

**CONCORD PUBLIC SCHOOLS**  
**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

120 MERIAM ROAD

CONCORD, MA 01742

PHONE: 978.318.1500

FAX: 978.318.1537

[www.concordps.org](http://www.concordps.org)

---

**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

# CONCORD PUBLIC SCHOOLS

## CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

---

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537 [www.concordpublicschools.net](http://www.concordpublicschools.net)

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

---

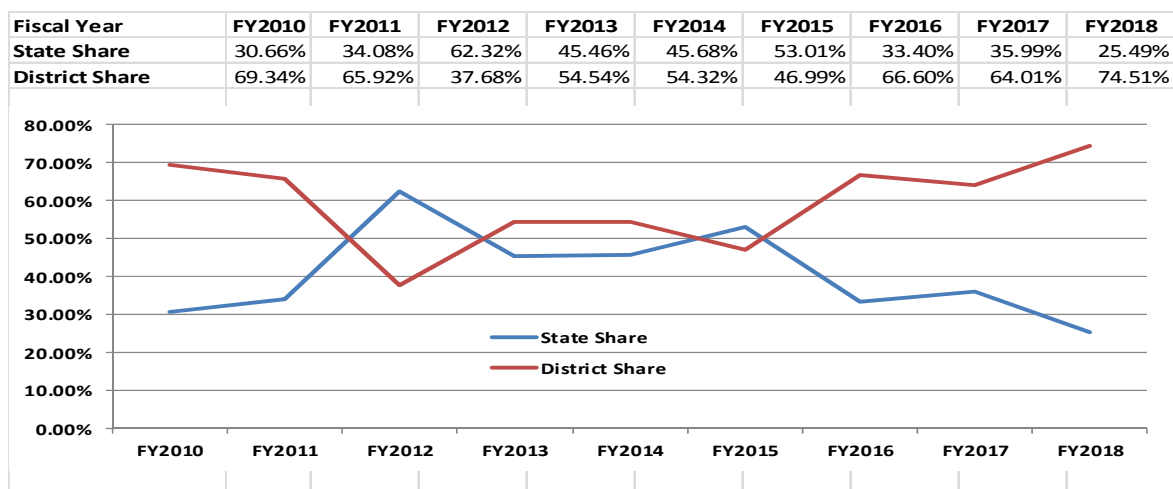
A new administration brings great opportunities to reset the process and tone of building a budget that provides the robust, exceptional learning environment that reflects the community's pride and commitment to its young people. The goal is to create a process that reflects these high expectations while 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 10<sup>th</sup> and 12<sup>th</sup>, each step of the new process will be discussed. Highlights of this process are outlined below. On the 12<sup>th</sup>, the presentation of this information will bring an opportunity of a collaborative discussion.

**1) Current and Projected Budget: Please provide a report comparing the FY17 actual vs. FY17 budgeted and FY18 budgeted vs. FY17 actual, by program and account levels, including subtotals for regular education, special education, total OOD tuition costs, administration, operations, fixed costs and debt service. Please explain how experiences with these recent budgets will inform potential new approaches reflected in the FY19 budget. 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. This may include stabilization funds and external sources of funds (state and federal grants, donations, fees such as athletic fees and booster funding). Please provide a draft of your FY19 program levels request and describe those areas expected to see the most significant changes when compared to the FY18 budget.**

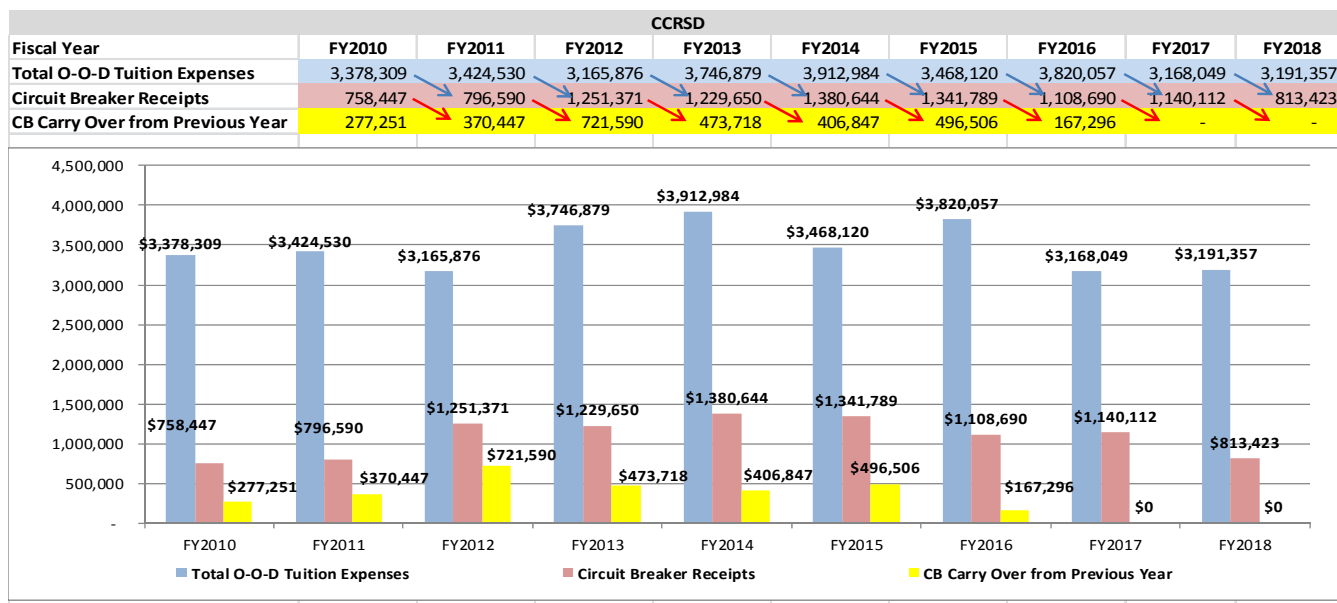
Development of the FY19 budget process will focus on both a programmatic and fiscal self-assessment jointly conducted by the administration and school committees. During the first week in October, building administration are meeting with the central office leadership to review the systems in place at 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 foundation of the 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, overall preliminary projections for FY19 will be available for discussion. The information below reflects comparisons of previous fiscal years relative to special education, external funding sources and costs. Where possible, 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. Recent budget deficits within the Operations area have indicated the need to rebuild the Maintenance accounts to provide adequate funding for the new building. Discussions in the past two years with the Finance Committee have described the reduction of Maintenance accounts for the old building in the years prior to the new construction. Resultantly, Custodial Services, Maintenance, and Maintenance Equipment program areas have been increased in the FY19 preliminary budget, respectively by 80.2%, 27.3% and 313.2%.

The following chart gives a historical overview of Circuit Breaker Carryover (CBCO) and FY17 Out-of-District costs (OOD). Current year reimbursement is estimated at \$813,423 as of September 21, 2017 and FY17 Circuit Breaker Carryover is \$0.00. The values in the following chart reflect yearly combine the actual amounts of Circuit Breaker receipts and Circuit Breaker Carry Over funds as a percentage of yearly Out-of-District Tuition expenses. The chart illustrates the need for more funding in the operating budget to support OOD expenses.



This chart provides Circuit Breaker Receipts and Circuit Breaker Carry Over amounts and trends.



The following chart provides other financial resources available to the schools in FY18 and FY19 not included in operating budgets. Booster funds are not part of school funds and we have no access or visibility to such funds. As of September 27, 2017 the CCRSD Technology Stabilization fund balance is \$851.97 and the CCRSD General Stabilization fund is \$2,495.70.

<b>External Funding Sources</b>					
	<b>FY17</b>		<b>FY18</b>		<b>FY19</b>
<u>Funding Source</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>
Chapter 70	2,053,456.00	2,321,678.00	2,321,678.00	2,429,801.00	2,308,310.95
Chapter 71	707,224.00	419,061.00	505,311.00	451,038.00	500,000.00
Interest Earnings	45,000.00	80,610.13	50,499.00	60,000.00	60,000.00
Miscellaneous Revenue	20,000.00	158,882.30	50,000.00	100,000.00	95,000.00
METCO	NA	388,736.00	NA	388,736.00	388,736.00
Circuit Breaker	NA	1,140,112.00	NA	813,423.00	
Federal Grants	NA	423,855.00	NA	413,037.00	413,037.00
Rental of School Facilities	NA	24,788.16	NA	10,000.00	12,000.00
<b>Total</b>	<b>2,825,680.00</b>	<b>4,957,722.59</b>	<b>2,927,488.00</b>	<b>4,656,035.00</b>	<b>3,765,083.95</b>
<b>Revolving, Gift, and Other Grant Activities and Balances</b>					
<u>Fund</u>	<u>06/30/2016 Balance</u>	<u>Program Revenues</u>	<u>Program Expenditures</u>	<u>06/30/2017 Balance</u>	
Athletics	69,698.00	279,333.00	(341,616.00)	7,415.00	
School Lunch	164,251.00	516,503.87	(561,239.54)	119,515.33	
Lecture & Enrichment	139,501.00	21,100.00	(14,410.00)	146,191.00	
Department Accounts	52,768.00	4,984.00	(1,821.00)	55,931.00	
Concord Ed Fund Grants	108,923.00	43,581.00	(126,910.00)	25,594.00	
Adult Education	108,863.00	741,839.00	(732,117.00)	118,585.00	
Other Fund & Gift Accounts	39,435.00	14,110.00	(7,305.00)	46,240.00	
Transportation Passes and Parking Monitors	-	48,150.00	(48,150.00)	-	
<b>Total</b>	<b>683,439.00</b>	<b>1,669,600.87</b>	<b>(1,833,568.54)</b>	<b>519,471.33</b>	
*Note: Revolving, Gift, and Other funds cannot be used as a funding source to the general operating budget.					

The following chart provides summary data of major program levels of FY17 performance and FY18 budget levels. Early data indicates that the most significant changes in FY19 budget development will be needed in the Special Education, Operations and Fixed Costs areas.

	<b>FY17 BUDGET</b>	<b>FY2017 EXPENSES</b>	<b>FY2017 BALANCE</b>	<b>FY18 BUDGET</b>
<b>REGULAR EDUCATION</b>	<b>\$ 13,092,269</b>	<b>\$ 13,090,207</b>	<b>\$ 2,062</b>	<b>\$ 13,891,490</b>
<b>SPECIAL EDUCATION</b>	<b>\$ 5,331,032</b>	<b>\$ 5,272,969</b>	<b>\$ 54,441</b>	<b>\$ 5,471,114</b>
<b>ADMINISTRATION</b>	<b>\$ 1,476,205</b>	<b>\$ 1,689,426</b>	<b>\$ (213,221)</b>	<b>\$ 1,599,099</b>
<b>OPERATIONS</b>	<b>\$ 3,311,281</b>	<b>\$ 3,155,590</b>	<b>\$ 155,691</b>	<b>\$ 3,567,526</b>
<b>FIXED COSTS</b>	<b>\$ 8,531,071</b>	<b>\$ 8,522,014</b>	<b>\$ 9,057</b>	<b>\$ 8,497,880</b>
<b>FIXED COSTS W/O DEBT SERVICE</b>	<b>\$ 3,394,078</b>	<b>\$ 3,377,088</b>	<b>\$ 22,121</b>	<b>\$ 3,509,671</b>
<b>TOTAL BUDGET</b>	<b>\$ 31,741,858</b>	<b>\$ 31,730,205</b>	<b>\$ 8,030</b>	<b>\$ 33,027,108</b>
<b>- - Less Debt Service</b>	<b>\$ 5,133,393</b>	<b>\$ 5,141,326</b>		<b>\$ 4,984,609</b>
<b>OPERATING BUDGET</b>	<b>\$ 26,608,465</b>	<b>\$ 26,588,879</b>		<b>\$ 28,042,499</b>
<b>Increase in OPEB</b>	<b>239,061</b>			<b>30,499</b>
<b>Operating Budget Increases without OPEB</b>	<b>3.12%</b>			<b>5.39%</b>

Booster funds are not part of school funds. As of September 27, 2017 the CCRSD Technology Stabilization fund balance is \$851.97 and the CCRSD General Stabilization fund is \$2,495.70.

**2) Collective Bargaining: What increases do you anticipate in FY19 based on current agreements including increases from salary steps, lanes and scales? What other increases do you anticipate from changes in benefits, working conditions and contractual terms?**

CCRSB steps, lanes and scale costs for FY19 are estimated as, \$189,323 for steps, \$85,000 for lanes, and \$251,734 for scale. The recently settled teacher contract also requires \$10,000 for the Q5 initiative and contractually required adjustments to athletic stipends. The following table identifies all current collective bargaining agreements. No other increases, with the exception of present and future (OPEB) health care increases, are currently anticipated.

Collective Bargaining Status												
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Expiration	Members	Top Step
<b>Concord Teachers Association</b>	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												
<b>Lanes</b>												
B to B15 - 5%												
B15 to Masters 11%												
Beyond Masters approximately 2.5% for each additional 15 graduate credits												
<b>Concord-Carlisle Teachers Association</b>	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 - 16 4%												
Step 16 Only 0.75%												
B to B15 - 5%												
B15 to Masters 11%												
Beyond Masters approximately 2.5% for each additional 15 graduate credits												
<b>Secretaries Unit</b>	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	
<b>CPS Building Service Workers</b>	2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	15	
<b>CCHS Building Service Workers</b>	2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	9	
<b>Bus Drivers Unit</b>	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	
<b>Maintenance</b>		2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	3	
<b>CCHS Tutors</b>	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	3.00%	3.00%	3.00%	6.30.19	30	

**3) Facilities: Have the new CCHS facilities continued to demonstrate operating efficiencies? Are those likely to diminish, remain stable or increase in near-term budgets (FY19) and in longer-term budgets (FY20-FY23)? Why?**

In FY2012 the CCHS operating budget for our natural gas heat was \$305,000. Over the next few years, the new building's efficiency allowed us in the Fall of 2015 to reduce the budget down to \$130,000 for Fiscal Year 2017; our actual expenditures for FY2017 were \$66,524. We took an aggressive budgeting posture for FY2018 and made further reductions in the FY2018 budget down to \$50,000 in the Fall of 2016. Based on FY2017 expenditures of \$55,358 we are increasing the FY2019 CCHS heating line to \$61,032 as local natural gas distribution and pipeline costs continue to rise. These cost increases have been moderated by lower gas commodity costs. Our heating efficiencies are not likely to further increase and our forward budgeting requests will be driven by pricing and weather patterns.

**4) Enrollment: Please provide an overview of current CCRSD 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? What percentage of the total enrollment are Concord students as of September 2017?**

NESDEC projects a steady decline in student enrollment in grades 9-12 between 2015-2016 and 2025-2026 from a reduction in resident enrollment and stable non-resident enrollment. Do your

planning assumptions reflect this projection? If not, what budget items would differ if you used these assumptions?

Are there any anticipated policy changes that would impact student enrollments, including current out-of-district placements and students older than 18 years?

The table below provides a breakdown of actual FY16, FY17, FY18 student enrollment in-district and out-of-district and the related number of students with special education requirements. Projections for FY19 student enrollment in-district and out-of-district are stable, as are the related number of students with special education requirements; the exceptions will be new move-ins to our district.

CONCORD-CARLISLE R.S.D.	FY14	FY15	FY16	FY17	FY18	Difference	Percent Dif.
<b>Total RSD Enrollment</b> (= OOD Sped plus all In-District Students)	<b>1,277</b>	<b>1,301</b>	<b>1,340</b>	<b>1,319</b>	<b>1,313</b>	<b>-6</b>	<b>0%</b>
Total 9-12 In-District	1,228	1,255	1,288	1,275	1,273	-2	0%
# Sped OOD*	49	46	52	44	40	-4	-9%
# Sped In-District	202	197	202	226	211	-15	-7%
<b>Total RSD Sped Enrollment</b>	<b>251</b>	<b>243</b>	<b>254</b>	<b>270</b>	<b>251</b>	<b>-19</b>	<b>-7%</b>
Difference from previous October 1st	14%	-3%	4%	6%	-8%		
% Sped in Total Enrollment	20%	19%	19%	20%	19%	NA	-1%
% OOD in SpEd Enrollment	20%	19%	20%	16%	16%	NA	0%

Based on enrollment demographics there is a significant FY2019 assessment shift towards Concord. The next table uses the FY2018 assessments supporting the operating budget and debt service and replaces the previous Concord and Carlisle ratios of 73.51% and 26.49%, with the official FY19 ratios for Concord and Carlisle of 75.46% and 24.54%. Using the FY18 CCRSD operating budget of \$28,042,499 with the FY2019 ratio of 75.46%, Concord's operating budget assessment increases by \$475,672.

<b>FY19 Assessment Shift Impact in FY18 Dollars</b>				
<b>Assessments</b>	<b>FY18 Ratios</b>	<b>FY19 Ratios</b>		
<b>Concord</b>	<b>73.51%</b>	<b>75.46%</b>		<b>1.95%</b>
Within the Levy Limit	17,935,005	18,410,767		475,762
Debt Service	3,561,484	3,658,681		97,197
School Bus Debt Service	102,583	102,583		0
	<b>21,599,072</b>	<b>22,172,031</b>		<b>572,959</b>
<b>Carlisle</b>	<b>26.49%</b>	<b>24.54%</b>		<b>-1.95%</b>
Within the Levy Limit	6,463,043	5,987,281		(475,762)
Debt Service	1,320,380	1,223,183		(97,197)
	<b>7,783,423</b>	<b>7,210,464</b>		<b>(572,959)</b>
<b>Total Assessments</b>	<b>29,382,495</b>	<b>29,382,495</b>		<b>0</b>

## FY18 Enrollment

### OCTOBER 1, 2017 ENROLLMENT RETURNS CONCORD-CARLISLE REGIONAL HIGH SCHOOL

	Town of Concord Total	Town of Carlisle	Tuition Metco	Students State Wards	Out of Town	Non-Tuition Out of Town	
Grade 9	215	61	15			4	295
Grade 10	208	83	12			4	307
Grade 11	234	85	11			7	337
Grade 12	250	66	14			3	333
TOTALS	907	295	52	-	-	18	1272

#### Entries and Withdrawals:

Date	Name	Grade	Town	Action	Reason
------	------	-------	------	--------	--------

907 + 295 = 1,202

Concord FY19  
907 / 1,202 = 75.46% Assessment Ratio

Carlisle FY19  
295 / 1,202 = 24.54% Assessment Ratio

## FY2017 Enrollment

### ENROLLMENT RETURNS

CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: Oct 1, 2016

	Town of Concord	Town of Carlisle	Tuition Metco	Students State Wards	Out of Town	Non-Tuition Out of Town	Total
Grade 9	202	82	13			4	301
Grade 10	232	84	11			7	334
Grade 11	244	64	14			3	325
Grade 12	210	90	13			2	315
TOTALS	888	320	51	-		16	1275

#### FY2018 Official October 1, 2016 Assessment Ratio

FY18 Assessment Ratio:

Concord 888/1208 = 73.51%

Carlisle 320/1208 = 26.49%

## FY2016 Enrollment

### ENROLLMENT RETURNS - OFFICIAL

CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: October 1, 2015

	Town of Concord	Town of Carlisle	Students Metco	State Wards	Out of Town	Non-Tuition Out of Town	Total
Grade 9	228	87	11			7	333
Grade 10	248	67	15			3	333
Grade 11	207	87	13			2	309
Grade 12	218	82	12			1	313
TOTALS	901	323	51	-	-	13	1288

#### FY2017 Official October 1, 2015 Assessment Ratio

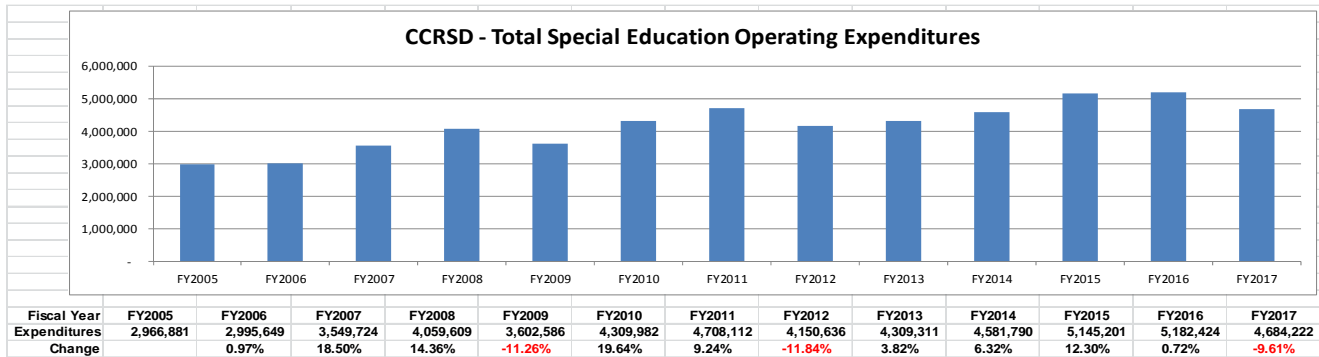
901 / 1,224 = 73.61% Concord

323 / 1,224 = 26.39% Carlisle

Our planning assumptions reflect the NESDEC projections. There are no anticipated policy changes at the District level that would impact in or out of district students.

**5) Special Education: What is the current trend in special education costs? 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. How has the mix of Special Ed students changed - how many OOD students do we have? 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?**

The chart below shows the overall trend of increasing costs in the District’s Special Education cost and the volatility. The amounts below include both in and out of district costs.



There are four major components of the CCRSD Special Education budgets (Program Areas 1200,) special education salaries for district services, out of district (OOD) tuitions, contracted services, and special education transportation. Currently, 16.6% of CCHs students are enrolled in special education, which is slightly below the State average of 17%. Out of District (OOD) enrollment has decreased from a five year high (FY14 – FY18) of 52 students in FY16 to 40 students for FY2018. Historically, Out-of-District (OOD) tuitions have ranged from \$36,143 to \$226,188. CCRSD influences the cost of OOD by defining the most appropriate service levels and placements in the Individual Education Plan (IEP), however the actual service rates for OOD tuitions are set by the State’s Operational Services Division. CCRSD provides a continuum of special education services including the Pathways program which serves more than 9 developmentally disabled students ages 18-22. The majority of special education students in OOD placements require therapeutic environments and/or intensive specialized instruction which are not available at CCRSD. The first chart in the question 4 response illustrates the demographic changes in CCRSD Special Education students. FY2018 information from DESE states that current year reimbursement will decline by 13.4% below the legislated 75% reimbursement level; currently, we have no reason to believe that the level will go back up, or down any further for FY2019.

The district is currently engaged in a review of special education services at CCHS with recommendations available during the winter of 2018.

**6) 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 you plan to offer additional Advanced Placement courses or offer International Baccalaureate qualification in the near future? What is the status of the CCRSD Educational strategy initiative?**

There is no immediate plan to offer additional Advanced Placement courses or consideration for International Baccalaureate qualifications in the near future. The CCRSD educational strategy initiative is not an active initiative. It is expected that the upcoming strategic planning sessions will include discussion of future educational directions and initiatives.

**What success have you had in full mainstreaming of ELL students into the core curriculum? Do we expect a further increase in ELL students? Please note any areas where student access to educational programming is limited at the current time and highlight the sources of those limitations. What can be done to eliminate those constraints? What educational improvements and incremental costs do we anticipate to address educational gaps in performance?**

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 chart below:

**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 &amp; 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.

**8) Technology: Please share the CCRSD technology strategy and implementation plan for the next 3-5 years. What investments are envisioned in FY19 over FY18, if any, and what will be the benefits of those expenses? Is there infrastructure investment needed to support technology needs (e.g. more wireless connectivity, more bandwidth etc.)? How will those investments be distributed between administrative-related technology and instructional technology? What costs are incurred under the current plan of providing CCRSD'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. Continued investment in staff and student hardware is necessary to uphold a 21<sup>st</sup> century learning environment. The cost of our 5-year hardware replacement cycle has expanded adding the 1:1 student laptop program. CCHS students either bring their own approved laptop (29%), finance a new laptop (20%), or the district must provide a laptop to the student (51%). Increased funding is needed to sustain our 5-year hardware replacement cycle. Investments envisioned include upgrading our wireless network infrastructure. 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 60%/CCRS 40%) which includes \$50K in savings if completed in summer 2018. CCRSD portion of cost would be \$65K. Investing in our network infrastructure equally benefits students, teachers and administrators. Current broadband costs for CCHS services are \$1760 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.

**9) Transportation: Please describe the current FY18 and planned FY19 strategy for supporting in-house transportation. Please update facility plans, status of the bus fleet and needed bus purchases as well as variability in fuel prices and any plans for the purchase of more fuel efficient vehicles or revisions in the composition of the bus fleet? How will transportation expenses differ in FY19 from FY17 and FY18? Please quantify the cost reduction assuming being in the WR Grace site for the entire FY18 year. Will fuel costs be affected if the new depot does not have a fueling facility? Will bus replacement requirements be fully reflected in your operating budget request for FY18? Do you plan to request any additional capital funding for transportation needs via a separate warrant article at Town Meeting?**

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
<hr/>														
#	Year	MILEAGE	#	Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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								
119	2010	135,931	119	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	
<b>TOTALS</b>					<b>7</b>	<b>4</b>	<b>4</b>	<b>4</b>			<b>4</b>	<b>6</b>	<b>3</b>	<b>9</b>

We are not currently predicting any purchases of non-diesel buses in the near future. We are expecting to learn valuable information from the grant funded electric bus pilot project in the 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.

**9) Other Post- Employment Benefits: Please discuss CCRSD's strategy for funding retirees' other postemployment benefits (OPEB), essentially health care costs for retirees. What is CCRSD's funding strategy for FY18-FY23 to meet its annual required contribution? What market factors could influence that schedule?**

The table below is our FY18 – FY23 plan based on our ability to adequately fund academic and operational needs of the High School. Market factors that could affect the schedule would include medical insurance cost escalation and changes in employee’s salaries.

		<b>Recalculation Based on</b>			
		<b>Actual FY16,17,18 Contributions</b>			
		<b>Alternative Budget Scenario</b>			
<u>Fiscal Year</u>	<u>REQUIRED ARC BUDGET</u>	<u>ACTUAL/PROPOSED BUDGET</u>	<u>SURPLUS (DEFICIT)</u>		<u>BALANCE TO FUNDING SCHEDULE</u>
2016	735,696.00	489,691	(246,005)		(262,610)
2017	724,048.08	705,000	(19,048)		(299,385)
2018	735,498.69	735,499	-		(319,593)
2019	769,501.30	800,000	30,499		(310,667)
2020	778,600.02	850,000	71,400		(260,237)
2021	818,979.47	900,000	81,021		(196,782)
2022	839,977.53	950,000	110,022		(100,043)
2023	877,734.22	950,000	72,266		(34,530)

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

We continue to work collaboratively with the Town on energy related projects. For the FY19 budget development process a detailed review of all programs and positions in the CCRSD budget is in process with the Principal and the Superintendent’s Office. For CPS the same detailed review is also in process.

**11) 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 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.

**12) Capital Expenditures: What is your capital expenditure plan over the next five years? Which of these will be funded within the CCRSD operating budget and which do you anticipate to fund outside of the annual budget through debt authorization or by other means? How have remaining**

**costs for the athletic fields, specifically as they relate to an "amenities" building with toilet rooms, been resolved?**

The Campus Advisory Committee will be commencing work this fall and is expected to identify projects that may qualify for debt issuance and also the formation of the first five year plan since the new building opened. At the current time, we have identified a need for paving of the main campus road and some additional lighting along that road. That need may result in a debt exclusion request in the current budget development cycle and would likely be financed, if approved by both communities, through a Bond Anticipatory Note (BAN) due to low issuance costs and then rolled into the permanent financing for the Landfill Remediation project. Resolution of the toilets has not been completed and is awaiting a response on a variance request to the plumbing code.

**13) Benchmarking: How does the average cost per student at CCRSD 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 CCRSD and peer systems? How are those cost differences justified? How do the average days of school and hours of instructional time at CCRSD compare to peer school systems? How do CCRSD wage costs per teacher compare to peer systems? Please discuss how the CCRSD 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 CCRSD's cost per student numbers? How do the academic offerings and extracurricular programs at CCRSD 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 CCRSD'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 Finance Committee is perplexed that the ranking of CCHS in state and national indices has been decreasing for a great number of years, while CCHS's cost per student has been rising, in comparison to many peer systems. Please be prepared to review and discuss these trends and what steps need to be taken to reverse them.**

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 benchmarking report to each committee. Page 13 contains data from the newly developed DESE RADAR tool. The RADAR data reports that Concord-Carlisle has the highest percentage of students testing at Proficient or Higher with ELA, Math and Science scores of 98%, 95% and 97% respectively among the FINANCE Committee identified communities and the addition of Dover-Sherborn to the group. Dover-Sherborn was added as it is the closest match in terms of enrollment; this is important as enrollment becomes the denominator in PPE calculations. Dover-Sherborn's cost per pupil was \$18,827 or \$264 lower than CCHS cost. Overall within the grouping CCHS cost of \$19,091 ranked second in cost, but 16.5% lower than Weston's \$22,870 PPE. CCHS academic performance for 2016 was markedly stronger in science in the selected group.

The following chart quantifies instructional hours at CCRSD and Newton, Lexington, Needham, Wellesley, Wayland, Brookline, Belmont, Weston, Acton-Boxborough, Lincoln-Sudbury and Northborough – Southborough. The total instructional hours range from a low 990.41 at CCRSD to a high of 1,141.25 at Brookline.

DISTRICT INSTRUCTIONAL TIME COMPARISON HIGH SCHOOLS - SCHOOL YEAR 2017-2018												
	CCHS (current)	Lincoln/Sudbury	Acton/Boxborough	Newton	Wayland	Weston	Belmont	Lexington	Needham	Wellesley	Northborough - Southborough	Brookline
Calendar	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Full Days	179	142	177	102/73	143	172	141	175	141 / 35	170	178	177.00
1/2 Days	1	38	3	5	38	8	33 / 6	5	4	10	2	3
Minutes/day (full)	401	409	415	460/395	405	435	410	390	395 / 360	420	390	445 / 440 / 405
Minutes/day (1/2)	210	331	207	190	335	313	350 / 115	210	210	239	190	285
Total Full Hours	1196.32	967.97	1224.25	1262.58	965.25	1247.00	963.50	1137.50	1138.25	1190.00	1157.00	1305.50
Total 1/2 Hours	3.50	209.63	10.35	15.83	212.17	41.73	204.00	17.50	14.00	39.83	6.33	14.25
<b>Total Hours</b>	<b>1199.82</b>	<b>1177.60</b>	<b>1234.60</b>	<b>1278.42</b>	<b>1177.42</b>	<b>1288.73</b>	<b>1167.50</b>	<b>1155.00</b>	<b>1152.25</b>	<b>1229.83</b>	<b>1163.33</b>	<b>1319.75</b>
Class Travel Time	0.40	0.42	0.58	0.50	0.50	0.42	0.60	0.42	0.42	0.42	0.40	0.50
Lunch	0.78	0.38	0.78	0.50	0.50	0.50	0.42	0.50	0.33	0.50	0.50	0.50
Total Class Travel Time	70.95	66.10	104.00	90.00	90.00	75.60	108.00	75.60	75.60	75.60	71.32	90.00
Total Lunch Hours	138.46	53.96	138.65	87.50	90.00	90.00	59.22	87.50	58.08	85.00	89.00	88.50
Total Travel/Lunch Hours	209.41	120.06	242.65	177.50	180.00	165.60	167.22	163.10	133.68	160.60	160.32	178.50
<b>Total Instructional Hours</b>	<b>990.41</b>	<b>1057.54</b>	<b>991.95</b>	<b>1100.92</b>	<b>997.42</b>	<b>1123.13</b>	<b>1000.28</b>	<b>991.90</b>	<b>1018.57</b>	<b>1069.23</b>	<b>1003.01</b>	<b>1141.25</b>
Daily Hours	8:00 - 2:41	7:50 - 2:39	7:23 - 2:18	7:40 - 3:20	7:30 - 2:15	7:35 - 2:50	7:35 - 2:25	7:45 - 2:25	8:00 - 2:35	7:30 - 2:30	7:20 - 1:50	
HS: 8:00 - 2:41	179		401									
Nov. 25: 8:00 - 11:30	1		210									

## 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-Carlisle

**Table of Contents**

[Change Over 5 Years](#)

[State Context](#)

[Per Pupil Expenditures](#)

**Resources**

[Getting Started](#)

[More About Data](#)

[Acronyms](#)

[Staff FTE per 100 students](#)

[SPED Enrollment](#)

[SPED Staffing](#)

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
	GB	2	179%	\$19,091	1,276	5.4	18.8	0.4	98%	95%	97%	51.0	51.0
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
Northboro-Southboro	CN	1	99%	\$15,561	1,443	5.5	11.6	1.2	97%	93%	94%	59.0	65.0
Dover-Sherborn	GB	2	222%	\$18,827	1,175	3.2	14.2	0.5	93%	86%	87%	54.5	52.0
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
Lincoln-Sudbury	GB	2	129%	\$16,679	1,568	5.5	18.4	0.3	98%	93%	91%	50.0	62.0

Districts similar to Concord-Carlisle 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-Carlisle	GB	2	179%	\$19,091	1,276	5.4	18.8	0.4	98%	95%	97%	51.0	51.0
Ma Academy for Math and Science	CN	a	--	--	97	5.2	0.0	0.0	0%	0%	0%	0.0	0.0
Lincoln-Sudbury	GB	2	129%	\$16,679	1,568	5.5	18.4	0.3	98%	93%	91%	50.0	62.0
Martha's Vineyard	SE	2	328%	\$29,396	661	19.8	20.0	6.2	95%	85%	82%	41.0	37.0
Northboro-Southboro	CN	1	99%	\$15,561	1,443	5.5	11.6	1.2	97%	93%	94%	59.0	65.0
Somerset Berkley Regional	SE	2	62%	\$14,249	1,006	13.9	11.5	0.3	95%	89%	85%	52.0	51.0
Boston Day and Evening Academy	GB	3	--	--	404	56.2	27.2	9.2	85%	32%	20%	0.0	0.0
Edward M. Kennedy Academy for Health Sciences	GB	2	--	--	359	54.0	16.4	13.6	92%	65%	27%	55.0	41.0
Lowell Middlesex Academy Charter	NE	a	--	--	94	66.0	27.7	1.1	83%	33%	0%	0.0	0.0
Sturgis Charter	SE	1	--	--	804	13.6	11.2	0.0	100%	96%	94%	56.0	68.0
City on a Hill Charter - Dudley Squ	GB	a	--	--	281	53.0	24.2	11.0	89%	85%	72%	59.0	73.5

Districts similar to Concord-Carlisle 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-Carlisle	GB	2	179%	\$19,091	1,276	5.4	18.8	0.4	98%	95%	97%	51.0	51.0
Lincoln-Sudbury	GB	2	129%	\$16,679	1,568	5.5	18.4	0.3	98%	93%	91%	50.0	62.0
Martha's Vineyard	SE	2	328%	\$29,396	661	19.8	20.0	6.2	95%	85%	82%	41.0	37.0
Northboro-Southboro	CN	1	99%	\$15,561	1,443	5.5	11.6	1.2	97%	93%	94%	59.0	65.0
Somerset Berkley Regional	SE	2	62%	\$14,249	1,006	13.9	11.5	0.3	95%	89%	85%	52.0	51.0

It is generally recognized that CCRSD wages for teachers are among the highest in the State and the peer groups.

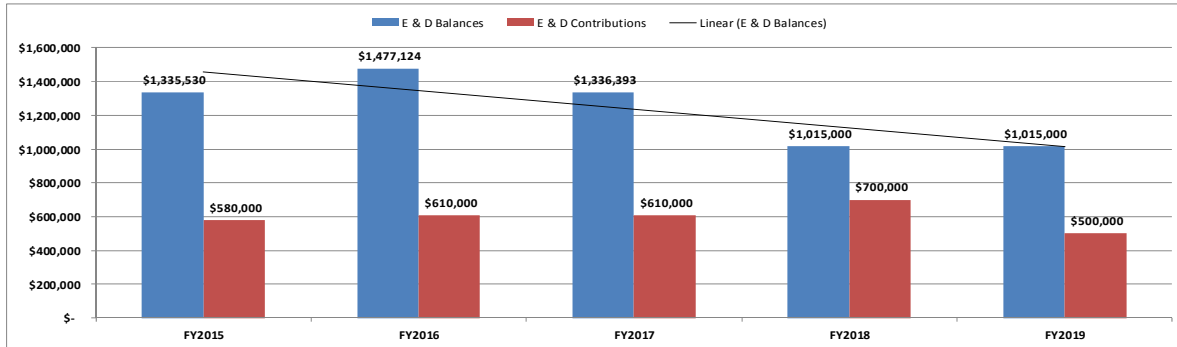
FY16 - Based on 8.25.2017 DART Data	Concord - Carlisle	Newton	Lexington	Needham	Wellesley	Wayland	Brookline	Belmont	Weston	Acton - Boxborough	Lincoln-Sudbury	Northborough Southborough
Total Administration	\$1,179.85	\$598.74	\$678.28	\$664.05	\$582.08	\$825.90	\$850.17	\$373.16	\$926.05	\$475.44	\$698.67	\$446.70
Legal Services	\$79.84	\$14.74	\$22.07	\$10.99	\$0.64	\$20.51	\$39.34	\$24.15	\$20.36	\$19.13	\$11.76	\$28.42
District Wide Information Systems	\$529.00	\$202.73	\$202.24	\$58.48	\$192.80	\$243.29	\$293.84	\$0.00	\$240.52	\$158.74	\$186.16	\$23.09

**14) Athletic Fields:** CCRSD is currently in the 4<sup>th</sup> year of a 5-year ground lease to CC at Play for the renovation and improvement of the school's athletic facilities. Please provide a brief status, with a focus on the financial aspects, of any items related to the project which represent an actual or potential cost to the district. Items of a continuing nature may include storage rental, sanitation facilities or other expenses which are now understood through use of the facilities. Items imposed by regulatory requirements may involve capital improvements, such as the need to construct permanent bathroom facilities, add any additional ADA improvements, or any other required features which are not yet in place.

Maintenance of the fields after conclusion of the five year lease will remain as an operating cost for the Region; we do anticipate that the artificial turf fields will have a positive effect on our natural turf fields and do not expect ordinary fields maintenance costs to increase. Replacement of the artificial turf fields The Campus Advisory Committee will be commencing work this fall and is expected to identify projects that may qualify for debt issuance and also the formation of the first five year plan since the new building opened. We do anticipate there may discussion of additional ADA improvements and other facilities, and at this time we do not have budgetary numbers as the scope of such projects is not defined. FY17 expenses for restroom rentals were \$1,890.13. Storage container rental charges were \$10,084.50 during FY2017.

**15) Other items:** Please comment on any additional items that may impact the CCRSD budget in FY19 and beyond.

The charts below illustrate the decline in E & D balances which may impact future borrowings and bond ratings for the Towns of Concord and Carlisle and the Regional School District. The decline in E & D was projected last year in discussions with the Finance Committee regarding the impact of increasing OPEB contributions and their impact on monies available for current year operating needs.



	E & D		E & D to Budget		% E & D Used	
FY2015	\$	1,335,530	\$	580,000	43.4%	
FY2016	\$	1,477,124	\$	610,000	41.3%	
FY2017	\$	1,336,393	\$	610,000	45.6%	
FY2018	\$	1,015,000	\$	700,000	69.0%	
FY2019	\$	1,015,000	\$	500,000	49.3%	



**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals	
<b>PROGRAM AREA 1010: ART</b>							
	201.2305.110.370.1.1010.20101.1	Art Teaching Salary	581,692	588,270	-1.13%	611,369	3.78%
	201.2110.120.370.1.1010.20102.1	Art Clerical Salary	-	0		-	
	201.2110.110.370.1.1010.20103.1	Art Dept. Chair	-	150		-	
	201.2305.110.370.1.1010.20104.1	Art Longevity	5,246	7,830	-49.26%	5,406	-44.85%
			<b>586,938</b>	<b>596,250</b>	<b>-1.59%</b>	<b>616,774</b>	<b>3.33%</b>
	201.2430.250.370.1.1010.20151.1	Art Teaching S/M	35,000	33,678	3.78%	35,000	3.78%
	201.2410.260.370.1.1010.20152.1	Art Textbooks	197	191	3.17%	300	36.41%
	201.2420.240.370.1.1010.20153.1	Art Maintenance Contracts	1,403	1,246	11.20%	1,750	28.81%
	201.7300.260.370.1.1010.20154.1	Art New Equipment	6,400	6,418	-0.27%	6,750	4.93%
	201.7400.260.370.1.1010.20155.1	Art Replacement Equipment	4,103	3,548	13.52%	4,750	25.30%
			<b>47,103</b>	<b>45,081</b>	<b>4.29%</b>	<b>48,550</b>	<b>7.15%</b>
<b>Total Program</b>			<b>634,041</b>	<b>641,331</b>	<b>-1.15%</b>	<b>665,324</b>	<b>3.61%</b>
<b>PROGRAM AREA 1020: COMPUTER INSTRUCTION</b>							
	201.1450.130.370.1.1020.20201.1	Instr. Tech. Specialist	115,919	60,812	47.54%	75,919	19.90%
	201.2305.110.370.1.1020.20202.1	Comp. Instr. Teaching Salary	84	190	-126.19%	190	0.00%
	201.2305.110.370.1.1020.202XX.1	Digital Literacy .Administrator	84	0	100.00%		
			<b>116,087</b>	<b>61,002</b>	<b>47.45%</b>	<b>76,109</b>	<b>19.85%</b>
	201.2430.250.370.1.1020.20251.1	Computer Instr. S/M	27,000	0	100.00%	27,000	100.00%
	201.2451.250.370.1.1020.20252.1	Computer Software	55,000	0	100.00%	55,000	100.00%
	201.2451.250.370.1.1020.20253.1	Computer Hardware	320,000	151,243	52.74%	304,000	50.25%
			<b>402,000</b>	<b>151,243</b>	<b>62.38%</b>	<b>386,000</b>	<b>60.82%</b>
<b>Total Program</b>			<b>518,087</b>	<b>212,245</b>	<b>59.03%</b>	<b>462,109</b>	<b>54.07%</b>
<b>PROGRAM AREA 1050: ENGLISH</b>							
	201.2305.110.370.1.1050.20501.1	English Teaching Salary	1,494,321	1,486,896	0.50%	1,595,558	6.81%
	201.2220.110.370.1.1050.20502.1	English Dept. Chair	56,397	63,940	-13.37%	58,112	-10.03%
	201.2305.110.370.1.1050.20503.1	English Longevity	22,731	24,360	-7.17%	23,422	-4.00%
			<b>1,573,449</b>	<b>1,575,196</b>	<b>-0.11%</b>	<b>1,677,092</b>	<b>6.08%</b>
	201.2430.250.370.1.1050.20551.1	English Teaching S/M	8,004	5,528	30.93%	8,250	32.99%
	201.2410.260.370.1.1050.20552.1	English Textbooks	8,872	9,238	-4.13%	9,150	-0.96%
			<b>16,876</b>	<b>14,766</b>	<b>12.50%</b>	<b>17,400</b>	<b>15.14%</b>
<b>Total Program</b>			<b>1,590,325</b>	<b>1,589,962</b>	<b>0.02%</b>	<b>1,694,492</b>	<b>6.17%</b>
<b>PROGRAM AREA 1070: ELL</b>							
	201.2305.110.370.1.1070.20701.1	ELL Teaching Salary	28,762	42,800	-48.81%	30,229	-41.59%
	201.2330.130.370.1.1070.20702.1	ELL Tutor Salary	13,373	9,143	31.63%	13,780	33.65%
			<b>42,135</b>	<b>51,944</b>	<b>-23.28%</b>	<b>44,009</b>	<b>-18.03%</b>
	201.2430.250.370.1.1070.20751.1	ELL S/M	906	24	97.35%	906	97.35%
			<b>906</b>	<b>24</b>	<b>97.35%</b>	<b>906</b>	<b>97.35%</b>
<b>Total Program</b>			<b>43,041</b>	<b>51,968</b>	<b>-20.74%</b>	<b>44,915</b>	<b>-15.70%</b>

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
<b>PROGRAM AREA 1080: FOREIGN LANGUAGES</b>						
	201.2305.110.370.1.1080.20801.1	1,290,921	1,423,847	-10.30%	1,357,712	-4.87%
	201.2305.110.370.1.1080.20802.1	1,179,494	1,297,884	-10.04%	1,240,362	-4.64%
	201.2220.110.370.1.1080.20802.1	64,702	64,523	0.28%	66,670	3.22%
	201.2305.110.370.1.1080.20803.1	13,988	13,534	3.24%	17,943	24.57%
		<b>1,258,184</b>	<b>1,375,941</b>	<b>-9.36%</b>	<b>1,324,975</b>	<b>-3.85%</b>
	201.2430.250.370.1.1080.20851.1	6,778	7,198	-6.20%	6,778	-6.20%
	201.2410.260.370.1.1080.20852.1	17,500	38,674	-120.99%	17,500	-120.99%
	201.2420.240.370.1.1080.20853.1	8,459	2,034	75.95%	8,459	75.95%
		<b>32,737</b>	<b>47,906</b>	<b>-46.34%</b>	<b>32,737</b>	<b>-46.34%</b>
<b>Total Program</b>		<b>1,290,921</b>	<b>1,423,847</b>	<b>-10.30%</b>	<b>1,357,712</b>	<b>-4.87%</b>
<b>PROGRAM AREA 1090: GUIDANCE</b>						
	201.2710.110.370.1.1090.20901.1	1,001,887	1,047,616	-4.56%	1,044,643	-0.28%
	201.2710.110.370.1.1090.20902.1	810,685	862,110	-6.34%	835,338	-3.20%
	201.2440.130.370.1.1090.20903.1	-	0	-	-	-
	201.2710.120.370.1.1090.20904.1	11,942	3,050	74.46%	22,305	86.33%
	201.2710.120.370.1.1090.20904.1	-	0	-	-	-
	201.2710.110.370.1.1090.20905.1	-	0	-	-	-
	201.2710.120.370.1.1090.20906.1	101,646	95,485	6.06%	104,737	8.83%
	201.2710.110.370.1.1090.20907.1	57,692	62,240	-7.88%	59,446	-4.70%
	201.2710.110.370.1.1090.20908.1	6,994	17,400	-148.78%	7,207	-141.44%
		<b>988,959</b>	<b>1,040,285</b>	<b>-5.19%</b>	<b>1,029,033</b>	<b>-1.09%</b>
	201.2710.250.370.1.1090.20951.1	1,172	1,107	5.56%	1,172	5.56%
	201.2720.250.370.1.1090.20952.1	2,039	270	86.76%	4,000	93.25%
	201.2710.250.370.1.1090.20953.1	0	358	-	1,000	64.20%
	201.2710.260.370.1.1090.20954.1	656	725	-10.52%	1,300	44.23%
	201.2710.260.370.1.1090.20955.1	3,423	4,872	-42.32%	2,500	-94.86%
	201.2710.240.370.1.1090.20956.1	0	0	-	0	-
	201.2710.260.370.1.1090.20957.1	132	0	100.00%	132	100.00%
	201.2710.240.370.1.1090.20958.1	5,506	0	100.00%	5,506	100.00%
		<b>12,928</b>	<b>7,331</b>	<b>43.29%</b>	<b>15,610</b>	<b>53.03%</b>
<b>Total Program</b>		<b>1,001,887</b>	<b>1,047,616</b>	<b>-4.56%</b>	<b>1,044,643</b>	<b>-0.28%</b>
<b>PROGRAM AREA 1100: HEALTH EDUCATION</b>						
	201.2110.110.370.1.1100.21001.1	3,302	10,280	-211.33%	5,000	-105.60%
	201.2110.110.370.1.1100.21002.1	-	0	-	-	-
	201.2110.120.370.1.1100.21003.1	-	0	-	-	-
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	201.2110.250.370.1.1100.21051.1	3,302	10,280	-211.33%	5,000	-105.60%
		<b>3,302</b>	<b>10,280</b>	<b>-211.33%</b>	<b>5,000</b>	<b>-105.60%</b>
<b>Total Program</b>		<b>3,302</b>	<b>10,280</b>	<b>-211.33%</b>	<b>5,000</b>	<b>-105.60%</b>
<b>PROGRAM AREA 1110: HEALTH &amp; FITNESS</b>						
	201.2305.110.370.1.1110.21101.1	568,723	556,176	2.21%	585,649	5.03%
	201.2220.110.370.1.1110.21102.1	483,731	464,956	3.88%	498,441	6.72%
		64,266	65,830	-2.43%	66,220	0.59%

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals	
	201.2305.110.370.1.1110.21103.1	Hlth. & Fitness Longevity	13,101	12,180	7.03%	13,363	8.85%
			<b>561,098</b>	<b>542,965</b>	<b>3.23%</b>	<b>578,024</b>	<b>6.07%</b>
	201.2430.250.370.1.1110.21151.1	Health & Fitness S/M	3,579	4,055	-13.29%	3,579	-13.29%
	201.2420.260.370.1.1110.21152.1	Hlth. & Fitness Replacement Equipment	2,110	6,679	-216.53%	2,110	-216.53%
	201.2410.260.370.1.1110.21153.1	Health Textbooks	1,936	2,477	-27.96%	1,936	-27.96%
			<b>7,625</b>	<b>13,211</b>	<b>-73.26%</b>	<b>7,625</b>	<b>-73.26%</b>
<b>Total Program</b>			<b>568,723</b>	<b>556,176</b>	<b>2.21%</b>	<b>585,649</b>	<b>5.03%</b>
<b>PROGRAM AREA 1120: LIBRARY &amp; MEDIA SERVICES</b>			<b>278,513</b>	<b>226,915</b>	<b>18.53%</b>	<b>285,797</b>	<b>20.60%</b>
	201.2110.110.370.1.1120.21201.1	Library/Media Coord. Salary	-	0	-	-	-
	201.2340.110.370.1.1120.21202.1	CCHS Librarian Salary	115,026	115,026	0.00%	117,326	1.96%
	201.2110.120.370.1.1120.21203.1	Library/Media Clerical Salary	1,136	1,150	-1.21%	1,160	0.88%
	201.2340.130.370.1.1120.21204.1	Library Aides Salary	129,989	80,167	38.33%	133,942	40.15%
	201.2340.130.370.9.1120.21205.1	Media Aide Salary	-	0	-	-	-
	201.2340.130.370.9.1120.21206.1	Media Repair Tech. Salary	-	0	-	-	-
	201.2110.110.370.1.1120.21207.1	Library/Media Longevity	-	0	-	-	-
	201.2110.110.370.1.1120.21208.1	Library/Media Addtl. Comp.	-	0	-	-	-
			<b>246,151</b>	<b>196,343</b>	<b>20.23%</b>	<b>252,428</b>	<b>22.22%</b>
	201.2110.250.370.9.1120.21251.1	Library/Media Office S/M	405	4,580	-1030.83%	405	-1030.83%
	201.2415.250.370.9.1120.21252.1	Library S/M	866	656	24.24%	866	24.24%
	201.2415.250.370.9.1120.21253.1	Library/Media Software S/M	2,500	1,572	37.12%	2,500	37.12%
	201.2415.250.370.9.1120.21254.1	Library/Media Audio-Visual S/M	2,500	0	100.00%	2,500	100.00%
	201.2415.250.370.9.1120.21255.1	Media Repair S/M	3,500	85	97.57%	3,500	97.57%
	201.2415.260.370.1.1120.21256.1	Library Books and E-books	4,943	3,232	34.61%	5,200	37.84%
	201.2415.240.370.9.1120.21257.1	Media AV Maintenance Contracts	0	6,024	-	0	-
	201.2453.260.370.1.1120.21258.1	CCHS On-Line Search	4,148	0	100.00%	4,148	100.00%
	201.2415.260.370.9.1120.21259.1	Databases	12,000	14,422	-20.18%	12,750	-13.11%
	201.2415.260.370.9.1120.21260.1	Library/Media Professional Ref.	500	0	100.00%	500	100.00%
	201.7300.260.370.9.1120.21261.1	Library/Media New Equipment	500	0	100.00%	500	100.00%
	201.7400.260.370.9.1120.21262.1	Library/media Replacement Equip.	500	0	100.00%	500	100.00%
			<b>32,362</b>	<b>30,571</b>	<b>5.53%</b>	<b>33,369</b>	<b>8.38%</b>
<b>Total Program</b>			<b>278,513</b>	<b>226,915</b>	<b>18.53%</b>	<b>285,797</b>	<b>20.60%</b>
<b>PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION</b>			<b>183,657</b>	<b>242,977</b>	<b>-32.30%</b>	<b>273,450</b>	<b>11.14%</b>
	201.2315.110.370.1.1130.21301.1	Instr. Senior Project Advisor Salary	55,332	57,256	-3.48%	57,015	-0.42%
	<b>201.2315.110.370.1.1130.21302.1</b>	Planning Room Supervisor	<b>102,299</b>	<b>101,780</b>	<b>0.51%</b>	<b>105,410</b>	<b>3.44%</b>
	201.2310.110.900.1.1130.21303.1	MCAS Remedial Instr.	-	0	-	-	-
	201.2440.110.370.9.1130.21304.1	VHS Coordinator	17,016	5,000	70.62%	17,016	70.62%
	201.2440.240.370.1.1130.21351.1	Virtual H.S. Membership Fee	9,010	7,962	11.63%	9,010	11.63%
	201.2430.250.900.1.1130.21352.1	MCAS Remedial S/M	0	0	-	0	-
	201.2440.240.370.1.1130.21353.1	Inter. Instr. Contracted Services	0	70,979	-	85,000	16.50%
<b>Total Program</b>			<b>183,657</b>	<b>242,977</b>	<b>-32.30%</b>	<b>273,450</b>	<b>11.14%</b>
<b>PROGRAM AREA 1140: MATHEMATICS</b>			<b>1,715,872</b>	<b>1,717,268</b>	<b>-0.08%</b>	<b>1,838,521</b>	<b>6.60%</b>
	201.2305.110.370.1.1140.21401.1	Mathematics Teaching Salary	1,616,371	1,607,447	0.55%	1,735,335	7.37%
	201.2220.110.370.1.1140.21402.1	Mathematics Dept. Chair	62,953	64,523	-2.49%	64,867	0.53%

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	201.2305.110.370.1.1140.21403.1	23,601	27,840	-17.96%	24,319	-14.48%
		<b>1,702,925</b>	<b>1,699,810</b>	<b>0.18%</b>	<b>1,824,521</b>	<b>6.84%</b>
	201.2430.250.370.1.1140.21451.1	6,179	9,732	-57.51%	7,000	-39.03%
	201.2410.260.370.1.1140.21452.1	6,768	7,726	-14.15%	7,000	-10.37%
		<b>12,947</b>	<b>17,458</b>	<b>-34.84%</b>	<b>14,000</b>	<b>-24.70%</b>
<b>Total Program</b>		<b>1,715,872</b>	<b>1,717,268</b>	<b>-0.08%</b>	<b>1,838,521</b>	<b>6.60%</b>
<b>PROGRAM AREA 1150: MUSIC</b>		<b>287,243</b>	<b>247,057</b>	<b>13.99%</b>	<b>301,426</b>	<b>18.04%</b>
	201.2305.110.370.1.1150.21501.1	229,604	206,173	10.20%	238,686	13.62%
	201.2110.120.370.1.1150.21502.1	-	0		-	
	201.2440.130.370.1.1150.21503.1	3,207	3,459	-7.85%	3,305	-4.66%
	201.2110.110.370.1.1150.21504.1	-	450		-	
	201.2305.110.370.1.1150.21505.1	-	1,740		-	
		<b>232,811</b>	<b>211,822</b>	<b>9.02%</b>	<b>241,991</b>	<b>12.47%</b>
	201.2430.250.370.1.1150.21551.1	8,500	3,860	54.58%	8,500	54.58%
	201.2440.260.370.1.1150.21552.1	2,500	2,875	-15.00%	2,500	-15.00%
	201.2420.240.370.1.1150.21553.1	3,922	1,270	67.61%	3,922	67.61%
	201.2410.260.370.1.1150.21554.1	4,415	3,438	22.13%	4,415	22.13%
	201.7300.260.370.1.1150.21555.1	4,297	6,530	-51.96%	9,300	29.79%
	201.7400.260.370.1.1150.21556.1	17,267	750	95.66%	17,267	95.66%
	201.2440.260.900.1.1150.21557.1	13,531	16,513	-22.03%	13,531	-22.03%
		<b>54,432</b>	<b>35,236</b>	<b>35.27%</b>	<b>59,435</b>	<b>40.72%</b>
<b>Total Program</b>		<b>287,243</b>	<b>247,057</b>	<b>13.99%</b>	<b>301,426</b>	<b>18.04%</b>
<b>PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT</b>		<b>242,644</b>	<b>221,438</b>	<b>8.74%</b>	<b>274,909</b>	<b>19.45%</b>
	201.2351.110.370.9.1160.21601.1	-	0		-	
	201.2353.110.370.9.1160.21602.1	52,413	57,600	-9.90%	54,007	-6.65%
	201.2353.110.370.9.1160.21603.1	15,724	0	100.00%	16,202	100.00%
	201.2355.130.370.9.1160.21604.1	23,586	14,600	38.10%	24,303	39.93%
	201.2353.110.370.9.1160.21605.1	-	0		-	
	201.2357.110.370.9.1160.21607.1	-	0		-	
	201.2353.110.370.9.1160.21608.1	10,483	15,438	-47.26%	10,802	-42.92%
	201.2357.110.370.9.1160.21609.1	30,200	13,784	54.36%	30,200	54.36%
	201.2357.110.370.9.1160.21610.1	7,862	12,363	-57.25%	8,101	-52.61%
	201.2353.120.370.9.1160.21611.1	-	0		-	
	201.2353.110.370.9.1160.21612.1	-	0		-	
		<b>140,268</b>	<b>113,784</b>	<b>18.88%</b>	<b>143,615</b>	<b>20.77%</b>
	201.2357.250.370.9.1160.21651.1	0	7,846		0	
	201.2357.250.370.9.1160.21652.1	0	269		0	
	201.2357.250.370.9.1160.21653.1	0	0		0	
	201.2357.260.370.9.1160.21654.1	2,393	2,401	-0.31%	2,393	-0.31%
	201.2357.260.370.9.1160.21655.1	13,989	21,329	-52.47%	13,989	-52.47%
	201.2357.240.370.9.1160.21656.1	50,000	43,538	12.92%	65,000	33.02%
	201.2353.260.370.9.1160.21659.1	0	0		0	
	201.2357.260.370.9.1160.21660.1	11,712	0	100.00%	11,712	100.00%
	201.2357.260.370.9.1160.21661.1	24,282	32,271	-32.90%	38,200	15.52%

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
		<b>102,376</b>	<b>107,654</b>	<b>-5.16%</b>	<b>131,294</b>	<b>18.01%</b>
<b>Total Program</b>		<b>242,644</b>	<b>221,438</b>	<b>8.74%</b>	<b>274,909</b>	<b>19.45%</b>
<b>PROGRAM AREA 1180: SCIENCE</b>		<b>1,764,431</b>	<b>1,851,718</b>	<b>-4.95%</b>	<b>1,823,155</b>	<b>-1.57%</b>
201.2305.110.370.1.1180.21801.1	Science Teaching Salary	1,622,276	1,674,829	-3.24%	1,671,609	-0.19%
201.2220.110.370.1.1180.21802.1	Science Dept. Chair	68,773	67,082	2.46%	70,864	5.34%
201.2305.110.370.1.1180.21803.1	Science Longevity	17,485	21,750	-24.39%	18,017	-20.72%
201.2315.110.370.1.1180.21804.1	Chemical Hygiene Coord.	4,500	0	100.00%	4,500	100.00%
		<b>1,713,034</b>	<b>1,763,661</b>	<b>-2.96%</b>	<b>1,764,990</b>	<b>0.08%</b>
201.2430.250.370.1.1180.21851.1	Science S/M	22,273	49,856	-123.84%	23,500	-112.15%
201.2410.260.370.1.1180.21852.1	Science Textbooks	15,233	25,359	-66.47%	15,233	-66.47%
201.2420.240.370.1.1180.21853.1	Science Maintenance Contracts	572	1,430	-150.05%	1,500	4.65%
201.2420.260.370.1.1180.21854.1	Science Toxic Waste Disposal	2,613	0	100.00%	2,613	100.00%
201.2420.260.370.1.1180.21855.1	Science Equipment	10,706	11,412	-6.60%	15,319	25.50%
		<b>51,397</b>	<b>88,058</b>	<b>-71.33%</b>	<b>58,165</b>	<b>-51.39%</b>
<b>Total Program</b>		<b>1,764,431</b>	<b>1,851,718</b>	<b>-4.95%</b>	<b>1,823,155</b>	<b>-1.57%</b>
<b>PROGRAM AREA 1190: SOCIAL STUDIES</b>		<b>1,378,456</b>	<b>1,496,129</b>	<b>-8.54%</b>	<b>1,440,938</b>	<b>-3.83%</b>
201.2305.110.370.1.1190.21901.1	Social Studies Teaching Salary	1,276,773	1,399,637	-9.62%	1,335,333	-4.82%
201.2220.110.370.1.1190.21902.1	Soc. Studies Dept. Chair	63,322	51,829	18.15%	66,553	22.12%
201.2305.110.370.1.1190.21903.1	Soc. Studies Longevity	22,731	28,710	-26.30%	23,422	-22.58%
		<b>1,362,826</b>	<b>1,480,176</b>	<b>-8.61%</b>	<b>1,425,308</b>	<b>-3.85%</b>
201.2430.250.370.1.1190.21951.1	Social Studies S/M	7,333	6,528	10.98%	7,333	10.98%
201.2410.260.370.1.1190.21952.1	Social Studies Textbooks	5,722	9,426	-64.74%	5,722	-64.74%
201.2440.260.370.1.1190.21953.1	Social Studies Collaborative	2,575	0	100.00%	2,575	100.00%
		<b>15,630</b>	<b>15,954</b>	<b>-2.07%</b>	<b>15,630</b>	<b>-2.07%</b>
<b>Total Program</b>		<b>1,378,456</b>	<b>1,496,129</b>	<b>-8.54%</b>	<b>1,440,938</b>	<b>-3.83%</b>
<b>PROGRAM AREA 1200: SPECIAL EDUCATION</b>		<b>4,699,365</b>	<b>4,523,247</b>	<b>3.75%</b>	<b>4,777,190</b>	<b>5.32%</b>
201.2110.110.370.2.1200.22001.1	SPED Director Salary	63,302	65,061	-2.78%	65,518	0.70%
201.2305.110.370.2.1200.22002.1	SPED Teaching Salary	736,299	813,520	-10.49%	770,070	-5.64%
201.2330.130.370.2.1200.22003.1	SPED Tutor Salary	874,484	992,906	-13.54%	914,593	-8.56%
201.2440.130.370.2.1200.22004.1	SPED Home Tutor Salary	-	5,275	-	-	-
201.2305.110.370.2.1200.22005.1	SPED Alt. Ed. Regular Teaching Salary	20,165	20,552	-1.92%	21,090	2.55%
201.2800.110.370.2.1200.22006.1	SPED H.S. Psych. Salary	224,915	323,662	-43.90%	235,231	-37.59%
201.2330.130.370.2.1200.22007.1	SPED Aides Salary	-	30,491	-	-	-
201.2110.120.370.2.1200.22008.1	SPED Clerical Salary	51,640	56,308	-9.04%	54,009	-4.26%
201.2305.110.370.2.1200.22009.1	Pathways Summer Program Sal.	28,174	18,946	32.75%	29,466	35.70%
201.2320.110.370.2.1200.22010.1	H.S. S/L Pathologist	107,281	104,393	2.69%	112,202	6.96%
201.2220.110.370.2.1200.22011.1	Special Ed. Dept. Chair	67,424	67,082	0.51%	70,516	4.87%
201.2305.110.370.2.1200.22012.1	Special Ed. Longevity	14,906	15,660	-5.06%	15,590	-0.45%
201.2110.110.370.2.1200.22013.1	Special Ed. Addtl. Comp.	-	0	-	-	-
201.2305.110.370.2.1200.22014.1	Summer School SPED Teaching	-	2,765	-	-	-
201.2330.130.370.2.1200.22015.1	Summer School SPED Tutor	-	3,623	-	-	-
		<b>2,188,590</b>	<b>2,520,244</b>	<b>-15.15%</b>	<b>2,288,283</b>	<b>-10.14%</b>

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	201.2110.250.370.2.1200.22051.1	3,758	2,201	41.43%	3,758	41.43%
	201.2430.250.370.2.1200.22052.1	4,597	6,831	-48.60%	4,597	-48.60%
	201.2720.250.370.2.1200.22053.1	4,155	4,349	-4.67%	4,155	-4.67%
	201.2430.250.370.2.1200.22054.1	1,407	2,835	-101.46%	1,407	-101.46%
	201.2320.240.370.2.1200.22055.1	350,000	276,494	21.00%	350,000	21.00%
	201.2440.240.370.2.1200.22056.1	38,284	26,067	31.91%	28,284	7.84%
	201.2440.260.370.2.1200.22057.1	53	190	-258.49%	53	-258.49%
	201.2451.260.370.2.1200.22058.1	0	0		0	
	201.9100.260.370.2.1200.22059.1	162,782	119,267	26.73%	147,813	19.31%
	201.9200.260.370.2.1200.22060.1	127,023	36,961	70.90%	127,023	70.90%
	201.9300.260.370.2.1200.22061.1	1,705,226	1,234,960	27.58%	1,705,226	27.58%
	201.9400.260.370.2.1200.22062.1	104,969	283,712	-170.28%	104,969	-170.28%
	201.7300.260.370.2.1200.22063.1	4,399	3,108	29.35%	7,500	58.56%
	201.2440.260.370.2.1200.22064.1	0	0		0	
	201.2430.250.370.2.1200.22065.1	3,615	5,523	-52.78%	3,615	-52.78%
	201.2110.260.370.2.1200.22066.1	343	350	-2.04%	343	-2.04%
	201.2410.260.370.2.1200.22067.1	164	157	4.03%	164	4.03%
	201.9400.260.370.2.1200.22068.1	0	0		0	
		<b>2,510,775</b>	<b>2,003,003</b>	<b>20.22%</b>	<b>2,488,907</b>	<b>19.52%</b>
<b>Total Program</b>		<b>4,699,365</b>	<b>4,523,247</b>	<b>3.75%</b>	<b>4,777,190</b>	<b>5.32%</b>
<b>PROGRAM AREA 1210: SUBSTITUTES</b>		<b>80,085</b>	<b>82,046</b>	<b>-2.45%</b>	<b>90,000</b>	<b>8.84%</b>
	201.2325.130.370.1.1210.22101.1	-	0		-	
	201.2325.130.370.1.1210.22102.1	78,591	80,546	-2.49%	85,000	5.24%
	201.2325.130.370.2.1210.22103.1	1,494	1,500	-0.40%	5,000	70.00%
	201.2325.130.370.1.1210.22104.1	0	0		0	
		<b>80,085</b>	<b>82,046</b>	<b>-2.45%</b>	<b>90,000</b>	<b>8.84%</b>
<b>Total Program</b>		<b>80,085</b>	<b>82,046</b>	<b>-2.45%</b>	<b>90,000</b>	<b>8.84%</b>
<b>PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY</b>		<b>10,545</b>	<b>10,161</b>	<b>3.64%</b>	<b>10,545</b>	<b>3.64%</b>
	201.2305.110.370.1.1220.22201.1	-	0		-	
	201.2305.110.370.1.1220.22202.1	-	0		-	
		<b>0</b>	<b>0</b>		<b>0</b>	
	201.2430.250.370.1.1220.22251.1	8,508	8,228	3.29%	8,508	3.29%
	201.2410.260.370.1.1220.22252.1	589	559	5.12%	589	5.12%
	201.2420.240.370.1.1220.22253.1	148	136	7.89%	148	7.89%
	201.7300.260.370.1.1220.22254.1	500	453	9.38%	500	9.38%
	201.2440.260.370.1.1220.22255.1	800	785	1.84%	800	1.84%
		<b>10,545</b>	<b>10,161</b>	<b>3.64%</b>	<b>10,545</b>	<b>3.64%</b>
<b>Total Program</b>		<b>10,545</b>	<b>10,161</b>	<b>3.64%</b>	<b>10,545</b>	<b>3.64%</b>
<b>PROGRAM AREA 1240: CURRICULUM LEADERSHIP</b>		<b>0</b>	<b>150</b>		<b>0</b>	
	201.2110.110.370.2.1240.22401.1	-	0		-	
	201.2110.110.370.1.1240.22402.1	-	0		-	
	201.2315.110.370.1.1240.22403.1	-	0		-	

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	201.2315.110.370.1.1240.22404.1	-	0		-	
	201.2315.110.370.1.1240.22405.1	-	150		-	
		<b>0</b>	<b>150</b>		<b>0</b>	
<b>Total Program</b>		<b>0</b>	<b>150</b>		<b>0</b>	
<b>PROGRAM AREA 1250: THEATRE ARTS</b>		<b>21,500</b>	<b>18,351</b>	<b>14.65%</b>	<b>21,500</b>	<b>14.65%</b>
	201.2305.110.370.1.1250.22501.1	20,800	18,323	11.91%	20,800	11.91%
	201.2430.250.370.1.1250.22551.1	700	28	95.96%	700	95.96%
		<b>21,500</b>	<b>18,351</b>	<b>14.65%</b>	<b>21,500</b>	<b>14.65%</b>
<b>Total Program</b>		<b>21,500</b>	<b>18,351</b>	<b>14.65%</b>	<b>21,500</b>	<b>14.65%</b>
<b>PROGRAM AREA 2300: ADULT &amp; COMMUNITY EDUCATION</b>		<b>4</b>	<b>0</b>	<b>100.00%</b>	<b>4</b>	<b>100.00%</b>
	201.2110.110.500.6.2300.23001.1	2	0	100.00%	2	100.00%
	201.2110.120.500.6.2300.23002.1	2	0	100.00%	2	100.00%
		<b>4</b>	<b>0</b>	<b>100.00%</b>	<b>4</b>	<b>100.00%</b>
<b>Total Program</b>		<b>4</b>	<b>0</b>	<b>100.00%</b>	<b>4</b>	<b>100.00%</b>
<b>PROGRAM AREA 2310: ATHLETICS</b>		<b>593,778</b>	<b>620,344</b>	<b>-4.47%</b>	<b>632,683</b>	<b>1.95%</b>
	201.3510.110.370.9.2310.23101.1	103,148	139,677	-35.41%	107,952	-29.39%
	201.3510.110.370.9.2310.23102.1	306,838	256,064	16.55%	340,939	24.89%
	201.3510.110.370.9.2310.23103.1	43,767	72,252	-65.08%	43,767	-65.08%
	201.3510.110.370.9.2310.23104.1	-	0		-	
	201.3510.130.370.9.2310.23105.1	84,525	88,861	-5.13%	84,525	-5.13%
	201.3510.120.370.9.2310.23106.1	-	10,557		-	
	201.3510.110.370.9.2310.23107.1	-	0		-	
	201.3510.110.370.9.2310.23108.1	-	0		-	
		<b>538,278</b>	<b>567,411</b>	<b>-5.41%</b>	<b>577,183</b>	<b>1.69%</b>
	201.3510.260.370.9.2310.23151.1	3,000	0	100.00%	3,000	100.00%
	201.3510.260.370.9.2310.23152.1	30,000	30,367	-1.22%	30,000	-1.22%
	201.3510.260.370.9.2310.23153.1	20,000	22,566	-12.83%	20,000	-12.83%
	201.3510.240.370.9.2310.23154.1	2,500	0	100.00%	2,500	100.00%
		<b>55,500</b>	<b>52,933</b>	<b>4.62%</b>	<b>55,500</b>	<b>4.62%</b>
<b>Total Program</b>		<b>593,778</b>	<b>620,344</b>	<b>-4.47%</b>	<b>632,683</b>	<b>1.95%</b>
<b>PROGRAM AREA 2320: CENTRAL SUPPLY</b>		<b>2,077</b>	<b>5,704</b>	<b>-174.65%</b>	<b>2,077</b>	<b>-174.65%</b>
	201.2430.250.370.1.2320.23251.1	2,077	5,704	-174.65%	2,077	-174.65%
		<b>2,077</b>	<b>5,704</b>	<b>-174.65%</b>	<b>2,077</b>	<b>-174.65%</b>
<b>Total Program</b>		<b>2,077</b>	<b>5,704</b>	<b>-174.65%</b>	<b>2,077</b>	<b>-174.65%</b>
<b>PROGRAM AREA 2330: CO-CURRICULAR</b>		<b>282,971</b>	<b>318,660</b>	<b>-12.61%</b>	<b>326,297</b>	<b>2.34%</b>
	201.3520.110.370.9.2330.23301.1	184,508	205,755	-11.52%	225,119	8.60%
	201.3520.130.370.9.2330.23302.1	74,983	75,913	-1.24%	77,263	1.75%
	201.3520.130.370.9.2330.23303.1	14,298	6,327	55.75%	14,733	57.06%
		<b>273,789</b>	<b>287,995</b>	<b>-5.19%</b>	<b>317,115</b>	<b>9.18%</b>

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	201.3520.250.370.9.2330.23351.1	682	15,234	-2133.67%	682	-2133.67%
	201.3520.260.370.9.2330.23352.1	8,500	15,431	-81.54%	8,500	-81.54%
		<b>9,182</b>	<b>30,664</b>	<b>-233.96%</b>	<b>9,182</b>	<b>-233.96%</b>
<b>Total Program</b>		<b>282,971</b>	<b>318,660</b>	<b>-12.61%</b>	<b>326,297</b>	<b>2.34%</b>
<b>PROGRAM AREA 2340: CONTINGENCY</b>		<b>229,240</b>	<b>77,413</b>	<b>66.23%</b>	<b>341,014</b>	<b>77.30%</b>
	201.5100.110.370.1.2340.23401.1	59,240	43,980	25.76%	51,014	13.79%
	201.2305.110.370.1.2340.23402.1	100,000	0	100.00%	120,000	100.00%
	201.5100.110.370.1.2340.23403.1	-	0		-	
	201.2305.110.370.1.2340.23404.1	35,000	33,434	4.48%	135,000	75.23%
	201.1230.120.370.9.2340.23405.1	35,000	0	100.00%	35,000	100.00%
		<b>229,240</b>	<b>77,413</b>	<b>66.23%</b>	<b>341,014</b>	<b>77.30%</b>
<b>Total Program</b>		<b>229,240</b>	<b>77,413</b>	<b>66.23%</b>	<b>341,014</b>	<b>77.30%</b>
<b>PROGRAM AREA 2350: COPY SERVICE</b>		<b>66,558</b>	<b>54,871</b>	<b>17.56%</b>	<b>70,894</b>	<b>22.60%</b>
	201.2330.130.370.1.2350.23501.1	21,056	21,081	-0.12%	21,898	3.73%
	201.2330.130.370.1.2350.23502.1	12,958	18,787	-44.99%	25,476	26.26%
		<b>34,014</b>	<b>39,868</b>	<b>-17.21%</b>	<b>47,375</b>	<b>15.84%</b>
	201.2430.250.370.1.2350.23551.1	4,025	4,918	-22.20%	0	
	201.2420.240.370.1.2350.23552.1	25,019	8,753	65.01%	20,019	56.27%
	201.4230.240.370.9.2350.23553.1	0	494		0	
	201.4230.240.370.9.2350.23554.1	3,500	837	76.09%	3,500	76.09%
		<b>32,544</b>	<b>15,002</b>	<b>53.90%</b>	<b>23,519</b>	<b>36.21%</b>
<b>Total Program</b>		<b>66,558</b>	<b>54,871</b>	<b>17.56%</b>	<b>70,894</b>	<b>22.60%</b>
<b>PROGRAM AREA 2360: EQUIPMENT</b>		<b>9,500</b>	<b>37,428</b>	<b>-293.98%</b>	<b>9,500</b>	<b>-293.98%</b>
	201.7300.260.370.1.2360.23651.1	2,500	27,086	-983.43%	2,500	-983.43%
	201.7400.260.370.1.2360.23652.1	2,500	1,725	31.00%	2,500	31.00%
	201.7400.260.370.1.2360.23653.1	2,500	8,617	-244.68%	2,500	-244.68%
	201.7400.260.910.9.2360.23654.1	2,000	0	100.00%	2,000	100.00%
		<b>9,500</b>	<b>37,428</b>	<b>-293.98%</b>	<b>9,500</b>	<b>-293.98%</b>
<b>Total Program</b>		<b>9,500</b>	<b>37,428</b>	<b>-293.98%</b>	<b>9,500</b>	<b>-293.98%</b>
<b>PROGRAM AREA 2370: FIELD TRIPS</b>		<b>30,000</b>	<b>26,253</b>	<b>12.49%</b>	<b>20,000</b>	<b>-31.27%</b>
	201.2440.130.370.1.2370.23701.1	30,000	24,864	17.12%	20,000	-24.32%
	201.2440.260.370.1.2370.23751.1	0	1,390		0	
		<b>30,000</b>	<b>26,253</b>	<b>12.49%</b>	<b>20,000</b>	<b>-31.27%</b>
<b>Total Program</b>		<b>30,000</b>	<b>26,253</b>	<b>12.49%</b>	<b>20,000</b>	<b>-31.27%</b>
<b>PROGRAM AREA 2390: HEALTH SERVICES</b>		<b>132,266</b>	<b>146,358</b>	<b>-10.65%</b>	<b>137,892</b>	<b>-6.14%</b>
	201.3200.110.370.9.2390.23901.1	125,016	144,410	-15.51%	130,642	-10.54%
		<b>125,016</b>	<b>144,410</b>	<b>-15.51%</b>	<b>130,642</b>	<b>-10.54%</b>
	201.3200.250.370.9.2390.23951.1	5,000	1,948	61.04%	5,000	61.04%
	201.3200.240.900.9.2390.23952.1	1,250	0	100.00%	1,250	100.00%



**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	201.3200.260.370.9.2390.23953.1 Hlth. Serv. Equipment Maintenance	1,000	0	100.00%	1,000	100.00%
		<b>7,250</b>	<b>1,948</b>	<b>73.13%</b>	<b>7,250</b>	<b>73.13%</b>
<b>Total Program</b>		<b>132,266</b>	<b>146,358</b>	<b>-10.65%</b>	<b>137,892</b>	<b>-6.14%</b>
<b>PROGRAM AREA 2400: PARAPROFESSIONALS</b>		<b>121,102</b>	<b>154,084</b>	<b>-27.23%</b>	<b>125,545</b>	<b>-22.73%</b>
	201.2220.120.370.1.2400.24001.1 Paras: Dept. Clerical Salary	95,545	107,873	-12.90%	70,545	-52.91%
	201.3600.130.370.1.2400.24002.1 Paras: Campus Monitor Salary	25,557	46,210	-80.81%	55,000	15.98%
		<b>121,102</b>	<b>154,084</b>	<b>-27.23%</b>	<b>125,545</b>	<b>-22.73%</b>
<b>Total Program</b>		<b>121,102</b>	<b>154,084</b>	<b>-27.23%</b>	<b>125,545</b>	<b>-22.73%</b>
<b>PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL</b>		<b>11,500</b>	<b>1,403</b>	<b>87.80%</b>	<b>5,500</b>	<b>74.50%</b>
	201.2440.260.370.1.2410.24151.1 School District Travel	11,500	1,403	87.80%	5,500	74.50%
		<b>11,500</b>	<b>1,403</b>	<b>87.80%</b>	<b>5,500</b>	<b>74.50%</b>
<b>Total Program</b>		<b>11,500</b>	<b>1,403</b>	<b>87.80%</b>	<b>5,500</b>	<b>74.50%</b>
<b>PROGRAM AREA 3510: ADMINISTRATION</b>		<b>740,971</b>	<b>939,705</b>	<b>-26.82%</b>	<b>822,691</b>	<b>-14.22%</b>
	201.1210.110.370.9.3510.25101.1 Superintendent's Salary	94,551	111,150	-17.56%	94,551	-17.56%
	201.1210.120.370.9.3510.25102.1 Supt. Support Staff	34,741	35,400	-1.90%	33,120	-6.88%
	201.1220.110.370.9.3510.25103.1 Asst. Supt. Salary	-	0	-	-	-
	201.1230.110.370.9.3510.25115.1 Dir. of Teaching/Learning Sal.	64,896	71,848	-10.71%	72,864	1.40%
	201.1220.120.370.9.3510.25104.1 Teach/Learning Support Staff	-	38,460	-	55,890	31.19%
	201.1410.110.370.9.3510.25106.1 Dir. of Finance & Operations Sal.	-	0	-	-	-
	201.1410.110.370.9.3510.25106.1 Deputy Supt. of Finance & Oper. Sal.	93,775	91,458	2.47%	97,990	6.67%
	201.1410.120.370.9.3510.25107.1 Financial Serv. Staff	188,688	193,446	-2.52%	197,179	1.89%
	201.1420.110.370.9.3510.25108.1 Director of Human Resources	65,506	64,357	1.75%	68,451	5.98%
	201.1420.120.370.9.3510.25109.1 Human Resources Staff Sal.	58,090	46,030	20.76%	64,170	28.27%
		<b>600,247</b>	<b>652,148</b>	<b>-8.65%</b>	<b>684,214</b>	<b>4.69%</b>
	201.1210.250.370.9.3510.25151.1 Supt. S/M	5,625	4,070	27.65%	5,625	27.65%
	201.1210.260.370.9.3510.25152.1 Supt. Consultant Contract	2,500	6,445	-157.80%	2,500	-157.80%
	201.1210.240.370.9.3510.25153.1 Supt. Contracted Services	2,500	0	100.00%	2,500	100.00%
	201.1210.260.370.9.3510.25154.1 Supt. Memberships	4,000	2,747	31.33%	4,000	31.33%
	201.5200.260.370.9.3510.25155.1 Supt. Insurance	145	-1	100.69%	145	100.69%
	201.1210.260.370.9.3510.25156.1 Supt. Prof. Development	3,000	962	67.94%	3,000	67.94%
	201.1210.260.370.9.3510.25157.1 Annual School Census	0	0	-	0	-
	201.5100.260.900.9.3510.25158.1 Admin. Annuity	0	0	-	0	-
	201.1210.260.370.9.3510.25159.1 Administrative Membership	0	0	-	0	-
	201.1220.250.370.9.3510.25161.1 Dir of Teach/Learn S/M	2,061	2,488	-20.71%	5,542	55.11%
	201.1220.240.370.9.3510.25162.1 Dir of Teach/Learn Contr. Services	0	0	-	0	-
	201.1220.260.370.9.3510.25163.1 Dir of Teach/Learn Memberships	0	0	-	0	-
	201.1220.260.370.9.3510.25164.1 Dir of Teach/Learn Prof. Development	500	195	61.00%	500	61.00%
	201.1410.250.370.9.3510.25171.1 Business Office S/M	3,500	9,961	-184.59%	3,500	-184.59%
	201.1410.240.370.9.3510.25172.1 Bus. Office Contr. Services	12,000	31,173	-159.78%	12,000	-159.78%

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	201.1410.260.370.9.3510.25173.1	1,529	2,581	-68.78%	1,529	-68.78%
	201.1410.260.370.9.3510.25174.1	2,410	1,335	44.61%	2,410	44.61%
	201.1410.260.370.9.3510.25175.1	1,720	20	98.84%	1,720	98.84%
	201.1420.250.370.9.3510.25181.1	2,200	1,285	41.60%	2,200	41.60%
	201.1420.240.370.9.3510.25182.1	6,728	11,783	-75.14%	6,000	-96.39%
	201.1420.260.370.9.3510.25183.1	10,000	275	97.25%	5,000	94.50%
	201.1420.260.370.9.3510.25184.1	3,440	198	94.24%	3,440	94.24%
	201.1420.260.370.9.3510.25185.1	1,061	4,698	-342.79%	1,061	-342.79%
	201.1420.260.370.9.3510.25186.1	5,805	3,429	40.92%	5,805	40.92%
	201.1430.260.370.9.3510.25191.1	30,000	203,914	-579.71%	30,000	-579.71%
	201.1435.260.370.9.3510.25192.1	40,000	0	100.00%	40,000	100.00%
		<b>140,724</b>	<b>287,558</b>	<b>-104.34%</b>	<b>138,477</b>	<b>-107.66%</b>
<b>Total Program</b>		<b>740,971</b>	<b>939,705</b>	<b>-26.82%</b>	<b>822,691</b>	<b>-14.22%</b>
<b>PROGRAM AREA 3520: PRINCIPALS</b>		<b>722,927</b>	<b>744,475</b>	<b>-2.98%</b>	<b>764,100</b>	<b>2.57%</b>
	201.2210.110.370.9.3520.25201.1	166,234	160,000	3.75%	166,234	3.75%
	201.2210.120.370.9.3520.25202.1	249,879	255,154	-2.11%	269,916	5.47%
	201.2210.110.370.9.3520.25203.1	261,801	278,591	-6.41%	279,450	0.31%
		<b>677,914</b>	<b>693,745</b>	<b>-2.34%</b>	<b>715,600</b>	<b>3.05%</b>
	201.2210.250.370.9.3520.25251.1	20,000	25,553	-27.77%	22,500	-13.57%
	201.2420.240.370.9.3520.25252.1	7,500	0	100.00%	7,500	100.00%
	201.2210.260.370.9.3520.25253.1	11,013	18,637	-69.23%	12,000	-55.31%
	201.2210.260.370.9.3520.25254.1	6,500	6,539	-0.61%	6,500	-0.61%
		<b>45,013</b>	<b>50,730</b>	<b>-12.70%</b>	<b>48,500</b>	<b>-4.60%</b>
<b>Total Program</b>		<b>722,927</b>	<b>744,475</b>	<b>-2.98%</b>	<b>764,100</b>	<b>2.57%</b>
<b>PROGRAM AREA 3530: SCHOOL COMMITTEE</b>		<b>12,307</b>	<b>5,246</b>	<b>57.37%</b>	<b>12,307</b>	<b>57.37%</b>
	201.1110.120.370.9.3530.25301.1	3,500	2,681	23.39%	3,500	23.39%
		<b>3,500</b>	<b>2,681</b>	<b>23.39%</b>	<b>3,500</b>	<b>23.39%</b>
	201.1110.250.370.9.3530.25351.1	1,500	1,515	-0.97%	1,500	-0.97%
	201.1110.260.370.9.3530.25352.1	5,800	100	98.28%	5,800	98.28%
	201.1110.260.370.9.3530.25353.1	500	0	100.00%	500	100.00%
	201.1110.240.370.9.3530.25354.1	1,007	950	5.66%	1,007	5.66%
		<b>8,807</b>	<b>2,565</b>	<b>70.88%</b>	<b>8,807</b>	<b>70.88%</b>
<b>Total Program</b>		<b>12,307</b>	<b>5,246</b>	<b>57.37%</b>	<b>12,307</b>	<b>57.37%</b>
<b>PROGRAM AREA 4610: CAPITAL OUTLAY</b>		<b>27,500</b>	<b>32,058</b>	<b>-16.58%</b>	<b>67,500</b>	<b>52.51%</b>
	201.7100.260.370.9.4610.26151.1	5,000	23,895	-377.90%	15,000	-59.30%
	201.7200.260.370.9.4610.26152.1	10,000	3,893	61.07%	20,000	80.53%
	201.7200.260.370.9.4610.26153.1	2,500	4,270	-70.80%	17,500	75.60%
	201.7300.260.370.9.4610.26154.1	10,000	0	100.00%	15,000	100.00%

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
201.7200.260.370.9.4610.91251.1	Capital Stabilization	0	0			
		<b>27,500</b>	<b>32,058</b>	<b>-16.58%</b>	<b>67,500</b>	<b>52.51%</b>
<b>Total Program</b>		<b>27,500</b>	<b>32,058</b>	<b>-16.58%</b>	<b>67,500</b>	<b>52.51%</b>
<b>PROGRAM AREA 4620: CUSTODIAL SERVICES</b>		<b>561,448</b>	<b>592,959</b>	<b>-5.61%</b>	<b>607,502</b>	<b>2.39%</b>
201.4110.130.370.9.4620.26201.1	Bldg. Serv. Wkr. Salary	445,103	458,813	-3.08%	479,312	4.28%
201.4110.130.370.9.4620.26202.1	Bldg. Serv. Wkr. Overtime	78,736	67,319	14.50%	78,992	14.78%
201.4110.130.370.9.4620.26203.1	Ripley Bldg. Serv. Wkr. Sal.	25,402	20,389	19.74%	30,085	32.23%
201.4110.130.370.9.4620.26204.1	Ripley Bldg. Serv. Wkr. Overtime	2,225	1,596	28.25%	926	-72.47%
201.4110.120.370.9.4620.26205.1	Receptionist Salary	1,352	900	33.43%	927	2.87%
		<b>552,818</b>	<b>549,017</b>	<b>0.69%</b>	<b>590,242</b>	<b>6.98%</b>
201.4110.250.370.9.4620.26251.1	Bldg. Serv. Wkr. S/M	5,109	40,320	-689.20%	10,218	-294.60%
201.4110.250.370.9.4620.26252.1	Ripley Bldg. Serv. Wkr. S/M	324	0	100.00%	648	100.00%
201.4110.260.370.9.4620.26253.1	Bldg. Serv. Wkr. Uniforms	3,001	3,535	-17.78%	6,002	41.11%
201.4110.260.370.9.4620.26254.1	Bldg. Serv. Wkr. Fees	196	87	55.61%	392	77.81%
201.7400.260.370.9.4620.26255.1	Bldg. Serv. Wkr. Equipment	0	0		0	
		<b>8,630</b>	<b>43,942</b>	<b>-409.18%</b>	<b>17,260</b>	<b>-154.59%</b>
<b>Total Program</b>		<b>561,448</b>	<b>592,959</b>	<b>-5.61%</b>	<b>607,502</b>	<b>2.39%</b>
<b>PROGRAM AREA 4630: INFO. TECH. SERVICES</b>		<b>798,171</b>	<b>735,306</b>	<b>7.88%</b>	<b>842,519</b>	<b>12.73%</b>
201.1450.110.370.9.4630.26301.1	Dir. of Info. Tech.	68,465	67,096	2.00%	71,889	6.67%
201.1450.130.370.9.4630.26302.1	I.T. Services Unit Ldr. Salary	144,214	139,183	3.49%	140,876	1.20%
201.1450.130.370.9.4630.26303.1	I.T. Sr. Support Analyst Sal.	282,300	213,221	24.47%	292,181	27.02%
201.1450.110.370.9.4630.26306.1	Digital Literacy Administrator	-	61,250		-	
201.1450.130.370.9.4630.26305.1	Communication Support Specialist	-	37,023		36,207	-2.26%
201.1450.120.370.9.4630.26304.1	I.T. Services Clerical Sal.	27,941	25,739	7.88%	27,457	6.26%
		<b>522,920</b>	<b>543,512</b>	<b>-3.94%</b>	<b>568,608</b>	<b>4.41%</b>
201.1450.250.370.9.4630.26351.1	I.T. Services Office S/M	15,000	6,709	55.27%	2,000	-235.46%
201.2451.250.370.1.4630.26352.1	Micro Computer Repair S/M	821	3,905	-375.64%	2,500	-56.20%
201.1450.240.900.9.4630.26353.1	Contr. Services - Web Page	6,500	2,499	61.55%	9,000	72.23%
201.1450.260.370.9.4630.26354.1	I. T. Services Server Maintenance	6,000	0	100.00%	9,000	100.00%
201.1450.260.370.9.4630.26355.1	I. T. Services New Equipment	50,000	55,055	-10.11%	45,000	-22.34%
201.4400.260.370.9.4630.26356.1	I. T. Services Networking	95,000	55,808	41.25%	75,000	25.59%
201.2455.260.370.1.4630.26361.1	I. T. Services Software Dev.	1,590	0	100.00%	1,590	100.00%
201.1450.260.370.9.4630.26362.1	I. T. Services Software Lease/Purchase	35,000	11,873	66.08%	25,000	52.51%
201.1450.260.370.9.4630.26363.1	I. T. Serv. Admin. Software Support	45,000	54,924	-22.05%	84,481	34.99%
201.1450.260.370.9.4630.26365.1	I. T. Serv. Software Maint./Financials	2,120	0	100.00%	2,120	100.00%
201.2250.260.370.9.4630.26366.1	I. T. Serv. Software Maint./Student	15,000	0	100.00%	15,000	100.00%
201.4230.260.900.9.4630.26367.1	I.T. Vehicle Maint.	1,205	406	66.32%	1,205	66.32%
201.4230.260.900.9.4630.26368.1	I.T. Gasoline	1,584	294	81.46%	1,584	81.46%
201.4230.260.900.9.4630.26369.1	I.T. Vehicle Insurance	431	322	25.26%	431	25.26%

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	201.7600.260.900.9.4630.26370.1	0	0		0	
	201.1450.260.370.9.4630.91251.1	0	0		0	
		<b>275,251</b>	<b>191,795</b>	<b>30.32%</b>	<b>273,911</b>	<b>29.98%</b>
<b>Total Program</b>		<b>798,171</b>	<b>735,306</b>	<b>7.88%</b>	<b>842,519</b>	<b>12.73%</b>
<b>PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&amp;GROUNDS</b>		<b>305,612</b>	<b>437,343</b>	<b>-43.10%</b>	<b>415,465</b>	<b>-5.27%</b>
	201.4200.130.370.9.4640.26401.1	44,990	46,368	-3.06%	49,680	6.67%
	201.4200.130.370.9.4640.26402.1	110,020	114,012	-3.63%	114,112	0.09%
	201.4200.130.370.9.4640.26403.1	20,000	16,360	18.20%	20,000	18.20%
	201.4200.130.370.9.4640.26404.1	10,000	0	100.00%	10,000	100.00%
	201.4200.120.370.9.4640.26405.1	3,602	3,842	-6.65%	3,602	-6.65%
		<b>188,612</b>	<b>180,581</b>	<b>4.26%</b>	<b>197,394</b>	<b>8.52%</b>
	201.4210.250.370.9.4640.26451.1	17,500	25,444	-45.40%	18,613	-36.71%
	201.4220.250.370.9.4640.26452.1	17,500	13,971	20.16%	35,000	60.08%
	201.4210.240.370.9.4640.26453.1	7,000	110,871	-1483.87%	47,821	-131.85%
	201.4220.240.370.9.4640.26454.1	45,000	58,143	-29.21%	60,000	3.10%
	201.4210.240.370.9.4640.26455.1	15,000	39,199	-161.33%	24,555	-59.64%
	201.4200.260.370.9.4640.26456.1	3,000	0	100.00%	3,000	100.00%
	201.4200.260.370.9.4640.26457.1	7,500	1,322	82.37%	22,500	94.12%
	201.4200.260.370.9.4640.26458.1	2,000	7,811	-290.56%	4,083	-91.33%
	201.7400.260.370.9.4640.26459.1	2,500	0	100.00%	2,500	100.00%
		<b>117,000</b>	<b>256,762</b>	<b>-119.45%</b>	<b>218,071</b>	<b>-17.74%</b>
<b>Total Program</b>		<b>305,612</b>	<b>437,343</b>	<b>-43.10%</b>	<b>415,465</b>	<b>-5.27%</b>
<b>PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&amp;VEHICLES</b>		<b>28,028</b>	<b>142,446</b>	<b>-408.23%</b>	<b>36,577</b>	<b>-289.44%</b>
	201.4230.250.370.9.4650.26551.1	10,000	16,746	-67.46%	12,500	-33.97%
	201.4230.250.370.9.4650.26552.1	3,461	57,628	-1565.07%	10,000	-476.28%
	201.4230.240.370.9.4650.26553.1	7,884	63,798	-709.21%	10,000	-537.98%
	201.4230.260.370.9.4650.26554.1	5,606	3,308	40.99%	3,000	-10.26%
	201.4230.260.370.9.4650.26555.1	1,077	966	10.27%	1,077	10.27%
	201.7600.260.370.9.4650.26556.1	0	0		0	
		<b>28,028</b>	<b>142,446</b>	<b>-408.23%</b>	<b>36,577</b>	<b>-289.44%</b>
<b>Total Program</b>		<b>28,028</b>	<b>142,446</b>	<b>-408.23%</b>	<b>36,577</b>	<b>-289.44%</b>
<b>PROGRAM AREA 4660: REGULAR TRANSPORTATION</b>		<b>957,693</b>	<b>757,328</b>	<b>20.92%</b>	<b>1,112,848</b>	<b>31.95%</b>
	201.3300.130.370.1.4660.26601.1	31,575	31,651	-0.24%	32,759	3.38%
	201.3300.130.370.1.4660.26600.1	1,581	635	59.86%	1,581	59.86%
	201.3300.130.370.1.4660.26602.1	344,739	315,889	8.37%	584,739	45.98%
	201.3300.130.370.1.4660.26603.1	20,000	10,686	46.57%	20,000	46.57%
	201.3300.130.370.1.4660.26604.1	76,247	57,691	24.34%	80,000	27.89%
	201.3300.130.370.1.4660.26605.1	12,551	6,206	50.56%	6,917	10.29%

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	201.3300.130.370.1.4660.26606.1	47,548	49,616	-4.35%	51,352	3.38%
	Trans. Coordinator Salary	<b>534,241</b>	<b>472,373</b>	<b>11.58%</b>	<b>777,348</b>	<b>39.23%</b>
	201.3300.250.370.1.4660.26651.1	85,000	62,669	26.27%	80,000	21.66%
	201.3300.260.370.1.4660.26652.1	0	3,348		170	-1866.86%
	201.3300.260.370.1.4660.26653.1	85,000	42,109	50.46%	40,000	-5.27%
	201.3300.260.370.1.4660.26654.1	3,008	2,685	10.75%	2,799	4.08%
	201.3300.260.370.1.4660.26655.1	3,772	706	81.28%	1,664	57.58%
	201.3300.260.370.1.4660.26656.1	1,394	307	77.94%	69	-347.68%
	201.3300.260.370.1.4660.26657.1	4,000	3,225	19.37%	4,000	19.37%
	201.3300.260.370.1.4660.26658.1	3,000	2,519	16.03%	3,000	16.03%
	201.7600.260.370.1.4660.26659.1	100,000	90,702	9.30%	140,000	35.21%
	201.3300.240.370.1.4660.26660.1	33,798	27,005	20.10%	33,798	20.10%
	201.3300.260.370.1.4660.26661.1	104,480	49,680	52.45%	30,000	-65.60%
	Trans. Leases	<b>423,452</b>	<b>284,955</b>	<b>32.71%</b>	<b>335,500</b>	<b>15.07%</b>
<b>Total Program</b>		<b>957,693</b>	<b>757,328</b>	<b>20.92%</b>	<b>1,112,848</b>	<b>31.95%</b>
<b>PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION</b>		<b>631,667</b>	<b>588,746</b>	<b>6.79%</b>	<b>693,923</b>	<b>15.16%</b>
	201.3300.130.370.2.4670.26701.1	-	0		-	
	SPED Trans. Aide Salary	<b>0</b>	<b>0</b>		<b>0</b>	
	201.3300.260.370.2.4670.26751.1	554,092	532,213	3.95%	612,093	13.05%
	201.3300.260.370.2.4670.26752.1	74,493	53,637	28.00%	81,107	33.87%
	201.7600.260.370.2.4670.26761.1	0	0		0	
	201.3300.260.370.2.4670.26762.1	424	284	33.05%	499	43.12%
	201.3300.260.370.2.4670.26763.1	241	215	10.89%	224	4.07%
	201.3300.250.370.2.4670.26764.1	2,417	2,397	0.81%	0	
	SPED VEHICLE S/M	<b>631,667</b>	<b>588,746</b>	<b>6.79%</b>	<b>693,923</b>	<b>15.16%</b>
<b>Total Program</b>		<b>631,667</b>	<b>588,746</b>	<b>6.79%</b>	<b>693,923</b>	<b>15.16%</b>
<b>PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS</b>		<b>159,452</b>	<b>67,617</b>	<b>57.59%</b>	<b>79,784</b>	<b>15.25%</b>
	201.4120.260.370.9.4680.26851.1	130,000	55,358	57.42%	50,000	-10.72%
	201.4120.260.910.9.4680.26852.1	19,926	11,150	44.04%	20,000	44.25%
	201.4120.260.370.9.4680.26853.1	2,242	1,110	50.50%	2,500	55.61%
	201.4120.260.370.9.4680.26858.1	0	0		0	
	201.4120.240.370.9.4680.26860.1	3,284	0	100.00%	3,284	100.00%
	201.4120.240.370.9.4680.26861.1	0	0		0	
	201.4120.240.370.9.4680.26862.1	4,000	0	100.00%	4,000	100.00%
	Contr. Services - Controls	<b>159,452</b>	<b>67,617</b>	<b>57.59%</b>	<b>79,784</b>	<b>15.25%</b>
<b>Total Program</b>		<b>159,452</b>	<b>67,617</b>	<b>57.59%</b>	<b>79,784</b>	<b>15.25%</b>
<b>PROGRAM AREA 4690: UTILITIES/OTHER</b>		<b>473,377</b>	<b>390,532</b>	<b>17.50%</b>	<b>405,331</b>	<b>3.65%</b>
	201.4130.260.370.9.4690.26951.1	275,000	272,019	1.08%	278,500	2.33%
	CCHS Electricity					

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals	
	201.4130.260.910.9.4690.26952.1	Ripley Electricity	30,453	26,093	14.32%	28,706	9.10%
	201.4130.260.370.9.4690.26953.1	Trans. Repair Electricity	0	0		0	
	201.4130.260.370.9.4690.26960.1	CCHS Water/Sewer	49,900	27,755	44.38%	38,000	26.96%
	201.4130.260.910.9.4690.26961.1	Ripley Water/Sewer	3,000	1,249	58.36%	1,700	26.52%
	201.4130.260.370.9.4690.26962.1	Trans. Water/Sewer	0	0		0	
	201.4130.260.370.9.4690.26970.1	Telephone	85,000	42,617	49.86%	58,425	27.06%
	201.4130.260.370.9.4690.26980.1	Trash Pickup & Recycling	30,024	20,799	30.72%	0	
			<b>473,377</b>	<b>390,532</b>	<b>17.50%</b>	<b>405,331</b>	<b>3.65%</b>
<b>Total Program</b>			<b>473,377</b>	<b>390,532</b>	<b>17.50%</b>	<b>405,331</b>	<b>3.65%</b>
<b>PROGRAM AREA 5800: DEBT SERVICE</b>			<b>5,136,993</b>	<b>5,144,926</b>	<b>-0.15%</b>	<b>4,988,209</b>	<b>-3.14%</b>
	201.8200.260.370.9.5800.28051.1	Debt Service Banking	3,600	11,534	-220.39%	3,600	-220.39%
	201.8100.260.370.9.5800.28052.1	H.S '92 - Principal	0	0		0	
	201.8200.260.370.9.5800.28053.1	H.S. '92 - Interest	0	0		0	
	201.8100.260.370.9.5800.28054.1	H.S. '05 - Principal	0	0		0	
	201.8200.260.370.9.5800.28055.1	H.S. '05 - Interest	0	0		0	
	201.8100.260.370.9.5800.28056.1	H.S. 06 - Principal	0	0		0	
	201.8200.260.370.9.5800.28057.1	H.S. 06 - Interest	0	0		0	
	201.8100.260.370.9.5800.28058.1	H.S. 07 - Principal	0	0		0	
	201.8200.260.370.9.5800.28059.1	H.S. 07 - Interest	0	0		0	
	201.8100.260.370.9.5800.28060.1	H.S. 08 - Principal	245,000	245,000	0.00%	240,000	-2.08%
	201.8200.260.370.9.5800.28061.1	H.S. 08 - Interest	12,606	12,606	0.00%	4,173	-202.09%
	201.8100.260.370.9.5800.28062.1	H.S. '10 - Principal	0	0		0	
	201.8200.260.370.9.5800.28063.1	H.S. '10 - Interest	0	0		0	
	201.8100.260.370.9.5800.28064.1	H.S. '11 - Principal	0	0		0	
	201.8200.260.370.9.5800.28065.1	H.S. '11 - Interest	0	0		0	
	201.8100.260.370.9.5800.28066.1	H.S. '12 Building - Principal	0	0		0	
	201.8200.260.370.9.5800.28067.1	H.S. '12 Building - Interest	0	0		0	
	201.8200.260.370.9.5800.28068.1	H.S. '13 Building - Principal	1,350,000	1,350,000	0.00%	1,300,000	-3.85%
	201.8200.260.370.9.5800.28069.1	H.S. '13 Building - Interest	930,987	930,986	0.00%	882,006	-5.55%
	201.8200.260.370.9.5800.28070.1	H.S. '17 Building \$1.9M - Bond Principal	0	0		0	
	201.8200.260.370.9.5800.28071.1	H.S. '17 Building \$1.9M - Bond Interest	0	0		0	
	201.8200.260.370.9.5800.28072.1	H.S. '15 Building - Principal	1,350,000	1,350,000	0.00%	1,350,000	0.00%
	201.8200.260.370.9.5800.28073.1	H.S. '15 Building - Interest	949,500	949,500	0.00%	891,532	-6.50%
	201.8200.260.370.9.5800.28075.1	H.S. '16 Bus BAN - Interest	7,400	2,900	60.82%	5,360	45.90%
	201.8100.260.370.9.5800.28074.1	H.S. '16 Bus BAN - Optional Principal	92,500	97,000	-4.86%	134,000	27.61%
	<b>201.8100.260.370.9.5800.28076.1</b>	<b>H.S. '18 Landfill - Principal</b>	0	0		0	
	201.8100.260.370.9.5800.28078.1	H.S. '16 Building - Principal	115,000	115,000	0.00%	115,000	0.00%
	<b>201.8200.260.370.9.5800.28077.1</b>	<b>H.S. '18 Landfill - Interest</b>	0	0		0	
	201.8200.260.370.9.5800.28079.1	H.S. '16 Building - Interest	66,150	66,150	0.00%	62,538	-5.78%
	201.8200.260.370.9.5800.28080.1	H.S. '16 Building BAN - Interest	14,250	14,250	0.00%		
			<b>5,136,993</b>	<b>5,144,926</b>	<b>-0.15%</b>	<b>4,988,209</b>	<b>-3.14%</b>

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
<b>Total Program</b>		<b>5,136,993</b>	<b>5,144,926</b>	<b>-0.15%</b>	<b>4,988,209</b>	<b>-3.14%</b>
<b>PROGRAM AREA 5810: INSURANCE</b>		<b>2,515,579</b>	<b>2,444,213</b>	<b>2.84%</b>	<b>2,646,521</b>	<b>7.64%</b>
201.5200.260.370.9.5810.28151.1	Workers' Compensation	37,600	118,099	-214.09%	57,399	-105.75%
201.5200.260.370.9.5810.28152.1	Employee Assistance Program	0	0		0	
201.5200.260.370.9.5810.28153.1	FICA Medical Insurance	260,742	261,806	-0.41%	260,743	-0.41%
201.5200.260.370.9.5810.28154.1	Unemployment Compensation	15,000	33,019	-120.12%	15,000	-120.12%
201.5200.260.370.9.5810.28155.1	Hospital/Life Insurance	1,172,028	989,913	15.54%	1,242,671	20.34%
201.5200.260.370.9.5810.28156.1	Social Security Tax	55,539	41,960	24.45%	55,539	24.45%
201.5260.260.370.9.5810.28157.1	Public Liability Insurance	25,000	31,218	-24.87%	25,000	-24.87%
201.5260.260.370.9.5810.28158.1	Sch. Comm. Prof. Liability	3,500	3,829	-9.40%	3,500	-9.40%
201.5260.260.370.9.5810.28159.1	Nurses Liability Insurance	500	218	56.40%	500	56.40%
201.5200.260.370.9.5810.28163.1	Retiree Medical Insurance	235,670	259,151	-9.96%	245,670	-5.49%
201.5200.260.370.9.5810.28164.1	OPEB Liability - Active EE Retiree Medical Ins.	705,000	705,000	0.00%	735,499	4.15%
201.5200.260.370.9.5810.28165.1	Ch. 32(b) Sec 9(a)1/2 Assessments	5,000	0	100.00%	5,000	100.00%
<b>Total Program</b>		<b>2,515,579</b>	<b>2,444,213</b>	<b>2.84%</b>	<b>2,646,521</b>	<b>7.64%</b>
<b>PROGRAM AREA 5820: RETIREMENT</b>		<b>666,849</b>	<b>666,849</b>	<b>0.00%</b>	<b>708,000</b>	<b>5.81%</b>
201.5100.260.370.9.5820.28251.1	Retirement	666,849	666,849	0.00%	708,000	5.81%
<b>Total Program</b>		<b>666,849</b>	<b>666,849</b>	<b>0.00%</b>	<b>708,000</b>	<b>5.81%</b>
<b>PROGRAM AREA 5830: ASSESSMENTS</b>		<b>135,000</b>	<b>197,037</b>	<b>-45.95%</b>	<b>102,500</b>	<b>-92.23%</b>
201.9110.260.370.9.5830.28351.1	School Choice Assessment	15,000	96,158	-541.05%	12,500	-669.26%
201.9120.260.370.9.5830.28352.1	Charter School Assessment	120,000	100,879	15.93%	90,000	-12.09%
<b>Total Program</b>		<b>135,000</b>	<b>197,037</b>	<b>-45.95%</b>	<b>102,500</b>	<b>-92.23%</b>
<b>PROGRAM AREA 5840: OTHER FIXED COSTS</b>		<b>76,650</b>	<b>68,989</b>	<b>10.00%</b>	<b>52,650</b>	<b>-31.03%</b>
201.5500.260.900.9.5840.28451.1	Postage	35,000	22,246	36.44%	12,000	-85.39%
201.5500.240.370.9.5840.28452.1	Audit Contract	40,000	37,000	7.50%	37,000	0.00%
201.5500.260.370.9.5840.28453.1	Banking Services	1,000	9,170	-817.03%	3,000	-205.68%
201.5500.260.370.9.5840.28454.1	Treasurer Bonds	650	572	12.00%	650	12.00%
<b>Total Program</b>		<b>76,650</b>	<b>68,989</b>	<b>10.00%</b>	<b>52,650</b>	<b>-31.03%</b>
<b>Grand Total</b>		<b>31,741,858</b>	<b>31,569,175</b>	<b>0.54%</b>	<b>33,027,108</b>	<b>4.41%</b>

**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:	ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
	-- less Debt Service	5,133,393	5,133,392		4,984,609	-2.98%
	<b>Total Operating Budget</b>	<b>26,608,465</b>	<b>26,435,783</b>	<b>0.65%</b>	<b>28,042,499</b>	<b>5.73%</b>
	Circuit Breaker Receipts		1,140,000		725,360	-57.16%
		FY17 SC ADOPTED BUDGET	FY2017 EXPENSES	FY2017 BALANCE	FY18 SC ADOPTED BUDGET	FY18 SC ADOPTED BUDGET



**CONCORD FINANCE COMMITTEE  
DATA RESPONSE  
Attachment 1**

PROGRAM AREA:

ACCOUNT TITLE	FY2017 Budget	FY2017 Actuals	FY17 Actual vs. Budgeted	FY2018 Budget	FY18 Budgeted vs. FY17 Actuals
REGULAR EDUCATION	\$ 13,092,269	\$ 13,090,151	0.02%	\$ 13,891,490	5.77%
SPECIAL EDUCATION	\$ 5,331,032	\$ 5,111,993	4.11%	\$ 5,471,114	6.56%
ADMINISTRATION	\$ 1,476,205	\$ 1,689,426	-14.44%	\$ 1,599,099	-5.65%
OPERATIONS	\$ 3,311,281	\$ 3,155,590	4.70%	\$ 3,567,526	11.55%
FIXED COSTS	\$ 8,531,071	\$ 8,522,014	0.11%	\$ 8,497,880	-0.28%
FIXED COSTS W/O DEBT SERVICE	\$ 3,394,078	\$ 3,377,088	0.50%	\$ 3,509,671	3.78%
TOTAL BUDGET	\$ 31,741,858	\$ 31,569,175	0.54%	\$ 33,027,108	4.41%
- - <i>Less Debt Service</i>	\$ 5,133,393	\$ 5,133,392		\$ 4,984,609	-2.98%
OPERATING BUDGET	\$ 26,608,465	\$ 26,435,783		\$ 28,042,499	5.73%
Increase in OPEB	239,061				
Operating Budget Increases without OPEB	3.12%			5.39%	