

CONCORD PUBLIC SCHOOLS
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD

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To: Tom Tarpey, Chair, Guidelines Subcommittee, Concord Finance Committee

From: Heather Bout, Chair, Concord School Committee
Daniel Conti, Chair, Concord-Carlisle Regional School Committee

Cc: Dr. Laurie Hunter, Superintendent

Date: October 5, 2017

Re: Annual Budget Data Request – FY19 Guidelines

Thank you for the opportunity to discuss the planning process for the FY2019 Concord Public Schools and Concord-Carlisle Regional High School budgets. Like you, we the School Committees are committed to a budget development process guided by strategic long-term goals and grounded in sustainable financial planning. We are excited this year to be embarking on a new era of discourse and collaboration under the leadership of Dr. Laurie Hunter, our new Superintendent of Schools.

As we have discussed, the School Committees have expressed an intent this year to review our budget processes to ensure that we are planning and operating in the most efficient means possible. Dr. Hunter is not only aligned with us on this goal, but since joining us in July, has already begun to look at our budget and development process with fresh eyes.

Our goal here is to present you with an initial look at the factors driving the FY2019 budgets. As Dr. Hunter has only had a month with her full staff in the buildings, we obviously do not have a new long-term strategy fully laid out yet. In fact as of January, we will be initiating a Strategic Planning process that will certainly guide our discussions in the future. In the meantime, we would like to provide you with as much background information as possible and answer as many of your questions as we can. In coming years, we will look forward to working together to refine the budget development process to enable fully collaborative and productive discussion.

Respectfully submitted,
Heather Bout, Chair, Concord School Committee
Daniel Conti, Chair, Concord-Carlisle Regional School Committee

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To: Tom Tarpey, Chair, Guidelines Subcommittee, Concord Finance Committee
From: Dr. Laurie Hunter, Superintendent, CPS
Cc: Heather Bout, Concord School Committee Chair
Date: September 21, 2017
Re: Annual Budget Data Request – FY19 Guidelines

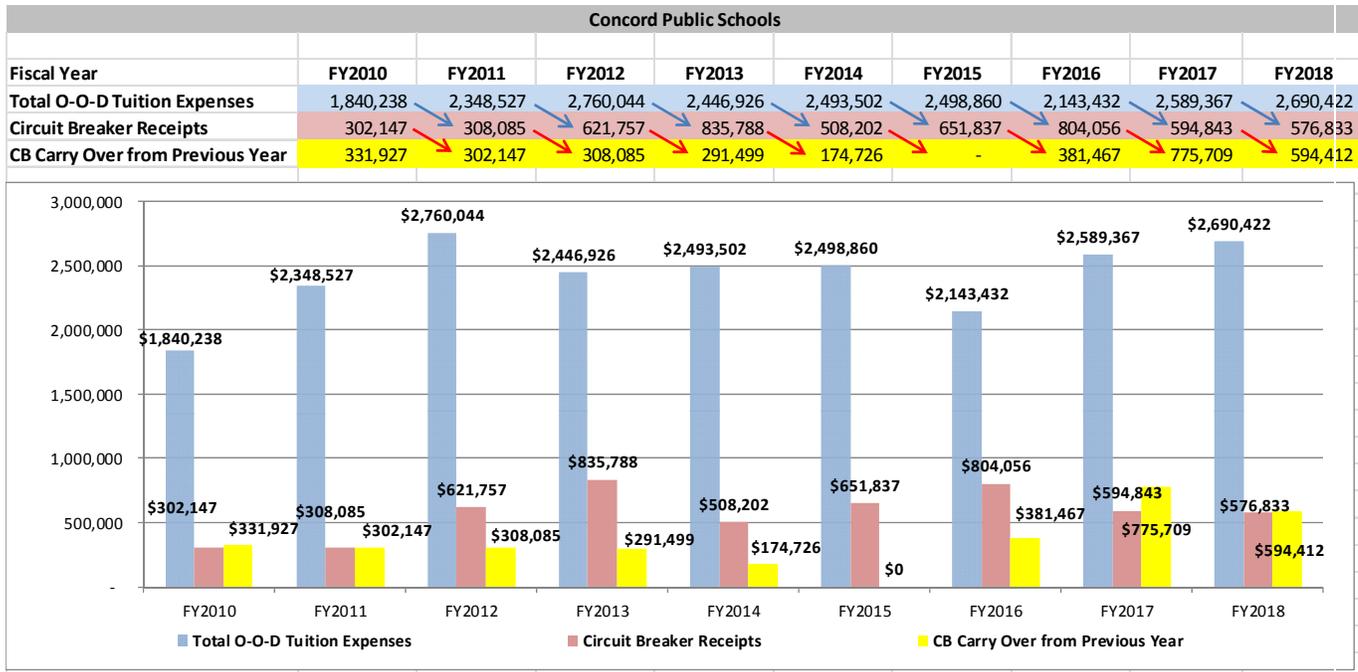
A new administration brings great opportunities to reset the process and tone of building a budget that provides the robust, exceptional learning environment that reflects the community's pride and commitment to its young people. The goal is to create a process that reflects these high expectations while being fiscally sound and responsible. The information enclosed in this document will be shared with the Joint School Committees on October 10, 2017 prior to the discussion with the Finance Committee on October 12, 2017. It is important to understand that the development of the budget is in its early stages. During the presentations on both October 10th and 12th, each step of the new process will be discussed. Highlights of this process are outlined below. On the 12th, the presentation of this information will bring an opportunity of a collaborative discussion.

- 1) **Current Budget: Please provide a report comparing the FY17 actual vs. FY17 budgeted and FY17 actual vs. FY18 budgeted, highlighted by program and account levels, including subtotals for regular education, special education, administration, operations, debt payments and fixed costs. Please explain how experiences with these recent budgets will inform potential new approaches reflected in the FY19 budget. Please provide FTE counts at the program level. Please provide data on carryover circuit breaker balances and any other financial resources available to the schools in FY18 and FY19 not included in operating budgets. Please provide a draft of your FY19 program levels request and describe those areas expecting to see the most significant changes when compared to the FY18 budget.**

Development of the FY19 budget process will focus on both a programmatic and fiscal self-assessment jointly conducted by the administration and school committees. During the first week in October, building administration are meeting with the central office leadership to review the systems in place at each school relative to regular classrooms, special education and other service delivery, support staff as well as instructional materials. Categories governed at the district level (administration and operations) will be reviewed by the central office administrators during the second week in October. All administrators have been provided their budgets and salary costs in order to understand the foundational budgets in their oversight. During the following weeks, the administrative team will receive an overview of the current and projected budget status while then evaluating the needs for FY19. At the October 24, 2017 Joint School Committee meeting, it is expected that a preliminary set of projections will be available for discussion. The information

below reflects comparisons of previous fiscal years relative to special education, external funding sources and costs. Where available, FY19 projections are included.

Attachment #1 provides a report of FY17 actual vs. FY17 and FY18 budgeted by program and account levels, including subtotals for regular education, special education, administration, operations and fixed costs. The chart below gives a historical overview of Circuit Breaker Carryover (CBCO) and FY16 Out-of-District costs (OOD). Current year reimbursement is estimated at \$576,833 as of September 22, 2017 and FY17 Circuit Breaker Carryover is \$571,116.



Early data indicates that the most significant changes in FY19 budget development will be needed in the Special Education and Operations areas.

- 2) **Collective Bargaining:** Please provide an update of current collective bargaining agreements and any active negotiations. What increases do you anticipate in FY18, FY19, FY20 and FY21 based on current agreements including increases from salary steps, lanes and scales? What other cost increases do you anticipate from changes in benefits, working conditions and contractual terms? What is the current schedule for contract renewal negotiations?

The initial ordinary step increase for FY2018 is projected at \$353,730 based on August 8, 2017 CTA step and lane assignments; with this reference point mid-year FY18 step is projected at \$198,523. The FY19 initial step is projected at \$358,235, the scale increase at \$405,000. The additional step that occurs on the last day of FY2019 is projected at \$337,384, and the ordinary FY20 step is projected at \$320,816. For each of the years requested the projected budget amount to cover lane changes that occur is \$100,000 per year. Based on current agreements and cited staff step and lane placements, the FY21 step cost is calculated at \$317,180; there is no projection for scale costs in FY20 or FY21 as the percentage change has not been negotiated. For informational purposes, a 1% increase in FY20 based

on the same staff demographics is projected at \$213,178; the actual number will likely be very different due to retirements and subsequent hiring. The following table contains the schedule for contract renewals.

Collective Bargaining Status													
		FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Expiration	Members	Top Step
Concord Teachers Association		0.75%	2.00%	2.00%	1.75%	4.25% Max /.76% 1 - 16	2.25%	2% + Mid-Year Additional Step	2% + Last Day Additional Step	TBD	6.30.19	212.0	48.5%
Steps 1 - 18 4% : Reduces to 16 Steps in FY18													
Lanes													
B to B15 - 5%													
B15 to Masters 11%													
Beyond Masters approximately 2.5% for each additional 15 graduate credits													
Concord-Carlisle Teachers Association	Steps 1 -16	0.75%	2.25%	2.25%	2.00%	2.00%	2.25%	2.00%	2.00%	2.50%	6.30.20	126.0	57.3%
Steps 1-15 4%	Step 16 Only		0.75%	0.75%						2.75%			
B to B15 - 5%													
B15 to Masters 11%													
Beyond Masters approximately 2.5% for each additional 15 graduate credits													
Secretaries Unit		2.00%	2.00%	2.00%	2.00%	2.00%	2.50%	2.75% + 25 Cents On Top Step	2.75%	2.75%	6.30.17	37	
CPS Building Service Workers		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	15	
CCHS Building Service Workers		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	9	
Bus Drivers Unit		3.10%	2.25%	2.50%	2.00%	2.00%	2.50%	2.75% + 25 Cents On Top Step	2.75%	2.75%	6.30.17	31	
Maintenance			2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	3	
CCHS Tutors		2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	3.00%	3.00%	3.00%	6.30.19	30	

3) **Enrollment:** Please provide an overview of current CPS enrollment by grade and your projections of anticipated growth over the next five years. Please provide a breakdown of actual FY16, FY17, FY18 and projected FY19 student enrollment in-district and out-of-district and the related number of students with special education requirements. What is the number of METCO and staff students for those periods? After moderated growth in enrollment recorded between 2005 and 2015 at the CPS, NESDEC projects relatively little growth between 2015 and 2025. Does your planning for 2019-2023 make a similar assumption? Are there any anticipated policy changes that would impact student enrollments?

The following October 19, 2016 NESDEC chart provides historical CPS enrollment for FY16 and FY17. FY18 enrollment will be officially determined on October 1, 2017. The second NESDEC chart provides the latest projected enrollments by grade for the requested years and out to School Year 2026 – 2027. Our planning assumptions through FY2023 assume relatively stable enrollments and there are no anticipated policy changes that would impact enrollments. The three charts on the following pages provide data In & Out-of-District Students, METCO and Students of Staff for the years requested. For FY19 we project similar demographics. We do not currently anticipate any major fluctuations in enrollment levels or policies that would affect enrollment levels.

School District: Concord, MA
10/19/2016

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2006-07	1258	1235	1423	1835	798	600	412	0	0
2007-08	1250	1228	1431	1809	780	581	378	0	0
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	1299	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	1393	1632	2072	925	679	440	0	0
2016-17	1401	1373	1612	2088	947	715	476	0	0

Enrollment Projections By Grade*																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNG R	K-8	PK-8
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	29	207	216	244	219	238	228	229	239	249	0	0	0	0	0	2069	2098
2013	128	2018-19	30	250	214	223	248	213	232	225	229	239	0	0	0	0	0	2073	2103
2014	100	2019-20	31	195	259	221	226	241	207	229	225	229	0	0	0	0	0	2032	2063
2015	107	(prov.) 2020-21	32	209	202	267	224	219	234	204	229	225	0	0	0	0	0	2013	2045
2016	108	(est.) 2021-22	33	211	216	208	271	217	213	231	204	229	0	0	0	0	0	2000	2033
2017	110	(est.) 2022-23	34	214	218	223	211	263	211	210	231	204	0	0	0	0	0	1985	2019
2018	111	(est.) 2023-24	34	216	221	225	226	205	256	208	210	231	0	0	0	0	0	1998	2032
2019	107	(est.) 2024-25	36	209	223	228	228	219	199	252	208	210	0	0	0	0	0	1976	2012
2020	109	(est.) 2025-26	37	212	216	230	231	221	213	196	252	208	0	0	0	0	0	1979	2016
2021	109	(est.) 2026-27	38	212	219	223	233	224	215	210	196	252	0	0	0	0	0	1984	2022

	FY15 Oct. 1 2014	FY16 Oct. 1 2015	FY17 Oct. 1 2016	FY18 Oct. 1 2017
SPECIAL EDUCATION OOD				
CPS OOD K-8	34	32	35	36
CCHS OOD	41	46	37	36
TOTAL K-12 OOD: (Not in K-12 Total)	75	78	72	72
Pre-School OOD: (Not in K-12 Total)	0	0	1	1
METCO STUDENTS				
CCHS	59	51	51	52
Middle School	31	31	33	34
Alcott	34	37	45	44
Thoreau	17	11	5	0
Willard	14	11	3	0
TOTAL K-12: METCO Students:	155	141	137	130
Other	1			
NON-TUITION-OUT OF TOWN Students				
CCHS---Carlisle Students	311	323	320	295
CCHS---Staff Students	12	13	16	18
TOTAL CCHS-Out of Town Students:	323	336	336	313
Middle School-Staff Students	10	10	8	11
Alcott-Staff Students	8	13	16	17
Thoreau-Staff Students	4	3	3	3
Willard-Staff Students	9	6	5	7
TOTAL K-8 - Out of Town Students:	31	32	32	38
CONCORD STUDENTS				
CCRHS	872	901	888	907
Peabody & Sanborn	650	638	674	679
Alcott	420	420	406	422
Thoreau	433	442	450	445
Willard	463	450	440	426
TOTAL CONCORD Students:	2838	2851	2858	2879

- 4) **Special Education:** Please provide an overview of the components of the special education budget and a summary of any planned changes for serving SPED students in FY18 and FY19. What, if any, changes do you anticipate in in-district and out-of-district placements? Are there any anticipated changes in state circuit breaker reimbursement for special education services?

There are four major components of the CPS Special Education budgets (Program Area 1200): Salaries for special education staff providing district services; Out-of-District (OOD) tuitions, Contracted Services, and Special Education transportation. Currently 16% K8 students are enrolled in special education and matches the state average enrollment. Out-of-District (OOD) placements increased from 36 students in 2017 to 41 students. At this time, we are projecting OOD tuitions to increase approximately \$550,000 to 650,000 for FY18 due to move-ins that occurred during this Summer and existing students who have new needs, and after development of the FY18 budget. FY18 budget projections have been updated to reflect these new and unbudgeted pre-K -8 special education students. These new costs are expected to continue into FY19 for CPS for several years before transitioning into CCHS. OOD tuitions can range up to \$140,000. In addition to the unbudgeted costs associated with Summer move-ins, the State's DESE Financial liaison has reported that Circuit Breaker reimbursement will be reduced to 65% for FY2018; this is a 13.4% reduction from the legislated 75% reimbursement level for costs above \$43,094.

A review of special education programming is planned for the 2018-2019 school year.

- 5) **Educational Programming:** What are the top 3-5 priorities over the next five years in terms of program development and improved learning? Please identify the incremental resources required as well as the desired outcomes and the methods by which you will measure those outcomes. What, if any, staffing, scheduling, administrative and materials resources are needed to implement these changes or additions effectively? Please also identify if there are any programs that are expected to be eliminated, reduced or combined that would serve to provide funding for these new or expanded programs.

In the spring of 2018, the district will engage in a comprehensive, inclusive strategic planning initiative. This process will guide the work for the coming three to five years based on collective vision and action steps identified during the writing of the plan. The plan will likewise set benchmarks and timelines as well outline the required resources necessary for future budget processes. The crafting of this plan will provide a road map that is publicly shared and valued across all schools and stakeholders.

Do we expect a further increase in ELL students? What is the associated cost?

All students who are English Learners (EL - formerly called ESL or ELL) are in regular education classes except for when they receive direct instruction in English language. All EL

students receive daily instruction in English language. The amount of instruction they receive is based on what level of English proficiency they are assessed to be. See following chart:

Table 5: Recommended periods of instruction for ELLs based on ACCESS for ELLs results (full-day Kindergarten through grade 12)

<i>ACCESS for ELLs Overall (Composite) Score</i>	<i>Recommended Periods of ESL Instruction</i>
<i>Foundational (WIDA Level 1, Level 2 and Level 3)</i>	At least two to three periods (a period is not less than 45 minutes) per day of direct ESL instruction, delivered by a licensed ESL teacher
<i>Transitional (WIDA Level 3, Level 4 &Level 5)</i>	At least one period (a period is not less than 45 minutes) per day of direct ESL instruction, delivered by a licensed ESL teacher
<i>Reaching (WIDA Level 6)</i>	Students at WIDA Level 6 should no longer be classified as ELLs and should participate in the general education program alongside fluent or native English speaking peers. Their progress must be monitored for two years after their ELL classification is removed. Such students should also receive additional supports and services if needed.

The population of English Learners in any district tends to vary widely over the course of the year. This is because families tend to move to the US when the school year ends in their home country. There is usually a big influx from Asian countries, for example, in April. It is very hard to predict the size of the EL population from year to year. As students grow in their knowledge of English, they reach level 6 of proficiency and will then be exited from the program of direct instruction; it is also hard to predict students' rate of understand English.

The population of ELs in Concord has grown tremendously over the last three school years. In September of 2014, there were 36 students. In September 2015, there were 54 students and in Sept 2016, there were 89 students. The number of ELs nationally and in Concord specifically is anticipated to continue increasing.

The laws governing instruction for ELs are from the state and federal level and are matters of civil rights. Every five years, the Department of Justice does a Program Review of our EL program to make sure we are in compliance with the staffing recommendations. The model of staffing for EL instruction in Concord was changed three years ago to make sure we are in compliance. Each EL teacher has a caseload of about 20 students (depending on the students' level of proficiency with English).

The EL staffing in Concord is done from the district level as it has to be flexible to which schools the students attend. There are typically more EL students in the earlier grades (K - 3) than in middle school or high school. However, it is more difficult to staff at CMS or CCHS because the instructor must be free to work with students during the time that they would have their English class (part of the law). The EL staffing in Concord for the past two school years has been:

- * Alcott School 1.4 FTE
- * Thoreau School - .6 FTE
- * Willard School 1.0 FTE
- * Concord Middle School 0.5 FTE
- * Concord Carlisle High School 0.5 FTE

Total Instructors 4.0 FTE

Gaps in providing services to EL students may occur as students move in to the District requiring services at any time. The level of service required for each student also varies as student proficiency increases. Staffing levels and costs require ongoing review and evaluation that is often unpredictable.

- 6) **Technology:** Please describe the CPS's technology strategy and implementation plan for the next 3-5 years. What additional investments are envisioned in FY19 over FY18, if any, and what will be the benefits of those expenses? Is infrastructure investment needed to support technology needs (e.g. more wireless connectivity, more bandwidth etc.)? Is the 1:1 computer program fully reflected in the FY18 budget assumptions? What is the trend in expenses between administrative and instructional technology? What costs are incurred under the current plan of providing CPS's broadband services? Have any studies been undertaken to explore ways to reduce those costs?

Over the next 3-5 years, technology growth in teaching and learning needs a strategy focusing on both hardware accessibility and bandwidth use. To manage increasing devices and hosted learning tools we are focusing on strategic investments in infrastructure. This approach allows for efficient network management and maximum lifespan of district technology assets. Investments envisioned include upgrading our wireless network infrastructure installed beginning in 2009. It is important to upgrade our wireless capacity throughout the district to stay up-to-date with industry standards. Our current proposal would move the district to Aruba Wireless to improve security, traffic control, and visibility for trusted network devices, users, and traffic. The total project cost is \$162K (CPS/CCRS), which includes \$50K in savings if completed in summer 2018. CPS portion of cost would be \$97K. Investing in our network infrastructure equally benefits students, teachers and administrators. We also have the capacity to increase network speed to individual schools by upgrading all internal data closets to 10GigE fiber optic transceiver modules at a cost of \$15k. An important aspect of supporting educational technology is maintaining our existing hardware replacement practices. Continued investment in staff and student hardware is necessary to uphold a 21st century learning environment. The cost of our 5-year hardware replacement cycle has expanded with the middle school 1:1 student laptop program. It is necessary to allocate additional funding to manage this program. Current broadband costs for CPS services are \$2640 per month and 12% lower than our previous provider. We look to reduce costs by regularly surveying up-to-date market pricing and preserving contractual flexibility where possible. Bandwidth needs will continue to grow as education expands its use of online programs including curriculum and mandated testing.

7) **Transportation:** Please describe the FY18 and FY19 strategies for supporting in-house transportation. Please include facility plans, status of the bus fleet and needed bus purchases as well as variability in fuel prices and plans for the purchase of more fuel-efficient vehicles or changes in the mix of vehicles in the bus fleet? How will transportation expenses differ in FY19 from FY17 and FY18? How will bus replacement requirements be reflected in your operating budget request for FY19? Please provide an update on the cost of operating the new bus depot, including a comparison of the cost of operating the new bus depot to the cost of the old arrangement whereby the buses were housed at a leased facility.

Our strategy for FY18 and FY19 is to use the administrative & maintenance facilities on Knox Trail to permanently support our in-district 41 bus fleet. Regional Transportation expenses in FY18 and FY19 will be substantially higher than FY17 costs due to the addition of five drivers and five buses for the high school start time. Without the costs of the later start time project, we estimate K12 operating costs out of Knox Trail would be \$100,000 to \$150,000 lower for FY18 and FY19. The new facility does have on-site fuel tanks. For FY18 we have acquired 2 Regional replacement buses and 5 additional buses to support a later start time at the high school. The 2 Regional replacement buses were originally planned as outright purchases in FY18 and the 5 additional buses were to be leased purchased. 7 Regional buses were acquired by lease purchase in FY2018; the annual lease costs of approximately \$140,000 will be a base budget requirement through FY2022. The replacement schedule below indicates that 3 Regional replacement buses are needed in FY2019; that need is partially funded in our preliminary request at \$200,000. The CPS request does include \$200,000 for 2 of the 4 recommended replacement buses, as well as the funds required to support the lease purchase of two buses acquired for FY2018; the lease costs for the two buses will be a base requirement through FY22. We would prefer to continue with the bus replacement schedule with purchases of two CPS buses and two Regional buses in FY19 if adequate funding can be made available. We do not currently anticipate any substantive shift in the composition of the bus fleet or any capital requests for transportation via a warrant article.

#	Year	MILEAGE	#	Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
112	2007	141,101	112	2007	X									
113	2007	157,420	113	2007	X									
128	2007	178,685	128	2007	X									
115	2008	170,145	115	2008	X									
121	2009	114,647	121	2009		X								
124	2010	133,002	124	2010			X							
119	2010	173,658	119	2010			X							
110	2010	132,461	110	2010			X							
122	2011	113,093	122	2011				X						
127	2011	112,742	127	2011				X						
117	2012	95,890	117	2012				X						
160	2017	24,436	160	2017							X			
161	2017	28,233	161	2017							X			
162	2017	37,724	162	2017						X				
164	2017	35,552	164	2017						X				
168	2017	30,954	168	2017							X			
169	2017	25,361	169	2017							X			
170	2017	17,558	170	2017								X		
171	2017	16,569	171	2017								X		
173	2017	4,050	173	2017									X	
180	2018		180	2018										X
181	2018		181	2018										X
111	2006	215,467	111	2006	X									
120	2006	191,093	120	2006	X									
126	2008	178,161	126	2008		X								
114	2008	172,738	114	2008		X								
125	2009	144,975	125	2009		X								
118	2010	135,931	118	2010			X							
123	2010	153,756	123	2010	X									
116	2012	119,730	116	2012				X						
163	2017	35,201	163	2017						X				
165	2017	17,863	165	2017							X			
166	2017	34,736	166	2017							X			
167	2017	33,764	167	2017						X				
172	2017	20,860	172	2017								X		
182	2018		182	2018									X	
183	2018		183	2018										X
184	2018		184	2018										X
185	2018		185	2018										X
186	2018		186	2018										X
187	2018		187	2018										X
188	2018		188	2018										X
			TOTALS		7	4	4	4			4	6	3	9

We are not currently predicting any purchases of non-diesel buses in the near future. We continue to learn valuable information from the grant funded electric bus pilot project in its remaining two years. We are currently expecting diesel fuel prices to remain temporarily high during FY18 while refinery infrastructure hurricane repairs impact pricing. FY18 transportation expenses are expected to decline as the need for annual leases are eliminated and shorter distances from our operating location will lower both labor and fuel costs; these declines will be offset by labor and fuel escalation costs.

8) Administration and Cost Efficiency: Please describe any cost efficiency programs underway at the administrative or school levels and goals or savings to be realized from those activities.

We are currently working with various Town Committees on possible expansion of solar arrays on the Willard School. Future staffing efficiencies may be achieved at CMS with a new single building campus. For the FY19 budget development process a detailed review of all programs and positions in each school site and Central Office budget is in process with the Principals and the Superintendent's Office.

9) Education Reform and Mandates: What major new or expanded educational reform mandates have been or will be required to be implemented in the near future? What are the staffing and administrative impacts from these mandates that will have financial consequences over the next five years?

It is difficult, if not impossible, to predict future educational mandates. The pace of new mandates has slowed at the state level allowing for districts to complete the previously required changes and begin implementation. The district stays in close contact with the discussions at the legislative level in order to forecast, as early as possible, the impact to the schools and budget. At the current time, there are no new specific mandates presented for implementation.

10) Capital Expenditures: What is your capital expenditure plan over the next five years? Which of these will be funded within the Town operating budget and which do you anticipate to fund outside of the annual budget through debt authorization or by other means? Do we maintain a capital improvement plan for each school building and is there a known cost that cannot be supported within the Town Manager's 5-year capital plan that will need funding and if so, what are those improvements? Assuming a positive response to the Statement of Interest submitted by Concord for a project at the Middle School, what would be an estimated timeline for expenditures for each Module of the MSBA funding process?

The following table identifies known needs by site for Fiscal Years 2019 – 2023. There are not stand alone capital plans for each school site. The capital plan that is put forward for Town Meeting will reflect amounts that can be supported in the CPS portion of the Town Manager's capital plan. The FY19 needs are currently \$100,000 higher than the Town's Finance Director capital profile from November of 2015. Our current plan will be discussed with the Superintendent, Town Manager and the Town's Finance Director and the Deputy Superintendent prior to adoption by the Concord School Committee and warrant submittal in January of 2018.

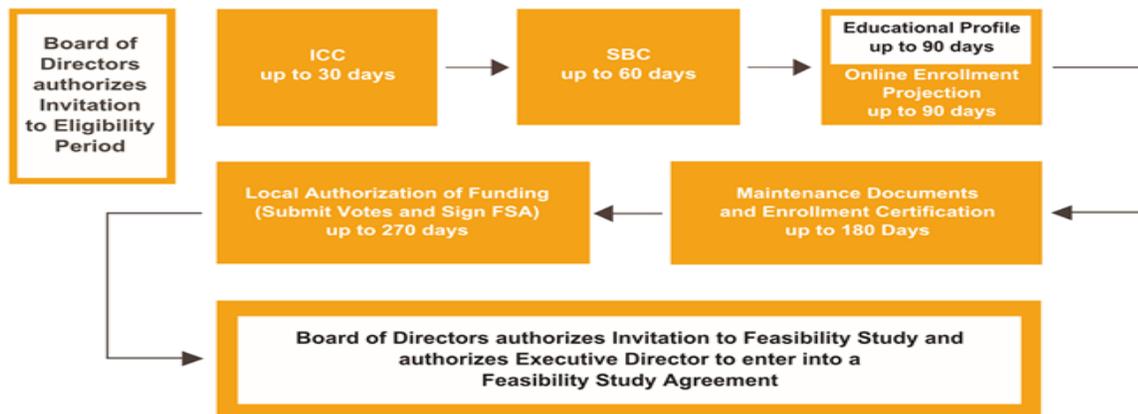
Project Description	FY19	FY20	FY21	FY22	FY23	Comments / Building Total
Alcott						
ERU Replacement/retrofit	50,000	50,000	50,000	50,000	50,000	Planned replacement of equipment and retrofit as needed
Replacement of stairwell Floor covering						Covering is worn and in need of replacement
VCT Replacement through facility				300,000		VCT is lifting from slab throughout the facility
Sidewalk repairs	25,000				20,000	
New lead condensing boiler and controls					200,000	Per 2013 National Grid Energy Audit - Original Boiler w/b redundant backup
Total Alcott	75,000	50,000	50,000	350,000	270,000	\$795,000
Thoreau						
Sidewalk replacement phase 2	220,000					Sidewalk is spalling and decaying in front of the facility
Flush valves and controls, mixing valve				10,000		Replacement of misc. flush valves and auto controls
Heat trace for Sloped roofs to prevent ice damming		55,000				
HVAC RTU replacement		60,000		120,000	75,000	Replace aging retrofitted equipment with package roof top units
New lead condensing boiler and controls					200,000	Per 2013 National Grid Energy Audit - Original Boiler w/b redundant backup
New lighting improvements						
Total Thoreau	220,000	115,000	0	130,000	275,000	\$740,000
Willard						
Carpet Replacement		55,000		50,000		Carpet is in need of replacement in various rooms due to use
Boiler breaching stack height increase		10,000				Breaching was installed too low, flue gases entering building
Domestic hot water mixing valve replacement						Mixing valve not functioning properly
RTU Exterior insulation replacement		30,000				Insulation is delaminating from duct work
Walk way repairs		20,000				Repair damaged concrete walks
Phase two field renovations	200,000					
Exterior lighting replacement bollard style			25,000			
Total Willard	200,000	115,000	25,000	50,000	0	\$390,000
Peabody Building						
Reserved for lifesafety and health	50,000	50,000	50,000	50,000	50,000	Audit of Facility for Capital Needs
Total Peabody	\$50,000	\$50,000		\$50,000	\$50,000	\$200,000
Sanborn Building						
Reserved for lifesafety and health	50,000	50,000	50,000	50,000	50,000	Audit of Facility for Capital Needs
Total Sanborn	\$50,000	\$0		\$0	\$0	\$50,000
Ripley Building						
Boiler Replacement/mechanical equipment		450,000				\$200,000 will be in a BOS Article.
ADA updates		30,000				Lockset replacement project ADA Compliance
Installation of split A/C Units in copy center		25,000				Install split AC units in 2 preschool rooms and copy center
Exterior door replacement				21,000		Preschool and CCC
Paving Parking lot				64,350		
Domestic water piping replacement			450,000			Antiquated 1950's and early 60's piping
Integrated PreSchool Glazing			300,000			
STEAM Lab phase 2	230,000					
Exterior door replacement Admin				57,600		
Replace flooring throughout			300,000			Removal of and replacement of Vinyl Asbestos Flooring
Exterior repairs, painting repointing				75,000		
Walkway repairs (safety)	75,000			60,000		Energy audit
Install connection to sewer system					250,000	Connect the building to town sewer due to aging 1955 septic system
Window replacement Insulation		75,000				Energy audit
Total Ripley	\$305,000	\$580,000	\$1,050,000	\$277,950	\$250,000	\$2,462,950
Yearly Totals	\$900,000	\$910,000	\$1,125,000	\$857,950	\$845,000	\$4,637,950

Upon invitation from the MSBA to Module One, the Eligibility Period, the District has 270 days Module 1 – Eligibility Period, the excerpt from MSBA’s website provides an overview of Module 1 activities.

MODULE 1

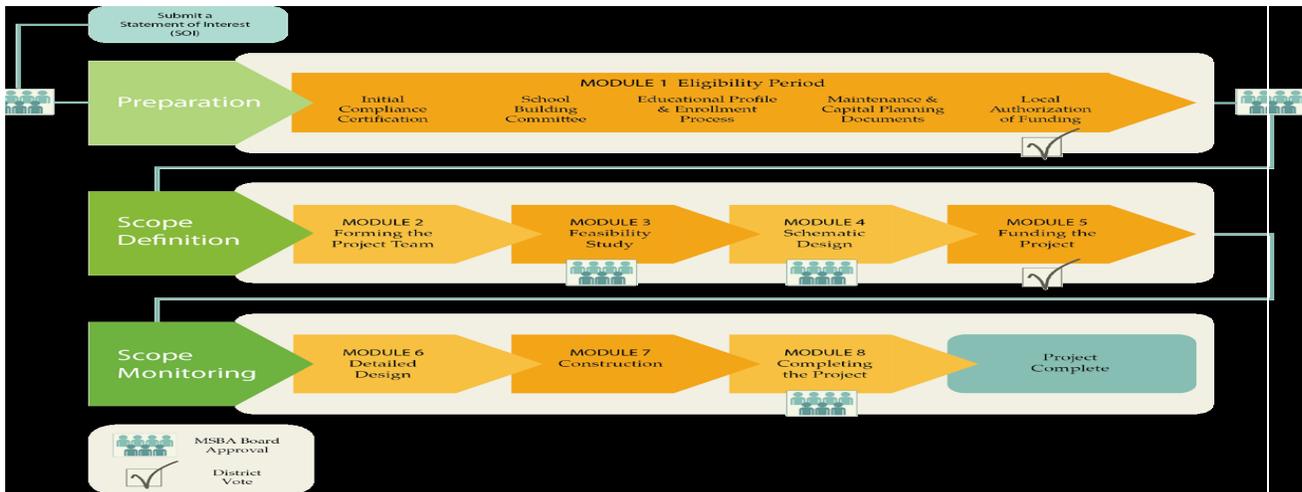
Eligibility Period

Up to 270 Days



Upon Invite to Eligibility Period, Districts complete defined requirements within the timeframes listed above

MSBA also provides the following overview of the Core Program Process review steps and does not specify time limits for completion of each module. The Scope Definition Period includes Modules 2 – 5 and would likely require an estimated 18 to 24 month window. The Scope Monitoring phase encompasses Modules 6 – 8; Detailed Design occurs in Module 6, Construction in Module 7, Module 8 is Completing the Project. This phase would likely require an estimated 24 to 36 months.



- 11) **Benchmarking:** How does the average cost per student at CPS compare to peer school systems for the latest year available? Please explain how peer systems are selected. What are the drivers of the differences in cost per student between CPS and peer systems? How are those cost differences justified? How do the average days of school and hours of instructional time at CPS compare to peer school systems? How do CPS wage costs per teacher compare to peer systems? Please discuss how the CPS ranks in state and national indices relative to peer systems; how that ranking has been trending over the last ten years and how that trend correlates to CPS’s cost per student numbers? How do the academic offerings and extracurricular programs at CPS compare to peer school systems? What other academic and non-academic performance metrics do you use and how do they compare with peer systems? In addition to the foregoing, please provide comparisons of CPS’s expenditures on a per-pupil basis for Total Administration, Legal Services, and District Wide Information Systems for the following school districts: Newton, Lexington, Needham, Wellesley, Wayland, Brookline, Belmont, Weston, and Acton-Boxborough (these school districts were selected because they were used as benchmarks in 2016 for administrative salaries, the most recent year in which the administration provided comparisons to other school districts), as well as for Lincoln-Sudbury and Northborough - Southborough (which, according, to DESE criteria, are similar in student demographics to CCRSD, based on enrollment size and special ed population percentage). Where we have listed regional school districts for comparison, please provide information with respect to the lower level district, when appropriate. Please feel free to list any additional school districts which you believe are peer school districts for purposes of such comparisons.

The School Committee Budget Sub-Committee and members of the Finance Committee are working on the benchmarking process and will collaboratively develop and present a report to

each committee.

DESE’s new analytical tool, Resource Allocation and District Action Reports (RADAR) indicates that Concord Public Schools has the third highest per pupil spending level for in-district students. The peer group chosen includes the systems identified by the Finance Committee. The RADAR table is on page 13.

The tables on page 12 provide the average days of school and hours of instructional time at CPS in comparison to the Finance Committee identified. All schools in Massachusetts must provide a minimum of 180 days of instruction, our teachers have a 185 day schedule, and it is generally viewed that CPS teacher wage structures and contractual terms are strong relative to many other communities.

DISTRICT INSTRUCTIONAL TIME COMPARISON												
ELEMENTARY SCHOOLS												
School Year 2017-2018 (Tuesday Half Day)												
	<u>Sudbury</u>	<u>Carlisle</u>	<u>Acton</u>	<u>Newton</u>	<u>Wayland</u>	<u>Weston</u>	<u>Lexington</u>	<u>Wellesley</u>	<u>Brookline</u>	<u>Northborough</u>	<u>Belmont</u>	<u>Concord</u>
	Southborough											<u>Current</u>
												<u>2017-18</u>
Calendar	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Full Days	141	169	162	169	143	169	138	141	145	178	141	143
1/2 Days	39	11	18	11	37	11	42	39	35	2	39	37
Minutes/day (full)	390	380	370	390	375	370	390	395	390	390	370	390
Minutes/day (1/2)	230	225	220	240	305	245	210	210	340	190	300	210
Total Full Hours	916.50	1070.33	999.00	1098.50	893.75	1042.17	897.00	928.25	942.50	1157.00	869.50	929.50
Total 1/2 Hours	149.50	41.25	66.00	44.00	188.08	44.92	147.00	136.50	198.33	6.33	195.00	129.50
Total Hours	1066.00	1111.58	1065.00	1142.50	1081.83	1087.08	1044.00	1064.75	1140.83	1163.33	1064.50	1059.00
Snack/AM Recess Time per day	0.17	0.25	0.42	0.50	0.25	0.33	0.25	0.25	0.25	0.25	0.25	0.33
Lunch/Recess per day	0.42	0.67	0.42	0.50	0.75	0.58	0.75	0.42	0.83	0.75	0.75	0.67
Total Snack/AM Recess Hours	30.60	45.00	75.60	90.00	45.00	59.40	34.50	45.00	45.00	45.00	45.00	60.00
Total Lunch/Recess Hours	59.22	113.23	68.04	84.50	135.00	98.02	103.50	59.22	120.35	133.50	105.75	95.33
Total Snack/Lunch/Recess Hours	89.82	158.23	143.64	174.50	180.00	157.42	138.00	104.22	165.35	178.50	150.75	155.33
Total Instructional Hours	976.18	953.35	921.36	968.00	901.83	929.66	906.00	960.53	975.48	984.83	913.75	903.67

**DISTRICT INSTRUCTIONAL TIME COMPARISON
MIDDLE SCHOOLS - SCHOOL YEAR 2017-2018**

	<u>CMS</u> (current)	<u>Sudbury</u>	<u>Lincoln</u>	<u>Acton/ Boxborough</u>	<u>Newton</u>	<u>Wayland</u>	<u>Weston</u>	<u>Lexington</u>	<u>Wellesley</u>
Calendar	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Full Days	143	161	152	177	136	143	141	171	171
1/2 Days	36	0	28	3	6	0	11	9	0
Short Days	1	19	0	0	38	37	28	0	9
Minutes/day (full)	375	400	410	396	390	393	425	400	399
Minutes/day (1/2)	360	0	275	190	195	325	305	225	0
Minutes/day (short)	210	255	0	0	345	325	359	0	209
Total Full Hours	893.75	1073.33	1038.67	1168.20	884.00	936.65	998.75	1140.00	1137.15
Total 1/2 Hours	216.00	0.00	128.33	9.50	19.50	0.00	55.92	33.75	0.00
Total Short Hours	3.50	80.75	0.00	0.00	218.50	200.42	167.53	0.00	31.35
Total Hours	1113.25	1154.08	1167.00	1177.70	1122.00	1137.07	1222.20	1173.75	1168.50
Class Travel Time	0.21	0.40	0.58	0.80	0.23	.32/.25	0.38	0.50	0.50
Lunch	0.50	0.42	0.50	0.43	0.37	0.50	0.27	0.42	0.42
Total Class Travel Time	39.38	67.63	93.43	142.35	42.00	55.01	69.00	101.92	101.92
Total Lunch Hours	72.00	67.08	76.00	76.70	63.80	90.00	45.07	71.25	75.00
Total Travel/Lunch Hours	111.38	134.71	169.43	219.05	105.80	145.01	114.07	173.17	176.92
Total Instructional Hours	1001.87	1019.37	997.57	958.65	1016.20	992.06	1108.13	1000.58	991.58
Daily Hours	8:15 - 2:30	7:45 - 2:25	8:00 - 2:50	7:30 - 2:06	8:15 - 2:45	7:35 - 2:18	7:40 - 2:45	8:00 - 2:50	7:50 - 2:29



Resource Allocation and District Action Reports (RADAR)

Select a district, then use the dropdown lists in the first table to select relevant comparison districts. Reports throughout the tool will populate with these districts. For reference, the 2nd and 3rd tables provide lists of districts with similar demographics and wealth/capacity.

How can you use these reports? The tabs in this file have reports with comparative and trend data, including five year trends and state-wide context for the target district, and comparisons to ten other districts of per pupil spending, staffing, and special education enrollment and staffing. These trends and comparisons can support planning and budgeting discussions.

Select a district:

Concord

Table of Contents

[Change Over 5 Years](#)

[State Context](#)

[Per Pupil Expenditures](#)

[Staff FTE per 100 students](#)

[SPED Enrollment](#)

[SPED Staffing](#)

Resources

[Getting Started](#)

[More About Data](#)

[Acronyms](#)

SELECTED DISTRICTS FOR COMPARISONS

Select up to ten districts by clicking in the blue cells below.	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient or Higher			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
					Concord	GB	2	192%	\$18,012	2,108	5.5	16.6	1.9
Newton	GB	2	180%	\$17,872	12,827	9.0	19.7	6.7	87%	83%	72%	59.0	61.0
Lexington	GB	2	127%	\$16,941	7,072	5.5	13.4	7.0	89%	88%	84%	58.0	63.0
Needham	GB	2	140%	\$15,620	5,588	5.4	16.3	2.5	87%	83%	77%	57.0	64.0
Wellesley	GB	1	227%	\$17,406	5,018	5.7	15.1	2.1	89%	82%	77%	58.0	57.0
Wayland	GB	2	166%	\$16,656	2,646	4.7	18.5	2.5	86%	85%	81%	47.5	61.0
Brookline	GB	2	177%	\$18,376	7,695	9.6	15.3	10.7	84%	81%	72%	61.0	64.0
Belmont	GB	1	131%	\$11,951	4,466	7.3	10.0	6.2	92%	87%	82%	60.0	58.0
Weston	GB	2	355%	\$22,870	2,154	4.7	16.9	3.9	89%	86%	78%	48.0	55.0
Acton-Boxborough	GB	2	81%	\$13,396	5,588	6.1	16.4	4.3	87%	84%	81%	57.0	64.0
Select a district			--						--	--	--	--	--

Districts similar to Concord based on demographics

	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient/Advanced			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
					Concord	GB	2	192%	\$18,012	2,108	5.5	16.6	1.9
Boxford	NE	1	120%	\$16,648	755	3.7	19.1	0.8	84%	84%	75%	59.0	62.0
Kingston	SE	2	64%	\$10,213	1,016	16.1	16.5	1.5	63%	71%	50%	34.0	53.0
Lincoln	GB	2	245%	\$20,964	1,200	5.0	17.8	2.7	80%	68%	65%	62.0	52.0
Middleton	NE	1	92%	\$15,785	699	7.9	18.9	1.1	74%	83%	74%	42.0	60.0
Norfolk	SE	2	88%	\$14,868	937	6.2	14.5	1.8	83%	77%	75%	62.0	55.0
Northborough	CN	2	81%	\$14,891	1,713	9.7	18.2	5.1	77%	68%	62%	52.0	55.0
Plainville	SE	2	69%	\$14,191	714	14.8	15.7	3.9	68%	64%	42%	60.0	61.0
Southborough	CN	2	124%	\$16,689	1,295	3.9	14.1	6.1	87%	83%	71%	53.0	54.0
Sudbury	GB	2	108%	\$14,882	2,803	5.0	14.9	1.1	88%	82%	65%	53.0	53.0
#N/A	#N/A	#N/A	--	#N/A	#N/A	#N/A	#N/A	#N/A	--	--	--	--	--

Districts similar to Concord based on capacity (income, property value) to fund foundation budget *

List not generated for charter school districts	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient/Advanced			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
					Concord	GB	2	192%	\$18,012	2,108	5.5	16.6	1.9
Boxford	NE	1	120%	\$16,648	755	3.7	19.1	0.8	84%	84%	75%	59.0	62.0
Brewster	SE	2	160%	\$20,270	492	25.4	15.9	2.2	65%	69%	78%	51.0	55.0
Lincoln	GB	2	245%	\$20,964	1,200	5.0	17.8	2.7	80%	68%	65%	62.0	52.0
Norfolk	SE	2	88%	\$14,868	937	6.2	14.5	1.8	83%	77%	75%	62.0	55.0
Northborough	CN	2	81%	\$14,891	1,713	9.7	18.2	5.1	77%	68%	62%	52.0	55.0
Somerset	SE	2	66%	\$13,418	1,792	21.1	14.1	0.8	75%	67%	47%	64.0	65.0
Southborough	CN	2	124%	\$16,689	1,295	3.9	14.1	6.1	87%	83%	71%	53.0	54.0
Sudbury	GB	2	108%	\$14,882	2,803	5.0	14.9	1.1	88%	82%	65%	53.0	53.0
Topsfield	NE	2	108%	\$15,675	626	7.0	18.0	0.0	79%	82%	46%	51.0	59.0

The table below provides comparisons of CPS expenditures on a per-pupil basis for Total Administration, Legal Services, and District Wide Information Systems for the following school districts: Newton, Lexington, Needham, Wellesley, Wayland, Brookline, Belmont, Weston, and Acton-Boxborough.

FY16										Acton				
	Concord	Newton	Lexington	Needham	Wellesley	Wayland	Brookline	Belmont	Weston	Boxboro	Sudbury	Lincoln	Northborough	Southborough
Total Administration	\$866.06	\$598.74	\$678.28	\$664.05	\$582.08	\$825.90	\$850.17	\$373.16	\$926.05	\$475.44	\$745.89	\$1,180.82	\$484.25	\$535.02
Legal Services	\$82.05	\$14.74	\$22.07	\$10.99	\$0.64	\$20.51	\$39.34	\$24.15	\$20.36	\$19.13	\$25.89	\$20.98	\$38.82	\$33.12
District Wide Information Systems	\$313.90	\$202.73	\$202.24	\$58.48	\$192.80	\$243.29	\$293.84	\$0.00	\$240.52	\$158.74	\$221.90	\$241.21	\$26.08	\$25.52

12) Other items: Please comment on any additional items that may impact the CPS budget in FY19 and beyond.

Maintenance demands from the Middle Schools may grow if there is a lengthy MSBA engagement process, or repeated TM attempts for project approvals.

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
PROGRAM AREA 1010: ART		590,475	596,965	-1.10%	620,796	3.84%
101.2305.110.110.1.1010.10101.1	Alcott Art Teaching Salary	105,200	109,608	-4.19%	109,142	-0.43%
101.2305.110.120.1.1010.10102.1	Thoreau Art Teaching Salary	93,075	101,876	-9.46%	98,527	-3.40%
101.2305.110.130.1.1010.10103.1	Willard Art Teaching Salary	91,685	95,115	-3.74%	97,056	2.00%
101.2305.110.200.1.1010.10104.1	Middle Sch. Art Tch. Salary	263,476	265,377	-0.72%	278,910	4.85%
101.2110.120.100.1.1010.10105.1	Elem. Art Clerical Salary	-	-		-	
101.2110.120.200.1.1010.10106.1	Middle Sch. Art Clerical Salary	-	-		-	
101.2110.110.100.1.1010.10107.1	Elem. Art Dept. Chair Salary	1	-	100.00%	1	100.00%
101.2110.110.200.1.1010.10108.1	M.S. Art Dept. Chair Salary	2,167	-	100.00%	2,122	100.00%
101.2305.110.100.1.1010.10109.1	Elem. Art Longevity	1,621	1,500	7.46%	1,588	5.54%
101.2305.110.200.1.1010.10110.1	M.S. Art Longevity	1,500	1,716	-14.41%	1,700	-0.95%
		558,725	575,193	-2.95%	589,046	2.35%
101.2430.250.900.1.1010.10151.1	Common Art Tch. S/M	-	-		-	
101.2430.250.110.1.1010.10152.1	Alcott Art Teaching S/M	4,750	4,955	-4.31%	4,750	-4.31%
101.2430.250.120.1.1010.10153.1	Thoreau Art Teaching S/M	4,750	4,601	3.15%	4,750	3.15%
101.2430.250.130.1.1010.10154.1	Willard Art Teaching S/M	4,750	4,505	5.17%	4,750	5.17%
101.2430.250.200.1.1010.10155.1	Middle Sch. Art Tch. S/M	15,000	7,337	51.09%	15,000	51.09%
101.2420.240.900.1.1010.10156.1	Art Maintenance Contracts	250	-	100.00%	250	100.00%
101.2410.260.900.1.1010.10157.1	Art Textbooks	500	375	24.95%	500	24.95%
101.7300.260.900.1.1010.10158.1	Art New Equipment	750	-	100.00%	750	100.00%
101.7400.260.900.1.1010.10159.1	Art Replacement Equipment	1,000	-	100.00%	1,000	100.00%
		31,750	21,772	31.43%	31,750	31.43%
Total Program		590,475	596,965	-1.10%	620,796	3.84%
PROGRAM AREA 1020: COMPUTER INSTRUCTION		1,285,900	1,204,908	6.30%	1,260,193	4.39%
101.2305.110.110.1.1020.10201.1	Alcott Instr. Tech. Specialist	103,635	108,625	-4.82%	107,750	-0.81%
101.2305.110.120.1.1020.10202.1	Thoreau Instr. Tech. Specialist	113,089	116,599	-3.10%	118,943	1.97%
101.2305.110.130.1.1020.10203.1	Willard Instr. Tech. Specialist	107,781	115,043	-6.74%	108,101	-6.42%
101.2305.110.200.1.1020.10204.1	Middle Sch. Instr. Tech. Specialist	267,895	224,442	16.22%	231,899	3.22%
101.2305.110.100.1.1020.10205.1	Elem. Comp. Instr. Longevity	3,500	3,500	0.00%	3,500	0.00%
101.2305.110.200.1.1020.10206.1	M.S. Comp. Instr. Longevity	2,000	2,000	0.00%	2,000	0.00%
101.2305.110.200.1.1020.10207.1	Digital Literacy Administrator	-	-		-	
	Total Salary	597,900	570,209	4.63%	572,193	0.35%
101.2430.250.110.1.1020.10251.1	Alcott Computer S/M	10,000	13,777	-37.77%	10,000	-37.77%
101.2430.250.120.1.1020.10252.1	Thoreau Computer S/M	10,000	8,953	10.47%	10,000	10.47%
101.2430.250.130.1.1020.10253.1	Willard Computer S/M	10,000	17,534	-75.34%	10,000	-75.34%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2430.250.200.1.1020.10254.1	Middle Sch. Computer S/M	20,000	101,664	-408.32%	20,000	-408.32%
101.2451.260.110.1.1020.10255.1	Alcott Computer Software	15,000	500	96.67%	15,000	96.67%
101.2451.260.120.1.1020.10256.1	Thoreau Computer Software	15,000	-	100.00%	15,000	100.00%
101.2451.260.130.1.1020.10257.1	Willard Computer Software	15,000	-	100.00%	15,000	100.00%
101.2451.260.200.1.1020.10258.1	Middle Sch. Computer Software	20,000	265	98.68%	20,000	98.68%
101.2451.250.110.1.1020.10259.1	Alcott Computer Hardware	120,000	40,903	65.91%	120,000	65.91%
101.2451.250.120.1.1020.10260.1	Thoreau Computer Hardware	120,000	40,903	65.91%	120,000	65.91%
101.2451.250.130.1.1020.10261.1	Willard Computer Hardware	120,000	40,903	65.91%	120,000	65.91%
101.2451.250.200.1.1020.10262.1	Middle Sch. Computer Hardware	205,000	327,281	-59.65%	205,000	-59.65%
101.2451.250.110.1.1020.10263.1	Alcott Comp. Accessory Equip.	1,500	-	100.00%	1,500	100.00%
101.2451.250.120.1.1020.10264.1	Thoreau Comp. Accessory Equip.	1,500	-	100.00%	1,500	100.00%
101.2451.250.130.1.1020.10265.1	Willard Comp. Accessory Equip.	1,500	-	100.00%	1,500	100.00%
101.2451.250.200.1.1020.10266.1	Middle Sch. Comp. Accessory Equip.	3,000	(266)	108.86%	3,000	108.86%
101.2451.250.100.1.1020.10267.1	Instr. Computer Equipment	500	42,280	-8356.00%	500	-8356.00%
	Total Non-Salary	688,000	634,698	7.75%	688,000	7.75%
Total Program		1,285,900	1,204,908	6.30%	1,260,193	4.39%
PROGRAM AREA 1030: CURRICULUM CENTER		319,495	224,980	29.58%	281,674	20.13%
101.2315.110.100.1.1030.10301.1	Curr. Center Specialist Salary	47,174	52,106	-10.46%	51,103	-1.96%
101.2330.130.100.1.1030.10302.1	Curr. Center Paraprofessional Salary	-	-		-	
101.2440.130.100.1.1030.10303.1	Curr. Center Field Trips Salary	11,418	10,462	8.37%	11,418	8.37%
101.2315.120.100.1.1030.10304.1	Curr. Center Clerical Salary	55,453	285	99.49%	2,453	88.38%
101.2315.110.100.1.1030.10305.1	Curr. Ctr. Longevity	-	500		-	
		114,045	63,354	44.45%	64,974	2.49%
101.2430.250.100.1.1030.10351.1	Curr. Center Teaching S/M	8,700	17,619	-102.52%	8,700	-102.52%
101.2430.250.110.1.1030.10352.1	Alcott Science S/M	5,250	15,926	-203.36%	5,250	-203.36%
101.2430.250.120.1.1030.10353.1	Thoreau Science S/M	5,250	17,394	-231.31%	5,250	-231.31%
101.2430.250.130.1.1030.10354.1	Willard Science S/M	5,250	17,086	-225.44%	5,250	-225.44%
101.2430.250.110.1.1030.10355.1	Alcott Math S/M	28,500	15,950	44.04%	28,500	44.04%
101.2430.250.120.1.1030.10356.1	Thoreau Math S/M	28,500	6,120	78.53%	28,500	78.53%
101.2430.250.130.1.1030.10357.1	Willard Math S/M	28,500	8,210	71.19%	28,500	71.19%
101.2430.250.110.1.1030.10358.1	Alcott Social Studies S/M	4,250	1,539	63.78%	4,250	63.78%
101.2430.250.120.1.1030.10359.1	Thoreau Social Studies S/M	4,250	796	81.28%	4,250	81.28%
101.2430.250.130.1.1030.10360.1	Willard Social Studies S/M	4,250	415	90.23%	4,250	90.23%
101.2440.260.100.1.1030.10361.1	Field Trip Admission Fees	65,000	41,266	36.51%	65,000	36.51%
101.2410.260.100.1.1030.10362.1	Curriculum Center Textbooks	6,500	2,715	58.22%	6,500	58.22%
101.2420.250.110.1.1030.10363.1	Alcott Science Equipment	3,750	5,529	-47.45%	7,500	26.28%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2420.250.120.1.1030.10364.1	Thoreau Science Equipment	3,750	5,276	-40.70%	7,500	29.65%
101.2420.250.130.1.1030.10365.1	Willard Science Equipment	3,750	5,784	-54.23%	7,500	22.88%
		205,450	161,626	21.33%	216,700	25.41%
Total Program		319,495	224,980	29.58%	281,674	20.13%
PROGRAM AREA 1041: ALCOTT SCHOOL		2,464,456	2,715,253	-10.18%	2,635,036	-3.04%
101.2305.110.010.1.1041.10411.1	Alcott Kindergarten Tch. Salary	350,841	384,745	-9.66%	371,392	-3.60%
101.2330.130.010.1.1041.10412.1	Alcott Kindergarten Aides Salary	126,882	113,882	10.25%	134,315	15.21%
101.2305.110.110.1.1041.10413.1	Alcott Elem. Teaching Salary	1,727,318	1,775,058	-2.76%	1,858,959	4.51%
101.2330.130.110.1.1041.10414.1	Alcott Elem. Aides Salary	25,738	17,989	30.11%	25,212	28.65%
101.2330.130.110.1.1041.10415.1	Alcott Reg Ed Tutor Salary	175,335	372,094	-112.22%	186,455	-99.56%
101.2305.110.010.1.1041.10416.1	Alcott K Longevity	3,242	4,000	-23.38%	3,500	-14.29%
101.2305.110.110.1.1041.10417.1	Alcott Elem. Longevity	9,600	10,400	-8.33%	9,600	-8.33%
101.2305.110.010.1.1041.10418.1	Alcott K Registration	-	-		103	100.00%
		2,418,956	2,678,168	-10.72%	2,589,536	-3.42%
101.2430.250.010.1.1041.10461.1	Alcott Kindergarten S/M	5,000	2,260	54.80%	5,000	54.80%
101.2430.250.110.1.1041.10462.1	Alcott Elem. Teaching S/M	21,000	28,393	-35.20%	21,000	-35.20%
101.2210.250.110.9.1041.10463.1	Alcott Principal S/M	4,500	1,638	63.61%	4,500	63.61%
101.2420.240.110.1.1041.10464.1	Alcott Copier Maintenance	6,500	1,550	76.15%	6,500	76.15%
101.2410.260.110.1.1041.10465.1	Alcott Elementary Textbooks	8,500	3,245	61.83%	8,500	61.83%
		45,500	37,085	18.49%	45,500	18.49%
Total Program		2,464,456	2,715,253	-10.18%	2,635,036	-3.04%
PROGRAM AREA 1042: THOREAU SCHOOL		2,675,246	2,667,204	0.30%	2,906,941	8.25%
101.2305.110.020.1.1042.10421.1	Thoreau Kindergarten Tch. Salary	358,473	371,211	-3.55%	379,472	2.18%
101.2330.130.020.1.1042.10422.1	Thoreau Kindergarten Aides Salary	116,829	144,187	-23.42%	123,672	-16.59%
101.2305.110.120.1.1042.10423.1	Thoreau Elem. Teaching Salary	1,998,243	1,938,680	2.98%	2,181,753	11.14%
101.2330.130.120.1.1042.10424.1	Thoreau Elem. Aides Salary	4,008	641	84.01%	3,500	81.69%
101.2330.130.120.1.1042.10425.1	Thoreau Reg. Ed. Tutor Sal.	126,917	154,740	-21.92%	145,430	-6.40%
101.2305.110.020.1.1042.10426.1	Thoreau K Longevity	2,774	3,000	-8.15%	3,114	3.66%
101.2305.110.120.1.1042.10427.1	Thoreau Elem. Longevity	22,502	21,895	2.70%	24,500	10.63%
101.2305.110.020.1.1042.10428.1	Thoreau K Registration	-	-		-	
		2,629,746	2,634,354	-0.18%	2,861,441	7.94%
101.2430.250.020.1.1042.10471.1	Thoreau Kindergarten S/M	5,000	4,181	16.37%	5,000	16.37%
101.2430.250.120.1.1042.10472.1	Thoreau Elem. Teaching S/M	21,000	16,533	21.27%	21,000	21.27%
101.2210.250.120.9.1042.10473.1	Thoreau Principal S/M	4,500	3,554	21.02%	4,500	21.02%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2420.240.120.1.1042.10474.1	Thoreau Copier Maintenance	6,500	1,350	79.23%	6,500	79.23%
101.2410.260.120.1.1042.10475.1	Thoreau Elementary Textbooks	8,500	7,232	14.92%	8,500	14.92%
		45,500	32,850	27.80%	45,500	27.80%
Total Program		2,675,246	2,667,204	0.30%	2,906,941	8.25%
PROGRAM AREA 1043: WILLARD SCHOOL		2,966,540	2,840,684	4.24%	3,131,558	9.29%
101.2305.110.030.1.1043.10431.1	Willard Kindergarten Salary	433,534	308,038	28.95%	458,929	32.88%
101.2330.130.030.1.1043.10432.1	Willard Kindergarten Aides Salary	124,377	124,581	-0.16%	131,663	5.38%
101.2305.110.130.1.1043.10433.1	Willard Elem. Teaching Salary	2,001,529	1,974,131	1.37%	2,118,775	6.83%
101.2330.130.130.1.1043.10434.1	Willard Elem. Aides Salary	49,327	54,400	-10.28%	58,544	7.08%
101.2330.130.130.1.1043.10435.1	Willard Reg. Ed. Tutor Sal.	281,934	316,051	-12.10%	290,647	-8.74%
101.2305.110.030.1.1043.10436.1	Willard K Longevity	6,500	2,000	69.23%	3,000	33.33%
101.2305.110.130.1.1043.10437.1	Willard Elem. Longevity	23,839	21,200	11.07%	24,500	13.47%
101.2305.110.030.1.1043.10438.1	Willard K Registration	-	-		-	
		2,921,040	2,800,401	4.13%	3,086,058	9.26%
101.2430.250.030.1.1043.10481.1	Willard Kindergarten S/M	5,000	4,080	18.41%	5,000	18.41%
101.2430.250.130.1.1043.10482.1	Willard Elem. Teaching S/M	21,000	22,183	-5.63%	21,000	-5.63%
101.2210.250.130.9.1043.10483.1	Willard Principal S/M	4,500	798	82.27%	4,500	82.27%
101.2420.240.130.1.1043.10484.1	Willard Copier Maintenance	6,500	5,299	18.48%	6,500	18.48%
101.2410.260.130.1.1043.10485.1	Willard Elem. Textbooks	8,500	7,923	6.78%	8,500	6.78%
		45,500	40,283	11.47%	45,500	11.47%
Total Program		2,966,540	2,840,684	4.24%	3,131,558	9.29%
PROGRAM AREA 1050: ENGLISH		852,290	794,179	6.82%	900,922	11.85%
101.2305.110.200.1.1050.10501.1	English Teaching Salary	780,120	721,993	7.45%	825,818	12.57%
101.2220.110.200.1.1050.10502.1	English Dept. Chair Salary	50,709	49,700	1.99%	53,679	7.41%
101.2305.110.200.1.1050.10503.1	English Longevity	9,186	9,600	-4.51%	9,150	-4.92%
		840,015	781,294	6.99%	888,647	12.08%
101.2430.250.200.1.1050.10551.1	English Teaching S/M	5,500	3,670	33.28%	5,500	33.28%
101.2410.260.200.1.1050.10552.1	English Textbooks	6,775	9,215	-36.02%	6,775	-36.02%
		12,275	12,885	-4.97%	12,275	-4.97%
Total Program		852,290	794,179	6.82%	900,922	11.85%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
PROGRAM AREA 1060: EPIC/DIMENSIONS OF LEARNING					
101.2353.110.900.9.1060.10601.1 DOL Curriculum Development	732	-	100.00%	-	
	-	-		-	
	0	0		-	
101.2430.250.900.1.1060.10651.1 DOL Teaching S/M	-	-		-	
101.2357.260.900.9.1060.10652.1 DOL Workshops	732	-	100.00%	-	
101.2357.260.900.9.1060.10653.1 DOL Staff Development	-	-		-	
	732	-	100.00%	-	
Total Program	732	-	100.00%	-	
PROGRAM AREA 1070: ELL					
101.2330.110.110.1.1070.10701.1 Alcott ELL Tch. Salary	123,461	101,159	18.06%	80,935	-24.99%
101.2330.110.120.1.1070.10702.1 Thoreau ELL Tch. Salary	32,801	31,053	5.33%	58,366	46.80%
101.2330.110.130.1.1070.10703.1 Willard ELL Tch. Salary	20,175	80,131	-297.18%	63,515	-26.16%
101.2330.130.200.1.1070.10704.1 Middle Sch. ELL Tutor Salary	34,992	-	100.00%	-	
	211,429	212,342	-0.43%	202,816	-4.70%
101.2430.250.100.1.1070.10751.1 Elem. ELL S/M	11,552	1,392	87.95%	11,552	87.95%
101.2430.250.200.1.1070.10752.1 Middle Sch. ELL S/M	1,035	131	87.38%	7,500	98.26%
	12,587	1,522	87.91%	19,052	92.01%
Total Program	224,016	213,865	4.53%	221,868	3.61%
PROGRAM AREA 1080: FOREIGN LANGUAGES					
101.2305.110.100.1.1080.10801.1 For. Lang. Elem. Teaching Salary	-	-		-	
101.2305.110.200.1.1080.10802.1 For. Lang. Middle Sch. Tch. Salary	516,234	489,780	5.12%	581,474	15.77%
101.2220.110.200.1.1080.10803.1 For. Languages Dept. Chair Sal.	49,649	44,888	9.59%	52,557	14.59%
101.2305.110.100.1.1080.10804.1 Elem. For. Lang. Longevity	-	-		-	
101.2305.110.200.1.1080.10805.1 M.S. For. Lang. Longevity	8,537	5,200	39.09%	5,000	-4.00%
101.2305.110.110.1.1080.10808.1 For. Lang. Alcott Tch. Salary	-	-		-	
101.2305.110.120.1.1080.10807.1 For. Lang. Thoreau Tch. Salary	-	-		-	
101.2305.110.130.1.1080.10806.1 For. Lang. Willard Tch. Salary	-	-		-	
	574,420	539,868	6.02%	639,031	15.52%
101.2430.250.100.1.1080.10851.1 For. Lang. Elem. Teaching S/M	-	-		-	
101.2430.250.200.1.1080.10852.1 For. Lang. Middle Sch. Tch. S/M	1,000	1,387	-38.74%	1,000	-38.74%
101.2410.260.100.1.1080.10853.1 For. Lang. Elementary Textbooks	-	-		-	

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2410.260.200.1.1080.10854.1	For. Lang. Middle Sch. Textbooks	15,000 16,000	423 1,810	97.18% 88.69%	15,000 16,000	97.18% 88.69%
Total Program		590,420	541,679	8.26%	655,031	17.30%
PROGRAM AREA 1090: GUIDANCE		783,880	728,060	7.12%	823,911	11.63%
101.2710.110.110.1.1090.10901.1	Alcott Social Worker Salary	104,153	83,277	20.04%	110,254	24.47%
101.2710.110.120.1.1090.10902.1	Thoreau Social Worker Salary	104,153	104,393	-0.23%	110,254	5.32%
101.2710.110.130.1.1090.10903.1	Willard Social Worker Salary	109,496	107,001	2.28%	115,910	7.69%
101.2710.110.200.1.1090.10904.1	Middle Sch. Guidance Salary	380,520	415,329	-9.15%	402,811	-3.11%
101.2440.130.200.1.1090.10905.1	M. S. Guid.Home Tutor Salary	6,907	-	100.00%	4,000	100.00%
101.2710.120.200.1.1090.10906.1	M. S Guidance Cl. Salary	64,154	7,681	88.03%	64,682	88.12%
101.2710.110.100.1.1090.10907.1	Elem. Guid. Longevity	-	-		-	
101.2710.110.200.1.1090.10908.1	M.S. Guid. Longevity	4,500	5,000	-11.11%	4,750	-5.26%
101.2440.130.100.1.1090.10909.1	Elem. Guid. Home Tutor Salary	1,497	200	86.64%	2,750	92.73%
		775,380	722,882	6.77%	815,411	11.35%
101.2710.250.110.1.1090.10951.1	Alcott Social Wkr. S/M	500	258	48.46%	500	48.46%
101.2710.250.120.1.1090.10952.1	Thoreau Soc. Wkr. S/M	500	193	61.31%	500	61.31%
101.2710.250.130.1.1090.10953.1	Willard Soc. Wkr. S/M	500	-	100.00%	500	100.00%
101.2710.250.200.1.1090.10954.1	Middle Sch. Guidance S/M	3,500	4,727	-35.05%	3,500	-35.05%
101.2710.260.900.1.1090.10955.1	Guidance Publications	-	-		-	
101.2700.240.100.1.1090.10956.1	Elem. Guidance Contractual	1,750	-	100.00%	1,750	100.00%
101.2700.240.200.1.1090.10957.1	M.S. Guidance Contractual	1,750	-	100.00%	1,750	100.00%
		8,500	5,178	39.08%	8,500	39.08%
Total Program		783,880	728,060	7.12%	823,911	11.63%
PROGRAM AREA 1100: HEALTH EDUCATION		27,194	15,232	43.99%	28,084	45.76%
101.2110.110.900.1.1100.11001.1	Health Ed. Curriculum Specialist	-	-		-	
101.2300.110.200.1.1100.11052.1	Middle Sch. Health Ed. Teaching	15,194	15,034	1.05%	16,084	6.53%
101.2110.110.900.1.1100.11002.1	Health Ed. Longevity	-	-		-	
101.2110.120.900.1.1100.11003.1	Health Ed. Clerical	-	-		-	
		15,194	15,034	1.05%	16,084	6.53%
101.2110.250.900.1.1100.11051.1	Health Ed. S/M	12,000	198	98.35%	12,000	98.35%
		12,000	198	98.35%	12,000	98.35%
Total Program		27,194	15,232	43.99%	28,084	45.76%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
PROGRAM AREA 1110: LIBRARY/MEDIA SERVICES	552,214	536,736	2.80%	569,202	5.70%
101.2340.110.900.1.1110.11101.1 Library/Media Coordinator	-	-		-	
101.2340.110.110.1.1110.11102.1 Alcott Media Specialist Salary	62,313	77,050	-23.65%	65,964	-16.81%
101.2340.130.110.1.1110.11103.1 Alcott Library Aide Salary	26,203	21,122	19.39%	26,748	21.03%
101.2340.110.120.1.1110.11104.1 Thoreau Media Specialist Salary	103,189	103,785	-0.58%	109,234	4.99%
101.2340.130.120.1.1110.11105.1 Thoreau Library Aide Salary	29,874	27,614	7.57%	30,000	7.95%
101.2340.110.130.1.1110.11106.1 Willard Media Specialist Salary	68,062	71,235	-4.66%	72,049	1.13%
101.2340.130.130.1.1110.11107.1 Willard Library Aide Salary	23,061	25,294	-9.68%	24,076	-5.06%
101.2340.110.200.1.1110.11108.1 M.S. Media Specialist Salary	78,366	81,709	-4.27%	82,957	1.50%
101.2340.130.200.1.1110.11109.1 Middle Sch. Library Aide Salary	73,058	71,092	2.69%	71,566	0.66%
101.2340.120.100.1.1110.11110.1 Elementary Clerical Salary	-	14,655		-	
101.2340.120.900.1.1110.11111.1 Library/Media Admin. Clerical Salary	-	-		-	
101.2340.130.900.9.1110.11112.1 Media Tech. Salary	-	-		-	
101.2340.130.900.9.1110.11113.1 Media Repair Tech. Salary	-	-		-	
101.2340.110.900.1.1110.11114.1 Library/Media Longevity	1,621	2,000	-23.38%	141	-1318.44%
101.2340.110.900.1.1110.11115.1 Library/Media Addtl. Comp.	-	-		-	
	465,747	495,556	-6.40%	482,735	-2.66%
101.2455.250.900.9.1110.11152.1 Library/Media Software S/M	500	9,364	-1772.83%	500	-1772.83%
101.2410.250.110.9.1110.11153.1 Alcott Media Elem. AV S/M	3,091	-	100.00%	3,091	100.00%
101.2410.250.200.9.1110.11154.1 Media Middle Sch. AV S/M	1,000	281	71.86%	1,000	71.86%
101.2410.250.900.9.1110.11155.1 Media Common AV S/M	1,000	-	100.00%	1,000	100.00%
101.2410.250.900.9.1110.11156.1 Media Repair S/M	7,000	-	100.00%	7,000	100.00%
101.2415.260.110.1.1110.11157.1 Alcott Library Books and E-books	3,500	3,039	13.18%	3,500	13.18%
101.2415.260.120.1.1110.11158.1 Thoreau Library Books and E-books	3,500	-	100.00%	3,500	100.00%
101.2415.260.130.1.1110.11159.1 Willard Library Books and E-books	3,500	-	100.00%	3,500	100.00%
101.2415.260.200.1.1110.11160.1 Middle Sch. Library Books and E-books	11,626	10,381	10.71%	11,626	10.71%
101.2453.260.200.1.1110.11162.1 Library/Media M.S. On-Line Search	25,000	2,597	89.61%	25,000	89.61%
101.2410.240.900.9.1110.11163.1 Media AV Maint. Contracts	1,750	702	59.89%	1,750	59.89%
101.2600.260.900.9.1110.11164.1 Film Rental	-	-		-	
101.7300.260.900.9.1110.11165.1 Library/Media New Equipment	-	148		-	
101.7400.260.900.9.1110.11166.1 Library/Media Replacement Equip.	-	-		-	
101.2415.250.110.9.1110.11151.1 Alcott Library/Media Office S/M	2,500	1,046	58.15%	2,500	58.15%
101.2415.250.120.9.1110.11170.1 Thoreau Lib/Med Office S/M	2,500	771	69.17%	2,500	69.17%
101.2415.250.130.9.1110.11171.1 Willard Lib/Med Office S/M	2,500	1,510	39.62%	2,500	39.62%
101.2415.250.200.9.1110.11172.1 Middle Sch. Lib/Med Office S/M	2,500	2,352	5.93%	2,500	5.93%
101.2410.250.110.9.1110.11175.1 Alcott Media Elem AV S/M	-	-		-	
101.2410.250.120.9.1110.11175.1 Thoreau Media Elem AV S/M	2,500	1,309	47.64%	2,500	47.64%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2410.250.130.9.1110.11176.1	2,500	-	100.00%	2,500	100.00%
101.2415.260.110.1.1110.11161.1	2,500	1,642	34.31%	2,500	34.31%
101.2415.260.120.1.1110.11180.1	2,500	2,188	12.49%	2,500	12.49%
101.2415.260.130.1.1110.11181.1	2,500	1,899	24.03%	2,500	24.03%
101.2415.260.200.1.1110.11182.1	2,500	1,951	21.95%	2,500	21.95%
	86,467	41,179	52.38%	86,467	52.38%
Total Program	552,214	536,736	2.80%	569,202	5.70%
PROGRAM AREA 1120: INTERDEPARTMENTAL INSTR.	92,276	154,219	-67.13%	122,361	-26.04%
101.2110.110.900.9.1120.11201.1	15,378	19,895	-29.38%	15,500	-28.36%
101.2310.130.900.1.1120.11202.1	64,837	64,214	0.96%	99,000	35.14%
101.2305.110.100.1.1120.11203.1		38,475		-	
101.2305.110.200.1.1120.11204.1		5,175		-	
101.2330.130.100.1.1120.11205.1		21,871		-	
101.2330.130.200.1.1120.11206.1		4,183		-	
	80,215	153,813	-91.75%	114,500	-34.33%
101.2110.250.900.9.1120.11251.1	12,000	406	96.62%	7,800	94.80%
101.2430.250.900.1.1120.11252.1	61	-	100.00%	61	100.00%
	12,061	406	96.63%	7,861	94.84%
Total Program	92,276	154,219	-67.13%	122,361	-26.04%
PROGRAM AREA 1130: MATHEMATICS	798,343	700,714	12.23%	819,807	14.53%
101.2305.110.200.1.1130.11301.1	729,875	638,222	12.56%	729,875	12.56%
101.2440.130.200.1.1130.11302.1	1,138	44	96.15%	1,138	96.15%
101.2220.110.200.1.1130.11303.1	50,709	49,700	1.99%	53,679	7.41%
101.2305.110.200.1.1130.11304.1	10,914	9,200	15.70%	8,408	-9.42%
101.2330.130.200.1.1130.11305.1	-	-		21,000	100.00%
	792,636	697,167	12.04%	814,100	14.36%
101.2430.250.200.1.1130.11351.1	3,358	3,547	-5.64%	3,358	-5.64%
101.2410.260.200.1.1130.11352.1	2,349	-	100.00%	2,349	100.00%
	5,707	3,547	37.84%	5,707	37.84%
Total Program	798,343	700,714	12.23%	819,807	14.53%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
PROGRAM AREA 1140: MUSIC		770,873	781,666	-1.40%	802,338	2.58%
101.2305.110.110.1.1140.11401.1	Alcott Music Teaching Salary	157,758	162,683	-3.12%	161,991	-0.43%
101.2305.110.120.1.1140.11402.1	Thoreau Music Tch. Salary	144,890	149,660	-3.29%	150,876	0.81%
101.2305.110.130.1.1140.11403.1	Willard Music Tch. Salary	154,842	157,488	-1.71%	158,863	0.87%
101.2305.110.200.1.1140.11404.1	Middle Sch. Music Tch. Salary	286,085	291,401	-1.86%	302,843	3.78%
101.2440.130.900.1.1140.11405.1	Music Shuttle Salary	51	500	-880.39%	51	-880.39%
101.2110.120.100.1.1140.11406.1	Elem. Music Clerical Salary	-	-		-	
101.2110.120.200.1.1140.11407.1	Middle Sch. Music Clerical Salary	-	-		-	
101.2110.110.100.1.1140.11408.1	Elem. Music Dept. Chair Salary	2,167	-	100.00%	2,294	100.00%
101.2110.110.200.1.1140.11409.1	M.S. Music Dept. Chair Salary	-	-		-	
101.2305.110.100.1.1140.11410.1	Elem. Music Longevity	5,800	5,800	0.00%	6,140	5.54%
101.2305.110.200.1.1140.11411.1	M.S. Music Longevity	-	500		-	
		751,593	768,032	-2.19%	783,058	1.92%
101.2430.250.100.1.1140.11451.1	Elementary Music Tch. S/M	1,702	684	59.84%	1,702	59.84%
101.2430.250.200.1.1140.11452.1	Middle Sch. Music Tch. S/M	1,922	4,009	-108.58%	1,922	-108.58%
101.2440.260.900.1.1140.11453.1	Music Registration Fees	570	900	-57.89%	570	-57.89%
101.2420.240.900.1.1140.11454.1	Music Maintenance Contracts	2,984	-	100.00%	2,984	100.00%
101.2357.260.900.9.1140.11455.1	Music Staff Development	-	-		-	
101.2440.260.900.1.1140.11456.1	Music Accompanist	1,008	1,125	-11.61%	1,008	-11.61%
101.2415.260.110.1.1140.11457.1	Alcott Sheet Music/Other Music Resources	750	243	67.65%	750	67.65%
101.2415.260.120.1.1140.11458.1	Thoreau Sheet Music/Other Music Resources	750	917	-22.29%	750	-22.29%
101.2415.260.130.1.1140.11459.1	Willard Sheet Music/Other Music Resources	750	272	63.67%	750	63.67%
101.2415.260.200.1.1140.11460.1	Middle Sch. Sheet Music/Other Music Resources	2,578	1,730	32.90%	2,578	32.90%
101.7400.260.900.1.1140.11461.1	Music Replacement Equip.	2,066	1,414	31.56%	2,066	31.56%
101.7300.260.100.1.1140.11462.1	Elem. Music New Equip.	3,000	-	100.00%	3,000	100.00%
101.7300.260.200.1.1140.11463.1	Middle Sch. Music New Equip.	-	-		-	
101.2420.260.900.1.1140.11464.1	Music Equip. Repair	1,200	-	100.00%	1,200	100.00%
101.2440.260.900.1.1140.11465.1	Music Contracted Services	-	2,340		-	
		19,280	13,634	29.29%	19,280	29.29%
Total Program		770,873	781,666	-1.40%	802,338	2.58%
PROGRAM AREA 1150: PHYSICAL EDUCATION		708,906	710,745	-0.26%	722,937	1.69%
101.2305.110.110.1.1150.11501.1	Alcott P.E. Teaching Salary	113,923	116,120	-1.93%	117,806	1.43%
101.2305.110.120.1.1150.11502.1	Thoreau P.E. Tch. Salary	121,860	125,953	-3.36%	125,791	-0.13%
101.2305.110.130.1.1150.11503.1	Willard P.E. Tch. Salary	99,281	98,720	0.57%	100,058	1.34%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2305.110.200.1.1150.11504.1	Middle Sch. P.E. Tch. Salary	352,282	352,261	0.01%	357,189	1.38%
101.2305.110.100.1.1150.11505.1	Elem. P.E. Longevity	3,000	4,000	-33.33%	3,176	-25.94%
101.2305.110.200.1.1150.11506.1	M.S. P.E. Longevity	6,100	7,200	-18.03%	6,457	-11.51%
		696,446	704,252	-1.12%	710,477	0.88%
101.2430.250.110.1.1150.11551.1	Alcott P.E. S/M	1,761	-	100.00%	1,761	100.00%
101.2430.250.120.1.1150.11552.1	Thoreau P.E. S/M	1,597	-	100.00%	1,597	100.00%
101.2430.250.130.1.1150.11553.1	Willard P.E. S/M	1,968	1,785	9.32%	1,968	9.32%
101.2430.250.200.1.1150.11554.1	Middle Sch. P.E. S/M	2,689	3,253	-20.96%	2,689	-20.96%
101.2420.250.110.1.1150.11555.1	Alcott P.E. Equipment	-	-		-	
101.2420.250.120.1.1150.11556.1	Thoreau P.E. Equipment	2,730	-	100.00%	2,730	100.00%
101.2420.250.130.1.1150.11557.1	Willard P.E. Equipment	1,099	1,017	7.49%	1,099	7.49%
101.2420.250.200.1.1150.11558.1	Middle Sch. P.E. Equipment	616	439	28.76%	616	28.76%
		12,460	6,493	47.89%	12,460	47.89%
Total Program		708,906	710,745	-0.26%	722,937	1.69%
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT		453,917	461,770	-1.73%	485,125	4.81%
101.2351.110.900.9.1160.11601.1	Prof. Dev. Coordinator	-	-		-	
101.2353.110.900.9.1160.11602.1	Curr. Dev. Workshops	108,998	86,994	20.19%	108,998	20.19%
101.2357.110.100.9.1160.11603.1	Curr. Ctr. Prof. Dev. Providers	48,019	54,233	-12.94%	50,832	-6.69%
101.2353.110.900.9.1160.11604.1	Sabbatical Teaching Salary	-	-		-	
101.2353.110.900.9.1160.11605.1	Staff Dev. Professional Salary	23,897	2,824	88.18%	25,297	88.84%
101.2357.110.900.9.1160.11606.1	Staff Dev. Tuition Reimbursement	17,964	29,005	-61.46%	30,000	3.32%
101.2357.110.900.9.1160.11607.1	Staff Dev. Mentoring	30,080	24,572	18.31%	30,080	18.31%
101.2353.110.110.9.1160.11608.1	Alcott Prof. Dev.	6,500	-	100.00%	6,500	100.00%
101.2353.110.120.9.1160.11609.1	Thoreau Prof. Dev.	6,500	-	100.00%	6,500	100.00%
101.2353.110.130.9.1160.11610.1	Willard Prof. Dev.	6,500	-	100.00%	6,500	100.00%
101.2353.110.200.9.1160.11611.1	M.S. Prof. Dev.	13,000	2,274	82.50%	13,000	82.50%
101.2353.120.900.9.1160.11612.1	Curr. Dev. Summer Clerical Sal.	-	-		-	
101.2355.130.110.9.1160.11613.1	Alcott Prof. Dev. Substitute Sal.	2,750	1,550	43.64%	2,750	43.64%
101.2355.130.120.9.1160.11614.1	Thoreau Prof. Dev. Substitute Salary	2,750	2,150	21.82%	2,750	21.82%
101.2355.130.130.9.1160.11615.1	Willard Prof. Dev. Substitute Salary	2,750	1,100	60.00%	2,750	60.00%
101.2355.130.200.9.1160.11616.1	M.S. Prof. Dev. Substitute Salary	8,250	6,600	20.00%	8,250	20.00%
		277,958	211,303	23.98%	294,207	28.18%
101.2357.250.900.9.1160.11651.1	Curriculum Development S/M	512	3,970	-675.40%	512	-675.40%
101.2357.250.900.9.1160.11652.1	Staff Development S/M	2,788	410	85.31%	2,788	85.31%
101.2357.240.900.9.1160.11653.1	Staff Dev. Contracted Services	112,785	163,303	-44.79%	137,785	-18.52%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2357.260.110.9.1160.11654.1	Alcott Conference Reimbursement	4,800	1,145	76.15%	4,800	76.15%
101.2357.260.120.9.1160.11655.1	Thoreau Conference Reimbursement	4,800	25,289	-426.85%	4,800	-426.85%
101.2357.260.130.9.1160.11656.1	Willard Conference Reimbursement	4,800	1,700	64.58%	4,800	64.58%
101.2357.260.200.9.1160.11657.1	Middle Sch. Conference Reimbursement	9,600	6,455	32.76%	9,600	32.76%
101.2357.260.900.9.1160.11658.1	Ripley Conference Reimbursement	8,500	24,064	-183.11%	8,500	-183.11%
101.2357.260.900.2.1160.11659.1	SPED Conference Reimbursement	1,870	-	100.00%	1,870	100.00%
101.2357.260.900.2.1160.11660.1	SPED Prof. Dev. Memberships	463	264	42.98%	463	42.98%
101.2357.260.900.9.1160.11663.1	District Prof. Dev. Memberships	13,052	305	97.66%	7,500	95.93%
101.2357.260.900.9.1160.11664.1	District Memberships	11,989	23,562	-96.53%	7,500	-214.16%
		175,959	250,467	-42.34%	190,918	-31.19%
Total Program		453,917	461,770	-1.73%	485,125	4.81%
PROGRAM AREA 1170: READING		385,884	371,216	3.80%	396,932	6.48%
101.2310.110.110.1.1170.11701.1	Alcott Reading Tch. Salary	116,616	115,026	1.36%	123,447	6.82%
101.2310.110.200.1.1170.11702.1	Middle Sch. Reading Tch. Salary	-	-		-	
101.2310.110.100.1.1170.11703.1	Elem. Reading Longevity	2,800	2,600	7.14%	2,964	12.28%
101.2310.110.200.1.1170.11704.1	M.S. Reading Longevity	-	-		-	
101.2310.110.120.1.1170.11705.1	Thoreau Reading Tch. Salary	106,354	107,001	-0.61%	112,584	4.96%
101.2310.110.130.1.1170.11706.1	Willard Reading Tch. Salary	113,772	114,226	-0.40%	120,437	5.16%
		339,542	338,853	0.20%	359,432	5.73%
101.2430.250.100.1.1170.11751.1	Elem. Reading S/M	42,342	28,773	32.05%	35,000	17.79%
101.2430.250.200.1.1170.11752.1	Middle Sch. Reading S/M	4,000	3,590	10.26%	2,500	-43.58%
		46,342	32,363	30.17%	37,500	13.70%
Total Program		385,884	371,216	3.80%	396,932	6.48%
PROGRAM AREA 1180: SCIENCE		649,889	687,566	-5.80%	683,106	-0.65%
101.2305.110.200.1.1180.11801.1	Science Teaching Salary	574,395	613,445	-6.80%	608,042	-0.89%
101.2220.110.200.1.1180.11802.1	Science Dept. Chair Salary	50,709	39,988	21.14%	53,679	25.51%
101.2305.110.200.1.1180.11803.1	Sci. Longevity	5,345	5,600	-4.77%	5,345	-4.77%
		630,449	659,033	-4.53%	667,066	1.20%
101.2430.250.200.1.1180.11851.1	Science Teaching S/M	4,428	4,890	-10.43%	4,428	-10.43%
101.2410.260.200.1.1180.11852.1	Science Textbooks	13,400	21,200	-58.21%	10,000	-112.00%
101.2420.250.200.1.1180.11853.1	Science Equipment	1,612	2,443	-51.57%	1,612	-51.57%
		19,440	28,533	-46.78%	16,040	-77.89%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
Total Program	649,889	687,566	-5.80%	683,106	-0.65%
PROGRAM AREA 1190: SOCIAL STUDIES	653,679	670,033	-2.50%	686,874	2.45%
101.2305.110.200.1.1190.11901.1 Social Studies Teaching Salary	594,258	608,582	-2.41%	629,069	3.26%
101.2220.110.200.1.1190.11902.1 Social Studies Dept. Chair Salary	44,970	49,700	-10.52%	47,604	-4.40%
101.2305.110.200.1.1190.11903.1 Soc. Studies Longevity	1,500	2,000	-33.33%	2,250	11.11%
	640,728	660,282	-3.05%	678,923	2.75%
101.2430.250.200.1.1190.11951.1 Soc. Studies Teaching S/M	3,451	3,163	8.35%	3,451	8.35%
101.2410.260.200.1.1190.11952.1 Social Studies Textbooks	9,500	6,588	30.65%	4,500	-46.40%
	12,951	9,751	24.71%	7,951	-22.64%
Total Program	653,679	670,033	-2.50%	686,874	2.45%
PROGRAM AREA 1200: SPECIAL EDUCATION/ELEMENTARY	4,792,799	5,103,355	-6.48%	4,891,923	-4.32%
101.2110.110.100.2.1200.12001.1 SPED Elem. Administrator Salary	47,477	47,933	-0.96%	49,611	3.38%
101.2305.110.110.2.1200.12002.1 Alcott SPED Teaching Salary	441,943	422,744	4.34%	467,831	9.64%
101.2305.110.120.2.1200.12003.1 Thoreau SPED Teaching Salary	459,712	459,699	0.00%	486,641	5.54%
101.2305.110.130.2.1200.12004.1 Willard SPED Teaching Salary	445,133	479,594	-7.74%	471,208	-1.78%
101.2330.130.110.2.1200.12005.1 Alcott SPED Tutor Salary	252,284	299,147	-18.58%	266,336	-12.32%
101.2330.130.120.2.1200.12006.1 Thoreau SPED Tutor Salary	278,144	356,760	-28.26%	300,393	-18.76%
101.2330.130.130.2.1200.12007.1 Willard SPED Tutor Salary	343,021	342,608	0.12%	344,939	0.68%
101.2330.130.110.2.1200.12008.1 Alcott SPED Aides Salary	54,274	128,998	-137.68%	76,550	-68.51%
101.2330.130.120.2.1200.12009.1 Thoreau SPED Aides Salary	84,651	11,415	86.52%	85,076	86.58%
101.2330.130.130.2.1200.12010.1 Willard SPED Aides Salary	57,513	128,011	-122.58%	46,145	-177.41%
101.2800.110.110.2.1200.12011.1 Alcott Psychologist Salary	68,774	115,077	-67.33%	72,802	-58.07%
101.2800.110.120.2.1200.12012.1 Thoreau Psychologist Salary	117,178	85,371	27.14%	124,042	31.18%
101.2800.110.130.2.1200.12013.1 Willard Psychologist Salary	71,846	74,087	-3.12%	76,055	2.59%
101.2320.110.110.2.1200.12014.1 Alcott Occ. Therapist Salary	82,520	102,438	-24.14%	87,354	-17.27%
101.2320.110.120.2.1200.12015.1 Thoreau Occ. Therapist Salary	102,103	102,438	-0.33%	108,084	5.22%
101.2320.110.130.2.1200.12016.1 Willard Occ. Therapist Salary	102,103	102,438	-0.33%	108,084	5.22%
101.2110.120.100.2.1200.12017.1 Elem. SPED Clerical Salary	57,961	56,481	2.55%	57,228	1.31%
101.2440.130.100.2.1200.12029.1 Elem. Sped Home Tutor Salary	3,350	1,050	68.66%	-	-
101.2320.110.110.2.1200.12030.1 Alcott S/L Pathologist	138,814	144,582	-4.16%	146,945	1.61%
101.2320.110.120.2.1200.12031.1 Thoreau S/L Pathologist	132,481	128,830	2.76%	140,242	8.14%
101.2320.110.130.2.1200.12032.1 Willard S/L Pathologist	221,714	236,828	-6.82%	234,701	-0.91%
101.2305.110.100.2.1200.12035.1 Elem. SPED Longevity	6,250	4,550	27.20%	6,616	31.23%
101.2305.110.100.2.1200.12037.1 Elem. SPED Summer Teachers	43,037	49,950	-16.06%	45,558	-9.64%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2120.110.100.2.1200.12038.1	Elem. Team Chair Salary	73,477	23,184	68.45%	77,782	70.19%
101.2330.130.100.2.1200.12039.1	Elem. SPED Summer Aides	28,939	21,593	25.38%	30,634	29.51%
101.2320.110.900.2.1200.12040.1	District wide Behavioral Specialist		58,816		-	
	Total Salary	3,714,699	3,984,621	-7.27%	3,910,857	-1.89%
101.2110.250.100.2.1200.12051.1	Elem. SPED Administrator S/M	4,676	5,700	-21.89%	4,676	-21.89%
101.2430.250.110.2.1200.12052.1	Alcott SPED Teaching S/M	2,750	87	96.84%	2,750	96.84%
101.2430.250.120.2.1200.12053.1	Thoreau SPED Teaching S/M	2,750	2,517	8.47%	2,750	8.47%
101.2430.250.130.2.1200.12054.1	Willard SPED Teaching S/M	2,750	2,282	17.00%	2,750	17.00%
101.2720.250.100.2.1200.12055.1	Elem. SPED Testing S/M	11,307	11,116	1.69%	19,000	41.49%
101.2320.240.110.2.1200.12056.1	Alcott SPED Contr. Services	88,333	89,689	-1.54%	80,000	-12.11%
101.2320.240.120.2.1200.12057.1	Thoreau SPED Contr. Services	88,333	52,756	40.28%	80,000	34.06%
101.2320.240.130.2.1200.12058.1	Willard SPED Contr. Services	88,333	109,165	-23.58%	80,000	-36.46%
101.2320.240.100.2.1200.12059.1	Elem. SPED Evaluation Services	12,500	27,782	-122.25%	12,500	-122.25%
101.2440.260.100.2.1200.12060.1	Elem. SPED Non-District Travel	-	-		-	
101.7300.260.100.2.1200.12061.1	Elem. SPED New Equipment	5,004	7,356	-47.00%	5,004	-47.00%
101.9100.260.100.2.1200.12062.1	Elem. SPED Massachusetts Tuition	-	34,617		-	
101.9200.260.100.2.1200.12063.1	Elem. SPED Out-of-State Tuition	-	-		-	
101.9300.260.100.2.1200.12064.1	Elem. SPED Non-Public Tuition	150,168	159,217	-6.03%	155,000	-2.72%
101.9400.260.100.2.1200.12065.1	Elem. SPED Collaborative Tuition	596,750	507,899	14.89%	516,361	1.64%
101.2110.240.100.2.1200.12066.1	Elem. SPED Consultant Contract	-	-		-	
101.1430.260.100.2.1200.12067.1	Elem. SPED Legal Services	21,785	20,000	8.19%	17,614	-13.55%
101.1435.260.100.2.1200.12068.1	Elem. SPED Legal Settlements	-	-		-	
101.2410.260.100.2.1200.12069.1	Elem. SPED Equip. Repair	1,661	369	77.81%	1,661	77.81%
101.2110.260.100.2.1200.12070.1	Elem. SPED Director Travel	1,000	1,190	-19.00%	1,000	-19.00%
101.9400.260.100.2.1200.12098.1	Elem Sped Prepaid Tuition	-	86,991		-	
	Total Non-Salary	1,078,100	1,118,733	-3.77%	981,066	-14.03%
Total Program		4,792,799	5,103,355	-6.48%	4,891,923	-4.32%
PROGRAM AREA 1201: SPECIAL EDUCATION/MIDDLE SCHOOL		2,762,629	2,167,679	21.54%	2,713,504	20.12%
101.2110.110.200.2.1201.12018.1	SPED Middle Sch. Admin. Salary	47,477	47,933	-0.96%	49,611	3.38%
101.2305.110.200.2.1201.12019.1	Middle Sch. SPED Teaching Salary	772,382	679,893	11.97%	817,626	16.85%
101.2330.130.200.2.1201.12020.1	Middle Sch. SPED Tutor Salary	455,086	588,268	-29.27%	589,149	0.15%
101.2330.130.200.2.1201.12021.1	Middle Sch. SPED Aides Salary	29,100	18,771	35.49%	29,100	35.49%
101.2440.130.200.2.1201.12022.1	Middle Sch. SPED Home Tutor Sal.	5,003	700	86.01%	1,077	35.00%
101.2320.110.200.2.1201.12023.1	Middle Sch. Occ. Therapist Salary	-	-		-	
101.2305.110.200.2.1201.12024.1	M. S. SPED Summer Teachers	48,873	13,500	72.38%	51,736	73.91%
101.2330.130.200.2.1201.12025.1	M. S. SPED Summer Aides	918	6,108	-565.41%	8,858	31.04%
101.2800.110.200.2.1201.12026.1	Middle Sch. SPED Psychologist Salary	65,711	11,501	82.50%	69,560	83.47%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals	
101.2110.120.200.2.1201.12027.1	Middle Sch. SPED Clerical Salary	65,013	47,618	26.76%	68,821	30.81%
101.2320.110.200.2.1201.12033.1	Middle School S/L Pathologist	117,068	118,746	-1.43%	123,926	4.18%
101.2220.110.200.2.1201.12034.1	Special Ed. Dept. Chair Salary	-	2,005		-	
101.2305.110.200.2.1201.12036.1	M.S. SPED Longevity	5,403	3,500	35.22%	5,709	38.69%
	Total Salary	1,612,034	1,538,543	4.56%	1,815,173	15.24%
101.2110.250.200.2.1201.12071.1	Middle Sch. SPED Administrator S/M	-	348		-	
101.2430.250.200.2.1201.12072.1	Middle Sch. SPED Teaching S/M	603	1,613	-167.51%	-	
101.2720.250.200.2.1201.12073.1	Middle Sch. Testing S/M	1,661	4,750	-185.98%	-	
101.2320.240.200.2.1201.12074.1	Middle Sch. SPED Contr. Services	160,000	69,074	56.83%	110,000	37.21%
101.2320.240.200.2.1201.12075.1	Middle Sch. SPED Evaluation Services	13,766	6,319	54.10%	13,766	54.10%
101.2440.260.200.2.1201.12076.1	Middle Sch. SPED Non-District Travel	-	-		-	
101.7300.260.200.2.1201.12077.1	Middle Sch. SPED New Equipment	2,500	17,382	-595.27%	2,500	-595.27%
101.9100.260.200.2.1201.12078.1	M.S. SPED Massachusetts Tuition	55,000	-	100.00%	55,000	100.00%
101.9200.260.200.2.1201.12079.1	M.S. SPED Out-of-State Tuition	115,000	-	100.00%	85,000	100.00%
101.9300.260.200.2.1201.12080.1	M.S. SPED Non-Public Tuition	315,000	321,805	-2.16%	285,000	-12.91%
101.9400.260.200.2.1201.12081.1	M.S. SPED Collaborative Tuition	483,571	196,126	59.44%	343,571	42.92%
101.2110.240.200.2.1201.12082.1	Middle Sch. SPED Consultant Contract	-	-		-	
101.1430.260.200.2.1201.12083.1	Middle Sch. SPED Legal Services	3,494	11,037	-215.87%	3,494	-215.87%
101.1435.260.200.2.1201.12084.1	Middle Sch. SPED Legal Settlements	-	-		-	
101.2410.260.200.2.1201.12085.1	M.S. SPED Equip. Repair	-	433		-	
101.2110.260.200.2.1201.12086.1	M.S. SPED Director Travel	-	250		-	
101.9400.260.200.2.1201.12099.1	M.S. Sped Prepaid Tuition	-	-		-	
	Total Non-Salary	1,150,595	629,136	45.32%	898,331	29.97%
Total Program	2,762,629	2,167,679	21.54%	2,713,504	20.12%	
PROGRAM AREA 1210: SUBSTITUTES	194,801	172,856	11.27%	201,454	14.20%	
101.2325.130.100.1.1210.12101.1	Elem. Substitute Caller Salary	-	-		-	
101.2325.130.200.1.1210.12102.1	Middle Sch. Substitute Caller Salary	-	-		-	
101.2325.130.010.1.1210.12103.1	Alcott Kindergarten Sub. Salary	1,961	2,725	-38.96%	1,822	-49.56%
101.2325.130.020.1.1210.12104.1	Thoreau Kindergarten Sub. Salary	3,107	2,850	8.27%	3,296	13.53%
101.2325.130.030.1.1210.12105.1	Willard Kindergarten Sub. Salary	2,648	3,475	-31.23%	2,933	-18.48%
101.2325.130.110.1.1210.12106.1	Alcott Substitute Salary	30,000	25,083	16.39%	34,684	27.68%
101.2325.130.120.1.1210.12107.1	Thoreau Substitute Salary	30,000	34,782	-15.94%	58,447	40.49%
101.2325.130.130.1.1210.12108.1	Willard Substitute Salary	30,000	30,124	-0.41%	30,959	2.70%
101.2325.130.200.1.1210.12109.1	Middle Sch. Substitute Salary	45,000	44,233	1.70%	44,438	0.46%
101.2325.130.110.2.1210.12110.1	Alcott SPED Substitute Salary	12,500	3,815	69.48%	3,389	-12.57%
101.2325.130.120.2.1210.12111.1	Thoreau SPED Substitute Salary	12,500	7,505	39.96%	5,735	-30.86%
101.2325.130.130.2.1210.12112.1	Willard SPED Substitute Salary	12,500	7,760	37.92%	8,278	6.26%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2325.130.200.2.1210.12113.1 Middle Sch. SPED Substitute Sal.						
		7,835	7,715	1.53%	6,124	-25.98%
101.2325.130.001.2.1210.12114.1 Integrated Preschool Sub. Salary						
		6,750	2,790	58.67%	1,349	-106.82%
	101.2325.130.110.1.1210.12115.1 Long Term Subs Alcott		-		-	
	101.2325.130.130.1.1210.12116.1 Long Term Subs Willard		-		-	
	101.2325.130.110.1.1210.12117.1 Long Term Subs Thoreau		-			
	101.2325.130.110.1.1210.12118.1 Long Term Subs M.S		-			
		194,801	172,856	11.27%	201,454	14.20%
Total Program		194,801	172,856	11.27%	201,454	14.20%
PROGRAM AREA 1220: TECH. ED./APPLIED TECHNOLOGY		116,317	114,946	1.18%	121,453	5.36%
	101.2305.110.200.1.1220.12201.1 Tech Ed: Applied Tech. Tch. Salary	109,313	112,221	-2.66%	114,466	1.96%
	101.2305.110.200.1.1220.12202.1 Appl. Tech Longevity	-	500		-	
		109,313	112,721	-3.12%	114,466	1.52%
	101.2430.250.200.1.1220.12251.1 Tech Ed: Applied Tech. Tch. S/M	6,987	2,225	68.16%	6,987	68.16%
	101.2420.250.200.1.1220.12252.1 Applied Tech. Equipment	17	-	100.00%	-	
		7,004	2,225	68.24%	6,987	68.16%
Total Program		116,317	114,946	1.18%	121,453	5.36%
PROGRAM AREA 1230: TECH ED./FAMILY/CONSUMER SCI.		65,519	68,011	-3.80%	67,064	-1.41%
	101.2305.110.200.1.1230.12301.1 Tech Ed: Family & Consumer Tch. Salary	58,319	60,136	-3.12%	59,864	-0.45%
	101.2305.110.200.1.1230.12302.1 F/C Sci. Longevity	-	-		-	
		58,319	60,136	-3.12%	59,864	-0.45%
	101.2430.250.200.1.1230.12351.1 Tech Ed: Family & Cons. Tch. S/M	7,200	7,875	-9.38%	7,200	-9.38%
	101.2420.250.200.1.1230.12352.1 Fam. & Cons. Sci. Equipment	-	-		-	
		7,200	7,875	-9.38%	7,200	-9.38%
Total Program		65,519	68,011	-3.80%	67,064	-1.41%
PROGRAM AREA 1240: CURRICULUM LEADERSHIP		55,028	39,539	28.15%	54,864	27.93%
	101.2315.110.040.1.1240.12401.1 K Grade Level Chair	2,167	2,005	7.48%	2,123	5.56%
	101.2315.110.100.1.1240.12402.1 Gr. 1 Grade level Chair Salary	2,167	2,005	7.48%	2,122	5.51%
	101.2315.110.100.1.1240.12403.1 Gr. 2 Grade Level Chair Salary	4,000	2,005	49.88%	3,875	48.26%
	101.2315.110.100.1.1240.12404.1 Gr 3 Grade level Chair Salary	2,167	3,332	-53.74%	4,245	21.52%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2315.110.100.1.1240.12405.1	Gr 4 Grade Level Chair Salary	2,167	2,005	7.48%	2,123	5.56%
101.2315.110.100.1.1240.12406.1	Gr. 5 Grade Level Chair Salary	2,167	4,010	-85.05%	2,123	-88.88%
101.2315.110.100.1.1240.12407.1	K-5 Science Curr. Chair Salary	4,767	4,411	7.47%	4,669	5.53%
101.2315.110.100.1.1240.12408.1	K-5 Math Curr. Chair Salary	14,300	8,822	38.31%	14,500	39.16%
101.2315.110.100.1.1240.12409.1	K-5 Social St. Curr. Chair Salary	-	-		-	
101.2315.110.900.1.1240.12410.1	K-12 Curr. Chair Salary	2,167	-	100.00%	2,500	100.00%
101.2315.110.110.1.1240.12411.1	Alcott K-5 L/A Curr. Specialist	2,600	-	100.00%	3,000	100.00%
101.2315.110.120.1.1240.12412.1	Thoreau K-5 L/A Curr. Specialist	4,767	4,911	-3.02%	4,669	-5.18%
101.2315.110.130.1.1240.12413.1	Willard K-5 L/A Curr. Specialist	4,767	6,033	-26.56%	4,669	-29.21%
101.2315.110.900.1.1240.12414.1	K-12 Health Curr. Specialist	-	-		-	
101.2315.110.900.1.1240.12415.1	K-12 Math Curr. Chair Salary	-	-		-	
101.2315.110.900.1.1240.12416.1	K-8 P.E. Curr. Chair Salary	2,167	-	100.00%	2,123	100.00%
101.2315.110.900.1.1240.12417.1	K-12 Science Curr. Chair Salary	-	-		-	
101.2315.110.100.1.1240.12418.1	Spec. Interest Group 1	-	-		-	
101.2315.110.100.1.1240.12419.1	Spec. Interest Group 2	-	-		-	
101.2315.110.100.1.1240.12420.1	Spec. Interest Group 3	-	-		-	
101.2315.110.100.1.1240.12421.1	Spec. Interest Group 4	-	-		-	
101.2315.110.100.1.1240.12422.1	Spec. Interest Group 5	-	-		-	
101.2315.110.100.1.1240.12423.1	Spec. Interest Group 6	-	-		-	
101.2315.110.200.1.1240.12424.1	M. S. Team Leader Salary	324	-	100.00%	-	
101.2110.110.900.1.1240.12425.1	K-12 Info. Tech. Coordinator Salary	2,167	-	100.00%	-	
101.2315.110.900.1.1240.12426.1	K-12 Library/Media Curr. Chair	2,167	-	100.00%	2,123	100.00%
		55,028	39,539	28.15%	54,864	27.93%
Total Program		55,028	39,539	28.15%	54,864	27.93%
PROGRAM AREA 1250: INTEGRATED PRE-SCHOOL		672,835	1,083,430	-61.02%	957,067	-13.20%
101.2305.110.001.2.1250.12501.1	Pre-School Teaching Salary	491,308	659,821	-34.30%	615,088	-7.27%
101.2330.130.001.2.1250.12502.1	Pre-School Aides	97,880	318,849	-225.76%	253,614	-25.72%
101.2305.110.001.2.1250.12503.1	Summer Pre-School Tch. Sal.	5,494	11,622	-111.54%	9,000	-29.13%
101.2330.130.001.2.1250.12504.1	Summer Pre-School Aides Sal.	4,153	7,342	-76.78%	5,365	-36.84%
		598,835	997,634	-66.60%	883,067	-12.97%
101.2430.250.001.2.1250.12551.1	Pre-School S/M	14,000	24,089	-72.07%	14,000	-72.07%
101.2320.240.001.2.1250.12552.1	Pre-School Contracted Services	60,000	61,706	-2.84%	60,000	-2.84%
		74,000	85,796	-15.94%	74,000	-15.94%
Total Program		672,835	1,083,430	-61.02%	957,067	-13.20%
PROGRAM AREA 2310: ATHLETICS		82,824	65,906	20.43%	85,134	22.59%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.3510.110.200.9.2310.13101.1	Athletics Nurses Salary	3,263	-	100.00%	1,636	100.00%
101.3510.110.200.9.2310.13102.1	Coaches Salary	32,597	35,443	-8.73%	33,602	-5.48%
101.3510.130.200.9.2310.13103.1	Athletics Drivers Salary	2,421	3,657	-51.05%	4,123	11.30%
101.3510.110.200.9.2310.13104.1	Intramural Coaching Stipends	18,642	14,932	19.90%	18,650	19.94%
101.3510.110.200.9.2310.13105.1	Faculty Athletic Manager	5,494	4,990	9.17%	5,500	9.27%
101.3510.110.200.9.2310.13106.1	Athletic Director	-	-		-	
		62,417	59,022	5.44%	63,511	7.07%
101.3510.250.200.9.2310.13151.1	Athletics S/M	1,881	1,633	13.19%	1,881	13.19%
101.3510.250.200.9.2310.13152.1	Trainer S/M	-	-		-	
101.3510.260.200.9.2310.13153.1	Officials	3,501	5,252	-50.00%	4,717	-11.33%
101.3510.260.900.9.2310.13154.1	Athletic Equipment Repair	-	-		-	
101.3510.260.900.9.2310.13155.1	Athletic Insurance	2,277	-	100.00%	2,277	100.00%
101.3510.240.040.9.2310.13107.1	Kindergarten Athletics Contracted Services	12,748	-	100.00%	12,748	100.00%
101.3510.240.200.9.2310.13156.1	Contracted Service	-	-		-	
		20,407	6,884	66.26%	21,623	68.16%
Total Program		82,824	65,906	20.43%	85,134	22.59%
PROGRAM AREA 2320: CENTRAL SUPPLY		-	(5,283)		-	
101.2430.250.900.1.2320.13251.1	Central Supply S/M	-	(5,283)		-	
Total Program		-	(5,283)		-	
PROGRAM AREA 2330: CO-CURRICULAR		72,000	73,832	-2.54%	87,500	15.62%
101.3520.110.900.9.2330.13301.1	Co-Curricular Prof. Salary	72,000	73,832	-2.54%	87,500	15.62%
101.3520.130.200.9.2330.13302.1	Co-Curricular Transportation	-	-		-	
Total Program		72,000	73,832	-2.54%	87,500	15.62%
PROGRAM AREA 2340: CONTINGENCY		474,537	141,891	70.10%	206,051	31.14%
101.5100.110.900.1.2340.13401.1	Sick Leave - Instructional	127,075	141,891	-11.66%	122,634	-15.70%
101.2305.110.900.1.2340.13402.1	Professional Contingency	130,000	-	100.00%	23,417	100.00%
101.5100.110.900.1.2340.13403.1	Early Retirement Incentive	-	-		-	
101.2305.110.900.1.2340.13404.1	Negotiation Funds - Contracts	187,462	-	100.00%	20,000	100.00%
101.1230.130.900.9.2340.13406.1	Negotiation Funds - Non-Bargaining	30,000	-	100.00%	40,000	100.00%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
Total Program	474,537	141,891	70.10%	206,051	31.14%
PROGRAM AREA 2350: COPY SERVICE	75,316	76,962	-2.19%	93,449	17.64%
101.2330.130.900.1.2350.13501.1 Copy Service Salary	31,832	31,796	0.11%	31,704	-0.29%
101.2330.130.900.1.2350.13502.1 Copy Serv. Transportation Salary	19,779	26,959	-36.30%	30,600	11.90%
	51,611	58,754	-13.84%	62,304	5.70%
101.2430.250.900.1.2350.13551.1 Copy Service S/M	7,632	5,618	26.39%	6,078	7.57%
101.2420.240.900.1.2350.13552.1 Copier Maint/Purchase	13,133	12,221	6.94%	22,356	45.33%
101.4230.260.900.9.2350.13553.1 Copier Maintenance	2,926	368	87.42%	197	-86.80%
101.4230.260.900.9.2350.13554.1 Copier Maintenance	14	-	100.00%	14	100.00%
101.7600.260.900.1.2350.13555.1 Copy Center Transportation	-	-		2,500	100.00%
	23,705	18,208	23.19%	31,145	41.54%
Total Program	75,316	76,962	-2.19%	93,449	17.64%
PROGRAM AREA 2360: EQUIPMENT	16,000	79,714	-398.21%	36,408	-118.95%
101.7400.260.110.1.2360.13651.1 Alcott Replacement Equipment	1,500	12,741	-749.40%	7,500	-69.88%
101.7400.260.120.1.2360.13652.1 Thoreau Replacement Equipment	1,500	18,642	-1142.80%	7,500	-148.56%
101.7400.260.130.1.2360.13653.1 Willard Replacement Equipment	1,500	13,647	-809.83%	7,500	-81.97%
101.7400.260.200.1.2360.13654.1 Middle Sch. Replacement Equipment	10,000	34,683	-246.83%	13,908	-149.38%
101.7400.260.910.9.2360.13655.1 Ripley Replacement Equipment	1,500	-	100.00%	-	
Total Program	16,000	79,714	-398.21%	36,408	-118.95%
PROGRAM AREA 2370: FIELD TRIPS	18,500	12,148	34.33%	13,750	11.65%
101.2440.130.200.1.2370.13701.1 Middle Sch. Field Trips Salary	12,000	11,559	3.67%	10,500	-10.09%
101.2440.130.100.1.2370.13702.1 Elem. Field Trips Salary	6,500	589	90.94%	3,250	81.88%
Total Program	18,500	12,148	34.33%	13,750	11.65%
PROGRAM AREA 2390: HEALTH SERVICES	555,844	551,749	0.74%	550,550	-0.22%
101.3200.110.100.9.2390.13901.1 Elementary Nurses Salary	310,383	284,815	8.24%	283,583	-0.43%
101.3200.110.200.9.2390.13902.1 Middle Sch. Nurses Salary	157,643	157,223	0.27%	171,114	8.12%
101.3200.110.100.9.2390.13903.1 Elem. Nurse Chair	-	-		-	
101.3200.110.200.9.2390.13904.1 Middle Sch. Nurse Chair	40,222	40,712	-1.22%	41,526	1.96%
101.3200.110.900.9.2390.13905.1 Nurse Longevity	4,810	4,000	16.84%	4,810	16.84%
101.3200.110.001.9.2390.13906.1 Pre-School Nurses Salary	28,208	59,302	-110.23%	36,562	-62.20%
	541,266	546,052	-0.88%	537,595	-1.57%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.3200.250.900.9.2390.13951.1	Health Services S/M	6,455	5,697	11.75%	6,455	11.75%
101.3200.240.900.9.2390.13952.1	Hlth. Serv. Contr. Services	7,123	-	100.00%	5,500	100.00%
101.3200.260.900.9.2390.13953.1	Hlth. Serv. Equipment Maintenance	500	-	100.00%	500	100.00%
101.3200.260.900.9.2390.13954.1	Hlth. Serv. Staff Development	500	-	100.00%	500	100.00%
Total Program		14,578	5,697	60.92%	12,955	56.03%
PROGRAM AREA 2400: PARAPROFESSIONALS		136,000	71,240	47.62%	142,000	49.83%
101.2440.130.100.1.2400.14001.1	Elem. Paraprofessional Salary	68,000	71,240	-4.77%	74,000	3.73%
101.2440.130.200.1.2400.14002.1	Middle Sch. Paraprofessional Salary	68,000	-	100.00%	68,000	100.00%
Total Program		136,000	71,240	47.62%	142,000	49.83%
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL		2,500	1,689	32.44%	3,500	51.74%
101.2440.260.900.1.2410.14151.1	School District Travel	2,500	1,689	32.44%	3,500	51.74%
Total Program		2,500	1,689	32.44%	3,500	51.74%
PROGRAM AREA 2420: STUDENT ACTIVITY		22,500	18,505	17.75%	22,500	17.75%
101.3520.250.200.9.2420.14251.1	Student Activities S/M	-	-		-	
101.3520.240.040.9.2420.14252.1	Student Activities Contractual - Kindergarten	22,500	18,505	17.75%	22,500	17.75%
Total Program		22,500	18,505	17.75%	22,500	17.75%
PROGRAM AREA 2430: TESTING		4,140	-	100.00%	-	
101.2720.250.900.1.2430.14351.1	Testing S/M	4,140	-	100.00%	-	
Total Program		4,140	-	100.00%	-	
PROGRAM AREA 3510: ADMINISTRATION		1,014,135	1,077,695	-6.27%	1,102,132	2.22%
101.1210.110.900.9.3510.15101.1	Superintendent's Salary	141,827	166,725	-17.55%	141,827	-17.55%
101.1210.120.900.9.3510.15102.1	Supt. Support Staff	51,518	53,100	-3.07%	53,823	1.34%
101.1220.110.900.9.3510.15103.1	Asst. Superintendent Salary	-	-		-	
101.1230.110.910.9.3510.15115.1	Director of Teaching/Learning Salary	97,344	106,800	-9.71%	109,296	2.28%
101.1220.120.900.9.3510.15104.1	Teach/Learning Support Staff	42,417	58,661	-38.30%	83,835	30.03%
101.1230.130.900.9.3510.15105.1	Asst. to Supt./Grants	-	-		-	
.....	Dir. of Finance & Oper. Sal.	-	-		-	
101.1410.110.900.9.3510.15106.1	Deputy Supt. of Finance and Oper. Sal.	93,775	94,676.50	-0.96%	97,990	3.38%
101.1410.130.900.9.3510.15107.1	Financial Serv. Staff	266,703	268,829.70	-0.80%	279,278	3.74%
101.1420.110.900.9.3510.15108.1	Director of Human Resources	98,259	100,204.00	-1.98%	103,172	2.88%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.1420.130.900.9.3510.15109.1	Human Resources Staff	87,497 879,340.00	69,974.76 918,970.31	20.03% -4.51%	96,255 965,476	27.30% 4.82%
101.1210.250.900.9.3510.15151.1	Supt. Office S/M	2,780	1,990.97	28.38%	2,780	28.38%
101.1210.240.900.9.3510.15152.1	Supt. Consultant Contract	7,500	7,200.00	4.00%	7,500	4.00%
101.1210.260.900.9.3510.15153.1	Admin. Contracted Services	-	11,800.00		-	
101.1210.260.900.9.3510.15154.1	Supt. Memberships	-	10,145.41		-	
101.5200.260.900.9.3510.15155.1	Supt. Insurance	-	-		-	
101.1210.260.900.9.3510.15156.1	Supt. Prof. Development	1,139	-	100.00%	1,139	100.00%
101.1210.260.900.9.3510.15157.1	Annual School Census	2,589	2,493	3.71%	2,589	3.71%
101.5100.260.900.9.3510.15158.1	Admin. Annuity	-	-		-	
101.1220.250.900.9.3510.15161.1	Dir. of Teach/Learn Office S/M	23	4,207.76	-18194.61%	23	-18194.61%
101.1220.240.900.9.3510.15162.1	Dir of Teach/Learn. Contr. Service	805	-	100.00%	805	100.00%
101.1220.260.900.9.3510.15163.1	Dir of Teach/Learn. Memberships	273	75.00	72.53%	273	72.53%
101.1220.260.900.9.3510.15164.1	Dir of Teach/Learn. Prof. Development	4,926	3,952.00	19.77%	4,926	19.77%
101.1220.260.900.9.3510.15165.1	Dir. of Teach/Learn Travel	384	448.48	-16.79%	384	-16.79%
101.1410.250.900.9.3510.15171.1	Bus. Office S/M	1,500	3,323.94	-121.60%	1,500	-121.60%
101.1410.240.900.9.3510.15172.1	Bus. Office Contr. Services	14,809	30,568.91	-106.42%	14,809	-106.42%
101.1410.260.900.9.3510.15173.1	Bus. Office Legal Adv.	3,119	3,313.95	-6.25%	3,119	-6.25%
101.1410.260.900.9.3510.15174.1	Bus. Office Memberships	931	1,285.00	-38.02%	931	-38.02%
101.1410.260.900.9.3510.15175.1	Bus. Office Prof. Development	265	319	-20.38%	2,126	85.00%
101.1410.260.900.9.3510.15176.1	Finance Director Travel	-	-		-	
101.1420.250.900.9.3510.15181.1	Human Resources Office S/M	2,392	1,741.82	27.18%	2,392	27.18%
101.1420.240.900.9.3510.15182.1	Human Resources Contr. Services	15,000	17,675.27	-17.84%	15,000	-17.84%
101.1420.260.900.9.3510.15183.1	Human Resources Legal Adv.	-	-		-	
101.1420.260.900.9.3510.15184.1	Human Resources Memberships	348	267.00	23.28%	348	23.28%
101.1420.260.900.9.3510.15185.1	Human Resources Prof. Development	1,012	3,145	-210.72%	1,012	-210.72%
101.1420.260.900.9.3510.15186.1	Human Resources Recruiting	15,000	8,280.68	44.80%	15,000	44.80%
101.1430.260.900.9.3510.15191.1	Legal Services	35,000	46,491.84	-32.83%	35,000	-32.83%
101.1435.260.900.9.3510.15192.1	Legal Settlements	25,000	-	100.00%	25,000	100.00%
		134,795.00	158,724.53	-17.75%	136,656	-16.15%
Total Program		1,014,135.00	1,077,694.84	-6.27%	1,102,132	2.22%
PROGRAM AREA 3520: PRINCIPALS		1,301,858.00	1,452,436.15	-11.57%	1,337,245	-8.61%
101.2210.110.110.9.3520.15201.1	Alcott Principal Salary	159,536	235,502.00	-47.62%	166,707	-41.27%
101.2210.110.120.9.3520.15202.1	Thoreau Principal Salary	150,800	153,872.00	-2.04%	157,579	2.35%
101.2210.110.130.9.3520.15203.1	Willard Principal Salary	163,587	200,744.65	-22.71%	172,493	-16.38%
101.2210.110.200.9.3520.15204.1	Middle Sch. Principal Salary	151,268	135,000.00	10.75%	139,725	3.38%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.2210.110.200.9.3520.15205.1	Middle Sch. Asst Prin Salary	217,360	272,358.54	-25.30%	227,700	-19.61%
101.2210.120.110.9.3520.15207.1	Alcott Prin. Clerical Salary	94,965	94,029.44	0.99%	96,043	2.10%
101.2210.120.120.9.3520.15208.1	Thoreau Prin. Clerical Salary	98,229	97,217.39	1.03%	100,069	2.85%
101.2210.120.130.9.3520.15209.1	Willard Prin. Clerical Salary	95,461	94,277.78	1.24%	96,431	2.23%
101.2210.120.200.9.3520.15210.1	Middle Sch. Prin. Clerical Salary	144,198	154,047.54	-6.83%	154,044	0.00%
		1,275,404.00	1,437,049.34	-12.67%	1,310,791	-9.63%
101.2210.250.200.9.3520.15251.1	Middle Sch. Principals S/M	4,500	1,890.60	57.99%	4,500	57.99%
101.2210.260.100.9.3520.15252.1	Elem. Prin. Prof. Development	4,628	1,347.00	70.89%	4,628	70.89%
101.2210.260.200.9.3520.15253.1	Middle Sch. Prin. Prof. Development	2,326	2,170.79	6.67%	2,326	6.67%
101.2420.240.200.1.3520.15254.1	Middle Sch. Copier Maintenance	15,000	9,978.42	33.48%	15,000	33.48%
		26,454.00	15,386.81	41.84%	26,454	41.84%
Total Program		1,301,858.00	1,452,436.15	-11.57%	1,337,245	-8.61%
PROGRAM AREA 3530: SCHOOL COMMITTEE		8,750.00	4,319.83	50.63%	9,177	52.93%
101.1110.120.900.9.3530.15301.1	School Comm. Clerical Salary	3,750	3,629.29	3.22%	4,177	13.11%
		3,750.00	3,629.29	3.22%	4,177	13.11%
101.1110.250.900.9.3530.15351.1	School Comm. S/M	500	558.54	-11.71%	500	-11.71%
101.1110.260.900.9.3530.15352.1	School Comm. Dues	2,500	-	100.00%	2,500	100.00%
101.1110.260.900.9.3530.15353.1	School Comm. Conferences	500	-	100.00%	500	100.00%
101.1110.240.900.9.3530.15354.1	School Comm. Contr. Services	1,500	132.00	91.20%	1,500	91.20%
		5,000.00	690.54	86.19%	5,000	86.19%
Total Program		8,750.00	4,319.83	50.63%	9,177	52.93%
PROGRAM AREA 4610: CAPITAL OUTLAY		43,000.00	61,314.00	-42.59%	24,425	-151.03%
101.7100.260.900.9.4610.16151.1	Capital Outlay - Grounds	10,000	-	100.00%	5,000	100.00%
101.7200.260.900.9.4610.16152.1	Capital Outlay - Buildings	13,000	61,314.00	-371.65%	4,425	-1285.63%
101.7200.260.900.9.4610.16153.1	Capital Outlay - Designers	10,000	-	100.00%	5,000	100.00%
101.7300.260.900.9.4610.16154.1	Capital Outlay - Equipment	10,000	-	100.00%	10,000	100.00%
Total Program		43,000.00	61,314.00	-42.59%	24,425	-151.03%
PROGRAM AREA 4620: CUSTODIAL SERVICES		954,570.00	1,004,700.71	-5.25%	948,302	-5.95%
101.4110.130.100.9.4620.16201.1	Elem. Bldg. Serv. Wkr. Sal.	496,312	483,718.76	2.54%	457,685	-5.69%
101.4110.130.100.9.4620.16202.1	Elem. Bldg. Serv. Wkr. Overtime	62,111	33,513.83	46.04%	101,717	67.05%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:		FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.4110.130.200.9.4620.16203.1	Middle Sch. Bldg. Serv. Wkr. Sal.	302,128	314,900.70	-4.23%	308,337	-2.13%
101.4110.130.200.9.4620.16204.1	M.S. Bldg. Serv. Wkr. Overtime	42,996	24,886.98	42.12%	30,401	18.14%
101.4110.130.910.9.4620.16205.1	Ripley Bldg. Serv. Wkr. Sal.	39,069	30,582.64	21.72%	39,208	22.00%
101.4110.130.910.9.4620.16206.1	Ripley Bldg. Serv. Wkr. Overtime	3,578	2,178.56	39.11%	2,578	15.49%
101.4110.120.900.9.4620.16207.1	Receptionist Salary	-	-		-	
		946,194.00	889,781.47	5.96%	939,926	5.33%
101.4110.250.900.9.4620.16251.1	Bld. Serv. Wkr. S/M	1,751	102,809.84	-5771.49%	1,751	-5771.49%
101.4110.250.910.9.4620.16252.1	Ripley Bldg. Serv. Wkr. S/M	683	3,312.49	-384.99%	683	-384.99%
101.4110.260.900.9.4620.16253.1	Bldg. Serv. Wkr. Uniforms	5,602	8,150.13	-45.49%	5,602	-45.49%
101.4110.260.900.9.4620.16254.1	Bldg. Serv. Wkr. Fees	-	245.80		-	
101.7300.260.900.9.4620.16255.1	Bldg. Serv. Wkr. Equipment	340	400.98	-17.94%	340	-17.94%
		8,376.00	114,919.24	-1272.01%	8,376	-1272.01%
Total Program		954,570.00	1,004,700.71	-5.25%	948,302	-5.95%
PROGRAM AREA 4630: INFORMATION TECHNOLOGY SERVICES		693,825.00	843,988.56	-21.64%	858,117	1.65%
101.1450.130.900.9.4630.16301.1	Info. Tech. Director Salary	84,240	96,069.72	-14.04%	88,027	-9.14%
101.1450.130.900.9.4630.16302.1	I.T. Unit Leader Salary	147,914	161,881.90	-9.44%	155,542	-4.08%
101.1450.130.900.9.4630.16303.1	I.T. Sr. Support Analyst Salary	92,945	142,014.00	-52.79%	123,906	-14.61%
101.1450.120.900.9.4630.16304.1	I.T. Services Clerical Salary	24,868	23,829.39	4.18%	25,852	7.82%
101.1450.130.900.9.4630.16305.1	Communication Support Specialist	-	39,270.00		38,454	-2.12%
101.1450.130.900.9.4630.16306.1	Digital Literacy Administrator	-	63,750.00		83,835	23.96%
		349,967.00	526,815.01	-50.53%	515,616	-2.17%
101.1450.250.900.9.4630.16351.1	I. T. Services Office S/M	5,539	28,390.23	-412.55%	5,539	-412.55%
101.2451.250.900.1.4630.16352.1	I. T. Serv. Micro Repair S/M	2,541	-	100.00%	2,541	100.00%
101.1450.240.900.9.4630.16353.1	Contr. Services - Web Page	6,500	5,495.99	15.45%	6,500	15.45%
101.1450.260.900.9.4630.16354.1	Server Maintenance Support	2,571	-	100.00%	2,571	100.00%
101.1450.260.900.9.4630.16355.1	I. T. Serv. New Equipment	125,000	83,973.46	32.82%	125,000	32.82%
101.4400.260.900.9.4630.16356.1	I. T. Serv. Networking	62,000	101,707.30	-64.04%	62,000	-64.04%
101.2455.250.900.1.4630.16361.1	I. T. Serv. Software Development	10,000	-	100.00%	10,000	100.00%
101.1450.260.900.9.4630.16362.1	M.S. PC Migration	-	-		-	
101.1450.260.900.9.4630.16363.1	Admin. Software Support	100,000	95,258.22	4.74%	100,000	4.74%
101.1450.260.900.9.4630.16365.1	Software Maint. - Financials	-	-		-	
101.2250.260.900.1.4630.16366.1	Software Maint. - Students	25,000	-	100.00%	25,000	100.00%
101.4230.260.900.9.4630.16367.1	I.T. Vehicle Maint.	450	459.25	-2.06%	450	-2.06%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.4230.260.900.9.4630.16368.1	2,900	440.47	84.81%	2,900	84.81%
101.4230.260.900.9.4630.16369.1	1,357	1,448.63	-6.75%	-	
	343,858.00	317,173.55	7.76%	342,501	7.39%
Total Program	693,825.00	843,988.56	-21.64%	858,117	1.65%
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS	654,399.00	638,212.69	2.47%	670,559	4.82%
101.4200.130.900.9.4640.16401.1	67,486	72,002.93	-6.69%	74,520	3.38%
101.4200.130.900.9.4640.16402.1	165,474	164,787.14	0.42%	166,185	0.84%
101.4200.130.900.9.4640.16403.1	15,000	29,437.12	-96.25%	18,338	-60.53%
101.4200.130.900.9.4640.16404.1	-	-		5,613	100.00%
101.4200.120.900.9.4640.16405.1	8,017	7,895.01	1.52%	8,017	1.52%
	255,977.00	274,122.20	-7.09%	272,673	-0.53%
101.4210.250.900.9.4640.16451.1	16,611	18,891.83	-13.73%	27,500	31.30%
101.4220.250.900.9.4640.16452.1	115,000	16,708.99	85.47%	70,000	76.13%
101.4210.260.900.9.4640.16453.1	37,500	105,009.75	-180.03%	57,500	-82.63%
101.4220.260.900.9.4640.16454.1	180,000	193,239.06	-7.36%	190,000	-1.70%
101.4210.260.900.9.4640.16455.1	42,911	21,748.00	49.32%	42,911	49.32%
101.4200.260.900.9.4640.16456.1	1,400	1,110.62	20.67%	1,400	20.67%
101.4200.260.900.9.4640.16458.1	2,500	7,382.24	-195.29%	6,075	-21.52%
101.7400.260.900.9.4640.16459.1	2,500	-	100.00%	2,500	100.00%
	398,422.00	364,090.49	8.62%	397,886	8.49%
Total Program	654,399.00	638,212.69	2.47%	670,559	4.82%
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES	70,439.00	211,515.84	-200.28%	65,439	-223.23%
101.4230.250.900.9.4650.16551.1	40,000	29,123	27.19%	32,500	10.39%
101.4230.250.900.9.4650.16552.1	10,000	64,146	-541.46%	12,500	-413.17%
101.4230.260.900.9.4650.16553.1	7,500	109,663	-1362.18%	7,500	-1362.18%
101.4230.260.900.9.4650.16554.1	9,675	4,962	48.71%	9,675	48.71%
101.4230.260.900.9.4650.16555.1	3,264	3,622	-10.95%	3,264	-10.95%
101.7600.260.900.9.4650.16556.1	-	-		-	
Total Program	70,439.00	211,515.84	-200.28%	65,439	-223.23%
PROGRAM AREA 4660: REGULAR TRANSPORTATION	1,451,353.00	1,461,459.92	-0.70%	1,256,134	-16.35%
101.3300.130.900.1.4660.16601.1	48,376	47,476.20	1.86%	49,138	3.38%
101.3300.130.900.1.4660.16600.1	15,000	4,347.15	71.02%	20,467	78.76%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.3300.130.900.1.4660.16602.1	649,390	591,666.41	8.89%	624,390	5.24%
101.3300.130.900.1.4660.16603.1	15,798	2,167.79	86.28%	16,000	86.45%
101.6900.130.900.1.4660.16604.1	77,758	82,821.97	-6.51%	90,087	8.06%
101.3300.130.900.1.4660.16605.1	119,224	125,937.91	-5.63%	120,832	-4.23%
101.3300.130.900.1.4660.16606.1	7,500	5,765.58	23.13%	6,942	16.95%
101.3300.130.900.1.4660.16607.1	62,437	74,423.40	-19.20%	77,028	3.38%
	995,483.00	934,606.41	6.12%	1,004,884	6.99%
101.3300.250.900.1.4660.16651.1	62,100	138,516.56	-123.05%	75,000	-84.69%
101.3300.260.900.1.4660.16652.1	518	18,831.84	-3535.49%	-	-
101.3300.260.900.1.4660.16653.1	75,000	59,500.18	20.67%	75,000	20.67%
101.3300.260.900.1.4660.16654.1	7,000	7,243.16	-3.47%	7,000	-3.47%
101.3300.260.900.1.4660.16655.1	1,750	5,959.04	-240.52%	1,750	-240.52%
101.3300.260.900.1.4660.16656.1	2,500	1,699.34	32.03%	2,500	32.03%
101.3300.260.900.1.4660.16657.1	5,000	4,557.98	8.84%	5,000	8.84%
101.3300.260.900.1.4660.16658.1	2,500	3,203.00	-28.12%	2,500	-28.12%
101.7600.260.900.1.4660.16659.1	200,000	200,705.00	-0.35%	40,000	-401.76%
101.3300.240.900.1.4660.16660.1	22,500	14,966.03	33.48%	22,500	33.48%
101.3300.260.900.1.4660.16661.1	77,002	71,671.38	6.92%	20,000	-258.36%
	455,870.00	526,853.51	-15.57%	251,250	-109.69%
Total Program	1,451,353.00	1,461,459.92	-0.70%	1,256,134	-16.35%
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION	474,184.00	461,827.24	2.61%	493,814	6.48%
101.3300.130.900.2.4670.16701.1	-	-	-	-	-
101.3300.260.900.2.4670.16751.1	474,184	451,824.00	4.72%	493,814	8.50%
101.3300.260.900.2.4670.16752.1	-	10,003.24	-	-	-
	474,184.00	461,827.24	2.61%	493,814	6.48%
Total Program	474,184.00	461,827.24	2.61%	493,814	6.48%
PROGRAM AREA 4680: UTILITIES/HEATING	283,743.00	229,335.45	19.17%	247,057	7.17%
101.4120.260.110.9.4680.16851.1	47,720	33,275.70	30.27%	42,000	20.77%
101.4120.260.120.9.4680.16852.1	42,254	29,639.50	29.85%	38,000	22.00%
101.4120.260.130.9.4680.16853.1	25,530	20,351.62	20.28%	20,000	-1.76%
101.4120.260.250.9.4680.16854.1	35,000	27,174.79	22.36%	35,000	22.36%
101.4120.260.260.9.4680.16855.1	85,000	86,425.21	-1.68%	65,000	-32.96%
101.4120.260.910.9.4680.16856.1	28,557	31,105.52	-8.92%	28,557	-8.92%

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
101.4120.260.900.9.4680.16857.1	-	-		-	
101.4120.260.900.9.4680.16858.1	-	-		-	
101.4120.260.900.9.4680.16860.1	18,500	1,363.11	92.63%	18,500	92.63%
101.4120.260.910.9.4680.16861.1	1,182	-	100.00%	-	
101.4120.260.900.9.4680.16862.1	-	-		-	
Total Program	283,743.00	229,335.45	19.17%	247,057	7.17%
PROGRAM AREA 4690: UTILITIES/OTHER	681,652.00	689,599.03	-1.17%	731,387	5.71%
101.4130.260.110.9.4690.16951.1	104,420	99,988.50	4.24%	105,348	5.09%
101.4130.260.120.9.4690.16952.1	114,936	104,878.66	8.75%	113,433	7.54%
101.4130.260.130.9.4690.16953.1	87,509	90,231.94	-3.11%	93,434	3.43%
101.4130.260.250.9.4690.16954.1	57,840	50,465.56	12.75%	56,116	10.07%
101.4130.260.260.9.4690.16955.1	88,514	75,672.37	14.51%	82,063	7.79%
101.4130.260.910.9.4690.16956.1	35,394	36,519.96	-3.18%	67,072	45.55%
101.4130.260.900.9.4690.16957.1	553	365.45	33.92%	352	-3.82%
101.4130.260.900.9.4690.16958.1	-	-		-	
101.4130.260.900.9.4690.16961.1	29,410	39,508.56	-34.34%	46,157	14.40%
101.4130.260.910.9.4690.16962.1	2,304	2,903.32	-26.01%	5,425	46.48%
101.4130.260.900.9.4690.16970.1	118,090	147,103.89	-24.57%	119,347	-23.26%
101.4130.260.900.9.4690.16980.1	42,682	41,960.82	1.69%	42,640	1.59%
Total Program	681,652.00	689,599.03	-1.17%	731,387	5.71%
PROGRAM AREA 5810: INSURANCE	49,128.00	49,017.00	0.23%	51,096	4.07%
101.5200.260.900.9.5810.18151.1	-	-		-	
101.5200.260.900.9.5810.18152.1	-	-		-	
101.5260.260.900.9.5810.18153.1	39,532	39,773.00	-0.61%	41,500	4.16%
101.5260.260.900.9.5810.18154.1	8,775	8,727.00	0.55%	8,775	0.55%
101.5260.260.900.9.5810.18155.1	821	517.00	37.03%	821	37.03%
Total Program	49,128.00	49,017.00	0.23%	51,096	4.07%
PROGRAM AREA 5830: ASSESSMENTS	-	-		-	
101.9110.260.900.9.5830.18351.1	-	-		-	
101.9120.260.900.9.5830.18352.1	-	-		-	
Total Program	-	-		-	

**CONCORD FINANCE COMMITTEE
DATA REQUEST
Attachment 1**

PROGRAM AREA:	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
PROGRAM AREA 5840: OTHER FIXED COSTS	12,360.00	10,849.67	12.22%	12,360	12.22%
101.5500.260.900.9.5840.18451.1 Postage	12,360	10,849.67	12.22%	12,360	12.22%
Total Program	12,360.00	10,849.67	12.22%	12,360	12.22%
GRAND TOTAL	35,660,110	35,652,110	0.02%	36,810,111	3.15%

	FY2017 Adopted Budget	FY2017 Expenses	FY2017 Balance	FY18 SC Adopted Budget	FY18 SC Adopted Budget
REGULAR EDUCATION	20,411,286	20,184,805	1.11%	21,397,440	5.67%
SPECIAL EDUCATION	8,029,612	7,732,861	3.70%	8,099,241	4.52%
OPERATIONS	4,832,981	5,140,126	-6.36%	4,801,420	-7.05%
ADMINISTRATION	2,324,743	2,534,451	-9.02%	2,448,554	-3.51%
FIXED COSTS	61,488	59,867	2.64%	63,456	5.66%
TOTAL	35,660,110	35,652,110	0.02%	36,810,111	3.15%