NS212	101.1210.250.900.9.3510.15151.1	Supt. Office S/M	2,780	2,780	550	2,230	2,780	2,780	-	0.00%
NS213	101.1210.260.900.9.3510.15153.1	Admin. Contracted Services	-	510	510	-	12,213	-	(12,213)	-100.00%
NS214	101.1210.260.900.9.3510.15154.1	Supt. Memberships	-	-	-	-	10,500	10,500	-	0.00%
NS215	101.1210.260.900.9.3510.15156.1	Supt. Prof. Development	1,139	1,139	-	1,139	1,139	1,139	-	0.00%
NS216	101.1210.260.900.9.3510.15157.1	Annual School Census	2,589	2,589	2,755	(166)	2,589	3,031	442	17.07%
NS217	101.1220.240.900.9.3510.15162.1	Dir of Teach/Learn. Contr. Service	805	805	-	805	805	805	-	0.00%
NS218	101.1220.250.900.9.3510.15161.1	Dir. of Teach/Learn Office S/M	23	23	37	(14)	22	-	(22)	-100.00%
NS219	101.1220.260.900.9.3510.15163.1	Dir of Teach/Learn. Memberships	273	273	-	273	273	273	-	0.00%
NS220	101.1220.260.900.9.3510.15164.1	Dir of Teach/Learn. Prof. Development	4,926	4,926	2,492	2,434	4,926	2,491	(2,435)	-49.43%
NS221	101.1220.260.900.9.3510.15165.1	Dir. of Teach/Learn Travel	384	384	-	384	384	500	116	30.21%
NS222	101.1410.240.900.9.3510.15172.1	Bus. Office Contr. Services	14,809	13,770	17,777	(4,007)	14,809	14,175	(634)	-4.28%
NS223	101.1410.250.900.9.3510.15171.1	Bus. Office S/M	1,500	1,500	1,562	(62)	1,500	1,505	5	0.33%
NS224	101.1410.260.900.9.3510.15173.1	Bus. Office Legal Adv.	3,119	3,119	483	2,636	3,119	-	(3,119)	-100.00%
NS225	101.1410.260.900.9.3510.15174.1	Bus. Office Memberships	931	1,460	1,460	-	931	4,380	3,449	370.46%
NS226	101.1410.260.900.9.3510.15175.1	Bus. Office Prof. Development	2,126	2,126	174	1,952	330	2,150	1,820	551.52%
NS227	101.1410.260.900.9.3510.15176.1	Finance Director Travel	-	-	-	-	-	1,250	1,250	100.00%
NS228	101.1420.240.900.9.3510.15182.1	Human Resources Contr. Services	15,000	15,000	1,203	13,797	15,000	15,900	900	6.00%
NS229	101.1420.250.900.9.3510.15181.1	Human Resources Office S/M	2,392	5,579	5,770	(191)	2,392	3,350	958	40.05%
NS231	101.1420.260.900.9.3510.15184.1	Human Resources Memberships	348	348	267	81	348	300	(48)	-13.79%
NS232	101.1420.260.900.9.3510.15185.1	Human Resources Prof. Development	1,012	1,012	-	1,012	1,012	1,000	(12)	-1.19%
NS233	101.1420.260.900.9.3510.15186.1	Human Resources Recruiting	15,000	11,813	2,276	9,537	10,000	1,500	(8,500)	-85.00%
NS234	101.1430.260.900.9.3510.15191.1	Legal Services	35,000	35,000	43,808	(8,808)	45,000	35,000	(10,000)	-22.22%
NS235	101.1435.260.900.9.3510.15192.1	Legal Settlements	25,000	25,000	-	25,000	-	-	-	0.00%
NS238	101.1110.240.900.9.3530.15354.1	School Comm. Contr. Services	1,500	1,500	-	1,500	500	500	-	0.00%
NS239	101.1110.250.900.9.3530.15351.1	School Comm. S/M	500	500	25	475	500	500	-	0.00%
NS240	101.1110.260.900.9.3530.15352.1	School Comm. Dues	2,500	2,500	-	2,500	1,500	1,500	-	0.00%
NS241	101.1110.260.900.9.3530.15353.1	School Comm. Conferences	500	500	-	500	500	500	-	0.00%
NS242	101.7100.260.900.9.4610.16151.1	Capital Outlay - Grounds	5,000	5,000	1,668	3,332	-	-	-	0.00%
NS243	101.7200.260.900.9.4610.16152.1	Capital Outlay - Buildings	4,425	4,425	2,500	1,925	15,000	-	(15,000)	-100.00%
NS244	101.7200.260.900.9.4610.16153.1	Capital Outlay - Designers	5,000	5,000	-	5,000	-	-	-	0.00%
NS245	101.7300.260.900.9.4610.16154.1	Capital Outlay - Equipment	10,000	10,000	10,373	(373)	-	-	-	0.00%
NS246	101.4110.250.900.9.4620.16251.1	Bld. Serv. Wkr. S/M	1,751	28,905	26,605	2,300	50,000	58,000	8,000	16.00%
NS247	101.4110.260.900.9.4620.16253.1	Bldg. Serv. Wkr. Uniforms	5,602	6,861	7,741	(880)	8,000	-	(8,000)	-100.00%
NS248	101.4110.260.900.9.4620.16254.1	Bldg. Serv. Wkr. Fees	-	-	-	-	261	-	(261)	-100.00%
NS249	101.7300.260.900.9.4620.16255.1	Bldg. Serv. Wkr. Equipment	340	8,333	8,333	0	425	-	(425)	-100.00%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS250	101.1450.240.900.9.4630.16353.1	Contr. Services - Web Page	6,500	6,500	2,954	3,546	5,500	5,500	-	0.00%
NS251	101.1450.250.900.9.4630.16351.1	I. T. Services Office S/M	5,539	6,388	13,877	(7,489)	20,000	20,000	-	0.00%
NS252	101.1450.260.900.9.4630.16354.1	Server Maintenance Support	2,571	51,204	48,042	3,162	2,571	5,500	2,929	113.92%
NS253	101.1450.260.900.9.4630.16355.1	I. T. Serv. New Equipment	125,000	62,654	10,915	51,739	85,000	85,000	-	0.00%
NS255	101.1450.260.900.9.4630.16363.1	Admin. Software Support	100,000	113,713	100,419	13,294	100,000	101,500	1,500	1.50%
NS257	101.2250.260.900.1.4630.16366.1	Software Maint. - Students	25,000	25,000	-	25,000	10,000	-	(10,000)	-100.00%
NS258	101.2451.250.900.1.4630.16352.1	I. T. Serv. Micro Repair S/M	2,541	1,692	935	757	-	-	-	0.00%
NS259	101.2455.250.900.1.4630.16361.1	I. T. Serv. Software Development	10,000	10,000	70,755	(60,755)	5,000	5,000	-	0.00%
NS260	101.4230.260.900.9.4630.16367.1	I.T. Vehicle Maint.	450	450	540	(90)	450	450	-	0.00%
NS261	101.4230.260.900.9.4630.16368.1	I.T. Gasoline	2,900	1,036	303	733	2,000	500	(1,500)	-75.00%
NS262	101.4230.260.900.9.4630.16369.1	I.T. Vehicle Insurance	-	1,864	1,864	0	1,980	1,980	-	0.00%
NS263	101.4400.260.900.9.4630.16356.1	I. T. Serv. Networking	62,000	62,000	170,411	(108,411)	110,000	111,614	1,614	1.47%
NS264	101.4200.260.900.9.4640.16456.1	Maintenance Uniforms	1,400	1,400	1,986	(586)	1,178	-	(1,178)	-100.00%
NS265	101.4200.260.900.9.4640.16458.1	Maintenance Fees	6,075	6,075	8,395	(2,320)	7,832	-	(7,832)	-100.00%
NS266	101.4210.250.900.9.4640.16451.1	Maintenance S/M - Grounds	27,500	23,158	20,621	2,537	23,254	22,500	(754)	-3.24%
NS267	101.4210.260.900.9.4640.16453.1	Maint. Contr. Serv. - Grounds	57,500	57,500	73,858	(16,358)	111,405	74,000	(37,405)	-33.58%
NS268	101.4210.260.900.9.4640.16455.1	Maint. Contr. Serv. - Snow Plow	42,911	30,840	17,443	13,398	23,072	20,000	(3,072)	-13.31%
NS269	101.4220.250.900.9.4640.16452.1	Maintenance S/M - Buildings	70,000	74,342	97,247	(22,905)	17,727	112,000	94,273	531.80%
NS270	101.4220.260.900.9.4640.16454.1	Maint. Contr. Serv. - Buildings	190,000	202,071	243,976	(41,905)	147,827	337,550	189,723	128.34%
NS271	101.7400.260.900.9.4640.16459.1	Maint. Replacement Equipment	2,500	2,500	-	2,500	-	-	-	0.00%
NS272	101.4230.250.900.9.4650.16551.1	Maint. S/M - Vehicles	32,500	26,897	17,070	9,827	30,897	45,000	14,103	45.65%
NS273	101.4230.250.900.9.4650.16552.1	Maint. S/M - Equipment	12,500	55,920	41,613	14,307	50,000	34,291	(15,709)	-31.42%
NS274	101.4230.260.900.9.4650.16553.1	Maint. Contr. Serv. - Equipment	7,500	37,713	30,679	7,034	75,000	-	(75,000)	-100.00%
NS275	101.4230.260.900.9.4650.16554.1	Maintenance Gasoline	9,675	17,116	5,678	11,438	5,264	6,245	981	18.64%
NS276	101.4230.260.900.9.4650.16555.1	Maint. Vehicle Insurance	3,264	4,659	4,659	0	3,842	5,125	1,283	33.39%
NS278	101.3300.240.900.1.4660.16660.1	Trans. Contracted Services	22,500	25,505	30,759	(5,254)	15,000	57,916	42,916	286.11%
NS279	101.3300.250.900.1.4660.16651.1	Transportation S/M	75,000	183,991	185,501	(1,510)	100,000	137,510	37,510	37.51%
NS281	101.3300.260.900.1.4660.16653.1	Trans. Gasoline/Diesel Fuel	75,000	119,604	132,075	(12,471)	60,000	137,000	77,000	128.33%
NS282	101.3300.260.900.1.4660.16654.1	Trans. Vehicle Insurance	7,000	9,318	9,318	0	7,000	10,240	3,240	46.29%
NS283	101.3300.260.900.1.4660.16655.1	Trans. Computer Equipment	1,750	1,750	1,489	261	1,750	-	(1,750)	-100.00%
NS284	101.3300.260.900.1.4660.16656.1	Trans. Drug & Alcohol Testing	2,500	2,500	2,665	(165)	2,500	-	(2,500)	-100.00%
NS285	101.3300.260.900.1.4660.16657.1	Trans. Staff Development	5,000	5,000	2,614	2,386	5,000	-	(5,000)	-100.00%
NS286	101.3300.260.900.1.4660.16658.1	Transportation Fees	2,500	2,500	5,625	(3,125)	2,750	-	(2,750)	-100.00%
NS287	101.3300.260.900.1.4660.16661.1	Trans. Leases	20,000	20,000	19,145	855	5,000	-	(5,000)	-100.00%
NS288	101.7600.260.900.1.4660.16659.1	Trans. Vehicle Replacement	40,000	40,000	-	40,000	80,000	157,534	77,534	96.92%
NS289	101.3300.260.900.2.4670.16751.1	SPED CASE Trans. Contracted Services	493,814	493,814	376,056	117,758	540,000	653,383	113,383	21.00%
NS290	101.3300.260.900.2.4670.16752.1	SPED OTHER Trans. Contracted Services	-	-	32,108	(32,108)	19,675	19,675	-	0.00%
NS291	101.4120.260.900.9.4680.16857.1	Trans. Repair Heating	-	-	-	-	9,174	-	(9,174)	-100.00%
NS292	101.4120.260.900.9.4680.16858.1	Maint. Storage Heating	-	-	946	(946)	-	1,041	1,041	100.00%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS293	101.4120.260.900.9.4680.16860.1	Contracted Serv. - Burners	18,500	18,500	-	18,500	10,000	-	(10,000)	-100.00%
NS295	101.4130.260.900.9.4690.16957.1	Systemwide Electricity	352	352	539	(187)	395	550	155	39.24%
NS297	101.4130.260.900.9.4690.16961.1	Water/Sewer	46,157	46,157	41,053	5,104	42,729	45,158	2,429	5.68%
NS298	101.4130.260.900.9.4690.16970.1	Telephone	119,347	142,132	142,909	(777)	152,832	150,000	(2,832)	-1.85%
NS299	101.4130.260.900.9.4690.16980.1	Trash Pickup & Recycling	42,640	45,862	44,551	1,311	45,381	50,447	5,066	11.16%
NS302	101.5260.260.900.9.5810.18153.1	Public Liability Insurance	41,500	41,500	33,678	7,822	43,000	49,118	6,118	14.23%
NS303	101.5260.260.900.9.5810.18154.1	Sch. Comm. Prof. Liability	8,775	17,745	17,745	0	9,000	11,720	2,720	30.22%
NS304	101.5260.260.900.9.5810.18155.1	Nurses Liability Insurance	821	821	327	494	559	559	-	0.00%
NS307	101.5500.260.900.9.5840.18451.1	Postage	12,360	12,360	4,295	8,065	12,360	12,360	-	0.00%
NS309	101.9900.260.900.2.1201.12098.1	Circuit Breaker Receipts Budget Offset	-	-	-	-	-	(950,000)	(950,000)	100.00%
S195	101.2340.110.900.1.1110.11114.1	Library/Media Longevity	141	2,000	2,000	-	2,087	-	(2,087)	-100.00%
S200	101.2110.110.900.9.1120.11201.1	Summer School Director	15,500	11,715	13,385	(1,670)	21,107	6,000	(15,107)	-71.57%
S201	101.2310.130.900.1.1120.11202.1	MCAS Remedial Instr.	99,000	22,050	5,850	16,200	55,000	-	(55,000)	-100.00%
S202	101.2440.130.900.1.1140.11405.1	Music Shuttle Salary	51	-	-	-	51	-	(51)	-100.00%
S204	101.2353.110.900.9.1160.11602.1	Curr. Dev. Workshops	108,998	101,452	98,130	3,322	108,998	108,998	-	0.00%
S206	101.2353.110.900.9.1160.11605.1	Staff Dev. Professional Salary	25,297	25,297	24,965	332	26,395	17,400	(8,995)	-34.08%
S208	101.2357.110.900.9.1160.11606.1	Staff Dev. Tuition Reimbursement	30,000	30,000	28,906	1,094	30,000	30,000	-	0.00%
S209	101.2357.110.900.9.1160.11607.1	Staff Dev. Mentoring	30,080	30,080	24,384	5,696	30,080	30,080	-	0.00%
S210	101.2320.110.900.2.1200.12040.1	District wide Behavioral Specialist	-	62,693	62,692	1	66,085	141,931	75,846	114.77%
S210A	101.2320.110.900.2.1200.xxxxx.1	K-8 S/L Pathologist	-	-	-	-	-	54,534	54,534	100.00%
S210B	101.2220.110.900.2.1201.12034.1	Special Ed. Dept. Chair Salary	-	-	-	-	-	2,206	2,206	100.00%
S212	101.2315.110.900.1.1240.12410.1	K-12 Curr. Chair Salary	2,500	2,500	-	2,500	-	-	-	0.00%
S215	101.2315.110.900.1.1240.12416.1	K-8 P.E. Curr. Chair Salary	2,123	2,123	-	2,123	-	2,206	2,206	100.00%
S217	101.2315.110.900.1.1240.12426.1	K-12 Library/Media Curr. Chair	2,123	2,123	-	2,123	-	2,206	2,206	100.00%
S218	101.3520.110.900.9.2330.13301.1	Co-Curricular Prof. Salary	87,500	68,161	73,735	(5,574)	82,500	82,500	-	0.00%
S219	101.1230.130.900.9.2340.13406.1	Negotiation Funds - Non-Bargaining	40,000	40,000	-	40,000	25,000	-	(25,000)	-100.00%
S220	101.2305.110.900.1.2340.13402.1	Professional Contingency	23,417	23,417	-	23,417	23,417	125,000	101,583	433.80%
S221	101.2305.110.900.1.2340.13404.1	Negotiation Funds - Contracts	20,000	20,000	-	20,000	15,000	-	(15,000)	-100.00%
S222	101.5100.110.900.1.2340.13401.1	Sick Leave - Instructional	122,634	149,504	149,504	0	144,091	196,760	52,669	36.55%
S223	101.5100.110.900.1.2340.13403.1	Early Retirement Incentive	-	-	-	-	-	233,333	233,333	100.00%
S224	101.2330.130.900.1.2350.13501.1	Copy Service Salary	31,704	32,697	32,889	(192)	33,607	34,076	469	1.40%
S225	101.2330.130.900.1.2350.13502.1	Copy Serv. Transportation Salary	30,600	30,600	31,320	(720)	-	-	-	0.00%
S227	101.1210.110.900.9.3510.15101.1	Superintendent's Salary	141,827	122,345	122,345	(0)	122,700	127,874	5,174	4.22%
S228	101.1210.120.900.9.3510.15102.1	Supt. Support Staff	53,823	54,686	54,686	0	55,708	57,701	1,993	3.58%
S229A	101.1220.110.900.9.3510.15115.1	Director of Teaching/Learning Salary	-	-	-	-	-	114,855	114,855	100.00%
S230	101.1220.120.900.9.3510.15104.1	Teach/Learning Support Staff	83,835	70,756	71,941	(1,185)	86,350	69,890	(16,460)	-19.06%
S232	101.1410.110.900.9.3510.15106.1	Deputy Supt. of Finance and Oper. Sal.	97,990	97,990	104,609	(6,619)	100,442	84,769	(15,673)	-15.60%
S233	101.1410.130.900.9.3510.15107.1	Financial Serv. Staff	279,278	269,959	268,776	1,183	279,278	285,172	5,894	2.11%
S234	101.1420.110.900.9.3510.15108.1	Director of Human Resources	103,172	103,200	91,292	11,908	105,266	70,898	(34,368)	-32.65%

Alias	Account Number	Account Description	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S235	101.1420.130.900.9.3510.15109.1	Human Resources Staff	96,255	75,889	79,789	(3,900)	99,143	55,116	(44,027)	-44.41%
S236	101.1110.120.900.9.3530.15301.1	School Comm. Clerical Salary	4,177	4,177	3,626	551	4,177	4,177	-	0.00%
S238	101.1450.120.900.9.4630.16304.1	I.T. Services Clerical Salary	25,852	24,463	23,763	700	25,852	25,965	113	0.44%
S239	101.1450.130.900.9.4630.16301.1	Info. Tech. Director Salary	88,027	118,802	118,802	0	73,702	78,628	4,926	6.68%
S240	101.1450.130.900.9.4630.16302.1	I.T. Unit Leader Salary	155,542	155,942	155,947	(5)	113,614	164,204	50,590	44.53%
S241	101.1450.130.900.9.4630.16303.1	I.T. Sr. Support Analyst Salary	123,906	146,836	147,015	(179)	239,952	200,302	(39,650)	-16.52%
S242	101.1450.130.900.9.4630.16305.1	Communication Support Specialist	38,454	40,611	44,190	(3,579)	-	-	-	0.00%
S243	101.1450.130.900.9.4630.16306.1	Digital Literacy Administrator	83,835	65,974	65,974	0	-	-	-	0.00%
S244	101.4200.120.900.9.4640.16405.1	Maintenance Clerical Salary	8,017	8,060	7,871	189	8,195	8,597	402	4.91%
S245	101.4200.130.900.9.4640.16401.1	Maintenance Manager Salary	74,520	74,520	74,460	60	74,520	78,310	3,790	5.09%
S246	101.4200.130.900.9.4640.16402.1	Maintenance Salary	166,185	166,185	172,764	(6,579)	171,049	218,017	46,968	27.46%
S247	101.4200.130.900.9.4640.16403.1	Maintenance Overtime	18,338	18,338	30,174	(11,836)	30,556	30,000	(556)	-1.82%
S248	101.4200.130.900.9.4640.16404.1	Supplemental Labor Salary	5,613	5,570	3,350	2,220	-	28,275	28,275	100.00%
S249	101.4200.130.900.9.4640.16406.1	Maintenance Assistant Manager	-	-	-	-	-	-	-	100.00%
S250	101.3300.130.900.1.4660.16600.1	Trans. Drivers Salary - Acton	20,467	20,467	71	20,396	-	-	-	0.00%
S251	101.3300.130.900.1.4660.16601.1	Trans. Manager Salary	49,138	49,138	49,098	40	50,377	57,101	6,724	13.35%
S252	101.3300.130.900.1.4660.16602.1	Trans. Drivers Salary	624,390	693,257	641,209	52,048	666,142	673,679	7,537	1.13%
S253	101.3300.130.900.1.4660.16603.1	Trans. Drivers Overtime	16,000	8,945	6,170	2,775	16,000	6,514	(9,486)	-59.29%
S254	101.3300.130.900.1.4660.16605.1	Trans. Mechanics Salary	120,832	127,887	128,048	(161)	129,086	132,210	3,124	2.42%
S255	101.3300.130.900.1.4660.16606.1	Trans. Mechanics Overtime	6,942	6,942	8,459	(1,517)	5,910	8,692	2,782	47.07%
S256	101.3300.130.900.1.4660.16607.1	Trans. Coordinator Salary	77,028	77,028	76,966	62	81,340	82,047	707	0.87%
S257	101.6900.130.900.1.4660.16604.1	Private School Trans. Salary	90,087	56,391	109,876	(53,485)	84,893	97,953	13,060	15.38%
NS129	101.4110.250.910.9.4620.16252.1	Ripley Bldg. Serv. Wkr. S/M	683	683	-	683	3,514	-	(3,514)	-100.00%
NS130	101.4120.260.910.9.4680.16856.1	Ripley Heating	28,557	28,557	25,271	3,286	30,000	29,728	(272)	-0.91%
NS132	101.4130.260.910.9.4690.16956.1	Ripley Electricity	67,072	67,072	40,363	26,709	39,496	44,399	4,903	12.41%
NS133	101.4130.260.910.9.4690.16962.1	Ripley Water/Sewer	5,425	5,425	1,959	3,466	3,140	2,155	(985)	-31.37%
S161	101.1230.110.910.9.3510.15115.1	Director of Teaching/Learning Salary	109,296	110,484	110,484	1	112,050	-	(112,050)	-100.00%
S162	101.4110.130.910.9.4620.16205.1	Ripley Bldg. Serv. Wkr. Sal.	39,208	38,269	37,997	272	32,445	40,295	7,850	24.19%
S163	101.4110.130.910.9.4620.16206.1	Ripley Bldg. Serv. Wkr. Overtime	2,578	2,578	2,447	131	2,311	2,311	-	0.00%
		DISTRICT WIDE TOTAL:	5,855,177	6,160,100	5,890,909	269,191	5,969,329	5,888,875	(80,454)	-1.35%

District Wide

District Wide by DESE 1000 Function

FUNCTION	FUNCTION DESCRIPTION	FY18 APPROVED BUDGET	FY18 TRANSFERRED BUDGET	FY18 ACTUAL	FY18 TRANSFERRED BUDGET DIFFERENCE vs FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 BUDGET vs FY19 BUDGET DIFFERENCE	FY19/FY20 % DIFFERENCE
1000	DISTRICT LEADERSHIP & ADMINISTRATION	1,906,535	1,884,229	1,738,652	145,577	1,796,877	1,674,580	(122,297)	-6.81%
2000	INSTRUCTIONAL LEADERSHIP	694,550	675,754	620,629	55,125	645,179	779,898	134,719	20.88%
3000	OTHER SCHOOL SERVICES	1,727,403	1,930,516	1,789,884	140,632	1,806,822	2,066,022	259,200	14.35%
4000	MAINTENANCE	1,179,431	1,309,778	1,397,342	(87,564)	1,326,123	1,559,038	232,915	17.56%
5000	FIXED CHARGES	186,090	221,930	205,549	16,381	209,010	503,850	294,840	141.07%
6000	COMMUNITY SERVICES	90,087	56,391	109,876	(53,485)	84,893	97,953	13,060	15.38%
7000	FIXED ASSETS	71,081	81,502	28,978	52,524	100,425	157,534	57,109	56.87%
9000	PROGRAMS WITH OTHER DISTRICTS	-	-	-	-	-	(950,000)	(950,000)	100.00%
	DISTRICT WIDE TOTAL:	5,855,177	6,160,100	5,890,909	269,191	5,969,329	5,888,875	(80,454)	-1.35%

1000: School Committee, Superintendent, Finance and Business, HR, Benefits, Personal, Legal, DW Management and Tech

2000: Instructional Services, DW Academic Leadership, School Building Leadership, Building Tech, Teaching Services, Classroom Teachers, Specialists, Subs, Para's, Stipends, Coordinators, Guidance, Supplies, Instructional Equipment, Textbooks, Software

3000: Attendance and Parent Liaison Services, Health Services, Transportation, Athletics, Other Student Activities

4000: Custodians, Heating, Utility Services, Maintenance of Grounds/Buildings/Equipment, Security, Networking and Telecommunications

5000: Retirement, Insurance, Rental Lease of Equipment, Rans, Bans, Crossing Guards

6000: Community Services

7000: Acquisition and Improvement of Equipment, Capital, Replacement of Equipment, Acquisition of Motor Vehicles, Replacement of Motor Vehicles

9000: School Choice Tuition, Charter Schools, Special Ed Tuitions

District Wide

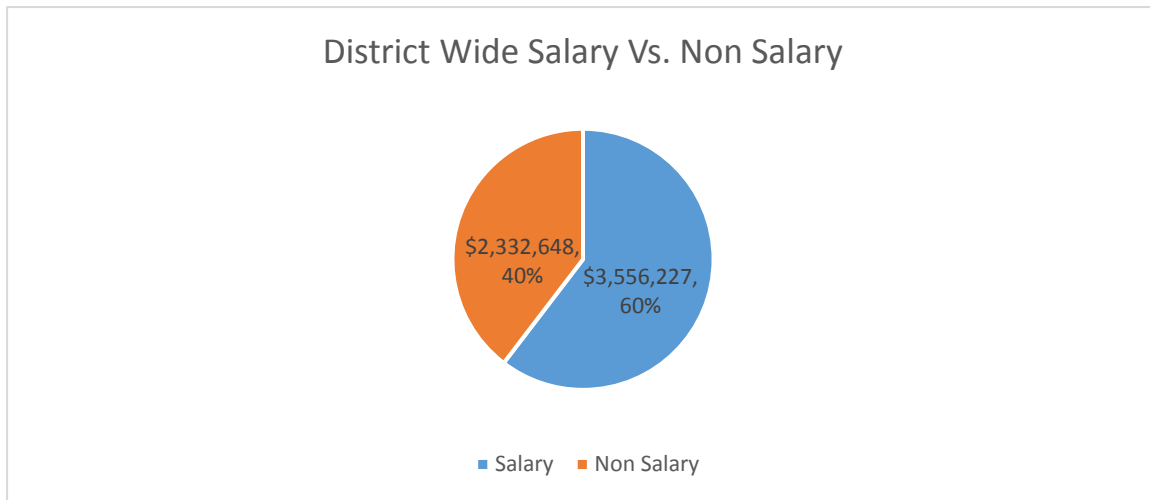
District Wide by DESE 100 Function Chart

FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
1110	SCHOOL COMMITTEE	9,177	9,177	3,651	5,526	7,177	7,177	-	0.00%
1210	SUPERINTENDENT	209,658	191,549	198,906	(7,357)	215,129	215,525	396	-8.47%
1220	DIRECTOR OF TEACHING AND LEARNING	90,246	77,167	74,470	2,697	92,760	188,814	96,054	-38.29%
1230	DISTRICT WIDE ADMINISTRATION	149,296	150,484	110,484	40,001	137,050	-	(137,050)	-200.00%
1410	BUSINESS & FINANCE	399,753	389,924	394,840	(4,916)	400,409	393,401	(7,008)	904.54%
1420	PERSONNEL & BENEFITS MGT.	233,179	212,841	180,597	32,244	233,161	148,064	(85,097)	-130.98%
1430	ADMIN. SERVICES - LEGAL	35,000	35,000	43,808	(8,808)	45,000	35,000	(10,000)	-22.22%
1435	LEGAL SETTLEMENTS	25,000	25,000	-	25,000	-	-	-	0.00%
1450	ADMINISTRATIVE TECHNOLOGY-DISTRICT WIDE	755,226	793,087	731,896	61,191	666,191	686,599	20,408	150.55%
2110	CURRICULUM DIRECTORS	35,300	23,715	22,196	1,519	27,857	16,700	(11,157)	-11.57%
2220	DEPARTMENT HEADS (NON SUPERVISORY)	-	-	-	-	-	2,206	2,206	100.00%
2250	BUILDING TECHNOLOGY	25,000	25,000	-	25,000	10,000	-	(10,000)	-100.00%
2305	CLASSROOM TEACHERS	43,417	43,417	-	43,417	38,417	125,000	86,583	333.80%
2310	SPECIALIST TEACHERS	99,000	22,050	5,850	16,200	55,000	-	(55,000)	-100.00%
2315	TEAM LEADERS/DEPT. CHAIRS	6,746	6,746	-	6,746	-	4,412	4,412	200.00%
2320	MED. THERAPUTIC SERV.	-	62,693	62,692	1	66,085	196,465	130,380	214.77%
2330	INSTR. ASSISTANTS	62,304	63,297	64,209	(912)	33,607	34,076	469	1.40%
2340	LIBRARIANS	141	2,000	2,000	-	2,087	-	(2,087)	-100.00%
2353	PROF. DEV. - TEACHERS	134,295	126,749	123,095	3,654	135,393	126,398	(8,995)	-34.08%
2357	PROF. DEV. - PROVIDERS	226,998	225,589	240,388	(14,799)	226,998	245,642	18,644	626.12%
2410	TEXTBOOKS	10,250	5,385	-	5,385	7,250	-	(7,250)	-400.00%
2420	INSTR. EQUIPMENT	26,790	26,056	18,665	7,391	14,960	10,999	(3,961)	-313.46%
2430	INSTR. SUPPLIES	6,139	25,923	2,646	23,277	5,904	6,000	96	-97.31%
2440	OTHER INSTR. SERVICES	5,129	4,942	7,197	(2,255)	6,621	7,000	379	-150.00%
2451	CLASSROOM INSTR. TECH.	2,541	1,692	935	757	-	-	-	0.00%
2455	INSTR. SOFTWARE	10,500	10,500	70,755	(60,255)	15,000	5,000	(10,000)	-100.00%
3200	HEALTH SERVICES	17,765	12,432	8,772	3,660	14,515	7,555	(6,960)	-377.13%
3300	PUPIL TRANSPORTATION	1,619,861	1,847,646	1,707,376	140,270	1,707,530	1,975,967	268,437	24.79%
3510	ATHLETICS	2,277	2,277	-	2,277	2,277	-	(2,277)	-100.00%
3520	OTHER STUDENT BODY ACTIVITIES	87,500	68,161	73,735	(5,574)	82,500	82,500	-	0.00%
4110	CUSTODIAL SERVICES	49,822	77,296	74,791	2,505	96,531	100,606	4,075	-259.81%
4120	HEATING OF BUILDINGS	47,057	47,057	26,217	20,840	49,174	30,769	(18,405)	-100.91%
4130	UTILITIES/OTHER	280,993	307,000	271,374	35,626	283,973	292,709	8,736	35.28%
4200	MAINTENANCE/BUILDINGS&GROUNDS	280,148	280,148	299,000	(18,852)	293,330	363,199	69,869	35.63%
4210	OPERATIONS/GROUNDS	127,911	111,498	111,921	(423)	157,731	116,500	(41,231)	-50.13%
4220	OPERATIONS/BUILDINGS	260,000	276,413	341,223	(64,810)	165,554	449,550	283,996	660.15%

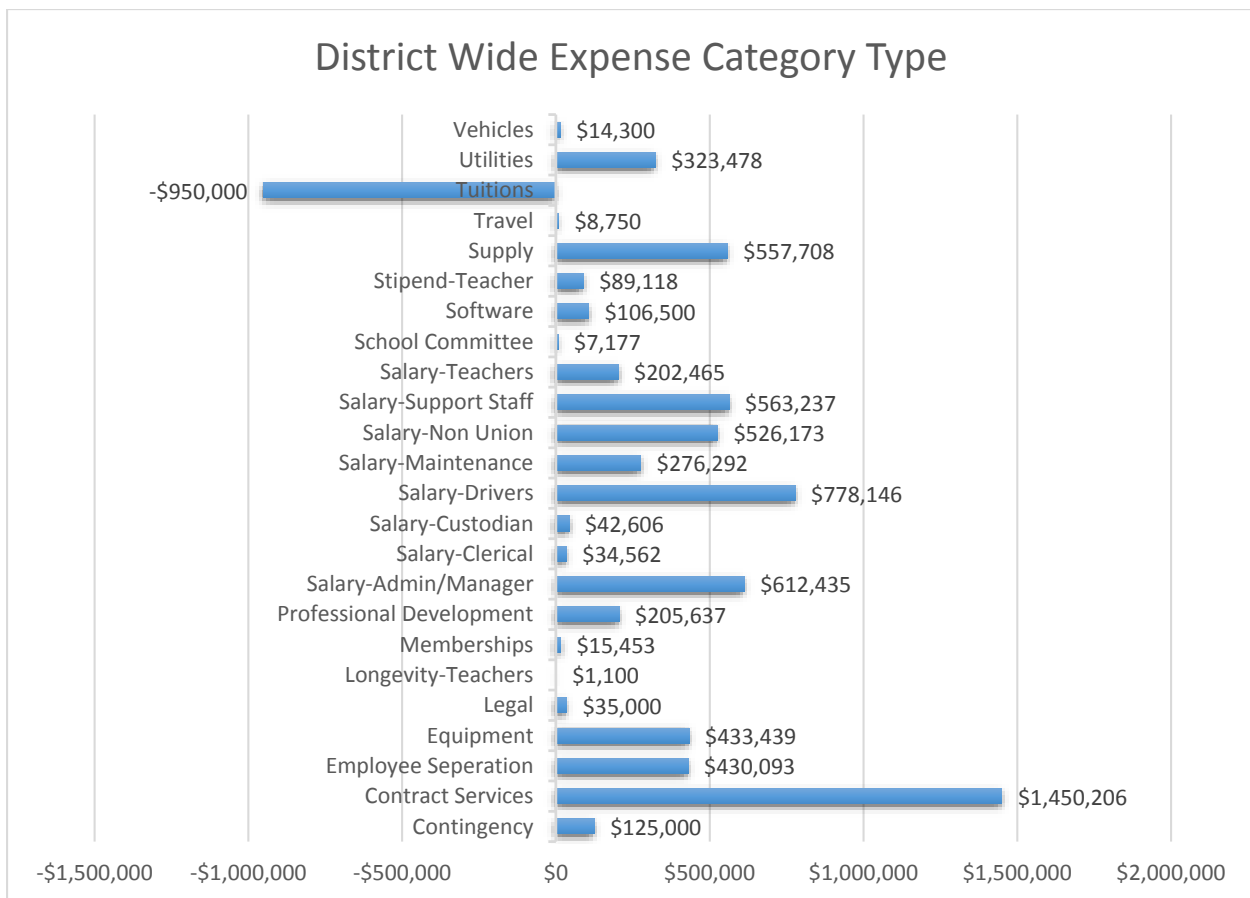
FUNCTION	FUNCTION DESCRIPTION	FY18 Budget	FY18 Transferred Budget	FY18 Actual	FY18 Actual vs Transferred Budget Difference	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
4230	MAINTENANCE/EQUIPMENT&VEHICLES	69,000	145,866	102,406	43,460	169,830	94,091	(75,739)	-178.19%
4400	NETWORKING/TELECOMMUNICATIONS	62,000	62,000	170,411	(108,411)	110,000	111,614	1,614	1.47%
5100	RETIREMENT BENEFITS	122,634	149,504	149,504	0	144,091	430,093	286,002	136.55%
5260	NON-EMPLOYEE INSURANCE	51,096	60,066	51,750	8,316	52,559	61,397	8,838	44.45%
5500	OTHER FIXED CHARGES	12,360	12,360	4,295	8,065	12,360	12,360	-	0.00%
6900	NON-PUBLIC TRANSPORTATION	90,087	56,391	109,876	(53,485)	84,893	97,953	13,060	15.38%
7100	PURCHASE OF LANDS AND BUILDINGS	5,000	5,000	1,668	3,332	-	-	-	0.00%
7200	ASSETS/BUILDINGS	9,425	9,425	2,500	6,925	15,000	-	(15,000)	-100.00%
7300	ASSETS/NEW EQUIPMENT	11,090	21,777	22,110	(333)	675	-	(675)	-200.00%
7400	ASSETS/REPLACEMENT EQUIPMENT	5,566	5,300	2,700	2,600	2,250	-	(2,250)	-200.00%
7600	VEHICLE REPLACEMENT	42,500	42,500	-	42,500	82,500	157,534	75,034	-3.08%
9900	SPECIAL CIRCUIT BREAKER OFFSET	-	-	-	-	-	(950,000)	(950,000)	100.00%
	DISTRICT WIDE TOTAL:	5,855,177	6,160,100	5,890,909	269,191	5,969,329	5,888,875	(80,454)	-1.35%

District Wide

District Wide Salary Vs. Non Salary



District Wide Expense Category Type



Note: Circuit Breaker Receipts Budget Offset is included in Tuitions Expense Type.

Appendix

Appendix A: DESE Chart of Accounts

Appendix B: NESDEC Enrollment Report

Appendix C: Capital Plan

Appendix D: Green Initiatives

Appendix E: Special Revenue Charts

Appendix F: CPS School Committee Approved Line Item Budget

Appendix G: Glossary



Still Life by CPS Student Audrey Feigh

Appendix A: DESE Chart of Accounts

Chart of Accounts - Criteria for Financial Reporting

This section describes the general requirements for reporting revenue and expenditure data from school committee appropriation, municipal spending in support of schools, revolving and special funds and state and federal grants and contracts. Each school district shall report the following revenues and expenditures as required in the annual End-of-Year Financial Report in accordance with M.G.L. c.72, s.3.

Last updated as of June 2018

Revenue Classification

General fund receipts:

- Regional school district assessments received from member cities and towns and excess and deficiency funds applied to a given year's budget;
- Tuition receipts, transportation fees, earnings on investments, rental fees, medical care and assistance, e-rate receipts, and other general fund revenue;
- The cash value of all non-revenue receipts.

State aid receipts:

- Chapter 70 (school aid), Chapter 70B(construction aid through MSBA)
- Pupil transportation, charter reimbursement and facilities aid, circuit breaker and foundation reserve
- State and federal grant receipts:
 - State grants or contracts received from the Department or any other state agency.
 - Federal grants or contracts received from the Department, from other state agencies or from any other federal government source

Revolving and special fund receipts:

- School lunch receipts, including state and federal reimbursements
- Athletic and other student body receipts for admission for school events
- Tuition receipts for school choice or other receipts for adult education, community school programs, out of district tuitions or summer school.
- Other local receipts as permitted by law, such as culinary arts programs, insurance reimbursements, lost schoolbooks or costs of industrial arts supplies, self-supporting recreation and park services or rental of school facilities.
- Private receipts shall include all non-governmental grants or gifts.

Appendix A: DESE Chart of Accounts (Continued)

Expenditures - Functional Classification

This section specifies the criteria for reporting functional categories of expenditures and gives the specific items that should be reported under these categories. Reporting of municipal expenditures must also comply with reporting instructions entitled: "Reporting by Municipal Agencies".

NEW	Code	Function Name	Description	Object Codes
Administration				
	1110	School Committee	Record School Committee expenditures by object. For the City/Town, record only those expenditures that support the school committee as an office (e.g. salaries, travel expenses, legal expenses, and office expenses).	Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	1210	Superintendent	Record Superintendent's Office expenditures by object. <i>This should correspond to EPIMS job code 1200.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	1220	Assistant Superintendents	Record Assistant Superintendent expenditures by object. <i>This should correspond to EPIMS job code 1201.</i> <i>Do not record Assistant Superintendent for Business and Finance in this function. Reserve for Business and Finance Office (1410).</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	1230	Other District-Wide Administration	Record Other Districtwide Administration expenditures by object, including, but not limited to, Assistant to Superintendent, Grants Manager, or Director of Planning. <i>This should correspond to EPIMS job code 1205. Note: some positions coded as 1205 may also belong in EOYR function 1420, "Human Resources and Benefits."</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

NEW	Code	Function Name	Description	Object Codes
	1410	Business and Finance	Record expenditures for Business and Finance including salaries and expenses. <i>This should correspond to EPIMS job code 1202.</i> For City/Town record expenditures as defined in 603 CMR 10.04(1)(a) for Business and Finance Services allocated according to the method agreed upon by the municipality and school committee. The method used to record these costs must be used consistently each year and may only be changed upon the approval of the Commissioner of Elementary and Secondary Education. Only those expenditures that support the school committee as an office (e.g. salaries, travel expenses, legal expenses and office expenses).	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	1420	Human Resources and Benefits	Record expenditures for Human Resources and Employee Benefits Administration. <i>This should correspond to EPIMS job code 1208.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	1430	Legal Service for School Committee	Record expenditures for legal services for the School Committee (e.g. costs of School Committee representation for collective bargaining and other litigation).	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	1435	Legal Settlements	Record expenditures for legal settlements (e.g. costs representing settlements of litigation actions, including opposition legal fees, if part of a settlement).	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY19	1450	Administrative Technology—Districtwide	Report all technology costs related to running the district, including computers, printers, copiers, and software (data systems, MIS). <i>Report software systems related to curriculum, lesson planning and assessment in the 2000 series. Report all others here (e.g., systems related to grades, parent notification, attendance, and finance and operations).</i>	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
Instruction				
Instructional activities involving the teaching of students, supervising of staff, developing and utilizing curriculum materials and related services. Instructional services directly attributable to schools must be reported on a school basis, while district-wide services, such as supervisory may be reported on a district-wide basis.				
Instructional Leadership				
Managers responsible for delivery of student instructional programs at the school and district level.				
FY18	2110	Curriculum Directors (Supervisory)	Record expenditures for Curriculum Directors (2110) and Department Heads by program (e.g. Regular Day) and object (e.g. Professional Salaries). Include salaries and expenses of managers responsible for delivery of student instructional programs at all levels (district and school), and serve in a supervisory capacity. <i>This should correspond to EPIMS job codes 1211 through 1223, 1312 and 1320.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY18	2120	Department Heads (Non-Supervisory)	Record expenditures for Curriculum Directors (2110) and Department Heads by program (e.g. Regular Day) and object (e.g. Professional Salaries). Include salaries and expenses of managers responsible for delivery of student instructional programs at all levels (district and school), and do not serve in a supervisory capacity. <i>This should correspond to EPIMS job codes 1211 through 1223, 1312 and 1320.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY19	2130	Instructional Technology Leadership and Training	Report staff costs for technology leadership and training to integrate technology devices and applications into the curriculum. Includes the cost of the director of technology and instructional technology integration specialists. <i>This function should correspond to EPIMS job codes 1201, 1224, and 2330.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

NEW	Code	Function Name	Description	Object Codes
	2210	School Leadership	Record expenditures, salaries, and expenses for School Leadership (2210) personnel including principal and school office staff. <i>This should correspond to EPIMS job codes 1305 and 1310.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY19	2250	Administrative Technology and Support—Schools	All administrative technology costs related to running the district's schools (e.g. principal's office), including computers, printers, copiers, and software. Includes replacement supplies (e.g. projector bulbs, power cords, toner, etc.). Expenditures for items over \$5,000 per unit must be reported as a capital (7000) expense.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
Teachers				
FY18	2305	Teachers, Classroom	Record expenditures for salaries of certified teachers, including all in-service days. Include all stipends paid to teachers that relate to providing instruction. <i>Stipends related to non-teaching functions (e.g. athletics coaches, club advisors should not be included here. This should correspond with EPIMS job codes 2305-2310.</i>	Professional Salaries (01)
Other Teaching Services				
	2320	Medical/Therapeutic Services	Record expenditures for Medical/Therapeutic Services (2320) provided by licensed practitioners, including BCBA, OT, PT, Speech and Vision. <i>Record amounts paid to an Educational Collaborative for therapeutic services provided to district students that ARE NOT enrolled in Collaborative programs. These costs should not be reported as tuition. This should correspond with EPIMS job codes 3326, 3327, 3411, 3421, 3431, 3441, 3451, and 3461.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04)
FY18	2324	Substitutes, Long-Term	Record expenditures for long-term substitutes who cover extended absences or vacant positions. Include permanent substitutes if they are certified. <i>This should correspond to EPIMS job code 2325.</i>	Professional Salaries (01) Other Salaries (03) Contracted Services (04)

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
FY18	2325	Substitute Teachers, Short-Term	Record expenditures for short-term substitutes who cover short-term absences related to any reason, including allowing teachers to participate in professional development activities.	Other Salaries (03) Contracted Services (04)
	2330	Paraprofessionals	Record expenditures for non-clerical paraprofessional and Instructional assistants (2330) hired to assist teachers/specialists in the preparation of instructional materials or classroom instruction (includes American Sign Language Specialists). <i>This should correspond to EPIMS job codes 3323 and 4100.</i>	Other Salaries (03) Contracted Services (04)
	2340	Librarians/Media Center Directors	Record expenditures for salary of Librarians and Media Center Directors (2340). <i>This should correspond to EPIMS job codes 1220 and 3330.</i> For the City/Town, record expenditures for library services where there is an agreement between the school committee and the municipality for specific services to be provided to students. This must be entered into Schedule 3.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03)
FY19	2345	Distance Learning and Online Coursework	Costs related to enrolling students in technology-based distance education coursework.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
Professional Development				
	2351	Professional Development Leadership	Record expenditures for the salary and expenses of a Director of Professional Development (2351). <i>This should correspond to EPIMS job code 1225. If the district pro-rates an employee's time across more than one job in EPIMS, their salary reported in the EOYR should be likewise pro-rated.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY18	2352	Instructional Coaches	Report expenditures for the salary and expenses of staff whose primary function is to provide instructional coaching to teachers. <i>This should correspond to EPIMS job code 2330.</i>	Professional Salaries (01) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

NEW	Code	Function Name	Description	Object Codes
FY18	2354	Stipends for teachers providing instructional coaching	Report expenditures for stipends paid to teachers who act as instructional coaches, master teachers, mentor teachers, or who otherwise deliver in-district professional development, in addition to their primary instructional responsibilities.	Professional Salaries (01)
FY18	2356	Costs for instructional staff to attend professional development	Report expenditures for teachers and instructional support staff (e.g. paraprofessionals) to participate in professional development, both inside and outside the district, including stipends, reimbursements to take courses, registration fees, membership fees, and cost of publications.	Professional Salaries (01) Other Salaries (03) Supplies and Materials (05) Other Expenses (06)
FY18	2358	Outside professional development providers for instructional staff	Report expenditures for vendors who provide professional development to instructional staff. PD provided to non-instructional staff should be reported as "contracted services" in the function where that staff's salary is reported.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
Instructional Materials, Equipment and Technology				
FY19	2410	Textbooks	Include consumable workbooks, physical materials, and accessories, such as visual media and software provided as an integrated package as well as printed manuals used to support direct instructional activities.	Supplies and Materials (05)
	2415	Other Instructional Materials (Libraries)	Record expenditures for Other Instruction Materials (2415) including books and other materials excluding textbooks, for use in school libraries or classroom libraries. INCLUDE CITY OR TOWN COST WHERE THERE IS AN AGREEMENT TO PROVIDE SERVICES ON LINE 3514.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
	2420	Instructional Equipment	Record expenditures for Instructional Equipment (2420) including vocational equipment and science lab equipment irrespective of unit cost.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	2430	General Classroom Supplies	Record expenditures for general supplies (2430) including paper, pens, crayons, chalk, paint, toner, calculators, etc.	Supplies and Materials (05)
	2440	Other Instructional Services	Record expenditures for Other Instructional Services (2440) including field trips. <i>This should correspond to EPIMS job code 3340.</i>	Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY19	2451	Instructional Hardware—Student and Staff Devices (Computers)	Costs for computers and devices (e.g. tablets, Chromebooks, etc.) used by students and instructional staff. Can include 1-to-1 devices and computer labs.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY19	2453	Instructional Hardware—All Other	Costs for all other instructional hardware (e.g. peripherals, projection technology, etc.) used in the classroom, computer labs, or library/media center. Include lease/purchase of printers and networked copiers used to create instructional materials, including copier and copier leases of less than \$5,000.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY19	2455	Instructional Software and Other Instructional Materials	Costs for licenses, learning management systems, subscriptions, e-books, physical software copies, etc. Any purchase that includes physical textbooks/media should be reported in 2410 Textbooks. This function includes only those textbook purchases that are entirely electronic.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

NEW	Code	Function Name	Description	Object Codes
Guidance, Counseling and Testing				
	2710	Guidance and Adjustment Counselors	Record salaries and other related expenses of the Director of Guidance, Guidance Counselors, and School Adjustment Counselors (2710). <i>This should correspond to EPIMS job codes 3328, 3329, 3350, and 3353.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	2720	Testing and Assessment	Record expenditures for the salary, materials and expenses used for testing and assessing students (2720). <i>This should correspond to EPIMS job code 3325.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	2800	Psychological Services	Record expenditures for the salaries and expenses for psychological evaluation, counseling, and other services provided by a licensed mental health professional. Includes school psychologist, social workers, psychometrists and assistants. <i>This should correspond to EPIMS job codes 3360, 3361, 3370 and 3371.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
Pupil Services				
	3100	Attendance and Parent Liaison Services	Record expenditures for Attendance & Parent Liaison Services (3100). Include the salary and expenses for truancy officers (investigatory services) and parent information centers (e.g. Professional Salaries 01). <i>This should correspond to EPIMS job code 3332.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
	3200	Medical/Health Services	<p>Record expenditures for Medical/Health Services (3200) including, but not limited to, school physicians, school nurses, and school medical supplies. <i>This should correspond to EPIMS job codes 1226, 5010, 5015, 5020, and 5021.</i></p> <p>For the City/Town, Record expenditures for Health Services (3200) where there is an agreement between the school committee and the municipality for specific services to be provided to students.</p>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	3300	Transportation Services	<p>Record by major program area and by object, expenditures for Pupil Transportation Services (3300) for pupils transported to and from school regardless of distance. Only record expenditures for Transportation Services to and from school once daily. Expenditures may include:</p> <ul style="list-style-type: none"> Salaries, student transportation supervisors, dispatchers, school bus drivers, and school bus maintenance personnel Salaries or the prorated share of salaries, clerical and support staff Fuel, lubrication, tires, and school bus maintenance Contracted services Insurance premiums for student transportation services School bus monitors <p>In Regular Day (Col. 1), record expenditures for racial imbalance and day care transportation. Record expenditures for homeless transportation. In Special Education (Col. 2), record Special Education transportation expenditures to and from approved Chapter 766 private schools.</p> <p>DO NOT record expenditures for transporting nonpublic pupils in this section.</p> <p>DO NOT record as expenditures for pupil transportation: field trips, athletic trips, shuttle trips between schools, etc. [603 CMR 10.08].</p> <p><i>Transportation costs by program must reconcile with costs and students reported on Schedule 7.</i></p>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

NEW	Code	Function Name	Description	Object Codes
	3400	Food Services	<p>Record expenditures for Food Services (3400), including</p> <ul style="list-style-type: none"> Salaries, school lunch supervisors, food preparers, kitchen personnel, and aides Food and supplies Salaries or the prorated share of salaries, clerical and support staff Contracted services Dues and subscriptions Travel expenses for staff <p>In Schedule 1, only record expenditures from appropriated funds.</p> <p>Reported the cost of writing off uncollected debt in Other Expenses (06).</p> <p>In Schedule 1.C.2., report expenditures from other sources (e.g. over the counter receipts, federal or state reimbursements, or other revolving fund expenditures, etc.).</p>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	3510	Athletics	<p>Record only the expenditures from appropriated funds used to support Athletics (3510), including:</p> <ul style="list-style-type: none"> Salaries, coaches, trainers, and assistants in intramural and interscholastic sports Contracted services Transportation services for students to and from athletic events Athletic rental services Uniforms Athletic supplies and materials Dues and subscriptions Travel expenses for staff <p>In Schedule 1.C.2., report expenditures of revenues from other sources (e.g. over the counter receipts, gate receipts, etc.).</p>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
	3520	Other Student Activities	Record only the expenditures from appropriated funds used to support Other Student Activities (3520), including: <ul style="list-style-type: none"> Salaries, musical directors, drama coaches, and other extra-curricular personnel Salaries or the prorated share of salaries, clerical and support staff Printing Dues and subscriptions Supplies and materials Transportation services for students to and from activities Travel expenses for staff In Schedule 1.C.2., report expenditures of revenues from other sources (e.g. ticket sales, over the counter receipts, etc.) that are deposited in the Student Activity Agency account.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	3600	School Security	Record expenditures for School Security (3600) including salaries and expenses for school police, hall monitors, and security personnel. <i>This should correspond to EPIMS job code 3331.</i> For the City/Town, record expenditures for School Security Services where there is an agreement between the school committee and the municipality for specific services to be provided.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
Operations and Maintenance Housekeeping activities relating to the physical plant and maintenance activities for grounds, buildings and equipment. Expenditures classified as a 4000 expenditure <i>must not exceed</i> the per project dollar limit for extraordinary maintenance or for non-instructional equipment.				
	4110	Custodial Services	Record expenditures for Custodial Services (4110) including salaries and expenses of custodians, janitors, and truck drivers.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	4120	Heating of Buildings	Record expenditures for Heating of Buildings (4120) including the cost of coal, fuel oil, gas, steam, and wood as well as the cost of contracted services.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

NEW	Code	Function Name	Description	Object Codes
	4130	Utility Services	Record expenditures for Utility Services (4130) including the cost of water, trash disposal, sewage, hazardous waste disposal, electricity, telephone service, and non-heating fuels.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	4210	Maintenance of Grounds	Record expenditures for Maintenance of Grounds (4210) including the cost of salaries and expenses of groundskeepers, equipment operators, and aides.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	4220	Maintenance of Buildings	Record expenditures for Maintenance of Buildings (4220) including the salaries and expenses of building maintenance personnel, engineers, licensed tradespeople, painters, etc.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	4225	Building Security System	Record expenditures for Building Security Systems (4225). Expenditures for this purpose may not exceed the per project dollar limit for extraordinary maintenance (\$150,000) or non-instructional equipment (\$5,000). If greater, the cost must be reported as a Capital Equipment (7000) expenditure.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	4230	Maintenance of Equipment	Record expenditures for Maintenance of Equipment (4230) including salaries of repair personnel, supplies, materials and tools, equipment parts, and replacement of equipment and furnishings.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
	4300	Extraordinary Maintenance	Record expenditures for Extraordinary Maintenance (4300) defined in 603 CMR 10.02. Expenditures can include the principal portion of a loan or the cost of a lease/purchase agreement. Expenditures classified as a 4000 account expenditure must not exceed the per project dollar limit for extraordinary maintenance (\$150,000). DO NOT report employee salaries in this category.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
FY19	4400	Technology Infrastructure, Maintenance, and Support—Salaries	Report personnel costs related to maintaining and supporting district technology infrastructure, including ISP, WAN, LAN, PBX systems, servers, and related software. Include salaries for district staff who provide maintenance and user support (e.g. IT help desk) for the central office and schools. <i>This function should correspond to EPIMS job codes 1201, 1224, and 6140.</i>	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03)
FY19	4450	Technology Infrastructure, Maintenance, and Support—All Other	Report contractual services, supplies and materials, and other costs related to maintaining and supporting district technology infrastructure, including ISP, WAN, LAN, PBX systems, servers, and related software. Expenditures for this purpose must not exceed the per project dollar limit for extraordinary maintenance (\$150,000) or for non-instructional technology equipment (\$5,000). Costs exceeding these limits must be reported as a Capital Equipment (7000) expenditure.	Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
Benefits and Fixed Charges Retirement and insurance programs, rental of land and buildings, debt service for current loans, and other recurring items, which are not generally provided for under another function.				
	5100	Employer Retirement Contributions	Record expenditures for Employee Retirement (5100), including contributions to employee retirement systems, social security contributions, contributions to pension plans and Medicaid contributions.	No objects
	5150	Employee Separation Costs	Record expenditures for Employee Separation (5150), including costs attributed to an employee's termination/retirement. Includes vacation pay, sick leave buyback and other benefits payable upon termination/retirement.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04)

NEW	Code	Function Name	Description	Object Codes
	5200	Insurance for Active Employees	Record expenditures for Insurance for Active Employees, including employee unemployment, health, and life insurance premiums or payments, and workers' compensation for active employees.	No objects
	5250	Insurance for Retired School Employees	Record expenditures for Insurance for Retired School Employees, including health insurance premiums for retired school employees.	No objects
	5260	Other Non-Employee Insurance	Record expenditures for Other Non-Employee Insurance, including insurance premiums for property, fire, liability, fidelity bonds, and judgments against the school district resulting from self-insurance.	No objects
	5300	Rental Lease of Equipment	Record expenditures for Rental Lease of Equipment (5300) [603 CMR 10.06], including annual operating lease/rental costs. Expenditures for this purpose may only exceed the per project dollar limit for extraordinary maintenance (\$100,000) or non-instructional equipment (\$5,000) for a three year period. After the third rental year the cost must be reported as a 7000 (fixed asset) expenditure. Do not include lease/purchase agreements, except in circumstances allowed by school finance regulations. [Guidelines: See Appendix A].	No objects
	5350	Rental Lease of Buildings	Record expenditures for Rental Lease of Buildings (5350) [603 CMR 10.06], including annual capital lease/rental costs. After the third rental year the cost must be reported as a 7000 (fixed asset) expenditure. Do not include lease/purchase agreements, except in circumstances allowed by school finance regulations. [Guidelines: See Appendix A].	No objects
	5400	Short Term Interest RANs	Record expenditures for reduction or full payment of short term Revenue Anticipation Notes (RANS) (due in one year or less) for interest (5400) [603 CMR 10.06].	No objects
	5450	Short Term Interest BANS	Expenditures by the school committee (regional school districts only): Record expenditures for reduction or full payment of short-term Bond Anticipation Notes (BANS) for interest (5450). Expenditures by the city/town: Record expenditures for Short Term Interest BANS (5450), annual interest charge on short-term borrowing for bond anticipation notes (BANS) for school purposes.	No objects

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
	5500	Other Fixed Charges	Record expenditures for other Fixed Charges (5500), including the costs of public safety inspections, bank charges, and the costs of contracts for Medicaid billing.	<i>No objects</i>
	5550	School Crossing Guards	Record expenditures for School Crossing Guards (5550).	<i>No objects</i>
	5990	Indirect Cost Transfers	Record expenditures charged to grants for indirect cost transfers.	
Community Services Services provided by the school district for the community as a whole, or some segment of the community.				
	6200	Civic Activities	Record by major program area expenditures for Civic Activities and Community Services (6200) including the costs of citizen meetings, parent-teacher-student association activities, school council meetings and activities, public forums and lectures, and advisory council meetings. Include expenditures for Adult Education programs in the undistributed column.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	6300	Recreation Services	Record expenditures for Recreation (6300) by object.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
	6800	Health Services to Non-Public Schools	Record by major program area and by object, expenditures for Non-Public School Health (6800).	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)

NEW	Code	Function Name	Description	Object Codes
	6900	Transportation to Non-Public Schools	Record by major program area and object, expenditures for Transporting Non-public pupils to and from school regardless of distance (6900). Costs can include: <ul style="list-style-type: none"> Salaries, student transportation supervisors, dispatchers, school bus drivers, school bus maintenance personnel Salaries or the prorated share of salaries, clerical and support staff Fuel, lubrication, tires and school bus repairs Contracted service Insurance premiums School bus monitors Transportation costs must reconcile with costs and students reported on Schedule 7, lines 4220 and 4230.	Professional Salaries (01) Clerical Salaries (02) Other Salaries (03) Contracted Services (04) Supplies and Materials (05) Other Expenses (06)
Acquisition, Improvement and Replacement of Fixed Assets Acquisition of land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or acquisition of initial or additional <i>non instructional</i> equipment exceeding the \$5,000 unit cost and \$100,000 extraordinary maintenance cost as defined in 603 CMR 10.00. Costs corresponding to revenue received as a lump sum or progress payment revenue receipt from MSBA whether or not outstanding BANs exist. Costs directly related to a school construction project supported through local appropriation. Expenditures should include the principal portion of a loan (including BANs), the cost of a lease/purchase agreement, costs directly related to a school construction project supported through local appropriation, and costs corresponding to revenue received/earned as a grant receipt from MSBA whether or not outstanding BANs exist. Expenditures classified as a 7000 account expenditure must exceed the dollar limits for non-instructional equipment (\$5,000) unless part of a school construction project. See Guidance for Reporting Revenue and Expenditures for School Construction.				
	7100	Purchase of Land and Buildings (7100, 7200)	Record capital expenditures for Acquisition and Improvement of Sites (7100), including purchase of school building sites, improvement of school building sites, grading, landscaping, sewers, storm drains, retaining walls, and surfacing, capital leases costs, and the principal portion of a loan not reported in 8100.	<i>No objects</i>

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
	7200	Purchase of Land and Buildings (7100, 7200)	Record capital expenditures for Acquisition and Improvement of Buildings (7200), including construction of buildings, acquisition of existing buildings, additions to existing buildings, acquisitions of portable school buildings/classrooms, rehabilitation of school buildings, lease/purchase of buildings, capital leases, and principal portion of a loan not reported in 8100.	No objects
	7300	Equipment (7300, 7400)	Record capital expenditures for Acquisition and Improvement of Equipment (7300), including acquisition of new, non-instructional school equipment having a useful life of more than one year and an acquisition cost of more than \$5,000, acquisition of school furniture and fixtures (bulk purchases), acquisition of school machinery, lease/purchase of equipment, capital leases, and No objects principal portion of a loan not reported in 8100.	No objects
	7350	Capital Technology	Record expenditures for Capital Technology (7350), including hardware or other technology purchases exceeding the \$5,000 unit cost, capital leases, lease/purchase of capital technology, and the principal portion of a loan not reported in 8100.	No objects
	7400	Equipment (7300, 7400)	Record capital expenditures for Replacement of Equipment (7400), including capital leases, lease/purchase of equipment, replacement of non-instructional equipment having a useful life of more than one year and an acquisition cost of more than \$5,000, and the principal portion of a loan not reported in 8100.	No objects
	7500	Motor Vehicles (7500, 7600)	Record capital expenditures for Acquisition of Motor Vehicles (7500), including the purchase of passenger vehicles for school administrative use, purchase of trucks for school maintenance use, purchase of school buses, lease/purchase of motor vehicles, trucks or buses, capital leases, and the principal portion of a loan not reported in 8100.	No objects
	7600	Motor Vehicles (7500, 7600)	Record capital expenditures for Replacement of Motor Vehicles (7600), including	No objects

NEW	Code	Function Name	Description	Object Codes
Debt Retirement and Service Retirement of debt and payment of interest and other debt costs. Principal and interest on <i>current</i> loans are not part of this function, but are reported in fixed charges (5400/5450).				
	8100	Debt Retirement/School Construction	<p>Only report in the school committee appropriation if you are reporting for a regional school district. Municipal districts report in city/town expenditures.</p> <p>Record annual expenditures relating to Long Term Debt Retirement/School Construction, Principal (8100), including the annual principal of loans used to finance the purchase or construction of schools. DO NOT include amounts bonded for extraordinary maintenance. DO NOT include bond anticipation notes (BANS). DO NOT include amounts paid to a member regional school district as part of a capital assessment. This information will be reported by the regional school district.</p>	No objects
	8200	Debt Service/School Construction	<p>Only report in the school committee appropriation if you are reporting for a regional school district. Municipal districts report in city/town expenditures. Record annual expenditures relating to Long Term Debt Service/School Construction, Interest (8200), including the annual Interest on bonds and loans used to finance the purchase or construction of schools. DO NOT include amounts bonded for extraordinary maintenance. DO NOT include bond anticipation notes (BANS). DO NOT include amounts paid to a member regional school district as part of a capital assessment. This information will be reported by the regional school district.</p>	No objects
	8400	Debt Service/Educ and Other (8400, 8600)	<p>Only report in the school committee appropriation if you are reporting for a regional school district. Municipal districts report in city/town expenditures. Record annual expenditures related to Long Term Debt Service/Educational Expenditures (8400), including annual Interest on bonds and loans used to finance the purchase of educational expenditures and for other equipment and maintenance costs, such as books, instructional equipment, and extraordinary maintenance.</p> <p><i>Report the principal of these loans in the cost category of the purchase (e.g. fixed assets, instructional technology, etc.). Expenditures relating to principal for Extraordinary Maintenance should be reported as 4300. Expenditures relating to principal for other equipment and maintenance costs should be reported in the appropriate cost categories (e.g. fixed assets).</i></p>	No objects

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
	8600	Debt Service/Educ and Other (8400, 8600)	Only report in the school committee appropriation if you are reporting for a regional school district. Municipal districts report in city/town expenditures. Record annual expenditures related to Long Term Debt Service/Other Equipment and Maintenance Costs (8600), including the annual Interest on bonds and loans used to finance the purchase of non-instructional equipment, and to pay for capital maintenance projects in excess of one hundred thousand dollars (\$100,000). <i>Principal costs should be reported in the appropriate 7000 series</i>	No objects
Programs with Other School Districts Transfers of payments to other school districts or to non-public schools for services provided to students residing in the sending city or town.				
	9100	Tuition to Mass. Schools	Record, by major program area, tuition payments to other Massachusetts school districts (9100), including tuition or transfer payments to other public school districts in Massachusetts for resident students.	No objects
	9110	Tuition for School Choice	School Choice Tuition (9110) is treated as an expenditure. School Committee - Regional School Districts Only Tuition payments to choice or charter schools by a regional school district are calculated by DESE and sent to DOR, and deducted from its Chapter 70 payment. These amounts are populated on the EOYR. Note that both choice and charter tuition are current-year calculations which means that monthly charges through the first eleven months are estimates. In some cases, choice receiving districts have been paid more through May than their final annual amount turns out to be. In this case DOR will recoup the overpayment by adding it to the choice assessment in the June distribution. Accountants/auditors should do a ledger adjustment to reflect this adjustment. City/Town Tuition payments to choice or charter schools by a sending school district are deducted from its Chapter 70 payment.	No objects

NEW	Code	Function Name	Description	Object Codes
	9120	Tuition to Commonwealth Charter Schools	Tuition to Commonwealth (9120) and Horace Mann Charter Schools (9125) are treated as expenditures. School Committee - Regional School Districts Only Tuition payments to choice or charter schools by a regional school district are calculated by DESE and sent to DOR, and deducted from its Chapter 70 payment. These amounts are populated on the EOYR. Note that both choice and charter tuition are current-year calculations which means that monthly charges through the first eleven months are estimates. In some cases, choice receiving districts have been paid more through May than their final annual amount turns out to be. In this case DOR will recoup the overpayment by adding it to the choice assessment in the June distribution. Accountants/auditors should do a ledger adjustment to reflect this adjustment. City/Town Tuition payments to choice or charter schools by a sending school district are deducted from its Chapter 70 payment.	No objects
	9125	Tuition to Horace Mann Charter Schools	Tuition to Commonwealth (9120) and Horace Mann Charter Schools (9125) are treated as expenditures. School Committee - Regional School Districts Only Tuition payments to choice or charter schools by a regional school district are calculated by DESE and sent to DOR, and deducted from its Chapter 70 payment. These amounts are populated on the EOYR. Note that both choice and charter tuition are current-year calculations which means that monthly charges through the first eleven months are estimates. In some cases, choice receiving districts have been paid more through May than their final annual amount turns out to be. In this case DOR will recoup the overpayment by adding it to the choice assessment in the June distribution. Accountants/auditors should do a ledger adjustment to reflect this adjustment. City/Town Tuition payments to choice or charter schools by a sending school district are deducted from its Chapter 70 payment.	No objects

Appendix A: DESE Chart of Accounts (Continued)

NEW	Code	Function Name	Description	Object Codes
	9200	Tuition to Out-of-State Schools	Record, by major program area, Tuition to Out-of-State Schools (9200), tuition or transfer payments to school districts in other states for resident students.	<i>No objects</i>
	9300	Tuition to Non-Public Schools	Record, by major program area, Tuition to Non-Public Schools (9300), tuition or transfer payments to non-public schools for resident students.	<i>No objects</i>
	9400	Tuition to Collaboratives	Record, by major program, tuition payments to Collaboratives (9400) for tuition paid to Collaboratives for resident students. Report other Collaborative-provided services in the appropriate function.	<i>No objects</i>
	9500	Regional School Assessment	Record payment for assessments to member regional school districts (9500) in accordance with regional school district agreements. Include both the academic and vocational assessments, as appropriate. Include the total assessment including operating, transportation, and capital costs. Members of Bristol and Norfolk County who are charged tuition increments above the county assessment should report the tuition payments on this line.	<i>No objects</i>

Object Code Expenditures

This section defines the category of goods or services purchased under the functional categories defined above.

01 Salaries Professional

The full-time, part-time and prorated portions of payments to personnel services of a professional nature rendered to an education plan. Categories included as professional are Superintendents, Principals, Supervisors, Teachers, Librarians, Counselors, Psychologists and other professional educators.

02 Salaries Secretarial and Clerical

Payments for a grouping of assignments to perform the activities of preparing, transferring, transcribing, systematizing or preserving communications, records and transactions, regardless of the level of skills required.

03 Salaries Other

Payment for a grouping of assignments regardless of level of difficulty that relate to supportive services. Included as other salaries: Custodians, Aides, Substitutes, Paraprofessional, Food Service Personnel, School Bus Drivers, Cross Walk Guards and other classified salaries not identified as professional, secretarial and clerical.

04 Contract Services

Payments for services rendered by personnel who are not on the payroll and are not regular employees, including all related expenses covered by the contract.

05 Supplies and Materials-

Materials and items of an expendable nature that is consumed, worn out or deteriorated in use, loses its identity through fabrication or incorporation into a different or more complex unit or substance. These items are defined as having a unit price of under \$5,000.

06 Other Expenditures -

Expenditures not chargeable to another object code, such as dues, subscriptions and travel for staff. (food, coal, fuel oil, gas, steam, wood, file servers)

09 Transfers –

Payments to other local educational agencies, (LEAs) and regional school districts for services rendered. This object code includes all of functional code 9000.

Appendix B: NESDEC Enrollment Report



Concord, MA Historical Enrollment

School District: Concord, MA PK-8

1/9/2019

Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-8	PK-8
2003	127	2008-09	37	205	179	202	226	206	214	203	211	192	0	0	0	0	0	1838	1875
2004	156	2009-10	36	203	215	184	215	211	204	207	203	216	0	0	0	0	0	1858	1894
2005	108	2010-11	34	230	215	227	199	214	214	205	206	203	0	0	0	0	0	1913	1947
2006	124	2011-12	36	199	231	236	233	201	223	218	209	205	0	0	0	0	0	1955	1991
2007	94	2012-13	40	226	215	256	245	243	217	243	234	221	0	0	0	0	0	2100	2140
2008	103	2013-14	26	233	235	235	267	247	246	212	235	242	0	0	0	0	0	2152	2178
2009	126	2014-15	22	198	234	241	241	250	237	240	210	241	0	0	0	0	0	2092	2114
2010	109	2015-16	28	225	207	240	237	238	246	239	232	208	0	0	0	0	0	2072	2100
2011	101	2016-17	28	209	237	216	245	234	232	239	249	227	0	0	0	0	0	2088	2116
2012	106	2017-18	25	220	205	241	223	233	242	229	248	247	0	0	0	0	0	2088	2113
2013	128	2018-19	25	208	234	207	242	213	234	246	235	255	0	0	0	0	0	2074	2099

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2008-09	1269	1232	1435	1838	820	606	403	0	0
2009-10	1268	1232	1439	1858	830	626	419	0	0
2010-11	1333	1269	1504	1913	828	614	409	0	0
2011-12	1359	1323	1541	1955	855	632	414	0	0
2012-13	1442	1402	1645	2100	915	698	455	0	0
2013-14	1489	1463	1675	2152	935	689	477	0	0
2014-15	1423	1401	1641	2092	928	691	451	0	0
2015-16	1421	1363	1632	2072	925	679	440	0	0
2016-17	1401	1373	1612	2088	947	715	478	0	0
2017-18	1389	1364	1593	2088	966	724	465	0	0
2018-19	1363	1338	1584	2074	970	736	460	0	0

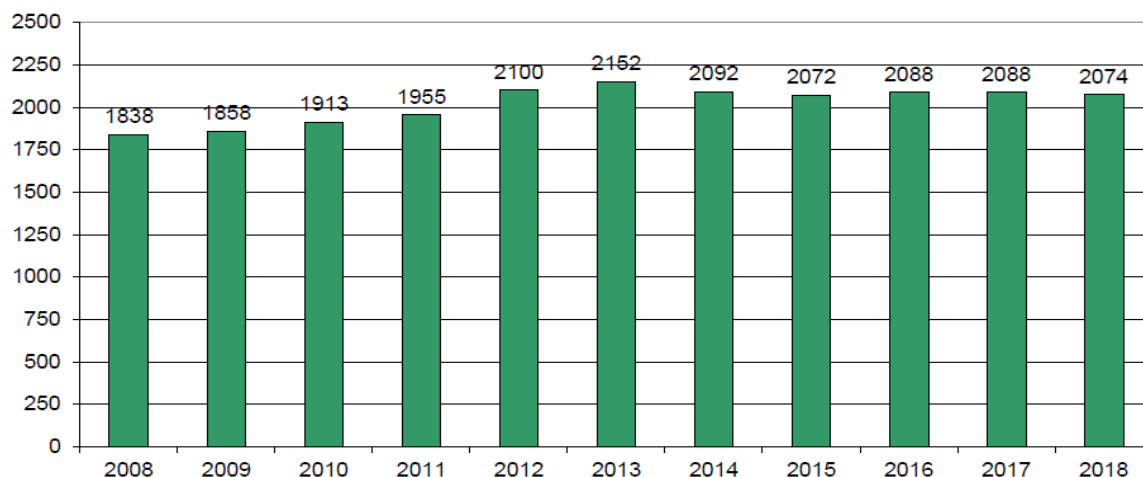
Historical Percentage Changes			
Year	K-8	Diff.	%
2008-09	1838	0	0.0%
2009-10	1858	20	1.1%
2010-11	1913	55	3.0%
2011-12	1955	42	2.2%
2012-13	2100	145	7.4%
2013-14	2152	52	2.5%
2014-15	2092	-60	-2.8%
2015-16	2072	-20	-1.0%
2016-17	2088	16	0.8%
2017-18	2088	0	0.0%
2018-19	2074	-14	-0.7%
Change	236		12.8%

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Concord, MA Historical Enrollment

K-8, 2008-2018



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Appendix B: NESDEC Enrollment Report (Continued)



Concord, MA Projected Enrollment

School District: Concord, MA PK-8

1/9/2019

Enrollment Projections By Grade*																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-8	PK-8
2013	128	2018-19	25	208	234	207	242	213	234	246	235	255	0	0	0	0	0	2074	2099
2014	100	2019-20	26	192	215	239	211	233	214	232	253	235	0	0	0	0	0	2024	2050
2015	107	2020-21	27	206	198	220	244	204	234	212	239	253	0	0	0	0	0	2010	2037
2016	118	(prov.) 2021-22	28	227	213	203	224	235	205	232	218	239	0	0	0	0	0	1996	2024
2017	112	(est.) 2022-23	29	215	234	218	207	216	236	203	239	218	0	0	0	0	0	1986	2015
2018	113	(est.) 2023-24	30	217	222	239	222	200	217	234	209	239	0	0	0	0	0	1999	2029
2019	110	(est.) 2024-25	31	211	224	227	244	214	201	215	241	209	0	0	0	0	0	1986	2017
2020	112	(est.) 2025-26	32	215	218	229	231	235	215	199	221	241	0	0	0	0	0	2004	2036
2021	113	(est.) 2026-27	33	217	222	223	233	223	236	213	205	221	0	0	0	0	0	1993	2026
2022	112	(est.) 2027-28	34	215	224	227	227	225	224	234	219	205	0	0	0	0	0	2000	2034
2023	112	(est.) 2028-29	35	215	222	229	231	219	226	241	219	0	0	0	0	0	0	2024	2059

Note: Ungraded students (UNGR) often are HS students whose anticipated years of graduation are unknown, or students with special needs - UNGR not included in Grade Combinations for 7-12, 9-12, etc.
Based on an estimate of births Based on children already born Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2018-19	1383	1338	1584	2074	970	736	490	0	0
2019-20	1330	1304	1536	2024	934	720	488	0	0
2020-21	1333	1306	1518	2010	938	704	492	0	0
2021-22	1335	1307	1539	1996	894	689	457	0	0
2022-23	1355	1326	1529	1986	896	660	457	0	0
2023-24	1347	1317	1551	1999	899	682	448	0	0
2024-25	1352	1321	1536	1986	886	665	450	0	0
2025-26	1375	1343	1542	2004	876	661	462	0	0
2026-27	1387	1354	1567	1993	875	639	426	0	0
2027-28	1376	1342	1576	2000	882	658	424	0	0
2028-29	1377	1342	1564	2024	908	682	460	0	0

Projected Percentage Changes			
Year	K-8	Diff.	%
2018-19	2074	0	0.0%
2019-20	2024	-50	-2.4%
2020-21	2010	-14	-0.7%
2021-22	1996	-14	-0.7%
2022-23	1986	-10	-0.5%
2023-24	1999	13	0.7%
2024-25	1986	-13	-0.7%
2025-26	2004	18	0.9%
2026-27	1993	-11	-0.5%
2027-28	2000	7	0.4%
2028-29	2024	24	1.2%
Change		-50	-2.4%

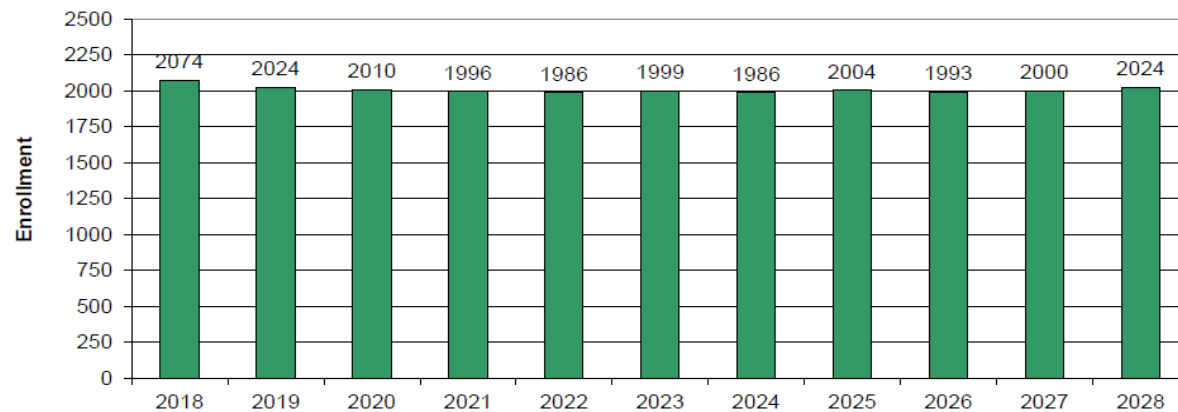
*Projections should be updated annually to reflect changes in in/out-migration of families, real estate sales, residential construction, births, and similar factors.

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Concord, MA Projected Enrollment

K-8 To 2028 Based On Data Through School Year 2018-19

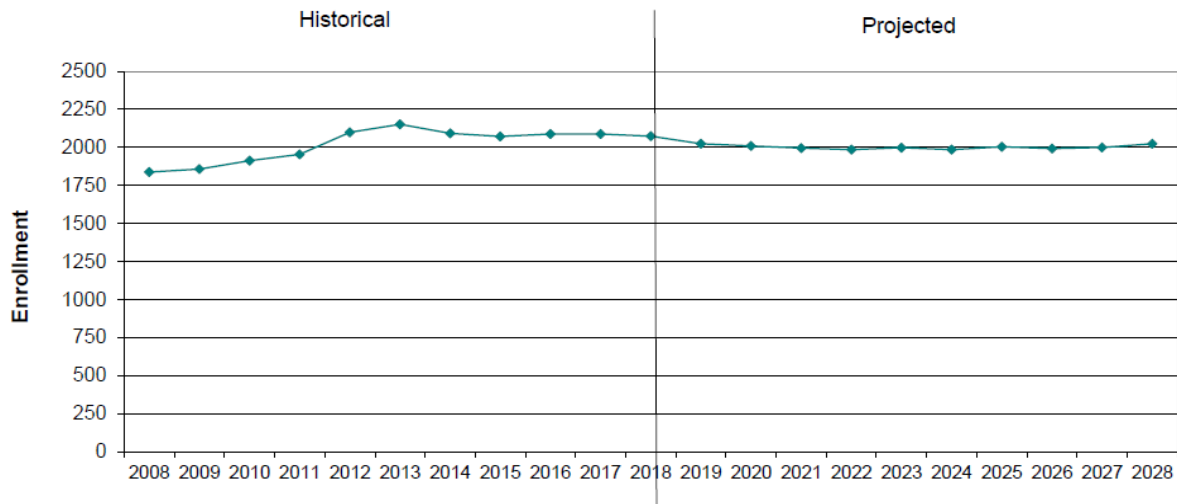


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Appendix B: NESDEC Enrollment Report (Continued)

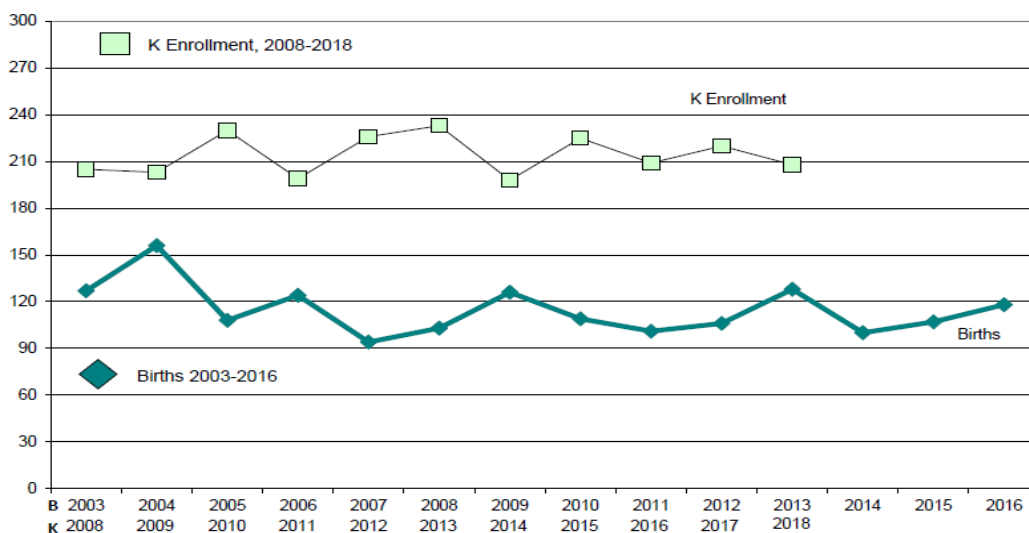
NESDEC Concord, MA Historical & Projected Enrollment

K-8, 2008-2028



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NESDEC Concord, MA Birth-to-Kindergarten Relationship



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Appendix B: NESDEC Enrollment Report (Continued)



Building Permits Issued		
Year	Single-Family	Multi-Units
2005	18	6
2014	43	74
2015	54	0
2016	54	0
2017	44	0
2018	38 to 10/31	0

Source: HUD and Building Department

Enrollment History		
Year	Career-Tech 9-12 Total	Non-Public K-12 Total
2005-06	n/a	n/a
2014-15	n/a	288
2015-16	n/a	268
2016-17	n/a	266
2017-18	n/a	306
2018-19	n/a	n/a

Residents in Non-Public Independent and Parochial Schools (General Education)														
Enrollments as of 1/1/18	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 TOTAL
	11	13	13	15	42	35	53	63	61	0	0	0	0	306

K-12 Home-Schooled Students	
2018	24

K-12 Residents "Choiced-out" or in Charter or Magnet Schools	
2018	0

K-12 Special Education Outplaced Students	
2018	31

K-12 Choiced-In, Tuitioned-In, & Other Non-Residents	
2018	0

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

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Appendix C: Capital List

CPS Capital Needs

Project Description	FY20	FY21	FY22	FY23	FY24	Comments / Building Total	Level of Importance
Alcott							
ERU Replacement						See CPS Green Initiatives	
VCT and carpet Replacement through facility. Replacement of stairwell Floor covering			475,000			VCT is lifting from slab throughout the facility and carpeting in the library and classrooms will need to be replaced.	1-FY22 (keeps getting pushed off)
New lead condensing boiler and controls						See CPS Green Initiatives	2-FY23; 3-FY24 (for energy efficiency and will save money)
Sidewalk repairs					25,000		
Total Alcott	0	0	475,000	0	25,000	500,000	
Thoreau							
Replacement of ERU for upper level						See CPS Green Initiatives	
Heat trace for Sloped roofs to prevent ice damming		55,000				To correct ice dams in 94 wing. This is a safety issue since ice is damming above doorways	1-FY20
New lead condensing boiler and controls						See CPS Green Initiatives	
Security updates	15,000						
Total Thoreau	15,000	55,000	0	0	0	70,000	
Willard							
Project Description	FY20	FY21	FY22	FY23	FY24	Comments / Building Total	Level of Importance
Willard							
Carpet Replacement		55,000	55,000	55,000		Carpet is in need of replacement in various rooms due to use	1 through FY22
RTU Exterior insulation replacement		45,000				Insulation is delaminating from duct work which reduces energy efficiency	2-FY21
Walkway repairs					20,000	Repair damaged concrete walks	3-FY24
Boiler exhauster height increase		18,000				The current exhaust was installed too low to the roof and the exhaust gases drop down and can reenter the building through the door from the loading dock. This is a health and safety issue	1-FY20
Exterior lighting replacement bollard style				25,000			3- FY23
Security updates	15,000						
Total Willard	15,000	118,000	55,000	80,000	20,000	288,000	
Peabody Building							
Reserved for life safety and health	50,000	50,000	50,000	50,000	50,000	Contingency for aging facilities	1 through FY24
Carpet installation throughout the facility	133,000					Replace worn carpeting in halls and classrooms. This cost includes the removal and installation of new carpeting , minor abatement of VAT (vinyl asbestos tiles), design, bidding and contingency costs of 20%	
Painting	40,000						
Total Peabody	223,000	50,000	50,000	50,000	50,000	423,000	
Sanborn Building							
Project Description	FY20	FY21	FY22	FY23	FY24	Comments / Building Total	Level of Importance
Sanborn Building							
Reserved for life safety and health	50,000	50,000	50,000	50,000	50,000	Contingency for aging facilities	1 through FY24
Railing installation in center courtyard		18,000				Safety issue, railing will prevent possible fall from courtyard	1-FY20
New Lab science lab for Room 106	150,000					To accommodate the new class configuration (7&8th grade at Sanborn). Final price dependent on feasibility study results	1-FY20
Classroom reconfigurations and Kiln installation	67,000					Move wall in art room to increase size of room due to loss of store room for kiln installation	
Carpeting of various classroom spaces	140,000					Replace worn carpeting in halls and classrooms. This cost includes the removal and installation of new carpeting , minor abatement of VAT (vinyl asbestos tiles), design, bidding and contingency costs of 20%	
Painting throughout facility	40,000						
Total Sanborn	447,000	68,000	50,000	50,000	50,000	665,000	

Appendix C: Capital List (Continued)

District Wide							
New Telephone System	200,000					Replacement of outdated telephone infrastructure	1-FY20
Total District Wide	200,000	0	0	0	0	200,000	
Project Description	FY20	FY21	FY22	FY23	FY24	Comments / Building Total	Level of Importance
Ripley Building							
Boiler Replacement/mechanical equipment replacement						See CPS Green Initiatives	
ADA updates		30,000				Lockset replacement project ADA Compliance	2-FY21
Installation of split A/C Units in copy center		25,000				Copy center A/C replacement of existing window units with floor units	3-FY21
Exterior door replacement				21,000	21,000	Ripley exterior door replacement	2-FY23 & FY24
Paving Parking lot					150,000	Repaving of existing parking lot.	2-FY24
Domestic water piping replacement		450,000				Antiquated 1950's and early 60's piping with lead free piping	3-FY21
Replace heating water piping				500,000		TBD-Based on boiler replacement project. Will include asbestos abatement	2-FY23
Integrated Preschool Glazing			375,000			Aluminum frames not thermally broken, single pane glazing with asbestos caulking	3-FY22
Replace flooring throughout					300,000	Removal of and replacement of Vinyl Asbestos Flooring	2-FY24
Exterior repairs, painting repointing		50,000		50,000		General cosmetic	3-FY23
Chimney repointing		25,000				Repoint chimney installed in 1957	1-FY20
Install connection to sewer system					250,000	Connect the building to town sewer due to aging 1957 septic system. This will need to be revisited with the Town.	3-FY24
Total Ripley	0	580,000	375,000	571,000	721,000	2,247,000	
Yearly Totals	900,000	871,000	1,005,000	751,000	866,000	4,393,000	

*Estimated cost for smoke detectors at elementary schools is \$160,000

Appendix D: Green Initiatives

CPS Capital Needs - Green Initiatives

Project Description	FY21	FY22	FY23	FY24	FY25	Comments / Building Total	Level of Importance
Ripley boiler replacement/mechanical equipment replacement	550,000					To replace existing boiler from 1957. Energy efficiency gains for the building will approach 20%	1-FY21
Alcott ERU Replacements	250,000	275,000	300,000	325,000	350,000	Planned replacement of equipment and retrofit as needed	1-FY21 onward
Alcott New lead condensing boiler and controls				200,000		Per 2013 National Grid Energy Audit - Original Boiler w/b redundant backup	2-FY23
Thoreau ERU Replacements	250,000	275,000	300,000	325,000	350,000	Replace aging retrofitted equipment with package rooftop units	1-FY21 onward
Thoreau New lead condensing boiler and controls					250,000	Per 2013 National Grid Energy Audit - Original Boiler w/b redundant backup	2-FY24
Yearly Totals	1,050,000	550,000	600,000	850,000	950,000	4,000,000	

The above projects may be grant eligible and should be considered as part of the Towns energy savings initiative. Additional research will be performed to determine estimated energy savings. CPS anticipates inclusion of Green Initiatives as part of its FY21 Warrant Article request.

Appendix E: Special Revenue Charts

Revolving, Gift, and Other Balances

The following chart details the beginning and ending balances of the CPS Revolving, Gift, and other fund activity accounts.

FUND	7/1/2017 Balance	Program Revenues	Program Expenditures	06/30/2018 Balance
Athletic Revolving Account	41,644	10,030	-	51,674
Circuit Breaker Revolving Account	594,412	797,644	(858,809)	533,247
Extra Curricula Revolving Account	1,657	-	-	1,657
Federal Grants	2,232	688,859	(684,126)	6,965
Integrated Preschool Revolving Account	4,065	1,924	(4,383)	1,606
Lost Book Revolving Account	990	509	(560)	939
Music Gift Account	3,243	415	(406)	3,251
Parent Teacher Group (PTG) Revolving Accounts	30,471	32,393	(35,018)	27,846
Private Grants	147,434	38,299	(92,706)	93,027
School Lunch Revolving Account	179,974	586,142	(553,567)	212,549
Stars Grant	-	9,500	-	9,500

Note: Revolving, Gift, and other funds cannot be used as a funding source to the General Fund

Appendix F: CPS School Committee Approved Line Item Budget

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS58	101.2320.240.001.2.1250.12552.1	Integrated Preschool	Pre-School Contracted Services	90,941	129,695	38,754	42.61%
NS59	101.2430.250.001.2.1250.12551.1	Integrated Preschool	Pre-School S/M	25,556	20,000	(5,556)	-21.74%
S75	101.2325.130.001.2.1210.12114.1	Integrated Preschool	Integrated Preschool Sub. Salary	1,349	3,210	1,861	137.95%
S76	101.2305.110.001.2.1250.12501.1	Integrated Preschool	Pre-School Teaching Salary	682,130	796,439	114,309	16.76%
S77	101.2305.110.001.2.1250.12503.1	Integrated Preschool	Summer Pre-School Tch. Sal.	11,264	9,000	(2,264)	-20.10%
S78	101.2330.130.001.2.1250.12502.1	Integrated Preschool	Pre-School Aides	332,544	421,706	89,162	26.81%
S79	101.2330.130.001.2.1250.12504.1	Integrated Preschool	Summer Pre-School Aides Sal.	7,657	8,770	1,113	14.54%
S80	101.3200.110.001.9.2390.13906.1	Integrated Preschool	Pre-School Nurses Salary	61,849	77,299	15,450	24.98%
		Integrated Preschool Total		1,213,290	1,466,119	252,829	20.84%
NS60	101.3510.240.040.9.2310.13107.1	Kindergarten	Kindergarten Athletics Contracted Services	12,748	-	(12,748)	-100.00%
NS61	101.3520.240.040.9.2420.14252.1	Kindergarten	Student Activities Contractual - Kindergarten	20,000	20,000	-	0.00%
S81	101.2315.110.040.1.1240.12401.1	Kindergarten	K Grade Level Chair	2,091	6,617	4,526	216.45%
		Kindergarten Total		34,839	26,617	(8,222)	-23.60%
L2	101.2305.110.100.1.1010.10109.1	Elementary	Elem. Art Longevity	1,657	-	(1,657)	-100.00%
L2A	101.2305.110.100.1.1020.10205.1	Elementary	Elem. Comp. Instr. Longevity	3,500	2,200	(1,300)	-37.14%
L3	101.2315.110.100.1.1030.10305.1	Elementary	Curr. Ctr. Longevity	521	550	29	5.57%
L6	101.2305.110.100.1.1140.11410.1	Elementary	Elem. Music Longevity	6,406	3,520	(2,886)	-45.05%
L7	101.2305.110.100.1.1150.11505.1	Elementary	Elem. P.E. Longevity	4,200	4,400	200	4.76%
L8	101.2310.110.100.1.1170.11703.1	Elementary	Elem. Reading Longevity	3,093	3,296	203	6.56%
L9	101.2305.110.100.2.1200.12035.1	Elementary	Elem. SPED Longevity	5,300	5,500	200	3.77%
NS31	101.2451.250.100.1.1020.10267.1	Elementary	Instr. Computer Equipment	500	-	(500)	-100.00%
NS32	101.2410.260.100.1.1030.10362.1	Elementary	Curriculum Center Textbooks	5,000	10,926	5,926	118.52%
NS33	101.2430.250.100.1.1030.10351.1	Elementary	Curr. Center Teaching S/M	8,700	8,700	-	0.00%
NS34	101.2440.260.100.1.1030.10361.1	Elementary	Field Trip Admission Fees	50,000	50,000	-	0.00%
NS35	101.2430.250.100.1.1070.10751.1	Elementary	Elem. ELL S/M	5,000	5,000	-	0.00%
NS37	101.2430.250.100.1.1080.10851.1	Elementary	For. Lang. Elem. Teaching S/M	-	6,836	6,836	100.00%
NS38	101.2700.240.100.1.1090.10956.1	Elementary	Elem. Guidance Contractual	500	-	(500)	-100.00%
NS39	101.2430.250.100.1.1140.11451.1	Elementary	Elementary Music Tch. S/M	1,702	-	(1,702)	-100.00%
NS40	101.7300.260.100.1.1140.11462.1	Elementary	Elem. Music New Equip.	1,750	-	(1,750)	-100.00%
NS41	101.2430.250.100.1.1170.11751.1	Elementary	Elem. Reading S/M	30,000	-	(30,000)	-100.00%
NS42	101.1430.260.100.2.1200.12067.1	Elementary	Elem. SPED Legal Services	21,218	20,000	(1,218)	-5.74%
NS44	101.2110.240.100.2.1200.12066.1	Elementary	Elem. SPED Consultant Contract	-	-	-	0.00%
NS45	101.2110.250.100.2.1200.12051.1	Elementary	Elem. SPED Administrator S/M	6,047	5,700	(347)	-5.74%
NS46	101.2110.260.100.2.1200.12070.1	Elementary	Elem. SPED Director Travel	1,262	1,000	(262)	-20.76%
NS47	101.2320.240.100.2.1200.12059.1	Elementary	Elem. SPED Evaluation Services	29,474	25,500	(3,974)	-13.48%
NS48	101.2410.260.100.2.1200.12069.1	Elementary	Elem. SPED Equip. Repair	391	1,540	1,149	293.86%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS50	101.2720.250.100.2.1200.12055.1	Elementary	Elem. SPED Testing S/M	15,000	18,000	3,000	20.00%
NS51	101.7300.260.100.2.1200.12061.1	Elementary	Elem. SPED New Equipment	7,804	11,600	3,796	48.64%
NS52	101.9100.260.100.2.1200.12062.1	Elementary	Elem. SPED Massachusetts Tuition	60,568	-	(60,568)	-100.00%
NS54	101.9300.260.100.2.1200.12064.1	Elementary	Elem. SPED Non-Public Tuition	275,058	481,683	206,625	75.12%
NS55	101.9400.260.100.2.1200.12065.1	Elementary	Elem. SPED Collaborative Tuition	516,361	468,370	(47,991)	-9.29%
NS56	101.9400.260.100.2.1200.12098.1	Elementary	Elem Sped Prepaid Tuition	-	-	-	0.00%
NS57	101.2210.260.100.9.3520.15252.1	Elementary	Elem. Prin. Prof. Development	3,750	-	(3,750)	-100.00%
S29	101.2110.110.100.1.1010.10107.1	Elementary	Elem. Art Dept. Chair Salary	-	-	-	0.00%
S33	101.2315.110.100.1.1030.10301.1	Elementary	Curr. Center Specialist Salary	59,545	58,926	(619)	-1.04%
S34	101.2315.120.100.1.1030.10304.1	Elementary	Curr. Center Clerical Salary	2,559	-	(2,559)	-100.00%
S36	101.2440.130.100.1.1030.10303.1	Elementary	Curr. Center Field Trips Salary	11,418	9,125	(2,293)	-20.08%
S38	101.2440.130.100.1.1090.10909.1	Elementary	Elem. Guid. Home Tutor Salary	2,750	2,750	-	0.00%
S39	101.2340.120.100.1.1110.11110.1	Elementary	Elementary Clerical Salary	15,291	48,944	33,653	220.08%
S40	101.2305.110.100.1.1120.11203.1	Elementary	Summer School Elem Teaching	20,000	34,898	14,898	74.49%
S41	101.2305.110.100.1.1120.11204.1	Elementary	Summer School MS Teaching	3,268	-	(3,268)	-100.00%
S44	101.2110.110.100.1.1140.11408.1	Elementary	Elem. Music Dept. Chair Salary	2,394	2,206	(188)	-7.85%
S46	101.2357.110.100.9.1160.11603.1	Elementary	Curr. Ctr. Prof. Dev. Providers	60,709	61,331	622	1.02%
S47	101.2110.110.100.2.1200.12001.1	Elementary	SPED Elem. Administrator Salary	51,880	52,134	254	0.49%
S48	101.2110.120.100.2.1200.12017.1	Elementary	Elem. SPED Clerical Salary	59,711	62,332	2,621	4.39%
S49	101.2120.110.100.2.1200.12038.1	Elementary	Elem. Out of District Coordinator Salary	26,000	10,907	(15,093)	-58.05%
S50	101.2305.110.100.2.1200.12037.1	Elementary	Elem. SPED Summer Teachers	53,000	60,716	7,716	14.56%
S51	101.2330.130.100.2.1200.12039.1	Elementary	Elem. SPED Summer Aides	31,963	21,918	(10,045)	-31.43%
S52	101.2440.130.100.2.1200.12029.1	Elementary	Elem. Sped Home Tutor Salary	1,500	1,500	-	0.00%
S54	101.2315.110.100.1.1240.12402.1	Elementary	Gr. 1 Grade level Chair Salary	2,091	2,206	115	5.50%
S55	101.2315.110.100.1.1240.12403.1	Elementary	Gr. 2 Grade Level Chair Salary	2,091	2,206	115	5.50%
S56	101.2315.110.100.1.1240.12404.1	Elementary	Gr 3 Grade level Chair Salary	3,475	2,206	(1,269)	-36.52%
S57	101.2315.110.100.1.1240.12405.1	Elementary	Gr 4 Grade Level Chair Salary	2,091	2,206	115	5.50%
S58	101.2315.110.100.1.1240.12406.1	Elementary	Gr. 5 Grade Level Chair Salary	4,182	2,206	(1,976)	-47.25%
S59	101.2315.110.100.1.1240.12407.1	Elementary	K-5 Science Curr. Chair Salary	4,600	-	(4,600)	-100.00%
S60	101.2315.110.100.1.1240.12408.1	Elementary	K-5 Math Curr. Chair Salary	9,201	2,206	(6,995)	-76.02%
S68	101.2440.130.100.1.2370.13702.1	Elementary	Elem. Field Trips Salary	625	-	(625)	-100.00%
S69	101.3200.110.100.9.2390.13901.1	Elementary	Elementary Nurses Salary	308,929	300,589	(8,340)	-2.70%
S71	101.2440.130.100.1.2400.14001.1	Elementary	Elem. Paraprofessional Salary	74,000	-	(74,000)	-100.00%
S72	101.4110.130.100.9.4620.16201.1	Elementary	Elem. Bldg. Serv. Wkr. Sal.	513,177	529,771	16,594	3.23%
S73	101.4110.130.100.9.4620.16202.1	Elementary	Elem. Bldg. Serv. Wkr. Overtime	35,555	50,000	14,445	40.63%
S74	101.2330.130.100.1.1120.11205.1	Elementary	Summer School Elem Tutor	-	-	-	0.00%
		Elementary Total		2,426,767	2,455,604	28,837	1.19%
L1	101.2305.110.110.1.1041.10417.1	Alcott	Alcott Elem. Longevity	10,400	12,210	1,810	17.40%
L10	101.2305.110.010.1.1041.10416.1	Alcott	Alcott K Longevity	4,000	4,635	635	15.88%
NS1	101.2430.250.110.1.1010.10152.1	Alcott	Alcott Art Teaching S/M	4,250	4,400	150	3.53%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS10	101.2210.250.110.9.1041.10463.1	Alcott	Alcott Principal S/M	2,125	3,538	1,413	66.49%
NS11	101.2410.260.110.1.1041.10465.1	Alcott	Alcott Elementary Textbooks/Curriculum	3,500	18,910	15,410	440.29%
NS12	101.2420.240.110.1.1041.10464.1	Alcott	Alcott Copier Maintenance	1,250	1,474	224	17.92%
NS13	101.2430.250.110.1.1041.10462.1	Alcott	Alcott Elem. Teaching S/M	13,500	21,000	7,500	55.56%
NS14	101.2710.250.110.1.1090.10951.1	Alcott	Alcott Social Wkr. S/M	300	500	200	66.67%
NS15	101.2410.250.110.9.1110.11153.1	Alcott	Alcott Media Elem. AV S/M	591	2,791	2,200	372.25%
NS16	101.2410.250.110.9.1110.11175.1	Alcott	Alcott Media Elem AV S/M	2,200	-	(2,200)	-100.00%
NS17	101.2415.250.110.9.1110.11151.1	Alcott	Alcott Library/Media Office S/M	1,750	1,750	-	0.00%
NS19	101.2415.260.110.1.1110.11157.1	Alcott	Alcott Library Books and E-books	3,000	3,000	-	0.00%
NS2	101.2430.250.110.1.1020.10251.1	Alcott	Alcott Computer S/M	10,000	11,500	1,500	15.00%
NS20	101.2415.260.110.1.1110.11161.1	Alcott	Alcott Lib/Med Office Periodicals	2,200	2,600	400	18.18%
NS22	101.2415.260.110.1.1140.11457.1	Alcott	Alcott Sheet Music/Other Music Resources	500	500	-	0.00%
NS23	101.2420.250.110.1.1150.11555.1	Alcott	Alcott P.E. Equipment	-	-	-	0.00%
NS24	101.2430.250.110.1.1150.11551.1	Alcott	Alcott P.E. S/M	1,000	1,000	-	0.00%
NS25	101.2357.260.110.9.1160.11654.1	Alcott	Alcott Conference Reimbursement	4,800	-	(4,800)	-100.00%
NS26	101.2320.240.110.2.1200.12056.1	Alcott	Alcott SPED Contr. Services	88,333	88,333	-	0.00%
NS27	101.2430.250.110.2.1200.12052.1	Alcott	Alcott SPED Teaching S/M	2,750	2,768	18	0.65%
NS28	101.7400.260.110.1.2360.13651.1	Alcott	Alcott Replacement Equipment	7,500	2,500	(5,000)	-66.67%
NS29	101.4120.260.110.9.4680.16851.1	Alcott	Alcott Heating	35,000	46,154	11,154	31.87%
NS3	101.2451.250.110.1.1020.10259.1	Alcott	Alcott Computer Hardware	60,000	60,000	-	0.00%
NS30	101.4130.260.110.9.4690.16951.1	Alcott	Alcott Electricity	108,138	105,187	(2,951)	-2.73%
NS4	101.2451.250.110.1.1020.10263.1	Alcott	Alcott Comp. Accessory Equip.	1,500	-	(1,500)	-100.00%
NS5	101.2451.260.110.1.1020.10255.1	Alcott	Alcott Computer Software	15,000	15,000	-	0.00%
NS6	101.2420.250.110.1.1030.10363.1	Alcott	Alcott Science Equipment	6,000	-	(6,000)	-100.00%
NS62	101.2430.250.010.1.1041.10461.1	Alcott	Alcott Kindergarten S/M	2,125	4,500	2,375	111.76%
NS7	101.2430.250.110.1.1030.10352.1	Alcott	Alcott Science S/M	5,250	11,598	6,348	120.91%
NS8	101.2430.250.110.1.1030.10355.1	Alcott	Alcott Math S/M	-	31,127	31,127	100.00%
NS9	101.2430.250.110.1.1030.10358.1	Alcott	Alcott Social Studies S/M	2,750	4,800	2,050	74.55%
S1	101.2305.110.110.1.1010.10101.1	Alcott	Alcott Art Teaching Salary	113,877	120,257	6,380	5.60%
S10	101.2340.130.110.1.1110.11103.1	Alcott	Alcott Library Aide Salary	-	-	-	0.00%
S11	101.2305.110.110.1.1140.11401.1	Alcott	Alcott Music Teaching Salary	174,019	180,125	6,106	3.51%
S12	101.2305.110.110.1.1150.11501.1	Alcott	Alcott P.E. Teaching Salary	121,107	127,156	6,049	4.99%
S13	101.2353.110.110.9.1160.11608.1	Alcott	Alcott Prof. Dev.	6,500	11,300	4,800	73.85%
S14	101.2355.130.110.9.1160.11613.1	Alcott	Alcott Prof. Dev. Substitute Sal.	2,750	2,750	-	0.00%
S15	101.2310.110.110.1.1170.11701.1	Alcott	Alcott Reading Tch. Salary	123,447	92,700	(30,747)	-24.91%
S16	101.2305.110.110.2.1200.12002.1	Alcott	Alcott SPED Teaching Salary	488,129	455,175	(32,954)	-6.75%
S17	101.2320.110.110.2.1200.12014.1	Alcott	Alcott Occ. Therapist Salary	111,327	110,313	(1,014)	-0.91%
S18	101.2320.110.110.2.1200.12030.1	Alcott	Alcott S/L Pathologist	153,321	177,308	23,987	15.64%
S19	101.2330.130.110.2.1200.12005.1	Alcott	Alcott SPED Tutor Salary	317,365	332,267	14,902	4.70%
S2	101.2305.110.110.1.1020.10201.1	Alcott	Alcott Instr. Tech. Specialist	111,323	116,357	5,034	4.52%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S20	101.2330.130.110.2.1200.12008.1	Alcott	Alcott SPED Aides Salary	136,747	121,847	(14,900)	-10.90%
S21	101.2800.110.110.2.1200.12011.1	Alcott	Alcott Psychologist Salary	122,085	86,595	(35,490)	-29.07%
S22	101.2325.130.110.1.1210.12106.1	Alcott	Alcott Substitute Salary	32,000	32,000	-	0.00%
S23	101.2325.130.110.1.1210.12115.1	Alcott	Long Term Subs Alcott	-	35,000	35,000	100.00%
S25	101.2325.130.110.2.1210.12110.1	Alcott	Alcott SPED Substitute Salary	3,389	3,389	-	0.00%
S26	101.2315.110.110.1.1240.12411.1	Alcott	Alcott K-5 L/A Curr. Specialist	-	7,499	7,499	100.00%
S27	101.2210.110.110.9.3520.15201.1	Alcott	Alcott Principal Salary	170,912	150,000	(20,912)	-12.24%
S28	101.2210.120.110.9.3520.15207.1	Alcott	Alcott Prin. Clerical Salary	99,756	102,570	2,814	2.82%
S3	101.2305.110.110.1.1041.10413.1	Alcott	Alcott Elem. Teaching Salary	1,917,115	2,295,092	377,977	19.72%
S4	101.2330.130.110.1.1041.10414.1	Alcott	Alcott Elem. Aides Salary	25,212	48,391	23,179	91.94%
S5	101.2330.130.110.1.1041.10415.1	Alcott	Alcott Reg Ed Tutor Salary	386,233	126,069	(260,164)	-67.36%
S6	101.2330.110.110.1.1070.10701.1	Alcott	Alcott ELL Tch. Salary	105,548	115,423	9,875	9.36%
S7	101.2305.110.110.1.1080.10808.1	Alcott	World Lang. Alcott Tch. Salary	114,096	62,659	(51,437)	-45.08%
S8	101.2710.110.110.1.1090.10901.1	Alcott	Alcott Social Worker Salary	115,038	124,807	9,769	8.49%
S82	101.2305.110.010.1.1041.10411.1	Alcott	Alcott Kindergarten Tch. Salary	421,262	464,783	43,521	10.33%
S83	101.2305.110.010.1.1041.10418.1	Alcott	Alcott K Registration	-	-	-	0.00%
S84	101.2330.130.010.1.1041.10412.1	Alcott	Alcott Kindergarten Aides Salary	135,143	125,866	(9,277)	-6.86%
S85	101.2325.130.010.1.1210.12103.1	Alcott	Alcott Kindergarten Sub. Salary	1,822	1,822	-	0.00%
S9	101.2340.110.110.1.1110.11102.1	Alcott	Alcott Media Specialist Salary	86,573	100,455	13,882	16.04%
		Alcott Total		5,995,808	6,191,750	195,942	3.27%
L11	101.2305.110.020.1.1042.10426.1	Thoreau	Thoreau K Longevity	3,249	5,060	1,811	55.74%
L26	101.2305.110.120.1.1042.10427.1	Thoreau	Thoreau Elem. Longevity	23,000	30,470	7,470	32.48%
NS137	101.2430.250.120.1.1010.10153.1	Thoreau	Thoreau Art Teaching S/M	4,250	4,250	-	0.00%
NS138	101.2430.250.120.1.1020.10252.1	Thoreau	Thoreau Computer S/M	10,000	11,500	1,500	15.00%
NS139	101.2451.250.120.1.1020.10260.1	Thoreau	Thoreau Computer Hardware	60,000	60,000	-	0.00%
NS140	101.2451.250.120.1.1020.10264.1	Thoreau	Thoreau Comp. Accessory Equip.	1,500	-	(1,500)	-100.00%
NS141	101.2451.260.120.1.1020.10256.1	Thoreau	Thoreau Computer Software	15,000	15,000	-	0.00%
NS142	101.2420.250.120.1.1030.10364.1	Thoreau	Thoreau Science Equipment	6,000	-	(6,000)	-100.00%
NS143	101.2430.250.120.1.1030.10353.1	Thoreau	Thoreau Science S/M	5,250	10,123	4,873	92.82%
NS143B	101.2430.250.120.1.1030.10356.1	Thoreau	Thoreau Math S/M	-	28,976	28,976	100.00%
NS144	101.2430.250.120.1.1030.10359.1	Thoreau	Thoreau Social Studies S/M	2,750	4,800	2,050	74.55%
NS145	101.2210.250.120.9.1042.10473.1	Thoreau	Thoreau Principal S/M	2,125	2,125	-	0.00%
NS146	101.2410.260.120.1.1042.10475.1	Thoreau	Thoreau Elementary Textbooks/Curriculum	3,500	16,000	12,500	357.14%
NS147	101.2420.240.120.1.1042.10474.1	Thoreau	Thoreau Copier Maintenance	1,250	2,693	1,443	115.44%
NS148	101.2430.250.120.1.1042.10472.1	Thoreau	Thoreau Elem. Teaching S/M	13,500	13,500	-	0.00%
NS149	101.2710.250.120.1.1090.10952.1	Thoreau	Thoreau Soc. Wkr. S/M	300	300	-	0.00%
NS150	101.2410.250.120.9.1110.11175.1	Thoreau	Thoreau Media Elem AV S/M	2,200	2,200	-	0.00%
NS151	101.2415.250.120.9.1110.11170.1	Thoreau	Thoreau Lib/Med Office S/M	1,750	2,350	600	34.29%
NS152	101.2415.260.120.1.1110.11158.1	Thoreau	Thoreau Library Books and E-books	3,000	3,000	-	0.00%
NS153	101.2415.260.120.1.1110.11180.1	Thoreau	Thoreau Lib/Med Office Periodicals	2,200	2,200	-	0.00%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS154	101.2415.260.120.1.1140.11458.1	Thoreau	Thoreau Sheet Music/Other Music Resources	500	500	-	0.00%
NS155	101.2420.250.120.1.1150.11556.1	Thoreau	Thoreau P.E. Equipment	1,200	-	(1,200)	-100.00%
NS156	101.2430.250.120.1.1150.11552.1	Thoreau	Thoreau P.E. S/M	1,000	2,200	1,200	120.00%
NS157	101.2357.260.120.9.1160.11655.1	Thoreau	Thoreau Conference Reimbursement	4,800	-	(4,800)	-100.00%
NS158	101.2320.240.120.2.1200.12057.1	Thoreau	Thoreau SPED Contr. Services	88,333	98,720	10,387	11.76%
NS159	101.2430.250.120.2.1200.12053.1	Thoreau	Thoreau SPED Teaching S/M	2,750	2,750	-	0.00%
NS160	101.7400.260.120.1.2360.13652.1	Thoreau	Thoreau Replacement Equipment	7,500	2,500	(5,000)	-66.67%
NS161	101.4120.260.120.9.4680.16852.1	Thoreau	Thoreau Heating	32,500	34,577	2,077	6.39%
NS162	101.4130.260.120.9.4690.16952.1	Thoreau	Thoreau Electricity	113,426	109,530	(3,896)	-3.43%
NS63	101.2430.250.020.1.1042.10471.1	Thoreau	Thoreau Kindergarten S/M	2,125	2,125	-	0.00%
S164	101.2305.110.120.1.1010.10102.1	Thoreau	Thoreau Art Teaching Salary	102,802	117,457	14,655	14.26%
S165	101.2305.110.120.1.1020.10202.1	Thoreau	Thoreau Instr. Tech. Specialist	116,754	121,357	4,603	3.94%
S166	101.2305.110.120.1.1042.10423.1	Thoreau	Thoreau Elem. Teaching Salary	2,276,414	2,147,550	(128,864)	-5.66%
S167	101.2330.130.120.1.1042.10424.1	Thoreau	Thoreau Elem. Aides Salary	750	37,123	36,373	4849.73%
S168	101.2330.130.120.1.1042.10425.1	Thoreau	Thoreau Reg. Ed. Tutor Sal.	154,939	75,358	(79,581)	-51.36%
S169	101.2330.110.120.1.1070.10702.1	Thoreau	Thoreau ELL Tch. Salary	44,400	76,444	32,044	72.17%
S170	101.2305.110.120.1.1080.10807.1	Thoreau	World Lang. Thoreau Tch. Salary	76,251	84,948	8,697	11.41%
S171	101.2710.110.120.1.1090.10902.1	Thoreau	Thoreau Social Worker Salary	115,038	111,867	(3,171)	-2.76%
S172	101.2340.110.120.1.1110.11104.1	Thoreau	Thoreau Media Specialist Salary	91,473	60,249	(31,224)	-34.13%
S173	101.2340.130.120.1.1110.11105.1	Thoreau	Thoreau Library Aide Salary	-	-	-	0.00%
S174	101.2305.110.120.1.1140.11402.1	Thoreau	Thoreau Music Tch. Salary	156,088	168,128	12,040	7.71%
S175	101.2305.110.120.1.1150.11502.1	Thoreau	Thoreau P.E. Tch. Salary	131,362	136,645	5,283	4.02%
S176	101.2353.110.120.9.1160.11609.1	Thoreau	Thoreau Prof. Dev.	6,500	11,300	4,800	73.85%
S177	101.2355.130.120.9.1160.11614.1	Thoreau	Thoreau Prof. Dev. Substitute Salary	2,750	2,750	-	0.00%
S178	101.2310.110.120.1.1170.11705.1	Thoreau	Thoreau Reading Tch. Salary	117,469	117,457	(12)	-0.01%
S179	101.2305.110.120.2.1200.12003.1	Thoreau	Thoreau SPED Teaching Salary	577,755	948,667	370,912	64.20%
S180	101.2320.110.120.2.1200.12015.1	Thoreau	Thoreau Occ. Therapist Salary	111,327	110,313	(1,014)	-0.91%
S181	101.2320.110.120.2.1200.12031.1	Thoreau	Thoreau S/L Pathologist	140,242	153,288	13,046	9.30%
S182	101.2330.130.120.2.1200.12006.1	Thoreau	Thoreau SPED Tutor Salary	448,487	255,060	(193,427)	-43.13%
S183	101.2330.130.120.2.1200.12009.1	Thoreau	Thoreau SPED Aides Salary	15,000	90,206	75,206	501.37%
S184	101.2800.110.120.2.1200.12012.1	Thoreau	Thoreau Psychologist Salary	124,042	111,303	(12,739)	-10.27%
S185	101.2325.130.120.1.1210.12107.1	Thoreau	Thoreau Substitute Salary	35,000	35,000	-	0.00%
S186	101.2325.130.120.1.1210.12117.1	Thoreau	Long Term Subs Thoreau	-	35,000	35,000	100.00%
S187	101.2325.130.120.2.1210.12111.1	Thoreau	Thoreau SPED Substitute Salary	5,735	5,735	-	0.00%
S188	101.2315.110.120.1.1240.12412.1	Thoreau	Thoreau K-5 L/A Curr. Specialist	5,122	2,647	(2,475)	-48.32%
S189	101.2210.110.120.9.3520.15202.1	Thoreau	Thoreau Principal Salary	161,553	165,593	4,040	2.50%
S190	101.2210.120.120.9.3520.15208.1	Thoreau	Thoreau Prin. Clerical Salary	103,138	103,884	746	0.72%
S86	101.2305.110.020.1.1042.10421.1	Thoreau	Thoreau Kindergarten Tch. Salary	357,441	420,494	63,053	17.64%
S88	101.2330.130.020.1.1042.10422.1	Thoreau	Thoreau Kindergarten Aides Salary	157,038	128,171	(28,867)	-18.38%
S89	101.2325.130.020.1.1210.12104.1	Thoreau	Thoreau Kindergarten Sub. Salary	3,296	3,296	-	0.00%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
		Thoreau Total		6,053,124	6,304,739	251,615	4.16%
L12	101.2305.110.030.1.1043.10436.1	Willard	Willard K Longevity	3,000	575	(2,425)	-80.83%
L28	101.2305.110.130.1.1043.10437.1	Willard	Willard Elem. Longevity	24,500	11,536	(12,964)	-52.91%
NS311	101.2430.250.130.1.1010.10154.1	Willard	Willard Art Teaching S/M	4,250	4,250	-	0.00%
NS312	101.2430.250.130.1.1020.10253.1	Willard	Willard Computer S/M	10,000	11,500	1,500	15.00%
NS313	101.2451.250.130.1.1020.10261.1	Willard	Willard Computer Hardware	60,000	60,000	-	0.00%
NS314	101.2451.250.130.1.1020.10265.1	Willard	Willard Comp. Accessory Equip.	1,500	-	(1,500)	-100.00%
NS315	101.2451.260.130.1.1020.10257.1	Willard	Willard Computer Software	15,000	15,000	-	0.00%
NS316	101.2420.250.130.1.1030.10365.1	Willard	Willard Science Equipment	6,000	-	(6,000)	-100.00%
NS317	101.2430.250.130.1.1030.10354.1	Willard	Willard Science S/M	5,250	10,123	4,873	92.82%
NS318	101.2430.250.130.1.1030.10357.1	Willard	Willard Math S/M	-	30,425	30,425	100.00%
NS319	101.2430.250.130.1.1030.10360.1	Willard	Willard Social Studies S/M	2,750	4,800	2,050	74.55%
NS320	101.2210.250.130.9.1043.10483.1	Willard	Willard Principal S/M	2,125	2,125	-	0.00%
NS321	101.2410.260.130.1.1043.10485.1	Willard	Willard Elem. Textbooks/Curriculum	3,500	18,910	15,410	440.29%
NS322	101.2420.240.130.1.1043.10484.1	Willard	Willard Copier Maintenance	1,250	5,175	3,925	314.00%
NS323	101.2430.250.130.1.1043.10482.1	Willard	Willard Elem. Teaching S/M	13,500	21,000	7,500	55.56%
NS324	101.2710.250.130.1.1090.10953.1	Willard	Willard Soc. Wkr. S/M	300	300	-	0.00%
NS325	101.2410.250.130.9.1110.11176.1	Willard	Willard Media Elem AV S/M	2,200	2,200	-	0.00%
NS326	101.2415.250.130.9.1110.11171.1	Willard	Willard Lib/Med Office S/M	1,750	1,750	-	0.00%
NS327	101.2415.260.130.1.1110.11159.1	Willard	Willard Library Books and E-books	3,000	3,000	-	0.00%
NS328	101.2415.260.130.1.1110.11181.1	Willard	Willard Lib/Med Office Periodicals	2,200	2,200	-	0.00%
NS329	101.2415.260.130.1.1140.11459.1	Willard	Willard Sheet Music/Other Music Resources	500	500	-	0.00%
NS330	101.2420.250.130.1.1150.11557.1	Willard	Willard P.E. Equipment	1,200	-	(1,200)	-100.00%
NS331	101.2430.250.130.1.1150.11553.1	Willard	Willard P.E. S/M	1,000	2,200	1,200	120.00%
NS332	101.2357.260.130.9.1160.11656.1	Willard	Willard Conference Reimbursement	4,800	-	(4,800)	-100.00%
NS333	101.2320.240.130.2.1200.12058.1	Willard	Willard SPED Contr. Services	88,333	140,201	51,868	58.72%
NS334	101.2430.250.130.2.1200.12054.1	Willard	Willard SPED Teaching S/M	2,750	12,750	10,000	363.64%
NS335	101.7400.260.130.1.2360.13653.1	Willard	Willard Replacement Equipment	7,500	2,500	(5,000)	-66.67%
NS336	101.4120.260.130.9.4680.16853.1	Willard	Willard Heating	22,000	21,919	(81)	-0.37%
NS337	101.4130.260.130.9.4690.16953.1	Willard	Willard Electricity	97,586	98,524	938	0.96%
NS64	101.2430.250.030.1.1043.10481.1	Willard	Willard Kindergarten S/M	2,125	4,500	2,375	111.76%
S259	101.2305.110.130.1.1010.10103.1	Willard	Willard Art Teaching Salary	101,267	111,867	10,600	10.47%
S260	101.2305.110.130.1.1020.10203.1	Willard	Willard Instr. Tech. Specialist	114,036	117,457	3,421	3.00%
S261	101.2305.110.130.1.1043.10433.1	Willard	Willard Elem. Teaching Salary	2,130,704	2,201,404	70,700	3.32%
S262	101.2330.130.130.1.1043.10434.1	Willard	Willard Elem. Aides Salary	66,157	30,264	(35,893)	-54.25%
S263	101.2330.130.130.1.1043.10435.1	Willard	Willard Reg. Ed. Tutor Sal.	300,299	309,062	8,763	2.92%
S264	101.2330.110.130.1.1070.10703.1	Willard	Willard ELL Tch. Salary	90,248	104,472	14,224	15.76%
S265	101.2305.110.130.1.1080.10806.1	Willard	World Lang. Willard Tch. Salary	60,835	67,774	6,939	11.41%
S266	101.2710.110.130.1.1090.10903.1	Willard	Willard Social Worker Salary	120,939	114,663	(6,276)	-5.19%
S267	101.2340.110.130.1.1110.11106.1	Willard	Willard Media Specialist Salary	75,175	92,878	17,703	23.55%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S268	101.2340.130.130.1.1110.11107.1	Willard	Willard Library Aide Salary	-	-	-	0.00%
S269	101.2305.110.130.1.1140.11403.1	Willard	Willard Music Tch. Salary	141,752	150,495	8,743	6.17%
S270	101.2305.110.130.1.1150.11503.1	Willard	Willard P.E. Tch. Salary	104,399	108,510	4,111	3.94%
S271	101.2353.110.130.9.1160.11610.1	Willard	Willard Prof. Dev.	6,500	31,300	24,800	381.54%
S272	101.2355.130.130.9.1160.11615.1	Willard	Willard Prof. Dev. Substitute Salary	2,750	2,750	-	0.00%
S273	101.2310.110.130.1.1170.11706.1	Willard	Willard Reading Tch. Salary	125,662	77,250	(48,412)	-38.53%
S274	101.2305.110.130.2.1200.12004.1	Willard	Willard SPED Teaching Salary	470,776	563,083	92,307	19.61%
S275	101.2320.110.130.2.1200.12016.1	Willard	Willard Occ. Therapist Salary	111,327	113,347	2,020	1.81%
S276	101.2320.110.130.2.1200.12032.1	Willard	Willard S/L Pathologist	244,884	109,799	(135,085)	-55.16%
S277	101.2330.130.130.2.1200.12007.1	Willard	Willard SPED Tutor Salary	363,473	404,549	41,076	11.30%
S278	101.2330.130.130.2.1200.12010.1	Willard	Willard SPED Aides Salary	136,747	95,879	(40,868)	-29.89%
S279	101.2800.110.130.2.1200.12013.1	Willard	Willard Psychologist Salary	79,355	96,590	17,235	21.72%
S280	101.2325.130.130.1.1210.12108.1	Willard	Willard Substitute Salary	32,000	32,000	-	0.00%
S281	101.2325.130.130.1.1210.12116.1	Willard	Long Term Subs Willard	-	35,000	35,000	100.00%
S282	101.2325.130.130.2.1210.12112.1	Willard	Willard SPED Substitute Salary	8,278	8,278	-	0.00%
S283	101.2315.110.130.1.1240.12413.1	Willard	Willard K-5 L/A Curr. Specialist	6,292	4,852	(1,440)	-22.89%
S284	101.2210.110.130.9.3520.15203.1	Willard	Willard Principal Salary	154,500	158,363	3,863	2.50%
S285	101.2210.120.130.9.3520.15209.1	Willard	Willard Prin. Clerical Salary	100,019	104,195	4,176	4.18%
S90	101.2305.110.030.1.1043.10431.1	Willard	Willard Kindergarten Salary	397,501	267,770	(129,731)	-32.64%
S92	101.2330.130.030.1.1043.10432.1	Willard	Willard Kindergarten Aides Salary	137,376	96,378	(40,998)	-29.84%
S93	101.2325.130.030.1.1210.12105.1	Willard	Willard Kindergarten Sub. Salary	2,933	2,933	-	0.00%
		Willard Total		6,076,053	6,101,125	25,072	0.41%
L13	101.2305.110.200.1.1010.10110.1	Middle School	M.S. Art Longevity	1,774	4,950	3,176	179.03%
L14	101.2305.110.200.1.1020.10206.1	Middle School	M.S. Comp. Instr. Longevity	2,000	660	(1,340)	-67.00%
L15	101.2305.110.200.1.1050.10503.1	Middle School	English Longevity	9,600	4,180	(5,420)	-56.46%
L16	101.2305.110.200.1.1080.10805.1	Middle School	M.S. For. Lang. Longevity	5,217	5,500	283	5.42%
L17	101.2710.110.200.1.1090.10908.1	Middle School	M.S. Guid. Longevity	5,200	6,710	1,510	29.04%
L18	101.2305.110.200.1.1130.11304.1	Middle School	Math Longevity	9,400	8,470	(930)	-9.89%
L19	101.2305.110.200.1.1140.11411.1	Middle School	M.S. Music Longevity	-	1,650	1,650	100.00%
L19A	101.2305.110.200.1.1150.11506.1	Middle School	M.S. P.E. Longevity	7,400	9,130	1,730	23.38%
L21	101.2305.110.200.1.1180.11803.1	Middle School	Sci. Longevity	5,800	9,570	3,770	65.00%
L22	101.2305.110.200.1.1190.11903.1	Middle School	Soc. Studies Longevity	2,250	5,500	3,250	144.44%
L23	101.2305.110.200.2.1201.12036.1	Middle School	M.S. SPED Longevity	5,709	2,200	(3,509)	-61.46%
L24	101.2305.110.200.1.1220.12202.1	Middle School	Appl. Tech Longevity	522	-	(522)	-100.00%
NS100	101.2110.260.200.2.1201.12086.1	Middle School	M.S. SPED Director Travel	250	250	-	0.00%
NS101	101.2320.240.200.2.1201.12074.1	Middle School	Middle Sch. SPED Contr. Services	100,000	112,829	12,829	12.83%
NS102	101.2320.240.200.2.1201.12075.1	Middle School	Middle Sch. SPED Evaluation Services	8,000	-	(8,000)	-100.00%
NS103	101.2410.260.200.2.1201.12085.1	Middle School	M.S. SPED Equip. Repair	500	500	-	0.00%
NS104	101.2430.250.200.2.1201.12072.1	Middle School	Middle Sch. SPED Teaching S/M	1,750	1,750	-	0.00%
NS106	101.2720.250.200.2.1201.12073.1	Middle School	Middle Sch. Testing S/M	5,000	7,000	2,000	40.00%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS107	101.7300.260.200.2.1201.12077.1	Middle School	Middle Sch. SPED New Equipment	2,500	2,500	-	0.00%
NS108	101.9100.260.200.2.1201.12078.1	Middle School	M.S. SPED Massachusetts Tuition	55,000	-	(55,000)	-100.00%
NS109	101.9200.260.200.2.1201.12079.1	Middle School	M.S. SPED Out-of-State Tuition	85,000	-	(85,000)	-100.00%
NS110	101.9300.260.200.2.1201.12080.1	Middle School	M.S. SPED Non-Public Tuition	315,000	483,394	168,394	53.46%
NS111	101.9400.260.200.2.1201.12081.1	Middle School	M.S. SPED Collaborative Tuition	343,571	450,596	107,025	31.15%
NS112	101.9400.260.200.2.1201.12099.1	Middle School	M.S. Sped Prepaid Tuition	-	-	-	0.00%
NS114	101.2430.250.200.1.1220.12251.1	Middle School	Tech Ed: Applied Tech. Tch. S/M	6,987	5,608	(1,379)	-19.74%
NS116	101.2430.250.200.1.1230.12351.1	Middle School	Tech Ed: Family & Cons. Tch. S/M	7,200	9,000	1,800	25.00%
NS118	101.3510.250.200.9.2310.13151.1	Middle School	Athletics S/M	1,881	1,881	-	0.00%
NS120	101.3510.260.200.9.2310.13153.1	Middle School	Officials	5,409	5,409	-	0.00%
NS121	101.7400.260.200.1.2360.13654.1	Middle School	Middle Sch. Replacement Equipment	12,750	5,000	(7,750)	-60.78%
NS123	101.2210.250.200.9.3520.15251.1	Middle School	Middle Sch. Principals S/M	4,500	18,000	13,500	300.00%
NS124	101.2210.260.200.9.3520.15253.1	Middle School	Middle Sch. Prin. Prof. Development	1,250	1,250	-	0.00%
NS125	101.2420.240.200.1.3520.15254.1	Middle School	Middle Sch. Copier Maintenance	10,000	10,375	375	3.75%
NS126	101.4120.260.250.9.4680.16854.1	Middle School	Peabody Heating	30,000	33,184	3,184	10.61%
NS127	101.4130.260.250.9.4690.16954.1	Middle School	Peabody Electricity	54,579	53,327	(1,252)	-2.29%
NS135	101.4120.260.260.9.4680.16855.1	Middle School	Sanborn Heating	73,500	95,435	21,935	29.84%
NS136	101.4130.260.260.9.4690.16955.1	Middle School	Sanborn Electricity	81,840	89,211	7,371	9.01%
NS65	101.2430.250.200.1.1010.10155.1	Middle School	Middle Sch. Art Tch. S/M	13,425	16,331	2,906	21.65%
NS66	101.2430.250.200.1.1020.10254.1	Middle School	Middle Sch. Computer S/M	20,000	20,000	-	0.00%
NS67	101.2451.250.200.1.1020.10262.1	Middle School	Middle Sch. Computer Hardware	205,000	205,000	-	0.00%
NS68	101.2451.250.200.1.1020.10266.1	Middle School	Middle Sch. Comp. Accessory Equip.	3,000	-	(3,000)	-100.00%
NS69	101.2451.260.200.1.1020.10258.1	Middle School	Middle Sch. Computer Software	20,000	-	(20,000)	-100.00%
NS70	101.2410.260.200.1.1050.10552.1	Middle School	English Textbooks/Curric	6,775	15,645	8,870	130.92%
NS71	101.2430.250.200.1.1050.10551.1	Middle School	English Teaching S/M	5,500	-	(5,500)	-100.00%
NS72	101.2430.250.200.1.1070.10752.1	Middle School	Middle Sch. ELL S/M	4,500	4,500	-	0.00%
NS73	101.2410.260.200.1.1080.10854.1	Middle School	World Lang. Middle Sch. Textbooks/Curriculum	7,500	8,138	638	8.51%
NS74	101.2430.250.200.1.1080.10852.1	Middle School	World Lang. Middle Sch. Tch. S/M	1,500	2,856	1,356	90.40%
NS75	101.2700.240.200.1.1090.10957.1	Middle School	M.S. Guidance Contractual	500	-	(500)	-100.00%
NS76	101.2710.250.200.1.1090.10954.1	Middle School	Middle Sch. Guidance S/M	2,100	5,600	3,500	166.67%
NS77	101.2410.250.200.9.1110.11154.1	Middle School	Media Middle Sch. AV S/M	750	-	(750)	-100.00%
NS78	101.2415.250.200.9.1110.11172.1	Middle School	Middle Sch. Lib/Med Office S/M	-	-	-	0.00%
NS79	101.2415.260.200.1.1110.11160.1	Middle School	Middle Sch. Library Books and E-books	2,450	10,000	7,550	308.16%
NS80	101.2415.260.200.1.1110.11182.1	Middle School	Middle Sch. Lib/Med Office Periodicals	2,200	1,375	(825)	-37.50%
NS81	101.2453.260.200.1.1110.11162.1	Middle School	Library/Media M.S. On-Line Search	5,000	5,700	700	14.00%
NS82	101.2410.260.200.1.1130.11352.1	Middle School	Math Textbooks/Curriculum	2,349	15,837	13,488	574.20%
NS83	101.2430.250.200.1.1130.11351.1	Middle School	Math. Teaching S/M	3,358	3,358	-	0.00%
NS84	101.2415.260.200.1.1140.11460.1	Middle School	Middle Sch. Sheet Music/Other Music Resources	1,750	8,300	6,550	374.29%
NS85	101.2430.250.200.1.1140.11452.1	Middle School	Middle Sch. Music Tch. S/M	2,922	5,150	2,228	76.25%
NS86	101.7300.260.200.1.1140.11463.1	Middle School	Middle Sch. Music New Equip.	-	10,000	10,000	100.00%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS87	101.2420.250.200.1.1150.11558.1	Middle School	Middle Sch. P.E. Equipment	1,200	-	(1,200)	-100.00%
NS88	101.2430.250.200.1.1150.11554.1	Middle School	Middle Sch. P.E. S/M	2,689	2,689	-	0.00%
NS89	101.2357.260.200.9.1160.11657.1	Middle School	Middle Sch. Conference Reimbursement	9,600	9,600	-	0.00%
NS90	101.2430.250.200.1.1170.11752.1	Middle School	Middle Sch. Reading S/M	2,500	-	(2,500)	-100.00%
NS91	101.2410.260.200.1.1180.11852.1	Middle School	Science Textbooks/Curriculum	5,000	3,225	(1,775)	-35.50%
NS92	101.2420.250.200.1.1180.11853.1	Middle School	Science Equipment	1,612	-	(1,612)	-100.00%
NS93	101.2430.250.200.1.1180.11851.1	Middle School	Science Teaching S/M	5,000	8,382	3,382	67.64%
NS94	101.2410.260.200.1.1190.11952.1	Middle School	Social Studies Textbooks/Curriculum	4,500	7,846	3,346	74.36%
NS95	101.2430.250.200.1.1190.11951.1	Middle School	Soc. Studies Teaching S/M	3,451	2,949	(502)	-14.55%
NS96	101.1430.260.200.2.1201.12083.1	Middle School	Middle Sch. SPED Legal Services	12,000	12,000	-	0.00%
NS98	101.2110.240.200.2.1201.12082.1	Middle School	Middle Sch. SPED Consultant Contract	-	-	-	0.00%
NS99	101.2110.250.200.2.1201.12071.1	Middle School	Middle Sch. SPED Administrator S/M	250	250	-	0.00%
S101	101.2220.110.200.1.1080.10803.1	Middle School	World Languages Dept. Chair Sal.	54,837	53,396	(1,441)	-2.63%
S102	101.2305.110.200.1.1080.10802.1	Middle School	World Lang. Middle Sch. Tch. Salary	606,703	629,085	22,382	3.69%
S103	101.2440.130.200.1.1090.10905.1	Middle School	M. S. Guid.Home Tutor Salary	4,000	-	(4,000)	-100.00%
S104	101.2710.110.200.1.1090.10904.1	Middle School	Middle Sch. Guidance Salary	440,249	410,921	(29,328)	-6.66%
S105	101.2710.120.200.1.1090.10906.1	Middle School	M. S Guidance Cl. Salary	8,212	38,448	30,236	368.19%
S106	101.2300.110.200.1.1100.11052.1	Middle School	Middle Sch. Health Ed. Teaching	16,782	118,034	101,252	603.34%
S107	101.2340.110.200.1.1110.11108.1	Middle School	M.S. Media Specialist Salary	86,556	105,906	19,350	22.36%
S108	101.2340.130.200.1.1110.11109.1	Middle School	Middle Sch. Library Aide Salary	41,566	61,225	19,659	47.30%
S108A	101.2305.110.200.1.1120.11204.1	Middle School	Summer School MS Teaching	-	-	-	0.00%
S108B	101.2330.130.200.1.1120.11206.1	Middle School	Summer School MS Tutor	-	-	-	0.00%
S109	101.2220.110.200.1.1130.11303.1	Middle School	Math Dept. Chair Salary	51,834	53,396	1,562	3.01%
S110	101.2305.110.200.1.1130.11301.1	Middle School	Mathematics Teaching Salary	741,543	764,400	22,857	3.08%
S111	101.2330.130.200.1.1130.11305.1	Middle School	Math Reg. Ed. Tutor	10,000	-	(10,000)	-100.00%
S112	101.2440.130.200.1.1130.11302.1	Middle School	Math. Shuttle Salary	1,138	1,138	-	0.00%
S115	101.2305.110.200.1.1140.11404.1	Middle School	Middle Sch. Music Tch. Salary	303,917	345,521	41,604	13.69%
S116	101.2305.110.200.1.1150.11504.1	Middle School	Middle Sch. P.E. Tch. Salary	372,687	288,677	(84,010)	-22.54%
S118	101.2353.110.200.9.1160.11611.1	Middle School	M.S. Prof. Dev.	13,000	13,000	-	0.00%
S119	101.2355.130.200.9.1160.11616.1	Middle School	M.S. Prof. Dev. Substitute Salary	8,250	8,250	-	0.00%
S121	101.2220.110.200.1.1180.11802.1	Middle School	Science Dept. Chair Salary	42,000	50,040	8,040	19.14%
S122	101.2305.110.200.1.1180.11801.1	Middle School	Science Teaching Salary	674,424	711,027	36,603	5.43%
S123	101.2220.110.200.1.1190.11902.1	Middle School	Social Studies Dept. Chair Salary	54,669	53,396	(1,273)	-2.33%
S124	101.2305.110.200.1.1190.11901.1	Middle School	Social Studies Teaching Salary	672,363	668,684	(3,679)	-0.55%
S125	101.2110.110.200.2.1201.12018.1	Middle School	SPED Middle Sch. Admin. Salary	49,845	52,134	2,289	4.59%
S126	101.2110.120.200.2.1201.12027.1	Middle School	Middle Sch. SPED Clerical Salary	50,518	-	(50,518)	-100.00%
S127	101.2220.110.200.2.1201.12034.1	Middle School	Special Ed. Dept. Chair Salary	2,500	-	(2,500)	-100.00%
S128	101.2305.110.200.2.1201.12019.1	Middle School	Middle Sch. SPED Teaching Salary	817,626	873,872	56,246	6.88%
S129	101.2305.110.200.2.1201.12024.1	Middle School	M. S. SPED Summer Teachers	25,000	7,050	(17,950)	-71.80%
S131	101.2320.110.200.2.1201.12033.1	Middle School	Middle School S/L Pathologist	129,303	115,677	(13,626)	-10.54%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S132	101.2330.130.200.2.1201.12020.1	Middle School	Middle Sch. SPED Tutor Salary	624,093	483,255	(140,838)	-22.57%
S133	101.2330.130.200.2.1201.12021.1	Middle School	Middle Sch. SPED Aides Salary	19,914	64,535	44,621	224.07%
S134	101.2330.130.200.2.1201.12025.1	Middle School	M. S. SPED Summer Aides	8,858	3,150	(5,708)	-64.44%
S135	101.2440.130.200.2.1201.12022.1	Middle School	Middle Sch. SPED Home Tutor Sal.	743	4,743	4,000	538.36%
S136	101.2800.110.200.2.1201.12026.1	Middle School	Middle Sch. SPED Psychologist Salary	72,578	120,257	47,679	65.69%
S138	101.2325.130.200.1.1210.12109.1	Middle School	Middle Sch. Substitute Salary	47,000	47,000	-	0.00%
S138A	101.2325.130.200.1.1210.12118.1	Middle School	Long Term Subs M.S	-	70,000	70,000	100.00%
S139	101.2325.130.200.2.1210.12113.1	Middle School	Middle Sch. SPED Substitute Sal.	6,124	6,124	-	0.00%
S140	101.2305.110.200.1.1220.12201.1	Middle School	Tech Ed: Applied Tech. Tch. Salary	122,432	75,000	(47,432)	-38.74%
S141	101.2305.110.200.1.1230.12301.1	Middle School	Tech Ed: Family & Consumer Tch. Salary	64,461	78,954	14,493	22.48%
S143	101.3510.110.200.9.2310.13101.1	Middle School	Athletics Nurses Salary	1,636	-	(1,636)	-100.00%
S144	101.3510.110.200.9.2310.13102.1	Middle School	Coaches Salary	36,506	36,506	-	0.00%
S145	101.3510.110.200.9.2310.13104.1	Middle School	Intramural Coaching Stipends	18,650	18,650	-	0.00%
S146	101.3510.110.200.9.2310.13105.1	Middle School	Faculty Athletic Manager	5,500	5,489	(11)	-0.20%
S148	101.3510.130.200.9.2310.13103.1	Middle School	Athletics Drivers Salary	3,767	3,767	-	0.00%
S150	101.2440.130.200.1.2370.13701.1	Middle School	Middle Sch. Field Trips Salary	12,263	12,263	-	0.00%
S151	101.3200.110.200.9.2390.13902.1	Middle School	Middle Sch. Nurses Salary	127,746	206,951	79,205	62.00%
S152	101.3200.110.200.9.2390.13904.1	Middle School	Middle Sch. Nurse Chair	42,461	-	(42,461)	-100.00%
S153	101.2440.130.200.1.2400.14002.1	Middle School	Middle Sch. Paraprofessional Salary	15,000	61,904	46,904	312.69%
S154	101.2210.110.200.9.3520.15204.1	Middle School	Middle Sch. Principal Salary	154,500	158,363	3,863	2.50%
S155	101.2210.110.200.9.3520.15205.1	Middle School	Middle Sch. Asst Prin Salary	252,350	250,133	(2,217)	-0.88%
S156	101.2210.120.200.9.3520.15210.1	Middle School	Middle Sch. Prin. Clerical Salary	163,429	159,561	(3,868)	-2.37%
S157	101.4110.130.200.9.4620.16203.1	Middle School	Middle Sch. Bldg. Serv. Wkr. Sal.	334,078	365,771	31,693	9.49%
S158	101.4110.130.200.9.4620.16204.1	Middle School	M.S. Bldg. Serv. Wkr. Overtime	26,403	26,403	-	0.00%
S94	101.2110.110.200.1.1010.10108.1	Middle School	M.S. Art Dept. Chair Salary	2,214	-	(2,214)	-100.00%
S96	101.2305.110.200.1.1010.10104.1	Middle School	Middle Sch. Art Tch. Salary	291,011	326,792	35,781	12.30%
S97	101.2305.110.200.1.1020.10204.1	Middle School	Middle Sch. Instr. Tech. Specialist	231,899	200,597	(31,302)	-13.50%
S98	101.2220.110.200.1.1050.10502.1	Middle School	English Dept. Chair Salary	53,679	53,396	(283)	-0.53%
S99	101.2305.110.200.1.1050.10501.1	Middle School	English Teaching Salary	839,148	862,743	23,595	2.81%
		Middle School Total		10,477,685	10,955,334	477,649	4.56%
L27A	101.3200.110.900.9.2390.13905.1	District Wide	Nurse Longevity	4,810	1,100	(3,710)	-77.13%
NS163	101.2410.260.900.1.1010.10157.1	District Wide	Art Textbooks	250	-	(250)	-100.00%
NS164	101.2420.240.900.1.1010.10156.1	District Wide	Art Maintenance Contracts	250	-	(250)	-100.00%
NS166	101.7300.260.900.1.1010.10158.1	District Wide	Art New Equipment	250	-	(250)	-100.00%
NS167	101.7400.260.900.1.1010.10159.1	District Wide	Art Replacement Equipment	500	-	(500)	-100.00%
NS172	101.2110.250.900.1.1100.11051.1	District Wide	Health Ed. S/M	6,000	10,000	4,000	66.67%
NS173	101.2410.240.900.9.1110.11163.1	District Wide	Media AV Maint. Contracts	1,750	-	(1,750)	-100.00%
NS174	101.2410.250.900.9.1110.11155.1	District Wide	Media Common AV S/M	750	-	(750)	-100.00%
NS175	101.2410.250.900.9.1110.11156.1	District Wide	Media Repair S/M	4,500	-	(4,500)	-100.00%
NS176	101.2455.250.900.9.1110.11152.1	District Wide	Library/Media Software S/M	10,000	-	(10,000)	-100.00%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS180	101.2110.250.900.9.1120.11251.1	District Wide	Summer School S/M	750	700	(50)	-6.67%
NS181	101.2430.250.900.1.1120.11252.1	District Wide	MCAS Remedial S/M	61	-	(61)	-100.00%
NS183	101.2420.240.900.1.1140.11454.1	District Wide	Music Maintenance Contracts	1,000	-	(1,000)	-100.00%
NS184	101.2420.260.900.1.1140.11464.1	District Wide	Music Equip. Repair	1,000	-	(1,000)	-100.00%
NS185	101.2440.260.900.1.1140.11453.1	District Wide	Music Registration Fees	570	-	(570)	-100.00%
NS186	101.2440.260.900.1.1140.11456.1	District Wide	Music Accompanist	1,500	-	(1,500)	-100.00%
NS187	101.2440.260.900.1.1140.11465.1	District Wide	Music Contracted Services	2,500	-	(2,500)	-100.00%
NS188	101.7400.260.900.1.1140.11461.1	District Wide	Music Replacement Equip.	1,750	-	(1,750)	-100.00%
NS189	101.2357.240.900.9.1160.11653.1	District Wide	Staff Dev. Contracted Services	137,785	145,635	7,850	5.70%
NS190	101.2357.250.900.9.1160.11651.1	District Wide	Curriculum Development S/M	512	512	-	0.00%
NS191	101.2357.250.900.9.1160.11652.1	District Wide	Staff Development S/M	2,788	27,036	24,248	869.73%
NS192	101.2357.260.900.2.1160.11659.1	District Wide	SPED Conference Reimbursement	1,870	2,500	630	33.69%
NS193	101.2357.260.900.2.1160.11660.1	District Wide	SPED Prof. Dev. Memberships	463	-	(463)	-100.00%
NS194	101.2357.260.900.9.1160.11658.1	District Wide	Ripley Conference Reimbursement	8,500	9,379	879	10.34%
NS195	101.2357.260.900.9.1160.11663.1	District Wide	District Prof. Dev. Memberships	7,500	-	(7,500)	-100.00%
NS196	101.2357.260.900.9.1160.11664.1	District Wide	District Memberships	7,500	500	(7,000)	-93.33%
NS198	101.3510.260.900.9.2310.13155.1	District Wide	Athletic Insurance	2,277	-	(2,277)	-100.00%
NS199	101.2430.250.900.1.2320.13251.1	District Wide	Central Supply S/M	-	-	-	0.00%
NS200	101.2420.240.900.1.2350.13552.1	District Wide	Copier Maint/Purchase	12,710	10,999	(1,711)	-13.46%
NS201	101.2430.250.900.1.2350.13551.1	District Wide	Copy Service S/M	5,843	6,000	157	2.69%
NS202	101.4230.260.900.9.2350.13553.1	District Wide	Copier Maintenance	383	500	117	30.55%
NS203	101.4230.260.900.9.2350.13554.1	District Wide	Copier Maintenance	14	-	(14)	-100.00%
NS204	101.7600.260.900.1.2350.13555.1	District Wide	Copy Center Transportation	2,500	-	(2,500)	-100.00%
NS205	101.3200.240.900.9.2390.13952.1	District Wide	Hlth. Serv. Contr. Services	2,750	-	(2,750)	-100.00%
NS206	101.3200.250.900.9.2390.13951.1	District Wide	Health Services S/M	6,455	6,455	-	0.00%
NS207	101.3200.260.900.9.2390.13953.1	District Wide	Hlth. Serv. Equipment Maintenance	250	-	(250)	-100.00%
NS208	101.3200.260.900.9.2390.13954.1	District Wide	Hlth. Serv. Staff Development	250	-	(250)	-100.00%
NS209	101.2440.260.900.1.2410.14151.1	District Wide	School District Travel	2,000	7,000	5,000	250.00%
NS211	101.1210.240.900.9.3510.15152.1	District Wide	Supt. Consultant Contract	7,500	12,500	5,000	66.67%
NS212	101.1210.250.900.9.3510.15151.1	District Wide	Supt. Office S/M	2,780	2,780	-	0.00%
NS213	101.1210.260.900.9.3510.15153.1	District Wide	Admin. Contracted Services	12,213	-	(12,213)	-100.00%
NS214	101.1210.260.900.9.3510.15154.1	District Wide	Supt. Memberships	10,500	10,500	-	0.00%
NS215	101.1210.260.900.9.3510.15156.1	District Wide	Supt. Prof. Development	1,139	1,139	-	0.00%
NS216	101.1210.260.900.9.3510.15157.1	District Wide	Annual School Census	2,589	3,031	442	17.07%
NS217	101.1220.240.900.9.3510.15162.1	District Wide	Dir of Teach/Learn. Contr. Service	805	805	-	0.00%
NS218	101.1220.250.900.9.3510.15161.1	District Wide	Dir. of Teach/Learn Office S/M	22	-	(22)	-100.00%
NS219	101.1220.260.900.9.3510.15163.1	District Wide	Dir of Teach/Learn. Memberships	273	273	-	0.00%
NS220	101.1220.260.900.9.3510.15164.1	District Wide	Dir of Teach/Learn. Prof. Development	4,926	2,491	(2,435)	-49.43%
NS221	101.1220.260.900.9.3510.15165.1	District Wide	Dir. of Teach/Learn Travel	384	500	116	30.21%
NS222	101.1410.240.900.9.3510.15172.1	District Wide	Bus. Office Contr. Services	14,809	14,175	(634)	-4.28%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS223	101.1410.250.900.9.3510.15171.1	District Wide	Bus. Office S/M	1,500	1,505	5	0.33%
NS224	101.1410.260.900.9.3510.15173.1	District Wide	Bus. Office Legal Adv.	3,119	-	(3,119)	-100.00%
NS225	101.1410.260.900.9.3510.15174.1	District Wide	Bus. Office Memberships	931	4,380	3,449	370.46%
NS226	101.1410.260.900.9.3510.15175.1	District Wide	Bus. Office Prof. Development	330	2,150	1,820	551.52%
NS227	101.1410.260.900.9.3510.15176.1	District Wide	Finance Director Travel	-	1,250	1,250	100.00%
NS228	101.1420.240.900.9.3510.15182.1	District Wide	Human Resources Contr. Services	15,000	15,900	900	6.00%
NS229	101.1420.250.900.9.3510.15181.1	District Wide	Human Resources Office S/M	2,392	3,350	958	40.05%
NS231	101.1420.260.900.9.3510.15184.1	District Wide	Human Resources Memberships	348	300	(48)	-13.79%
NS232	101.1420.260.900.9.3510.15185.1	District Wide	Human Resources Prof. Development	1,012	1,000	(12)	-1.19%
NS233	101.1420.260.900.9.3510.15186.1	District Wide	Human Resources Recruiting	10,000	1,500	(8,500)	-85.00%
NS234	101.1430.260.900.9.3510.15191.1	District Wide	Legal Services	45,000	35,000	(10,000)	-22.22%
NS235	101.1435.260.900.9.3510.15192.1	District Wide	Legal Settlements	-	-	-	0.00%
NS238	101.1110.240.900.9.3530.15354.1	District Wide	School Comm. Contr. Services	500	500	-	0.00%
NS239	101.1110.250.900.9.3530.15351.1	District Wide	School Comm. S/M	500	500	-	0.00%
NS240	101.1110.260.900.9.3530.15352.1	District Wide	School Comm. Dues	1,500	1,500	-	0.00%
NS241	101.1110.260.900.9.3530.15353.1	District Wide	School Comm. Conferences	500	500	-	0.00%
NS242	101.7100.260.900.9.4610.16151.1	District Wide	Capital Outlay - Grounds	-	-	-	0.00%
NS243	101.7200.260.900.9.4610.16152.1	District Wide	Capital Outlay - Buildings	15,000	-	(15,000)	-100.00%
NS244	101.7200.260.900.9.4610.16153.1	District Wide	Capital Outlay - Designers	-	-	-	0.00%
NS245	101.7300.260.900.9.4610.16154.1	District Wide	Capital Outlay - Equipment	-	-	-	0.00%
NS246	101.4110.250.900.9.4620.16251.1	District Wide	Bld. Serv. Wkr. S/M	50,000	58,000	8,000	16.00%
NS247	101.4110.260.900.9.4620.16253.1	District Wide	Bldg. Serv. Wkr. Uniforms	8,000	-	(8,000)	-100.00%
NS248	101.4110.260.900.9.4620.16254.1	District Wide	Bldg. Serv. Wkr. Fees	261	-	(261)	-100.00%
NS249	101.7300.260.900.9.4620.16255.1	District Wide	Bldg. Serv. Wkr. Equipment	425	-	(425)	-100.00%
NS250	101.1450.240.900.9.4630.16353.1	District Wide	Contr. Services - Web Page	5,500	5,500	-	0.00%
NS251	101.1450.250.900.9.4630.16351.1	District Wide	I. T. Services Office S/M	20,000	20,000	-	0.00%
NS252	101.1450.260.900.9.4630.16354.1	District Wide	Server Maintenance Support	2,571	5,500	2,929	113.92%
NS253	101.1450.260.900.9.4630.16355.1	District Wide	I. T. Serv. New Equipment	85,000	85,000	-	0.00%
NS255	101.1450.260.900.9.4630.16363.1	District Wide	Admin. Software Support	100,000	101,500	1,500	1.50%
NS257	101.2250.260.900.1.4630.16366.1	District Wide	Software Maint. - Students	10,000	-	(10,000)	-100.00%
NS258	101.2451.250.900.1.4630.16352.1	District Wide	I. T. Serv. Micro Repair S/M	-	-	-	0.00%
NS259	101.2455.250.900.1.4630.16361.1	District Wide	I. T. Serv. Software Development	5,000	5,000	-	0.00%
NS260	101.4230.260.900.9.4630.16367.1	District Wide	I.T. Vehicle Maint.	450	450	-	0.00%
NS261	101.4230.260.900.9.4630.16368.1	District Wide	I.T. Gasoline	2,000	500	(1,500)	-75.00%
NS262	101.4230.260.900.9.4630.16369.1	District Wide	I.T. Vehicle Insurance	1,980	1,980	-	0.00%
NS263	101.4400.260.900.9.4630.16356.1	District Wide	I. T. Serv. Networking	110,000	111,614	1,614	1.47%
NS264	101.4200.260.900.9.4640.16456.1	District Wide	Maintenance Uniforms	1,178	-	(1,178)	-100.00%
NS265	101.4200.260.900.9.4640.16458.1	District Wide	Maintenance Fees	7,832	-	(7,832)	-100.00%
NS266	101.4210.250.900.9.4640.16451.1	District Wide	Maintenance S/M - Grounds	23,254	22,500	(754)	-3.24%
NS267	101.4210.260.900.9.4640.16453.1	District Wide	Maint. Contr. Serv. - Grounds	111,405	74,000	(37,405)	-33.58%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
NS268	101.4210.260.900.9.4640.16455.1	District Wide	Maint. Contr. Serv. - Snow Plow	23,072	20,000	(3,072)	-13.31%
NS269	101.4220.250.900.9.4640.16452.1	District Wide	Maintenance S/M - Buildings	17,727	112,000	94,273	531.80%
NS270	101.4220.260.900.9.4640.16454.1	District Wide	Maint. Contr. Serv. - Buildings	147,827	337,550	189,723	128.34%
NS271	101.7400.260.900.9.4640.16459.1	District Wide	Maint. Replacement Equipment	-	-	-	0.00%
NS272	101.4230.250.900.9.4650.16551.1	District Wide	Maint. S/M - Vehicles	30,897	45,000	14,103	45.65%
NS273	101.4230.250.900.9.4650.16552.1	District Wide	Maint. S/M - Equipment	50,000	34,291	(15,709)	-31.42%
NS274	101.4230.260.900.9.4650.16553.1	District Wide	Maint. Contr. Serv. - Equipment	75,000	-	(75,000)	-100.00%
NS275	101.4230.260.900.9.4650.16554.1	District Wide	Maintenance Gasoline	5,264	6,245	981	18.64%
NS276	101.4230.260.900.9.4650.16555.1	District Wide	Maint. Vehicle Insurance	3,842	5,125	1,283	33.39%
NS278	101.3300.240.900.1.4660.16660.1	District Wide	Trans. Contracted Services	15,000	57,916	42,916	286.11%
NS279	101.3300.250.900.1.4660.16651.1	District Wide	Transportation S/M	100,000	137,510	37,510	37.51%
NS281	101.3300.260.900.1.4660.16653.1	District Wide	Trans. Gasoline/Diesel Fuel	60,000	137,000	77,000	128.33%
NS282	101.3300.260.900.1.4660.16654.1	District Wide	Trans. Vehicle Insurance	7,000	10,240	3,240	46.29%
NS283	101.3300.260.900.1.4660.16655.1	District Wide	Trans. Computer Equipment	1,750	-	(1,750)	-100.00%
NS284	101.3300.260.900.1.4660.16656.1	District Wide	Trans. Drug & Alcohol Testing	2,500	-	(2,500)	-100.00%
NS285	101.3300.260.900.1.4660.16657.1	District Wide	Trans. Staff Development	5,000	-	(5,000)	-100.00%
NS286	101.3300.260.900.1.4660.16658.1	District Wide	Transportation Fees	2,750	-	(2,750)	-100.00%
NS287	101.3300.260.900.1.4660.16661.1	District Wide	Trans. Leases	5,000	-	(5,000)	-100.00%
NS288	101.7600.260.900.1.4660.16659.1	District Wide	Trans. Vehicle Replacement	80,000	157,534	77,534	96.92%
NS289	101.3300.260.900.2.4670.16751.1	District Wide	SPED CASE Trans. Contracted Services	540,000	653,383	113,383	21.00%
NS290	101.3300.260.900.2.4670.16752.1	District Wide	SPED OTHER Trans. Contracted Services	19,675	19,675	-	0.00%
NS291	101.4120.260.900.9.4680.16857.1	District Wide	Trans. Repair Heating	9,174	-	(9,174)	-100.00%
NS292	101.4120.260.900.9.4680.16858.1	District Wide	Maint. Storage Heating	-	1,041	1,041	100.00%
NS293	101.4120.260.900.9.4680.16860.1	District Wide	Contracted Serv. - Burners	10,000	-	(10,000)	-100.00%
NS295	101.4130.260.900.9.4690.16957.1	District Wide	System wide Electricity	395	550	155	39.24%
NS297	101.4130.260.900.9.4690.16961.1	District Wide	Water/Sewer	42,729	45,158	2,429	5.68%
NS298	101.4130.260.900.9.4690.16970.1	District Wide	Telephone	152,832	150,000	(2,832)	-1.85%
NS299	101.4130.260.900.9.4690.16980.1	District Wide	Trash Pickup & Recycling	45,381	50,447	5,066	11.16%
NS302	101.5260.260.900.9.5810.18153.1	District Wide	Public Liability Insurance	43,000	49,118	6,118	14.23%
NS303	101.5260.260.900.9.5810.18154.1	District Wide	Sch. Comm. Prof. Liability	9,000	11,720	2,720	30.22%
NS304	101.5260.260.900.9.5810.18155.1	District Wide	Nurses Liability Insurance	559	559	-	0.00%
NS307	101.5500.260.900.9.5840.18451.1	District Wide	Postage	12,360	12,360	-	0.00%
NS309	101.9900.260.900.2.1201.12098.1	District Wide	Circuit Breaker Receipts Budget Offset	-	(950,000)	(950,000)	100.00%
S195	101.2340.110.900.1.1110.11114.1	District Wide	Library/Media Longevity	2,087	-	(2,087)	-100.00%
S200	101.2110.110.900.9.1120.11201.1	District Wide	Summer School Director	21,107	6,000	(15,107)	-71.57%
S201	101.2310.130.900.1.1120.11202.1	District Wide	MCAS Remedial Instr.	55,000	-	(55,000)	-100.00%
S202	101.2440.130.900.1.1140.11405.1	District Wide	Music Shuttle Salary	51	-	(51)	-100.00%
S204	101.2353.110.900.9.1160.11602.1	District Wide	Curr. Dev. Workshops	108,998	108,998	-	0.00%
S206	101.2353.110.900.9.1160.11605.1	District Wide	Staff Dev. Professional Salary	26,395	17,400	(8,995)	-34.08%
S208	101.2357.110.900.9.1160.11606.1	District Wide	Staff Dev. Tuition Reimbursement	30,000	30,000	-	0.00%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S209	101.2357.110.900.9.1160.11607.1	District Wide	Staff Dev. Mentoring	30,080	30,080	-	0.00%
S210	101.2320.110.900.2.1200.12040.1	District Wide	District wide Behavioral Specialist	66,085	141,931	75,846	114.77%
S210A	101.2320.110.900.2.1200.xxxxx.1	District Wide	K-8 S/L Pathologist	-	54,534	54,534	100.00%
S210B	101.2220.110.900.2.1201.12034.1	District Wide	Special Ed. Dept. Chair Salary	-	2,206	2,206	100.00%
S212	101.2315.110.900.1.1240.12410.1	District Wide	K-12 Curr. Chair Salary	-	-	-	0.00%
S215	101.2315.110.900.1.1240.12416.1	District Wide	K-8 P.E. Curr. Chair Salary	-	2,206	2,206	100.00%
S217	101.2315.110.900.1.1240.12426.1	District Wide	K-12 Library/Media Curr. Chair	-	2,206	2,206	100.00%
S218	101.3520.110.900.9.2330.13301.1	District Wide	Co-Curricular Prof. Salary	82,500	82,500	-	0.00%
S219	101.1230.130.900.9.2340.13406.1	District Wide	Negotiation Funds - Non-Bargaining	25,000	-	(25,000)	-100.00%
S220	101.2305.110.900.1.2340.13402.1	District Wide	Professional Contingency	23,417	125,000	101,583	433.80%
S221	101.2305.110.900.1.2340.13404.1	District Wide	Negotiation Funds - Contracts	15,000	-	(15,000)	-100.00%
S222	101.5100.110.900.1.2340.13401.1	District Wide	Sick Leave - Instructional	144,091	196,760	52,669	36.55%
S223	101.5100.110.900.1.2340.13403.1	District Wide	Early Retirement Incentive	-	233,333	233,333	100.00%
S224	101.2330.130.900.1.2350.13501.1	District Wide	Copy Service Salary	33,607	34,076	469	1.40%
S225	101.2330.130.900.1.2350.13502.1	District Wide	Copy Serv. Transportation Salary	-	-	-	0.00%
S227	101.1210.110.900.9.3510.15101.1	District Wide	Superintendent's Salary	122,700	127,874	5,174	4.22%
S228	101.1210.120.900.9.3510.15102.1	District Wide	Supt. Support Staff	55,708	57,701	1,993	3.58%
S229A	101.1220.110.900.9.3510.15115.1	District Wide	Director of Teaching/Learning Salary	-	114,855	114,855	100.00%
S230	101.1220.120.900.9.3510.15104.1	District Wide	Teach/Learning Support Staff	86,350	69,890	(16,460)	-19.06%
S232	101.1410.110.900.9.3510.15106.1	District Wide	Deputy Supt. of Finance and Oper. Sal.	100,442	84,769	(15,673)	-15.60%
S233	101.1410.130.900.9.3510.15107.1	District Wide	Financial Serv. Staff	279,278	285,172	5,894	2.11%
S234	101.1420.110.900.9.3510.15108.1	District Wide	Director of Human Resources	105,266	70,898	(34,368)	-32.65%
S235	101.1420.130.900.9.3510.15109.1	District Wide	Human Resources Staff	99,143	55,116	(44,027)	-44.41%
S236	101.1110.120.900.9.3530.15301.1	District Wide	School Comm. Clerical Salary	4,177	4,177	-	0.00%
S238	101.1450.120.900.9.4630.16304.1	District Wide	I.T. Services Clerical Salary	25,852	25,965	113	0.44%
S239	101.1450.130.900.9.4630.16301.1	District Wide	Info. Tech. Director Salary	73,702	78,628	4,926	6.68%
S240	101.1450.130.900.9.4630.16302.1	District Wide	I.T. Unit Leader Salary	113,614	164,204	50,590	44.53%
S241	101.1450.130.900.9.4630.16303.1	District Wide	I.T. Sr. Support Analyst Salary	239,952	200,302	(39,650)	-16.52%
S242	101.1450.130.900.9.4630.16305.1	District Wide	Communication Support Specialist	-	-	-	0.00%
S243	101.1450.130.900.9.4630.16306.1	District Wide	Digital Literacy Administrator	-	-	-	0.00%
S244	101.4200.120.900.9.4640.16405.1	District Wide	Maintenance Clerical Salary	8,195	8,597	402	4.91%
S245	101.4200.130.900.9.4640.16401.1	District Wide	Maintenance Manager Salary	74,520	78,310	3,790	5.09%
S246	101.4200.130.900.9.4640.16402.1	District Wide	Maintenance Salary	171,049	218,017	46,968	27.46%
S247	101.4200.130.900.9.4640.16403.1	District Wide	Maintenance Overtime	30,556	30,000	(556)	-1.82%
S248	101.4200.130.900.9.4640.16404.1	District Wide	Supplemental Labor Salary	-	28,275	28,275	100.00%
S249	101.4200.130.900.9.4640.16406.1	District Wide	Maintenance Assistant Manager	-	-	-	100.00%
S250	101.3300.130.900.1.4660.16600.1	District Wide	Trans. Drivers Salary - Acton	-	-	-	0.00%
S251	101.3300.130.900.1.4660.16601.1	District Wide	Trans. Manager Salary	50,377	57,101	6,724	13.35%
S252	101.3300.130.900.1.4660.16602.1	District Wide	Trans. Drivers Salary	666,142	673,679	7,537	1.13%
S253	101.3300.130.900.1.4660.16603.1	District Wide	Trans. Drivers Overtime	16,000	6,514	(9,486)	-59.29%

Alias	Account	Budget Location	Account Description	FY19 Budget	FY20 Budget	FY20 Budget vs FY19 Budget Difference	FY19/FY20 % Difference
S254	101.3300.130.900.1.4660.16605.1	District Wide	Trans. Mechanics Salary	129,086	132,210	3,124	2.42%
S255	101.3300.130.900.1.4660.16606.1	District Wide	Trans. Mechanics Overtime	5,910	8,692	2,782	47.07%
S256	101.3300.130.900.1.4660.16607.1	District Wide	Trans. Coordinator Salary	81,340	82,047	707	0.87%
S257	101.6900.130.900.1.4660.16604.1	District Wide	Private School Trans. Salary	84,893	97,953	13,060	15.38%
NS129	101.4110.250.910.9.4620.16252.1	District Wide	Ripley Bldg. Serv. Wkr. S/M	3,514	-	(3,514)	-100.00%
NS130	101.4120.260.910.9.4680.16856.1	District Wide	Ripley Heating	30,000	29,728	(272)	-0.91%
NS132	101.4130.260.910.9.4690.16956.1	District Wide	Ripley Electricity	39,496	44,399	4,903	12.41%
NS133	101.4130.260.910.9.4690.16962.1	District Wide	Ripley Water/Sewer	3,140	2,155	(985)	-31.37%
S161	101.1230.110.910.9.3510.15115.1	District Wide	Director of Teaching/Learning Salary	112,050	-	(112,050)	-100.00%
S162	101.4110.130.910.9.4620.16205.1	District Wide	Ripley Bldg. Serv. Wkr. Sal.	32,445	40,295	7,850	24.19%
S163	101.4110.130.910.9.4620.16206.1	District Wide	Ripley Bldg. Serv. Wkr. Overtime	2,311	2,311	-	0.00%
		District Wide Total		5,969,329	5,888,875	(80,454)	-1.35%
		Grand Totals:		38,246,895	39,390,163	1,143,268	2.99%

Appendix G: Glossary

Athletic Revolving Account – Athletic user fee collections. This account is used to fund athletic supplies, materials, and equipment as needed.

Excess & Deficiency – Every regional school district shall maintain an excess and deficiency fund on its books of account. At the end of every fiscal year, any surplus or deficit in the district's general fund shall be closed to the excess and deficiency fund. This fund cannot exceed 5% of the general fund budget.

Extra Curricula Revolving Account – Revolving account used to support extracurricular activities.

E-Rate – Commonly used name for schools and libraries program of the universal service fund, which is administered by the universal service administrative company under the direction of the Federal Communications Commission (FCC). Eligible schools may receive discounts on telecommunications, telecommunications services and internet access, as well as internal connections, managed internal broadband services and basic maintenance of internal connections. Discounts range from 20-90%.

Federal Grants – The district receives Federal Grants for Title I, Title IIA, IDEA (Special Education Grant), etc. Expenditures for these grants can only be expended on items for which the grant is purposed.

IDEA Grant – The purpose of this federal entitlement grant program is to provide 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.

Integrated Preschool Revolving Account – Donations to support Concord Integrated Preschool activities.

Lost Books Revolving Account – The collections and replacement of lost books.

Metropolitan Council for Educational Opportunity (METCO) – The METCO Program is a grant program funded by the Commonwealth of Massachusetts. It is a voluntary program intended to expand educational opportunities, increase diversity, and reduce racial isolation, by permitting students in certain cities to attend public schools in other communities that have agreed to participate. (DESE)

Music Gift Revolving Account – Donations to the Concord Public Schools Music program.

Parent Teacher Groups (PTG) Revolving Accounts – Funding for PTG sponsor after school activities.

Private Grants – Grants on behalf of private organizations & non-profits. Most notably the Concord Education Fund.

Appendix G: Glossary (Continued)

School Lunch Revolving Account – Revenues from the sales of school lunch offset costs for the food service program.

Special Education Circuit Breaker Revolving Account – State Special Education Circuit Breaker reimbursement fund. Revenues are calculated based on prior year reimbursable special education costs that exceeds the states foundation minimum for the prior fiscal year. The fund is used to pay current fiscal year out of district special education tuitions.

STARS Grant – State grant used to fund “The Poets Retreat” program.

Title I Grant (Federal) – Title I, Part A of the Elementary and Secondary Education Act, as amended (ESEA) provides financial assistance to local educational agencies (LEAs) and schools with the highest percentages of children from low-income families in the district to help ensure that all children meet challenging state academic standards

Title IIA Grant (Federal) – The purpose of Title II, Part A is to increase the academic achievement of all students by helping schools and districts improve teacher and principal quality and effectiveness.