



Chelmsford School Department School Committee

Notice of Public Meeting

Email Posting to townclerk@townofchelmsford.us Thank you.

Filed with Town Clerk:

As required by G.L. c. 30 A, §18-25

DATE: Wednesday July 18, 2018 TIME: 4:00 p.m. ROOM: Conf. Room 1

PLACE: CPS Central Administration Office ADDRESS: 230 North Road

AGENDA

CALL TO ORDER

PLEDGE OF ALLEGIANCE

CHAIR OPENING STATEMENT

PUBLIC COMMENTS

GOOD NEWS

NEW BUSINESS

1. Preliminary FY18 End-of-Year Budget Adjustments/Transfers
2. Approval of 2018/19 Employee Handbook
3. Permission to Post: Part-Time Social Worker, CHIPs Program
4. Permission to Post: Certified Nursing Assistant (CNA)
5. Review and Approval of School Committee Policies

REPORTS

1. Liaison Reports

ACTION/NEW ITEMS

1. Request for Reports & Updates

ADJOURNMENT

CHELMSFORD PUBLIC SCHOOLS

Memorandum

TO: Jay Lang, Superintendent
Members of the School Committee

FROM: Joanna Johnson-Collins, Director of Business & Finance

DATE: July 13, 2018

RE: FY2018 Preliminary End of Year Budget Report, Negative Balances and Transfers

I would like to provide you with the following update on the status of the FY18 Local Operating Budget as well as make a recommendation for final budget transfers. While a few remaining journal entries or general ledger activity may occur (i.e. closing a few more open purchase orders) before the books are closed later in July, the majority of the financial activity for FY18 has been recorded. I plan to provide you with another update at the August school committee meeting with the final FY18 figures.

BUDGET UPDATE

The preliminary results are as follows:

FY18 BUDGET	FY18 YTD EXPENDED	FY18 ENCUMBRANCES	FY18 AVAILABLE BUDGET PRIOR TO REQUESTED TRANSFER (OFFSET) TO REVOLVING FUNDS
\$57,000,000	\$59,382,636	\$120,907	(\$2,503,543)

Attached please find a Year-to-Date Budget Report from MUNIS detailing the school department's financial activity through June 30, 2018 (FY18). At the August school committee meeting, I will also include the summary of the school department's grant and revolving fund balances for the same reporting period.

I have summarized a few of the larger variances below:

Page 5-7 Instruction – Classroom Teachers – \$ 203,562 variance

This category contains the budget and actuals for general education classroom teachers, salary reserve for the 2% Cost of Living Adjustment (COLA), and salary reserve for lane changes. Overall this category is favorable by \$ 203,562.

The School Committee approved the budget transfers in November 2017 shifting the budgeted dollars out of the salary reserve COLA account and salary reserve lane change account into the various labor accounts. These budget transfers were completed and are reflected in this June report. The School Committee also approved a budget transfer in April 2018 due to the new building custodian contract being signed March 27, 2018, with raises being retroactive to July 1, 2017. After the budget transfers, these two accounts have a favorable balance of \$ 39,367.

The remaining labor accounts have some favorable and unfavorable variances. In the cases where the account is favorable, this is due to the salary of the teacher filling an open position (i.e. an internal transfer or a new hire) being less than what was budgeted. For example, in the new full day kindergarten classrooms, we budgeted the salary at Masters Step 3. If a new teacher was hired at Bachelors Step 1, there would be a favorable variance. Conversely, where an account is unfavorable, this is due to the salary of the teacher filling an open position being greater than what was budgeted. In the same full day kindergarten scenario, if an internal transfer teacher who was at a Masters Step 11 is now in that position, the account is unfavorable. Also, we did hire one additional

teacher than originally budgeted due to student enrollment figures in the first grade at the Harrington Elementary School. The enrollment figures and additional hiring was brought forward to the School Committee in August, 2017. Another contributing factor to the favorable labor variances are approved unpaid leaves of absence. These favorable and unfavorable variances net out to an overall favorable variance in Instruction – Classroom Teachers.

Page 7 Specialist Teachers – \$ 60,415 variance

This category contains the budget and actuals for special education classroom teachers and other specialists (i.e. reading, and ELL). This category is favorable due to having vacancies for a short period during the school year (i.e. Out of District Coordinator). This category also reflects the CHIPS teacher’s salaries, and the offset we budgeted to the CHIPS revolving fund. We budgeted an offset of \$ 115,000, however, due to these savings, the offsets that were budgeted to the school choice fund and CHIPS revolving fund will not be needed this year.

Page 14-15 Psychological Services – \$ -67,319 variance

This category is unfavorable since there is a budgeted offset of \$ 55, 850 to the school choice fund for a full time psychologist at the elementary school level. There were two new school psychologist positions added to the FY18 budget. One was reallocated from an unfilled Kindergarten teacher position and the other was budgeted by an offset to the school choice revolving fund. Due to other favorable variances in the local budget, we will not need to take the offset to the school choice revolving fund.

Page 16 Transportation – \$ -73,654 variance

This category is unfavorable due to the increase in special education transportation services as well as required nursing services on special education transportation vehicles. Part of this variance was offset by the regular education transportation coming in favorable (due to running the (big) busses five less days this school year). Another partial offset (\$ 47K) is in other instructional services category (page 13), where in the past, the nursing services were provided by a separate contracted service provider (not the bus company), and therefore budgeted in other contracted services category.

Page 17-18 Utilities – \$ -74,543 variance

The heating of buildings and utility services category is unfavorable, primarily due to less solar credits (this winter) and a higher cost of electric heat (primarily modular buildings). I recommend applying the savings in other categories to offset these two areas.

Page 19 Tuition Non Public Schools – \$ - 3,061,003 variance

The special education out-of-district tuitions are budgeted in a few accounts - the local account (1930), the Circuit Breaker Revolving Fund (310), and the School Choice Revolving Fund (510). At this time, all of the encumbrances and YTD actual expenditures are coded to the local budget account (\$7.425M total). A few journal entries will be made at the end of FY18 transferring YTD actuals from this local account to the revolving fund, while not bringing the revolving fund into a deficit balance at any time. No journal entries have been made to date, showing the total picture of special education out-of-district tuitions in one account. Below is a summary of the accounts/funds involved in funding out-of-district tuitions.

	7/1/17 Balance (carry over)	06/30/18 Receipts (Revenue) YTD	Current Balance	Estimated Receipts June 2018	Total carry over and new (budget)	Total SPED OOD Tuitions	6/30/2018 Estimated Balance
Local Account *					4,449,905	7,425,377	
Offset for retro					(604,348)		
Circuit Breaker	1,445,926	2,110,407	3,556,333	0	3,556,333	(2,561,159)	995,174
School Choice Original Offset					250,000	0	
Original Valley Collab credit/refund**					200,095	(518,817)	
Total						4,345,401	

CHELMSFORD PUBLIC SCHOOLS

*Original Budget amount of \$ 4,449,905 reflects the offset from circuit breaker funds in the amount of \$ 2,500,000, school choice funds in the amount of \$ 250,000, and a portion of the Valley Collaborative tuition credit/refund in the amount of \$ 200,095 to match the spring 2017 Town Meeting appropriated budget of \$ 57,000,000. Since the time of finalizing the FY18 budget, the circuit breaker figures have been released by DESE, with an annual FY18 total of \$ 3,121,049. The 4th quarter circuit breaker revenue from DESE in the amount of \$ 1,010,642 was received July 9, 2018, therefore was not recorded as revenue in FY18. Three quarterly circuit breaker revenue payments of \$ 703,469 were received in FY18, totaling \$ 2,110,407. SPED OOD tuitions stayed on forecast (\$ 7.4M). This amount is prior to the Valley Collaborative credit/refund described below. Therefore, the amount of SPED OOD tuitions recorded to the local budget will be \$ 4,345,401. This leaves a reserve in the circuit breaker fund of \$ 995,174 on June 30, 2018, the FY18 fiscal year end. Once the 4th quarter revenue payment of \$ 1,010,642 is recorded in early July (FY19) this will bring the circuit breaker reserve to \$ 2,005,816.

**As presented in the FY18 approved budget, the District planned for receiving either a credit or refund (we have since decided it will be a credit) from Valley Collaborative in FY18, as Valley has earned revenue in excess of the amount they are able to retain at fiscal year end. The amount above the allowable retainable limit must either be returned or credited to Valley's partner districts in proportion to the amount paid over the fiscal year. Chelmsford received \$ 528,817 as a credit which is greater than the \$ 440,000 originally projected by Valley (by 88K). While this funding should be considered "one time" revenue, the original budget reflected a portion to be used to offset the FY18 local operating budget as it directly relates to the special education tuition. This chart reflects applying the entire amount of the credit of \$ 528,817.

Due to these credits, the chart above reflects not taking the \$ 250,000 offset to the school choice revolving fund.

	7/1/17 Balance (carry over)	06/30/18 Receipts (Revenue) YTD	Current Balance	Estimated Receipts June 2018***	Total carry over and new (budget)	Less SPED OOD Tuitions	6/30/2018 Estimated Balance
School Choice	988,132	341,786	1,329,918	0	1,329,918	0	1,329,918

*** The June School Choice revenue from DOR in the amount of \$ 35,924 was received July 5, 2018, therefore not recorded as revenue in FY18.

FOOD SERVICE NEGATIVE BALANCES (students)

We are requesting the school committee vote and approve a transfer from the general fund to the food service revolving fund in the amount of \$16,168.73 to cover the meal price (uncollected meal balance) when a student was unable to pay for a meal. Attached is a list of the balances, with partial student ID #, grade level and dollar amount. The report is cumulative and totals \$ 41,313.76, however \$ 25,145.03 is subtracted since this was the amount of the negative balances and approved budget transfers from the prior two fiscal years (\$ 13,692.58 in FY16 and \$ 11,452.45 in FY17).

These negative balances are a result of the situation where a student does not/is not able to pay for a meal served in the café. The student is still able to receive a meal, and collection efforts continue thereafter. The collection efforts involve automatic e-mails to the family (two times per month). If the balance grows, more formal letters are sent home. There is also outreach to the family by the principal, typically when balance is over \$300. Once a family pays the balance, their account is updated to reflect payments.

TRANSFERS

Following are the transfers I recommend be made to close FY18 activity. The request is that all favorable account variances in areas of the local budget (i.e. labor, supplies, etc.), offset unfavorable variances in other areas of the

local budget (i.e. special education transportation, utilities, etc.), leaving these two inter-fund transfers. This would result in the total local expenses equaling the total local budget appropriation of \$ 57,000,000.

FY18 AVAILABLE BUDGET
(\$ 2,503,543)

Informational (not a transfer request) - pending journal entries for end of June (FY18) hourly labor recorded in the first pay period of FY19 (i.e. custodians, substitutes, stipends for training, stipends for curriculum writing) (\$ 41,447)

Food Service Negative Balances - This transfer is requesting an amount be funded from the general fund to cover the amount of school lunches that went unpaid. (\$ 16,169)

Transfer actual charges made to the local SPED OOD tuition account to the circuit breaker revolving fund. This reclass journal entry will leave a favorable balance in the circuit breaker revolving fund to start FY19. \$ 2,561,159

Finally, the amount of \$ 2,561,159 is the best estimate at this time, however it may be slightly higher or lower depending on the final FY18 year end close. I intend to update the school committee at the August meeting of the final transfer amount and fund balance after all year end closing entries have been quantified and determined.

Thank you for the opportunity to provide this update.

07/13/2018 15:23
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TOWN OF CHELMSFORD
YEAR TO DATE BUDGET REPORT

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FOR 2018 99

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
0001 GENERAL FUND							
000 UNDEFINED							
1110 SCHOOL COMMITTEE							
<u>11110000 51070 SC SEC SAL</u>	4,080	0	4,080	3,740.00	.00	340.00	91.7%
<u>11110000 54000 SC SUPPLIES</u>	200	13	213	213.00	.00	.00	100.0%
<u>11110000 57130 SC CONFERENCE</u>	2,000	-986	1,014	1,004.02	.00	9.98	99.0%
<u>11110000 57800 SC OTHER EXPENSES</u>	14,500	973	15,473	15,472.81	.00	.19	100.0%
TOTAL SCHOOL COMMITTEE	20,780	0	20,780	20,429.83	.00	350.17	98.3%
1210 SUPERINTENDENT							
<u>11210000 51003 ADMINISTRATOR</u>	12,895	0	12,895	12,894.80	.00	.20	100.0%
<u>11210000 51050 SUPT SALARY</u>	180,000	0	180,000	180,000.08	.00	-.08	100.0%
<u>11210000 51070 SUPT SECRETARY SALA</u>	53,427	0	53,427	53,427.67	.00	-.67	100.0%
<u>11210000 54000 SUPPLIES</u>	10,000	-5,702	4,298	4,297.85	.00	.15	100.0%
<u>11210000 57800 OTHER CHARGES/EXPEN</u>	25,000	5,702	30,702	31,053.66	.00	-351.66	101.1%
TOTAL SUPERINTENDENT	281,322	0	281,322	281,674.06	.00	-352.06	100.1%
1220 ASST. SUPERINTENDENT							
<u>11220000 51003 ADMINISTRATOR</u>	11,140	0	11,140	11,140.40	.00	-.40	100.0%
<u>11220000 51050 ASST. SUPT. SALARY</u>	140,000	0	140,000	140,000.12	.00	-.12	100.0%
<u>11220000 51070 ASST. SUPT. SEC. SA</u>	52,100	0	52,100	52,099.84	.00	.16	100.0%
<u>11220000 54000 ASST SUPT SUPPLIES</u>	10,000	-8,500	1,500	1,500.10	.00	-.10	100.0%
<u>11220000 57800 ASST SUPT OTH EXP</u>	4,000	8,500	12,500	14,416.02	.00	-1,916.02	115.3%
TOTAL ASST. SUPERINTENDENT	217,240	0	217,240	219,156.48	.00	-1,916.48	100.9%
1230 DISTRICT WIDE							
<u>11230000 53140 COPIER - ADMINISTRA</u>	295,357	-259	295,098	282,949.37	5,682.81	6,466.03	97.8%

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TOWN OF CHELMSFORD
YEAR TO DATE BUDGET REPORT

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FOR 2018 99

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
<u>11230000 53420 POSTAGE</u>	36,200	0	36,200	20,551.49	10,000.00	5,648.51	84.4%
<u>11230000 53990 ADVERTISING</u>	1,500	0	1,500	1,014.22	.00	485.78	67.6%
<u>11230000 54206 SOFTWARE</u>	176,005	259	176,264	175,420.14	843.65	.00	100.0%
<u>11230000 57100 COOR. TRAVEL & CONF</u>	6,000	1,250	7,250	6,497.50	.00	752.50	89.6%
<u>11230000 57800 COOR. DUES</u>	6,000	-1,250	4,750	2,709.51	300.00	1,740.49	63.4%
TOTAL DISTRICT WIDE	521,062	0	521,062	489,142.23	16,826.46	15,093.31	97.1%
<hr/> 1410 BUSINESS AND FINANCE							
<u>11410000 51050 SAL/BUSINESS MANAGE</u>	117,300	0	117,300	117,300.04	.00	-.04	100.0%
<u>11410000 51070 BUS OFFICE- SECRETA</u>	241,007	0	241,007	232,556.98	.00	8,450.02	96.5%
<u>11410000 53990 BUS OFFICE-CONTR SV</u>	10,000	2,000	12,000	9,500.00	.00	2,500.00	79.2%
<u>11410000 54000 BUSINESS OFFICE-SUP</u>	3,100	0	3,100	2,229.22	.00	870.78	71.9%
<u>11410000 57800 BUSINESS OFFICE-OTH</u>	4,500	-2,000	2,500	1,042.66	.00	1,457.34	41.7%
TOTAL BUSINESS AND FINANCE	375,907	0	375,907	362,628.90	.00	13,278.10	96.5%
<hr/> 1420 HUMAN RESOURCES							
<u>11420000 51050 SAL/HR/DIRECTOR</u>	120,360	0	120,360	120,359.98	.00	.02	100.0%
<u>11420000 51060 H/R SUBSTITUTES CO</u>	82,416	-53,285	29,131	29,131.18	.00	-.18	100.0%
<u>11420000 51070 HR SEC SALARY</u>	29,131	53,285	82,416	86,695.02	.00	-4,279.02	105.2%
<u>11420000 54000 HR SUPPLIES</u>	2,500	0	2,500	1,600.78	-193.11	1,092.33	56.3%
<u>11420000 57800 HR OTHER EXPENSES</u>	2,700	0	2,700	2,079.64	.00	620.36	77.0%
TOTAL HUMAN RESOURCES	237,107	0	237,107	239,866.60	-193.11	-2,566.49	101.1%
<hr/> 1430 LEGAL SERVICES							
<u>11430000 53040 LEGAL FEES</u>	70,000	36,654	106,654	109,838.23	.00	-3,183.98	103.0%
<u>11430076 53040 LEGAL FEES - SPED C</u>	35,000	-17,836	17,164	17,164.00	.00	.00	100.0%
TOTAL LEGAL SERVICES	105,000	18,818	123,818	127,002.23	.00	-3,183.98	102.6%
<hr/> 1435 LEGAL SETTLEMENTS							
<u>11435076 53990 SPED - LEGAL SETTLE</u>	20,000	-18,818	1,182	1,181.75	.00	.00	100.0%

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TOWN OF CHELMSFORD
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FOR 2018 99

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
TOTAL LEGAL SETTLEMENTS	20,000	-18,818	1,182	1,181.75	.00	.00	100.0%
1450 DISTRICTWIDE MIS							
11450000 51050 MIS DIR SALARY	120,360	0	120,360	120,359.98	.00	.02	100.0%
11450000 51060 SALARIES	181,639	0	181,639	182,793.00	.00	-1,154.00	100.6%
11450000 52470 TECHNOLOGY SERVICE	60,000	0	60,000	59,834.49	.00	165.51	99.7%
11450000 54000 SUPPLIES & MATERIAL	4,000	0	4,000	3,327.13	.00	672.87	83.2%
11450000 54204 SCHOOL SECURITY	25,200	0	25,200	25,168.91	.00	31.09	99.9%
11450000 57100 TRAVEL IN STATE	5,000	0	5,000	4,780.43	.00	219.57	95.6%
11450000 58510 EQUIPMENT- TECHNOLO	30,395	0	30,395	30,382.94	.00	12.06	100.0%
14400000 51056 SAL/NETWORK	260,143	0	260,143	244,099.50	.00	16,043.50	93.8%
14400000 52472 COMPUTER SERVICES	329,000	0	329,000	327,313.59	.00	1,686.41	99.5%
TOTAL DISTRICTWIDE MIS	1,015,737	0	1,015,737	998,059.97	.00	17,677.03	98.3%
2110 CURRICULUM DIRECTORS							
12110000 51050 SAL/SYS/CURR	794,670	1,667	796,337	798,018.88	.00	-1,682.18	100.2%
12110000 51070 SAL/SYS/SEC	35,749	693	36,442	35,338.67	.00	1,103.23	97.0%
12110000 51310 CURRICULUM STIPENDS	18,000	0	18,000	23,000.12	.00	-5,000.12	127.8%
12110000 53170 STAFF DEVELOPMENT	10,000	0	10,000	9,801.35	160.00	38.65	99.6%
12110000 53990 CONTRACTED SERVICES	16,500	0	16,500	14,455.74	.00	2,044.26	87.6%
12110000 54000 SUPPLIES - CURR COO	1,500	0	1,500	1,378.16	60.69	61.15	95.9%
12110000 54630 ACHIEVEMENT/DIAGNOS	25,000	0	25,000	745.00	.00	24,255.00	3.0%
12110000 57140 COURSE REIMBURSEMEN	10,000	0	10,000	6,235.51	.00	3,764.49	62.4%
12110000 58510 EQUIPMENT	1,200	55	1,255	1,254.55	.00	.00	100.0%
12110076 51050 SALARIES SUPERVISIO	120,360	0	120,360	120,359.98	.00	.02	100.0%
12110076 54000 PARENT ADVISORY COU	500	0	500	450.00	.00	50.00	90.0%
12110076 54200 SUPPLIES SUPERVISIO	3,000	-1,560	1,440	1,438.65	.00	1.35	99.9%
12110076 54204 COMPUTER EQUIPMENT	5,000	-1,005	3,995	3,989.09	.00	6.36	99.8%
12110076 57100 TRAVEL IN STATE	2,600	2,940	5,540	5,540.08	.00	.00	100.0%
12110076 57310 DUES/OTHER	15,000	-430	14,570	13,953.72	.00	616.20	95.8%
12110176 51050 SALARIES PROFESSION	298,746	0	298,746	295,814.49	.00	2,931.51	99.0%
12110176 51070 SALARIES SECRETARIE	87,027	800	87,827	79,708.47	.00	8,118.04	90.8%
12110976 51050 SAL/CHIPS/SUPERVISIO	98,755	0	98,755	90,089.61	.00	8,665.39	91.2%
TOTAL CURRICULUM DIRECTORS	1,543,607	3,159	1,546,766	1,501,572.07	220.69	44,973.35	97.1%
2210 SCHOOL LEADERSHIP-BUILDING							
12210100 51003 DEANS	312,749	0	312,749	312,748.92	.00	.08	100.0%

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TOWN OF CHELMSFORD
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	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
12210100 51050 SAL/CHS/PRINCIPAL	133,785	0	133,785	133,785.08	.00	-.08	100.0%
12210100 51060 SALARIES - CLERKS	88,643	1,330	89,973	89,027.40	.00	945.70	98.9%
12210100 51070 SAL/CHS/CLER/SEC	131,269	2,545	133,814	130,866.43	.00	2,947.98	97.8%
12210100 53920 HS GRADUATION	19,550	1,642	21,192	21,191.57	.00	.00	100.0%
12210100 53990 PRINTING HIGH SCHOOL	8,950	-450	8,500	8,499.82	.00	.00	100.0%
12210100 54000 SUPPLIES HIGH SCHOOL	5,625	-1,441	4,184	3,744.65	.00	439.28	89.5%
12210100 54205 COMPUTER SUPP CHS	4,500	0	4,500	4,467.97	.00	32.03	99.3%
12210100 54206 SOFTWARE HIGH SCHOOL	31,000	0	31,000	30,806.60	.00	193.40	99.4%
12210100 57310 PRINCIPAL DUES CHS	5,400	11,540	16,940	6,169.00	.00	10,771.00	36.4%
12210100 57810 PRINCIPAL CONFERENC	16,940	-11,540	5,400	3,590.07	.00	1,809.93	66.5%
12210200 51003 ASSISTANT PRINCIPAL	106,245	0	106,245	106,244.92	.00	.08	100.0%
12210200 51050 SAL/McCARTHY/PRINCI	117,042	0	117,042	117,042.12	.00	-.12	100.0%
12210200 51051 SALARIES - COPY CEN	20,206	329	20,535	16,772.07	.00	3,762.79	81.7%
12210200 51060 SALARIES - CLERKS	20,995	449	21,444	22,319.47	.00	-875.78	104.1%
12210200 51070 SAL/McCARTHY/SEC	72,899	1,403	74,302	74,609.69	.00	-307.26	100.4%
12210200 53990 PRINTING MCCARTHY	5,000	0	5,000	3,488.30	.00	1,511.70	69.8%
12210200 54000 SUPPLIES MCCARTHY	2,500	0	2,500	1,721.24	64.95	713.81	71.4%
12210200 54205 COMPUTER SUPPLIES M	2,500	0	2,500	2,496.91	.00	3.09	99.9%
12210200 57310 DUES/CONFERENCES Mc	4,250	0	4,250	2,104.86	.00	2,145.14	49.5%
12210300 51003 ASSISTANT PRINCIPAL	106,245	0	106,245	106,244.92	.00	.08	100.0%
12210300 51050 SAL/PARKER/PRINCIPA	120,042	0	120,042	120,042.12	.00	-.12	100.0%
12210300 51051 SALARIES - COPY CEN	20,206	305	20,511	15,572.97	.00	4,938.38	75.9%
12210300 51060 SALARIES - CLERKS	19,002	422	19,424	21,531.93	.00	-2,107.73	110.9%
12210300 51070 SAL/PARKER/SEC	72,167	1,403	73,570	73,036.68	.00	533.75	99.3%
12210300 53990 PRINTING PARKER	5,800	-1,500	4,300	3,397.36	64.95	837.69	80.5%
12210300 54000 SUPPLIES PARKER	3,500	1,500	5,000	4,248.41	.00	751.59	85.0%
12210300 54205 COMPUTER SUPPLIES P	2,500	0	2,500	2,500.00	.00	.00	100.0%
12210300 57310 DUES/CONFERENCES PA	4,250	0	4,250	2,185.12	.00	2,064.88	51.4%
12210400 51050 SAL/BYAM/PRINCIPAL	113,000	0	113,000	112,999.98	.00	.02	100.0%
12210400 51060 SALARIES - CLERKS	21,221	339	21,560	17,795.35	.00	3,764.28	82.5%
12210400 51070 SAL/BYAM/CLER/SEC	36,857	704	37,561	37,465.82	.00	95.36	99.7%
12210400 53990 PRINTING BYAM	750	0	750	425.07	.00	324.93	56.7%
12210400 54000 SUPPLIES BYAM	1,000	0	1,000	670.78	79.57	249.65	75.0%
12210400 54205 COMPUTER SUPPLIES B	1,700	0	1,700	1,700.00	.00	.00	100.0%
12210400 57310 DUES/CONFERENCES BY	1,500	0	1,500	300.00	.00	1,200.00	20.0%
12210500 51050 SAL/CENTER/PRINCIPA	113,000	0	113,000	112,999.98	.00	.02	100.0%
12210500 51060 SALARIES - CLERK	20,995	329	21,324	17,262.03	.00	4,061.62	81.0%
12210500 51070 SAL/CENTER/CLER/SEC	36,857	704	37,561	37,343.52	.00	217.66	99.4%
12210500 53990 PRINTING	750	0	750	749.23	.00	.77	99.9%
12210500 54000 SUPPLIES	2,000	617	2,617	2,616.56	.00	.00	100.0%
12210500 54205 COMPUTER SUPPLIES -	2,100	0	2,100	2,100.00	.00	.00	100.0%
12210500 57310 DUES/CONFERENCES C	1,500	-617	883	247.00	.00	636.44	28.0%
12210600 51050 SAL/HARR./PRINCIPAL	111,415	0	111,415	110,999.99	.00	415.01	99.6%
12210600 51060 SALARIES - CLERK	20,995	321	21,316	17,234.71	.00	4,081.39	80.9%

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12210600 51070 SAL/HARR./CLER/SEC	36,073	689	36,762	36,734.17	.00	27.63	99.9%
12210600 53990 PRINTING HARRINGTON	750	-750	0	.00	.00	.00	.0%
12210600 54000 SUPPLIES HARRINGTON	2,000	1,880	3,880	3,879.98	.00	.00	100.0%
12210600 54205 COMPUTER SUPPLIES H	2,100	-100	2,000	2,000.02	.00	.00	100.0%
12210600 57310 DUES/CONFERENCES HA	1,500	-780	720	719.68	.00	.00	100.0%
12210700 51050 SAL/SO.ROW/PRINCIPA	114,000	0	114,000	113,999.98	.00	.02	100.0%
12210700 51060 SALARIES - CLERK	19,615	317	19,932	16,485.19	.00	3,447.24	82.7%
12210700 51070 SAL/SO.ROW/CLER/SEC	34,015	622	34,637	33,188.88	.00	1,447.65	95.8%
12210700 53990 PRINTING SOUTH ROW	500	10	510	509.97	.00	.00	100.0%
12210700 54000 SUPPLIES SOUTH ROW	1,600	570	2,170	2,170.08	.00	.00	100.0%
12210700 54205 COMPUTER SUPPLIES S	2,000	0	2,000	1,980.43	.00	19.57	99.0%
12210700 57310 DUES/CONFERENCES SO	1,000	-580	420	359.00	.00	60.95	85.5%
12210976 51060 SALARIES - CLERK	22,168	460	22,628	22,458.72	.00	169.38	99.3%
TOTAL SCHOOL LEADERSHIP-BUILDING	2,186,721	12,672	2,199,393	2,147,852.72	209.47	51,330.88	97.7%
2300 INSTRUCTION-TEACHING SERVICES							
12300000 51310 SALARIES-OVERTIME/S	6,936	0	6,936	7,074.00	.00	-138.00	102.0%
12300000 51311 SALARIES - STIPENDS	27,744	0	27,744	28,296.00	.00	-552.00	102.0%
12300000 51312 SALARIES - STIPENDS	25,432	0	25,432	25,938.00	.00	-506.00	102.0%
TOTAL INSTRUCTION-TEACHING SERVICES	60,112	0	60,112	61,308.00	.00	-1,196.00	102.0%
2305 CLASSROOM TEACHERS							
12305000 51450 LONGEVITY	48,318	0	48,318	50,625.80	.00	-2,307.80	104.8%
12305000 51455 SALARY RESERVE - CO	735,000	-735,000	0	.00	.00	.00	.0%
12305000 51460 SALARY RESERVE - LE	146,890	-107,523	39,367	.00	.00	39,367.04	.0%
12305039 51050 SAL/DIST.WIDE/TECH.	68,201	2,390	70,591	70,591.33	.00	-.31	100.0%
12305102 51050 SAL/CHS/ART	345,926	10,539	356,465	322,345.02	.00	34,120.24	90.4%
12305106 51050 SAL/CHS/BUS.	211,154	8,684	219,838	238,478.81	.00	-18,640.85	108.5%
12305124 51050 SAL/CHS/ ENGLISH	1,226,968	53,122	1,280,090	1,234,676.52	.00	45,413.09	96.5%
12305128 51050 SAL/CHS/F.LANG.	707,134	28,464	735,598	754,446.74	.00	-18,848.38	102.6%
12305134 51050 SAL/CHS/HLTH. ED.	229,795	9,102	238,897	238,896.56	.00	.11	100.0%
12305136 51050 SAL/CHS/FAM.SCI.	78,722	3,118	81,840	81,839.62	.00	.37	100.0%
12305139 51050 SAL/CHS/TECH. ED.	189,326	8,352	197,678	220,550.31	.00	-22,871.85	111.6%
12305156 51050 SAL/CHS/MATH	1,340,028	64,291	1,404,319	1,388,463.53	.00	15,855.80	98.9%
12305158 51050 SAL/CHS/MUSIC	316,578	12,284	328,862	328,862.33	.00	-.55	100.0%
12305174 51050 SAL/CHS/PHYS. ED	281,901	11,080	292,981	293,782.02	.00	-800.69	100.3%

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12305178 51050 SAL/CHS/SCIENCE	1,225,619	52,803	1,278,422	1,268,180.72	.00	10,241.63	99.2%
12305184 51050 SAL/CHS/SOC.ST.	1,140,248	61,599	1,201,847	1,193,612.04	.00	8,234.77	99.3%
12305202 51050 SAL/McCARTHY/ART	128,202	7,575	135,777	163,002.30	.00	-27,225.49	120.1%
12305224 51050 SAL/McCARTHY/ENGLIS	356,870	13,866	370,736	339,035.82	.00	31,699.91	91.4%
12305228 51050 SAL/McCARTHY/F.LANG	234,149	7,148	241,297	212,167.94	.00	29,129.06	87.9%
12305234 51050 SAL/McCARTHY/HLTH.	157,443	7,780	165,223	165,222.80	.00	-.27	100.0%
12305239 51050 SAL/McCARTHY/TECH.	125,619	4,868	130,487	130,487.74	.00	-.26	100.0%
12305256 51050 SAL/McCARTHY/MATH	388,722	13,022	401,744	375,114.04	.00	26,630.20	93.4%
12305258 51050 SAL/McCARTHY/MUSIC	334,766	13,051	347,817	344,046.54	.00	3,770.15	98.9%
12305274 51050 SAL/McCARTHY/PHYS.	240,519	7,963	248,482	248,481.81	.00	-.26	100.0%
12305278 51050 SAL/McCARTHY/SCIENC	363,343	13,825	377,168	356,295.95	.00	20,871.80	94.5%
12305284 51050 SAL/McCARTHY/SOC.ST	359,122	-73,475	285,647	285,646.66	.00	.00	100.0%
12305296 51050 SAL/McCARTHY/GRADE5	682,972	23,696	706,668	662,467.86	.00	44,199.83	93.7%
12305297 51050 SAL/McCARTHY/GRADE6	770,058	34,933	804,991	804,903.86	.00	86.65	100.0%
12305302 51050 SAL/PARKER/ART	104,936	4,076	109,012	105,872.01	.00	3,139.75	97.1%
12305324 51050 SAL/PARKER/ENGLISH	298,701	20,697	319,398	319,224.82	.00	172.76	99.9%
12305328 51050 SAL/PARKER/F.LANG.	183,372	7,211	190,583	153,448.98	.00	37,133.79	80.5%
12305334 51050 SAL/PARKER/HLTH.ED.	141,466	5,551	147,017	147,016.94	.00	.00	100.0%
12305339 51050 SAL/PARKER/TECH. ED	126,412	4,897	131,309	131,308.96	.00	.25	100.0%
12305356 51050 SAL/PARKER/MATH	280,308	21,983	302,291	321,947.44	.00	-19,656.18	106.5%
12305358 51050 SAL/PARKER/MUSIC	133,563	5,260	138,823	138,823.48	.00	-.02	100.0%
12305374 51050 SAL/PARKER/PHYS. ED	151,073	7,206	158,279	158,279.38	.00	-.27	100.0%
12305378 51050 SAL/PARKER/SCIENCE	287,213	11,324	298,537	298,536.48	.00	.16	100.0%
12305384 51050 SAL/PARKER/SOC. ST.	295,274	11,643	306,917	306,916.77	.00	.16	100.0%
12305396 51050 SAL/PARKER/GRADE5	629,772	23,206	652,978	652,978.87	.00	-1.04	100.0%
12305397 51050 SAL/PARKER/GRADE6	616,551	-8,762	607,789	592,810.73	.00	14,978.05	97.5%
12305400 51050 SAL/BYAM/CLASSROOMT	1,244,326	52,921	1,297,247	1,318,287.00	.00	-21,039.64	101.6%
12305402 51050 SAL/BYAM/ART	52,121	3,405	55,526	66,149.72	.00	-10,623.37	119.1%
12305458 51050 SAL/BYAM/MUSIC	60,081	6,248	66,329	66,253.76	.00	75.42	99.9%
12305474 51050 SAL/BYAM/PHYS. ED	74,819	1,648	76,467	76,467.37	.00	-.31	100.0%
12305491 51050 SALARIES - PROFESSI	319,668	12,490	332,158	352,830.34	.00	-20,672.28	106.2%
12305500 51050 SAL/CENTER/CLASSROO	1,209,205	55,308	1,264,513	1,232,915.63	.00	31,597.73	97.5%
12305502 51050 SAL/CENTER/ART	83,839	4,965	88,804	88,803.58	.00	.00	100.0%
12305558 51050 SAL/CENTER/MUSIC	78,722	4,190	82,912	82,911.18	.00	.37	100.0%
12305574 51050 SAL/CENTER/PHYS. ED	60,081	4,447	64,528	88,285.30	.00	-23,757.78	136.8%
12305591 51050 SALARIES - PROFESSI	223,872	5,145	229,017	211,163.74	.00	17,852.95	92.2%
12305600 51050 SAL/HARR./CLASSROOM	1,274,164	49,173	1,323,337	1,372,959.15	.00	-49,622.65	103.7%
12305602 51050 SAL/HARR./ART	72,352	2,866	75,218	75,217.28	.00	.41	100.0%
12305658 51050 SAL/HARR./MUSIC	78,722	3,066	81,788	81,787.38	.00	.41	100.0%
12305674 51050 SAL/HARR./PHYS. ED	83,839	3,118	86,957	81,839.62	.00	5,117.37	94.1%
12305691 51050 SALARIES - PROFESSI	273,498	11,748	285,246	309,685.48	.00	-24,439.07	108.6%
12305700 51050 SAL/SO. ROW/CLASSRO	1,124,875	50,037	1,174,912	1,185,172.24	.00	-10,260.43	100.9%
12305702 51050 SAL/SO. ROW/ART	78,722	3,118	81,840	80,959.66	.00	880.33	98.9%
12305758 51050 SAL/SO. ROW/MUSIC	57,546	6,557	64,103	51,550.11	.00	12,552.66	80.4%

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<u>12305774 51050 SAL/SO. ROW/PHYS. E</u>	54,650	7,764	62,414	62,304.76	.00	108.97	99.8%
<u>12305791 51050 SALARIES - PROFESSI</u>	266,481	6,238	272,719	231,619.20	.00	41,099.30	84.9%
TOTAL CLASSROOM TEACHERS	22,453,817	-33,703	22,420,114	22,216,552.03	.00	203,561.74	99.1%
2310 SPECIALIST TEACHERS							
<u>12310000 51050 TUTORING</u>	15,000	0	15,000	11,525.00	.00	3,475.00	76.8%
<u>12310076 51050 OUT-OF-DISTRICT COO</u>	96,317	1,544	97,861	64,704.20	.00	33,156.36	66.1%
<u>12310076 51054 SALARIES SPECIALIST</u>	1,024,420	61,391	1,085,811	1,046,796.79	.00	39,014.05	96.4%
<u>12310076 51110 BOARD CERTIFIED BEH</u>	157,443	6,184	163,627	163,927.04	.00	-300.26	100.2%
<u>12310076 51120 OTHER SALARIES - SU</u>	96,500	0	96,500	105,429.65	.00	-8,929.65	109.3%
<u>12310123 51050 SAL/CHS/ELL</u>	52,091	2,011	54,102	54,102.54	.00	-.51	100.0%
<u>12310176 51054 SALARIES SPECIALIST</u>	778,323	17,986	796,309	797,877.03	.00	-1,568.35	100.2%
<u>12310177 51050 SAL/CHS/READING</u>	78,722	3,066	81,788	81,787.42	.00	.37	100.0%
<u>12310223 51050 SAL/McCARTHY/ELL</u>	0	28,558	28,558	28,557.56	.00	.08	100.0%
<u>12310223 51110 SALARIES-FULL TIME</u>	26,046	-26,046	0	.00	.00	.00	.0%
<u>12310276 51054 SALARIES SPECIALIST</u>	762,212	25,699	787,911	760,585.13	.00	27,326.22	96.5%
<u>12310277 51050 SAL/McCARTHY/READIN</u>	158,672	6,231	164,903	164,902.92	.00	-.14	100.0%
<u>12310323 51050 SAL/PARKER/ELL</u>	26,046	-501	25,545	25,544.98	.00	.41	100.0%
<u>12310376 51054 SALARIES SPECIALIST</u>	615,531	20,699	636,230	596,320.99	.00	39,909.14	93.7%
<u>12310377 51050 SAL/PARKER/READING</u>	157,066	6,167	163,233	163,232.90	.00	.25	100.0%
<u>12310423 51050 SAL/BYAM/ELL</u>	65,406	2,538	67,944	67,944.98	.00	-.57	100.0%
<u>12310476 51054 SALARIES SPECIALIST</u>	504,642	19,777	524,419	524,599.70	.00	-180.43	100.0%
<u>12310477 51050 SAL/BYAM/READING</u>	134,572	7,727	142,299	165,170.56	.00	-22,871.22	116.1%
<u>12310523 51050 SAL/CENTER/ELL</u>	71,144	2,760	73,904	73,904.06	.00	.10	100.0%
<u>12310576 51054 SALARIES SPECIALIST</u>	326,741	17,211	343,952	342,778.99	.00	1,172.57	99.7%
<u>12310577 51050 SAL/CENTER/READING</u>	157,443	6,016	163,459	149,943.17	.00	13,515.90	91.7%
<u>12310623 51050 SAL/HARR./ELL</u>	78,722	3,118	81,840	81,839.62	.00	.37	100.0%
<u>12310676 51054 SALARIES SPECIALIST</u>	314,886	10,610	325,496	312,181.32	.00	13,314.58	95.9%
<u>12310677 51050 SAL/HARR./READING</u>	134,572	5,916	140,488	147,349.94	.00	-6,862.14	104.9%
<u>12310723 51050 SAL/SO.ROW/ELL</u>	57,418	2,329	59,747	65,072.88	.00	-5,326.37	108.9%
<u>12310776 51054 SALARIES SPECIALIST</u>	285,132	10,886	296,018	264,058.89	.00	31,958.62	89.2%
<u>12310777 51050 SAL/SO.ROW/READING</u>	157,443	6,236	163,679	163,679.24	.00	-.26	100.0%
<u>12310976 51054 SALARIES- SPECIALIS</u>	378,781	19,252	398,033	494,421.95	.00	-96,388.91	124.2%
TOTAL SPECIALIST TEACHERS	6,711,291	267,364	6,978,655	6,918,239.45	.00	60,415.21	99.1%
2320 MEDICAL/THERAPEUTIC SERVICES							
<u>12320076 51053 SAL MEDICAL/THERAPE</u>	204,784	8,059	212,843	212,843.26	.00	-.41	100.0%

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<u>12320076 51054 SALARIES- PHYSICAL</u>	96,438	3,531	99,969	97,562.11	.00	2,406.42	97.6%
<u>12320076 51110 SALARIES- COTA</u>	44,300	1,836	46,136	47,240.92	.00	-1,105.28	102.4%
TOTAL MEDICAL/THERAPEUTIC SERVICES	345,522	13,425	358,947	357,646.29	.00	1,300.73	99.6%
2325 SUBSTITUTES							
<u>12325000 51004 DTD SUBSTITUTE PARA</u>	125,000	0	125,000	88,517.35	.00	36,482.65	70.8%
<u>12325000 51005 DTD SUBSTITUTE TEAC</u>	300,000	0	300,000	242,006.57	.00	57,993.43	80.7%
<u>12325000 51006 LTS SUBSTITUTE TEAC</u>	125,000	0	125,000	211,492.50	.00	-86,492.50	169.2%
TOTAL SUBSTITUTES	550,000	0	550,000	542,016.42	.00	7,983.58	98.5%
2330 PARAPROFESSIONALS/ INST ASST							
<u>12330076 51060 SPED - PSP'S - SYST</u>	3,000	0	3,000	8,550.00	.00	-5,550.00	285.0%
<u>12330100 51060 SAL/CHS/PSP</u>	13,230	257	13,487	13,104.84	.00	381.98	97.2%
<u>12330176 51060 SPED PSP SALARY - C</u>	544,913	10,649	555,562	541,523.06	.00	14,039.23	97.5%
<u>12330200 51060 SAL/McCARTHY/PSP</u>	84,565	1,581	86,146	77,505.70	.00	8,640.59	90.0%
<u>12330276 51060 SPED PSP SALARY - M</u>	472,046	9,255	481,301	478,722.98	.00	2,577.86	99.5%
<u>12330300 51060 SAL/PARKER/PSP</u>	64,707	1,273	65,980	63,267.51	.00	2,712.59	95.9%
<u>12330376 51060 SPED PSP SALARY - P</u>	391,885	9,533	401,418	435,149.63	.00	-33,731.65	108.4%
<u>12330400 51060 SAL/BYAM/PSP</u>	65,639	1,085	66,724	57,327.77	.00	9,396.23	85.9%
<u>12330476 51060 SPED PSP SALARY - B</u>	545,046	10,580	555,626	569,169.19	.00	-13,543.14	102.4%
<u>12330500 51060 SAL/CENTER/PSP</u>	63,504	1,249	64,753	63,262.50	.00	1,490.07	97.7%
<u>12330576 51060 SPED - PSP SALARY -</u>	351,562	6,516	358,078	334,444.79	.00	23,633.54	93.4%
<u>12330600 51060 SAL/HARR./PSP</u>	63,181	1,088	64,269	60,437.19	.00	3,831.97	94.0%
<u>12330676 51060 SPED PSP SALARY - H</u>	314,270	6,137	320,407	296,032.90	.00	24,374.35	92.4%
<u>12330700 51060 SAL/SO.ROW/PSP</u>	72,026	1,233	73,259	60,451.80	.00	12,806.98	82.5%
<u>12330776 51060 SPED - PSP SALARY -</u>	254,414	4,594	259,008	244,269.83	.00	14,738.62	94.3%
<u>12330976 51060 PSP/CHIPS</u>	346,511	6,546	353,057	325,344.17	.00	27,712.34	92.2%
TOTAL PARAPROFESSIONALS/ INST ASST	3,650,499	71,576	3,722,075	3,628,563.86	.00	93,511.56	97.5%
2340 LIBRARIANS MEDIA CENTER DIRECT							
<u>12340100 51050 SAL/CHS/LIBRARY</u>	83,076	1,662	84,738	84,737.38	.00	.14	100.0%
<u>12340100 51060 SAL/CHS/PSP/LIBRARY</u>	38,617	915	39,532	46,672.89	.00	-7,140.73	118.1%

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12340200 51050 SAL/McCARTHY/LIBRAR	54,650	2,115	56,765	56,764.42	.00	.55	100.0%
12340300 51050 SAL/PARKER/LIBRARY	78,722	3,118	81,840	81,839.62	.00	.37	100.0%
12340400 51051 TECHNOLOGY ASSISTAN	43,720	1,692	45,412	45,412.34	.00	-.35	100.0%
12340400 51060 SAL/BYAM/PSP/LIBRAR	43,720	1,692	45,412	45,412.26	.00	-.27	100.0%
12340500 51051 TECHNOLOGY ASSISTAN	43,720	1,692	45,412	45,412.26	.00	-.27	100.0%
12340500 51060 SAL/CENTER/PSP/LIBR	43,720	1,692	45,412	45,412.34	.00	-.35	100.0%
12340600 51051 TECHNOLOGY ASSISTAN	43,720	1,692	45,412	45,412.26	.00	-.27	100.0%
12340600 51060 SAL/HARR./PSP/LIBRA	43,720	1,692	45,412	45,412.26	.00	-.27	100.0%
12340700 51050 SAL/SO.ROW/LIBRARY	41,697	1,612	43,309	43,308.46	.00	.39	100.0%
12340700 51051 TECHNOLOGY ASSISTAN	43,720	1,692	45,412	45,412.34	.00	-.35	100.0%
TOTAL LIBRARIANS MEDIA CENTER DIRECT	602,802	21,265	624,067	631,208.83	.00	-7,141.41	101.1%
2357 PROFESSIONAL DEVELOPMENT STIPE							
12357000 51310 MENTOR STIPENDS	28,000	0	28,000	35,074.50	.00	-7,074.50	125.3%
12357000 57130 TEACHERS CONFERENCE	10,000	0	10,000	9,494.26	.00	505.74	94.9%
12357000 57140 TEACHERS COURSE REI	60,000	0	60,000	41,812.52	18,187.48	.00	100.0%
12357000 57800 SEC/PARA COURSE REI	5,000	0	5,000	1,833.34	3,166.66	.00	100.0%
12357100 57130 CHS - TEACHER CONF	20,675	0	20,675	10,958.73	.00	9,716.27	53.0%
12357200 57130 MCCARTHY TEACHER CO	4,000	0	4,000	3,084.13	.00	915.87	77.1%
12357300 57130 PARKER TEACHER CONF	3,000	0	3,000	2,934.88	.00	65.12	97.8%
12357400 57130 BYAM TEACHER CONF	4,000	0	4,000	758.16	.00	3,241.84	19.0%
12357500 57130 CENTER TEACHER CONF	4,000	0	4,000	1,150.00	.00	2,850.00	28.8%
12357600 57130 HARRINGTON TEACHER	4,000	0	4,000	.00	.00	4,000.00	.0%
12357700 57130 SOUTH ROW TEACHER C	4,000	0	4,000	719.98	.00	3,280.02	18.0%
TOTAL PROFESSIONAL DEVELOPMENT STIPE	146,675	0	146,675	107,820.50	21,354.14	17,500.36	88.1%
2410 TEXTBOOKS & MEDIA MATERIALS							
12410000 53990 REBINDING	4,000	0	4,000	1,585.50	.00	2,414.50	39.6%
12410000 54000 TEXTBOOK ADOPTIONS	145,000	0	145,000	135,062.42	.00	9,937.58	93.1%
12410023 54000 TEXTS/ELL/GENERAL	2,500	16	2,516	2,515.75	.00	.00	100.0%
12410076 54000 SUPPLIES/CURRICULUM	35,000	0	35,000	29,666.10	202.29	5,131.61	85.3%
12410100 54000 TEXTS/CHS/GENERAL	11,000	-19	10,981	1,668.51	.00	9,312.55	15.2%
12410106 54000 TEXTS/CHS/BUS.	12,000	0	12,000	11,989.70	.00	10.30	99.9%
12410124 54000 TEXTS/CHS/ENGLISH	12,000	0	12,000	11,570.76	.00	429.24	96.4%
12410128 54000 TEXTS/CHS/F. LANG.	3,400	0	3,400	681.11	.00	2,718.89	20.0%
12410134 54000 TEXTS/CHS/HLTH. ED.	1,000	19	1,019	1,018.94	.00	.00	100.0%

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12410156	54000	TEXTS/CHS/MATH	5,000	0	5,000	4,999.23	.00	.77	100.0%
12410177	54000	TEXTS/CHS/READING	2,000	-16	1,984	1,439.26	.00	544.99	72.5%
12410178	54000	TEXTS/CHS/SCIENCE	5,000	0	5,000	1,585.71	.00	3,414.29	31.7%
12410184	54000	TEXTS/CHS/SOC. ST.	6,000	0	6,000	6,000.00	.00	.00	100.0%
12410224	54000	TEXTS/McCARTHY/ENGL	4,000	0	4,000	2,561.96	725.00	713.04	82.2%
12410228	54000	TEXTS/McCARTHY/F. L	1,900	0	1,900	83.97	.00	1,816.03	4.4%
12410256	54000	TEXTS/McCARTHY/MATH	1,000	0	1,000	999.78	.00	.22	100.0%
12410277	54000	TEXTS/McCARTHY/READ	2,000	0	2,000	1,978.84	.00	21.16	98.9%
12410278	54000	TEXTS/McCARTHY/SCIE	7,500	0	7,500	7,212.53	.00	287.47	96.2%
12410284	54000	TEXTS/McCARTHY/SOC.	5,500	0	5,500	5,344.10	.00	155.90	97.2%
12410324	54000	TEXTS/PARKER/ENGLIS	4,000	0	4,000	3,598.70	.00	401.30	90.0%
12410328	54000	TEXTS/PARKER/F. LAN	1,900	0	1,900	83.97	.00	1,816.03	4.4%
12410356	54000	TEXTS/PARKER/MATH	1,000	0	1,000	999.23	.00	.77	99.9%
12410377	54000	TEXTS/PARKER/READIN	2,000	0	2,000	1,768.87	.00	231.13	88.4%
12410378	54000	TEXTS/PARKER/SCIENC	7,500	0	7,500	5,886.85	.00	1,613.15	78.5%
12410384	54000	TEXTS/PARKER/SOC. S	3,000	0	3,000	2,809.08	.00	190.92	93.6%
12410451	54000	TEXTS/BYAM/LANG. AR	3,500	-54	3,446	3,446.29	.00	.00	100.0%
12410456	54000	TEXTS/BYAM/MATH	0	14,894	14,894	14,893.80	.00	.00	100.0%
12410478	54000	TEXTS/BYAM/SCIENCE	25,000	0	25,000	24,877.65	.00	122.35	99.5%
12410484	54000	TEXTS/BYAM/SOC. ST.	1,000	0	1,000	.00	.00	1,000.00	.0%
12410551	54000	TEXTS/CENTER/LANG.	3,500	54	3,554	3,553.71	.00	.00	100.0%
12410556	54000	TEXTS/CENTER/MATH	0	13,881	13,881	13,880.85	.00	.00	100.0%
12410578	54000	TEXTS/CENTER/SCIENC	25,000	0	25,000	24,999.40	.00	.60	100.0%
12410584	54000	TEXTS/CENTER/SOC. S	1,200	0	1,200	201.60	.00	998.40	16.8%
12410651	54000	TEXTS/HARR./LANG. A	3,500	0	3,500	3,318.08	.00	181.92	94.8%
12410656	54000	TEXTS/HARR./MATH	0	14,725	14,725	14,725.35	.00	.00	100.0%
12410678	54000	TEXTS/HARR./SCIENCE	25,000	0	25,000	24,999.65	.00	.35	100.0%
12410684	54000	TEXTS/HARR./SOC. ST	1,200	0	1,200	.00	.00	1,200.00	.0%
12410751	54000	TEXTS/SO. ROW/LANG.	3,500	0	3,500	3,131.41	.00	368.59	89.5%
12410756	54000	TEXTS/SO. ROW/MATH	43,500	-43,500	0	.00	.00	.00	.0%
12410778	54000	TEXTS/SO. ROW/SCIEN	25,000	0	25,000	24,913.00	.00	87.00	99.7%
12410784	54000	TEXTS/SO. ROW/SOC.	1,000	0	1,000	.00	.00	1,000.00	.0%
TOTAL TEXTBOOKS & MEDIA MATERIALS			447,100	0	447,100	400,051.66	927.29	46,121.05	89.7%
2415 OTHER INSTRUCTIONAL MATERIALS									
12415000	53990	CURRICULUM DEVELOPM	55,000	0	55,000	50,055.00	.00	4,945.00	91.0%
12415058	54000	SUPPLIES/MUSIC	8,000	0	8,000	7,544.63	.00	455.37	94.3%
12415100	53990	CONTRACTUAL SERVICE	11,000	0	11,000	10,947.79	.00	52.21	99.5%
12415100	54000	LIBRARY SUPPLIES/HI	10,000	0	10,000	9,992.35	.00	7.65	99.9%
12415200	54000	LIBRARY SUP/MCCARTH	6,000	0	6,000	6,000.00	.00	.00	100.0%

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12415300 54000 LIBRARY SUPPLIES/PA	6,000	-25	5,975	5,960.79	.00	13.98	99.8%
12415400 54000 LIBRARY GENERAL SUP	3,250	25	3,275	3,275.23	.00	.00	100.0%
12415500 54000 LIBRARY GEN SUPPLIE	3,250	0	3,250	3,250.00	.00	.00	100.0%
12415600 54000 LIBRARY GENERAL SUP	3,250	0	3,250	3,250.00	.00	.00	100.0%
12415700 54000 LIBRARY GENERAL SUP	3,250	0	3,250	3,250.00	.00	.00	100.0%
TOTAL OTHER INSTRUCTIONAL MATERIALS	109,000	0	109,000	103,525.79	.00	5,474.21	95.0%
2420 INSTRUCTIONAL EQUIPMENT							
12420000 58510 EQUIP/CENT/GENERAL	30,150	0	30,150	30,143.44	.00	6.56	100.0%
12420002 53990 CONTRACTED SERVICES	1,500	0	1,500	1,128.45	.00	371.55	75.2%
12420074 58510 EQUIPMENT MAINT/PE	9,000	-21	8,979	7,180.96	.00	1,798.33	80.0%
12420100 58510 EQUIP/CHS/GENERAL	6,000	0	6,000	5,288.40	.00	711.60	88.1%
12420139 52460 MACHINE MAINT/TECH	1,500	0	1,500	291.75	.00	1,208.25	19.5%
12420139 58510 EQUIP/CHS/TECH.ED.	500	0	500	499.95	.00	.05	100.0%
12420174 58510 EQUIP/CHS/PHYS.ED	4,500	0	4,500	4,222.13	.00	277.87	93.8%
12420178 52460 MACHINE MAINT/SCIEN	3,000	-2,000	1,000	999.53	.00	.47	100.0%
12420178 58510 EQUIP/CHS/SCIENCE	1,000	2,000	3,000	2,815.05	.00	184.95	93.8%
12420200 58510 EQUIP/McCARTHY/GENE	1,500	0	1,500	1,500.00	.00	.00	100.0%
12420274 58510 EQUIP/McCARTHY/PHYS	2,500	0	2,500	2,500.00	.00	.00	100.0%
12420278 52460 MACHINE MAINT/SCIEN	6,500	-6,300	200	180.00	.00	20.00	90.0%
12420278 58510 EQUIP/McCARTHY/SCIE	0	6,300	6,300	6,255.00	.00	45.00	99.3%
12420300 58510 EQUIP/PARKER/GENERA	1,500	0	1,500	1,500.00	.00	.00	100.0%
12420374 58510 EQUIP/PARKER/PHYS.E	2,500	0	2,500	2,500.00	.00	.00	100.0%
12420378 52460 MACH MAINT/SCIENCE/	6,500	-6,300	200	139.00	.00	61.00	69.5%
12420378 58510 EQUIP/PARKER/SCIENC	0	6,300	6,300	6,255.00	.00	45.00	99.3%
12420400 58510 EQUIP/BYAM/GENERAL	4,000	0	4,000	4,000.00	.00	.00	100.0%
12420474 58510 EQUIP/BYAM/PHYS.ED	1,000	21	1,021	1,020.71	.00	.00	100.0%
12420500 58510 EQUIP/CENTER/GENERA	4,000	0	4,000	4,000.00	.00	.00	100.0%
12420574 58510 EQUIP/CENTER/PHYS.E	1,000	0	1,000	308.81	.00	691.19	30.9%
12420600 58510 EQUIP/HARR./GENERAL	5,000	0	5,000	5,000.00	.00	.00	100.0%
12420674 58510 EQUIP/HARR./PHYS.ED	1,000	0	1,000	1,000.00	.00	.00	100.0%
12420700 58510 EQUIP/SO. ROW/GENER	3,000	0	3,000	3,000.00	.00	.00	100.0%
12420774 58510 EQUIP/SO. ROW/PHYS.	1,000	0	1,000	987.69	.00	12.31	98.8%
TOTAL INSTRUCTIONAL EQUIPMENT	98,150	0	98,150	92,715.87	.00	5,434.13	94.5%
2430 GENERAL SUPPLIES							
12430000 54200 COPIER PAPER	77,000	-2,045	74,955	48,007.60	.00	26,947.39	64.0%

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12430023 54000 SUPP./SYSTEMWIDE/EL	3,000	0	3,000	3,000.00	.00	.00	100.0%
12430058 57800 OTHER EXPENSE/MUSIC	12,300	1,532	13,832	10,417.17	.00	3,415.23	75.3%
12430076 54000 SUPPLIES SPECIAL ED	42,500	1,732	44,232	44,062.59	.00	169.62	99.6%
12430100 54000 SUPP./CHS/GENERAL	18,725	0	18,725	15,474.27	374.34	2,876.39	84.6%
12430102 54000 SUPP./CHS/ART	23,750	-67	23,683	23,616.64	.00	65.92	99.7%
12430106 54000 SUPP./CHS/BUS.	2,000	0	2,000	2,000.00	.00	.00	100.0%
12430124 54000 SUPP./CHS/ENGLISH	1,600	0	1,600	1,600.00	.00	.00	100.0%
12430128 54000 SUPP./CHS/F. LANG.	5,000	0	5,000	3,643.03	.00	1,356.97	72.9%
12430134 54000 SUPP./CHS/HLTH. ED.	2,200	0	2,200	1,979.43	.00	220.57	90.0%
12430139 54000 SUPP./CHS/TECH. ED.	5,000	0	5,000	4,960.36	.00	39.64	99.2%
12430156 54000 SUPP./CHS/MATH	3,350	-512	2,838	2,792.35	.00	45.65	98.4%
12430158 54000 SUPP./CHS/MUSIC	11,050	-1,532	9,518	9,164.62	.00	352.98	96.3%
12430177 54000 SUPP./CHS/READING	1,600	0	1,600	457.39	.00	1,142.61	28.6%
12430178 54000 SUPP./CHS/SCIENCE	22,000	4,000	26,000	25,775.00	.00	225.00	99.1%
12430184 54000 SUPP./CHS/SOC. ST.	3,000	0	3,000	3,000.00	.00	.00	100.0%
12430200 54000 SUPP./McCARTHY/GENE	14,500	0	14,500	13,237.22	.00	1,262.78	91.3%
12430202 54000 SUPP./McCARTHY/ART	7,300	-1,066	6,234	6,234.14	.00	.00	100.0%
12430224 54000 SUPP./McCARTHY/ENGL	1,200	0	1,200	996.50	.00	203.50	83.0%
12430228 54000 SUPP./McCARTHY/F. L	900	0	900	775.29	.00	124.71	86.1%
12430234 54000 SUPP./McCARTHY/HLTH	800	0	800	765.83	.00	34.17	95.7%
12430239 54000 SUPP./McCARTHY/TECH	11,500	0	11,500	11,408.48	.00	91.52	99.2%
12430256 54000 SUPP./McCARTHY/MATH	2,500	0	2,500	2,315.96	.00	184.04	92.6%
12430258 54000 SUPP./McCARTHY/MUSI	6,750	1,146	7,896	7,766.21	130.26	.00	100.0%
12430274 54000 SUPP./McCARTHY/PHYS	100	0	100	63.66	.00	36.34	63.7%
12430277 54000 SUPP./McCARTHY/READ	2,500	0	2,500	2,228.34	.00	271.66	89.1%
12430278 54000 SUPP./McCARTHY/SCIE	10,000	-2,000	8,000	6,002.12	.00	1,997.88	75.0%
12430284 54000 SUPP./McCARTHY/SOC.	4,800	74	4,874	4,873.61	.00	.00	100.0%
12430300 54000 SUPP./PARKER/GENERA	11,500	0	11,500	8,856.29	.00	2,643.71	77.0%
12430302 54000 SUPP./PARKER/ART	6,500	19	6,519	6,518.66	.00	.00	100.0%
12430324 54000 SUPP./PARKER/ENGLIS	1,000	0	1,000	559.50	.00	440.50	56.0%
12430328 54000 SUPP./PARKER/F. LAN	900	0	900	585.18	.00	314.82	65.0%
12430334 54000 SUPP./PARKER/HLTH.	800	0	800	760.36	.00	39.64	95.0%
12430339 54000 SUPP./PARKER/TECH.	9,000	0	9,000	9,000.02	.00	-.02	100.0%
12430356 54000 SUPP./PARKER/MATH	2,500	229	2,729	2,610.22	.00	118.78	95.6%
12430358 54000 SUPP./PARKER/MUSIC	6,750	-32	6,718	6,679.17	.00	38.99	99.4%
12430374 54000 SUPP./PARKER/PHYS.	100	0	100	49.12	.00	50.88	49.1%
12430377 54000 SUPP./PARKER/READIN	2,500	0	2,500	1,703.84	.00	796.16	68.2%
12430378 54000 SUPP./PARKER/SCIENC	10,000	-2,000	8,000	5,720.52	73.63	2,205.85	72.4%
12430384 54000 SUPP./PARKER/SOC. S	3,500	-54	3,446	3,431.45	.00	14.24	99.6%
12430400 54000 GENERAL SUPPLIES/BY	22,000	0	22,000	20,984.18	.00	1,015.82	95.4%
12430402 54000 SUPP./BYAM/ART	3,300	0	3,300	3,300.00	.00	.00	100.0%
12430451 54000 SUPP./BYAM/LANG. AR	3,100	0	3,100	2,452.28	.00	647.72	79.1%
12430456 54000 SUPP./BYAM/MATH	2,500	88	2,588	2,579.73	.00	8.27	99.7%
12430458 54000 SUPP./BYAM/MUSIC	1,100	0	1,100	1,099.89	.00	.11	100.0%

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12430478 54000 SUPP./BYAM/SCIENCE	3,000	0	3,000	1,488.70	.00	1,511.30	49.6%
12430484 54000 SUPP./BYAM/SOC. ST.	1,000	0	1,000	.00	.00	1,000.00	.0%
12430500 54000 SUPP./CENTER/GENERA	20,000	0	20,000	19,946.04	54.00	-.04	100.0%
12430502 54000 SUPP./CENTER/ART	3,250	-2	3,248	3,248.24	.00	.00	100.0%
12430551 54000 SUPP./CENTER/LANG.	3,100	0	3,100	2,626.20	.00	473.80	84.7%
12430556 54000 SUPP./CENTER/MATH	2,500	181	2,681	2,678.66	.00	2.34	99.9%
12430558 54000 SUPP./CENTER/MUSIC	1,100	0	1,100	1,068.37	.00	31.63	97.1%
12430578 54000 SUPP./CENTER/SCIENC	3,000	0	3,000	1,806.39	.00	1,193.61	60.2%
12430584 54000 SUPP./CENTER/SOC. S	1,000	-19	981	125.00	.00	855.70	12.7%
12430600 54000 SUPP./HARR./GENERAL	20,000	0	20,000	19,789.89	162.89	47.22	99.8%
12430602 54000 SUPP./HARR./ART	3,400	0	3,400	3,399.63	.00	.37	100.0%
12430651 54000 SUPP./HARR./LANG. A	3,100	0	3,100	2,976.57	6.95	116.48	96.2%
12430656 54000 SUPP./HARR./MATH	2,500	219	2,719	2,716.77	.00	2.23	99.9%
12430658 54000 SUPP./HARR./MUSIC	1,100	0	1,100	1,069.90	.00	30.10	97.3%
12430678 54000 SUPP./HARR./SCIENCE	3,000	0	3,000	1,435.00	.00	1,565.00	47.8%
12430684 54000 SUPP./HARR./SOC. ST	1,200	0	1,200	.00	.00	1,200.00	.0%
12430700 54000 SUPP./SO. ROW/GENER	14,730	84	14,814	14,656.71	61.02	96.07	99.4%
12430702 54000 SUPP./SO. ROW/ART	3,050	2	3,052	3,051.77	.00	.00	100.0%
12430751 54000 SUPP./SO. ROW/LANG.	3,100	0	3,100	2,251.99	.00	848.01	72.6%
12430756 54000 SUPP./SO. ROW/MATH	2,500	24	2,524	2,521.86	.00	2.14	99.9%
12430758 54000 SUPP./SO. ROW/MUSIC	900	0	900	900.00	.00	.00	100.0%
12430778 54000 SUPP./SO. ROW/SCIEN	3,000	0	3,000	1,719.42	.00	1,280.58	57.3%
12430784 54000 SUPP./SO. ROW/SOC.	1,000	0	1,000	.00	.00	1,000.00	.0%
TOTAL GENERAL SUPPLIES	484,505	0	484,505	422,985.33	863.09	60,656.58	87.5%
2440 OTHER INSTRUCTIONAL SERVICES							
12440076 53981 TUTORING/INSTRUCTIO	24,000	6,000	30,000	29,837.29	.00	162.71	99.5%
12440076 53990 CONTRACTUAL SERVICE	169,150	0	169,150	108,806.47	14,200.00	46,143.53	72.7%
12440076 54000 CONTINGENCY EXPENSE	25,000	-6,000	19,000	15,884.54	1,747.84	1,367.62	92.8%
TOTAL OTHER INSTRUCTIONAL SERVICES	218,150	0	218,150	154,528.30	15,947.84	47,673.86	78.1%
2451 CLASSROOM INST TECHNOLOGY							
12451100 54204 INSTR TECH/CHS	67,000	0	67,000	66,926.36	.00	73.64	99.9%
12451128 54205 INSTR TECH/CHS/F.LA	10,000	0	10,000	10,000.00	.00	.00	100.0%
12451200 54204 INSTR TECH/MCC	44,000	0	44,000	44,000.00	.00	.00	100.0%
12451300 54204 INSTR TECH PARKER	44,000	0	44,000	43,994.10	.00	5.90	100.0%

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12451414 54204 COMPUTER/EQUIP/BYAM	14,948	0	14,948	14,948.00	.00	.00	100.0%
12451514 54204 COMPUTER EQUIPMENT	14,250	0	14,250	14,250.00	.00	.00	100.0%
12451614 54204 INSTR TECH/HARR/COM	15,000	0	15,000	15,000.00	.00	.00	100.0%
12451714 54204 INSTR TECH/SROW/COM	14,250	0	14,250	14,250.00	.00	.00	100.0%
TOTAL CLASSROOM INST TECHNOLOGY	223,448	0	223,448	223,368.46	.00	79.54	100.0%
2455 INSTRUCTIONAL SOFTWARE							
12455000 54000 INSTRUCTIONAL SOFTW	137,000	0	137,000	137,000.00	.00	.00	100.0%
TOTAL INSTRUCTIONAL SOFTWARE	137,000	0	137,000	137,000.00	.00	.00	100.0%
2710 GUIDANCE COUNSELORS							
12710100 51050 GUID SALARIES /CHS	492,256	18,023	510,279	475,662.07	.00	34,617.25	93.2%
12710100 51070 SAL/SEC/GUID	75,648	1,457	77,105	75,715.91	.00	1,388.84	98.2%
12710100 51310 STIPEND - GUIDANCE	10,800	0	10,800	8,887.85	.00	1,912.15	82.3%
12710100 54000 SUPP./CHS/GUID	20,087	-16	20,071	13,487.69	.00	6,583.34	67.2%
12710200 51050 GUID SALARIES /McC	197,494	7,765	205,259	201,179.11	.00	4,079.54	98.0%
12710200 54000 SUPP./McCARTHY/GUID	1,150	0	1,150	.00	.00	1,150.00	.0%
12710300 51050 GUID SALARIES /PARK	150,683	5,805	156,488	155,050.56	.00	1,437.65	99.1%
12710300 54000 SUPP./PARKER/GUID	910	0	910	253.94	.00	656.06	27.9%
12710400 51050 GUID SALARIES/BYAM	52,091	3,118	55,209	81,839.62	.00	-26,630.63	148.2%
12710400 54000 SUPP./BYAM/GUID	590	0	590	580.90	.00	9.10	98.5%
12710500 51050 GUID SALARIES /CENT	83,839	3,118	86,957	81,839.62	.00	5,117.37	94.1%
12710500 54000 SUPP./CENTER/GUID	590	0	590	548.98	.00	41.02	93.0%
12710600 51050 GUID SALARIES /HARR	60,081	989	61,070	50,417.85	.00	10,651.73	82.6%
12710600 54000 SUPP./HARR./GUID	590	0	590	578.82	.00	11.18	98.1%
12710700 51050 GUID SALARIES /SROW	83,839	3,483	87,322	91,421.42	.00	-4,099.37	104.7%
12710700 54000 SUPP./SO.ROW/GUID	590	16	606	605.97	.00	.00	100.0%
TOTAL GUIDANCE COUNSELORS	1,231,238	43,758	1,274,996	1,238,070.31	.00	36,925.23	97.1%
2800 PSYCHOLOGICAL SERVICES							
12800100 51050 SAL/CHS/PSYCH	228,110	9,208	237,318	244,511.88	.00	-7,193.82	103.0%
12800200 51050 SAL/McCARTHY/PSYCH	87,938	3,483	91,421	91,421.42	.00	-.37	100.0%

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<u>12800300 51050 SAL/PARKER/PSYCH</u>	87,938	3,483	91,421	91,421.42	.00	-.37	100.0%
<u>12800400 51050 SAL/BYAM/PSYCH</u>	55,850	1,246	57,096	62,479.47	.00	-5,383.91	109.4%
<u>12800500 51050 SAL/CENTER/PSYCH</u>	87,938	1,246	89,184	63,175.64	.00	26,007.92	70.8%
<u>12800600 51050 SAL/HARR./PSYCH</u>	55,850	2,693	58,543	72,036.48	.00	-13,493.79	123.0%
<u>12800700 51050 SAL/SO.ROW/PSYCH</u>	20,684	1,759	22,443	89,697.14	.00	-67,254.37	399.7%
TOTAL PSYCHOLOGICAL SERVICES	624,308	23,117	647,425	714,743.45	.00	-67,318.71	110.4%
<hr/> 3200 MEDICAL/HEALTH SERVICES							
<u>13200000 51007 NURSES/SUB</u>	38,000	0	38,000	48,550.73	.00	-10,550.73	127.8%
<u>13200000 51060 TOWN HEALTH EDUCATO</u>	21,937	0	21,937	21,937.00	.00	.00	100.0%
<u>13200000 53170 DOCTOR SALARY</u>	2,100	0	2,100	2,100.00	.00	.00	100.0%
<u>13200000 53990 CONTRACTUAL SERVICE</u>	9,300	-26	9,274	7,706.66	.00	1,567.43	83.1%
<u>13200000 57140 COURSE REIMBURSEMEN</u>	2,000	-500	1,500	1,028.00	.00	472.00	68.5%
<u>13200100 51050 SAL/CHS/NURSE</u>	145,052	5,688	150,740	150,762.07	.00	-22.33	100.0%
<u>13200100 54000 SUPP/CHS/NURSE</u>	2,100	1,043	3,143	3,024.70	.00	118.00	96.2%
<u>13200100 57100 HEALTH TRAVEL/HIGH</u>	500	0	500	24.56	.00	475.44	4.9%
<u>13200100 58510 EQUIP/CHS/NURSE</u>	1,600	500	2,100	2,100.00	.00	.00	100.0%
<u>13200200 51050 SAL/McCARTHY/NURSE</u>	78,722	3,118	81,840	81,179.65	.00	660.34	99.2%
<u>13200200 53990 INSUR./McCARTHY/NUR</u>	1,375	-301	1,074	645.00	.00	429.12	60.0%
<u>13200200 54000 SUPP/McCARTHY/NURSE</u>	1,400	290	1,690	1,690.40	.00	.00	100.0%
<u>13200263 51050 SAL/McCARTHY/NURSE</u>	33,866	1,341	35,207	35,207.11	.00	.23	100.0%
<u>13200300 51050 SAL/PARKER/NURSE</u>	78,722	2,036	80,758	69,632.41	.00	11,125.49	86.2%
<u>13200300 54000 SUPP/PARKER/NURSE</u>	1,342	-223	1,119	1,118.71	.00	.00	100.0%
<u>13200363 51050 SAL/PARKER/NURSE</u>	29,188	584	29,772	29,771.30	.00	.45	100.0%
<u>13200400 51050 SAL/BYAM/NURSE</u>	71,144	2,760	73,904	73,904.06	.00	.10	100.0%
<u>13200400 54000 SUPP/BYAM/NURSE</u>	1,100	-197	903	903.46	.00	.00	100.0%
<u>13200500 51050 SAL/CENTER/NURSE</u>	72,352	2,889	75,241	75,240.60	.00	.41	100.0%
<u>13200500 54000 SUPP/CENTER/NURSE</u>	1,000	-320	680	680.10	.00	.00	100.0%
<u>13200600 51050 SAL/HARR./NURSE</u>	78,722	3,118	81,840	81,839.62	.00	.37	100.0%
<u>13200600 54000 SUPP/HARR./NURSE</u>	1,100	11	1,111	1,111.06	.00	.00	100.0%
<u>13200700 51050 SAL/SO.ROW/NURSE</u>	73,396	1,395	74,791	49,606.61	.00	25,184.37	66.3%
<u>13200700 54000 SUPP/SO.ROW/NURSE</u>	1,000	-278	722	722.36	.00	.00	100.0%
<u>13200976 51050 SAL/CHIPS/NURSE</u>	41,538	3,284	44,822	43,991.17	.00	830.72	98.1%
TOTAL MEDICAL/HEALTH SERVICES	788,556	26,213	814,769	784,477.34	.00	30,291.41	96.3%
<hr/> 3300 TRANSPORTATION							
<u>13300000 51060 SALARIES PSP</u>	10,800	0	10,800	3,443.00	.00	7,357.00	31.9%

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<u>13300000 51070 SALARIES -TRANSPORT</u>	45,000	0	45,000	45,000.06	.00	-.06	100.0%
<u>13300000 53988 REGULAR TRANSPORTAT</u>	1,422,600	0	1,422,600	1,382,038.33	.00	40,561.67	97.1%
<u>13300000 53990 LATE BUSES/HIGH-MCC</u>	40,000	0	40,000	33,749.99	.00	6,250.01	84.4%
<u>13300000 53997 TRANSPORTATION SOFT</u>	9,940	-4,945	4,995	4,995.00	.00	.00	100.0%
<u>13300000 53999 HOMELESS TRANS</u>	60,000	-4,538	55,462	44,917.86	.00	10,544.60	81.0%
<u>13300076 53990 SPED TRANSPORTATION</u>	1,850,000	9,483	1,859,483	1,997,850.09	.00	-138,367.55	107.4%
TOTAL TRANSPORTATION	3,438,340	0	3,438,340	3,511,994.33	.00	-73,654.33	102.1%
3400 FOOD SERVICES							
<u>13400000 51070 SUPPORT</u>	0	120,000	120,000	120,000.00	.00	.00	100.0%
<u>13400000 51110 SALARIES-FULL TIME</u>	78,030	0	78,030	85,458.75	.00	-7,428.75	109.5%
<u>13400000 53990 CAFE CONT SERVICE</u>	25,000	0	25,000	9,759.14	.00	15,240.86	39.0%
TOTAL FOOD SERVICES	103,030	120,000	223,030	215,217.89	.00	7,812.11	96.5%
3510 ATHLETIC SERVICES							
<u>13510100 51040 SAL/ATHLETIC STUDEN</u>	8,191	0	8,191	9,433.60	.00	-1,242.60	115.2%
<u>13510100 51050 SAL/CHS/AD/TRAINER</u>	103,673	949	104,622	99,893.82	.00	4,727.80	95.5%
<u>13510100 51060 SAL/ATHLETICTRAINER</u>	47,205	0	47,205	47,205.34	.00	-.34	100.0%
<u>13510100 51070 SAL/SEC/ATHL</u>	29,486	395	29,881	18,652.69	.00	11,228.35	62.4%
<u>13510100 52110 ATH DEPT STADIUM LI</u>	2,000	0	2,000	926.77	.00	1,073.23	46.3%
<u>13510100 52400 POOL & ICE</u>	61,500	0	61,500	60,987.00	.00	513.00	99.2%
<u>13510100 53989 OFFICIALS/POLICE</u>	85,075	-15,317	69,758	69,650.00	.00	108.00	99.8%
<u>13510100 53990 RECONDITIONING</u>	18,963	-6,508	12,455	12,274.37	.00	180.63	98.5%
<u>13510100 53995 TRANSPORTATION</u>	99,199	0	99,199	101,501.25	2,970.00	-5,272.25	105.3%
<u>13510100 54000 SUPP/CHS/ATHL</u>	30,000	-4,758	25,242	25,207.26	.00	34.74	99.9%
<u>13510100 54310 MEDICAL</u>	6,000	0	6,000	5,884.10	.00	115.90	98.1%
<u>13510100 57400 INSUR./CHS/ATHL</u>	26,721	0	26,721	26,721.00	.00	.00	100.0%
<u>13510100 57800 OTHER EXPENSES</u>	30,600	26,583	57,183	56,261.18	440.00	481.82	99.2%
TOTAL ATHLETIC SERVICES	548,613	1,344	549,957	534,598.38	3,410.00	11,948.28	97.8%
3520 OTHER STUDENT ACTIVITIES							
<u>13520064 54000 DESTINATION IMAGINE</u>	2,300	0	2,300	2,300.00	.00	.00	100.0%

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<u>13520100 51050 SAL/CHS/ADVISORS</u>	38,690	0	38,690	37,009.50	.00	1,680.50	95.7%
<u>13520145 54000 SUPP/CHS/VOICE</u>	700	0	700	.00	.00	700.00	.0%
<u>13520154 53990 MATH TEAM TRANSP</u>	2,750	0	2,750	2,010.40	.00	739.60	73.1%
<u>13520160 54000 NAT'L HONOR SOC/HIG</u>	2,400	0	2,400	1,772.00	.00	628.00	73.8%
<u>13520178 53910 SCIENCE CLUB/HIGH</u>	2,000	0	2,000	1,993.47	.00	6.53	99.7%
<u>13520194 51465 NIGHT SCHOOL HS</u>	18,500	0	18,500	15,697.69	.00	2,802.31	84.9%
<u>13520200 51050 SAL/McCARTHY/ADVISO</u>	24,400	120	24,520	24,519.47	.00	.53	100.0%
<u>13520300 51050 SAL/PARKER/ADVISORS</u>	22,470	-120	22,350	21,182.98	.00	1,167.02	94.8%
TOTAL OTHER STUDENT ACTIVITIES	114,210	0	114,210	106,485.51	.00	7,724.49	93.2%
<u>3600 SCHOOL SECURITY</u>							
<u>13600100 51060 STCH SCHOOL SECURIT</u>	96,759	2,629	99,388	86,635.92	.00	12,751.84	87.2%
<u>13600200 51060 MCC PSP - SECURITY</u>	57,380	1,870	59,250	59,249.92	.00	.35	100.0%
<u>13600300 51060 PARKER - PSP - SECU</u>	48,380	1,916	50,296	50,295.84	.00	.37	100.0%
TOTAL SCHOOL SECURITY	202,519	6,415	208,934	196,181.68	.00	12,752.56	93.9%
<u>4110 CUSTODIAL SERVICES</u>							
<u>14110000 51040 SALARIES - CUSTODIA</u>	356,429	22,701	379,130	378,019.75	.00	1,110.25	99.7%
<u>14110000 51050 SALARIES - PROFESSI</u>	96,900	0	96,900	96,899.95	.00	.05	100.0%
<u>14110000 51070 FACILITIES - SECRET</u>	12,485	0	12,485	12,484.92	.00	.08	100.0%
<u>14110000 51110 SALARIES-CUST OT -</u>	5,063	0	5,063	7,970.54	.00	-2,907.54	157.4%
<u>14110000 51310 SALARIES- CUST OVER</u>	5,000	0	5,000	14,138.57	.00	-9,138.57	282.8%
<u>14110000 53990 CONTRACTUAL SERVICE</u>	752,597	0	752,597	751,228.00	.00	1,369.00	99.8%
<u>14110000 54000 SUPPLIES</u>	0	180,138	180,138	178,077.97	1,287.10	772.76	99.6%
<u>14110000 57800 OTHER CHARGES/EXPEN</u>	0	5,104	5,104	5,104.17	.00	.00	100.0%
<u>14110100 54000 SUPP/CHS/GENERAL</u>	180,200	-180,200	0	.00	.00	.00	.0%
<u>14110119 54000 SUPP/CHS/PERFORMING</u>	12,000	0	12,000	12,000.00	.00	.00	100.0%
TOTAL CUSTODIAL SERVICES	1,420,674	27,743	1,448,417	1,455,923.87	1,287.10	-8,793.97	100.6%
<u>4120 HEATING OF BUILDINGS</u>							
<u>14120000 52130 FUEL</u>	14,000	-6,800	7,200	6,719.83	.00	480.17	93.3%
<u>14120100 52130 FUEL/HIGH</u>	100,000	0	100,000	115,628.47	.00	-15,628.47	115.6%

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<u>14120200 52130 FUEL/MCCARTHY</u>	60,000	0	60,000	64,540.49	.00	-4,540.49	107.6%
<u>14120300 52130 FUEL/PARKER</u>	65,000	-19,300	45,700	54,034.39	.00	-8,334.39	118.2%
<u>14120400 52130 FUEL / BYAM</u>	24,000	0	24,000	35,596.19	.00	-11,596.19	148.3%
<u>14120500 52130 FUEL - CENTER SCHOO</u>	53,000	-21,500	31,500	27,178.72	.00	4,321.28	86.3%
<u>14120600 52130 FUEL-HARRINGTON</u>	30,000	-13,200	16,800	12,215.57	.00	4,584.43	72.7%
<u>14120700 52130 FUEL-SOUTH ROW</u>	38,000	-4,700	33,300	27,974.12	.00	5,325.88	84.0%
TOTAL HEATING OF BUILDINGS	384,000	-65,500	318,500	343,887.78	.00	-25,387.78	108.0%
 4130 UTILITY SERVICES							
<u>14130000 52110 ELECTRIC</u>	25,000	-1,385	23,615	17,857.05	.00	5,757.62	75.6%
<u>14130000 53410 TELEPHONE/SUPT OFFI</u>	50,500	1,498	51,998	52,280.57	4,391.17	-4,674.01	109.0%
<u>14130100 52110 ELECTRICITY/HIGH</u>	164,000	42,500	206,500	196,926.71	.00	9,573.29	95.4%
<u>14130100 52310 WATER/HIGH</u>	8,000	-700	7,300	5,957.14	.00	1,342.86	81.6%
<u>14130100 53410 TELEPHONE/HIGH</u>	66,000	2,190	68,190	63,070.42	5,734.48	-614.90	100.9%
<u>14130200 52110 ELECTRICITY/McCARTH</u>	70,000	6,000	76,000	70,455.20	.00	5,544.80	92.7%
<u>14130200 53410 TELEPHONE/MCCARTHY</u>	22,500	3,729	26,229	24,108.31	2,155.77	-34.71	100.1%
<u>14130300 52110 ELECTRICITY/PARKER</u>	85,000	6,900	91,900	91,711.31	.00	188.69	99.8%
<u>14130300 53410 TELEPHONE/PARKER</u>	18,000	6,790	24,790	23,661.00	2,072.50	-943.50	103.8%
<u>14130400 52110 ELECTRICITY/BYAM</u>	25,000	-1,150	23,850	47,036.80	.00	-23,186.80	197.2%
<u>14130400 53410 TELEPHONE/BYAM</u>	11,000	3,390	14,390	13,908.75	1,134.45	-653.20	104.5%
<u>14130500 52110 ELECTRIC - CENTER</u>	55,000	-12,500	42,500	41,418.43	.00	1,081.57	97.5%
<u>14130500 52310 WATER CENTER SCHOOL</u>	600	-200	400	396.00	.00	4.00	99.0%
<u>14130500 53410 TELEPHONE - CENTER</u>	9,500	3,779	13,279	12,687.47	1,123.65	-531.71	104.0%
<u>14130600 52110 ELECTRICITY/HARR</u>	22,000	2,700	24,700	48,590.24	.00	-23,890.24	196.7%
<u>14130600 52310 WATER/HARRINGTON</u>	2,800	-600	2,200	2,522.56	.00	-322.56	114.7%
<u>14130600 53410 TELEPHONE/HARR</u>	10,000	3,879	13,879	13,226.44	1,094.93	-441.96	103.2%
<u>14130700 52110 ELECTRICITY/SO ROW</u>	23,000	-3,500	19,500	35,765.14	.00	-16,265.14	183.4%
<u>14130700 53410 TELEPHONE/SO ROW</u>	9,500	2,179	11,679	11,687.11	1,082.00	-1,089.70	109.3%
TOTAL UTILITY SERVICES	677,400	65,500	742,900	773,266.65	18,788.95	-49,155.60	106.6%
 4210 MAINTENANCE OF GROUNDS							
<u>14210000 59238 GENERAL MAINT</u>	5,000	0	5,000	5,000.00	.00	.00	100.0%
<u>14210100 59238 GROUNDS/HIGH</u>	15,000	0	15,000	13,653.67	.00	1,346.33	91.0%
TOTAL MAINTENANCE OF GROUNDS	20,000	0	20,000	18,653.67	.00	1,346.33	93.3%
 5150 EMPLOYEE SEPERATION COSTS							
<u>15150000 51140 RETIREMENT/SICK BUY</u>	234,653	0	234,653	237,742.42	.00	-3,089.42	101.3%

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TOTAL EMPLOYEE SEPERATION COSTS	234,653	0	234,653	237,742.42	.00	-3,089.42	101.3%
<hr/>							
9300 TUITION NON-PUBLIC SCHOOLS							
19300076 53990 TUITIONS	4,449,905	-604,347	3,845,558	6,865,295.48	41,265.02	-3,061,002.90	179.6%
TOTAL TUITION NON-PUBLIC SCHOOLS	4,449,905	-604,347	3,845,558	6,865,295.48	41,265.02	-3,061,002.90	179.6%
TOTAL UNDEFINED	57,000,000	0	57,000,000	59,382,636.39	120,906.94	-2,503,543.33	104.4%
GRAND TOTAL	57,000,000	0	57,000,000	59,382,636.39	120,906.94	-2,503,543.33	104.4%

** END OF REPORT - Generated by Joanna Johnson-Collins **

CHELMSFORD PUBLIC SCHOOLS

Memorandum

TO: Jay Lang, Superintendent
Members of the School Committee

FROM: Joanna Johnson-Collins, Director of Business & Finance

DATE: July 16, 2018

RE: FY2018 Local Budget Transfers

Noted in the FY18 Preliminary End of Year Local Operating Budget update was a recommendation for final budget transfers. The request is that favorable account variances in areas of the local budget (i.e. labor, supplies, etc.), offset unfavorable variances in other areas of the local budget (i.e. special education transportation, utilities, etc.). Below please find a detailed list of those FY18 recommended budget transfers:

From:		To:	Amount
11230000-57100	Districtwide Coord Travel	11210000-57800 Supt Other	353
11230000-57100	Districtwide Coord Travel	11220000-57800 Asst Supt Other	177
11230000-57800	Districtwide Coord Dues	11220000-57800 Asst Supt Other	1,740
12305000-51460	Salary Reserve Lane Change	11420000-51070 HR Sec Labor	2,760
11230000-53420	Districtwide Postage	11430000-53040 Legal Fees	3,184
12310000-51050	Specialist Teachers Tutoring	12300000-51312 Instr Stipends	1,196
12305000-51460	Salary Reserve Lane Change	12325000-51006 Long Term Subs	4,491
12305000-51460	Salary Reserve Lane Change	12340100-51060 CHS Library Lb	7,142
12305791-51050	Teachers Salary So Row K	12800700-51050 So Row Psyc Lb	41,099
12310776-51050	Specialist Teachers Sal So Row	12800700-51050 So Row Psyc Lb	26,220
12440076-53990	Other Inst Sped Cont Svcs	13300076-53990 Sped Trans	46,143
13200700-51050	Medical/Health Svcs SR Nurse	13300076-53990 Sped Trans-	25,184
12110176-51070	Curriculum Sped Sec labor	13300076-53990 Sped Trans	2,328
12430000-54200	General Supplies Paper	13400000-57100 Food Svc Uncoll	8,355
12305000-51460	Salary Reserve Lane Change	14110000-51040 Custodial Labor	15,356

12305000-51460	Salary Reserve Lane Change	14110000-51310 Custodial OT	9,312
12310076-51054	Specialist Teachers Sal Speech	14120100-52130 Fuel CHS	15,629
12310076-51054	Specialist Teachers Sal Speech	14120400-52130 Fuel Byam	9,759
12305178-51050	Teachers Sal CHS Science	14130400-52110 Elec Byam	8,999
12305296-51050	Teachers Sal McC Gr 5	14130600-52110 Elec Harrington	23,891
12305296-51050	Teachers Sal McC Gr 5	14130700-52110 Elec South Row	16,266
12305124-51050	Teachers Sal CHS English	15150000-51140 Retire/Sick BB	3,090
		Total	272,674

Thank you for your consideration.

Customer Balances

for Chelmsford School Lunch

Sites: Byam Elementary School, Center Elementary School, Chelmsford High School, Harrington Elementary School, McCarthy Middle School, Parker Middle School, South Row Elementary School; Maximum: (\$0.10); Minimum: (\$1,500.00)

ID Number	Grade	Balance
5500	1st	-0.75
5500	1st	-1.35
5500	1st	-1.40
5500	1st	-5.75
5500	1st	-2.45
5500	1st	-41.10
5500	1st	-0.60
5500	1st	-0.25
5500	1st	-4.30
5500	1st	-0.75
5500	1st	-5.30
5500	1st	-20.90
5500	1st	-0.20
5500	1st	-83.20
5500	1st	-2.15
5500	1st	-0.11
5500	1st	-13.50
5500	1st	-10.75
5500	1st	-5.30
5500	1st	-0.70
5500	1st	-32.75
5500	1st	-1.95
5500	1st	-0.55
5500	1st	-4.45
5500	1st	-6.80
5500	1st	-7.00
5500	1st	-136.95
5500	1st	-2.60
5500	1st	-7.75
5500	1st	-1.30
5500	1st	-6.80
5500	1st	-2.55
5500	1st	-30.35
5500	1st	-94.60
5500	1st	-6.00
5500	1st	-17.75
5500	1st	-0.95
5500	1st	-141.60
5500	1st	-1.00
5500	1st	-28.10
5500	1st	-45.50

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	1st	-1.35	
5500	2nd	-7.85	
5500	2nd	-0.15	
5500	2nd	-0.20	
5500	2nd	-15.90	
5500	2nd	-2.65	
5500	2nd	-0.80	
5500	2nd	-0.40	
5500	2nd	-5.30	
5500	2nd	-67.55	
5500	2nd	-2.20	
5500	2nd	-5.30	
5500	2nd	-13.35	
5500	2nd	-76.35	
5500	2nd	-1.30	
5500	2nd	-8.15	
5500	2nd	-12.75	
5500	2nd	-4.30	
5500	2nd	-407.85	
5500	2nd	-1.50	
5500	2nd	-2.00	
5500	2nd	-11.60	
5500	2nd	-7.70	
5500	2nd	-1.60	
5500	2nd	-2.00	
5500	2nd	-7.00	
5500	2nd	-13.45	
5500	2nd	-1.20	
5500	2nd	-3.25	
5500	2nd	-149.80	
5500	2nd	-3.15	
5500	2nd	-1.45	
5500	2nd	-11.10	
5500	2nd	-33.00	
5500	2nd	-5.67	
5500	2nd	-47.50	
5500	2nd	-6.65	
5500	2nd	-40.85	
5500	2nd	-4.12	
5500	2nd	-6.75	
5500	2nd	-0.80	
5500	2nd	-3.90	
5500	2nd	-31.75	
5500	2nd	-0.55	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	2nd	-5.65	
5500	2nd	-3.25	
5500	2nd	-0.67	
5500	2nd	-0.35	
5500	2nd	-2.95	
5500	3rd	-31.15	
5500	3rd	-13.67	
5500	3rd	-1.90	
5500	3rd	-0.90	
5500	3rd	-3.35	
5500	3rd	-38.05	
5500	3rd	-6.15	
5500	3rd	-40.90	
5500	3rd	-2.65	
5500	3rd	-3.85	
5500	3rd	-57.60	
5500	3rd	-7.85	
5500	3rd	-118.65	
5500	3rd	-1.09	
5500	3rd	-2.65	
5500	3rd	-1.50	
5500	3rd	-2.65	
5500	3rd	-0.25	
5500	3rd	-2.65	
5500	3rd	-2.65	
5500	3rd	-2.35	
5500	3rd	-2.75	
5500	3rd	-4.70	
5500	3rd	-2.65	
5500	3rd	-11.25	
5500	3rd	-0.10	
5500	3rd	-8.25	
5500	3rd	-49.30	
5500	3rd	-3.80	
5500	3rd	-20.95	
5500	3rd	-24.65	
5500	3rd	-1.90	
5500	3rd	-29.15	
5500	3rd	-0.40	
5500	3rd	-0.75	
5500	3rd	-14.40	
5500	3rd	-6.40	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	3rd	-13.15	
5500	3rd	-2.00	
5500	3rd	-0.77	
5500	3rd	-1.20	
5500	3rd	-2.55	
5500	3rd	-3.40	
5500	3rd	-18.55	
5500	3rd	-0.50	
5500	3rd	-4.25	
5500	3rd	-0.55	
5500	4th	-8.45	
5500	4th	-27.45	
5500	4th	-1.45	
5500	4th	-0.75	
5500	4th	-8.25	
5500	4th	-4.10	
5500	4th	-4.45	
5500	4th	-66.60	
5500	4th	-6.82	
5500	4th	-0.15	
5500	4th	-77.80	
5500	4th	-15.21	
5500	4th	-14.30	
5500	4th	-5.30	
5500	4th	-1.35	
5500	4th	-11.55	
5500	4th	-18.75	
5500	4th	-128.05	
5500	4th	-113.20	
5500	4th	-0.50	
5500	4th	-488.05	
5500	4th	-5.75	
5500	4th	-52.45	
5500	4th	-2.40	
5500	4th	-17.10	
5500	4th	-64.95	
5500	4th	-173.60	
5500	4th	-0.10	
5500	4th	-0.50	
5500	4th	-1.80	
5500	4th	-9.90	
5500	4th	-9.00	
5500	4th	-0.50	
5500	4th	-2.90	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	4th	-0.75	
5500	4th	-41.50	
5500	4th	-325.40	
5500	4th	-3.10	
5500	4th	-15.80	
5500	4th	-0.65	
5500	4th	-0.35	
5500	4th	-0.80	
5500	4th	-361.35	
5500	4th	-1.10	
5500	4th	-2.85	
5500	4th	-1.60	
5500	4th	-5.10	
5500	4th	-3.30	
5500	4th	-0.70	
5500	4th	-287.95	
5500	4th	-3.90	
5500	4th	-2.06	
5500	4th	-2.15	
5500	4th	-2.40	
5500	4th	-232.20	
5500	4th	-10.15	
5500	4th	-32.35	
5500	4th	-13.60	
5500	4th	-2.65	
5500	4th	-0.40	
5500	4th	-2.23	
5500	4th	-1.80	
5500	4th	-2.55	
5500	4th	-5.60	
5500	4th	-140.25	
5500	4th	-343.85	
5500	4th	-1,151.45	
5500	4th	-331.25	
5500	4th	-17.60	
5500	4th	-27.60	
5500	4th	-6.95	
5500	4th	-1.90	
5500	4th	-2.50	
5500	4th	-2.70	
5500	4th	-12.25	
5500	4th	-38.10	
5500	4th	-10.05	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	4th	-4.80	
5500	4th	-2.05	
5500	4th	-1.50	
5500	5th	-0.55	
5500	5th	-4.60	
5500	5th	-1.30	
5500	5th	-0.90	
5500	5th	-9.25	
5500	5th	-1.60	
5500	5th	-1.00	
5500	5th	-597.90	
5500	5th	-2.65	
5500	5th	-0.60	
5500	5th	-0.10	
5500	5th	-2.30	
5500	5th	-0.50	
5500	5th	-0.35	
5500	5th	-1.65	
5500	5th	-4.50	
5500	5th	-2.65	
5500	5th	-8.40	
5500	5th	-2.35	
5500	5th	-3.35	
5500	5th	-33.65	
5500	5th	-5.75	
5500	5th	-0.90	
5500	5th	-384.60	
5500	5th	-2.65	
5500	5th	-0.50	
5500	5th	-5.75	
5500	5th	-0.50	
5500	5th	-1.35	
5500	5th	-3.65	
5500	5th	-1.50	
5500	5th	-0.60	
5500	5th	-2.65	
5500	5th	-0.20	
5500	5th	-1.45	
5500	5th	-0.50	
5500	5th	-308.60	
5500	5th	-3.05	
5500	5th	-5.00	
5500	5th	-3.30	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	5th	-18.25	
5500	5th	-2.95	
5500	5th	-0.40	
5500	5th	-301.50	
5500	5th	-22.40	
5500	5th	-14.95	
5500	5th	-26.00	
5500	5th	-3.40	
5500	5th	-1.35	
5500	5th	-25.25	
5500	5th	-20.95	
5500	5th	-4.05	
5500	5th	-21.78	
5500	5th	-1,025.00	
5500	5th	-0.10	
5500	5th	-48.50	
5500	5th	-42.20	
5500	5th	-1,408.85	
5500	5th	-52.10	
5500	5th	-3.65	
5500	5th	-27.90	
5500	5th	-21.75	
5500	5th	-0.10	
5500	5th	-0.65	
5500	5th	-6.50	
5500	5th	-0.65	
5500	5th	-1.05	
5500	5th	-11.00	
5500	5th	-1.50	
5500	5th	-0.90	
5500	5th	-3.24	
5500	6th	-26.25	
5500	6th	-2.10	
5500	6th	-1.00	
5500	6th	-5.70	
5500	6th	-0.70	
5500	6th	-36.75	
5500	6th	-16.30	
5500	6th	-2.65	
5500	6th	-15.60	
5500	6th	-1.50	
5500	6th	-2.10	
5500	6th	-31.70	
5500	6th	-3.05	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	6th	-0.30	
5500	6th	-2.50	
5500	6th	-12.00	
5500	6th	-2.50	
5500	6th	-5.90	
5500	6th	-47.85	
5500	6th	-0.55	
5500	6th	-380.02	
5500	6th	-0.10	
5500	6th	-1.50	
5500	6th	-7.05	
5500	6th	-3.25	
5500	6th	-5.70	
5500	6th	-2.40	
5500	6th	-16.20	
5500	6th	-432.00	
5500	6th	-2.80	
5500	6th	-9.25	
5500	6th	-14.55	
5500	6th	-7.25	
5500	6th	-51.70	
5500	6th	-0.45	
5500	6th	-15.95	
5500	6th	-5.85	
5500	6th	-21.45	
5500	6th	-141.84	
5500	6th	-36.05	
5500	6th	-29.05	
5500	6th	-3.80	
5500	6th	-1.40	
5500	6th	-2.65	
5500	6th	-62.30	
5500	6th	-1.00	
5500	6th	-2.25	
5500	6th	-584.65	
5500	6th	-3.35	
5500	6th	-3.10	
5500	6th	-409.82	
5500	6th	-20.30	
5500	6th	-112.65	
5500	6th	-1.35	
5500	6th	-24.40	
5500	6th	-20.20	
5500	6th	-20.15	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	6th	-11.15	
5500	6th	-6.50	
5500	6th	-9.15	
5500	6th	-82.30	
5500	6th	-626.16	
5500	6th	-12.30	
5500	6th	-7.10	
5500	6th	-0.15	
5500	6th	-0.10	
5500	6th	-36.95	
5500	6th	-5.60	
5500	6th	-24.55	
5500	6th	-531.90	
5500	6th	-19.30	
5500	7th	-2.05	
5500	7th	-0.10	
5500	7th	-7.00	
5500	7th	-5.75	
5500	7th	-6.50	
5500	7th	-3.05	
5500	7th	-11.85	
5500	7th	-10.05	
5500	7th	-1.10	
5500	7th	-3.00	
5500	7th	-0.45	
5500	7th	-8.40	
5500	7th	-729.50	
5500	7th	-479.50	
5500	7th	-266.05	
5500	7th	-77.90	
5500	7th	-2.60	
5500	7th	-21.55	
5500	7th	-1.40	
5500	7th	-6.40	
5500	7th	-742.55	
5500	7th	-7.29	
5500	7th	-27.80	
5500	7th	-43.75	
5500	7th	-111.85	
5500	7th	-24.70	
5500	7th	-8.98	
5500	7th	-0.10	
5500	7th	-8.45	
5500	7th	-1,128.10	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	7th	-19.25	
5500	7th	-38.70	
5500	7th	-491.65	
5500	7th	-5.75	
5500	7th	-1.20	
5500	7th	-191.60	
5500	7th	-2.75	
5500	7th	-7.25	
5500	7th	-0.64	
5500	7th	-83.05	
5500	7th	-0.20	
5500	7th	-4.75	
5500	7th	-3.10	
5500	7th	-3.10	
5500	7th	-8.90	
5500	7th	-1.35	
5500	7th	-8.95	
5500	7th	-9.00	
5500	7th	-11.75	
5500	7th	-0.45	
5500	7th	-5.85	
5500	7th	-7.90	
5500	7th	-10.90	
5500	7th	-0.44	
5500	7th	-1.25	
5500	7th	-0.20	
5500	7th	-44.40	
5500	7th	-19.55	
5500	7th	-2.35	
5500	7th	-12.05	
5500	7th	-131.35	
5500	7th	-2.40	
5500	7th	-3.60	
5500	7th	-2.35	
5500	7th	-5.15	
5500	7th	-0.30	
5500	7th	-14.65	
5500	7th	-24.70	
5500	7th	-2.95	
5500	7th	-0.50	
5500	7th	-117.70	
5500	7th	-2.80	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	7th	-1,031.90	
5500	7th	-34.85	
5500	7th	-0.45	
5500	7th	-1.55	
5500	7th	-2.20	
5500	7th	-0.10	
5500	7th	-6.90	
5500	7th	-0.60	
5500	7th	-174.65	
5500	7th	-5.60	
5500	7th	-1.15	
5500	7th	-6.20	
5500	7th	-3.75	
5500	7th	-26.90	
5500	7th	-18.30	
5500	7th	-49.00	
5500	7th	-0.45	
5500	7th	-2.65	
5500	7th	-2.75	
5500	7th	-32.95	
5500	7th	-27.15	
5500	7th	-2.70	
5500	7th	-205.00	
5500	7th	-5.51	
5500	7th	-0.25	
5500	7th	-7.05	
5500	7th	-16.65	
5500	8th	-11.45	
5500	8th	-3.20	
5500	8th	-4.85	
5500	8th	-0.35	
5500	8th	-1.30	
5500	8th	-10.25	
5500	8th	-2.65	
5500	8th	-13.99	
5500	8th	-13.49	
5500	8th	-8.70	
5500	8th	-8.65	
5500	8th	-3.90	
5500	8th	-30.05	
5500	8th	-0.85	
5500	8th	-163.65	
5500	8th	-0.95	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	8th	-0.34	
5500	8th	-9.90	
5500	8th	-0.60	
5500	8th	-1.00	
5500	8th	-0.25	
5500	8th	-12.30	
5500	8th	-11.00	
5500	8th	-650.18	
5500	8th	-728.05	
5500	8th	-2.75	
5500	8th	-2.95	
5500	8th	-2.30	
5500	8th	-2.85	
5500	8th	-0.10	
5500	8th	-70.25	
5500	8th	-16.05	
5500	8th	-2.85	
5500	8th	-0.45	
5500	8th	-760.03	
5500	8th	-1.40	
5500	8th	-72.40	
5500	8th	-12.70	
5500	8th	-0.75	
5500	8th	-9.05	
5500	8th	-36.20	
5500	8th	-1.00	
5500	8th	-488.00	
5500	8th	-13.15	
5500	8th	-7.90	
5500	8th	-12.80	
5500	8th	-0.70	
5500	8th	-0.85	
5500	8th	-15.90	
5500	8th	-58.70	
5500	8th	-10.70	
5500	8th	-10.60	
5500	8th	-9.30	
5500	8th	-102.15	
5500	8th	-2.85	
5500	8th	-2.35	
5500	8th	-6.75	
5500	8th	-1.90	
5500	8th	-2.50	
5500	8th	-30.25	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	8th	-0.41	
5500	8th	-9.40	
5500	8th	-253.95	
5500	8th	-3.00	
5500	8th	-5.82	
5500	8th	-6.20	
5500	8th	-2.30	
5500	8th	-59.40	
5500	8th	-13.00	
5500	8th	-3.05	
5500	8th	-1.85	
5500	8th	-0.65	
5500	8th	-90.25	
5500	8th	-27.65	
5500	8th	-7.35	
5500	8th	-0.15	
5500	8th	-19.90	
5500	8th	-2.75	
5500	8th	-13.85	
5500	8th	-1.00	
5500	8th	-1,111.15	
5500	8th	-15.65	
5500	8th	-44.75	
5500	8th	-12.15	
5500	8th	-2.15	
5500	8th	-244.01	
5500	8th	-1.35	
5500	8th	-0.10	
5500	8th	-1.75	
5500	8th	-104.40	
5500	8th	-2.35	
5500	8th	-1.35	
5500	8th	-6.19	
5500	9th	-16.15	
5500	9th	-2.15	
5500	9th	-1.70	
5500	9th	-0.85	
5500	9th	-14.90	
5500	9th	-11.95	
5500	9th	-5.95	
5500	9th	-824.80	
5500	9th	-0.40	
5500	9th	-0.70	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	9th	-8.95	
5500	9th	-9.35	
5500	9th	-1.25	
5500	9th	-1.35	
5500	9th	-33.80	
5500	9th	-3.00	
5500	9th	-7.90	
5500	9th	-2.85	
5500	9th	-5.95	
5500	9th	-269.70	
5500	9th	-6.60	
5500	9th	-10.24	
5500	9th	-5.60	
5500	9th	-33.30	
5500	9th	-428.39	
5500	9th	-17.00	
5500	9th	-39.20	
5500	9th	-26.25	
5500	9th	-2.30	
5500	9th	-6.30	
5500	9th	-226.95	
5500	9th	-2.20	
5500	9th	-2.40	
5500	9th	-39.15	
5500	9th	-2.05	
5500	9th	-0.25	
5500	9th	-27.85	
5500	9th	-6.20	
5500	9th	-0.30	
5500	9th	-4.40	
5500	9th	-71.10	
5500	9th	-39.35	
5500	9th	-24.66	
5500	9th	-9.10	
5500	9th	-8.35	
5500	9th	-2.40	
5500	9th	-46.30	
5500	9th	-2.75	
5500	9th	-11.60	
5500	9th	-353.80	
5500	9th	-33.75	
5500	9th	-155.40	
5500	9th	-27.20	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	9th	-575.84	
5500	9th	-29.30	
5500	9th	-57.60	
5500	9th	-68.20	
5500	9th	-14.20	
5500	9th	-12.20	
5500	9th	-2.94	
5500	9th	-2.40	
5500	9th	-173.20	
5500	9th	-0.95	
5500	9th	-13.99	
5500	9th	-2.95	
5500	9th	-0.45	
5500	9th	-8.05	
5500	9th	-22.10	
5500	9th	-474.30	
5500	9th	-4.50	
5500	9th	-0.55	
5500	9th	-0.75	
5500	9th	-0.55	
5500	9th	-8.60	
5500	9th	-3.10	
5500	9th	-0.15	
5500	9th	-6.05	
5500	9th	-2.55	
5500	9th	-128.15	
5500	9th	-0.25	
5500	9th	-0.60	
5500	9th	-35.98	
5500	9th	-15.80	
5500	9th	-883.95	
5500	9th	-6.15	
5500	9th	-0.30	
5500	9th	-32.05	
5500	9th	-78.10	
5500	9th	-0.95	
5500	9th	-33.75	
5500	9th	-11.70	
5500	10th	-11.30	
5500	10th	-1.20	
5500	10th	-47.70	
5500	10th	-6.10	
5500	10th	-0.25	
5500	10th	-3.10	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	10th	-3.35	
5500	10th	-6.30	
5500	10th	-2.00	
5500	10th	-0.10	
5500	10th	-35.10	
5500	10th	-8.30	
5500	10th	-1.00	
5500	10th	-0.40	
5500	10th	-76.40	
5500	10th	-0.20	
5500	10th	-43.35	
5500	10th	-2.85	
5500	10th	-22.55	
5500	10th	-21.15	
5500	10th	-42.10	
5500	10th	-2.45	
5500	10th	-63.24	
5500	10th	-3.45	
5500	10th	-2.45	
5500	10th	-16.60	
5500	10th	-3.00	
5500	10th	-3.10	
5500	10th	-24.65	
5500	10th	-23.05	
5500	10th	-8.60	
5500	10th	-0.50	
5500	10th	-22.75	
5500	10th	-2.75	
5500	10th	-16.00	
5500	10th	-7.50	
5500	10th	-0.53	
5500	10th	-30.70	
5500	10th	-3.65	
5500	10th	-0.80	
5500	10th	-0.75	
5500	10th	-0.25	
5500	10th	-3.75	
5500	10th	-42.55	
5500	10th	-508.15	
5500	10th	-222.95	
5500	10th	-499.85	
5500	10th	-136.40	
5500	10th	-9.10	
5500	10th	-145.30	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	10th	-0.65	
5500	10th	-14.90	
5500	10th	-0.40	
5500	10th	-0.75	
5500	10th	-11.65	
5500	10th	-1.00	
5500	10th	-21.55	
5500	10th	-154.15	
5500	10th	-31.90	
5500	10th	-0.50	
5500	10th	-27.75	
5500	10th	-475.70	
5500	10th	-3.11	
5500	10th	-57.55	
5500	10th	-2.20	
5500	10th	-31.80	
5500	10th	-10.25	
5500	10th	-0.60	
5500	10th	-10.35	
5500	10th	-26.45	
5500	10th	-2.00	
5500	10th	-72.45	
5500	10th	-2.75	
5500	10th	-0.30	
5500	10th	-2.80	
5500	10th	-36.90	
5500	11th	-3.80	
5500	11th	-324.65	
5500	11th	-0.35	
5500	11th	-17.75	
5500	11th	-0.30	
5500	11th	-2.10	
5500	11th	-0.75	
5500	11th	-18.45	
5500	11th	-7.10	
5500	11th	-55.95	
5500	11th	-2.77	
5500	11th	-42.95	
5500	11th	-121.85	
5500	11th	-23.30	
5500	11th	-70.65	
5500	11th	-4.85	
5500	11th	-5.70	
5500	11th	-117.05	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	11th	-9.40	
5500	11th	-17.75	
5500	11th	-2.35	
5500	11th	-2.40	
5500	11th	-7.70	
5500	11th	-5.15	
5500	11th	-58.45	
5500	11th	-0.45	
5500	11th	-0.25	
5500	11th	-6.60	
5500	11th	-5.45	
5500	11th	-0.20	
5500	11th	-3.10	
5500	11th	-2.90	
5500	11th	-20.10	
5500	11th	-43.40	
5500	11th	-73.50	
5500	11th	-60.50	
5500	11th	-3.10	
5500	11th	-6.00	
5500	11th	-3.55	
5500	11th	-2.50	
5500	11th	-6.40	
5500	11th	-0.95	
5500	11th	-17.50	
5500	11th	-3.75	
5500	11th	-2.70	
5500	11th	-5.10	
5500	11th	-1.40	
5500	11th	-19.95	
5500	11th	-6.65	
5500	11th	-2.60	
5500	11th	-3.10	
5500	11th	-9.35	
5500	11th	-5.40	
5500	11th	-0.85	
5500	11th	-4.85	
5500	11th	-26.90	
5500	11th	-45.05	
5500	11th	-30.05	
5500	11th	-2.15	
5500	11th	-10.20	
5500	11th	-1.90	
5500	11th	-4.85	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	11th	-1.75	
5500	11th	-54.85	
5500	11th	-2.75	
5500	11th	-1.40	
5500	11th	-0.60	
5500	11th	-1.10	
5500	11th	-2.25	
5500	11th	-0.50	
5500	11th	-7.30	
5500	11th	-11.40	
5500	11th	-4.40	
5500	11th	-2.80	
5500	11th	-35.90	
5500	11th	-6.18	
5500	11th	-0.15	
5500	11th	-12.20	
5500	11th	-0.85	
5500	11th	-8.30	
5500	11th	-2.45	
5500	11th	-0.10	
5500	11th	-2.10	
5500	11th	-10.80	
5500	11th	-3.30	
5500	12th	-2.00	
5500	12th	-6.05	
5500	12th	-0.90	
5500	12th	-3.10	
5500	12th	-2.35	
5500	12th	-8.30	
5500	12th	-2.95	
5500	12th	-2.20	
5500	12th	-52.95	
5500	12th	-1.00	
5500	12th	-17.95	
5500	12th	-1.85	
5500	12th	-3.05	
5500	12th	-37.40	
5500	12th	-11.60	
5500	12th	-297.50	
5500	12th	-0.90	
5500	12th	-231.70	
5500	12th	-265.85	
5500	12th	-5.55	
5500	12th	-3.05	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	12th	-62.15	
5500	12th	-0.95	
5500	12th	-0.95	
5500	12th	-0.85	
5500	12th	-7.80	
5500	12th	-0.90	
5500	12th	-2.85	
5500	12th	-0.85	
5500	12th	-8.80	
5500	12th	-6.95	
5500	12th	-8.05	
5500	12th	-6.20	
5500	12th	-6.20	
5500	12th	-1.50	
5500	12th	-9.85	
5500	12th	-15.50	
5500	12th	-0.20	
5500	12th	-18.35	
5500	12th	-0.15	
5500	12th	-3.10	
5500	12th	-1.05	
5500	12th	-6.05	
5500	12th	-7.25	
5500	12th	-12.70	
5500	12th	-0.35	
5500	12th	-93.25	
5500	12th	-8.55	
5500	12th	-5.10	
5500	12th	-101.15	
5500	12th	-40.85	
5500	12th	-14.40	
5500	12th	-17.90	
5500	12th	-8.95	
5500	12th	-26.60	
5500	12th	-1.60	
5500	12th	-6.80	
5500	12th	-38.80	
5500	12th	-1.80	
5500	12th	-49.70	
5500	12th	-13.50	
5500	12th	-2.85	
5500	12th	-31.75	
5500	12th	-9.15	
5500	12th	-2.30	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	12th	-17.40	
5500	12th	-5.30	
5500	12th	-4.20	
5500	12th	-1.50	
5500	12th	-9.30	
5500	12th	-6.20	
5500	12th	-0.20	
5500	12th	-32.55	
5500	12th	-0.45	
5500	12th	-59.70	
5500	12th	-9.70	
5500	12th	-0.15	
5500	Adult	-0.50	
5500	Adult	-3.65	
5500	Adult	-3.10	
5500	Adult	-3.85	
5500	Adult	-2.95	
5500	Adult	-1.10	
5500	Adult	-0.19	
5500	Adult	-1.81	
5500	Adult	-1.06	
5500	Adult	-0.37	
5500	Adult	-3.76	
5500	Adult	-0.50	
5500	Adult	-0.33	
5500	Adult	-3.85	
5500	Adult	-0.49	
5500	Adult	-0.85	
5500	Adult	-3.90	
5500	Adult	-0.50	
5500	Adult	-4.35	
5500	Adult	-4.10	
5500	Adult	-1.90	
5500	Adult	-0.98	
5500	Adult	-0.10	
5500	Adult	-0.40	
5500	Other	-26.80	
5500	Other	-0.75	
5500	Other	-3.10	
5500	Other	-7.30	
5500	Other	-3.10	
5500	Other	-6.20	
5500	Other	-0.25	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	Other	-4.15	
5500	Other	-4.75	
5500	Other	-1.25	
5500	Other	-1.40	
5500	Other	-0.55	
5500	Other	-0.45	
5500	Other	-1.70	
5500	Other	-2.85	
5500	Other	-2.25	
5500	Other	-5.95	
5500	Other	-13.20	
5500	Other	-2.65	
5500	Other	-4.10	
5500	Other	-2.10	
5500	Other	-3.40	
5500	Other	-136.85	
5500	Other	-1.00	
5500	Other	-2.05	
5500	Other	-35.95	
5500	Other	-3.10	
5500	Other	-3.15	
5500	Other	-5.70	
5500	Other	-3.10	
5500	Other	-24.75	
5500	Other	-150.55	
5500	Other	-3.10	
5500	Other	-21.05	
5500	Other	-6.20	
5500	Other	-53.45	
5500	Other	-1.25	
5500	Other	-3.10	
5500	Other	-1.70	
5500	Other	-11.70	
5500	Other	-0.55	
5500	Other	-2.65	
5500	Other	-2.70	
5500	Other	-24.80	
5500	Other	-10.75	
5500	Other	-9.00	
5500	Other	-2.85	

Customer Balances

for Chelmsford School Lunch

ID Number	Grade	Balance	*
5500	Other	-3.10	
5500	Other	-9.30	
5500	Other	-48.75	
5500	Other	-4.70	
5500	Other	-16.50	
5500	Other	-0.90	
5500	Other	-139.25	
5500	Other	-2.85	
5500	Other	-18.60	
5500	Other	-2.65	
5500	Other	-26.00	
5500	Other	-2.40	
5500	Other	-2.85	
5500	Other	-1.25	
5500	Other	-4.85	
5500	Other	-37.90	
5500	Other	-5.45	
5500	Other	-4.30	
5500	Other	-54.00	
5500	Other	-5.65	
5500	Other	-2.85	
5500	Other	-44.95	
5500	Other	-5.70	
5500	Other	-3.05	
5500	Other	-1.25	
5500	Other	-93.95	
5500	Other	-4.05	
5500	Other	-5.70	
5500	Other	-2.85	
5500	Other	-2.85	

981 students

Collected	\$0.00
Receivable	-\$41,313.76
Total	(\$41,313.76)

Total Uncollected:	\$ 41,313.76
FY17 SC Vote	\$ 11,452.45
FY16 SC Vote	\$ 13,692.58
Current Uncollected:	\$ 16,168.73

To: Jay Lang, Ed.D., Superintendent of Schools

From: Cheryl Kirkpatrick, Ed.D., Director of Personnel and Professional Learning

Re: Employee Handbook

Date: July 13, 2018

Dear Superintendent Lang,

It is my pleasure to present, for your review and approval, a newly create Chelmsford Public Schools' Employee Handbook. This resource is intended to provide employees of the district with information that may assist them both personally and professionally during their employment with the Chelmsford Public Schools.

The need for an employee handbook for the Chelmsford Public Schools was noted during the initial stages of the district's Coordinated Program Review in early 2016. Since my arrival in Chelmsford, I have met with employees who have reiterated the suggestion, underscoring the utility of such a resource.

Based on these suggestions, a team of administrators assembled to review employee handbooks from other districts, discuss the types of things our employees might like to have in a resource like this, and produce a draft. We decided that this type of resource would be most useful to employees in an electronic format, so that the documents, resources, policies and procedures could be accessed online. The result is an easy-to-navigate resource that will enable employees to access the information they need, when they need it.

I would like to thank the employee handbook team who helped assemble this document including Linda Hirsch, Assistant Superintendent of Curriculum and Instruction; Joanna Johnson-Collins, Director of Finance and Business; Amy Matson, Assistant Director of Student Support Services; Jon Morris, Science Coordinator; Bill Silver, Director of Information, Communication and Technology Services; Mark Sousa, Assistant Principal at Parker Middle School, and the entire Human Resources staff including Karen Berglund, Sherri Panneton and Ruth Webber. I would also like to thank the legal team and the IT Department for their help in reviewing this resource and supporting its innovative format and presentation.

I am proud to work with so many people who, together, support the needs of the employees of the Chelmsford Public Schools so that they, in turn, can best support the needs of Chelmsford's children. Thank you for your review and support.

Chelmsford Public Schools



Employee Handbook

Published 2018

Dear Chelmsford Public Schools Employees,

The Chelmsford Public Schools (CPS) provides top-notch instruction and services to the students of Chelmsford because of you - the amazing staff who teach them and attend to their every need. I am proud to be a part of this team of talented educators and service providers, and I am committed to ensuring that you have what you need to do your best for your students and for each other.

To this end, it is with great pleasure that I share with you a resource that I hope will assist many of you in accessing answers to common questions that CPS employees have, and resources that CPS employees may need. The content of this resource reflects the P.R.I.D.E. we collectively communicate to our students as important attributes, and which we cultivate as a professional community through our support of each other, and the important work we do. We hope this handbook supports you by connecting you to information and services that may be important to you as an employee of the Chelmsford Public Schools. In it you will find information about licensure, benefits, policies, state and federal laws and contacts, all of which are presented to support you in your work in Chelmsford.

I want to thank you for taking the time to review this resource and for continuing to provide us with feedback that will make it better. I also want to thank those staff members who worked to devise the contents and the online structure of this resource, and who continue to attend to your professional needs in countless other ways. By making these supports and resources accessible to you, we'll be supported to best focus our energy on the mission and vision that brings us together: cultivating inspired, creative, and well-rounded lifelong learners.

Sincerely,

Jay Lang, Ed.D.
Superintendent of Schools

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ABOUT THIS EMPLOYEE HANDBOOK

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This employee handbook is designed as a resource and support of all staff members for the Chelmsford Public Schools. It is created to make accessing policies, resources and laws that may impact employees easier. It provides employees with general personnel information on procedures, policies, obligations and laws for which employees are responsible and which may impact them professionally.

This handbook does not constitute a contract and makes no guarantee of employment, compensation or benefits. The Superintendent and/or School Committee reserve the right to make changes to policies and practices at any time at their sole discretion, without prior notice, and interpret and administer these policies as needed in light of changing circumstances and applicable statutory obligation. The Chelmsford Public Schools will make its best efforts to notify you of these changes.

Employees covered under collective bargaining agreements should consult those collective bargaining agreements for detailed information, including information regarding certain working conditions and benefits. Copies of the contracts are available on the Chelmsford Public Schools website and from union representatives. If there is any conflict between the policies contained herein and the collective bargaining agreement, the collective bargaining agreement would govern the particular term of employment. Nothing in this handbook is intended to infringe on employees' rights under M.G.L. c. 150E.

Chelmsford Public Schools maintains a policy of employment at-will for any employees not covered by a collective bargaining agreement or individual contract. Employment at-will means that employment can be terminated with or without notice at any time and for any lawful reason at either the option of the employee or the School. Accordingly, as noted above, neither the policies nor this Handbook create a contract, and do not make any promises or guarantees.

We hope you will find the contents and the manner with which this handbook is electronically presented to be convenient and useful in support of your work as a Chelmsford Public School employee. Please direct any suggestions or questions to the Office of Human Resources (978)251-5100 x6939 or humanresources@chelmsford.k12.ma.us.

SECTION I – SCHOOL COMMITTEE AND ADMINISTRATION

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Mission and Vision of the Chelmsford Public Schools

The mission of the Chelmsford Public Schools is to cultivate inspired, creative, and well-rounded lifelong learners who possess the integrity and self-direction necessary to be contributing community members.

The Chelmsford Public Schools provide all students with multiple pathways to optimize their own potential for academic excellence, leadership, and social and emotional wellness. Teachers work from a rigorous curriculum that is aligned with state standards incorporating the common core, and they use multiple forms of data that informs innovative approaches to teaching. Student success is anchored in the high expectations of teachers who are part of a professional, collaborative culture that demands a continuous focus on instructional improvement. Every student feels safe, cared for, and appropriately challenged and supported in schools that are fully staffed and technologically integrated. Student successes are celebrated within and across schools as well as throughout the broader community. Parents and the community are connected to the daily life of Chelmsford schools through consistent, multidirectional and multi-modal communication, which builds external support for and pride in the district, schools, teachers, and students. As a result of high quality teaching, meaningful partnerships, and well-resourced schools, students contribute to the Chelmsford community as self-directed, creative, and inspired learners who are ready to tackle contemporary issues.

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School Governance

The Chelmsford Public Schools is lead by a 5-member School Committee which includes the Superintendent of Schools. Find out more about School Committee meetings, agendas, budgets, and the central office administrative team with the following links:

[School Committee](#)

[Central Office Administration](#)

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Principals/Schools

The Chelmsford Public Schools (CPS) is comprised of 1 preschool, 4 elementary schools, 2 middle schools and a high school, as well as a Community Education Program offering extended day and extended year programs. In total, CPS serves approximately 5,000 students

and has a staff of teachers, support staff, custodians, administrators and other service providers of approximately 940. Please find information about each school by accessing the links below:

- [Byam Elementary School](#)
- [Center Elementary School](#)
- [Chelmsford High School](#)
- [Chelmsford Integrated Preschool](#)
- [Chelmsford Community Education](#)
- [Harrington Elementary School](#)
- [McCarthy Middle School](#)
- [Parker Middle School](#)
- [South Row Elementary School](#)

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System Wide Departments and Leaders

Below, please find links to each of the district's administrative departments which include Business and Finance, Curriculum, Human Resources, Student Support Services, and Technology and Information Systems:

- [Finance and Business](#)
- [Curriculum, Instruction and Assessment](#)
 - [Business Education Department](#)
 - [English Language Arts Department](#)
 - [English Language Learning Department](#)
 - [Fine and Performing Arts Department](#)
 - [Health, Physical Education, and Family and Consumer Science Department](#)
 - [Mathematics Department](#)
 - [Reading Department](#)
 - [School Counseling Department](#)
 - [Science Department](#)
 - [Social Studies Department](#)
 - [Technology Engineering Department](#)
 - [World Languages Department](#)
- [Human Resources](#)
- [Student Services](#)
 - [Special Education](#)
 - [Health Services](#)
 - [School Nutrition](#)
- [Technology and Information Systems](#)

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Navigating the Academic Year

Each year, the School Committee announces the next years' school calendar. In addition to the calendar, the district provides information regarding delays and school cancellations on its website. We hope these resources will help you navigate the upcoming academic year:

- [Chelmsford Public Schools Home Page](#)
- [School Calendar](#)
- [School Cancellation and Delays](#)

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SECTION II – GENERAL PERSONNEL INFORMATION

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The Chelmsford Public Schools aim to attract, develop and retain spirited, skilled and committed educators to serve all students. All employment opportunities for the Chelmsford Public Schools are offered without regard to race, color, sex, religion, national origin, ethnicity, sexual orientation, ancestry, gender identity or expression, pregnancy or pregnancy related medical conditions, marital status, age, veteran or military status, homelessness, age and/or disability, and any other class or characteristic protected by law.

Staff Hiring and On-boarding

The Chelmsford Public Schools' Office of Human Resources on-boards all new employees. This process includes background checks, policies review, benefits selection, retirement enrollment, payroll and arranging for any payroll deductions. All of the forms employees receive during on-board can be accessed here, as well as a checklist to assist new employees in this process.

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New Hire Forms

- [On-boarding Checklist](#)
- [New Hire Email Instructions](#)
- [Employee Information Sheet](#)

Background Checks

All offers of employment are contingent upon satisfactory results of these employment screening processes as well as any others that may be required. Chelmsford Public Schools will update CORI records every three (3) years, for individual employees, employees in specific job categories or the school department staff as a whole. An unsatisfactory CORI or SAFIS report may result in termination of employment. Employees who are involved in criminal proceedings that may affect employment should ensure notification to the Director of Personnel and Professional Learning.

- [Criminal Offender Record Information \(CORI\)](#)
- [How To Get Fingerprints Taken](#)
- [SAFIS Registration Guide](#)

Payroll Documents

- [W-4](#)
- [M-4 \(form used to make changes to State withholdings\)](#)
- [I-9](#)
- [Direct Deposit Form](#)

- [Statement about employment in job not covered by Social Security](#)
- [Union Enrollment Letter](#)
- [Union Enrollment Card](#)
- [Sick bank enrollment](#) (for CFT members only)

Mandatory Employee Policies

All employees review and acknowledge these policies at time of hire:

- [Acknowledgment of Receipt of Mandatory Employee Policies](#)
- [Sexual Harassment Policy](#)
- [Discrimination and Harassment Procedures](#)
- [Summary of the Conflict of Interest Law for Municipal Employees](#)
- [Staff Safety Policy](#)
- [Internet Usage Policies](#)
- [State and Federal Employment Policies](#)
- [Conflict of Interest Training](#)

All municipal employees are required by the State to take an online test, for which a certificate of completion will be issued. This online training must be completed every two years and a copy of the certificate sent to the Office of Human Resources. See a summary of the MA conflict of interest law here:

- [Conflict of Interest Summary](#)

All employees review and acknowledge these policies annually:

- [Link to annual staff sign-offs](#)

Retirement Enrollment

All full-time employees of Chelmsford Public Schools enroll in one of two retirement systems. Licensed educators participate in MTRS. Others participate in Middlesex Retirement System. Part-time employees enroll in OBRA. Links for each are found below:

- [Massachusetts Teachers' Retirement System](#)
- [Middlesex Retirement System](#)
- [OBRA](#)

AESOP

Aesop is a web based Absence Management program utilized by the district to secure substitute coverage and record absences for staff. Once you have completed all new hire paperwork you will receive an email with your login information and a link to your Aesop profile homepage. For a general overview of how Aesop works please click the links below.

- [AESOP Overview](#)
- [Employee Basic Training Video](#)

- [Employee Quick Start Guide](#)

Benefits (See section below)

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Employee Orientation

All newly hired teachers, nurses and others in the CFT Teachers Bargaining Unit participate in a 2-day orientation that occurs before school begins. The following topics are discussed:

- Introduction to central office and building administrators
- Introduction to union leadership
- Technology training
- An overview of educator evaluation in Chelmsford
- Time to set up classrooms/working spaces

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Benefits

Chelmsford Public Schools' benefit options are applicable to personnel who are permanent, full-time employees and permanent, part-time employees who work a regularly scheduled work week of at least 20 hours per week and participate in a public retirement system. Employees who are less than the hours required per week are not eligible for benefits.

Insurance benefit deductions are taken a month in advance. All benefits are based on a July 1 to June 30 calendar year. Information regarding benefits can also be found under the Human Resource's tab on the Chelmsford Public Schools website: [Information regarding CPS benefits](#)

Many benefit plans are governed by documents issued by the plan providers. This section is only intended to provide an overview of available benefits. If there is any conflict between the handbook and the benefit plan documents, the plan documents will control.

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Insurance Options

Health Insurance - Blue Cross Blue Shield <https://www.emiia.org/>

Employees can choose between three health insurance policies: PPO, HMO and HMO Select

- [Blue Cross Blue Shield Enrollment Form](#)
- [Insurance Rates 2018-2019](#)
- [PPO Policy Description](#)
- [HMO Blue Policy Description](#)
- [HMO Blue Select Policy Description](#)

Dental Insurance - Blue Cross Blue Shield <https://www.emiia.org/>

Employees can choose between two dental insurance policies: High and Low

- [Blue Cross Blue Shield Enrollment Form](#)
- [Insurance Rates 2018-2019](#)
- [Dental Insurance Low Policy Description](#)
- [Dental Insurance High Policy Description](#)

COBRA Continuation Coverage of Health and Dental Insurance

- Upon termination of active employment, employees can elect to COBRA health and dental insurance for up to 18 months.
- Under federal law, you have 60 days from the date coverage would be lost to choose whether or not to elect COBRA coverage.
- The employee will be required to pay the full cost of the premium plus an administrative fee. Under COBRA continuation, the Chelmsford Public Schools will no longer contribute to the cost of health insurance premiums.

Basic Life and Voluntary Insurance - Boston Mutual <http://www.bostonmutual.com>

- Employees can choose a basic life insurance policy that breaks down to \$5,000 toward life insurance or \$5,000 toward accidental death or dismemberment.
- Employees can also choose a voluntary life insurance policy of an amount up to \$100,000 with the stipulation that any coverage over \$40,000 requires medical evidence of insurability.
- Enrollment done directly through employer.
 - [Boston Mutual Enrollment Form](#)
 - [Insurance Rates 2018-2019](#)
 - [Optional Life Insurance Rates](#)
 - [Basic Life & Accidental Death & Dismemberment Summary](#)
 - [Group Insurance Certificate](#)

Alternative Insurance - Short and Long-Term Disability through Colonial Life

<https://www.coloniallife.com/>

- Enrollment done directly through employee and Colonial Life
- Insurance Offered: Short Term Disability, Medical Bridge, Life, Cancer, Critical Illness, Accident
 - [Colonial Life Policy Descriptions](#)

Flexible Spending - Cafeteria Plan Advisors <http://www.CPA125.com>

- Employees can choose to enroll in a tax-free Flex Spending Dependent Care Account (up to \$5,000) and/or a Flex Spending Health Care Account (up to \$2,600)
- All funds designated in a flex spending account must be used by June 30 or they will be lost.

- [Open Enrollment Notice](#)
- [Flex Spending Enrollment Form](#)
- [Dependent Care Enrollment Form](#)
- [Insurance Rates 2018-2019](#)
- [Dependent Care Account Policy Description](#)
- [Flex Spending Health Account Eligible Expenses](#)
- [Flex Spending Health Account Benny Card Information](#)
- [Flex Spending Health Account Online Store](#)

Tax Sheltered Annuity (403b) [TSA Consulting 403\(b\)](#)

Employees may designate a portion of their pre-tax salary to a 403(b) retirement savings account. 403(b) accounts are managed and administered by TSA Consulting Group, Inc. Visit their website for information about enrollment in the plan, investment product providers available, distributions, exchanges or transfers, loans and rollovers.

- [403b Enrollment and Change Form](#)
- [403b Plan Summary](#)
- [List of 403b Providers](#)

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[Changes to Benefits](#)

Open Enrollment

- Open enrollment is the only time for employees seeking coverage to sign up or for existing members to make any changes to their respective plans ***unless*** there is a qualifying event.
- Open enrollment is during the month of May and there is a benefits fair every year in late April.

Qualifying Event

- Marriage
- Loss of benefits through spouse or parent
- Death
- Divorce

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Employee Wellness

The Chelmsford Public Schools strive to support promote wellness among all employees. Towards this end, we have access to and participate in Wellness Programming organized by MIIA and the Town of Chelmsford including yoga classes, trail walks, spin classes, line dancing, etc.

[Employee Assistance Program](#)

Additionally, Chelmsford municipal employees can take advantage of our free Employee Assistance Program providing counseling, resources and referrals through All One Health. They can be confidentially reached at 1-800-451-1834

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Personnel Files and Name and Address Change Requests

Requests to see personnel files or to change name and addresses in our systems get directed to the Office of Human Resources. Send your requests for an appointment to view your personnel record via email to: Ruth Webber, webberr@chelmsford.k12.ma.us or Karen Berglund, berglundk@chelmsford.k12.ma.us (978) 251-5100

Name Change

If you have a name change, please submit an email requesting the change and all of the following

- Marriage License (if applicable)
- Driver's License
- Birth certificate
- Social Security Card

Address Change

If you have had a change of address, please submit an email requesting the change and one of the following

- Utility Bill
- Driver's License

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Employment Verifications

The Office of Human Resources provides current and former employees with employment verifications when necessary for many reasons including but not limited to licensure, lending, employment.

Licensure Employment Verification Forms

When applying for or renewing licensure one of the following forms is often necessary to be verified by the district and uploaded to DESE. Please fill it out to the best of your ability and send to the Office of Human Resources (webberr@chelmsford.k12.ma.us) for a signature.

[Verification of School Based Employment/Induction & Mentoring Form](#)
[Verification of Initial-Extension Plan and School Based Employment](#)

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End-of-Service Procedures

The following information may help employees who have decided to leave the district.

Resignations

An employee who would like to resign from the Chelmsford Public Schools should submit written request to his/her supervisor and to the Office of Human Resources (berglundk@chelmsford.k12.ma.us). The Office of Human resources will process the request with a letter that will explain when benefits end. Employees are expected to give a minimum of two weeks written notice. Certain administrative employees have a greater notice requirement under individual contracts.

Suitability Determinations

If an employee was fingerprinted upon employment with the Chelmsford Public Schools, and needs a suitability determination sent to another employer, please contact the Office of Human Resources with the name and email address of the HR representative of the new employer. Our office will process the suitability determination and send it directly to the new employer.

Retirement

If an employee plans to retire, they should send written advance notice to the Office of Human Resources. Employees who intend to retire need to inform the Office of Human Resources to assist in the submission of paperwork required by MTRS, Middlesex or OBRA. Prospective retirees are encouraged to contact the appropriate retirement board's website to learn about seminars designed to inform prospective retirees, as well as procedures and forms that need to be completed. Here are the links to the board's websites:

- [Massachusetts Teachers' Retirement System](#)
- [Middlesex Retirement System](#)
- [OBRA](#)

Exit interviews

Should the time come for you to leave Chelmsford Public Schools, we value hearing about your CPS experience. All employees who are leaving the Chelmsford Public Schools are welcome to set up an exit interview with the Office of Human Resources by contacting Karen Berglund (berglundk@chelmsford.k12.ma.us) or calling us at (978)251-5100

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SECTION III - EMPLOYEE DEVELOPMENT & FEEDBACK

The Chelmsford Public Schools values the ongoing development of all of its employees. To this end, we offer a wide range of development experiences and supports to educators and other personnel.

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Educator Induction and Mentoring

Newly hired teachers who have never held the position for which they were hired are considered for induction and mentoring supports. Those who qualify will participate in a district-supported induction program and be matched with a mentor who can support them in their first year. All Chelmsford Public Schools mentors are trained and receive stipends for the support and resources they provide our least experienced educators.

For questions about mentor training please contact the Curriculum Office at (978)251-5100 x6915

For questions about eligibility for mentoring, please contact the Office of Human Resources at (978)251-5100 x6939

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Feedback & Evaluation of Staff

CPS believes that an important part of ongoing professional learning and development for employees entails the receipt of clear, timely and well-delivered feedback. Such feedback can not only help employees improve their practice and performance, it can be motivating and engaging.

Different groups of employees follow different requirements and policies meant to guide the provision of this kind of feedback and evaluation. Please see the appropriate collective bargaining agreements to learn more:

Teachers, nurses, administrators and other licensed educators

- [CFT Collective Bargaining Agreement \(Appendix G\)](#)
- [CAA Collective Bargaining Agreement \(Appendix C\)](#)
- [Resources on teacher evaluation shared at orientation with new staff](#)
- [MA DESE educator evaluation regulations](#)
- [MA DESE educator evaluation rubrics](#)

Educational Support Personnel

- [Educational Support Personnel Collective Bargaining Agreement \(Article 11, Appendix D\)](#)

Custodians

- [Building Custodians \(Article 16, Appendix B\)](#)

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Educator Licensure

Maintaining a valid, active license is a way that educators show that they are continuing to participate in ongoing professional development. All licensed educators are responsible for keeping their licensure appropriate to their position updated and valid. Lack of appropriate licensure shall be grounds for termination. The CPS Office of Human Resources is happy to try to answer educators' questions and provide licensure guidance when able, including providing employee verifications for the purpose of licensure renewal or acquisition (see forms below). However, the Massachusetts Department of Elementary and Secondary Education (DESE) actually oversees licensure renewal and acquisition and, therefore, the most accurate information and guidance on licensure renewal and acquisition can be found on their website which can be accessed here ([DESE licensure website](#)). DESE licensure support can also be reached via their [Licensure Call Center: 781-338-6600](#): Below are some links to resources other educators have found helpful:

Helpful Links:

- [DESE - Helpful Hints and contact information](#)
- [Obtaining your 1st Professional teacher license](#)
 - [Required employment verification form](#)
 - [Understanding the 50 hour requirement for Professional Licensure](#)
- [Obtaining an Additional Initial or Professional Teacher License](#)
- [Renewing a Professional teacher license](#)
 - [Renewal Application](#)
 - [PDPs \(see below\) Link to DESE resources](#)

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Professional Development

[Professional Development Plans and Points \(PDPs\)](#)

All educators work with their supervisors to develop Professional Development Plans which provide goals and action steps for their ongoing professional learning. Professional Development Points (PDPs) are necessary for recertification of a professional license (See [Renewing a Professional Teacher License](#) above). Educators with preliminary or initial licenses *DO NOT* need PDPs to move their licensure forward.

Professional Development Plans and PDP Requirements

(603 CMR 44.05: Provisions applicable to licenses renewed on or after July 28, 2017)

Professional development activities shall be identified by the educator and supervisor during the development of, and review of, the Individual Professional Development Plan

(IPDP) in order to better support student achievement. Individual professional development plans must include at least 150 PDPs including:

- As of July 28, 2017, the required distribution of Professional Development Points (PDPs) for all academic educators renewing a Primary area license has been amended as stated in the regulations (CMR 603 44.05).
- Educators renewing a Primary area license on or after July 28, 2017, must earn a minimum of 150 Professional Development Points (PDPs). Here is the breakdown:
 - (a) At least 15 PDPs in content (subject matter knowledge)
 - (b) At least 15 PDPs in pedagogy (professional skills and knowledge)
 - (c) At least 15 PDPs related to Sheltered English Immersion (SEI) or English as a Second Language (ESL).
 - (b) At least 15 PDPs related to training in strategies for effective schooling for students with disabilities and instruction of students with diverse learning styles.
 - (c) The remaining required 90 PDPs may be earned through any combination of “elective” activities that address other educational issues and topics that improve student learning, additional content, or pedagogy.

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Changes in Regulations

Point Distribution as of July 1, 2016 Primary Area	New Point Distribution as of July 28, 2017 Primary Area
<ul style="list-style-type: none"> ● At least 90 PDPs in the content area of the license or in pedagogy, with no less than 60 PDPs in or related to the content area of the educator's Primary area license 	<ul style="list-style-type: none"> ● At least 15 PDPs in content
<ul style="list-style-type: none"> ● At least 15 PDPs related to Sheltered English Immersion or English as a Second Language 	<ul style="list-style-type: none"> ● At least 15 PDPs related to Sheltered English Immersion or English as a Second Language

<ul style="list-style-type: none"> At least 15 PDPs related to training in strategies for effective schooling for students with disabilities and the instruction of students with diverse learning styles 	<ul style="list-style-type: none"> At least 15 PDPs related to training in strategies for effective schooling for students with disabilities and the instruction of students with diverse learning styles
<ul style="list-style-type: none"> The remaining required 30 PDPs may be earned through either “elective” activities that address other educational issues and topics that improve student learning, or additional content, and/or pedagogy 	<ul style="list-style-type: none"> At least 15 PDPs in pedagogy
	<ul style="list-style-type: none"> The remaining required 90 PDPs may be earned through any combination of “elective” activities that address other educational issues and topics that improve student learning, additional content, or pedagogy

The renewal of each Additional license(s) will require 30 PDPs. Of the 30, at least 15 PDPs must be in the content area of the license. The remaining 15 PDPs may be earned through either “elective” activities that address other educational issues and topics that improve student learning, or additional content, pedagogy. Please note that renewing an invalid additional license requires 150 PDPs.

Point Distribution as of July 1, 2016 Additional Area	New Point Distribution as of July 28, 2017 Additional Area
<ul style="list-style-type: none"> A minimum of 30 PDPs in content 	<ul style="list-style-type: none"> A minimum of 30 PDPs. Of the 30, at least 15 PDPs in content is required. The remaining 15 PDPs may be earned through either “elective” activities that address other educational issues and topics that improve student learning, additional content, or pedagogy.

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How to earn PDPs

The Chelmsford Public Schools offers relicensure options for teachers through system-wide or school-based professional development activities. Professional Development Points, or PDPs, are awarded to teachers who participate in these activities upon completion of 10 hours in a topic and can likewise demonstrate proficiency in the area of professional development.

The Chelmsford Public Schools will award PDPs for district-sponsored professional development activities. Such activities may include workshops, courses, curriculum development and other sustained activities related to school and district goals. Activities that lead to district-issued PDPs will be labeled in advance as opportunities to earn PDPs. Teachers are also encouraged to seek out professional development options offered through various organizations such as the Department of Elementary and Secondary Education (DESE), professional organizations, colleges and universities, and online professional development resources. Teachers are afforded the opportunity to take college level courses for reimbursement. Additionally, teachers are able to teach college level courses based on prior approval of the Professional Development Committee and alignment with district goals. All course reimbursement and instructor salaries are subject to the Unit A collective bargaining agreement. Please see the workshop form, course reimbursement form, and instructor course application in the “useful links” section below.

The school district follows DESE guidelines regarding the assignment of professional development points. The district may award 1 PDP per clock hour for most activities; however only when the educators have demonstrated *proficiency* through either a product or pre- and post-assessments and based on a minimum of 10 clock hours. A professional development activity of fewer than 10 clock hours will be documented as *hours of attendance* rather than PDPs. Such hours may be bundled with like activities by the participant to equal 10 PDPs on a topic. PDPs are used for the purpose of educator relicensure with the MA Department of Elementary and Secondary Education (DESE).

Please contact the Assistant Superintendent for Curriculum and Instruction for questions related to district-issued PDPs. Please contact the Director of Personnel and Professional Learning for questions related to licensure renewal or acquisition.

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PDP-eligible activities as adapted from DESE guidelines:

<u>Activity</u>	<u>PDPs</u>	<u>Notes</u>
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Undergraduate courses	15 per semester hour (credit)	
Upper-level undergraduate course (only when substantially new to the educator)	22.5 per semester hour (credit)	For example, an elementary teacher with limited content expertise in the area of mathematics may take an upper-level undergraduate course in mathematics and receive 22.5 PDPs per semester hour. A high school mathematics teacher taking the same course would receive 15 PDPs per semester hour, as this would not be substantially new content for the individual.
Graduate course	22.5 per semester hour (credit)	
An instructor of a graduate-level course or approved equivalent	45 per semester hour	Only for the first time the course is taught in a five-year renewal cycle
Audited course	7.5 per semester hour	
DESE-sponsored activities	1.5 per clock hour	Must total at least 10 hours; include a product or pre- and post-content assessment; and include a follow-up component
DESE-sponsored activities	30 in a five-year cycle	For those DESE activities that do NOT have a pre- and post-content assessment, e.g. Mentor Institute

DESE summer content institutes	Up to 67.5	Counts as “content”
DESE 1-day workshops, conferences, etc.	None	
Initiatives sponsored by Districts, Collaboratives or Registered Providers	1 per clock hour	(Minimum of 10 hours on a topic) with an observable demonstration of learning that could include a written product or other documentable product.
Mentoring	1 per clock hour	Maximum of 15 per year in content, pedagogy, or elective
Peer coaching	1 per clock hour	Maximum of 15 per year in content, pedagogy, or elective
Peer assistance and review programs	1 per clock hour	Maximum of 15 per year in content, pedagogy, or elective
Cooperating teacher	1 per clock hour	Maximum of 15 per year in content, pedagogy, or elective
National Board of Professional Teaching Standards	Successful completion	30 in content, 60 in pedagogy, 30 elective
Team for Accreditation or Inspection - visiting team member	30 PDPs in five year cycle	Once in 5 year cycle ; can be used for PDPs not subject to supervisor approval, i.e., elective
Team for Accreditation or Inspection - School personnel preparing for visiting team	30 PDPs in five year cycle	Once in 5 year cycle ; can be used for PDPs not subject to supervisor approval, i.e., elective

Presentation at professional conference	30 PDPs in five year cycle	First time only in a 5 year cycle
Developing and presenting a PD series of at least three sessions	2 per clock hour	Minimum of 10 PDPs, maximum of 24 PDPs, only the first time presented in a 5 year cycle
New curriculum unit published or formally shared	15 per unit	Up to 60 PDPs in a 5 year cycle
Developing and implementing an activity for students, parents, or teachers	1 per clock hour	Up to 30 PDPs in a 5 year cycle when activity is distributed or implemented by a local school, district, or university
Published doctoral dissertation	90	Once in 5 years
Published Master's or CAGS thesis	45	Once in 5 years
Book(s)	90 per book	
Professional journal articles or chapters in a professional book	30 per chapter or article	
Published results of action research	30	Once in 5 years
Continuing Education Units (CEUs)	1 CEU = 10 PDPs	

Additional Information on Professional development, Individual Professional Development Plans, and educator Licensure

Below are some useful links regarding the earning of PDPs:

- [DESE information on Professional Development and Individual Professional development plans \(IPDP\)](#)
- [Advancing, Extending, or Renewing a License](#)

- [CPS conference workshop form - High School \(requires advanced approval for reimbursement\)](#)
- [CPS Conference workshop form - other \(requires advanced approval for reimbursement\)](#)
- CPS course reimbursement form (access through Curriculum Office)
- CPS instructor course application form (access through Curriculum Office)

[Course Reimbursement](#)

Chelmsford Public Schools employees are sometimes eligible for course reimbursement when taking graduate-level courses that enhance their professional skill and licensure. Information on this can be accessed in the various bargaining agreements or policies.

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SECTION IV – PROTOCOLS, PROCEDURES AND POLICIES

The Chelmsford Public Schools follows several policies and protocols designed to keep students and staff safe and our school environments professional and enjoyable places to work. Several of these policies are provided to new hires at the time of on-boarding (Marked with superscript ¹). Others are reviewed by staff annually (Marked with superscript ²). Collectively we hope that these policies will guide our rights and responsibilities at work and make our schools and offices safe and enjoyable places to be each day.

Student and Staff Safety

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The Chelmsford Public Schools makes student and staff safety a top priority. To this end several of our policies and protocols are designed to guide our practices in areas that impact student and staff safety and well-being. Any employee with questions or concerns about discrimination in the workplace based on all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training is encouraged to follow the procedures below.

[General Staff Safety](#)

[School Wellness](#)

[Staff Safety](#) ¹

[CPS Discrimination and Harassment Grievance Procedures](#) ¹

[CPS Sexual Harassment Policy](#) ¹

[Nondiscrimination and reasonable accommodation of pregnant workers](#)

[School Committee Employment of All Personnel Nondiscrimination Policy](#)

[Emergency protocols](#)

[First Aid/Accident Reports](#)

[Accident Intake Form for Staff](#)

[Bloodborne Pathogen Training](#) ²

[EpiPen Training](#) ²

[Fire Drill/Crisis Management Procedures](#)

[Protocol for Faculty, Staff and Principal for Food during the School Day](#)

[Physical Restraint of Students](#)

[Staff Restraint Training](#) ²

[Bullying Prevention and Intervention](#)

The Chelmsford Public Schools is committed to providing a safe, positive, and productive educational environment where students can achieve the highest academic

standards. No student shall be subjected to harassment, intimidation, bullying, or cyberbullying [see [definition of bullying and cyberbullying](#) as articulated in CPS] as articulated in School Committee policy docs]. It is a violation of this policy for any student or member of a school staff including, but not limited to, an educator, administrator, school nurse, cafeteria worker, custodian, bus driver, athletic coach, advisor to an extracurricular activity or paraprofessional to engage in bullying or cyberbullying or for any employee of the Chelmsford Public Schools to condone or fail to report acts of bullying or cyberbullying that they witness or become aware of (i) on school grounds and property immediately adjacent to school grounds; (ii) at school sponsored or school-related activities, functions or programs whether on or off school grounds; (iii) at school bus stops; (iv) on school buses or other vehicles owned, leased or used by the school district; (v) through the use of technology or an electronic device owned, leased or used by the school district and (vi) at a location, activity, function or program that is not school related, or through the use of technology or an electronic device that is not owned, leased or used by a school district, (vii) if the bullying creates a hostile environment at school for the victim, infringes on the rights of the victim at school or materially and substantially disrupts the education process or the orderly operation of a school. The District's bullying and cyberbullying policies and procedures and training are referenced below.

It is the responsibility of every employee, student and parent/guardian to recognize acts of bullying, cyberbullying and retaliation against students and take every action necessary to ensure that the applicable policies and procedures of the Chelmsford Public Schools are implemented. Any student who believes that he or she has been subjected to bullying and/or cyber bullying has the right to: (i) file a complaint to his/her teacher or principal and to (ii) receive prompt and appropriate handling of the complaint. Further, all reasonable efforts shall be made to maintain the confidentiality and protect the privacy of all parties, but proper enforcement of this policy may require disclosure of any and all information received.

Students, parents and Chelmsford Public Schools' employees (including but not limited to educators, administrators, school nurses, paraprofessionals, cafeteria workers, custodians, van drivers, van monitors), who witness or become aware of bullying, cyber bullying or retaliation should immediately report it to the principal. The Chelmsford Public Schools will not tolerate retaliation against a person who reports bullying or cyberbullying, provides information during an investigation of bullying or cyberbullying, or witnesses or has reliable information about bullying or cyberbullying.

The Chelmsford Public Schools will provide students with age-appropriate instruction on bullying/cyberbullying prevention. The Chelmsford Public Schools will provide professional development to build the skills of staff members, as required by law. The Chelmsford Public Schools developed a Bullying/CyberBullying Prevention and Intervention Plan which is below and sets forth the administrative guidelines and

procedures for the implementation of this policy. Each principal shall be responsible for the implementation and oversight of the Plan at his/her program.

[Anti-Bullying Training](#)²

[Cyberbullying](#)

[CPS Bullying prevention and intervention plan](#)

[Bullying prevention and intervention reporting form](#)

[Mandatory Reporting and Student Confidentiality](#)

[Child Abuse Reporting](#)

[Student Rights and Confidentiality Training](#)²

[Workplace drug, tobacco, alcohol and weapon prohibitions](#)

The use or possession of any controlled substance, including alcohol (except for medications prescribed by a physician) in any quantity, the sale of any controlled substance in any quantity, or the unauthorized possession of dangerous weapons, firearms, or explosives while at work or on School Department property, or being intoxicated or under the influence of alcohol or drugs while on duty is strictly prohibited and is grounds for disciplinary action up to and including termination. Any employee convicted or found guilty of a criminal offense involving a controlled substance or alcohol is subject to disciplinary action, up to and including termination, regardless of whether the offense was on school property or during working hours.

Additionally, as the Chelmsford Public Schools is a drug free workplace the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and the educational environment and is grounds for disciplinary action up to and including termination.

Smoking or the use of any tobacco products, including, but not limited to: cigarettes, cigars, little cigars, chewing tobacco, pipe tobacco and snuff and electronic cigarettes, electronic cigars, electronic pipes or other similar products that rely on vaporization or aerosolization, within the school buildings, school facilities, on school grounds, on school buses or within twenty (20) feet of any School Department building by any individual, including school personnel, is prohibited by law (M.G.L., Chapter 71, Section 37H) and is strictly enforced. Failure to adhere to this policy will result in disciplinary action, up to and including termination.

For additional School Committee policies on these topics see the following links:

[Substance Free Workplace](#)

[Smoking](#)

[Tobacco-Free Environment](#)

Internet and Technology

[\(back to t.o.c.\)](#)

With technology becoming an increasingly useful, necessary and prevalent part of the instruction and service provision at Chelmsford Public Schools, we recognize that staff and students will be accessing technology in many ways in the course of their work and instruction. In order to ensure that staff and students use this technology in ways that enhance the learning experience for students, the Chelmsford Public Schools has assembled, and continues to revise policies and protocols designed to guide the use of technology in classrooms and the workplace:

[Internet Safe and Responsible Use Policy \(Personnel\)](#) ¹

[Internet Safe and Responsible Use Policy \(Student and Instruction\)](#) ¹

[Electronic Messaging for Students and Staff](#) ¹

[Social Media Policy \(Students and Instruction\)](#)

[Use of Cell Phones](#)

[Use of Email for Official Correspondence with Students](#) ¹

[Cyberbullying](#)

Translations for Families

[\(back to t.o.c.\)](#)

It is our intent to provide access to information for all Chelmsford Public School families. In an effort to support communication with families whose home language is not English, we will translate documents into their native language and provide an interpreter when necessary. If you have questions or a parent requires assistance, please email Kelly Rogers, Department Coordinator of Reading and ELL ([English Language Learning Department](#)). Depending on the request, it may take up to a week to fulfill.

Employee Rights & Responsibilities

[\(back to t.o.c.\)](#)

All Chelmsford Public School Employees have certain rights and responsibilities. Below we provide you with access to some additional policies that outline these rights and responsibilities. Questions about them can be directed to the Office of Human Resources (978)251-5100 x6939.

[Acceptance & Use of Gifts, Grants and Donations](#)

[State of MA Conflict of Interest/Ethics training](#) ¹

[CPS summary of conflict of interest law](#) ¹

[CPS Summary of State and Federal Employment Law](#) ¹

[Student Discipline Training](#)²

[Idea/504 Training](#)²

[Religious Expressions](#)

[Press Releases](#)

[Service Animals](#)

[Non-Discrimination and Reasonable Accommodation for Pregnant Workers](#)

[Chelmsford Public Schools Reasonable Accommodations Procedures](#)

[Employment Rights of Individuals with Disabilities \(MA\)](#)

[American with Disabilities Act](#)

SECTION V – STAFF CONDUCT

Basic Employment Expectations

[\(back to t.o.c.\)](#)

All employees are expected to demonstrate a professional, cooperative, knowledgeable and courteous demeanor in all interactions with students, parents/guardians, colleagues and members of the community. Work attire should reflect the professional responsibilities of an employee's position, exhibiting concern for safety, hygiene, neatness, cleanliness and projecting positive role models for students enrolled within the Chelmsford Public Schools. The use of profane language is prohibited and may be cause for disciplinary action.

At a minimum, it is expected that all employees will follow general and specific work and employment guidelines, carry out instructions and directions appropriately issued by supervisors or administrators and perform job responsibilities in a satisfactory manner. Employees are expected to be regular in attendance, arriving on time and adhering to designated starting and ending times for work, breaks, lunch, prep periods, etc. Employees are advised that School Department telephones, supplies, equipment and services (including internet access and fax machines) are for professional use. Excessive personal calls, or use of supplies, services or equipment for personal reasons are not allowed. Inappropriate use of equipment, supplies, or services including electronic access may result in discipline, up to and including termination.

Standards of Conduct

[\(back to t.o.c.\)](#)

Some rules of conduct are needed in any workplace in order to help everyone work together efficiently, effectively, and harmoniously. Because our mission is to serve the public and because we are empowered with substantial governmental authority to achieve that mission, we must hold ourselves to high standards of quality service and ethical conduct.

By accepting employment with us, you have a responsibility to the public, to the Chelmsford Public Schools and to your fellow employees to adhere to certain rules of behavior and conduct. The purpose of these rules is not to restrict your rights, but rather to be certain that you understand what conduct is expected and necessary to fulfill our mission, responsibilities, and duty to the public. When each person is aware that he or she can fully depend on fellow workers to follow the rules of conduct, then our organization will be a better place to work and a more effective servant of the people.

Meeting Job Expectations

[\(back to t.o.c.\)](#)

In addition to maintaining appropriate standards of conduct, it is the responsibility of employees to fulfill the essential functions of their positions in an acceptable manner. Depending on the position, these measures may be both qualitative and/or quantitative. Job requirements and

qualifications are listed on job postings/descriptions. Your supervisor will discuss and clarify the expectations and standards of your position. Employees who are having difficulty meeting job standards should discuss the issue with their supervisor.

In turn, it is the supervisor's responsibility to monitor employee performance and provide counseling, support, and assistance to employees in helping them meet their job expectations.

Ultimately, if employees are unable to meet job requirements, corrective action may include reassignment, transfer, demotion, or other disciplinary action, up to and including termination.

Disciplinary Actions for Unacceptable Activities

[\(back to t.o.c.\)](#)

Generally speaking, we expect each person to act in a mature and responsible way at all times. However, to avoid any possible confusion, some of the more obvious unacceptable activities are noted below. Your avoidance of these activities will be to your benefit as well as the benefit of the School Department. If you have any questions concerning any work or safety rule, or any of the unacceptable activities listed, please see your supervisor or Human Resources for an explanation.

We list these standards for the guidance of all employees and supervisors. It is not an exhaustive list. We do not expect anyone to engage in these activities, but we believe everyone is served by our being clear as to what is not acceptable.

Violations Which May Result in Dismissal

Occurrences of any of the following violations, because of their seriousness, may result in dismissal without prior disciplinary action. This list is not exhaustive:

1. Willful violation of any Chelmsford Public Schools rules; deliberate action that is extreme in nature and is obviously detrimental to the School Department's efforts to provide services effectively and efficiently.
2. Negligence or any careless action which endangers the life or safety of another person or student.
3. Willful violation of security or safety rules or failure to observe safety rules or School Department safety practices; failure to wear required safety equipment; tampering with School Department equipment or safety equipment.
4. Being intoxicated or under the influence of controlled substance drugs while at work; use, possession or sale of any controlled substance or alcohol, in any quantity while on School Department property except for medications prescribed by a physician which do not impair work performance.
5. Unauthorized possession of dangerous weapons, firearms, or explosives on School Department property or while on duty.

6. Engaging in criminal conduct or acts of violence, making threats of violence toward anyone on School Department premises or when representing the School Department; fighting, horseplay, provoking a fight on School Department property; or negligent damage of property. The School Department regards fighting as a very serious offense. If confronted by another employee or member of the public, we expect you to retreat, and not escalate the situation or retaliate. You should only take defensive action.
7. Insubordination or refusing to obey instructions properly issued by your supervisor pertaining to your work.
8. Engaging in an act of sabotage; willfully or with gross negligence causing the destruction or damage of School Department property, or the property of fellow employees, members of the public, vendors, or visitors in any manner.
9. Theft of School Department property or the property of fellow employees; unauthorized possession or removal of any School Department property (including documents), from the premises without prior permission from management; unauthorized use of School Department equipment or property for personal reasons; using School Department equipment for profit.
10. Dishonesty; willful falsification or misrepresentation on your application for employment or other work records; lying about sick or personal leave; falsifying the reason for a leave of absence or other data requested by the School Department; failing to tell the truth at any time during the course of your employment with the School Department; intentionally and willfully misrepresenting information about the School Department or its employees to members of the media; failing to tell the truth during the course of a School Department investigation; alteration of School Department records or other School Department documents.
11. Violating the privacy of others by releasing confidential or protected information to outside individuals, organizations, or to unauthorized School Department employees; breach of confidentiality of personnel or personal information.
12. Malicious comments about others and/or spreading rumors harmful to individuals or the School Department's interests; engaging in behavior designed to create discord and lack of harmony; interfering with another employee on the job; willfully restricting work output or encouraging others to do the same.
13. Inappropriate conduct or indecency while on duty or while on School Department property.
14. Actions in violation of your public trust, including abuse of the authority vested in you as a public official, to seek unwarranted gain or exemptions for yourself or others.
15. Threatening, intimidating, harassing or coercing fellow employees, students, or members of the public; interfering with another employee on the job; using obscene or abusive language towards another employee, student or member of the public; threatening or employing physical violence towards another employee, student, or member of the public. Such conduct is prohibited at all times,

whether the employee or employees concerned are off-duty or on-duty, and whether the conduct occurs on or off the School Department premises.

16. Off duty conduct so egregious or otherwise as to undermine the confidence of the public in the School Department's capacity to fulfill its functions to the public in a fair, safe, and effective manner.

SECTION VI – CONTRACTUAL AGREEMENTS AND UNAFFILIATED BENEFITS

[\(back to t.o.c.\)](#)

In this section of the Employee Handbook, we aim to provide you with easy access to sections of the various collective bargaining agreements which may be useful to you (Salaries, seniority, transfers, holidays, leaves of absence, attendance, etc.). Until we can provide this topic/specific access to you, below are the links to our collective bargaining agreements and to policies we have approved for unaffiliated (at-will) employees.

- [CBA - Administrators \(2016-2019\)](#)
- [CBA - Building Custodians \(2017 - 2020\)](#)
- [CBA - Food Service Personnel \(2016-2019\)](#)
- [CBA - Professional Support Personnel \(2017 - 2019\)](#)
- [CBA - Teachers & Nurses \(2016-2019\)](#)
- Exempt (Unaffiliated) employees holidays and benefits

Memorandum:

To: Dr. Jay Lang, Superintendent of Schools

From: Amy L. Reese, Director of Student Support Services

Date: July 13, 2018

RE: Recommendation for Social Worker Position at CHIPs

I am recommending posting for a part-time social worker to support the Chelmsford Integrated Preschool (CHIPs) program. Attached please find a job description for this position.

Russell Hoyt, preschool coordinator, the CHIPs teachers, and related service providers worked collaboratively to identify the responsibilities and duties necessary to support the social emotional needs of the CHIPs students and families. After considering the list of necessary supports and responsibilities identified by the CHIPs staff, Russell Hoyt, Amy Matson, Assistant Director of Student Support Services/prior preschool coordinator, and I recommend that a social work position best meets the needs at the preschool at this time.

The addition of a social worker at CHIPs will provide the necessary student and family supports to strengthen the preschool programming. This new part-time position will be paid for through either the Special Education 240 grant or local operating budget. The annualized salary for this new part-time position is recommended to be advertised at \$ 26,000 - \$ 32,000 annually/pro-rated to actual hours worked.

EARLY CHILDHOOD SOCIAL WORKER (PART-TIME)

Chelmsford Integrated Preschool

Chelmsford Public Schools

Chelmsford, Massachusetts

Job Description

POSITION: Early Childhood Social Worker (part-time)

Under the supervision of the Preschool Coordinator, the social worker will use a relationship-based model to support the psychological and social well-being of preschool students and families. As part of a multidisciplinary team, the social worker will work closely with teachers, therapists, BCBA's and families to conduct observations and therapies in the Chelmsford Integrated Preschool (CHIPS) and community settings.

Responsibilities and Duties:

- Observe, assess and treat children and families in the preschool setting and other natural environments
- Provide dyadic work with preschoolers and their primary caregivers
- Provide family support, parent training, and case management
- Provide consultation to teachers and related service providers
- Provide crisis intervention services
- Serve as liaison between home, school and community resources
- Assist with making referrals to community resources as needed
- Participate in the team based initial assessments for special education eligibility
- Complete all necessary paperwork and documentation for students
- Attend supervision, team meetings, and case consultations

Qualifications and Skills:

- License in Social Work
- Knowledge of early childhood development
- Experience working with early childhood population preferred
- Experience working in diverse communities
- Ability to work independently and as part of a team

Memorandum:

To: Dr. Jay Lang, Superintendent of Schools

From: Amy L. Reese, Director of Student Support Services

Date: July 13, 2018

RE: Recommendation for Certified Nursing Assistant (CNA) Position

I am recommending adding a Certified Nursing Assistant (CNA) position in the district to support students requiring health and activities of daily living skill support. This position would work 1:1 with identified students throughout their school day under the direction of the students' teachers and school nurse. Attached please find a job description for this position.

Currently, there are a few students in the district who require this level of support/care to meet their complex health, physical, and motor needs beyond what the district's paraprofessional positions support. The added training of a CNA will provide the student the ability to access the school environment while meeting their health needs. Previously, we have contracted to provide this type of support when required by a student.

It is my recommendation that a salary range of \$ 18 - \$ 22 per hour be established as a starting rate for the CNA position. The skill and training required for an individual to obtain their CNA license is beyond what is required of other district staff.

Certified Nursing Assistant—CNA

Chelmsford Public Schools

Chelmsford, Massachusetts

Job Description

POSITION: 1:1 Certified Nursing Assistant (CNA)

The certified nursing assistant (CNA) will work 1:1 with assigned students. The main role is to provide basic nursing care services to support a student(s) throughout their school day in accordance with a student's Individual Education Plan (IEP). The CNA will assist the students in activities of daily living in the school setting.

Responsibilities and Duties:

- Work 1:1 with assigned students to support him/her in the school setting
- Assist the student with all activities of daily living required in the school setting
- Work collaboratively with the school nurse to support the student's health care needs
- Follow assigned student's health care plan
- Assist student with transfers from wheelchair to changing table or toilet
- Support student with toileting needs
- Assist school nurse with tube feedings (if necessary)
- Follow specific student feeding plan
- Support the student in class lessons/activities
- Work collaboratively and follow directions from the student's teachers, therapists and related service providers
- Carryover taught skills from OT, PT, and speech-language throughout the student's school day

Qualifications and Skills:

- CNA license
- CPR & First Aid certified
- Experience working with children preferred
- Experience/knowledge using a Hoyer lift preferred
- Excellent verbal and written communication skills
- Strong observation skills
- Ability to follow schedule, plans and protocol
- Time management and organizational skills
- Empathy and compassion

CHELMSFORD PUBLIC SCHOOLS

Jay Lang, Ed.D., Superintendent

Memorandum

To: Members of the School Committee

From: Jay Lang, Ed.D., Superintendent of Schools

Date: July 13, 2018

Re: Review and Approval of School Committee Policies - MASC Policy Manual Review

At the request of the Committee at their meeting on September 5, 2017, I reached out to the Massachusetts Association of School Committees (MASC) to obtain information about their policy review services. Michael Gilbert, Field Representative of MASC, forwarded two (2) contracts for the Committee to review. The first contract was for a full policy manual review. As indicated by Mr. Gilbert, MASC takes the existing school committee policies and melds them with the MASC reference manual then meets with a subcommittee of the School Committee and the Superintendent or designee to go through every policy recommending additions, deletions, and changes. This process takes 8 - 10 meetings of about 2 hours each, scheduled approximately every 6 weeks. At the end of the policy review process, MASC delivers a paper copy and MS Word files of the updated NEPN coded manual.

We have had five (5) Policy Subcommittee Meetings so far with Mr. Gilbert and have reviewed the following sections of the policy manual:

Monday March 19, 2018

Section A	Foundations and Basic Commitments
Section B	Board Governance and Operations

Tuesday April 10, 2018

Section C	General School Administration
Section D	Fiscal Management

Wednesday May 9, 2018

Section E	Support Services
Section F	Facilities Development

Thursday June 7, 2018

Section G	Personnel
Section H	Negotiations

Tuesday July 3, 2018

Section I Instruction

Our next Policy Subcommittee meeting is schedule on Thursday July 19, 2018 at 8:30 a.m. in the SC Conference Room of the CPS Administration Offices at 230 North Road.

After we review each section of the policy manual in subcommittee, Mr. Gilbert incorporates the subcommittee's recommended additions, deletions, and/or changes in the policies reviewed and provides updated policies for each section. Attached are updated policies for **Section C**, General School Administration, **Section D**, Fiscal Management, **Section E**, Support Services, and **Section F**, Facilities Development for the full school committee to review and approve at the regular meeting on July 18, 2018.

SECTION C

GENERAL SCHOOL ADMINISTRATION

CA	ADMINISTRATION GOALS
CB	SCHOOL SUPERINTENDENT
CBB	SUPERINTENDENT RECRUITMENT AND APPOINTMENT
CBD	SUPERINTENDENT'S CONTRACT
CBI	EVALUATION OF THE SUPERINTENDENT
CCB	LINE AND STAFF RELATIONS
CE	ADMINISTRATIVE COUNCILS, CABINETS, AND COMMITTEES
CH	POLICY IMPLEMENTATION
CHA	DEVELOPMENT OF PROCEDURES
CHB	REVIEW OF PROCEDURES
CHCA	APPROVAL OF HANDBOOKS AND DIRECTIVES
CHCA-E	APPROVAL OF HANDBOOKS AND DIRECTIVES
CHD	ADMINISTRATION IN POLICY ABSENCE
CL	ADMINISTRATIVE REPORTS
CM	SCHOOL DISTRICT ANNUAL REPORT
CN	SCHOOL DISTRICT LONG RANGE PLANNING

ADMINISTRATION GOALS

It is the intent of the School Committee that the District employ qualified personnel to administer the school system efficiently and to require the Superintendent to organize the administration in a manner that will make clear the functions of each position and the relationships among them.

The Superintendent will establish clear lines of communication, both vertically and horizontally, and will form any staff councils or committees needed to provide for efficient conduct of school business. In order to engage in this process in an orderly and effective fashion, each individual and group will be given particular, clear-cut responsibilities. Channels will be established so that the recommendations and decisions of each group can be heard and reviewed by the chief administrative officer concerned, and, where appropriate, by the Superintendent and School Committee.

The organization and administration of the schools will balance responsibility with commensurate authority, subject to the reserved legal powers of the School Committee. This means that a staff member, when assigned a responsibility or a position, will be given the authority to make the decisions necessary to perform the assigned tasks.

For the schools to operate effectively, each administrative officer will be responsible and accountable for making a plan of development for all staff assigned to his/her area of operation.

SOURCE: MASC

SCHOOL SUPERINTENDENT

The Committee shall employ a Superintendent of Schools and fix his/her compensation. The Superintendent shall act in accordance with Mass. General Laws and shall perform such other duties consistent with this section as the Committee may determine. He/she shall also prepare such reports as may be required by the Massachusetts Department of Elementary and Secondary Education and shall submit materials for the Committee's annual report to the Selectmen in sufficient time for printing in the annual report.

SOURCE: MASC July 2016

LEGAL REFS: M.G.L. [71:59](#), [72:3](#)

SUPERINTENDENT RECRUITMENT AND APPOINTMENT

By law, the appointment of a Superintendent is a function of the Chelmsford School Committee. It is the responsibility of the Chelmsford School Committee to establish the process of hiring the Superintendent.

The Chelmsford School Committee will determine the process of appointing an advisory committee, if needed, and/or the hiring of a consultant(s) or other professional services for the purposes of hiring a new superintendent.

The final selection will rest with the Chelmsford School Committee after a thorough consideration of qualified applicants.

LEGAL REF.: M.G.L.71:59

Adopted:1981.

Reviewed and revised: August 16, 2005; March 8, 2016.

Reaffirmed: July 23, 2013.

SOURCE: Chelmsford

SUPERINTENDENT'S CONTRACT

The Committee, upon the appointment of a candidate to be Superintendent will enter into a written contract with the Superintendent which will meet the requirements of law and will protect the rights of both the Committee and the Superintendent. In accordance with said contract or, in the absence of specific contract language, by vote of the members, the Committee may choose to negotiate a successor contract with an incumbent Superintendent.

SOURCE: MASC July 2016

LEGAL REFS.: M.G.L. [71:41](#); [71:42](#)

NOTE: Under the laws of the Commonwealth, the School Committee may award a contract to a Superintendent of schools for a period not to exceed six years.

EVALUATION OF THE SUPERINTENDENT

Evaluation can serve the purpose of helping educators and educational leaders continually improve their practice.

Through evaluation of the Superintendent, the School Committee will strive to accomplish the following:

1. Ensure the efforts of the Superintendent are focused on district goals and the standards of professional practice established by state regulation are met by the Superintendent.
2. Ensure all Committee members and the Superintendent are in agreement and clear on the role of the Superintendent and the immediate priorities among his/her responsibilities.
3. Provide excellence in administrative leadership of the school district.
4. Develop a respectful and productive working relationship between the School Committee and Superintendent.

The School Committee and Superintendent will periodically develop a set of performance objectives based on the needs of the school district and in keeping with state regulations for evaluation of the Superintendent. The Superintendent's performance will be reviewed in accordance with specified goals and standards. Additional objectives will be established according to the evaluation cycle agreed upon with the Superintendent.

All School Committee discussion and deliberation related to the Superintendent's performance evaluation shall be conducted in open session in accordance with the open meeting law.

SOURCE: MASC July 2016

LEGAL REF: M.G.L. 30A:18-25
603CMR35:00

LINE AND STAFF RELATIONS

The School Committee expects the Superintendent to establish clear understandings on the part of all personnel of the working relationships in the school system.

Personnel will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator will refer such matters to the next higher administrative authority when necessary.

It is expected that the established lines of authority will serve most purposes. But all personnel will have the right to appeal any decision made by an administrative officer through established grievance procedures.

Additionally, lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility; when the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the school system.

SOURCE: MASC

ADMINISTRATIVE COUNCILS, CABINETS AND COMMITTEES

The Superintendent may establish such permanent or temporary councils, cabinets and committees as he/she deems necessary for assuring staff participation in decision making, for implementing policies and procedures and for the improvement of the educational program.

Functioning in an advisory capacity, all councils, cabinets and committees created by the Superintendent may make recommendations for submission to the School Committee through the Superintendent. Such groups will exercise no inherent authority. Authority for establishing policy remains with the Committee and authority for implementing policy remains with the Superintendent.

The membership, composition and responsibilities of administrative councils, cabinets and committees will be defined by the Superintendent and may be changed at his/her discretion. However, the School Committee wishes to be kept informed of the establishment and dissolution of these groups as well as their membership and their purpose.

Expenses incurred by such groups for consultative services, materials, and any investigative travel will be paid by the school system, but only within budgetary allotments and when approved in advance by the Superintendent.

SOURCE: MASC July 2016

POLICY IMPLEMENTATION

The Superintendent has responsibility for carrying out, through procedures, the policies established by the School Committee.

The policies developed by the Committee and the procedures developed to implement policy are designed to increase the effectiveness and efficiency of the school system. Consequently, it is expected that all School Committee employees and students will carry them out.

Administrators and supervisors are responsible for informing staff members in their schools, departments, or divisions of existing policies and procedures and for seeing that they are implemented in the spirit intended.

SOURCE: MASC July 2016

DEVELOPMENT OF PROCEDURES

The Superintendent will be responsible for specifying required actions and designing the detailed arrangements under which the school system will be operated in accordance with School Committee policy. These detailed arrangements will be designed to implement policies, goals, and objectives of the Committee and will be one of the means by which the school system will be governed.

In the development of procedures, the Superintendent may involve at the planning stage those who would be affected by the procedures, including staff members, students, parents/guardians, and the public. He/she must weigh with care the counsel given by representatives of staff, student and community organizations. He/she will inform the Committee of such counsel in presenting pertinent reports of procedures and in presenting procedures for Committee approval.

As long as the Superintendent operates within the guidelines of policy adopted by the Committee, he/she may issue procedures without prior Committee approval unless Committee action is required by law, or the Committee has specifically asked that certain types of procedures be given Committee approval, or the Superintendent recommends Committee approval in light of strong community attitudes or probable staff reactions.

SOURCE: MASC July 2016

REVIEW OF PROCEDURES

The Superintendent and administrative staff will issue procedures implementing policies of the Chelmsford School Committee. These methods of operation will be found in the Procedures/Operations Manual in the Superintendent's Office. All procedures must support the mission, goals, policies, programs, and activities of the district. Many of these will be routine from year to year; others will arise in special circumstances; some will be drawn up under specific directions from the Chelmsford School Committee.

The Chelmsford School Committee will review and approve the procedures developed by the Superintendent for the school system. It will revise or veto such procedures only when, in the committee's judgment, they are inconsistent with policies adopted by the Chelmsford School Committee. A review of the procedures manual will occur at least every five years.

It will be the responsibility of the Superintendent to see that the procedures developed to implement Committee policies and administer the school system are appropriately coded and included as procedures in the Procedures/Operations Manual.

A procedure concerning a particular group or groups in the schools will be distributed to the group(s) prior to the effective date of the procedure.

Rules Pertaining to Staff and Student Conduct

Under Massachusetts' law, the School Committee is required to publish

"...rules and regulations pertaining to the conduct of teachers or students which have been adopted."

(These rules do not become effective until filed with the Commissioner of Education.)

Standards of conduct will be included in staff and student handbooks. These handbooks will be reviewed and approved annually by the Chelmsford School Committee.

LEGAL REF.: M.G.L. 71:37H

Adopted: 1981

Reviewed and revised: August 16, 2005; March 8, 2016.

SOURCE: Chelmsford

APPROVAL OF HANDBOOKS AND DIRECTIVES

The law directs that in each school building containing the grades nine to twelve, inclusive, the Principal, in consultation with the school council, shall prepare and distribute to each student a handbook setting forth the rules pertaining to conduct of students. The school council shall review the handbook each spring to consider changes in the disciplinary policy to take effect in September.

It is essential that the contents of all handbooks conform to School Committee policies. It is also important that all handbooks bearing the name of the school system or one of its schools be of a quality that reflects credit on the school department. Therefore, the Committee expects handbooks requiring approval to be approved prior to publication by the Committee and/or the Superintendent.

Committee approval will be necessary for any handbooks that pertain to required standards of conduct for employees or students so that their contents may be accorded the status of Committee-approved policy or regulation. The Superintendent will use his/her judgment as to whether other specific handbooks need Committee approval; however, all handbooks published will be made available to the Committee for informational purposes.

SOURCE: MASC

LEGAL REFS.: M.G.L. 71:37H

APPROVAL OF HANDBOOKS AND DIRECTIVES

Notwithstanding any general or special law to the contrary, all student handbooks shall contain the following provisions:

1. Any student who is found on school premises or at school-sponsored or school related events, including athletic games, in possession of a dangerous weapon or a controlled substance, may be subject to expulsion from school by the Principal.
2. Any student who assaults any employee of the School District may be subject to expulsion from school by the Principal.
3. Any student who is charged with a violation of either (1) or (2) above shall be notified in writing of their opportunity for a hearing, provided, however that the student may have representation, along with the opportunity to present evidence and witnesses at said hearing before the Principal. After said hearing the Principal may decide to suspend rather than expel a student.
4. Any student who has been expelled shall have the right to appeal to the Superintendent.
5. When a student is expelled under the provisions listed above and applies for admission to another school for acceptance, the Superintendent of the sending school shall notify the Superintendent of the receiving school of the reasons for the pupil's expulsion.

SOURCE: MASC

LEGAL REFS.: M.G.L. 71:37H

ADMINISTRATION IN POLICY ABSENCE

When action must be taken within the school system where the Committee has provided no guides for administrative action, the Superintendent will have the power to act. The Superintendent's decisions, however, will be subject to review by the Committee.

SOURCE: MASC

ADMINISTRATIVE REPORTS

The School Committee will require reports from the Superintendent concerning conditions of efficiency and needs of the schools.

School building administrators will be required to keep such records and make reports as the Superintendent may direct or require.

Upon receipt of the Superintendent's reports, the Committee will take steps to appraise the effectiveness with which the schools are achieving the educational purposes of the school system.

Because statistical information often has a time value, each administrator will give careful consideration to all procedures related to reports, accounting, and general business matters that are required for the administration of the school program and will make accurate and prompt return on scheduled dates of all required statistical and other information.

SOURCE: MASC

SCHOOL DISTRICT ANNUAL REPORT

An annual report covering the diversified activities of the school system and the administration's recommendations for their improvement will be prepared by the Superintendent and presented to the School Committee. Upon Committee approval, the report will be made available to the public and used as one means for informing the parents/guardians, citizens, Commissioner of Education and others of the programs and conditions of the town's public schools.

Established by law and Committee policy.

SOURCE: MASC

LEGAL REFS.: M.G.L. 72:4

SCHOOL DISTRICT LONG RANGE PLANNING

A multiyear strategic plan will be presented by the Superintendent and discussed by the Chelmsford School Committee on a periodic basis. The multiyear strategic plan will include, but not be limited to, such topics as curriculum, technology, facilities, and financial data.

After acceptance by the Chelmsford School Committee, this multiyear strategic plan will be used as a foundation for making administrative and educational decisions.

Adopted: March 1999

Reviewed and revised: September 14, 2006; March 8, 2016.

Reaffirmed: July 23, 2013.

SOURCE: Chelmsford

SECTION D

FISCAL MANAGEMENT

DA	FISCAL MANAGEMENT GOALS
DB	ANNUAL BUDGET
DBC	BUDGET PLANNING
DBF	PUBLIC HEARING ON THE BUDGET
DBG	BUDGET ADOPTION PROCEDURES
DBJ	BUDGET TRANSFER AUTHORITY
DD	FUNDING PROPOSALS AND APPLICATIONS
DGA	AUTHORIZED SIGNATURES
DH	BONDED EMPLOYEES AND OFFICERS
DI	FISCAL ACCOUNTING AND REPORTING
DIE	AUDITS
DJ	PURCHASING
DJA	PURCHASING AUTHORITY
DJE	PROCUREMENT REQUIREMENTS
DKC	EXPENSE REIMBURSEMENTS

FISCAL MANAGEMENT GOALS

The quantity and quality of learning programs are directly dependent on the effective, efficient management of allocated funds. It follows that achievement of the school system's purposes can best be achieved through excellent fiscal management.

As trustee of local, state, and federal funds allocated for use in public education, the Committee will fulfill its responsibility to see that these funds are used wisely for achievement of the purposes to which they are allocated.

Because of resource limitations, there is sometimes a temptation to operate so that fiscal concerns overshadow the educational program. Recognizing this, it is essential that the school system take specific action to make sure education remains central and that fiscal matters are ancillary and contribute to the educational program. This concept will be incorporated into Committee operations and into all aspects of school system management and operation.

In the school system's fiscal management, it is the Committee's intent:

1. To engage in thorough advance planning, with staff and community involvement, in order to develop budgets and to guide expenditures so as to achieve the greatest educational returns and the greatest contributions to the educational program in relation to dollars expended.
2. To establish levels of funding that will provide high quality education for the students.
3. To use the best available techniques for budget development and management.
4. To provide timely and appropriate information to all staff with fiscal management responsibilities.
5. To establish maximum efficiency procedures for accounting, reporting, business, purchasing and delivery, payroll, payment of vendors and contractors, and all other areas of fiscal management.

SOURCE: MASC

ANNUAL BUDGET

The annual budget is the financial expression of the educational program of the school department, and it reflects the goals and objectives of the School Committee to meet the needs of all students.

The budget then is more than just a financial instrument and requires on the part of the Committee, the staff, and the community, an orderly and cooperative effort to ensure sound fiscal practices for achieving the educational goals and objectives of the school system.

Public school budgeting is regulated and controlled by legislation, state regulations, and local School Committee requirements. The operating budget for the school system will be prepared and presented in line with state policy and will be developed and refined in accordance with these same requirements.

The Superintendent will serve as budget officer but he/she may delegate portions of this responsibility to members of his/her staff, as he/she deems appropriate. The three general areas of responsibility for the Superintendent as budget officer will be budget preparation, budget presentation, and budget administration.

SOURCE: MASC August 2016

LEGAL REFS.: M.G.L. 71:34; 71:37 and 71:38N

BUDGET PLANNING

The annual budget of the Chelmsford Public Schools expresses the financial support of the educational goals of the school system. The budget reflects the level of services that the Chelmsford School Committee plans to provide during the fiscal year. Local property taxes are the major source of income for the operation of the Chelmsford Public Schools. The Chelmsford School Committee respects the valid interests of taxpayers. The priorities in developing an annual budget will be the safety, health and education of the students and staff in our schools.

The Chelmsford School Committee may develop a "needs based" budget in addition to a "revenue based" budget. The "needs based" budget will reflect the educational objectives of the Chelmsford Public Schools. The "needs based" budget may be revised as Town resources including state revenues are identified and communicated to the Chelmsford Public Schools. The budget is dependent on local taxes, state revenue, enrollment and grants. A "revenue based" budget does not always reflect the goals and objectives of the Chelmsford School Committee. Growth of educational opportunities for students and staff are limited to budgetary allowances.

Budget decisions reflect the attitude and philosophy of those charged with the responsibility for educational decision-making. Therefore, a comprehensive budget development process shall be established to ensure that the annual operating budget accurately reflects this school system's goals and objectives. The Director of Business and Finance working cooperatively with the Superintendent and the School Committee is responsible for developing a rigorous budget process and communicating that process to the appropriate personnel.

In the budget planning process for the school system, the Chelmsford School Committee shall:

1. Engage in thorough advance planning with staff and community involvement;
2. Develop budgets and guide expenditures in a manner that will achieve the greatest educational results and maximize contributions to the educational program in relation to dollars expended;
3. Establish levels of funding that will provide high quality education for all our students;
4. Seek and implement the best available techniques for budget development and management.

The Chelmsford School Committee, the Superintendent, and the Director of Business and Finance will share responsibility for budget preparations including construction of and adherence to a budget calendar. The Chelmsford School Committee shall meet and confer with the Board of Selectmen and Finance Committee prior to and during the budget planning process to develop a coordinated and balanced budget. The Superintendent and Town Manager shall jointly develop fiscal guidelines consistent with policies adopted by the Chelmsford School Committee and Board of Selectmen. The Chelmsford School Committee will also meet periodically with the Board of Selectmen and the Finance Committee to discuss fiscal forecasts and revenue projections.

Reviewed and revised: September 22, 2008: April 4, 2012: January 26, 2016.

SOURCE: Chelmsford

PUBLIC HEARING ON THE BUDGET

The Chelmsford School Committee shall hold a Public Hearing on its final proposed annual budget not less than seven days after publication of a notice in a newspaper having general circulation in Chelmsford. Prior to such Public Hearing, the Chelmsford School Committee shall make available to the public at least one copy of the proposed budget for a time period of not less than forty-eight hours before the Public Hearing at the central administration office or on the Chelmsford Public Schools website.

At the Public Hearing, all interested persons shall be given an opportunity to be heard for or against the whole or any part of the proposed budget. The Public Hearing shall be conducted by a quorum, a majority of the members, of the Chelmsford School Committee.

LEGAL REF.: M.G.L. 71:38N

Adopted: February 20, 2008.

Reviewed: April 4, 2012.

Reviewed and revised: January 26, 2016.

SOURCE: Chelmsford

BUDGET ADOPTION PROCEDURES

Authority for adoption of the final school budget lies with the citizens who comprise, and who are entitled to vote at, the town meeting. The school budget is presented as part of the total town budget for action at the annual town meeting.

Established by law and charter.

SOURCE: MASC

LEGAL REFS.: M.G.L. 71:34
Town Charter, (See local reference)

BUDGET TRANSFER AUTHORITY

In keeping with the need for periodic reconciliation of the school department's budget, the School Committee will consider requests for transfers of funds as they are recommended by the Superintendent.

The Committee wishes to be kept abreast of the need for these adjustments so that it may act promptly and expedite financial record keeping for the school system.

All requests for transfers between major accounts (Massachusetts Department of Elementary and Secondary Education Chart of Accounts defines these as the 4 digit accounts ending in 00) must be submitted to the School Committee for approval. Transfers between line items within a major account must be reported to the School Committee as part of the Director of Business and Finances' quarterly financial report at the business meetings of the School Committee.

All funds in the general account not expended by the close of the fiscal year will be returned to the municipality.

SOURCE: MASC August 2016

FUNDING PROPOSALS AND APPLICATIONS

The School Committee will encourage the administration to seek and secure possible sources of state, federal, and other special funds that will enhance the educational opportunities for the children in our schools.

The Superintendent will keep informed of possible funds available to the school system under the various state and federal programs, and in what manner these funds can best be used in the school system.

The Superintendent will be responsible for seeking out and coordinating the development of proposals for all specially funded projects and for submitting the proposals to the Committee for approval.

The Superintendent is authorized to sign all funding proposals, applications, and reports for these projects and will be responsible for the proper expenditure of funds received for such projects.

SOURCE: MASC August 2016

LEGAL REFS.: M.G.L. 44:53A
P.L. 874 Impact Aid
603 CMR 32:00; 34:00

AUTHORIZED SIGNATURES

The Town Treasurer holds all funds designated for school department expenditure and is the only authorized disburser of payments for the school system's bills and debts. The Town Treasurer signs all checks drawn against school funds.

The School Committee shall authorize three (3) members on a rotation basis throughout the year to sign warrants. The Director of Business and Finance or his/her designee is responsible to notify School Committee members of the schedule for signing warrants.

LEGAL REF.: M.G.L.41:41; 41:52
 Chelmsford Town Charter Section 6-6- Management of Town Funds

Reviewed and revised: February 20, 2008; February 9, 2016.
Reviewed: August 7, 2012.

SOURCE: Chelmsford

BONDED EMPLOYEES AND OFFICERS

Each employee of the school system who is assigned the responsibility of receiving and dispensing school funds will be bonded individually or covered by a blanket bond. The Town will pay the cost of the bond.

SOURCE: MASC

LEGAL REFS.: M.G.L. 40:5

FISCAL ACCOUNTING AND REPORTING

The Superintendent will be ultimately responsible for receiving and properly accounting for all funds of the school system.

The accounting system used will conform with state requirements and with good accounting practices, providing for the appropriate separation of accounts, funds, and special monies.

The School Committee will receive periodic financial statements from the Superintendent showing the financial condition of the school department. Such other financial statements as may be determined necessary by either the Committee or the administration will be presented as found desirable.

SOURCE: MASC

LEGAL REF.: 603 CMR 10:00

AUDITS

An audit of the school department's accounts should be conducted annually. In addition, the Committee may request a private audit of the school system's accounts at its discretion.

The Committee will consider recommendations made by the auditor for maintaining an efficient system for recording and safeguarding the school department's assets.

SOURCE: MASC

PURCHASING

The School Committee declares its intention to purchase competitively without prejudice and to seek maximum educational value for every dollar expended.

The acquisition of materials, equipment and services will be centralized in the central office of the school system.

The Superintendent or designee will serve as purchasing agent. He/she will develop and administer the purchasing program for the schools in keeping with legal requirements and with the adopted school budget.

School purchases will be made only on official purchase orders approved for issuance by the appropriate unit head and signed by the Superintendent or designee, with such exceptions as may be made by the latter for emergency purchases.

SOURCE: MASC

LEGAL REFS.: M.G.L. 7:22A; 7:22B; 30B; 71:49A

PURCHASING AUTHORITY

Authority for the purchase of materials, equipment, supplies, and services is extended to the Superintendent through the detailed listing of such items compiled as part of the budget-making process.

The purchase of items and services on such lists requires no further Committee approval except when by law or Committee policy the purchases or services must be put to bid.

SOURCE: MASC

LEGAL REF.: M.G.L. 30B

CROSS REF.: DJE, Bidding Requirements

PROCUREMENT REQUIREMENTS

All purchases of materials and equipment and all contracts for construction or maintenance in amounts exceeding \$50,000 will be based upon competitive bidding. All purchases valued between \$10,000 and \$50,000 shall require the procurement officer to attempt to secure 3 quotes for all materials, equipment, or services. All purchases valued at less than \$10,000 shall require the use of sound business practices to secure the best quality at the best price.

An effort will be made to procure multiple bids for all purchases in excess of \$50,000. When recommending acceptance of a bid, the Superintendent will inform the School Committee, whenever possible, of the competitive price of a reasonable substitute for the item specified.

When bidding procedures are used, bids will be advertised appropriately. Suppliers will be invited to have their names placed on distribution lists to receive invitations to bid. When specifications are prepared, they will be distributed to all merchants and firms who have indicated an interest in bidding.

All bids will be submitted in sealed envelopes, addressed to the Superintendent and plainly marked with the name of the bid and the time of the bid opening. Bids will be opened in public at the time specified, and all bidders will be invited to be present.

The Committee reserves the right to reject any or all bids and to accept the bid that appears to be in the best interest of the school system. The Committee reserves the right to waive any informality in, or reject, any or all bids or any part of any bid. Any bid may be withdrawn prior to the scheduled time for the opening of the bids. Any bid received after the time and date specified will not be considered. All bids will remain firm for a period of 30 days after opening.

The bidder to whom an award is made may be required to enter into a written contract with the school system.

SOURCE: MASC February 2017

LEGAL REF.: M.G.L. [7:22A](#); [7:22B](#); [30B](#)

CROSS REF.: [DJA](#), Purchasing Authority

EXPENSE REIMBURSEMENTS

Personnel and school department officials who incur expenses in carrying out their authorized duties will be reimbursed by the school department upon submission of a properly completed and approved voucher and any supporting receipts required by the Superintendent.

When official travel by a personally owned vehicle is authorized, mileage payment will generally be made at the rate regularly approved by the IRS.

To the extent budgeted for such purposes in the school budget, approval of travel requests by School Committee members must have prior approval of the School Committee. Staff travel requests within budgetary limits may be approved by the Superintendent. Staff travel requests that exceed budgetary limits will require the approval of the School Committee and the identification of funding sources by administration. Each request will be judged on the basis of its benefit to the school district.

SOURCE: MASC August 2016

LEGAL REFS.: M.G.L. 40:5; 44:58

SECTION E
SUPPORT SERVICES

EB	SAFETY PROGRAM
EBAB	PEST MANAGEMENT POLICY
EBB	FIRST AID
EBC	EMERGENCY PLANS
EBCD	EMERGENCY CLOSINGS
EC	BUILDINGS AND GROUNDS MANAGEMENT
ECA	BUILDINGS AND GROUNDS SECURITY
ECAC	VANDALISM
ECAF	SECURITY CAMERAS IN SCHOOLS
EDB	MAINTENANCE AND CONTROL OF MATERIALS
EDC	AUTHORIZED USE OF SCHOOL-OWNED MATERIALS
EDE	RECYCLING
EEA	STUDENT TRANSPORTATION SERVICES
EEAA	WALKERS AND RIDERS
EEAE	SCHOOL BUS SAFETY PROGRAM
EEAEA	BUS DRIVER EXAMINATION AND TRAINING
EEAEA-1	DRUG AND ALCOHOL TESTING FOR SCHOOL BUS AND COMMERCIAL VEHICLE DRIVERS
EEAEC	STUDENT CONDUCT ON SCHOOL BUSES
EEAG	STUDENT TRANSPORTATION IN PRIVATE VEHICLES
EEAJ	MOTOR VEHICLE IDLING ON SCHOOL GROUNDS
EF	FOOD SERVICES MANAGEMENT
EFC	FREE AND REDUCED PRICE FOOD SERVICES
EFD	MEAL CHARGE POLICY

SAFETY PROGRAM

Accidents are undesirable, unplanned occurrences that can result in tragic consequences – bodily harm, loss of school time, property damage, legal action, and even fatality. The School Committee will guard against such occurrences by taking precautions to protect the safety of all students, employees, visitors and others present on school property or at school-sponsored events.

The Committee will comply with safety requirements established by governmental authorities and will insist that its staff adhere to recommended safety practices as these pertain, for example, to the school plant, special areas of instruction, student transportation, school sports and occupational safety.

The practice of safety will also be considered a facet of the instructional program of the schools. Instruction will include accident prevention as well as fire prevention, emergency procedures, traffic, bicycle, and pedestrian safety.

The Superintendent will have overall responsibility for the safety program of the school system. It will be the responsibility of the Superintendent to see that appropriate staff members are kept informed of current state and local requirements relating to fire prevention, civil defense, sanitation, public health, and occupational safety.

Efforts directed toward the prevention of accidents will succeed only to the degree that all staff members recognize that preventing accidents is a daily operational responsibility.

SOURCE: MASC August 2016

LEGAL REF.: M.G.L. 71:55C
603 CMR 36:00

CROSS REFS.: EEAE, School Bus Safety Program
GBGB, Staff Personal Security and Safety
IHAM, Health Education
JLI, Student Safety

PEST MANAGEMENT POLICY

The Chelmsford Public Schools are committed to providing a safe and properly maintained environment for all staff, students and visitors. To achieve this end, the School District will implement integrated pest management procedures for its buildings and grounds.

The integrated pest management procedures shall include implementation of appropriate prevention and control strategies, notification of certain pesticide and herbicide uses, record keeping, education and evaluation.

Integrated pest management procedures will determine when to control pests and what method of control to choose. Strategies for managing pest populations will be influenced by the pest species, location and whether and at what population level its presence poses a threat to people, property or the environment. The full range of action alternatives, including no action, will always be considered.

I. OVERVIEW AND GOALS

- A. The Director of Operations and Maintenance shall develop and implement an integrated pest management program.
- B. An integrated pest management program is a pest control approach that emphasizes using a balanced combination of tactics (cultural, mechanical, biological, and chemical) to reduce pests to a tolerable level while using pesticides and herbicides as a last resort to minimize health, environmental and economic risks.
- C. Pesticides and herbicides will be used only as a last resort, based on a review of all other available options.
- D. The integrated pest management program shall strive to:
 - 1. Reduce any potential human health hazard;
 - 2. Reduce loss or damage to school structures or property;
 - 3. Minimize the risk of pests from spreading in the community;
 - 4. Enhance the quality of facility use for school and community;
 - 5. Minimize health, environmental and economic risks.

II. RESTRICTIONS ON USE OF PESTICIDES AND HERBICIDES

- A. When pesticides or herbicides are used, they must be classified as an EPA Category III or IV. Application of any pesticide or herbicide may be performed only by certified applicators.
- B. Application of pesticides and herbicides may only be accomplished during a school break or when the building will be clear of students for at least 48 hours.

III. NOTIFICATION OF PESTICIDE AND HERBICIDE USE

- A. When pesticides or herbicides are used outdoors, notice of their use will be provided to parent/guardians, staff and students and will also be posted in a common area.
- B. When pesticides and herbicides are used in a building, the site will provide a 48-hour pre-notification in the form of posting the product name, purpose, application date, time and method and the Material Safety Data Sheet on all entrance doors. A contact person will also be listed.
- C. In the event of an EPA registered pesticide or herbicide application in or around a building site during the school year or summer session, a notice (including the product name, purpose, contact person, and application date, time and method), will be sent home in writing with students in the affected building at least 5 days prior to application.

IV. RECORD-KEEPING

- A. The District will keep a record of pesticides and herbicides used, amounts and locations of treatments and will keep any Material Safety Data Sheets, product labels and manufacturer information on ingredients related to the application of the pesticides or herbicides.
- B. All records of pesticides and herbicides used and correspondence will be available for public review upon notice and during normal school hours.

V. STAFF RESPONSIBILITIES AND EDUCATION

- A. Designated staff (School Nutrition, Buildings and Grounds, etc.) will participate in sanitation and pest exclusion procedure appropriate to their roles. For example: keeping doors closed, repairing cracks, removing food waste within 12 hours, keeping lids on garbage receptacles and keeping vegetation properly cut.
- B. Ongoing education of all appropriate District staff will be a priority to ensure a safe and clean environment.

SOURCE: MASC

LEGAL REF.: M.G.L. 71:68; 132B

FIRST AID

The district attempts to provide a safe environment. If an accident or sudden illness occurs, school personnel will administer first aid and, if warranted, call emergency medical services. In the case of illness that may include an infectious disease the school physician shall be notified in accordance with the law.

First aid is defined as the immediate and temporary care given in case of an accident or sudden illness, which enables the child to be taken safely home or to a physician. It does not include diagnosis or treatment. Any care beyond first aid will not be given.

At each school, procedures will be developed for the proper handling of an injury to, or sudden illness of, a child or staff member. These will be made known to the staff and will incorporate the following requirements:

1. The school nurse or another trained person will be responsible for administering first aid.
2. When the nature of an illness or an injury appears in any way serious, every effort will be made to contact the parent and/or family physician immediately.
3. In extreme emergencies, the school nurse, school physician or Principal may make arrangements for immediate transport to a hospital of injured or ill students, contacting parent or guardian in advance if at all possible.
4. The teacher or other staff member to whom a child is responsible at the time an accident occurs will make out a report on an official form providing details about the accident. This will be required for every accident for which first aid is given.
5. All accidents to students and staff members will be reported as soon as possible to the Superintendent and, if the Superintendent deems appropriate, to the School Committee.

SOURCE: MASC August 2016

LEGAL REFS.: M.G.L. 71:55A; 71:56

CROSS REF.: JLC, Student Health Services and Requirements

EMERGENCY PLANS

Advance planning for emergencies and disasters is essential to provide for the safety of students and staff; it also strengthens the morale of all concerned to know that plans exist and that students and staff have been trained in carrying out the plans.

The Superintendent will develop and maintain plans that meet the requirements of state law for preparedness in case of fire, civil emergencies, and natural disasters.

The Superintendent shall develop, in consultation with school nurses, school physicians, athletic coaches, trainers, and local police, fire and emergency personnel, an Emergency Medical Response Plan for each school in the district. Each Plan shall include:

1. A method establishing a rapid communications system linking all parts of the school campus, including outdoor facilities, to local Emergency Medical Services along with protocols to clarify when EMS and other emergency contacts will be called.
2. A determination of EMS response times to any location on the campus.
3. A list of relevant contacts with telephone numbers and a protocol indicating when each person shall be called, including names of experts to help with post-event support.
4. A method to efficiently direct EMS personnel to any location on campus, including the location of available rescue equipment.
5. Safety precautions to prevent injuries in classrooms and on the school campus.
6. A method of providing access to training in CPR and first aid for teachers, athletic coaches, trainers, and other school staff which may include CPR training for high school students; provided that School Committees may opt out of instruction in CPR pursuant to Section 1 of Chapter 71.
7. In the event the school possesses Automated External Defibrillators (AEDs), the location of all available AEDs, whether the location is fixed or portable, and a list of personnel trained in its use.

The Superintendent shall annually review the response sequence with local police and fire officials. Plans shall be submitted to local police and fire officials and the DESE at least every 3 years by September 1 or when changes occur. Plans must be updated in the case of new construction or other physical changes to the school campus.

Building Principals will meet all requirements for conducting fire drills and Emergency Response drills (at least once per year) to give students practice in moving with orderly dispatch to designated areas under emergency conditions, and the staff practice in carrying out their assigned responsibilities for building evacuation.

SOURCE: MASC August 2015

LEGAL REF: M.G.L. 69:8A
Section 363 of Chapter 159 of the Acts of 2000

CROSS REF.: EBCD, Emergency Closings
JL, Student Welfare
JLC, Student Health Services and Requirements

EMERGENCY CLOSINGS

The Superintendent may close the schools or dismiss them early in the event of hazardous weather or other emergencies that threaten the health or safety of students and personnel. While it may be prudent, under certain circumstances, to excuse all students from attending school, to delay the opening hour or to dismiss students early, the Superintendent has the responsibility to see that as much of the administrative, supervisory and operational activity is continued as may be possible. Therefore, if conditions affect only a single school, only that school will be closed.

In making the decision to close schools, the Superintendent will consider many factors, including the following principal ones relating to the fundamental concern for the safety and health of the children:

1. Weather conditions, both existing and predicted.
2. Driving, traffic, and parking conditions affecting public and private transportation facilities.
3. Actual occurrence or imminent possibility of any emergency condition that would make the operation of schools difficult or dangerous.
4. Inability of teaching personnel to report for duty, which might result in inadequate supervision of students.

The Superintendent will weigh these factors and take action to close the schools only after consultation with public works and public safety authorities and with school officials from neighboring towns. Students, parents and staff will be informed early in each school year of the procedures that will be used to notify them in case of emergency closings. When schools are closed for emergency reasons, staff members will comply with School Committee policy in reporting for work.

SOURCE: MASC

LEGAL REFS.: M.G.L. 71:4; 71:4A

BUILDING AND GROUNDS MANAGEMENT

While the care, custody and safekeeping of all school real estate is the responsibility of the Town, each Principal shall have general authority over their building and surrounding grounds.

The Director of Business and Finance or designee, under the direction of the Superintendent, shall establish procedures for custodial services in regard to the condition, upkeep, and general/necessary repairs to all school buildings and related surroundings. Custodians, principals, parents, and other volunteers may paint with the approval of the Director of Business and Finance.

The Department of Public Works shall be responsible for maintaining and repairing the electrical, plumbing, HVAC (heating, ventilation, air conditioning), flooring and roofing systems, related grounds, recreational areas, and providing any necessary painting or carpentry in all school buildings through appropriations from Town Meeting. If there is a facilities' project that the Superintendent and/or his/her designee or the Chelmsford School Committee desires or sees a need for, they will work with the Department of Public Works and/or the Town Manager.

The Director of Public Works functions under the operational control of the Town Manager with input and direction from the Superintendent and/or Director of Business and Finance on matters involving school buildings under the jurisdiction of the Chelmsford School Committee.

LEGAL REF.: M.G.L. 71:68 Duty of Towns to Maintain Schools
Chelmsford Town Charter: Section 4-3: paragraph "h"
(Ratified at 2006 Fall Annual Town Meeting and at the 2007 Annual Town Election)

Adopted: February 20, 2008.
Reviewed and revised: September 4, 2012; March 8, 2016.

SOURCE: Chelmsford

BUILDINGS AND GROUNDS SECURITY

Public school buildings and grounds are one of the greatest investments of the Town. It is deemed in the best interest of the school department and town to protect the investment adequately.

Security should mean not only maintenance of a secure (locked) building, but protection from fire hazards and faulty equipment, and safe practices in the use of electrical, plumbing, and heating equipment. The Committee expects close cooperation with fire and law enforcement departments and with insurance company inspectors.

Access to school buildings and grounds outside of regular school hours will be limited to personnel whose work requires it. An adequate key control system will be established, which will limit access to buildings to authorized personnel and will safeguard against the chance of entrance to buildings by unauthorized persons.

Funds and valuable records will be kept in a safe place and under lock and key.

Protective devices designed to be used as safeguards against illegal entry and vandalism will be installed when appropriate to the individual situation. Employment of security personnel may be approved in situations where special risks are involved.

SOURCE: MASC August 2016

VANDALISM

The School Committee recognizes that acts of vandalism committed against public and private property are costly and require positive action through educational programs. Consequently, the Committee will support various programs aimed at reducing the amount of vandalism.

Every citizen of the town, staff members, students, and members of the police department are urged by the School Committee to cooperate in reporting any incidents of vandalism to property under control of the school department, and the name(s) of the person or persons believed to be responsible. Each employee will report to the Principal of the school every incident of vandalism known to him/her and, if known, the names of those responsible.

The Superintendent is authorized to sign a criminal complaint and to press charges against perpetrators of vandalism against school property, and is further authorized to delegate, as he/she sees fit, authority to sign such complaints and to press charges.

Parents and students will be made aware of the legal implications involved. Reimbursement will be sought for all or part of any damages.

SOURCE: MASC

SECURITY CAMERAS IN SCHOOLS

The School Committee works to maintain a safe and secure environment for its students, staff, visitors, and facilities. Security means more than having locks and making certain that doors are locked at the proper times. Security also means minimizing fire hazards, reducing the possibility of faulty equipment, keeping records and valuables in a safe place, protection against vandalism and burglary, the prosecution of vandals, and developing crisis plans.

School facilities and their contents, constitute one of the greatest investments of the community. The School Committee believes it to be in the best interest of students and taxpayers for the district to exert every reasonable means to protect the investment adequately.

In pursuit of this objective, the School Committee authorizes the use of security cameras in school district buildings and on its property to ensure the health, welfare and safety of all students, staff and visitors, to deter theft, vandalism and other negative behavior, to safeguard district buildings, grounds and equipment, and to monitor unauthorized individuals in or on school property. Security cameras may be used in locations as deemed appropriate by the Superintendent of Schools in consultation with school officials as well as local law enforcement and emergency response agencies. They may be used in any area, inside or outside of school buildings where there is no reasonable expectation of privacy.

The district shall notify students and staff through student and employee handbooks and appropriate signage that security cameras have been installed and may be used at any time. Students or staff identified on security cameras in violation of School Committee policies will be subject to disciplinary action.

The Superintendent shall ensure that proper procedures are in place and are followed regarding use, viewing, disclosure, retention, disposal and security of video recordings or photographs from security cameras in accordance with applicable laws and regulations. A video recording used for security purposes in school district buildings and/or on school property shall be the sole property of the school district. All video recordings will be stored in their original format and secured to avoid tampering and to ensure confidentiality in accordance with applicable laws and regulations. Access to video recordings from security cameras shall be limited to school administrators (Superintendent/designee and School Principal/designee). Law enforcement and emergency response officials shall be granted access to video recordings or the security system after giving prior notice to the Superintendent/designee.

The Superintendent may, from time to time, issue further guidance that is consistent with current laws and this policy.

SOURCE: MASC

Adopted: August 2015

MAINTENANCE AND CONTROL OF MATERIALS

District Administration shall ensure that property records are kept on all textbooks, materials, supplies, and equipment owned by the Chelmsford Public Schools.

Records shall include records of the issuance of such items to various schools, records of issuance within each school to individual teachers, and teacher records of issuance to students.

Schools, staff members, and students shall be held responsible for items that have been issued for their use.

All school-owned equipment for extracurricular activities, including but not limited to musical instruments and band uniforms, shall be issued at the beginning of each season and returned at the end of each season and complete records shall be kept on all such equipment.

Teachers shall at least once a year make a careful inspection of textbooks and permanent supplies in use by students. Teachers may impose fines for damages resulting from carelessness or loss by students. No fines shall be imposed without the approval of the Curriculum Coordinator/ Department Head and the Building Principal.

Special care must be taken to store audio/visual equipment, portable computers, musical instruments, and like equipment during off hours, vacation periods, and summer months. Locked storage for these items of equipment shall be provided in each building. All equipment should be carefully stored in a dry, safe, secure place in order not to invite damage, theft, or vandalism.

Reviewed and revised: September 22, 2008; March 8, 2016.

SOURCE: Chelmsford

AUTHORIZED USE OF SCHOOL-OWNED MATERIALS

The School Committee wishes to be of assistance, whenever possible, to other town departments and community organizations. Therefore, permission to use school equipment may be granted by the Superintendent upon request by responsible parties or organizations.

School equipment may be utilized by staff when the use is related to their school employment, and by students when the equipment is to be used in connection with their studies or extracurricular activities.

Proper controls will be established by the Superintendent to assure the user's responsibility for, and return of, all school equipment.

SOURCE: MASC August 2016

RECYCLING

The Chelmsford School Committee recognizes our responsibility to make our students and staff aware of the importance of recycling materials whenever possible to conserve the world's limited resources and conserve energy while exercising sound financial practices.

To this end, all Chelmsford Public Schools will work to recycle materials that would otherwise become waste, including paper, cardboard, bottles and cans, throughout the school buildings and grounds, in support of the Massachusetts Department of Environmental Protection's waste ban, which prohibits disposal of recyclable paper, cardboard, and paperboard; glass and metal containers; and single-resin, narrow-necked plastics.

Implementation of this policy is the responsibility of the Chelmsford Public Schools staff and students working with Town of Chelmsford personnel and any outside contractors as necessary. Success in reducing waste through recycling is based on the cooperation of all the members of the school community.

In order to ensure success in the district's recycling efforts, the following measures shall be adopted:

1. All Chelmsford Public School personnel, including contractual partners, shall support recycling efforts throughout the schools.
2. A system documenting recycling amounts will be created and implemented by the Town of Chelmsford Recycling and Solid Waste Coordinator and an annual report shall be provided to the Chelmsford School Committee by the Coordinator.
3. Teachers may include educational lessons on recycling in the curriculum where appropriate.

LEGAL REF.: 310 CMR 19.017: Waste Bans

Adopted: January 5, 2016

SOURCE: Chelmsford

STUDENT TRANSPORTATION SERVICES

The Chelmsford School Committee has been given its mandate for providing student transportation by action of the voters at a special town meeting and by Massachusetts General Laws.

It is the expressed wish of the Town to:

- Operate its school transportation system as efficiently and economically as possible;
- To maintain conditions on the buses that are in the best interests of the students from mental, moral, and physical viewpoints, or act in relation thereto.

The school system's regular education transportation services will be contracted with a bus company (or companies) chosen on the basis of competitive bidding conducted by the Chelmsford School Committee in accordance with state law and regulations for student transportation. The Superintendent or designee, working with the bus contractor and appropriate administrators, will establish schedules, routes, safety and conduct rules, and other procedures relative to student transportation.

The Chelmsford School Committee reserves the right to charge bus fees. Bus fees may be based on the cost of transportation, and participation shall be determined by distance from the student's respective school. The fee process will be recommended to the Chelmsford School Committee by the Superintendent and the Director of Business and Finance for approval.

The Director of Business and Finance shall present an annual report concerning the bus transportation fee program to the Chelmsford School Committee. The Chelmsford School Committee may request periodic updates from the Director of Business and Finance related to the transportation program.

Special Education Transportation contracts are managed according to Massachusetts General Laws.

LEGAL REF.: M.G.L. 71: 7A; 71:8

Reviewed and revised: September 22, 2006; October 2, 2012; March 8, 2016.

SOURCE: Chelmsford

WALKERS AND RIDERS

It is the policy of the Chelmsford School Committee to provide transportation to those pupils whose health, distance from school, or safety makes this service essential. In establishing the policy, the Chelmsford School Committee will:

1. As a minimum, provide daily transportation to all students who meet the requirements defined in the Massachusetts General Laws.
2. Adjust distances depending upon the accessibility of the roadway to standard passenger school buses.
3. Provide buses which shall contain adequate seating accommodations for each passenger transported therein.
4. Endeavor to provide the safest possible school bus transportation and student walking program.

The school system will provide transportation in line with these principles.

Walkers

The Chelmsford School Committee will work in conjunction with the Town to create a safe walking environment for students.

LEGAL REFS.: M.G.L. Chapter 71: Section 68
M.G.L. Chapter 71: Section 7A and 7B

Reviewed and revised: September 22, 2008, October 2, 2012.
Reaffirmed: March 8, 2016.

SOURCE: Chelmsford

SCHOOL BUS SAFETY PROGRAM

The safety and welfare of student riders will be the first consideration in all matters pertaining to transportation. Safety precautions will include the following:

1. Children will be instructed as to the proper procedure for boarding and exiting from a school bus and in proper and safe conduct while aboard.
2. Emergency evacuation drills will be conducted at least twice a year to acquaint student riders with procedures in emergency situations.
3. All vehicles used to transport children will be inspected periodically for conformance with state and federal safety requirements.
4. Classroom instruction on school bus safety will be provided.

SOURCE: MASC

LEGAL REFS.: M.G.L. 90:7b as amended by Ch. 246 Acts of 1986
M.G.L. 90:1 et seq.; 713:2; 713:7L
Highway Safety Program Standard No. 17

BUS DRIVER EXAMINATION AND TRAINING

The School Committee will reserve the right to approve or disapprove persons employed by the bus contractor to drive school transportation vehicles.

1. Courteous and careful drivers will be required.
2. Each driver will file with school officials a medical certificate.
3. Only persons who are properly licensed by the state and have completed the driver-training program will be permitted to drive school buses.
4. The contractor will furnish the School Committee with a list of names of drivers and their safety records for the last three years.
5. The contractor will notify school officials as soon as possible of any change of bus drivers.

SOURCE: MASC August 2016

LEGAL REFS.: M.G.L. 90:7B; 90:8A; 90:8A ½

**DRUG AND ALCOHOL TESTING FOR SCHOOL BUS
AND COMMERCIAL VEHICLE DRIVERS**

The District shall adhere to federal law and Department of Transportation regulations requiring a drug and alcohol-testing program for school bus drivers and commercial vehicle drivers. Such testing will be conducted for five different situations: pre-employment, randomly, following an accident, following an authorization to return to duty, and upon reasonable suspicion that a driver is under the influence of alcohol or using drugs.

The District will comply with Department of Transportation protocols regarding the collection and testing necessary to establish whether alcohol or drugs are present in the driver's system, and regulations will be established for the steps to be taken in the event that test results are positive.

This program shall comply with the requirements of Federal law and regulations. The Superintendent or designees shall adopt and enact procedures consistent with the federal regulations, defining the circumstances and procedures for testing.

SOURCE: MASC August 2016

LEGAL REFS.: 49 U.S.C. sec. 2717 et seq. (Omnibus Transportation Employee Testing Act of 1991)
49 C.F.R. Part 40 Procedures for Transportation Workplace and Drug and Alcohol
Testing Programs
49C.F.R. Part 382 Controlled Substance and Alcohol Use and Testing
49 C.F.R. Part 391 Qualification of Drivers

STUDENT CONDUCT ON SCHOOL BUSES

The School Committee and its staff share with students and parents the responsibility for student safety during transportation to and from school. The authority for enforcing School Committee requirements of student conduct on buses will rest with the Principal.

To ensure the safety of all students who ride in buses, it may occasionally be necessary to revoke the privilege of transportation from a student who abuses this privilege. Parents of children whose behavior and misconduct on school buses endangers the health, safety, and welfare of other riders will be notified that their children face the loss of transportation privileges in accordance with regulations approved by the School Committee.

SOURCE: MASC

STUDENT TRANSPORTATION IN PRIVATE VEHICLES

School buses will be used for the transportation of students participating in co-curricular or extracurricular activities. However, when buses are not available, private vehicles may be permitted to transport students to or from school activities that fall within the academic day or extend the school day provided all of the following conditions are met:

1. The activity has the approval of the Superintendent of Schools.
2. The owner of the vehicle being used in transporting students must file evidence with the Superintendent of personal liability insurance coverage on the vehicle in the amounts of \$100,000 - \$300,000 or more.
3. The parents of students to be transported in this manner will be fully informed as to this means of transportation and will sign a statement to this effect.

SOURCE: MASC

MOTOR VEHICLE IDLING ON SCHOOL GROUNDS

No motor vehicle operator shall cause or allow any motor vehicle operated by him or her on school grounds to idle unnecessarily, except for any of the following reasons: traffic conditions; queuing at a school for the purpose of picking up or discharging students; turbo-charged diesel engine cool down or warm up; maintenance of appropriate temperature for school buses when accepting or discharging passengers not to exceed three minutes in any fifteen minute period or one minute in any fifteen minute period for other motor vehicles; for circumstances involving safety or emergencies and for servicing or repairing motor vehicles; and as these exceptions are more completely described in the below referenced regulations. The term "school grounds" shall mean in, on or within 100 feet of the real property of the school whether or not it is in session, and shall include any athletic field or facility and any playground used for school purposes or functions which is owned by the municipality or school district, regardless of proximity to a school building, as well as any parking lot appurtenant to such school athletic field, facility or playground. Reasonable efforts shall be made by the district to identify by signage all known and actual air intake systems, which may be within 100 feet of an idling motor vehicle. A motor vehicle operator shall not idle a motor within 100 feet of such air intake system, unless the Chelmsford School District has determined that alternative locations block traffic, impair student safety or are not cost effective.

The Chelmsford School District shall erect and maintain in a conspicuous location on school grounds "NO IDLING" signage as described below. All such signage shall contain appropriate sized font so as to be visible from a distance of 50 feet.

NO IDLING PENALTIES OF \$100 FOR FIRST OFFENSE AND \$500 FOR SECOND AND SUBSEQUENT OFFENSES M.G.L. C. 90, § 16B AND 540 CMR 27.00

It shall be the responsibility of the school administration to ensure that each school bus driver employed by the Chelmsford Public School District and not by a school bus contractor shall, upon employment and at least once per year thereafter, sign a document acknowledging the receipt of copies of M.G.L. c. 90, § 16B and 540 CMR 27.00. The prohibitions contained in M.G.L. c. 90, § 16B shall be enforced by state or local law enforcement agencies.

LEGAL REFS.: M.G.L. c. 71:37H, c. 90:16B and 540 CMR 27.00

SOURCE: MASC 2010

FOOD SERVICES MANAGEMENT

The Chelmsford School Committee intends to make good nutrition available to students as an integral part of the learning process. The school lunch program shall be operated within the guidelines established for participants in the National School Lunch Program, state law, and regulations established by the Massachusetts Commissioner of Education.

The schools will provide food service for students and staff under the direction of the Director of Business and Finance in association with the Director of School Nutrition. By efficient use of workers' time and skills, by careful purchasing of supplies, and by supplementing with government commodities when available, the lunch program will be operated as efficiently as possible, while also adhering to the requirements for nutritional standards and food service delivery as referenced below.

The rates to be paid by students and employees shall be established annually by the Chelmsford School Committee on the recommendation of the Director of Business and Finance or designee.

LEGAL REFS.: M.G.L. 69:1c- Requirements for Nutritional Standards and Food Services in Public Schools
M.G.L. 71:72 - Sale of Lunches
M.G.L. Chapter 7 Section 238: Preference for products grown in or produced from products grown in commonwealth.
M.G.L. c. 111, § 223: Nutritional standards for sale or provision of foods or beverages in public schools; school wellness advisory committees; food safety inspections at public schools.
CHAPTER 19A DEPARTMENT OF ELDER AFFAIRS: Section 37 Hot lunch program; incorporation into school lunch program. Healthy, Hunger-Free Kids Act
Public Law 111-296
Public Law 108-265 (2004) Reauthorization Memoranda and Reauthorization Regulations
Richard 8. Russell National School Lunch Act Child Nutrition Act of 1966

Reviewed and revised: July 22, 2008; October 2, 2012; October 6, 2015.

SOURCE: Chelmsford

FREE AND REDUCED PRICE FOOD SERVICES

The school system will take part in the National School Lunch Program and other food programs that may become available to assure that all children in the schools receive proper nourishment.

In accordance with guidelines for participation in these programs, and in accordance with the wishes of the Committee, no child who a teacher believes is improperly nourished will be denied a free lunch or other food simply because proper application has not been received from his/her parents or guardians.

As required by state and federal regulations, the School Committee approves this policy statement pertaining to eligibility for free milk, free meals, and reduced price meals.

SOURCE: MASC August 2016

LEGAL REFS.: National School Lunch Act, as amended (42 USC 1751-1760)
Child Nutrition Act of 1966
P.L. 89-642, 80 Stat. 885, as amended
M.G.L. 15:1G; 15:1L; 69:1C; 71:72

MEAL CHARGE POLICY

The School Committee is committed to providing students with healthy, nutritious meals each day so they can focus on school work, while also maintaining the financial integrity of meal programs and minimizing any impact on students with meal charges. However, unpaid meal charges place a large financial burden on the school district, as school nutrition services is a self-supporting entity within the district. The purpose of this policy is to ensure compliance with federal reporting requirements of the USDA Child Nutrition Program, as well as provide oversight and accountability for the collection of outstanding student meal balances.

The provisions of this policy pertain to regular priced school meals only. The School Committee will provide a regular meal to students who forget or lose their lunch money.

Meal Charges and Balances

Students will pay for meals at the regular rate approved by the School Committee and for their meal status (regular, reduced-price, or free) each day. Payment options will be delineated in student handbooks and provided to parents of incoming students. After the balance reaches zero and enters the negative, students will not be allowed to purchase a la carte items including but not limited to a second entrée, snack, ice cream, or an additional beverage. The student will still be allowed to take a meal, and that meal will continue to be charged to the account at the standard lunch rate based on their meal status. The parent/guardian is responsible for any meal charges incurred. If there is a financial hardship, a parent/guardian should contact school nutrition services directly to discuss payment options such as an individualized repayment plan.

Payments

Parents/Guardians are responsible for all meal payments to the school nutrition program. Notices of low or deficit balances will be sent directly to parent/guardians via e-mail or regular postal mail at regular intervals during the school year. At no time shall any staff member give payment notices to students unless that student is known to be an emancipated minor who is fully responsible for themselves or over the age of 18. If parent/guardians have issues with student purchases they should contact school nutrition services for assistance.

Parents/Guardians may pay for meals in advance. Further details are available on the school district website and in student handbooks. Funds should be maintained in accounts to minimize the possibility that a child may be without meal money on any given day. Any remaining funds for a particular student, whether positive or negative, will be carried over to the next school year.

All school cafeterias possess computerized point of sale/cash register systems that maintain records of all monies deposited and spent for each student and those records are available to parents by setting up an on-line account (see student handbooks for more details) or by speaking with the Director of Nutrition Services.

The point of sale system is designed to prevent direct identification of a students' meal status. Parents will receive automated low-balance e-mails or mailed notices regularly, if applicable. If notices do not result in payment, parents may receive a phone call from school nutrition services.

Refunds

Refunds for withdrawn and/or graduating students require a written request (e-mail, postal, or in-person) for a refund of any money remaining in their account to be submitted. Graduating students also have the option to transfer funds to a sibling's account or to donate to a student in need with a written request.

Delinquent Accounts/Collections

Failure to maintain up to date accounts may result in a delay of a student's extra-curricular school services, especially those that are fee based. Graduating seniors may lose the ability to participate in certain graduation related activities.

The Superintendent shall ensure that there are appropriate and effective collection procedures and internal controls within the school district's business office that meet the requirements of law.

If a student is without meal money on a consistent basis, the administration may investigate the situation more closely and take further action as needed. If financial hardship exists, parents and families are encouraged to apply for free or reduced priced lunches for their child. Each school handbook shall contain detailed instructions for parental assistance.

Policy Communications

This policy shall be communicated to all staff and families at the beginning of each school year and to families transferring to the district during the year.

LEGAL REFS: MGL 71:72; USDA School Meal Program Guidelines May 2017

CROSS REFS: JQ, Student Fees, Fines & Charges

SOURCE: MASC February 2018

SECTION F

FACILITIES DEVELOPMENT

- FA FACILITIES DEVELOPMENT GOALS**
- FCB RETIREMENT OF FACILITIES**
- FF NAMING OF BUILDINGS AND GROUNDS**
- FFA MEMORIALS**

FACILITIES DEVELOPMENT GOALS

The School Committee believes that educational programs are influenced greatly by the environment in which they function. The development of a quality educational program and of school facilities that help implement that program must go hand in hand.

Therefore, it is the Committee's goal to provide the facilities needed for the number and educational requirements of students in the school system and to provide the kind of facilities that will best support the educational program. To best use local resources, it is the Committee's intent, wherever possible, to partner with the Massachusetts School Building Authority.

Recognizing that school facilities are long-term community investments, the Committee will develop projects that reflect cost-effective designs, are consistent with good engineering practice, and use high quality construction, with attention to current and future technological practices for students, faculty, and school staff. Sites will be chosen to meet the educational need, maximize the use of any available community resources, and minimize any possible adverse education, environmental, social, or economic impacts on the community.

SOURCE: MASC August 2016

LEGAL REFS: M.G.L. 70B
 963 CMR 2.00

RETIREMENT OF FACILITIES

When a school building becomes inadequate by virtue of age, condition, size of site, lack of need, or other overriding limitations, and cannot reasonably and economically be brought up to the current educational standards, the building should be considered for a comprehensive closing study. The Superintendent will recommend to the School Committee which facilities appear to justify further analysis.

The School Committee may seek both professional advice and the advice of the community in making its recommendations as to the retirement of any school facility. This will permit the public, which originally acquired the property, to benefit from its recycling or retirement.

A closing study will include direct involvement by those neighborhoods considered in the study and will be concerned with all or some of the following factors:

1. Age and current physical condition of the facilities, its operating systems, and program facilities;
2. Adequacy of site, location, access, surrounding development, traffic patterns, and other environmental conditions;
3. Reassignment of children, including alternative plans according to Committee policy;
4. Transportation factors, including numbers of children bused, time, distance, and safety;
5. Alternative uses of the building;
6. Cost/Savings
 - a. Personnel
 - b. Plant Operation
 - c. Transportation
 - d. Capital Investment
 - e. Alternative Use
7. Continuity of instructional and community programs.

SOURCE: MASC

NAMING OF BUILDINGS AND GROUNDS

The Chelmsford School Committee believes naming a school facility is a matter of significant importance. This action deserves the most thoughtful attention of the Chelmsford School Committee and the Administration. Further, the Chelmsford School Committee should not be influenced in its decision by personal prejudice, favoritism, political pressure or temporary popularity. Therefore, the Chelmsford School Committee, by this policy, shall establish criteria to ensure the appropriate selection of names for school structures and spaces including but not limited to, school buildings, athletic facilities and open spaces that are used by the public outside of the traditional school day. School spaces not traditionally frequented by the public, such as labs, teacher lounges and classrooms, are not considered under this policy. It shall be at the discretion of the respective school principal and the Superintendent to approve the naming of school spaces not traditionally frequented by the public.

Criteria Considered when Naming School Facilities

The purpose of naming an area or structure is to recognize, honor or memorialize. Buildings, facilities and spaces may be named after persons, organizations, historical Town sites, an event or given functional names related to the purpose of the space. If a facility is to be named after a person, that person shall have made an outstanding contribution to education, humanity or the community, or have displayed outstanding leadership, or be a person of historical significance. The person may be living or dead and may include, but not be limited, to the following:

- Superior levels of performance in strengthening and supporting the Chelmsford Public School System;
- Community service;
- Community contributions;
- Effective citizenship;
- Seminal ideas or research;
- Excellent character and general reputation;
- Unusually effective and dedicated service to or on behalf of the youth of Chelmsford.

The Chelmsford School Committee may establish a Naming Subcommittee. The role of the Naming Subcommittee is to review and evaluate any or all of the suggested names and bring one or more to the Chelmsford School Committee for discussion and decision.

The Chair of the Chelmsford School Committee shall appoint the Naming Subcommittee members.

Any nominations provided to the Naming Subcommittee shall include answers to the following questions:

- a. What is the reason you are suggesting the person/name (see the above criteria)?
- b. Why is this a good name for this venue?
- c. What is the biographical/other information about this person which will assist in making a decision?

The final approval for the process and naming lies with the Chelmsford School Committee. It is expected that an orderly, announced procedure will lessen the community or factional pressures that so quickly build up when the selection is delayed or seems uncertain. A prompt decision will reduce disappointments and advance community solidarity.

Adopted: June 8, 2010

Reviewed and revised: August 2, 2011; October 20, 2015.

SOURCE: Chelmsford

MEMORIALS

The School Committee recognizes that the death of a student, member of the staff, or prominent community member is deeply felt by the school community. As places designed primarily to support learning, school sites should not serve as the main venue for permanent memorials.

Permanent memorials within the schools shall be limited in form to perpetual awards or scholarships.

Any permanent memorials in existence before the adoption of this policy can only be removed by a vote of the School Committee.

SOURCE: MASC August 2016