

# FY26 Admin Recommended Budget April 1, 2025

**Pembroke Public Schools** 

#### Overview

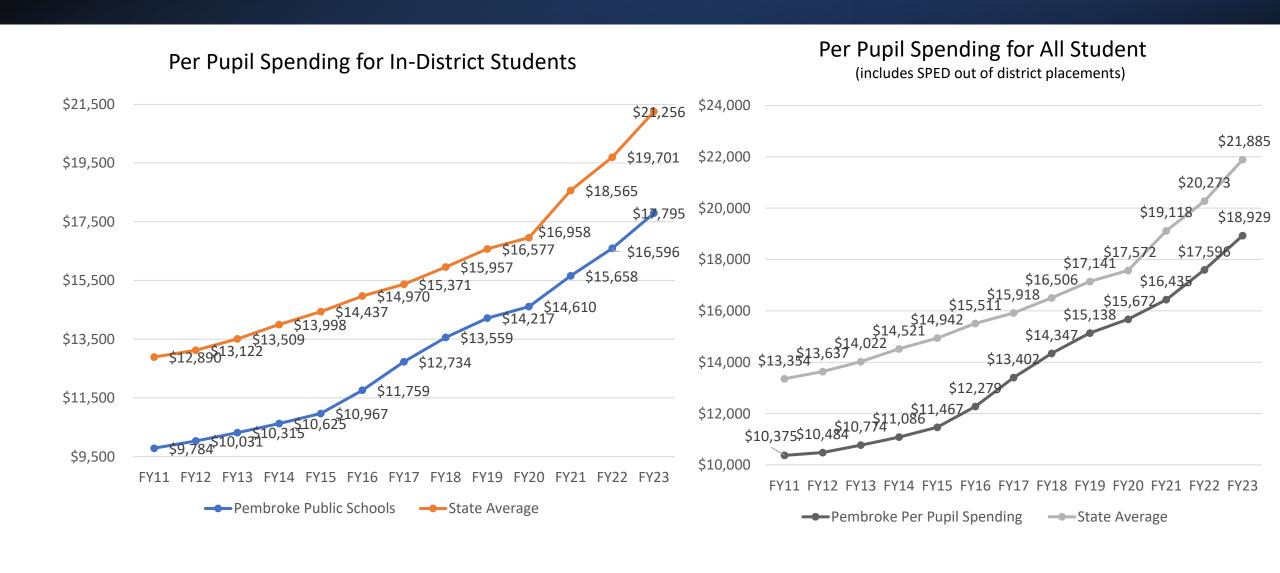


## Historical Funding Picture

FY	Town Budget	School Budget	Enrollment (chapter 70 formula)*	Chapter 70	% Increase in Chapter 70	School Budget as a % of Town Budget	Town Contribution to School Budget
2011	\$52,357,683	\$26,564,969	3,368	\$12,726,668	4.32%	50.72%	\$13,838,301
2012	\$53,185,158	\$26,564,969	3,312	\$12,794,990	0.54%	49.95%	\$13,769,979
2013	\$54,182,693	\$27,795,729	3,269	\$12,925,750	1.02%	51.30%	\$14,869,979
2014	\$55,641,151	\$28,289,729	3,278	\$13,013,732	0.68%	50.84%	\$15,275,997
2015	\$52,777,626	\$28,971,029	3,252	\$13,095,032	0.62%	54.89%	\$15,875,997
2016	\$56,925,849	\$30,832,029	3,179	\$13,174,507	0.61%	54.16%	\$17,657,522
2017	\$58,875,321	\$31,332,029	3,091	\$13,344,512	1.29%	53.21%	\$17,987,517
2018	\$61,689,317	\$32,338,670	3,005	\$13,434,662	0.68%	52.40%	\$18,904,008
2019	\$64,058,489	\$33,259,352	2,902	\$13,521,752	0.65%	51.92%	\$19,737,600
2020	\$65,798,500	\$34,108,229	2,900	\$13,608,752	0.64%	51.83%	\$20,499,477
2021	\$64,022,123	\$34,300,000	2,854	\$13,608,752	0.00%	51.83%	\$20,691,248
2022	\$66,492,690	\$35,500,000	2,740	\$13,690,952	0.60%	53.38%	\$21,809,048
2023	\$72,569,173	\$36,615,000	2,700	\$13,852,952	1.1%	50.44%	\$22,762,048
2024	\$74,604,929	\$37,670,000	2,599	\$14,008,892	1.18%	50.49%	\$23,661,108
2025 (est)	\$77,221,367	\$38,580,000	2,483	\$14,267,124	1.84%	49.96%	\$24,312,876
2026(bud)	\$80,684,652	\$40,005,050	2,437	\$14,449,899	1.28%	49.58%	\$25,555,151

<sup>\*</sup>Enrollment Figures – Foundation Enrollment for Chapter 70 Formula

#### Historical Per Pupil Spending Pembroke vs State Average



#### Neighboring Districts – Per Pupil-FY23

	*Total In-District Expenditures	Admin	Inst. Leaders	Teachers	Other Teaching Services	PD	Inst Materials	Guidance &Psych	Pupil Services	Operations/Maint.	Benefits/Fixed Costs
Pembroke	\$17,795	\$557	\$1,580	\$6,987	\$1,250	\$52	\$312	\$560	\$2,187	\$1,131	\$3,178
Abington	\$16,610	\$420	\$894	\$6,330	\$1,954	\$128	\$355	\$587	\$1,694	\$1,124	\$3,022
Cohasset	\$21,828	\$769	\$1,324	\$8,611	\$1,593	\$119	\$441	\$923	\$2,188	\$1,790	\$4,068
Duxbury	\$19,290	\$670	\$1,297	\$7,634	\$1,024	\$93	\$500	\$709	\$2,759	\$1,523	\$3,081
Hanover	\$17,167	\$593	\$1,352	\$7,942	\$1,433	\$165	\$221	\$485	\$2,290	\$1,113	\$1,574
Marshfield	\$17,743	\$471	\$1,252	\$7,408	\$1,759	\$242	\$689	\$612	\$1,654	\$1,401	\$2,250
Middleborough	\$18,721	\$424	\$1,126	\$7,208	\$1,568	\$253	\$398	\$569	\$2,241	\$1,294	\$3,641
Norwell	\$18,616	\$621	\$1,312	\$7,523	\$1,410	\$77	\$463	\$634	\$2,030	\$1,334	\$3,212
Rockland	\$20,125	\$688	\$1,575	\$7,606	\$1,405	\$82	\$488	\$620	\$1,892	\$1,194	\$4,577
Scituate	\$19,419	\$703	\$1,585	\$8,768	\$1,381	\$18	\$357	\$688	\$1,716	\$1,327	\$2,876
Silver Lake	\$22,807	\$843	\$1,633	\$8,327	\$1,813	\$696	\$764	\$910	\$1,912	\$2,865	\$3,044
Whitman Hanson	\$17,232	\$421	\$1,072	\$7,210	\$1,099	\$20	\$966	\$585	\$1,568	\$1,642	\$2,648

- Description of Categories found in Appendix
- There is some variation in how districts report, for example our content supervisors fall under Inst. Leaders, but in other communities where those staff fall under the teacher's collective bargaining agreement, they are accounted for in the teaching category

## Comparable Districts – Per Pupil – FY23

	Total In-District Expenditures	Admin	Inst. Leaders	Teachers	Other Teaching Services	PD	Inst Materials	Guidance &Psych	Pupil Services	Operations/Maint	Benefits/Fixed Costs
Pembroke	\$17,795	\$557	\$1,580	\$6,987	\$1,250	\$52	\$312	\$560	\$2,187	\$1,131	\$3,178
Dighton/Rehoboth	\$19,024	\$666	\$1,025	\$7,237	\$1,792	\$130	\$886	\$538	\$2,008	\$1,658	\$3,089
Foxborough	\$20,576	\$649	\$1,358	\$8,153	\$1,309	\$28	\$450	\$758	\$2,125	\$2,034	\$3,528
Freetown/Lakeville	\$15,695	\$1,063	\$859	\$6,249	\$1,104	\$81	\$432	\$530	\$1,691	\$942	\$2,744
Grafton	\$15,663	\$531	\$1,480	\$6,236	\$1,874	\$27	\$111	\$333	\$1,597	\$1,521	\$1,953
Hampden/Wilbraham	\$18,198	\$616	\$929	\$6,366	\$1,921	\$218	\$291	\$720	\$2,252	\$1,617	\$3,268
Lynnfield	\$18,544	\$693	\$1,149	\$7,423	\$1,727	\$124	\$318	\$643	\$1,985	\$1,702	\$2,781
Mansfield	\$20,352	\$486	\$1,193	\$8,271	\$1,595	\$436	\$465	\$798	\$1,912	\$1,477	\$3,719
Nashoba	\$20,415	\$468	\$1,001	\$7,759	\$1,875	\$274	\$572	\$904	\$2,423	\$1,858	\$3,282
Wakefield	\$20,058	\$558	\$1,308	\$7,878	\$1,589	\$106	\$574	\$727	\$2,101	\$1,904	\$3,314
Wilmington	\$22,639	\$687	\$1,249	\$8,730	\$1,548	\$202	\$196	\$1,118	\$2,069	\$2,219	\$4,621

# FY26 Admin Recommended Budget 4-1

**Transportation Revolving Offset SPED Tuition Pre-Buy** Move of Curricular Materials to Capital **FY26 BUDGET as of 4/1/25** \*FY26 MOE budget assumes Circuit 5 Enrollment Reductions (slide 11 detail) Breaker reimbursement at 75% rate \*\*\*Additional Revenues will be updated Additional Revenues\*\*\* pending the School Committee fee Increase in Chapter 70 (estimate \$30/student) (Governor's Budget) conversation 4/1 Increase in Town Contribution

Description Amount FY26 MOE Budget (11/24) \$40,910,097 \$0 **Required Additions** Adjusted Level 1 Priorities (slide 8 detail) \$415,500 **Budget Total** \$41,325,597 Adjustments (\$100,000) (\$600,000) (\$100,000) Adjustment Total (\$800,000) \$40,525,597 Resulting Budget Gap (\$1,945,597) (\$459,000) Remaining Budget Gap (\$1,486,597) \$55,000 \$182,775 \$1,242,275 **Revenue Total** \$1,480,050 Remaining Budget Gap (\$6,547)

#### Level 1 Admin Priorities

Item	Amount	Description
1.0 SPED Teacher at Hobomock	\$80,000	Behavioral Social Emotional Program
1.0 RBT at Hobomock	\$50,000	Behavioral Social Emotional Program
0.4 Business Teacher at PHS	\$35,000	Pathways Coordinator Increased to Full Time
1.0 BCBA	\$80,000	Shared across all buildings
1.0 Coordinator of Counseling	\$57,500	Shared across the district with a focus at PHS/PCMS (0.5 grant funded)
Technology Managed Services	\$28,000	Assumes ERATE reimbursement
1.0 Elementary Math Interventionist	\$80,000	Shared across all three schools
PHS Increase in extra curriculars	\$5,000	
Total	\$415,500	

#### Level 2 & 3 Admin Priorities

Item	Amount	Description
1.0 Elementary World Language	\$80,000	Shared across all three buildings
2.0 Math Interventionists	\$160,000	1 per elementary school
3.0 Behaviorists	\$240,000	1 per elementary school
0.5 BCBA	\$40,000	Behavioral Program at Hobomock
0.5 Social Worker	\$40,000	Additional Social Worker support for Behavioral program
1.0 SPED teacher at PHS	\$80,000	Expand co-taught offerings
0.5 ASL Teacher	\$40,000	Expand Language Offerings for students
Increase in funds for Extra-curricular	\$30,000	More club offerings for students
Secondary Staff Laptops	\$155,000	Will push out 1 year
Chromebook Replacements	\$175,000	Included on List for State Reps
Back up Solution	\$24,000	Will look to use year end funds
Replacement of Business lab	\$50,000	Will look to use year end funds
Access Point Replacement	\$40,000	Use current FY25 Budget
New Instructional Materials Associated		
with Pathways	\$40,097	Included on List for State Reps
0.3 Out of District Coordinator	\$40,000	

Item	Amount	Description
2.0 RBT	\$100,000	Provide behavioral support in classrooms
Turf Field Press Box	\$125,000	Community/ Future Capital
Basketball Hoops at PHS	\$50,000	FY27 Capital Request
1.0 Facilities/Operations Director	\$120,000	
		Floater to be shared across the district with a focus on
1.0 Custodian	\$68,000	exterior maintenance
Increase in Maintenance Contracted		Increase need across the district with aging
Services	\$100,000	equipment/facilities

### FY26 Enrollment Reductions

Item	Amount	Description/Funding Source
1.0 FTE at North Pembroke	\$99,500	1 less section of Grade 3
1.0 FTE at Hobomock	\$99,500	1 less section of Grade 6
2.0 PCMS Staff	\$185,000	1 less science and 1 less social studies – creation of a split team
1.0 Districtwide	\$75,000	Districtwide ESL teacher (unfilled)
Total	\$459,000	

#### Next Steps

- 4/15/25 Joint Budget Meeting with Selectboard/Advisory
- 4/29/25 or 5/6/25 Public Budget Hearing
- 5/13/24 Town Meeting

#### Appendix

- Enrollment & Class Size Historical Information
- Enrollment Reductions from Previous Fiscal Years
- Revolving Accounts Information
- Per Pupil Category Explanations

## Historical Enrollment (10/1 data)

Oct. 1 Report	К	Gr. 1	Gr. 2	Gr. 3	Gr. 4	Gr. 5	Gr. 6	Gr. 7	Gr. 8	Gr. 9	Gr. 10	Gr. 11	Gr. 12	K-6	PCMS	PHS	Total
Year																	
2001	245	252	227	281	253	260	266	248	240	239	214	203	157	1784	488	813	3085
2002	273	268	239	230	278	257	259	259	249	182	203	227	181	1804	508	793	3105
2003	263	281	268	241	236	276	249	249	260	191	187	222	170	1814	509	770	3093
2004	268	272	292	266	240	238	276	249	250	248	176	167	161	1852	499	752	3103
2005	304	287	276	290	278	243	239	274	253	231	247	177	154	1917	527	809	3253
2006	251	307	286	274	288	277	239	248	257	249	219	223	179	1922	505	870	3297
2007	243	256	307	282	280	283	282	244	240	265	241	233	214	1933	484	953	3370
2008	246	259	261	310	284	278	293	280	246	232	265	241	229	1931	526	967	3424
2009	257	253	246	267	322	289	282	283	282	224	226	247	237	1916	565	934	3415
2010	231	257	249	246	270	320	279	266	279	252	222	221	244	1852	545	939	3336
2011	226	241	253	259	240	276	324	274	261	256	252	213	223	1819	535	944	3298
2012	218	228	250	257	261	252	275	318	279	243	253	247	212	1741	597	955	3293
2013	203	224	217	254	255	260	246	277	313	253	239	249	243	1659	590	984	3233
2014	207	204	233	220	258	255	261	251	276	277	256	234	253	1638	527	1020	3185
2015	205	199	203	232	212	249	254	247	246	244	277	252	232	1554	493	1005	3052
2016	162	210	207	201	226	215	248	256	248	207	249	275	236	1469	504	967	2940
2017	183	169	210	209	192	229	217	245	251	211	196	240	269	1409	496	916	2821
2018	199	188	175	217	212	198	232	220	243	210	208	193	232	1421	463	843	2727
2019	177	197	196	180	211	217	200	231	223	206	206	206	191	1378	454	809	2641
2020	167	161	190	190	180	210	219	204	230	194	207	200	208	1317	434	809	2560
2021	188	183	164	194	187	180	203	213	199	199	188	193	196	1299	412	776	2487
2022	191	191	184	164	196	192	172	199	206	168	192	174	191	1290	405	725	2420
2023	163	189	187	183	161	190	195	164	196	182	172	178	172	1268	360	704	2332
2024	170	165	188	187	182	162	195	184	169	181	176	162	165	1249	353	684	2286
2024	170	105	100	107	102	102	155	104	103	101	170	102	105	1243	333	004	220

## Historical Elementary Class Sizes

FYSP Properation   FYSP Proper		+-																		North Pe								
Grade   K					$\overline{}$	-	-		$\longrightarrow$	+	FY26 Proi				-+					FY26 Pro	i				+		$\overline{}$	
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FY25   FY25   FY26   FY27   FY27   FY27   FY27   FY28   FY27   FY28   FY			-	_		_	_					_	_			_			13			_	_		-			
Grade   K	CIASS DIZE		20	10	20	10	23	20	10		CIGSS 5	10	10	- 17	20	20	20	20		CIASS 3	20	21	10	23	- 20	23	13	
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In of students		K		1	2	3	4	5	6 1	Total			1	2	3	4	5	6 Te	otal			1	2	3	4	5	6 ~	Γotal
## of teachers   3   3   3   3   3   3   3   3   3		1	54	61			59	54				54	49			51					64	54		59	70	56		
Class Size   18   20   18   22   20   18   23																												
FY24 ID-23   FY24 ID-3   FY25 ID-3   FY26			-		_	_		_				-	_	_	_	_			-20			_		_	_	_		
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FY23 10-1-22 Grade  K			_				_					_	_			_			- 4			10				_		
Free Hole   Free	class Size		20	19	18	19	19				Class 5	Ю	20	20	18	18	lЭ	21		class 5	18	18	13	13				
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# of teachers			55	69								64	60								72	62			64			
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# of students	Grade	K		1	2	3	4	5	6 '	Total	Grade K		1	2	3	4	5	6 Te	otal	Grade K		1	2	3	4	5	6 -	Γotal
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Class Size         22         19         20         18         21         20         21         class S         20         17         17         19         20         19         24         class S         20         19         18         22         21         21         23           FY21 10-1-20         Grade         K         1         2         3         4         5         6         Total         Grade         K         1         2         3         4         5         6         Total         FY21         State of the control of the contro																			21			4						
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## Historical PCMS Class Sizes

FY26 Proj				FY26 class	ses sizes ar	e projected	to be very	y similar to	FY25, with	the total	enrollment	in the buil	ding staying stat	ic.								
irade	7	8 T																				
of Stude	184	184	368																			
				24-25 7th									24-25									
Y25				Grade	ELA	Accel ELA	Math	Accel Mat	Social Stu	Science	STEM Lab	PE	Grad	e E	LA	Accel ELA	Math	Accel Ma	t Social St	Science	STEM Lab	PE
				Size					1				Size									1
Grade	7	8 T	otal	Average	20.7	28.5	21.2	25	22.6	22.6	22.5	23.6	Avera	ge	19.2	21.7	18.8	22	20.9	20.9	20.9	
				#			_	_		_	l _		#		_	_						
of Stude	184	164	348	Sections	6	2	. 5	3	8	8	8	8	Section	ons	5	3	5	3	8 8	8 8	3 8	3
				Size	40.05	20.00	40.04	25	45.00	24.25	46.00	45.00	Size	.  .		40.05	40.04	40.05	45.05	45.05	45.05	47.0
				Range	13-25	28-29	18-24	25	15-28	21-25	16-28	16-29	Rang	e 1	13-25	19-26	13-24	19-25	15-26	16-25	16-25	17-25
							World				Spanish	Spanish										
							Lanuages		French 7	French 8	7	8										
							Class				·	_										
							size		24	10	22.3	22.6										
							# of															
							sections		1	. 1	5	5										
							class size															
							range		n/a	n/a	17-27	19-25										
FY25 Proj																						
Grade	7	8 T	otal																			
# of Stude	195	164	359																			
				23-24 7th									23-24	1 8th					1			
FY24					ELA	Accel ELA	Math	Accel Mat	Social Stu	Science	STEM Lab	PE	Grad		ELA	Accel ELA	Math	Accel Ma	t Social Stu	Science	STEM Lab	PE
				Size		<u> </u>			<u> </u>				Size	$\neg$						1		
Grade	7	8 T	otal	Average	20.2	19.6	18	23.3	20.3	20.3	20.5	21.6	Avera	ge	22.2	25.3	21	. 27	22.5	22.4	26.6	5
				#									#									
# of Stude	164	196	360	Sections	5	3	5	3	8	8	8	8	Section	ons	5	3	5	5	3 7	7	7 7	7
				Size									Size									1
				Range	17-23	17-24	15-21	17-28	13-28	13-26	16-30	17-30	Rang	e 1	19-28	21-29	18-25	22-30	14-29	14-29	21-30	21-33
							World				Spanish	Spanish										
							Lanuages		French 7	French 8		8										
							Class															
							size		10	7	24.2	28.2										
							# of															
							sections		1	. 1	5	5										
							class size															
							range	I	n/a	n/a	22-28	23-32										

## Historical PHS Class Sizes

FY26 Pre						FY26 class siz	es are p
Grade	9	10	11		Total		
of St	15-4	180	175	162	671		
FY25						Department	Ava. Si:
arade	9	10	11	12	Total	English	19
F of St	184	175	162	166	687	Social Studei	20
<del></del>	147 1		8 4.F 4E.			Math	19
						Rusiness	20
						Comp. Scient	
						Science	19
						World Langua	
						Spanish	21
						French	4
						Latin	-4
						PE	21
						Performing A	
						Visual Arts	1-4-
Y25 Pro	3- i						
irade	9	10	11	12	Total		
of St	180	182	172	178	712		
<b>Y24</b>						Department	Avg. Si
irade							
		10	111	12	Total	English	22
of St	182	172	178	172	704	Social Studei	
						Math	21
						Business	19
						Comp. Scient	10 = 31
						Science	10 1530
						World Langua	1 7
						Spanish	23
						French	- 8:
						Latin	11
						Arabic	##
						PF	23
						Performing A	
						Visual Arts	17
Y23						Department	Avg. Si
ir ander	<b>39</b>	10		12	Total	English	17
of St	168	192	174	191	725	Social Studei	21
			_			Math	20
						Business	19
						Comp. Scieni	
						Science	18
						World Langua	15
						Spanish	18
						French	10
						Latin	10
						Arabic	9
						PE	23
						Performing A	17
						Visual Arts	

#### Historical Enrollment Driven Reductions

Fiscal Year	Item	Notes
FY25	3.0 Elementary Teacher Positions	Enrollment
Y25	1.0 Support Position (PHS Nurse)	Enrollment
Y24	1.0 Special Education Teacher @ PCMS	Enrollment
FY24	1.0 English Teacher @ PHS	Enrollment
FY24	0.6 World Language PCMS/PHS	Enrollment
FY22	0.6 Math Teacher @ PHS	Enrollment
FY21	1.0 Teacher @ Bville	1 less section due to enrollment
FY21	2.0 Teachers @ PCMS	Reduce Math/Literacy
FY21	1.0 Teacher @ PCMS	Enrollment Reduce 0.4 World Language / 0.6 Arts
FY21	1.0 Guidance Counselor at PHS	Enrollment - Counselor Caseload 268:1
FY21	1.0 Science Teacher @ PHS	Emrollment - Less sections needed
FY21	1.0 Teacher @ PHS	Enrollment - Reduce 0.4 math / 0.6 Art
FY21	1.0 STEM @ PCMS	Enrollment
FY21	1.0 History at PHS	Enrollment - Fewer Sections needed
FY21	1.0 Transistion Para	Enrollment
FY21	0.4 Music @ PCMS	Enrollment
FY20	5.0 Elementary Teachers	Enrollment
FY20	4.2 Secondary Teachers	Enrollment
FY19	3.0 Elementary Paraprofessionals	Enrollment
FY19	1.0 Guidance Counselor at PCMS	Enrollment
FY19	1.0 Guidane Director @ PHS	Enrollment
FY18	1.0 Elementary Teacher	Enrollment
FY18	Elementary Strings Restructure	Enrollment
FY16	4.0 Elementary Teachers	Enrollment
Reorg Reductions		
Fiscal Year	Item	
FY12	1.0 Director of Pupil Personnel	
Y12	1.0 Facilities Director	
FY15	1.0 SPED Coordinatory K-12	
Y15	1.0 Operations Manager	
Y15	1.0 Superintendent Secretary	
Y15	Part time Bookkeeper	
FY16	0.5 Athletic Director	
FY16	Building and Grounds Manager	
FY17	Business Manager	
• • • •	Dusiness munuget	

## Revolving Account Balances

Transportation		Extended Day		
Beginning Balance	\$ 351,273.68	вв	\$	23,887.60
Revenue	\$ 133,377.86	Revenue	\$	90,536.60
Expense	\$ 56,255.33	Actual Expense	\$	163,782.68
Encumbrance	\$ 3,302.60	Balance	Ś	(49,358.48
Balance	\$ 428,396.21			•
		Remaining Expenses	\$	(36,843.00
Remaining Clerircal Expense	\$ (20,160.44)			
FY2024 Budget Offset	\$ (100,000.00)	Remaining Balance	\$	(86,201.48
Remaining Balance	\$308,236			
Athletics				
Beginning Balance	\$ 351,255.90	SPED Stabilization Fund	1 \$	535,759.82
Revenue	\$ 202,996.56			
Expenses	\$ 177,015.02			
Balance	\$ 377,237.44			
Remaining Custodial Expense	(20,565.19)			
Other Expenses	\$ (3,200.00)			
Remaining Balance	\$353,472	Building a balance to put toward	d turf repla	acement
Buidling Utilization				
Beginning Balance	\$ 164,106.43			
Revenue	\$ 123,599.40	Projected increase of \$30,000 fo	r FY26	
Expenses	\$ 117,283.02			
Encumbrance	\$ 810.00			
Balance	\$ 169,612.81			
Remaining Custodial Expenses	\$ (17,500.00)			
Remaining Balance	\$152,113			

## Per Pupil Category Explanations

Administration		Professional Development			Operations & Maintenance		
1110 School Committee		2351 Professional Development Leaders			4110 Custodial Services		
1210 Superintenden		2352 Instructional C	oaches		4120 Heating of		
1220 Assistnat Superintendent		2353 PD Days			4130 Utility Serv	ices	
1230 Other District Wide Admi	n	2354 Stipends for teachers providing coaching			4210 Maintenance of Grounds		
1410 Business and Finance		2355 Substitutes for Professional Development		ment	4220 Maintenance of Buildings		
1420 Human Resources		2356 Costs for Instructional Staff to attend PD		PD	4225 Security Systems		
1430 Legal Services for the School Committee		2357 PD Costs			4230 Maintenance of Equipment		
1435 Legal Settlements		2358 Outside PD Pro	oviders		4300 Extraordinary Maintenance		
1450 Districtwide Admin Technology					4400 Tech Maint	enance (salary)	
		Instructional Materials			4450 Tech Maintenance (other)		
		2410 Textbooks					
Instructonal Leadership		2415 Instructional Materials (Library)			Benefits & F	ixed Costs	
2110 Curriculum Directors/Dept Heads		2420 Instrucitonal Equipment			5100 Employer Retirement Contributions		
2130 Instructional Tech Leadership		2430 General Classroom Supplies			5150 Employee Separation Costs		
2210 School Leadership		2440 Ither Instrucitonal Services			5200 Insurance for Active Employees		
2220 School Level Curriculum Leaders		2451 Instructional Hardware (student and staff devives)			5250 Insurance for Retired Employees		
2250 Administrative Tech - School Level		2453 Instructional Hardware Other			5260 Other Non Employee Insurance		
2315 Instructional Coordinators		2455 Instructional Software			5300 Rental Lease of Equipment		
					5350 Rental Leas	e of Buildings	
Teachers		Guidance/Coun	seling/Testing		5400 Short Term RANs		
2305 Classroom Teachers		2710 Guidance/Adjustment Counselors			5500 Other Fixed Costs		
2310 Specialist Teacher		2720 Testing & Assessment			5550 School Crossing Guards		
		2800 Psychological S					
Other Teaching Service	•						
		Dunil Camicas					
2320 Medical/Therapeutic Services		Pupil Services					
2324 Substitutes, Long Term			d Parent Liaisons				
2325 Substitutes, Short Term		3200 Medical/Health Services					
2330 Paraprofesionals		3300 Transportation	Services				
2340 Librarians/Media Center Directors		3400 Food Services					
2345 Distanc Learning/Online Coursework		3510 Athletics					
		3520 Other Student Activities					
		3600 School Security	/				